United Nations Development Programme

Project Document template for projects financed by the various GEF Trust Funds

Project title: *Sustainable livestock in the Arenal-North Huetar Conservation Area (ACAHN)*		
Country(ies): Costa Rica	**Implementing Partner (GEF Executing Entity):** *Organization of Tropical Studies*	**Execution Modality:** *Non-governmental Organization (NGO)*
Contributing Outcome (UNSDCF/CPD, RPD, GPD): *UNSDCF Outcome 4.2. By 2027, people, communities and institutions mitigate and adapt to climate change and a sustainable and efficient use of ecosystem resources that conserve and prevent the degradation of nature, stop pollution and protect the planet.*		
UNDP Social and Environmental Screening Category: *Moderate*	**UNDP Gender Marker:** *GEN2 (Gender equality as a significant objective)*	
Quantum Award ID: 1399430	**Quantum Project ID: 01004757**	
UNDP PIMS ID number: *9581*	**GEF Project ID number:** *11218*	
LPAC meeting date: *17 September 2025*		
Last possible date to submit to GEF: *February 9th, 2025*		
Latest possible CEO endorsement date: *August 9th, 2025*		
Project duration in months: 60		
Planned start date: *11 February 2026*	**Planned completion date:** *11 February 2031*	
Expected date of Mid-Term Review (MTR) submission to the GEF: *11 August 2028*	**Expected date of Terminal evaluation (TE) submission to the GEF:** *11 August 2031*	
Expected Operational Closure Date: *11 November 2031*	**Expected Financial Closure Date:** *11 May 2032*	
Brief project description: This is a Child Project of the Food Systems Integrated Programme. As such, it is aligned with the IP's Theory of Change which is focused on addressing various systemic challenges and barriers that limit the transformation of food systems towards nature-positive, resilient, low-carbon, and gender-inclusive practices. The project's objective is to catalyze the transformation of the livestock sector to a sustainable and regenerative food system in Costa Rica. Unsustainable production models affect soil fertility and stability, greenhouse gas (GHG) emissions, and biodiversity among others. The agricultural sector accounts for 20% of the		

total GHG emissions at the national level; in addition, poor agricultural production practices such as overgrazing, conversion of forest areas to rangelands for livestock grazing, poor soil fertilization, and little water retention/harvesting systems for grassland irrigation jeopardize ecosystem services and biodiversity of global importance.

Within the context of the FSIP, the project aims to transform food systems in Costa Rica to make them sustainable, resilient, inclusive and low-emission by mainstreaming ecosystem conservation and sustainable use of biodiversity. It will achieve this through the implementation of 4 interactive components that transform institutional conditions and develop incentives for forest conservation and regeneration through improved livestock practices and associated value chains. It will provide technical assistance, access to credit, and land tenure, including capacity building for national and local institutions, to achieve social, economic, and environmental benefits, with emphasis on women and Indigenous people.

Given the importance of food systems, including livestock, in Costa Rica's economy, this project aligns with national priorities and fits within the broader context of the FSIP. As in the global FSIP, the project will closely engage with policy fora and institutions (Component 1), finance frameworks and networks of private sector and civil society actors (Component 2) at the national, state and local levels; and by establishing communities of practice focused on sustainable and regenerative livestock (Component 3), which will cumulatively (with other Child Projects) support the global FSIP to generate a critical mass of evidence and policy influence capable of transforming global thinking, policies and actions on food systems.

The livestock sector has a critical role to play in Costa Rica's climate change mitigation agenda as well as changes in land use and forest cover.The project is aligned with national and international commitments, policy priorities, and recent actions in the livestock sector to drive change and set an example for other industries and countries. The project will deliver numerous benefits at sub-national, national, and global scales, including the establishment of an alternative and sustainable livestock model to improve the livelihoods of women. The transformation of the livestock sector from being a source of degradation and GHG emissions to being a contributor to reforestation and biodiversity conservation is essential to ensure biodiversity protection and GHG mitigation objectives, and to achieve positive impacts on local livelihoods.In particular, the project will benefit approximately 5,000 women and 5,000 men, and generate the following Global Environmental Benefits:

GEF Core Indicator 3: 1,510 Hectares of land and ecosystems under restoration

GEF Core Indicator 4: 139,000 ha of landscapes under improved practices

GEF Core Indicator 6: 646,538 metric ton of CO2e Greenhouse Gas Emissions Mitigated

FINANCING PLAN	
GEF Trust Fund grant	USD $5,843,883
UNDP TRAC resources	USD
Confirmed cash co-financing to be administered by UNDP	USD
(1) Total Budget administered by UNDP	**USD $5,843,883**
(2) Total confirmed co-financing to this project not administered by UNDP	**USD $37,701,777**
(3) Grand-Total Project Financing (1)+(2)	**USD $43,545,660**

SIGNATURES: ***NOTE: IF THE PROJECT DOCUMENT IS IN SPANISH, THE FINAL PROJECT DOCUMENT MUST BE CLEARED BY THE RTA BEFORE SIGNATURE.***		
Signature: **Franz Tattenbach** **Minister of Environment and Energy**	**Agreed by Government Development Coordination Authority**	**Date/Month/Year:** *within 6 months of GEF CEO endorsement* 11 · XI · 2025
Signature: **Sandra Sosa** **Resident Representative**	**Agreed by UNDP**	**Date/Month/Year:** *within 6 months of GEF CEO endorsement* 11 | 06 | 2025

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Acronyms:

ADI	Integrated Development Association
BIOFIN	Biodiversity Finance Initiative
CBD	Convention on Biological Diversity
CORFOGA	Livestock Corporation
COSELES	Local Agricultural Sectoral Committees
COVIRENAS	Committees for Monitoring Natural Resources
CSO	Civil society organization
FAO	Food and Agriculture Organization of the United Nations
FONAFIFO	National Forest Financing Fund
FSP	Full Sized Project
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GHG	Greenhouse Gas
IMAS	Joint Institute for Social Assistance
INAMU	National Institute of Women
INDER	National Institute of Rural Development
IP	Indigenous People
IT	Indigenous Territory
KAP	Knowledge, Attitudes and Practices
LU/LC	Land use / Land cover
M&E	Monitoring and Evaluation
MAG	Ministry of Agriculture and Livestock
MINAE	Ministry of Environment and Energy
MOCUPP	Monitoring System of Land Use Change within Production Landscapes
MTR	Mid-term review
NAMA	Nationally Appropriate Mitigation Action
NDC	Nationally Determined Contribution (under UNFCCC)
NGO	Non-governmental organization
OET	Organization for Tropical Studies
PIF	Project Identification Form
PIR	Project Implementation Report
PNCB	National Programme of Biological Corridors
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PROCOMER	Foreign Trade Promoter of Costa Rica
PSC	Project Steering Committee
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SCALA	Project on Scaling up Climate Ambition on Land Use and Agriculture through Nationally Determined Contributions and National Adaptation Plans
SENASA	National Service of Animal Safety

SIMOCUTE	National System for Monitoring Land Cover Changes and Ecosystems
SINAC	National System of Conservation Areas
SNIT	National Territorial Information System
STAP	GEF Scientific Technical Advisory Panel
TOR	Terms of reference
UCR	University of Costa Rica
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
BPPS	Bureau for Policy and Programme Support

DEVELOPMENT CHALLENGE

1. The livestock sector plays a critical role in Costa Rica´s food system transformation and biodiversity conservation. The country harbors 4-5% of the planet's biodiversity but faces negative impacts derived from land-use changes and unsustainable agricultural production. For this reason, this project will promote regenerative livestock and will increase the forest cover to promote the conservation of biodiversity in productive landscapes. The livestock sector (beef and milk cattle ranching) in the Arenal Huetar Norte Conservation Area (ACAHN) of Costa Rica includes the largest proportion (approximately 22%) of the area used for the livestock food system in the country. Although the sector has reduced its contribution to national GHG emissions and environmental degradation since the 1980s, many unsustainable production practices persist. Livestock farming is the largest land use in the country (1,015,155 hectares) and is the second largest GHG emitter (20% of the total emissions). Enteric fermentation generates 16% of net emissions nationwide, and manure management accounts for 9% of the sector's emissions. Inadequate and unproductive, high-emission grazing practices persist. According to the Low Carbon Livestock Development Strategy, if current production patterns continue, the sector's emissions will continue to rise over the next 15 years, reaching 2.5 million tCO_{2e}/year.

2. Between 1987 and 2019, the conversion of forests into pasture was the primary cause of deforestation and GHG emissions (70.9% of the total). However, in 2019, only 901 hectares of forests loss was associated with pasture expansion. Livestock farms now preserve growing areas of secondary forest and isolated trees that capture almost 70% of the country's total CO_2, with a mitigation potential of 526,151 tCO2eq/year.

3. Costa Rica's extensive biodiversity includes nearly 12,000 plant species, 201 amphibian species, 231 reptile species, 912 bird species, 249 mammal species, and 250 freshwater fish species. In particular, approximately 9% of the country's plant species, 34% of its amphibian species, 44% of its reptile and bird species, 60% of its mammal species, and 26% of its freshwater fish species can be found in the implementation area. Additionally, the extensive coverage of wetland ecosystems (81,730 ha) is noteworthy, providing multiple ecosystem services in the Huetar Norte region. The main threats to Costa Rica's biodiversity and natural forests resulting from changes in land use/land cover (LU/LC) are summarized as follows:

Threats	**Effect on Biodiversity / Emissions / Land Degradation**
1) Land use change, especially in private areas; expansion of unsustainable agricultural practices, especially cattle ranching and cash crops (i.e., pineapple and African palm oil)	Between 1987 and 2013, 7 out of every 10 ha deforested in Costa Rica was converted to pastureland for cattle grazing. Other crops for domestic markets (i.e., rice, beans, etc.) and international markets (i.e., pineapple, sugarcane, African palm oil) were the direct cause for 2 out of every 10 ha of forest loss. This rapid, uncontrolled expansion and the use of unsustainable agricultural practices (large-scale land clearing for monoculture, excessive use of chemical pesticides and fertilizers) has led to habitat loss, soil erosion, and degradation and fragmentation of forests, with negative impacts on connectivity and ecological integrity.
2) Forest fires	Open burning of forests is a very destructive practice widely used in agricultural activities. In recent years, flora and fauna have suffered losses due to indiscriminate burning, mainly in the cantons of Los Chiles and Upala. When these fires get out of control they reduce the forest cover, thereby putting the conservation of natural water supply areas at risk.According to the National System of Conservation Areas (SINAC), forest fires affected 5,070 ha in 2015. Fires associated with agricultural practices are the source of degradation of many ecologically sensitive areas around the country, such as the ACLA-P in southern Costa Rica.This threat becomes greater given the limited capacity of environmental authorities to monitor the practice and the lack of knowledge or awareness by authorities about fire management, prevention, and control.
3) Loss in forest cover and degradation of forests and wetlands/mangroves due to conventional production practices	The region has serious erosion problems in the higher parts, due to the application of inadequate production practices, high deforestation and lack of awareness among the population. It is evident that the large extensions of forests (humid tropical) that the region once had have been disappearing; today there are only small patches of these in Guatuso, Los Chiles and Upala in the ACAHN. The cultivation of crops such as pineapple is often associated with an increased use of agrochemicals that are applied directly to the crops and to erosion, increasing run off into wetlands and accelerating eutrophication processes.The excess water from agricultural irrigation that enters wetland systems also alters the natural hydrological dynamics of some

	wetlands, for example the RAMSAR site Caño Negro Mixed National Wildlife Refuge. Furthermore, the agricultural and cattle ranching border continues to expand in many areas that are used to produce pineapple, rice, cattle, and palm oil, which results in canal development, wetland drainage, and habitat loss.
4) Extreme weather events from climate change (flooding and drought)	The cantons of Upala, Guatuso, Los Chiles and Sarapiquí frequently experience flooding during the rainy season in low-lying areas that are sensitive to weather phenomena. This situation causes losses in agricultural activities and, in extreme cases, the movement of people at risk, who are moved to safe areas. In addition, there are smaller areas in the canton of San Carlos with risks of flooding in the districts of Pocosol, Pital and Aguas Zarcas when high rainfall occurs. Meanwhile, the cantons of Los Chiles and Upala have recently suffered from a prolonged drought, which makes them more vulnerable to fires.
5) Invasive species	There are several exotic and native species in the ACAHN that are associated with invasive processes that contribute to the loss of functionality of some ecosystems, especially wetlands. This is due to an opportunistic colonization response derived from the sedimentation of wetlands. In particular, the area is seeing an increase in fish such as the Devil Fish (*Hemiancistrus aspidolepis*) and Tilapia (*Oreochromis niloticus*), Gamalote (*Paspalum spp*.); and plants such as Tifa (*Typha dominguensis*), Zarza (*Mimosa pigra*), Saragundí (*Senna reticulata*), and Altamisa (*Ambrosia cumanensis*).

4. Despite these challenges, the livestock sector has a fundamental role to play in Costa Rica's climate change mitigation agenda and is committed to various national and international initiatives. The project is aligned with the country's commitments and its recent policy priorities and actions in the livestock sector to drive change and be an example for other industries and countries. The 2015-2035 National Strategy for Low Carbon Livestock and the 2018-2025 National Decarbonization Plan are examples of these commitments. The project will deliver numerous benefits at subnational, national and global scales, including the transformation towards sustainable and regenerative livestock farming with a gender focus and inclusion of Indigenous peoples to improve livelihoods. Costa Rica faces significant challenges in increasing its forest cover over time. Therefore, the contribution of the livestock sector to this task is essential to ensure the protection of biodiversity and GHG mitigation goals, and to achieve positive impacts on local livelihoods.

Baseline

4. To address the threats described above, Costa Rica has developed a robust legal framework centered around the Organic Law of the Environment (Law No. 7554), which establishes general environmental principles, policies, and responsibilities across a broad range of topics that are crucial for other environmental legislation, including the following:

- Law on Biodiversity - Law No. 7788: The law aims to promote the conservation, sustainable use, and equitable sharing of benefits derived from biodiversity.
- Law for the Conservation of Wildlife – Law No. 7317: Protects wildlife and their habitats.
- Forestry Law - Law No. 7575: This law establishes, as an essential and priority function of the State, the responsibility to oversee the conservation, protection, and management of natural forests and the production, use, industrialization, and promotion of the country's forest resources destined for this purpose, in accordance with the principle of adequate and sustainable use of renewable natural resources.
- Law on the Use, Management and Conservation of Soils - Law No. 7779: This law aims to promote sustainable soil management and protect soil resources from degradation.
- Law for the control, Prevention and Punishment of Theft and Handling of Stolen Cattle – Law No. 8799: This law was enacted to address issues surrounding the theft of cattle and to improve the management and tracking of livestock within the country.
- General Law of the National Animal Health Service - Law No. 8495: This law was enacted in Costa Rica to create a legal framework for animal health and management in the country.

- Livestock Law for National Consumption Supply and Export – Law No. 6247: This law regulates the livestock sector in Costa Rica, ensuring the proper management and development of livestock production, both for domestic consumption and for export purposes.
- National Wetland Policy: This aims to promote the sustainable use and conservation of the country's wetlands, which are vital ecosystems contributing to biodiversity, water quality, and climate resilience.
- National Climate Change Adaptation Plan: This is a strategic framework aimed at enhancing the country's resilience to the impacts of climate change.
- National Strategy for Low Carbon Livestock (2015-2035): This is an initiative aimed at promoting sustainable livestock practices that reduce greenhouse gas emissions while ensuring food security and economic viability in the agricultural sector.

5. To implement the above legal framework, Costa Rica has pursued a number of initiatives and programs that constitute the baseline investments for this project, totaling US$108M. In particular, this project builds on baseline investments and the institutional support of the Ministry of Agriculture and Livestock (MAG), the National Institute of Rural Development (INDER), the Ministry of Environment and Energy's (MINAE) National System of Conservation Areas (SINAC), and UNDP, among others:

6. MAG is investing US$6.6 million for the NAMA Livestock Program in ACAHN between 2023 and 2026 and is expected to continue throughout the lifetime of the project. The NAMA includes implementation of extension services and transfer of tools, technologies, and knowledge to farmers and monitoring of sustainable productive practices.

7. INDER is investing US$51.3 million for biodiversity conservation in ACAHN during the 2023-2026 period and is expected to continue throughout the lifetime of the project.

8. SINAC will support wildlife conservation and management, including regeneration of ecosystems, wildlife management (jaguar-cattle interactions), and overall biodiversity conservation in ACAHN with an investment of US $32.4 million between 2023 and 2026 through specific programs which are expected to continue throughout the lifetime of the project, including the following:

- Environmental education and citizen participation
- Biodiversity research and monitoring
- Control and protection of natural resources
- Fire management program
- Committees for Monitoring Natural Resources Program (COVIRENAS)
- National Biological Corridors Program (PNCB), a National Technical Body of SINAC.

9. The National Territorial Information System (SNIT) under the auspices of the National Registry, through the National Geographic Institute (IGN), is a geoportal with a cartographic viewer and management tools, including the management of IGN geoprocesses for the SNIT. There has been strong work on the issue of generation and standardization of fundamental geospatial information (base layers), geographic metadata, and in general the technical regulations and standards of geographic information, as well as the coordination with other entities that administer the national territory and producers of georeferenced information with the purpose of advancing in standardizing and homologating the different geospatial databases at a national level. SNIT is an essential tool for the project with regards to monitoring land use and conversion.

10. The Local Agricultural Sectoral Committees (COSELES, established by Decree No. 32488: Article 6) are the operational arm of the sector planning system. They are involved in the development of the agricultural sector and the rural environment, facilitate the services provided by public institutions and foster a more direct relationship with producers and their organizations. COSELES are made up of officials from the agricultural sector who work at the local level, in accordance with the geographic area defined by the Regional Agricultural Sector Committee.

11. The Maleku Indigenous Territory has a validated Territorial Forest Environmental Plan (PAFT) that was developed with funds from the GCF REDD+ Results-Based Payments Project. Its mission is to support forest conservation and the increase of carbon (C) stocks through the participation of all interested parties in the Payments for Environmental Services program, both public and private, including Indigenous peoples and women.

12. The Regional Action Plan for Climate Change Adaptation 2022-2026 includes a description of risks in the face of extreme hydrometeorological events in northern Costa Rica. This is complemented by local climate adaptation action plans, such as the Action Plan for Climate Adaptation in the Canton of Upala.

13. The country also has the Monitoring System of Land Use Change within Production Landscapes (MOCUPP) which was developed with the support of the GEF and UNDP through the UN-REDD Programme. MOCUPP is a practical, low-cost and replicable strategy for sustainable land use management and a tool for annual monitoring of land use.

14. The CORFOGA/INTE Certification Standard DN 11:2022 for "Beef Production in Grazing and Deforestation-Free Systems" was piloted in 14 cattle farms in the Brunka region, establishing the requirements for quality assurance of beef production in grazing and deforestation-free systems, as well as a series of recommendations for improving biosecurity, traceability and general records indicators, among others.

15. Law 8495 and Decree 44336-MAG-S-SP-MOPT stipulate that all cattle farmers must be included in the National System for Individual Identification and Traceability of Bovine Cattle, implemented by SENASA. The animal registration stage runs from August 2024 to January 2026 and will be carried out by SENASA-MAG technical staff and those authorized by them (DNEA, INTA, INDER). The migration to digital movement guides within the Trazar-Agro platform system will also be carried out. To do so, producers must purchase ear tags and "chip" devices at an approximate cost of US$3 for each ear tag and chip, and maintain physical records or migrate to Trazar-Agro. All farms with 25 cattle or less are eligible for a fee waiver via MAG paid for by INDER.

16. The main financial institutions and programs that offer financing (i.e., credit/ loans) for environmental management and the livestock sector are summarized below:

Institution / Program	Credit Description	Conditions	Additional Benefits
Development Banking System (SBD)	Trusts for Sustainable Production: Specialized financing for the livestock sector through productive improvement and sustainability programs.	- Passive base rate + 3%, with a maximum limit of 8%. - Term of up to 8 years. - Technical assistance included. - Grace period depending on the project.	- Technical support from application to implementation. - Funds available for cattle, goat, buffalo and sheep farming.
National Bank of Costa Rica (BNCR)	Finance to improve the competitiveness of the livestock sector through investments in technology, infrastructure and sustainable practices.	- Amounts adjusted according to productive capacity. - Preferential conditions for sustainable projects. - Flexible terms.	- Productive strengthening program. - Training and technical advice in collaboration with MAG and SBD.
BAC Credomatic Bank	Credit lines for the livestock sector as a financial operator of the SBD.	- Financing tailored to productive projects. - Access to competitive rates. - Adjustable terms for agricultural and livestock activities.	- Ease of procedures. - Personalized financial services.
Rural Development Institute (INDER)	Rural Credit Service for inhabitants of rural areas, focused on improving productivity in agricultural and livestock activities.	- Fixed rate of 6% per year. - Amounts of up to ₡50 million for individuals and ₡80 million for legal entities. - differentiated adjustment of 2% annual fixed interest rate for projects with an environmental focus or aimed at vulnerable populations (women, young people, ethnic minorities, older adults and people with disabilities). - Terms adapted to the project.	- Access to special conditions for women, youth and sustainable initiatives. - Technical assistance in project formulation.

Corporation Livestock (CORFOGA)	Although it does not offer loans directly, it works on managing financing lines with favorable conditions for ranchers.	- Facilitates intermediation between livestock farmers and other financial institutions. - Promotion of loans for livestock infrastructure and purchase of inputs.	- Technical support in planning and executing projects. - Information on specific programs for small and medium-sized livestock farmers.
FUNDECooperación (Transforma-Innova Mujer Natura, Pro+Climate Livestock)	2 functions: -Execute projects: TU-MODELO with ICT and MAG, collaborate with tourist companies to consume locally produced products. Transforma-Innova promotes agricultural and blue production systems towards sustainable, biodiverse, low-carbon and climate-resilient value chains -Provide microfinance, i.e., credit lines for mortgage, movable, pledge, and fiduciary guarantees.	-*Mujer Natura* offers the possibility for credit to be guaranteed by FIDEIMAS. -Pro+Climate Livestock credit line	- Technical support in planning and executing projects, especially with regards to "Investment Readiness".
National Forest Financing Fund (FONAFIFO)	Financial support for regenerative practices, including silvopasture and reforestation in livestock systems, as well as PES.	-Forest Credit: Economic incentives for sustainable management projects.Within the forest credit are several lines of credit, one of which is for women (FONAFIFO a TU Lado), with a term of up to 10 years with 4% annual interest and fiduciary guarantee. - Payments for Environmental Services (PES) programs: During the Conference of the Parties (COP 16) of the United Nations Convention on Biological Diversity held in Cali, Colombia, Costa Rica announced a new approach of the PES program "PES Biodiversity Plus" to offer a differentiated payment to projects that demonstrate a contribution to biodiversity conservation, including reforestation initiatives, ecosystem restoration, silvopastoral systems, and forest management. SINAC and FONAFIFO, with the support of AECID, are developing the selection criteria for farms to be included in the program.	- Promotes ecosystem restoration through sustainable livestock activities. - Connection with conservation and climate change initiatives.
BIOFIN (+Women +Nature)	This platform was created to promote the success of Bioeconomy ventures and businesses in Costa Rica, based on the consolidation of public-private alliances, knowledge management and access to financing.	BIOFIN offers 6 concrete and innovative Financial Solutions (FS[1]) and a cross-cutting component for Gender Equality Integration, to mobilize resources so that Costa Rica can increase and make investment more effective and efficient. Each financial solution is developed under the framework of a Steering Committee led by the Ministry of Finance, the Ministry of Environment and Energy (MINAE), and the Ministry	

1 Green credit/bond for protected wild areas; Platform for Concessions of Non-Essential Services for protected wild areas; Payment for Environmental Services 2.0; Financial resilience for sustainable tourism; Crowdfunding and public-private alliances; and Biobusiness platform.

		of National Planning and Economic Policy (MIDEPLAN), with the technical support of UNDP.	
State Banks (BCR and Banco Popular-BP)	Financing programs for productive projects in livestock farming, with an emphasis on innovation and sustainability.	- Competitive base rate. - Credit lines aimed at small and medium-sized producers. - Flexibility in guarantees and terms. -BP Empresarios: if there is a demonstrable lack of guarantee, the FODEMIPYME can provide the possibility of an endorsement guarantee for the applicant.	- Promotion of good agricultural practices. - Access to complementary state programs.
National Institute for Women (INAMU)	- Provides non-reimbursable funds and microcredits for productive ventures led by women, prioritizing sustainable initiatives in agriculture and livestock. - Financial support ranges from 40% to 60% of the total cost of the project, depending on the vulnerability levels of the beneficiaries and the social impact of the initiative. - Complements financing with free technical training in project management, climate resilience and leadership.	Access to Soft Credits: - Through alliances with financial institutions, it facilitates credits at preferential rates for women entrepreneurs in rural areas. These rates are usually 30% lower than those offered by commercial entities. - Prioritizes projects related to sustainability, soil regeneration and emissions reduction.	Technical Assistance and Monitoring: - In addition to financing, beneficiaries are guaranteed to receive technical monitoring for at least 12 months, which ensures proper execution of the project and efficient use of resources.
Instituto Mixto de Ayuda Social (IMAS)	Public institution that seeks to improve the quality of life of people in poverty and vulnerability through financial support, training and social development programs	-Direct Economic Support for Small Producers via subsidies for the purchase of inputs, machinery and training in sustainable systems. These contributions usually cover between 50% and 70% of the initial costs, depending on the economic capacity of the producer. The programs also contemplate in-kind support, such as the delivery of organic fertilizers, improved seeds and tools for agroforestry systems. -Credits for Small-Scale Producers: Facilitates microcredits with interest rates of less than 5% per year, focused on regenerative and sustainable initiatives. These credits are designed to cover investments in regenerative livestock technologies, bioinputs and improved pasture management systems. - Financing Lines for Associative Projects in support of organized groups or cooperatives, financing up to 80% of the total cost of projects that include sustainability components, integrated resource management and landscape restoration. These projects usually have extended payment terms of up to 10 years, with grace periods of up to 2 years.	- Access to special conditions for vulnerable populations. -Financial support, training and social development programs, promoting inclusion and well-being in rural and urban communities

		-Special Conditions for Priority Rural Areas: in areas with high poverty rates, IMAS can subsidize up to 100% of the costs of training and technical assistance, promoting the inclusion of vulnerable families in sustainable projects.	
Emissions Reductions Program (PRE)	Implemented by the Costa Rica REDD+ Secretariat and FONAFIFO. Incentives from the Emissions Reduction Program (PRE) are related to Costa Rica's commitments to the UNFCCC.	- PRE distributes monetary benefits to forest landowners who sign a Forest Emissions Reduction Contract (CREF) with FONAFIFO. -pays for having maintained forest cover during specific years -applies to public and private landowners, including Indigenous territories, owners of farms (registered or not registered) with forests, natural regeneration, forest management (primary or secondary) or forest plantations. -people associated with NGOs, Private Reserve Networks and other forestry institutions or associations can also participate.	- Connection with conservation and climate change initiatives.
Livestock Cooperatives (CoopeMontecillos, Dos Pinos, etc.)	Internal financing for cooperative members with a focus on improving production quality.	- Loans with preferential rates for active members. - Terms adjusted to production cycles. - Amounts available according to contributions and financial capacity of the member.	- Access to technical assistance and direct marketing programs. - Training in business management and sustainable practices.

17. Despite Costa Rica's efforts to safeguard its natural resources, these measures are not sufficient to reduce the various threats that put their long-term survival at risk. Thus, the long-term solution consists of implementing a strategy to ensure food security that will enhance biodiversity conservation and climate change mitigation and reduce land degradation through strengthening different protection regimes, promoting sustainable livelihoods and production, strengthening territorial governance and landscape planning, and building national and local capacities through regional and interinstitutional cooperation. However, the following **barriers** prevent this objective from being achieved:

Barrier	**Description**
Insufficient inter-institutional coordination and legal framework for the effective implementation of integrated landscape planning and food system approaches at the local level.	● Limited national and subnational institutional presence and coordination to enforce policy, regulations, monitoring, and risk management, leading to a high-risk environment for biodiversity, livestock, and producers, especially women and Indigenous peoples (IP). ● Limited national and subnational interinstitutional processes to plan, coordinate and support the adoption of sustainable and regenerative livestock management with a gender and Indigenous peoples approach to foster the transformation towards a sustainable food system. ● Limited participation of women and IPs in landscape planning, decision-making, sustainable livestock management, monitoring, and value chains to achieve sustainable food systems. ● Limited support for formalizing land tenure, especially for women.
Limited access to funding, particularly by women, as well as general access to incentives towards sustainable and traceable livestock across value chains to achieve a sustainable food system.	● While there are financial opportunities and programs to support livestock farming (INDER, FUNDECooperación, FONAFIFO, and Banco Popular, among others), ranchers struggle to achieve "Investment Readiness" and there are many obstacles for women ranchers, from the recognition of land rights to the writing of proposals for productive projects.

Limited practices of sustainable and regenerative livestock management with a gender and Indigenous peoples approach to foster the transformation towards a sustainable food system.	● Insufficient technical assistance and technology to implement regenerative practices due to inadequate and limited extension services. ● Inadequate livestock feeding and unproductive, high-emission grazing practices persist. In addition, live fences are limited, there is no permanent access to water resources and no capacity to cope with seasonal climatic conditions. ● Lack of participation of women and Indigenous Maleku peoples in the management and implementation of sustainable and regenerative livestock practices.
Limited access to sustainable livestock value chains to foster the transformation towards a sustainable food system.	● The value chain is characterized by limited supply, high prices, and low-quality materials and inputs. ● There is a concentration of meat and milk processing and export capacities in a few companies located in the Central Valley. ● The cost structure limits competitiveness and the ability to make investments for the transition to nature-positive production systems. ● On the demand side, prices do not reflect quality differences and other product differentiators related to best practices. ● Access to green financing is limited and there is resistance to change, coupled with limited training in new practices. ● Lack of articulation, access to markets, and innovation for sustainable value chains of socio-biodiversity products with local benefits ● Insufficient technical assistance to access markets, make agreements between producers and consumers that recognize the added value of sustainable practices.
Insufficient integration of traditional scientific knowledge in decision-making, knowledge sharing and awareness-raising.	● Lack of mechanisms for knowledge management, communication and information exchange, particularly with women and the Maleku Indigenous people. ● Lack of awareness at local level (producers, private sector, and consumers) on the importance of sustainable livestock management, conservation and restoration of biodiversity with a gender and intercultural approach. ● Limited cross-sectoral coordination.

18. Costa Rica has earned international recognition as an environmental leader. It ratified the three Rio Conventions and submitted six reports to the CBD, which include actions to improve sustainable food systems. In 2021, the government developed a roadmap for sustainable food systems at the UN Secretary General's Food Systems Summit.

19. The Decarbonization Plan and the 2023-2026 National Development Plan demonstrate the government's commitment to fighting climate change and reducing livestock sector emissions. Costa Rica recently updated its NDC with target 1.5, has incorporated the UNCCD's Land Degradation Neutrality principles, and is also promoting deforestation-free trade based on the Glasgow Declaration on Forests and Deforestation. The country won the Earthshot 2021 Award. The project is fully aligned with these commitments and initiatives, such as the Kunming-Montreal Global Biodiversity Framework, particularly its Goal A to maintain, enhance, and restore ecosystem integrity, connectivity, and resilience, as well as its targets 8, 10, 11, 16, and 23.

STRATEGY

20. The project objective (development challenge) is to catalyze the transformation of the livestock sector to a sustainable and regenerative food system in Costa Rica. The project's integrated approach is fully aligned with the IP's Theory of Change which is focused on addressing various systemic challenges and barriers that limit the transformation of food systems towards nature-positive, resilient, low-carbon, and gender-inclusive practices In particular, the project contributes to the following indicators of the Food Systems IP:

> # of partnership agreements to catalyze food systems transformation and scale up at national level (by type/level, number and type of members, and topic/sector covered).
>
> # of countries and # sectors (livestock) with evidence-based governance frameworks in support of food systems transformation (FS)

% increase in investment in sectors/commodities for food systems transformation.

21. The project is located in the Arenal-North Huetar Conservation Area (ACAHN) in northern Costa Rica. It covers 8,924 km^2 and is covered by montane forests and wetlands and harbors a great diversity of mammals, reptiles, freshwater fishes, amphibians, and birds. The topographic profile is characterized by hills up to 382 meters above sea level, terraces with altitudes between 50 and 100 meters above sea level, and alluvial plains. The region has a tropical rainy climate, with variable precipitation, ranging on average from 2000 mm/year in the plains of Guatuso, Upala and Los Chiles to 5000 mm/year in the volcanic massifs. The average temperature varies from 26ºC in Los Chiles, Upala, Guatuso and San Carlos, to 23 ºC in Ciudad Quesada and up to 20 ºC in Sucre and the volcanic areas. Relative humidity is 80-90% and solar radiation is 3 to 5 hours per day. About 15% of this area is under protection; there are 13 protected wilderness areas (PWA) under the direct management of ACAHN: Arenal, Del Agua Juan Castro Blanco, Arenal Volcano Emergency Zone, Caño Negro, Bosque Alegre, Las Camelias Lagoons, Northern Border Corridor, Lapa Verde, Tapiria, Maquenque, Duaru, La Tirimbina, and Nogal. While the project will not implement activities in the PWA, it will ensure consistency with elements of the PWA management plans, including: Water, Soils, Forests, Wetlands, Flora and Fauna, History (Natural and Cultural), and Maleku Indigenous Culture.

22. ACAHN includes the municipalities of Guatuso, Los Chiles, San Carlos, Río Cuarto, Sarapiquí, and Upala, as well as the districts of Sarapiquí, Peñas Blancas, Palmira, and Toro Amarillo. It also covers the largest extension of pastureland in the country (278,860 hectares, equivalent to approximately 22%), with at least 6,000 cattle farms and approximately 300,000 animals, so changes in this area will have a high impact nationwide. Agriculture and livestock are the main sources of income for local communities. Approximately 436,960 people live in the region of which 13,263 work in livestock-related activities (approximately 8%, of which only 3% are women).In 2023, 21.8% of the households were classified as poor, and 26.6% of these were headed by women[2], who own about 12% of livestock land.

The project's theory of change (Figure 1) is based on the premise that by addressing the **threats** and **barriers** described above, the four **components** of the project will result in the following **changes**:

• Fostering an enabling environment to catalyze the transformation of the national food system through the promotion and implementation of sustainable and regenerative livestock with a gender and intercultural approach; oriented to governance frameworks and alliances that strengthen local actors as agents of change.

• Financing deployed to support food system transformation: improving and increasing financing available to support the transformation to sustainable and regenerative livestock farming, with an emphasis on access for women, and thus towards a sustainable food system.

• Environmental benefits realized through sustainable food system management: based on planning frameworks and capacities to promote regenerative livestock production under a sustainable and resilient approach that generates strengthened value chains.

• Promotion of knowledge management, innovation, monitoring and evaluation, and coordination: focused on systematizing the knowledge generated and lessons learned for dissemination.

• In all cases, interventions will incorporate cross-cutting gender equality, interculturality and intergenerational approaches, and will act in the context of the country's goals and commitments for the restoration and conservation of biodiversity, and mitigation and adaptation to climate change.

23. The four solution pathways and their main underlying assumptions that underpin the project's theory of change are:

1. Institutional and regulatory barriers

2 National Institute of Statistics and Censuses (INEC) of Costa Rica, National Household Survey (2022): https://www.inec.cr

Solution pathway 1: Increased institutional coordination > Increased collaboration with stakeholders in the ACAHN, including women and Indigenous people > Increased land tenure, especially among women > Increased community benefits > Decreased pressure on vulnerable species/ecosystems > Integration of biodiversity conservation, restoration, GHG emissions mitigation, and improved governance.

2. Financial and investment barriers

Solution pathway 2: Increased capacity in formulating proposals > Increased Investment Readiness > Increased access to financing and credit mechanisms, especially by women ranchers > widespread adoption of regenerative and sustainable practices in the livestock sector and associated value chains > Increased conservation and sustainable use of biodiversity > Transformation of Food Systems to be more sustainable.

3. Technical capacity barriers

Solution pathway 3: Sustainable use of natural resources + improved management of livestock landscapes and associated value chains + increased effective participation and technical capacity of women and Indigenous people > Increased traceability and consumer interest along the value chain of meat and dairy products > Increased community benefits > Reduced vegetation loss/conversion > Reduced habitat fragmentation > Increased habitat area and ecosystem connectivity + increased capacity for GHG Emissions Mitigation > Transformation of Food Systems to be more sustainable.

4. Information and knowledge management barriers

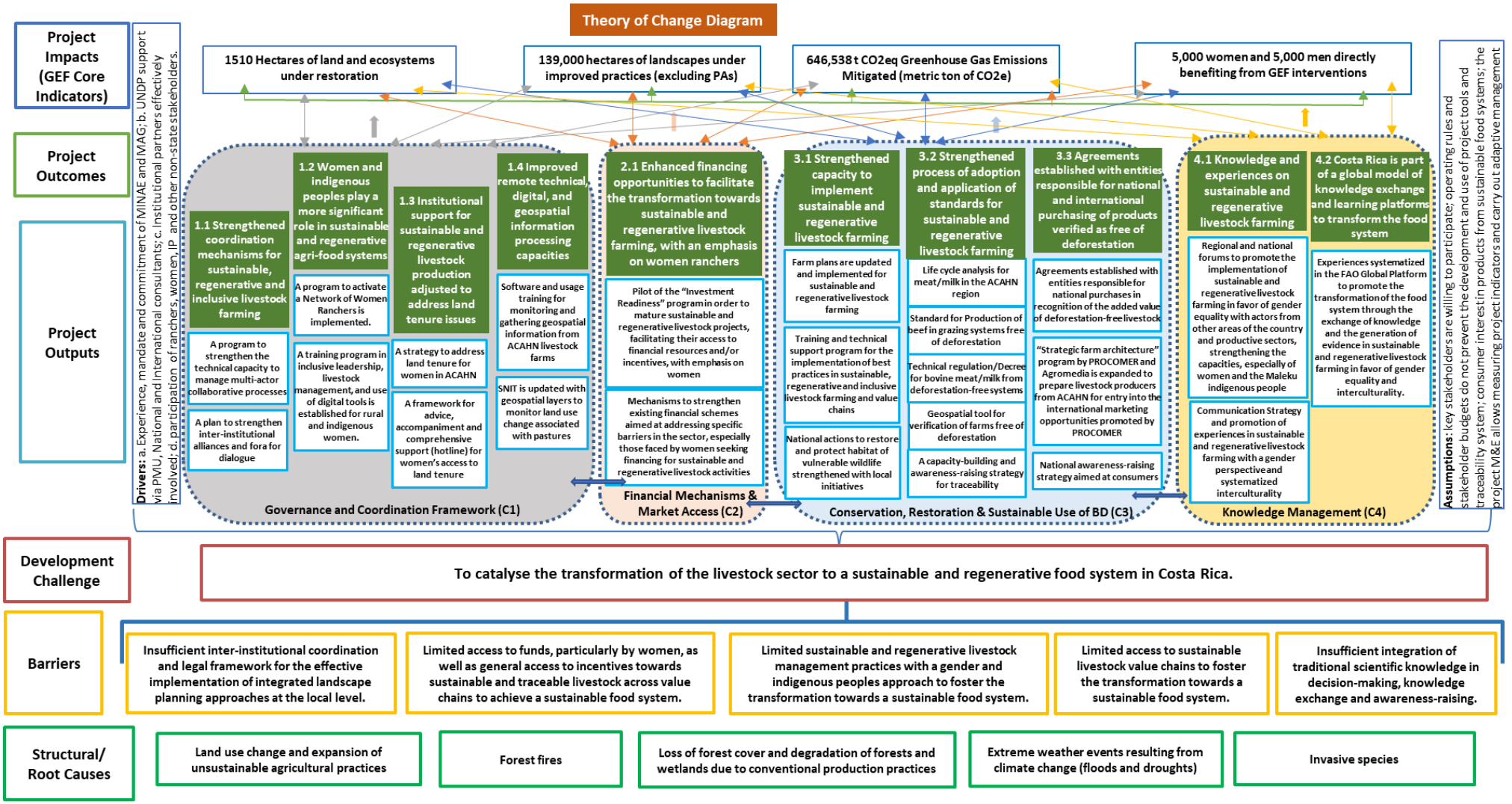
Solution pathway 4: Improved information and knowledge management + increased awareness of ranchers/ producers and consumers of the benefits of sustainable, regenerative, and inclusive livestock management > Informed planning along the value chain > Increased access to information by women and Indigenous people > Informed consumption > Conservation and sustainable use of biodiversity + Increased GHG Emissions Mitigation > Transformation of Food Systems to be more sustainable.

24. **Drivers**: a. Experience, mandate, and commitment of state services (MINAE, MAG, among others); b. Support from UNDP, FAO, expertise from PMU, national and international consultants; c. Collaboration between government institutions, local communities, and international organizations; d. Training on key issues offered by international bodies and agreements with international organizations; e. Collaboration between government institutions, local communities, and private actors, among others.

25. **Assumptions**: a. The involved ministries institutionalize innovative mechanisms, promoting the mainstreaming of regenerative, sustainable and inclusive livestock practices and value chains at a larger scale of adoption; b. The institutions and their professionals are committed to the adoption and application of new instruments and paradigms, scaling these beyond project execution; c. The capacities created at the national and local levels are not lost due to the departure of key professionals; d. Positive conditions are maintained for the exchange of information and experiences with international institutions and organizations over time; e. Local communities, and especially women, take a leadership role in the incorporation of sustainable, regenerative and inclusive livestock practices in land use planning and value chains; f. There is an understanding between different actors with different interests, including financial and investment entities, encouraging the adoption of good practices in the productive sectors and food systems.

26. Climate resilience and producer productivity will be improved in favor of sustainable land and water management in productive landscapes. This will result in the delivery of global environmental benefits such as improved habitat for biodiversity, restoration of degraded areas, and decreased greenhouse gases emissions. In addition, lessons learned, knowledge, and best practices from the implementation of this strategy will be captured, shared, and disseminated for application in other productive sectors and other landscapes in Costa Rica and internationally.

27. Partnerships will be established with State programs and institutions described above in the baseline.


Theory of Change Diagram
Project Impacts (GEF Core Indicators)
Project Outcomes
Project Outputs
Drivers: a. Experience, mandate and commitment of MINAE and MAG; b. UNDP support via PMU, National and International consultants; c. Institutional partners effectively involved; d. participation of ranchers, women, IP and other non-state stakeholders.
1510 Hectares of land and ecosystems under restoration
139,000 hectares of landscapes under improved practices (excluding PAs)
646,538 t CO2eq Greenhouse Gas Emissions Mitigated (metric ton of CO2e)
5,000 women and 5,000 men directly benefiting from GEF interventions
1.1 Strengthened coordination mechanisms for sustainable, regenerative and inclusive livestock farming
A program to strengthen the technical capacity to manage multi-actor collaborative processes
A plan to strengthen inter-institutional alliances and fora for dialogue
1.2 Women and indigenous peoples play a more significant role in sustainable and regenerative agri-food systems
A program to activate a Network of Women Ranchers is implemented.
A training program in inclusive leadership, livestock management, and use of digital tools is established for rural and indigenous women.
1.3 Institutional support for sustainable and regenerative livestock production adjusted to address land tenure issues
A strategy to address land tenure for women in ACAHN
A framework for advice, accompaniment and comprehensive support (hotline) for women's access to land tenure
1.4 Improved remote technical, digital, and geospatial information processing capacities
Software and usage training for monitoring and gathering geospatial information from ACAHN livestock farms
SNIT is updated with geospatial layers to monitor land use change associated with pastures
Governance and Coordination Framework (C1)
2.1 Enhanced financing opportunities to facilitate the transformation towards sustainable and regenerative livestock farming, with an emphasis on women ranchers
Pilot of the "Investment Readiness" program in order to mature sustainable and regenerative livestock projects, facilitating their access to financial resources and/or incentives, with emphasis on women
Mechanisms to strengthen existing financial schemes aimed at addressing specific barriers in the sector, especially those faced by women seeking financing for sustainable and regenerative livestock activities
Financial Mechanisms & Market Access (C2)
3.1 Strengthened capacity to implement sustainable and regenerative livestock farming
Farm plans are updated and implemented for sustainable and regenerative livestock farming
Training and technical support program for the implementation of best practices in sustainable, regenerative and inclusive livestock farming and value chains
National actions to restore and protect habitat of vulnerable wildlife strengthened with local initiatives
3.2 Strengthened process of adoption and application of standards for sustainable and regenerative livestock farming
Life cycle analysis for meat/milk in the ACAHN region
Standard for Production of beef in grazing systems free of deforestation
Technical regulation/Decree for bovine meat/milk from deforestation-free systems
Geospatial tool for verification of farms free of deforestation
A capacity-building and awareness-raising strategy for traceability
3.3 Agreements established with entities responsible for national and international purchasing of products verified as free of deforestation
Agreements established with entities responsible for national purchases in recognition of the added value of deforestation-free livestock
"Strategic farm architecture" program by PROCOMER and Agromedia is expanded to prepare livestock producers from ACAHN for entry into the international marketing opportunities promoted by PROCOMER
National awareness-raising strategy aimed at consumers
Conservation, Restoration & Sustainable Use of BD (C3)
4.1 Knowledge and experiences on sustainable and regenerative livestock farming
Regional and national forums to promote the implementation of sustainable and regenerative livestock farming in favor of gender equality with actors from other areas of the country and productive sectors, strengthening the capacities, especially of women and the Maleku indigenous people
Communication Strategy and promotion of experiences in sustainable and regenerative livestock farming with a gender perspective and systematized interculturality
4.2 Costa Rica is part of a global model of knowledge exchange and learning platforms to transform the food system
Experiences systematized in the FAO Global Platform to promote the transformation of the food system through the exchange of knowledge and the generation of evidence in sustainable and regenerative livestock farming in favor of gender equality and interculturality.
Knowledge Management (C4)
Assumptions: key stakeholders are willing to participate; operating rules and stakeholder budgets do not prevent the development and use of project tools and traceability system; consumer interest in products from sustainable food systems; the project M&E allows measuring project indicators and carry out adaptive management
Development Challenge
To catalyse the transformation of the livestock sector to a sustainable and regenerative food system in Costa Rica.
Barriers
Insufficient inter-institutional coordination and legal framework for the effective implementation of integrated landscape planning approaches at the local level.
Limited access to funds, particularly by women, as well as general access to incentives towards sustainable and traceable livestock across value chains to achieve a sustainable food system.
Limited sustainable and regenerative livestock management practices with a gender and indigenous peoples approach to foster the transformation towards a sustainable food system.
Limited access to sustainable livestock value chains to foster the transformation towards a sustainable food system.
Insufficient integration of traditional scientific knowledge in decision-making, knowledge exchange and awareness-raising.
Structural/ Root Causes
Land use change and expansion of unsustainable agricultural practices
Forest fires
Loss of forest cover and degradation of forests and wetlands due to conventional production practices
Extreme weather events resulting from climate change (floods and droughts)
Invasive species

28. The project will implement the following components in accordance with the Theory of Change:

Component 1. Strengthening food system governance and policies for sustainable, climate resilient and regenerative livestock production.

29. **Outcome 1.1** Strengthened governance and coordination mechanisms for inter-institutional, multi-actor and multi-level actions to promote transformation towards sustainable and regenerative livestock farming in favor of biodiversity conservation, climate resilience, gender equality and the Maleku Indigenous people: This Outcome focuses on strengthening the articulation and collaborative management capacities of extension workers and focal points of different coordination and planning bodies involved with the agricultural sector and biodiversity management in the ACAHN. It addresses the coordination and governance capacity of local producers, women and the Maleku Indigenous People, and facilitates the formalization of land tenure for women in ACAHN. It also enhances planning processes through improved geospatial instruments to monitor land use change associated with pastures, tree cover and livestock farming in ACAHN. It will be achieved through the following outputs and activities:

30. Output 1.1.1 A comprehensive capacity building program implemented for key stakeholders at national and local levels with technical guidelines, manuals, and plans to strengthen multi-actor collaborative processes and enhance inter-institutional alliances and fora for dialogue to address compliance with environmental legislation, risk management, regenerative livestock farming, gender, and interculturality. The project will develop a program to strengthen the technical capacities of extension agents and advisors, institutional focal points, chambers and key entities of the livestock subsystem in the management of multi-actor collaborative action processes. It will also elaborate a plan to strengthen inter-institutional alliances and fora for dialogue through the inclusion of thematic lines on effective collaborative action, compliance with environmental legislation (i.e., the Forestry Law), risk management, regenerative livestock farming, gender, and interculturality. Additionally, it will contribute with training and knowledge about the legislation related to the control of cattle, prevention and punishment of their theft, robbery and receiving stolen goods (Law No. 8799 and Decree No. 9794), as well as support to SENASA for the implementation of the National System of Individual Identification and Traceability of Cattle (Executive Decree No. 44336 -MAG-S-SP-MOPT). The project will support the improvement of the alliances' work plans to include goals to promote sustainable livestock farming, such as resilience goals, low emissions, interculturality, etc. In addition, it will include risk management through the process of identifying, evaluating and reducing risks. It will also consider opportunities to develop resilience in the livestock subsystem, specifically the ability to adapt, respond and recover from impacts.The project will also contribute to reducing gaps for the effective participation of women and Indigenous people within agricultural planning and development programs in the ACAHN, as well as better access to resources, and the incorporation of traditional knowledge.

Activity 1.1.1.1 Apply a diagnostic instrument (Knowledge, Attitudes and Practices - KAP index) to determine the level of knowledge and skills associated with management of multi-stakeholder collaborative processes, gender, environmental legislation, sustainable and regenerative livestock farming. The UNDP Capacity Development Scorecard was applied during the PPG phase and will be reapplied at mid-term and end of the project.To bolster this, a KAP assessment will be applied to extension workers, advisors and focal points of the different inter-institutional coordination bodies such as: COSEL, CORAC, Sustainable Livestock Commission (CGS), Regional Agricultural Sector Committee (CSRA), Regional Livestock Roundtable, CORFOGA, Territorial Council for Rural Development (CTDR), PAFT Commission of the Maleku Indigenous Territory, and local ACAHN biological corridor committees.

Activity 1.1.1.2 Design and implement a program to strengthen technical capacities to address the gaps and weaknesses identified in Activity 1.1.1.1. aimed at extension workers, advisors and focal points of the different ACAHN coordination bodies.

Activity 1.1.1.3 Evaluate the progress of the UNDP Capacity Development Scorecard as well as the Knowledge, Attitudes and Practices (KAP index) of the extension agents, advisors and focal points of the different ACAHN coordination bodies.

Activity 1.1.1.4 Strengthen institutional articulation processes by facilitating fora for dialogue (meetings, working groups, workshops) between the different ACAHN coordination bodies.

Activity 1.1.1.5 Facilitate the process of building work plans, cooperation agreements and articulation of processes to develop actions that foster compliance with environmental legislation, risk management, sustainable and regenerative livestock farming, gender and interculturality.

Activity 1.1.1.6 Facilitate the implementation of agreements made by the different coordination bodies of the ACAHN in favor of compliance with environmental legislation (such as the Forestry Law, Animal Health Law 8495, Livestock Law for Consumption 6247, among others), risk management, sustainable and regenerative livestock farming, gender and intercultural inclusion. These agreements provide the legal foundation for the Investment Readiness program in Component 2 as well as the sustainable and regenerative livestock practices (including traceability and commercialization) promoted in Component 3.

Activity 1.1.1.7 Diagnostic study (SWOT analysis) on the management capacities of the different livestock organizations led by women in the ACAHN, which will serve as a basis for proposing strengthening actions.

Activity 1.1.1.8 Strengthen the articulation processes of livestock organizations led by women by facilitating spaces for dialogue (meetings, working groups, workshops) with the aim of building a collaborative Network of Women Ranchers in the ACAHN.

Activity 1.1.1.9 Develop a participatory design process of the training program for women ranchers by facilitating spaces for dialogue (meetings, working groups, workshops) based on the findings of activity 1.1.1.7.

Activity 1.1.1.10 Implement a series of training workshops on inclusive leadership, livestock management, and the use of digital tools aimed at livestock organizations led by women.

31. Output 1.1.2 A strategy is enacted to strengthen institutional support to address land tenure for women in ACAHN, including increased articulation between IMAS, INAMU, INDER and SINAC and the establishment of a "hotline".Not having a land property title is one of the main barriers and exclusionary factors for people to access assistance and financing programs for the livestock sector and is particularly prevalent among women ranchers. The bill for the Land for Women Law, presented on July 15, 2024, promotes actions to reduce gender gaps between men and women who carry out agricultural, agroforestry, and conservation activities. This Output takes into account the draft Law and focuses on reducing land tenure gaps for women ranchers in the ACAHN through improved articulation between relevant institutions and the development of a framework for advice, accompaniment and comprehensive support (hotline):

    Activity 1.1.2.1 Develop a diagnosis on the status of land tenure among women ranchers and the different mechanisms and legal instruments available for granting land property titles to women ranchers.

    Activity 1.1.2.2 Promote the creation and implementation of a strategy to address land tenure issues for women ranchers by facilitating spaces for dialogue (meetings, working groups, workshops) between the regional directorates of IMAS, INAMU, INDER and SINAC in the ACAHN.

    Activity 1.1.2.3 Develop an information process with the different livestock organizations led by women regarding the mechanisms and route to follow to request the recognition of land property titles.

    Activity 1.1.2.4 Facilitate the creation and operation of a unified inter-institutional hotline between the regional offices of IMAS, INAMU, INDER and SINAC in the ACAHN to provide advice, accompaniment, and comprehensive support to women ranchers who wish to obtain recognition of a property title.

32. Output 1.1.3. Remote technical, digital, and geospatial information processing capacities of productive units are improved to inform and monitor land use change, and with the participation of women: This output focuses on strengthening capacities of extension workers in the livestock sector in the ACAHN, especially women, in the use of technological tools and geospatial information gathering, building on the existing capacity to manage GIS, including layers of the National Territorial Information System (SNIT) -viewer (in coordination with MAG). It will ensure that

technical support units (CORFOGA, MAG, INDER, Regional Livestock Chambers), including women technicians, have software and user training for monitoring and gathering geospatial information on ACAHN livestock farms. These improved capacities will enable the consistent updating and maintenance of the SNIT in Output 1.1.4, with the participation of women.This output will be achieved through the following activities:

Activity 1.1.3.1 Apply a diagnostic instrument (KAP index) to evaluate the level of knowledge and skills regarding the use of digital tools for the surveying and monitoring of land cover on livestock farms. The focus is livestock assistance personnel from CORFOGA, MAG, INDER and ACAHN livestock chambers.

Activity 1.1.3.2 Develop and impart training workshops on the use of digital tools for surveying and monitoring land cover in livestock farms. The focus is livestock technical assistance personnel from CORFOGA, MAG, INDER, and ACAHN livestock chambers.

Activity 1.1.3.3 Evaluate the change in Knowledge, Attitudes and Practices (KAP index) of the extension agents, advisors, focal points and livestock technical assistance personnel from CORFOGA, MAG, INDER and ACAHN livestock chambers.

33. Output 1.1.4 SNIT is updated with geospatial layers to monitor land use change associated with pastures, including interannual Gain/Loss analysis of tree cover to track investments in sustainable and regenerative livestock farming in ACAHN, with the participation of women. The project will test this equipment through the implementation of sustainable and regenerative livestock practices in the ACAHN region, as described below in Component 3.

Activity 1.1.4.1 Support the annual update of the ACAHN grass cover layer for the period 2004-2028.

Activity 1.1.4.2 Facilitate the analysis of the interannual Loss/Gain of tree cover on ACAHN livestock farms for the periods (2024-2026) and (2026-2028) and publish the results in SIMOCUTE.

Component 2. Inclusive economic and commercial incentives for sustainable and regenerative livestock farming.

34. **Outcome** 2.1 Enhanced financing opportunities to facilitate the transformation towards sustainable and regenerative livestock farming with an emphasis on women ranchers in the Huetar Norte region: The livestock sector has several financial schemes and incentives in place, however, there are still several barriers to access, particularly for women ranchers. To address this barrier, the project will strengthen existing financial schemes and incentives in order to recognize the differentiated needs of gender and Indigenous people.

35. Output 2.1.1 Pilot of the "Investment Readiness" program implemented in order to mature sustainable and regenerative livestock projects, facilitating their access to financial resources and/or incentives, with emphasis on women.

Activity 2.1.1.1 Articulate with FUNDECooperación to prepare a pilot of its "Investment Readiness" training program for livestock farms in ACAHN to mature their preparation to request support for productive projects. Through this activity, the project aims to increase the possibility of accessing existing financial mechanisms to adopt the practices necessary to achieve a transformation toward sustainable and regenerative livestock. The goal is to "graduate" at least 250 sustainable and regenerative livestock farms from the Investment Readiness pilot, of which at least 50% are led by women.

Activity 2.1.1.2 Organization of biannual events for women producers on financial education, support, technical assistance, information fairs on financing for livestock.

36. Output 2.1.2. Mechanisms to strengthen existing financial schemes aimed at addressing the specific barriers of the sector, especially those faced by women seeking financing for sustainable and regenerative livestock farming activities. The project will strengthen credit lines with favorable conditions, with special emphasis on increasing the participation of women livestock farmers, facilitating their integration into the sector, improving productivity and incorporating innovative actions for environmental protection. The existing financial mechanisms subject to this support include:

- BIOFIN (+Women +Nature): BIOFIN offers 6 concrete and innovative Financial Solutions (FS) and a cross-cutting component for Gender Equality Integration, to mobilize resources so that Costa Rica can increase and make investment more effective and efficient. Each financial solution is developed under the framework of a Steering Committee led by the Ministry of Finance, the Ministry of Environment and Energy (MINAE), and the Ministry of National Planning and Economic Policy (MIDEPLAN), with the technical support of UNDP.
- INDER (Rural Credit): offers a differentiated adjustment of 2% annual fixed interest (rather than the normal 6%) when the beneficiaries are women, young people, ethnic minorities, older adults and people with disabilities, as well as investments for implementation of good environmental practices.
- FUNDECooperación (*Mujer Natura*):in addition to the mortgage, movable, pledge, and fiduciary guarantees, this line of credit has as a differentiating element the possibility of the credit being guaranteed by FIDEIMAS.
- FONAFIFO (FONAFIFO "at your side"): has 2 windows, PES Payment and Forest Credit.Within the forest credit are several lines of credit, one of which is for women (FONAFIFO at your side), with a term of up to 10 years with 4% annual interest and fiduciary guarantee.
- BANCO POPULAR (BP Empresarios): if there is a demonstrable lack of guarantee, the FODEMIPYME can provide the possibility of an endorsement guarantee for the applicant. The interest rate offered is equal to the Passive Basic Rate.

Activity 2.1.2.1 Diagnosis of existing financial schemes with differentiated programs for women to identify gaps that limit access to resources.

Activity 2.1.2.2 Design and implement mechanisms in conjunction with financial entities to facilitate access to soft loans, with emphasis on the participation of women ranchers. The goal is to reach a total amount of $1M in financial resources catalyzed/mobilized for sustainable and regenerative livestock initiatives participating in the "Preparation for Investment" program, with 50% being granted to women. The goal of $1M is based on Inder Rural Credit in ACAHN which average US$10,000/livestock producer (100 producers with an average 34ha for a total 3,400ha). This is a conservative goal and the project aims to generate interest among the financial institutions throughout the lifetime of the project to mobilize additional funds.

Component 3. Improving capacities and markets for sustainable food systems through sustainable and regenerative livestock farming.

37. **Outcome 3.1** Strengthened capacity of institutional staff and farmers, including women and the Maleku Indigenous people, to implement sustainable and regenerative livestock practices that contribute to biodiversity conservation, restoration, and climate resilience. This Outcome supports increasing land area under improved practices through the adoption of sustainable land management tools such as micro-corridors, living fences, ecosystem restoration, assisted natural regeneration and improved grazing practices, while incorporating gender equality, and interculturality considerations.

38. Output 3.1.1 Farm plans are updated and implemented to integrate elements of sustainable and regenerative livestock farming in favor of gender equality, Indigenous Peoples, BD conservation, restoration, and climate resilience. The MAG Agricultural Extension Agencies maintain a registry of farm plans (NAMA). Currently, 168 NAMA farms have a farm plan that was prepared before 2023. It is estimated that 70 new farm units per year will have prepared their farm plans.The project will support the updating of existing plans, as well as the development of new ones, to incorporate gender equality and sustainable land management tools, such as micro-corridors, living fences, restoration, assisted natural regeneration and better grazing practices. In addition to the 518 NAMA farms, the project will work with 1,500 communal initiatives, 2,058 farms that include areas of importance for biodiversity, and 76 farms of the Maleku Indigenous people. These updated farm plans include species monitoring as part of local and regional contributions to national actions to restore and protect the habitat of vulnerable wildlife.

Activity 3.1.1.1 Assess the needs of each farm with regards to sustainable and regenerative livestock practices to update their plans and be eligible for certification under Outcome 3.2. The assessment will be

conducted both on farms with existing farm plans, for example, NAMA farms, and on those that do not yet have them, for example, those from communal initiatives.

Activity 3.1.1.2 Update existing farm plans and support the elaboration of new farm plans to incorporate sustainable land management tools and gender equality.

39. Output 3.1.2 Training and technical assistance program established for institutional staff and farmers, including women and the Maleku Indigenous People, for the implementation of best practices in sustainable production, agricultural economics, biodiversity conservation, restoration, and risk management in favor of gender equality. The project will promote assisted natural restoration and regeneration actions, implemented in favor of gender equality, especially promoting the participation of women and the Maleku Indigenous people in decision-making, access to resources and the distribution of benefits. This Output takes into account elements of the Costa Rica Sustainable Livestock Policy 2022 Strategy for Low Carbon Livestock in Costa Rica, MAG, 2015; and the Capacity Building Program for Low Carbon Development (LECB) from UNDP. The project will provide a vehicle to support these activities - due to recent budget reductions, institutions whose functions involve field activities (i.e., SINAC and MAG) have had to reduce items such as travel expenses, fuel and vehicle maintenance, among others.

    Activity 3.1.2.1 Design and implement with MAG/SENASA and CORFOGA a training program that provides technical support to institutional staff and farmers to ensure the implementation of best production practices, biodiversity conservation and risk management ensuring equal participation and representation of women and the Maleku Indigenous people at all levels of the program. The project aims to train 400 people, with evidence of participation of at least 50% of women.

    Activity 3.1.2.2 Support the implementation of sustainable and regenerative livestock practices on NAMA farms, communal initiatives, farms that include areas of importance for biodiversity, and farms within the Maleku Indigenous territory. The project will contribute to improved practices across a total area of 139,000 hectares. By promoting the improved management of forests and water resources, the project also increases capacity to mitigate the risk and impact of forest fires. Likewise, improved practices promote the use and protection of endemic species, thereby reducing the risk of invasive species. These interventions will be carried out through the following technologies promoted by NAMA Livestock:

    - Rational Grazing (everything that goes into preparing the farm, watering holes and their network, fencing, etc.).
    - Harvest, storage and efficient use of water on the farm.
    - Comprehensive manure management.
    - Silvopastoral systems = Scattered trees in pastures + Living fences (which also contribute to mitigation of GHG emissions).

    Activity 3.1.2.3 Design participatory restoration plans for prioritized areas in conjunction with key actors and guaranteeing the participation of women and incorporating the knowledge and know-how of the Maleku Indigenous people.

    Activity 3.1.2.4 Support restoration and protection actions for ACAHN's vulnerable wildlife habitat through the integration of local and regional initiatives. The project will support restoration in priority areas (see below) and complement this with increased risk management of fires and invasive species, both of which are exacerbated by climate change (see Annex 5a Climate Risk Assessment). For example, the project will strengthen the ACAHN forest fire program in coordination with Communal Emergency Committees (CCE) and volunteer forest fire brigades in Los Chiles, Upala, Guatuso, Caño Negro, Parque Nacional del Agua Juan Castro Blanco, Boca Tapada – Maquenque and Arenal. Furthermore, the project will promote the use, protection and monitoring of endemic species to recover areas affected by invasive species. The project interventions will result in at least 1,510 hectares of habitats for vulnerable wildlife restored and protected, as follows:

        GEF Core Indicator 3.2: 1,260 Hectares of forest under restoration, by implementing restoration (natural and assisted) of water protection areas (rivers, streams, springs), water recharge zones.

GEF Core Indicator 3.4: 250 Hectares of wetlands (including estuaries, mangroves) under restoration by implementing a pilot ecological restoration plan in 250 ha of the Caño Negro Mixed National Wildlife Refuge RAMSAR Site, based on rotational grazing as an alternative for the control of invasive plant species, ensuring the active participation of women and the Maleku Indigenous people in all phases of the pilot plan.

Activity 3.1.2.5 Implement a participatory science program that values the traditional knowledge of the Maleku Indigenous people and promotes gender equality in the monitoring and reporting of wild fauna and flora species. The project will involve 200 farms to contribute to the reporting of flora and fauna species indicative of good livestock production practices and biodiversity conservation where the participation of at least 50% of women is evident. Among the target species are the Galán sin ventura (*Jabiru mycteria*), the green macaw (*Ara ambigua*), the gaspar fish (*Atractosteus tropicus*), the tapir (*Tapirus bairdii*), wild cats, migratory birds, among others. It will include NAMA farms, farms located within biological corridors, farms that host wetlands and ecosystems in protected wild areas, guaranteeing gender equality through active participation and equal access for women and the Maleku Indigenous people to available incentives and resources. SINAC will manage Participatory Biological Monitoring records through apps as citizen science throughout the project's duration. This activity is based on previous experience in the Brunca region's Productive Landscapes Project and its participatory biological monitoring protocol in the buffer zone of protected wild areas. Ultimately, this activity will strengthen national actions to restore and protect the habitat of vulnerable wildlife through the integration of local and regional biodiversity conservation and monitoring initiatives.

40. **Outcome 3.2** Strengthened standards and markets for productive units and products derived from sustainable and regenerative livestock systems in favor of gender equality in the ACAHN.

41. Output 3.2.1 Standards and regulations are strengthened for sustainable and regenerated livestock production in favor of gender equality. This output contributes to the incorporation of inclusive, sustainable and regenerative criteria within national standards and regulations for livestock practices and along the entire value chain to support the certification of products as deforestation-free and facilitate their entry into national and international markets.

Activity 3.2.1.1. Prepare a life cycle analysis each for meat and milk separately in the ACAHN region, including the quantification of economic and quality losses derived from bad practices at livestock auctions and other points along the value chain, to support investments in sustainable and regenerative livestock practices, and inform the adjustments required in the *CORFOGA-INTE/DN 11:2022 Standard* and the preparation of a technical regulation/decree for bovine meat and milk for grazed systems free of deforestation.

Activity 3.2.1.2. Coordinate with MAG/CORFOGA and other key actors to review the CORFOGA-INTE/DN 11:2022 Standard, identifying opportunities for adjustment and improvement in favor of the incorporation of the sustainability approach and inclusion of the verification of no deforestation through the MAG monitoring system -CENIGA.

Activity 3.2.1.3. Coordinate with MAG and CORFOGA to review and analyze the existing regulatory framework linked to the production and marketing of both bovine meat and milk from grazing and deforestation-free systems to strengthen and complete the preparation of the technical regulations. The project will then support the validation of the draft regulation with relevant stakeholders to increase its chance of adoption.

42. Output 3.2.2 Geospatial tool (for example *Qfield*) applied to verify deforestation-free farms using information from land use change monitoring layers associated with pastures (generated in Output 1.4.2).

Activity 3.2.2.1. Implement a training process aimed at technical staff from the agricultural extension agencies of MAG and CORFOGA to increase their capacity to use a geospatial tool (with the layers generated by Output 1.1.4) for the verification of deforestation-free farms.As such, the project will leave a mechanism in place to automatically relate MOCUPP layers with farm polygons, which thereby serves to verify the status and impact of the farms by applying improved practices with regards to deforestation. The yearly assessment of gains and losses of forest cover through the MOCUPP will allow environmental authorities to effectively enforce forest regulations that prohibit the conversion of natural forests to other land uses.

This approach will be cost-effective as the MOCUPP is a low-cost monitoring tool that uses readily available satellite imagery for the development of baseline information and yearly updates of LU/LC changes. This will also serve to verify the participating farms' gains and losses of forest cover at no cost for producers/private owners.

43. Output 3.2.3 A capacity-building and awareness-raising strategy implemented for the individual marking and registration of animals in the SIRIGABB-SENASA/TRAZARAGRO traceability system, aimed at technical personnel, institutions and key actors (environment, production, trade), ensuring the participation of women and the Maleku Indigenous People. The project will strengthen the capacity of MAG/SENASA technicians and work with them to support the integration of the 518 NAMA Livestock farms with updated farm plans into the bovine and buffalo traceability system of Costa Rica. It will develop an awareness-raising strategy to highlight the benefits of traceability and promote the norm of deforestation-free units to bolster the interest and effort of the farmers to follow-through with the traceability and certification process. It is expected that at least half of the baseline 238 NAMA farms will be certified as complying with the requirements and guidelines of the adjusted standard with an approach to sustainability and regeneration in favor of gender equality by project end (119 farms), while the remaining farms will be in various stages of compliance.

    Activity 3.2.3.1. Articulate with MAG/SENASA to support the training process of more technical people to carry out animal marking.

    Activity 3.2.3.2. Implement, together with MAG/SENASA, a communication and awareness campaign based on existing materials to promote the benefits of traceability and the standard of deforestation-free units.

44. Output 3.2.4. Agreements established with entities responsible for national purchases in recognition of the added value of deforestation-free livestock, ensuring the respect of the rights of women and the Maleku Indigenous people in access and benefits derived from sustainable production. This output facilitates linking producers with consumers through the following activities:

    Activity 3.2.4.1 Carry out a diagnosis of national commercial opportunities (supply/demand) for the recognition of the added value of deforestation-free livestock farming. In particular, it will take into account the recommendations of the previous national market study, the experiences/difficulties of organic products in entering the market (despite having legislation requiring it), the willingness of consumers to pay a premium for certified products, as well as identify specific opportunities for the market entry of products verified as deforestation-free, promoting gender equality throughout the value chain.

    Activity 3.2.4.2 Articulate with institutional purchasing departments (PAI Program) and the tourism sector (*Tu Modelo* Project) to promote the acquisition of products derived from deforestation-free livestock.

    Activity 3.2.4.3 Organize national business conferences for livestock products, promoting the participation of farms certified as free of deforestation.

45. Output 3.2.5 The "Strategic farm architecture" program by PROCOMER and Agromedia is expanded to prepare livestock producers from ACAHN for entry into the international marketing opportunities promoted by PROCOMER.

    Activity 3.3.2.1 Define criteria to expand the "Strategic farm architecture" program to the opportunities and products derived from sustainable and regenerative livestock production in ACAHN, especially with regards to women ranchers and producers.

    Activity 3.3.2.2. Coordinate with PROCOMER to expand the Pilot project *Strategic Farm Architecture* to include the livestock farms supported by the project in the ACAHN in order to prepare their compliance with the standards of international markets (e.g., Asian).

Component 4. Knowledge, innovation, scaling and coordination.

46. **Outcome 4.1** Knowledge and experiences on sustainable and regenerative livestock farming in favor of gender equality and the Maleku Indigenous people and strengthening of capacities shared with actors from other areas of the country, productive sectors and countries with similar ecosystems.

47. Output 4.1.1 Local, regional and national forums to promote the implementation of sustainable and regenerative livestock farming in favor of gender equality with actors from other areas of the country and productive sectors, strengthening the capacities, especially of women and the Maleku Indigenous people.

Activity 4.1.1.1 Develop 36 farm-to-farm meetings, three regional fora, and one national forum to promote sustainable and regenerative livestock farming with an emphasis on gender equality and interculturality, facilitating spaces for exchange of experiences with women, men and representatives of the Maleku Indigenous people. The MAG - CORFOGA - INDER carry out local exchanges of experiences on farms to promote good productive practices in association with allies and state universities at the Regional level. The project will build upon these "farm-to-farm" activities to focus on sustainable and regenerative livestock practices and facilitate at least 3 meetings/exchanges per year in each of the 3 ACAHN sub-regions, during years 2-5, for a total of at least 36 Farm-to-farm activities. The project will promote the participation of at least 500 men and 500 women in the regional forums in the ACAHN and one of national scope.

48. Output 4.1.2 Communication strategy systematized, translated and culturally adapted to promote experiences and benefits of sustainable and regenerative livestock farming and derived products, with a gender perspective and interculturality, guaranteeing its accessibility for all interested people and scalability to other regions.

Activity 4.1.2.1 Develop in collaboration with MAG, INDER, regional office of MIDEPLAN, CORFOGA, SINAC, IMAS, INAMU, a communication strategy in favor of gender equality for the scaling and promotion of sustainable, resilient, low-carbon livestock farming, encouraging the participation of women and the Maleku Indigenous people in decision-making and access to resources and benefits. It can be disseminated through easily accessible digital platforms, such as institutional websites, promoting equal opportunities and mutual learning. This strategy will take into account relevant elements of the Low Carbon Livestock Development Strategy prepared in 2015, which set out a series of goals for MAG between the period 2015-2034.

Activity 4.1.2.2 Develop a regional program of exchange and field visits in favor of gender equality with the aim of strengthening the capacities of the population in the implementation of sustainable and regenerative livestock farming, the restoration of ecosystems and the adoption of better productive practices and promoting the active participation of women and the Maleku Indigenous people in the management of sustainable livestock systems, ensuring that their knowledge and perspectives are fully considered in the process. The project will facilitate "farm-to-farm" activities/meetings in the countryside to promote the exchange of experiences and learning about sustainable and regenerative livestock farming in favor of gender equality and the Maleku Indigenous people.The project will promote the active participation of 200 men and 200 women in the exchanges.

Activity 4.1.2.3 Develop a culturally sensitive pedagogical guide aimed at key people and actors to ensure the implementation of actions that promote gender equality and interculturality in sustainable and regenerative livestock farming, prioritizing the participation and representation of women and the Maleku Indigenous people throughout the value chain.

Activity 4.1.2.4 Develop a national communication and awareness campaign to promote the benefits of products from sustainable agri-food systems and how to identify them in the market.

Activity 4.1.2.5 Apply a survey at project start and end to determine the willingness of consumers to pay a premium for certified sustainable and deforestation-free livestock products.

49. **Outcome 4.2** Costa Rica is part of a global model of knowledge exchange and learning platforms to transform the food system, demonstrating the potential of the livestock sector in regenerative production and biodiversity conservation, and recognizing the role of women and Indigenous people Maleku in promoting regenerative livestock production and biodiversity conservation.

50. Output 4.2.1 Experiences systematized in the FAO Global Platform to promote the transformation of the food system through the exchange of knowledge and the generation of evidence in sustainable and regenerative livestock farming in favor of gender equality and interculturality.

Activity 4.2.1.1 Compile the knowledge products (e.g., guidelines, case studies) developed and disseminated by the project and incorporate them into the FAO Global Platform. In particular, this involves experiences from sustainable and regenerative livestock farming in favor of gender equality and interculturality to promote the transformation of the food system through the systematization of experiences and the generation of evidence. The experiences will be organized thematically, as follows:good practices on the farm, women's livestock farms, biodiversity conservation, restoration, monitoring, traceability, marketing, inclusion of a gender approach, inclusion of interculturality, project management, capacity building, among others. The project will also prepare at least one solution for the Panorama Solutions platform and one Exposure piece, among others.

Component 5: Monitoring and evaluation:

51. This component will develop an M&E mechanism for adaptive management in alignment with GEF and UNDP requirements. The project's M&E plan will be implemented, and results reported through Project Board and annual project implementation reports (PIRs). This includes implementation of the mid-term review (MTR) and terminal evaluation (TE). As part of the implementation of the Gender Action Plan (GAP) and relevant gender dimension of the project, this component will ensure that the PIRs, MTR and TE include an analysis and review of all dimensions of the GAP.

52. The project will transform institutional conditions, improve the enforcement of Forestry Law prohibitions through improved geospatial tools, and add incentives for forest conservation and regeneration. It will provide technical assistance, access to credit and land tenure, including capacity building for national and local institutions, to achieve social, economic, and environmental benefits. This includes facilitating access to informational tools, in direct collaboration with national institutions, to facilitate a change in culture associated with current unsustainable production practices.

53. A shift towards sustainable practices is not always accounted for by cost-benefit analyses. In addition, the conditions and structure of the current value chains do not favor sustainable production, and consumers are not aware of the importance of nature-based practices. This project will boost that knowledge in both production and consumption and will consolidate cross-sectoral collaboration (public and private) in sustainable value chains, working with local actors and business organizations (e.g., CORFOGA, Proleche).

54. The project will generate knowledge through the monitoring of land uses and core indicators. The project aims to build the capacity of government institutions to scale up knowledge in platforms and transfer skills to small livestock producers in other regions. It will strengthen policies, regulations, and capacities for a deforestation-free and nature-positive livestock production system, which will improve farm productivity and bring direct economic benefits to producers and food security.

RESULTS AND PARTNERSHIPS

Expected Results*:*

55. The project catalyzes the transformation from unsustainable to sustainable, nature-positive, resilient, and gender-inclusive livestock systems. Simultaneously, dialogue between livestock and other production sectors will be facilitated. The project will champion regenerative livestock production as a model for a deforestation-free global food system, leading to national and global environmental benefits. Without the project, the recent pressure from unsustainable land use in the North Arenal-Huetar area will multiply. Even if livestock activity is maintained, current practices could increase deforestation/degradation, emissions, and biodiversity loss.

56. The project focuses on building and strengthening catalytic mechanisms for this transformation in the livestock food system. Its benefits translate into better production practices and changes in the entire institutional structure and its capacities: public entities, private sector, productive and local actors, coordination entities and value chains. As a result, it promotes the transition to landscape management with social, economic, and environmental benefits.

57. The main components of this project seek to strengthen institutional support schemes, governance and policies that promote transformation, and capacities for control and protection. At the same time, it will build a strategy to bolster existing financial mechanisms and incentives to stimulate these changes, favoring the necessary conditions in terms of income, access to markets through agreements with buyers for the purchase of products verified as free of deforestation, land tenure, competitiveness, and better living conditions, with particular emphasis on women.

58. The project will improve capacities and investments that drive concrete and measurable changes in livestock practices, expanding the area under sustainable landscape management tools. This requires that institutions and different local stakeholders agree, teach, coordinate, and supervise tasks related to sustainable and regenerative livestock practices, through institutionalized work and dialogue mechanisms. These actors will develop mechanisms to exchange knowledge that will facilitate the promotion and replication of sustainable and regenerative livestock practices based on science and information to other stakeholders, regions, and countries.

Agreement on intellectual property rights and use of the logo on the project's deliverables and disclosure of information**:** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed per relevant policies, notably the UNDP Disclosure Policy[3] and the GEF policy on public involvement[4].

Resources required to achieve the expected result:

59. The PMU will consist of a full-time Project Technical Specialist (PTS), who will also provide technical support for the implementation of components 1, 2, 3 and 4, a full-time Project Finance/Administrative Assistant, and part-time M&E Officer. In addition, a Sustainable Livestock Specialist will provide technical support for the implementation of components 1, 2 and 3. A Gender and Safeguards Expert and an Indigenous Peoples Specialist will implement all safeguards plans, as appropriate (ESMP/IPPF, Gender Action Plan, Comprehensive Stakeholder Engagement Plan, etc.). A Knowledge Management and Communications Assistant will coordinate activities with the GEF- Food Systems IP Team, will promote the use of IP knowledge management and communication tools, and will contribute to monitoring, evaluation, and learning. Indicative terms of reference (ToR) of the project staff are included in Annex 7. In addition, individual consultants and consulting firms will be contracted to implement specific aspects of the project. The PMU will be housed by SINAC. The Total Budget and Work Plan (TBWP; Section X) includes a detailed description of all people, purchases, and expenses needed for the successful implementation of the project. Finally, a procurement plan for the first year of implementation is included as Annex 11, which details a list of goods and services required for implementation and budget; procurement will follow a competitive contracting process as per MINAE and UNDP requirements and standards.

60. UNDP staff time from the country, region, and headquarter (HQ) level will be covered through the Agency Fee.

Partnerships:

61. To achieve the planned outputs and outcomes of this Child Project, it will be necessary to engage various stakeholders and establish multiple partnerships at the national and local levels. The table below outlines the roles and responsibilities of each stakeholder and highlights the specific areas of collaboration in which they are involved, in line with the project components and activities. In addition, the table articulates how these stakeholders align with the Indigenous Peoples Participation Plans and the Project Gender Plan, ensuring inclusive and effective implementation that enhances social, economic and environmental benefits in the region. The collaboration of these entities is essential to ensure equitable participation, knowledge transfer, implementation of sustainable practices and the creation of learning networks. This collaborative approach reinforces the sustainability of the project and contributes to the achievement of conservation and socio-economic development objectives.

[3] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

[4] See https://www.thegef.org/gef/policies_guidelines

Stakeholder	Roles and Responsibilities	Areas of Collaboration
Ministry of Agriculture and Livestock (MAG)	Implements sustainable and regenerative agricultural policies, offers extension and training services, and coordinates with actors to promote the inclusion of women and Indigenous communities. Promotes research and development of sustainable technologies.	In Component 1, the MAG will contribute to strengthening governance and creating institutional frameworks that encourage the participation of Indigenous communities and women, in line with the Indigenous Peoples Participation Plan and the Gender Plan. In Component 2, participation in the topic of financial incentives that prioritize women ranchers is envisioned, in collaboration with the gender plan and project design. In Component 3, it will support inclusive training in pasture management practices, soil regeneration and biological corridors, articulating these activities with the project and related institutions.
Ministry of Environment and Energy (MINAE)	Oversees environmental legislation and policies, coordinates resource conservation and leads the planning of ecological restoration strategies. It promotes the inclusion of a gender perspective and collaborates in environmental education.	MINAE will play a key role in Component 1, coordinating with the project, strengthening governance through the participation of women and Indigenous communities in accordance with the Indigenous Peoples Participation Plan and the Gender Plan. In Component 3, it will implement ecological restoration and assisted regeneration strategies, aligned with the gender approach and inclusion of Indigenous peoples. In Component 4, it will collaborate in the dissemination of knowledge on sustainable practices, promoting equitable and representative participation in learning platforms.
National System of Conservation Areas (SINAC)	Manages protected areas and natural resources, coordinates ecological connectivity and works on habitat restoration in collaboration with local stakeholders.	In Component 3, SINAC will lead the implementation of ecological restoration practices and biological corridors, ensuring the integration of Indigenous communities and the participation of women in accordance with both plans. It will participate in the training of local actors in biodiversity management techniques, promoting the inclusion of these groups. In Component 4, it will share technical knowledge and collaborate in the creation of learning networks that incorporate women and Indigenous peoples.
National Institute for Women (INAMU)	Promotes inclusion and gender equity in all phases of the project, ensuring the active participation of women and equal access to resources and training opportunities.	INAMU will play a central role in Component 1, ensuring that governance mechanisms include a gender perspective, and will collaborate in promoting policies that favor women ranchers and Indigenous women. In Component 2, it will contribute to structuring specific incentives and financing for women, in line with the Gender Plan. In Component 3, it will lead empowerment and training programs for women in regenerative practices, integrating articulation with Indigenous communities when possible.
Municipalities of the Region (Los Chiles, Upala, San Carlos, Sarapiquí)	Facilitate the implementation of sustainable development policies and projects at the local level, coordinate community activities and manage resources.	Municipalities will contribute to Component 1 by promoting technical roundtables and inter-institutional commissions that include representatives of Indigenous communities and women, in accordance with the Indigenous Peoples Participation Plan and the Gender Plan. In Component 3, they will support the implementation of ecological restoration projects, ensuring the inclusive participation of these groups.
CORFOGA and Proleche	Represent livestock producers, facilitate the adoption of sustainable technologies and practices, and promote access to markets that value sustainability.	In Component 2, they will collaborate on financial support schemes that prioritize sustainable and regenerative livestock practices, with emphasis on the inclusion of women, aligning with the Gender Plan and the Indigenous Peoples Participation Plan. In Component 3, they will facilitate training in sustainable and regenerative practices, promoting the active participation of women and Indigenous representatives.
Universities (UCR, UNA, UTN, UNED)	Conduct applied research, offer technical support and monitor project progress, providing academic training and scientific assistance.	In Component 3, universities will conduct field studies and validate regenerative technologies, incorporating collaboration with Indigenous communities and women in their research. In Component 4, they will participate in knowledge dissemination, organizing workshops and training events that include the participation of women and Indigenous communities, aligning with gender and Indigenous plans.
State Bank (National Bank, Popular Bank, BCR)	Provides financing and green credit programs for the adoption of sustainable and regenerative livestock practices.	State banks will identify financing schemes that prioritize the inclusion of women and Indigenous communities, ensuring that these programs are aligned with the Gender Plan and the Indigenous Peoples Participation Plan. They will collaborate in awareness-raising campaigns on the importance of sustainability and in promoting equitable access to financial resources.

National Institute for Rural Development (INDER)	Facilitates access to land tenure and supports rural development projects that benefit vulnerable communities, including women and Indigenous groups.	In Component 2, INDER will support financial management for sustainable and regenerative livestock practices, with an emphasis on women, in coordination with the Indigenous Peoples Participation Plan and the Gender Plan.
National Emergency Commission (CNE)	Responsible for coordinating preventive work in situations of imminent risk, mitigation and response to emergency situations. It coordinates the National System for the Prevention and Response of Emergencies, where each institution participates in specific issues within its competence and collaborates with the municipal emergency committees and their corresponding communal emergency committees.	In Component 1, CNE will contribute to strengthening governance and creating institutional frameworks that encourage consideration of climate risks in sustainable and regenerative livestock management and related food systems.
Communal Emergency Committees (CCE)	CCEs coordinate with the Municipal Emergency Committees (CME) to address emergencies and carry out risk management projects in accordance with the guidelines and recommendations of the CNE. CME are inter-institutional coordination and citizen participation teams that are responsible for preventing and mitigating risks, and addressing emergencies at the local, regional and communal levels.	In Component 1, CMEs will contribute to strengthening governance and creating institutional frameworks that encourage consideration of climate risks in sustainable and regenerative livestock management practices. In Component 3, CCEs will participate in the incorporation of CC risk management in farm plans and livestock management practices as well as the strengthening of local fire brigades.
Livestock Producers and their Associations	Implement and promote sustainable practices, participate in training activities and adopt new technologies to improve sustainability and climate resilience.	In Component 3, producers will actively participate in the adoption of regenerative practices, ensuring the integration of Indigenous and gender participation, in line with both plans. In Component 4, they will share their experiences and encourage the co-creation of solutions, promoting the inclusion of women and Indigenous communities in learning and collaboration networks.
Maleku Indigenous Territory	Actively participates in natural resource management, shares traditional knowledge and ensures cultural integration in sustainable management practices.	In Component 1, the Maleku Indigenous Territory is participating in the governance theme to promote active representation and respect for its traditions, in accordance with the Indigenous Peoples Participation Plan. In Component 3, it will contribute its ancestral practices in landscape management and the implementation of regenerative practices. In Component 4, it will participate in the co-creation of solutions and share its traditional knowledge on learning and dissemination platforms.
Civil Society Organizations (CSOs) – Water, social and environmental resources (ASADA Communal Systems and other organizations)	CSOs will participate as complementary actors in activities related to sustainable natural resource management, the promotion of social and gender equity, and local capacity building. They will also provide technical expertise, facilitate community awareness-raising processes, and support conservation initiatives, in coordination with other project stakeholders.	Civil society organizations will contribute to strengthening local governance spaces, fostering citizen participation, and incorporating social and environmental approaches into policy frameworks (Component 1). Their participation will include support for community training processes and the dissemination of good practices related to water management, landscape restoration, and climate resilience (Component 3). They will also collaborate in systematizing experiences, generating local knowledge, and promoting inclusive learning networks with the participation of women and Indigenous peoples (Component 4).

62. The associated relevant projects and initiatives are:

Project	Agency/Donor	Main relevance for this Child Project

Strengthening peaceful coexistence, community integration and institutional response to cross-border communities in the Northern Zone of Costa Rica affected by human mobility (PBF)	UNDP/Peacebuilding Fund	Currently under implementation (2024-2026), this initiative aims to strengthen peaceful coexistence, community integration and institutional response to cross-border communities in the northern zone of Costa Rica. The project will coordinate with this initiative to strengthen local governance and citizen coexistence that favor social and political conditions for the proper management of sustainable livestock production landscapes.
Transformative Low Carbon and Climate Resilient Pathways of Costa Rica (Transforma)	UNDP/GIZ	Currently under implementation (2022-2025), this US$17.7M project has the objective of promoting climate-resilient and carbon-neutral production, including deforestation-free beef and dairy. The project focuses on issues related to sustainable value chains and MRV system, supports the country's adaptation and mitigation efforts in the agriculture sector and supports the development of layers for coffee and cacao in the MOCUPP. The project proposed herein will establish synergies with the GIZ in Costa Rica to promote the exchange of lessons learned, best practices, and knowledge in all these areas.
Scaling up Climate Ambition on Land Use and Agriculture through Nationally Determined Contributions and National Adaptation Plans (SCALA)	FAO/UNDP/GIZ	Currently under implementation (2021-2026), this project aims to transform how the agriculture and land use sectors of the country operate, incorporating adaptation and mitigation measures, investing in traceability and promoting commercialization of deforestation free verified commodities. The project proposed herein will establish synergies with the FAO in Costa Rica to promote the exchange of lessons learned, best practices, and knowledge in all these areas.
GEF-6 project "Conserving biodiversity through sustainable management in production landscapes in Costa Rica" (GEF ID 9416)	UNDP/GEF	Lessons learned from the UNDP-GEF 6 project will be particularly relevant for outputs of this project that are related to increasing forest cover, promoting connectivity, conservation, and rehabilitation of riparian forests.
GEF-5 project "Sustainable management of ecosystem services" (GEF ID 4852)	IADB-GEF	Lessons learned and experiences will be exchanged with the project implemented by the Inter-American Development Bank and executed by SINAC. This project aimed to improve biodiversity conservation and sustainable use through management of landscape ecosystem services, by developing and implementing an ecosystem services compensation mechanism. The link with this project herein is related to the lessons stemming from the guidelines for the preparation of municipal and regional land use plans that incorporate an ecosystems-based approach, as well as imparting training modules to introduce the ecosystems-based approach for decision-makers and authorities including staff from government agencies and municipalities.
National REDD+ Strategy	WB/FCPF	This Child project will complement the National REDD+ Strategy (since 2010) that will allow Costa Rica to establishing long-term partnerships through planning, research, effective protected areas management and sustainable forest management, resulting in an efficient use of the natural resources, including forests, ecosystems and biodiversity.

Risks and Assumptions:

63. In addition to the SESP risks described in Annex 5 (Social Environmental Screening Procedures) the full list of identified project risks and their assessment and management are described in Annex 6 (UNDP Quantum Risk Register). Based on these consultations, the identified risks are summarized as follows:

#	Risk	Risk Treatment
1	Climate change and natural disasters could affect the results and outputs of the project. 1. SOCIAL AND ENVIRONMENTAL 1.5. Climate change and disaster risks UNDP Risk Appetite: CAUTIOUS	The Project Document includes Annex 5a Climate Risk Screening for a detailed analysis. The project will implement nature-based solutions through participatory risk planning and adaptation, including climate-resilient practices such as agroforestry, sustainable water management and harvesting techniques, forest protection and restoration, including conservation areas,

#	Risk	Risk Treatment
	Likelihood: 3 Impact: 3 Risk Level: **Moderate** Risk Owner: OET, MAG, MINAE, CNE	education and training to build local capacity for climate change adaptation, and the introduction of new income-generating activities that are resilient to the impacts of climate change, among others. Component 3 will strengthen the capacity of institutional staff and farmers, including women and the Maleku Indigenous people, to implement sustainable and regenerative livestock practices. The project will coordinate with the National Emergency Commission in order to articulate existing disaster risk reduction and management plans. Officials from local government entities will be invited to provide input and guidance on developing mitigation plans and managing the risks identified.
2	There is a risk that the exchange rate will affect the capacity of the project's investments. 2. FINANCIAL 2.4. Fluctuation in credit rate, market, currency UNDP Risk Appetite: MINIMAL TO CAUTIOUS L: 5 - Expected I: 3 - Intermediate R: **SUBSTANTIAL** (equates to a risk appetite of OPEN) Risk Owner: Organization of Tropical Studies (OET)	The project will employ UNDP and GEF financial rules to mitigate the impacts of exchange rate fluctuations on project resources. Project resources should be converted from dollars into colons in advance when exchange rates are favorable. The project should establish a reserve averaging the appreciation value of the colon in order not to compromise the investment capacity of the project. Contracts will be made in colons, where appropriate, projecting the trend towards the appreciation of the colon.
3	There is a risk of benefiting livestock farmers who are carrying out money laundering activities from illicit activities in the livestock market. 5. REPUTATIONAL 5.5. Stakeholder management UNDP Risk Appetite: CAUTIOUS L: 2 I: 3 R: L**ow** Risk Owner: OET	The project will implement due diligence, financial monitoring, and background check mechanisms through local institutions to identify and exclude cattle ranchers with profiles in which illicit activities may be present, ensuring the integrity of the project.
4	There is a risk that once project funding ends, farmers may struggle to continue implementing sustainable and regenerative practices without external support. 3. OPERATIONAL 3.6. Transition and exit strategy UNDP Risk Appetite: EXPLORATORY TO OPEN L: 2 I: 3 R: **Substantial** Risk Owner: OET, MAG, INDER	The project will employ strategies to avoid excessive dependence on technical knowledge by livestock farmers, promoting articulation with other institutions and organizations working on the transition to sustainable livestock farming, by improving the resilience and adaptability of livestock farmers. The project seeks to create niche markets and will facilitate networking opportunities to help farmers leverage collaborations to achieve better supply chain conditions and market access. The project will promote deep integration with local markets and provide access to small-scale strategic finance and grants to strengthen stability.
5	There is a risk that regenerative livestock production contributes to ecosystem restoration, including	A full social-environmental safeguards analysis is provided in Annex 5 SESP of the Project Document, as well as Annex 6 Risk Register, Annex 8a Indigenous Peoples Participation Plan, and Annex 10

#	Risk	Risk Treatment
	biodiversity conservation, but does not fully consider the social and environmental risks and impacts. 1. SOCIAL AND ENVIRONMENTAL 1.1. Human rights UNDP Risk Appetite: CAUTIOUS L:2 I:4 R: **Moderate** Risk Owner: OET, MINAE, MAG, CNE	Gender Analysis and Action Plan. The project will improve capacities and investments in regenerative livestock farming, by strengthening the capacity of institutional staff and farmers, including women and the Maleku Indigenous people, to implement sustainable and regenerative livestock practices. The project will coordinate with the National Emergency Commission in order to articulate existing disaster risk reduction and management plans. Officials from local government entities will be invited to provide input and guidance on developing mitigation plans and managing the risks identified. The effective implementation of the project's stakeholder engagement plan, Maleku people's participation and gender action plan, and the development and implementation of a project-level grievance resolution mechanism will mitigate these risks.
6	There is a risk that the adoption and use of software for data monitoring and analysis could be limited. 4. ORGANIZATIONAL 4.6. Knowledge management UNDP Risk Appetite: EXPLORATORY TO OPEN L: 3 I: 3 R: **Moderate** Risk Owner: Technical support units of CORFOGA, MAG, INDER, SINAC, Regional Livestock Chambers	The project will carry out a diagnosis of the existing technological infrastructure and the technical capacities of the institutions involved. It will implement specific training programs for technical personnel, focused on the use of the necessary software and digital tools, including geospatial layers and technology to strengthen the existing systems for the monitoring of land use, deforestation and certification of deforestation-free farms. The project contributes to ensuring that counterparts allocate resources to improve technological infrastructure, such as internet access, computer equipment, and cloud storage in the areas where the software(s) will be used.
7	There is a risk that the results will not be achieved according to the initial estimates. 4. ORGANIZATIONAL 4.5. Monitoring and oversight UNDP Risk Appetite: EXPLORATORY TO OPEN L: 2 I: 3 R: **Low** Risk Owner: OET, MINAE, MAG	The Project Document establishes a robust and continuous monitoring and evaluation system to validate and adjust the parameters of implementation, incorporating adaptive management in project implementation. The project management unit will be transparent and communicate any limitations and adjustments necessary to maintain the credibility of the project.
	SESP:	
	Risk 1: That the agreements established during the development of the IPP with the Maleku people are not adequately formalized with the governance body, are not followed up and accountability actions are not implemented, and that their traditional knowledge is not recognized as valuable contributions to global environmental benefits. This could detract from the legitimacy of the project and affect its reputation, as well as that of its allies. This, in turn, could generate social conflicts and weaken the impact of planned actions (Outcome 3.1, Output 3.1.1, Output 3.1.2). . **Standard 6: Indigenous Peoples**, questions 1, 2, 3, 4, and 7. I = 4	The project has an Indigeous Peoples Participation Plan (IPP) for the Maleku Indigenous Peoples (Annex 8a), which was developed under the principles of free, prior, informed consent (FPIC) and where the community defined its participation in the project. However, this procedure does not replace the national consultation mechanism. Therefore, the activation or non-activation of this administrative procedure must be assessed together with the indigenous governance body. For this purpose, it is recommended to formalize the IPP with a letter of acceptance of this plan by the indigenous governance body, which records the agreements contained in the IPP approach and, if necessary, will serve as a basis for the national FPIC procedures to make decisions.

#	Risk	Risk Treatment
	P = 2 R: **Moderate**	
	Risk 2: The possible exclusion of the gender perspective in the design of a program for technical capacity building, the development of financial schemes, as well as in the establishment of agreements to be established for national and international comparisons for the promotion of sustainable and regenerative livestock farming. This could perpetuate gender gaps and limit the positive impact of the program in the integral strengthening of indigenous communities. (Outcome 1.1, Output 1.1.1, Output 1.1.2, Output 1.2, Output 1.2.1, Output 1.2.2, Output 1.3, Output 1.3.1, Output 1.3.2, Output 2.1, Output 2.1.1 Output 2.1.1 Output 2.1.2) **Global Principle: Leave no one behind,** question 4 **Global principle: Gender equality and empowerment of women,** questions 10 and 11**.** **Global Principle: Responsibility and Accountability,** questions 13 and 14. I = 3 P = 3 **Moderate**	The project has a Gender Action Plan with its respective indicators and budget to ensure mitigation of potential impacts. The project must establish formal and representative participation mechanisms that guarantee an active voice for women in the design, implementation and evaluation of the interinstitutional platform. This will be achieved through the creation of specific spaces for women ranchers to collaborate directly in decision-making on conservation and in the development of sustainable and regenerative livestock practices. In addition, it is proposed to organize intercultural dialogues that recognize the rights of this group, allowing all platform stakeholders to understand the value of their knowledge and conservation practices. The project will provide technical support through a professional to ensure materials are pedagogically adequate and develop a guide to promote gender equality in regenerative livestock farming, prioritizing the participation and representation of women. The design of financial schemes should be differentiated and accessible to women ranchers. This could include the creation of credit lines with reduced interest rates, flexible terms, land tenure modalities and collateral requirements adapted to their capacity.
	Risk 3: Exclusion and violation of indigenous rights by not considering the specific needs of the indigenous people, which could reduce the cultural relevance of the project. This could manifest itself in the design of technical capacity building programs, in the training of producers, in the development of financial schemes, in the selection of beneficiaries for on-farm assistance and in the agreements with national and international bodies responsible for the purchase of regenerative and sustainable livestock products. This omission could perpetuate inequity and limit the positive impact of the project on conservation and the transition to regenerative and sustainable livestock farming in indigenous communities. (Outcome 1.1, Output 1.1.1, Output 1.1.2, Outcome 1.2, Output 1.2.1, Output 1.2.2, Output 1.2.2, Output 3.1.1, Output 4.1.1) **Standard 6: Indigenous Peoples**, questions 1, 2, 3, 3, 4 and 5 **Global Principle: Leave no one behind**, question 4 I = 4 P = 2 Moderate	The project has an Indigeous Peoples Participation Plan (IPP) for the Maleku Indigenous Peoples (Annex 8a), which was developed under the principles of free, prior, informed consent (FPIC) and where the community defined its participation in the project. The project must establish formal and representative mechanisms to provide advice and guarantee the assurance of cultural relevance and respect for indigenous rights in all project activities (See IPP). Resources have been set aside for technical support by means of a professional to ensure materials are pedagogically adequate for the development of a guide to promote sustainable and regenerative livestock farming, prioritizing the participation of the Maleku indigenous people. (See PRODOC and IPPI). The design of financial schemes should be differentiated and accessible, specifically tailored to the needs of indigenous people. This could include the creation of credit lines with reduced interest rates, flexible terms, land tenure modalities and collateral requirements adapted to their payment capacity. It could develop specific and adapted inclusion criteria for indigenous people within the commercialization processes, ensuring that they have access to the benefits of purchase agreements for deforestation-free products. This could include the creation of technical and financial support programs to strengthen the productive capacities of these groups, facilitating their integration into the value chain. In addition, specialized marketing channels could be established for small indigenous producers, ensuring that they are not marginalized because of their production size, and promoting

#	Risk	Risk Treatment
		preferential purchase agreements that recognize the importance of indigenous participation throughout the process.
	Risk 4: Lack of recognition of the traditional value and connections of the indigenous peoples with the conservation areas of the Caño Negro wetland and Tenorio Volcano could generate social conflict with regards to participation in conservation initiatives. The Maleku Indigenous People consider these areas as sacred and develop cultural ritual practices in these areas. SINAC currently has a dialogue table to establish actions for involvement in conservation and access to these sites for the development of their cultural practices. (Activity 3.1.3) **Standard 4: Cultural Heritage**, questions 1, 3 and 4 I = 4 P = 2 Moderate	The project has an Indigeous Peoples Participation Plan (IPP) for the Maleku Indigenous Peoples (Annex 8a), which was developed under the principles of free, prior, informed consent (FPIC) and where the community defined its participation in the project. This will ensure that landscape management plans are designed and implemented in an inclusive manner, adapting strategies to the specific needs and contexts of Indigenous Peoples. This could be achieved through participatory consultation with affected communities, ensuring that their knowledge and perspectives are integrated into the planning process. The project will ensure the meaningful participation of stakeholders in the identification of risks and impacts to their intangible cultural heritage (including decontextualization, commodification and misrepresentation) and in the identification of appropriate mitigation and safeguarding measures. This will include the identification, inventory, documentation, research, preservation, protection, promotion, enhancement, transmission and revitalization of the various aspects of such heritage.
	Risk 5: The development of activities on farms and restoration activities, including those carried out as interventions with funding and technical assistance from the project, could have significant environmental and social impacts. These impacts could result from direct or indirect actions such as the introduction of invasive alien species, inappropriate disposal of chemicals (whether or not used by the project), or the construction of infrastructure on farms that alter local ecosystems. These activities could lead to the degradation of natural habitats, the displacement of native species, the loss of biodiversity and the degradation of critical ecosystem services. (Outcome 3.1 Output 3.1.1) **Standard 1: Biodiversity conservation and sustainable management of natural resources**, questions 6, 8 and 10. **Standard 2: Climate change and disaster risk,** question 2. **Standard 3: Community Health, Safety and Security**, questions 3, 5 and 6. **Standard 4: Cultural Heritage**, question 4. **Standard 6: Indigenous Peoples**, question 4 and **Efficiency**, questions 1, 3 and 5 I = 4 P = 3 **Moderate**	The project must be consistent with territorial policies and planning: this means framing the farm plans within the National Climate Change Strategy (ENCC) and the Sustainable Livestock Policy 2022, respecting the Territorial Regulatory Plans and the Cantonal Development Plans to ensure sustainable land use planning. For each of the business plans, an environmental and social risk assessment screening must be carried out based on the UNDP Environmental and Social Safeguards (ESS) Policy for Business Plans. Where risks are identified, specific assessments should be carried out, including biodiversity impact assessments where appropriate. In the selection and location of activities, prioritize areas with previously-converted habitats or those of low biodiversity value. Minimize interventions in natural habitats and avoid activities that reduce ecological connectivity or alter key ecosystem processes. Use native species and prevent invasive species; try to prioritize native or resilient species in reforestation and restoration. Avoid the introduction of invasive species and allow exotic species only if they are appropriate and pose no risk. The restoration and reforestation efforts of the project will provide training to the beneficiary individuals on the species to be used, in accordance with the national guidelines for native species, and will also ensure the purchase and donation of native plants and trees to the beneficiary farms. When working in forest conservation areas or developing sustainable restoration activities, make activities compatible with the conservation of natural forests, avoiding their conversion and

#	Risk	Risk Treatment
		promoting their protection. Promote sustainable forest management and ensure that plantations are environmentally appropriate, socially beneficial and economically viable. Ensure the safe transport, storage, use and disposal of hazardous materials, where necessary. Comply with environmental laws and train operators on health and safety issues. Conduct regular monitoring to prevent leaks or spills. Do not use extremely or highly hazardous pesticides. Use pesticides that are permitted by good international practice, such as the FAO Code of Conduct. It should also strengthen emergency prevention and response and monitor emergency plans in collaboration with authorities and stakeholders. Adopt preventive measures proportional to the identified risks.
	Risk 6: Climate change and natural disasters could affect project outcomes and outputs (Outcome 3.1, Output 3.1.1) **Standard 2: Climate Change and Disaster Risk**, questions 1 and 2 I = 4 P = 3 **Moderate**	The project will implement nature-based solutions through participatory risk and adaptation planning, including climate-resilient practices such as agroforestry, sustainable water management and harvesting techniques, forest protection and restoration, including conservation areas, education and training to build local capacity for climate change adaptation and the introduction of new income-generating activities that are resilient to climate change impacts, etc. The project will also enhance capacities and investments in regenerative livestock by strengthening the capacity of institutional staff and farmers, including women and the Maleku Indigenous People, to implement sustainable and regenerative livestock practices. The project will engage the National Emergency Commission to articulate existing disaster risk reduction and management plans. Officials from local government entities will be invited to provide input and guidance on the development of mitigation plans and management of identified risks.
	Risk 7: It is possible that actions aimed at promoting gender equity and the empowerment of women in their productive practices within the project may generate resistance or rejection in socio-cultural contexts characterized by *macho* dynamics. This could lead to situations of discrimination, exclusion and even psychological, economic or physical violence against women participants, limiting their effective participation and putting their integrity and well-being at risk. (Outcome 1.2, outputs 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.2 Outcome 2.1, Outputs 2.1.1, 2.1.2) **Principle of gender equality and women's empowerment**, Question 12 I = 4 P = 3 **Moderate**	The project will promote the hotline of the Operational Center for Attention to Domestic Violence (COAVIF), an immediate and specialized service available 24 hours a day year-round, through the National Emergencies System 911. Strategies will be developed to raise awareness and train communities on the effective use of this hotline in cases of violence against women. In addition, awareness-raising actions will be implemented in the communities to highlight the benefits of gender equity and involve family production units and other key stakeholders. These actions will include workshops and participatory activities to strengthen awareness of mutual respect and equality. The project will also facilitate the creation of safe spaces in communities and support networks for women, strengthening the participation of local leaders and key stakeholders. Educational campaigns will be carried out so that women can recognize the different forms of violence, learn about available resources such as COAVIF and care protocols that guarantee their confidentiality, safety and access to legal and psychological resources. By coordinating with existing services, the project will help prevent gender-based violence and create a safer and more

#	Risk	Risk Treatment
		equitable community environment for women.

Stakeholder engagement:

64. The successful implementation of the project will largely depend on effective communication and coordination with the multiple project stakeholders and the implementation of mechanisms to ensure their participation in the project's activities. During the PPG, a stakeholder analysis was conducted, which served as the basis for the development of the Comprehensive Stakeholder Engagement Plan (Annex 8) and where the main stakeholders of the project, participation mechanisms and consultations during project formulation, governance aspects of the project, the communication and information management strategy, dispute resolution mechanisms, among others, are identified. In addition, the role of each stakeholder in project implementation is detailed. Various mechanisms will be used, depending on the degree of involvement required of the stakeholders and their role in the project.These may include workshops, meetings, field visits, and interviews, etc.

65. The key national stakeholders include MINAE, MAG, INDER, INAMU and others. At the local level, the most relevant stakeholders are the Maleku Indigenous people and other local communities (i.e., the municipalities of Guatuso, Los Chiles, San Carlos, Sarapiquí, and Upala, as well as the districts of Sarapiquí, Río Cuarto, Peñas Blancas, Palmira, and Toro Amarillo), women's and youth organizations in local communities, NGOs (e.g., Association of Women of Paraíso, the Association of Women of Cerro Fé, the Association of Entrepreneurial Women of Colonia Villalobos, among others), private markets/companies.

66. The Maleku Indigenous Territory is located within the project area. As such, a dialogue process with the community was developed during the preparation stage of this proposal in accordance with the process of Free, Prior and Informed Consent. Per Costa Rican legislation, one of the first activities of the project will be to request the opinion of the Maleku Consultation Mechanism, presenting them with the Participation Plan of Indigenous Peoples developed during the design stage. This body may validate or provide some observation to safeguard the right to consultation of the Maleku Indigenous people.

67. The project will engage with national stakeholders, strengthening the extension support and governance of ministries and farmers on sustainable regenerative livestock, through inter-institutional coordination and the establishment of a collaborative multi-stakeholder platforms. It will facilitate a cross-sectoral dialogue, involve COSELES, and foster coordination of interventions with the productive agricultural and livestock sector and their value chains. The project will also facilitate a cross-sectoral dialogue between livestock and commodity sectors to address unsustainable production patterns.

68. Active stakeholder participation is key to this project. The Annex "Stakeholder Participation Plan" seeks to involve livestock producers, communities, institutions and other key actors from the initial design phases to implementation and monitoring. This multi-sectoral strategy not only facilitates the adoption of viable solutions, but also equitably addresses social and environmental challenges. The inclusion of a gender perspective is essential to ensure that women ranchers and other marginalized groups share in the benefits, ensuring that the project is transformative not only for the natural environment, but also for the communities in the North Arenal-Huetar area of Costa Rica. The plan establishes mechanisms and strategies that allow for the identification, prioritization and involvement of stakeholders, in order to integrate their perspectives, needs and expectations within the decision-making process.

South-South and Triangular Cooperation (SSC/TrC):

69. As a part of the Food Systems Integrated Program, the project will participate and contribute to South-South cooperation with other IP countries, not only in Latin America and the Caribbean, but around the world. The project will participate in regional global platforms and communities of practice (e.g., UN South-South Galaxy knowledge-sharing platform, and the Panorama Portal "Solutions for a Healthy Planet") to share knowledge at the international level.

70. In addition, to bring the voice of Costa Rica to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on promoting transformation in food systems through sustainable regenerative livestock that incorporates women and Indigenous peoples. The project will provide regional cooperation opportunities with countries implementing initiatives on the role livestock can play in BD conservation and restoration, as well as the inclusion of women and Indigenous people in the planning and implementation of productive practices from farm to market in geopolitical, social and environmental contexts relevant to the proposed project in Costa Rica. The project will work with CORFOGA, Proleche, and other actors to participate in communities of practice, such as the One Planet Network and the UNDP Food and Agricultural Commodities Program.

Gender equality and Women's Empowerment:

71. According to the UNDP Gender Marker Rating, the project is categorized as GEN2: gender equality as a significant objective; results address differential needs of men or women and equitable distribution of benefits, resources, status, and rights, but do not address root causes of inequalities in their lives. The project will contribute to gender equality by improving women's participation in knowledge exchange and learning to enable decision-making as well as increased access to financial mechanisms, thereby generating socio-economic benefits for women, for example by supporting sustainable regenerative livestock and value chains, which will contribute to improving their income and food security of their families.

72. Several institutional processes support stakeholder engagement and gender integration. The National Directorate of Agricultural Extension, led by MAG, promotes technology and knowledge transfer. The COSELES is an inter-ministerial platform where MINAE and MAG coordinate with local actors, including women. The Low Carbon Livestock Strategy establishes an institutional mechanism to engage with private and academic sectors at different levels. Likewise, the NAMA has brought the public and private sectors closer together in promoting emission reduction targets.

73. The MAG also has a gender program in the Extension Directorate and INDER carries out financing initiatives for women's projects in the productive field. Banco Popular also has several credit programs for SMEs, some of which already incorporate an emphasis on women. A Plan for Gender Equality for Climatic Action, with a component for the agriculture sector, is under development by INAMU, MINAE and UNDP. Initiatives like the Biological Monitoring Brigades created by SINAC are important allies in identifying actions for farms in the southern area. Other efforts like the Unit of action for conflicts with felines support farmers that experience feline-cattle interactions. Furthermore, the "Land for Women" Bill (File 24444), presented in July 2024, promotes actions to reduce gender gaps between men and women who carry out agricultural, agroforestry and conservation activities. Through Component 2, training and ongoing support will be provided to help develop proposals for securing loans from financial institutions offering products specifically designed for women. In addition, collaboration with institutions like INDER will focus on identifying gaps and opportunities for enhancing their offerings. This will involve the introduction of accessible financial products, including guarantees that are adapted to the specific needs and conditions of women applicants.

74. During the PPG phase, a gender analysis for the prioritized landscape and a detailed Gender Action Plan (included as Annex 10) were developed to ensure gender mainstreaming in the project. The Project Results Framework includes gender-sensitive indicators (disaggregated by sex; see Section VI) and specific gender-based indicators will be used for monitoring.

Knowledge:

75. As described in Component 4, the project will generate various knowledge products. Costa Rica is well-positioned to support the global agenda of food systems transformation. The project will create visibility for knowledge and lessons learned generated from its implementation through Component 4 that is closely aligned with the global framework for the Food Systems Integrated Program as described above, including South-South learning and cooperation. The project will actively participate in global Food Systems IP regional/global knowledge-sharing and learning platforms. During international negotiations, Costa Rica will promote discussions on sustainable food systems and lead by example, demonstrating the livestock sector's potential in regenerative production and biodiversity conservation, and will participate together with other countries belonging to the IP program in

knowledge exchange. The project will also provide a platform for scaling up knowledge and maximizing the engagement of stakeholders and decision-makers through South-South learning exchanges, where Costa Rica can share its experiences.

76. Through the experience acquired by this project and the indicators tracked by the country's novel monitoring system (MOCUPP), the country will compile, synthesize, and share knowledge in high-level fora. The project will make provisions for knowledge management to feed its lessons to the global platform but will also learn from best practices of partners and other projects for market development, financing, and policy strengthening.The project's knowledge management strategy will also serve to disseminate internal and external technical reports, policy summaries, and case studies, which will be available to the nationally and internationally. The project results framework includes indicators for measuring the impact of the project's knowledge management strategy tools in use for knowledge exchange and learning between stakeholders to enable decision-making.

Innovativeness, Sustainability and Potential for Scaling Up:

77. The project will support innovation, sustainability and has potential for scaling up, based on:

78. **Innovation**: The project's innovation is in the implementation of sustainable and regenerative livestock management practices as a means to transform food systems in Costa Rica. Another innovative aspect of this project is the emphasis on women and their need for equal access and integration in the planning processes, financial mechanisms and implementation of improved practices as part of this effort to transform the livestock sector to support conservation and restoration efforts. The integration of the Maleku Indigenous Territory in the planning and implementation of sustainable and regenerative livestock management practices will also contribute to future initiatives interested in engaging Indigenous Peoples.

79. **Sustainability**. The extensive capacity strengthening of local communities, private businesses, and other actors and institutions will provide the technical and institutional capacities to sustain project results beyond the project implementation period. In particular, the project, in line with Costa Rica´s main environmental and climate public policies, will promote local and Indigenous communities, innovative local solutions to tackle biodiversity threats, promote sustainable development and transform food systems. Regarding the private sector, sustainable finance options that are accessible, especially to women, will be promoted to integrate and promote best practices throughout the value chain. The project will identify opportunities to advance sustainability and resiliency dimensions of development initiatives and to strengthen environmental management and protection.

80. **Potential for Scaling up**. The project is designed to provide demonstration models for their up-scaling, especially under Components 2 and 3. In particular, and based on the experience of other stakeholders with similar initiatives, the project will implement biodiversity-friendly practices and support the transformation of the value chain as well as open market opportunities for meat, milk and other derived products, both nationally and internationally. This scaling-up will be facilitated with the capacity strengthening of local communities and other key stakeholders through extensive outreach programs. The involvement of NGOs and private businesses to promote sustainable landscape management, biodiversity conservation, as well as gender equality and interculturality is also expected to lead to further support and commitment to up-scaling of the project interventions. The knowledge management dissemination activities under Component 4, will allow for the systematization of lessons learned from the demonstration models and for the wide dissemination of those results to generate bottom-up demand for similar activities throughout Costa Rica and the other countries participating in the Global Food Systems IP.

Digital Solutions[5]**:**

81. The project will make use of the following digital solutions: a) digital platforms for information management to promote and facilitate inter-institutional, multi-level and multi-actor coordination, for example, the SIMOCUTE-SNIT system and MOCUPP for managing geospatial layers, as well as SIRIGABB-SENASA/TRAZARAGRO traceability systems for individual marking and registration of animals and use throughout the entire value chain from producer to consumer; b) mobile applications to promote and facilitate biodiversity monitoring in the ACAHN; c) a web-based

[5] *Please see the Guideline "Embedding Digital in Project Design".*

information management platform for the project that will serve as a repository of information (including scientific information on key species and their habitat) and best practices among multiple stakeholders.

82. To estimate the mitigation of 646,538 metric tons of CO2e associated with the transition to regenerative livestock and better landscape management, SisDNEA reports will be used for farms that are NAMA farms, and estimates will be calculated using EX-ACT, an FAO tool for estimating emissions balances in the AFOLU sector that uses sufficient parameters as a basis to estimate the emissions balance of the different sets of interventions and obtain an aggregate for the project.

83. The project will also take advantage of digital tools promoted by the Food Systems IP, such as regional and global platforms for knowledge exchange and learning.

PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

84. The project presents a strategy that is more cost-effective in the short, medium, and long term than the business-as-usual scenario. The project strategy will deliver multiple environmental benefits (biodiversity conservation, restoration of degraded areas, and reduced carbon emissions) through the strengthening and enhancement of existing mechanisms (policies, technologies, finance and incentives, and market mechanisms) for the sustainable management of production landscapes through the transformation to sustainable and regenerative livestock practices that emphasize gender equality and interculturality, and the piloting of these mechanisms in the ACAHN. The alternative strategy would result in the continuation of the current loss in forest cover rate of 174 ha annually in the ACAHN, increasing the loss of key habitat for biodiversity and land degradation; and degradation of protection zones critical for improving surface water quality, protecting against flooding, and providing safe movement for local biodiversity.

85. Under the business-as-usual scenario, there will continue to be low institutional capacity and limited collaborative actions between multiple sectors to address drivers of biodiversity loss, lack of reliable and updated information on forest gains and losses, and limited local participation in decision making. Under the GEF scenario, the different national, subnational, and local stakeholders will engage in multi-level, multi-actor collaborative platforms to work together to transform livestock practices to be sustainable and regenerative with an emphasis on gender equality and interculturality. This will lead to biodiversity conservation and restoration in production landscapes, mitigation of GHG emissions, strengthened value chains, and ultimately contribute to a transformation in food systems. This strategy will allow removing institutional, technical, information, capacity, and financial barriers that currently exist in addressing the threats and causes of degradation and loss of biodiversity and forest cover, including the expansion of cattle ranching and nondifferentiated markets for products derived from cattle.

86. Under the GEF scenario, the use of non-sustainable production systems in rural landscapes will be reduced through the promotion of best production practices and the yearly assessment of gains and losses of forest cover through the MOCUPP, which will allow environmental authorities to effectively enforce forest regulations that prohibit the conversion of natural forests to other land uses. This approach will be cost-effective as the MOCUPP is a low-cost monitoring tool that uses readily available satellite imagery for the development of baseline information and yearly updates of LU/LC changes. This will also serve to verify the participating farms' gains and losses of forest cover at no cost for producers/private owners. The GEF project scenario will allow the delivery of GEBs including restoration of degraded areas, landscapes under improved practices with positive effects for local biodiversity conservation and connectivity, and will contribute to erosion control along riverbanks and lead to reduced impacts from flooding and improve surface water quality. This will translate into direct benefits for the local producers through an increase in income as a result of preferential purchasing and pricing of products certified as deforestation-free. In addition, women and Indigenous peoples will become more engaged in planning and management of these landscapes. Ultimately, the business-as-usual scenario would result in increased environmental and social impacts, which would prove to be costlier in both the short and long term than the GEF strategy proposed herein.

Project Management

87. The Project Management Unit (PMU) will be located in SINAC's offices under the direction of the project's National Directorate, with the purpose of optimizing the use of SINAC's infrastructure and installed capacity for project implementation, as well as ensuring proper coordination with local stakeholders and coordination with the project's National Directorate. This proposal takes into account the experience acquired by SINAC in similar projects. It includes cost-effective practices that take advantage of the installed capacity in the area, facilitates better coordination with relevant authorities and government offices, and seeks to operate locally through executing entities based in each of the 3 sub-regions.

88. The integrated landscape approach seeks effectiveness in improving and recovering the biodiversity, coverage and functionality of ecosystems in the ACAHN, reducing degradation and promoting concrete and scalable restoration actions, accompanied by sustainable value chains in the territory. The project will provide environmental benefits through cost-effective restoration models for degraded areas and sustainable production systems related to livestock rearing. All of this contributes to maximizing the recovery of the functionality of ecosystems in the ACAHN, as well as the conservation of biodiversity, which is key to the provision of ecosystem services and livelihoods for the population. Restoration actions and sustainable practices for the conservation of ecosystems, and their services, based on learning, lessons learned and previous interventions in the landscapes, are an efficient approach that facilitates their scaling up to other landscapes in Costa Rica and beyond.

89. The project proposes an ambitious strategy for leveraging and mobilizing public and private resources for sustainable and regenerative livestock, with an emphasis on access by women. By working in parallel to adjust existing financing opportunities to prioritize sustainable and regenerative livestock projects with an emphasis on access for women, while also working with producers to increase their investment readiness and general capacity to follow through with the requirements to acquire financial support, the project will foster leveraging greater resources in prioritized areas. The development of local and national capacities in the public and private sectors to promote sustainable and regenerative livestock practices, as well as recognize the value-added to meat and dairy products further down the value chain, takes advantage of their capacities, structures, local knowledge, and inter-learning, generate enabling conditions for scaling up and enhancing the impact of the project.

PROJECT RESULTS FRAMEWORK

Contribution to the Sustainable Development Goal (s): *Goal 1:End poverty in all its forms everywhere, Goal 5: Achieve gender equality and empower all women and girls, Goal 6: Ensure availability and sustainable management of water and sanitation for all, Goal 12: Ensure sustainable consumption and production patterns, Goal 13: Take urgent action to combat climate change and its impacts, Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss, Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.*
Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework: *UNSDCF outcome 4.2. By 2027, people, communities and institutions mitigate and adapt to climate change and a sustainable and efficient use of ecosystem resources that conserve and prevent the degradation of nature, stop pollution and protect the planet.* *UNDP CPD Output 3.2. Central and local government institutions, civil society and the private sector increased support for ecosystems-based adaptation strategies with a gender perspective and consolidated social inclusion.*
Applicable Output(s) from the UNDP Strategic Plan: *Applicable Output(s) from the UNDP Strategic Plan:* *UNDP Strategic Plan 2022-2025:* *SP Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.* *Signature Solution: Poverty and Inequality* *Result 1.1: The 2030 Agenda, Paris Agreement and other intergovernmentally-agreed frameworks integrated in national and local development plans, measures to accelerate progress put in place, and budgets and progress assessed using data-driven solutions.* *IRRF 1.1.1 Number of countries that have development plans and budgets that integrate intergovernmentally-agreed frameworks across the whole-of-government: 2030 Agenda for Sustainable Development and Paris Agreement SDGs Targets* *Signature Solution 4: Environment* *Result 4.2: Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions* *IRRF 4.2.1 Number of people directly benefiting from mechanisms for biodiversity, water, oceans, and climate solutions funded by public and/or private sector resources.* *SDG Targets:* *1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.* *5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life* *6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes* *12.2 By 2030, achieve the sustainable management and efficient use of natural resources* *13.2 Integrate climate change measures into national policies, strategies and planning* *15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally* *17.14 Enhance policy coherence for sustainable development*
Project title and Quantum Project Number (*TBD after CEO endorsement*/Approval): *Sustainable livestock in the Arenal-North Huetar Conservation Area (ACAHN)*

Objectiveand	**Outcome Indicators**	**Data Source**	**Baseline**	**Mid-term Target**	**End of Project Target**	**Data Collection Methods**	**Risks/Assumptions**
Project Objective:	***To catalyze the transformation of the livestock sector to a sustainable and regenerative food system in Costa Rica.***						
	Indicator 1: Mandatory Indicator 1: # direct project beneficiaries disaggregated by gender (individual people) *(see methodology available from GEF)*	*ACAHN census. Data from MAG and SINAC.*	*0*	*5,000: Women: 2,500 and Men: 2,500*	*10,000: Women: 5,000 and Men: 5,000*	*The number of beneficiaries was estimated from census data, MAG and MINAE program databases, as well as interactions with participants in PPG field workshops.*	*Risks: Reduced effectiveness and sustainability due to failure to address gender-specific needs and contributions.* *There is the possibility of facing some challenges related to the calls for proposals and identification of partners in populations that live in*

						During the implementation of the project, the number of beneficiaries will be confirmed through the records of participants and beneficiaries, minutes of platform sessions, strategy proposal documents, plans, programs and guidelines for each component. *All information will be presented broken down by sex and including the areas within the Maleku IT.*	*vulnerable conditions (such as women and the Maleku Indigenous people).* *Assumptions: Institutional and political will to implement governance frameworks to mainstream the sustainable livestock approach and transform the food and restorative system with a gender and intercultural focus.* *Actors involved committed to the transformation to sustainable and restorative livestock farming with a gender and intercultural focus.*
	Indicator 2: Mandatory GEF Core Indicator 3: *Area of land and ecosystems under restoration (hectares)*	*Descriptive document of sustainable and regenerative livestock farming in favor of gender equality and the Maleku Indigenous people, based on data from geospatial survey.*	*0 ha*	*500 ha*	*1510 ha* *GEF Core Indicator 3.2: 1260 Hectares of forest and forest land under restoration.* *GEF Core Indicator 3.4: 250 Hectares of wetlands (including estuaries, mangroves) under restoration.*	*Geospatial survey of all areas of project intervention; this information will be published through the free access tool MOCUPP in the National Territorial Information System (SNIT), which will allow the validation of progress with key actors. Additionally, this information will be incorporated into SINAC's annual SEMEC statistics report.*	*Risks: potential difficulty in achieving desired ecological outcomes, resistance from local communities or stakeholders, insufficient resources, unintended adverse ecological impacts, and vulnerability to policy and regulatory changes.* *Assumptions: institutional and political will to execute governance frameworks to mainstream the sustainable and restorative livestock farming approach with a gender and intercultural approach to transform the food system.* *Maleku Indigenous territory interested in the strengthening and implementation of sustainable and regenerative livestock farming.*
	Indicator 3: Mandatory GEF Core Indicator 4: *Area of landscapes under improved practices (hectares)*	*Descriptive document of sustainable and regenerative livestock farming in favor of gender equality and the Maleku Indigenous people.* *Minutes of participatory construction sessions with the AFOLU sector,*	*0 ha*	*70,000 ha*	*139,000 ha*	*The estimated area considers the implementation of sustainable and regenerative livestock farming in the ACAHN as well as the potential of sustainable livestock practices to contribute to functional and viable*	*Risks: possible failure to achieve desired ecological outcomes, resistance of local communities or stakeholders to adopt sustainable practices, insufficient resources, unintended adverse ecological impacts and vulnerability to climate change.* *Assumptions: Institutional and political will and involved actors committed to the transformation to sustainable and restorative livestock*

		biodiversity conservation and representatives of TI Maleku. *Farm plan documents of the intervened livestock farms.*				*biological corridors. In particular, there are actions associated with Output 3.1.2 (the transition to sustainable and regenerative livestock farming of 139,000 ha by applying improved production and landscape management practices).* *All information will be presented disaggregated by sex and including the areas within the Maleku Indigenous Territory (IT).*	*farming with a gender and intercultural focus.*
	Indicator 4: Mandatory GEF Core Indicator 6: *Greenhouse Gas Emissions Mitigated (metric ton of CO_2e)*	*Ex-ACT tool used for GHG mitigation estimates*	*0 (The project considers the additionality in the reduction of net GHG emissions.)*	*200,000 metric tons of CO_2e*	*646,538 metric tons of CO_2e*	*To estimate the GHG mitigation associated with the transition to regenerative livestock farming and better landscape management, the SisDNEA reports will be used for the farms that are NAMA farms, and estimates with EX-ACT, an FAO tool for the estimation of emissions balances in the AFOLU sector.*	*Risks: results are not achieved in accordance with initial estimates. As a prediction tool, assumptions are made and parameters are used that will be validated with the results, but there could be differences.* *Assumptions: There is extensive adoption of sustainable and regenerative livestock farming, and capabilities exist for accurate measurement and verification of emissions impacts.*
Project component 1	***Strengthening food system governance and policies for sustainable, climate resilient and regenerative livestock production.***						
Outcome 1.1 Strengthened governance and coordination mechanisms for inter-institutional, multi-actor and multi-level actions to promote transformation towards sustainable and regenerative	Indicator 5. Change in capacity of institutions, companies, and local governments to advance existing goals agreed upon by the livestock sector integrating conservation of biodiversity, gender and Indigenous peoples, as measured via the UNDP Capacity Development Scorecard.	*UNDP Capacity Development Scorecard* *Agreements signed between the organizations/instances that are part of each space/forum* *Work plan/Action plan adjusted to include measures for the transformation towards sustainable livestock farming.*	Score of 20	*Score of 28 (3 institutions, companies, and local governments with improved capacities: CSRA, CORAC, Regional Livestock Roundtable)*	*Score of 39 (8 institutions, companies, and local governments with improved capacities: COSEL, CORAC, Sustainable Livestock Commission (CGS), Regional Agricultural Sectoral Committee (CSRA), Regional Livestock Roundtable, CORFOGA (Livestock*	*This will be measured via the UNDP Capacity Development Scorecard, improving the baseline score of 20 to 39 by project end, with particular attention given to Indicators #1, 3, 5, 6, 9, 11, and 12.* *Inter-institutional progress reports, including coordination between institutions and*	*Risks: Institutions do not value articulated and coordinated work to promote a transformation towards sustainable livestock farming.* *Assumptions: Institutional and political will and actors involved committed to the necessary alliances to promote the transformation to sustainable and regenerative livestock farming with a gender and intercultural focus.*

livestock farming in favor of biodiversity conservation, climate resilience, gender equality and the Maleku Indigenous people.					*Women), Territorial Council for Rural Development (CTDR), Local committees of biological corridors (e.g., CB Ruta Maleku)*	*access tools implemented. Minutes of meetings to identify progress in implementation.*	
	Indicator 6. # of women-led livestock production systems strengthened.	*Report on Territorial Forest Environmental Plan (PAFT). Pre- and post-training evaluations of the 8 women's groups and 1 PI Maleku group Agreements for the formation of a Network of Women Ranchers.*	*0*	*100*	200	*Pre and post training evaluations, participation and performance record, case studies and testimonials. Follow-up on the agreements for the formation of a Network of Women Ranchers*	*Risks: Lack of access and connectivity. Linguistic barriers. Differences in education and training Assumptions: Interest of women and people of the Maleku Indigenous people in improving their abilities to formulate and write proposals, as well as in the use of digital tools. The collectives, cooperatives, and organizations show interest and commitment to strengthen them and establish a regional network for women ranchers.*
	Indicator 7. % of women who received support through the hotline are successful in acquiring land property titles or use rights over land intended for livestock production in ACAHN.	*Registry of hotline requests National Agricultural Census (CENAGRO, 2014): In the country there are 15.6% of women agricultural producers, and only 8.1% of the total land property titles for agricultural purposes are in the name of women.* ***Land for Women Law Project****, presented on Monday, July 15, 2024, promotes actions to reduce gender gaps between men and women who carry out agricultural, agroforestry, and conservation activities. Registration of beneficiaries of the reforms of the institutional regulatory framework to*	*0%*	*15-20%*	*50% of the women who have requested support through the hotline.*	*Registry of hotline requests, databases, and cadastral analysis, breaking down data by gender (land property titles or land use rights). Recording and analysis of surveys carried out in the field collecting information on tenure, rights and size of the plots. Registration of information from collaboration with livestock associations. Results of the analysis of public programs and policies. Case studies and testimonials. Performance indicators and periodic reports.*	*Assumptions: Women's interest in requesting support for legal recognition of property titles and/or use rights.*

		guarantee access to land where participation of at least 50% of women is evident.					
	Indicator 8. # of geospatial information systems strengthened and maintained with layers on land use changes associated with pastures for livestock farming in ACAHN	*SNIT/SIMOCUTE Inclusion of 7 Land use change monitoring layers (Pastures, tree cover buffer, Loss, Interannual gain of tree cover) in the ACAHN for 2024-2028.* *List of attendees in the activities, disaggregated by gender.*	0	*0*	1	*The geospatial layers will be integrated into SIMOCUTE and published through the SNIT.* *5 Geospatial layers for i) pastures (2024), (2025), (2026), (2027), and (2028);* *2 layers of analysis of loss and gain of forest cover associated with pastures (2024-2026) and (2026-2028).* *Also, measure the participation of livestock technicians in the ACAHN region who receive training in the use of Geographic Information Systems management software, disaggregated by gender to ensure 50% participation of women in the generation of geospatial layers (data collection and publication) as well as capacity development activities.*	*Risks:Limited availability of technicians to participate in the training process and/or generation of new geospatial layers.* *Absence of equipment and tools for the training process and/or generation of new geospatial layers.* *Little representation/hiring of women in institutional technical support teams.* *Assumptions: Interest of the institutions in the development of the capacity strengthening program.* *There is enough information to create new layers.*
Outputs to achieve Outcome 1.1	*1.1.1 A comprehensive capacity building program implemented for key stakeholders at national and local levels with technical guidelines, manuals, and plans to strengthen multi-actor collaborative processes and enhance inter-institutional alliances and fora for dialogue to address compliance with environmental legislation, risk management, regenerative livestock farming, gender, and interculturality.* *1.1.2 A strategy is enacted to strengthen institutional support to address land tenure for women in ACAHN, including increased articulation between IMAS, INAMU, INDER and SINAC and the establishment of a "hotline".* *1.1.3 Remote technical, digital, and geospatial information processing capacities of productive units are improved to inform and monitor land use change, and with the participation of women.* *1.1.4 SNIT is updated with geospatial layers to monitor land use change associated with pastures, including inter-annual Gain/Loss analysis of tree cover to track investments in sustainable and regenerative livestock farming in ACAHN, with the participation of women.*					
Project component 2	***Inclusive economic and commercial incentives for sustainable and regenerative livestock farming.***						

Outcome 2.1 Enhanced financing opportunities to facilitate the transformation towards sustainable and regenerative livestock farming with an emphasis on women ranchers in the Huetar Norte region.	Indicator 9: # of farms with sustainable and regenerative livestock that have graduated from the Investment Readiness program that addresses financing barriers, with an emphasis on women	*Applications for soft loans submitted to financial institutions.* *BIOFIN: Bio-Business Catalyst.* *FUNDECooperación records of experience in investment preparation and project catalysis.*	0 farms, of which 0 are led by women	200 farms, of which 50 farms led by women	500 farms, of which 250 farms led by women	*Their level of readiness is shown by meeting the requirements to fill out a soft loan application form.*	*Risk: Weak commitment on the part of people to complete the training process of the Investment Preparation program, due to time demands and other factors.* *Assumptions: Interest of farm owners to sign loans with financial entities.* *The financial market and institutions maintain and improve the financing conditions and opportunities for the livestock sector.*
	Indicator 10: $ value of financial resources catalyzed/mobilized through blended finance schemes for initiatives participating in the Investment Readiness program, which addresses financing barriers, with an emphasis on women.	*Record of credits granted by financial institutions.* *INDER (Rural Credit)* *FUNDECooperación (Mujer Natura) and microcredit platform for rural development projects.* *FONAFIFO ("FONAFIFO at your side")* *Banco Popular ("BP Empresarios")* *NAMA Lechería.*	$336,000 (2023) of which 18-20% awarded to women.	$ 500,000, of which 50% awarded to women.	$ 1,000,000, of which 50% awarded to women.	*Registration of credits granted by the financial entities.* *Inder Rural Credit in ACAHN. The loans average US$10,000/livestock producer.*	*Assumptions: Financial entities are interested in adapting lines of credit at interest rates based on the realities and needs of women.* *Women are willing and interested in taking out loans with financial institutions.*
Outputs to achieve Outcome 2.1	*2.1.1 Pilot of the "Investment Readiness" program in order to mature sustainable and regenerative livestock projects, facilitating their access to financial resources and/or incentives, with emphasis on women.* *2.1.2 Mechanisms to strengthen existing financial schemes aimed at addressing specific barriers in the sector, especially those faced by women seeking financing for sustainable and regenerative livestock activities.*						
Project component 3	***Improving capacities and markets for sustainable food systems through sustainable and regenerative livestock farming.***						
Outcome 3.1 Strengthened capacity of institutional staff and farmers, including women and the Maleku Indigenous people, to implement sustainable and regenerative livestock farming practices that contribute to	Indicator 11. # of farms benefiting from increased capacity of institutional staff and farmers to implement sustainable and regenerative livestock farming practices in favor of gender equality, Indigenous peoples, and the conservation and monitoring of BD in ACAHN priority areas.	*Register of updated farm plans.* *Proposal for intervention on farms.* *Progress evaluations of the practices implemented on the farms.* *Atlas of areas applying improved practices.* *Participatory Biological Monitoring records managed by SINAC.* *Field surveys/consultations.*	*0*	*1500 farms, of which 50% farms have women ranchers actively participating in management and decision-making.*	*4152 farms that have benefitted from increased capacity of institutional staff and farmers, of which 50% farms have women ranchers actively participating in management and decision-making.*	*This indicator measures 518 NAMA farms (23% led by women) + 1,500 community initiatives + 2,058 farms supported in BD issues + 76 PI Maleku farms.* *Farms in the name of a woman + in the name of the couple + farms led/managed by women but without title in their name are considered.*	*Assumptions: Engaged stakeholders committed to the transition towards sustainable and regenerative livestock farming, incorporating a gender and intercultural approach.* *Livestock farmers are interested and committed to update their farm plans to incorporate elements of sustainable livestock farming.* *The number of farms intervened achieves the target area of 139,000 hectares under improved practices and 1,510 hectares under restoration.*

biodiversity conservation, restoration, and climate resilience.		*Data from CORFOGA, particularly on women ranchers.* *Agreement with the ADI of the Maleku TI for the implementation of the strategic axis of strengthening small-scale livestock farming included in the Territorial Forest Environmental Plan (PAFT).*				*Implementation documents for farm intervention proposals.* *SINAC manages the Participatory Biological Monitoring records through apps as citizen science for the project duration. Based on previous experience in the Brunca region and its participatory biological monitoring protocol in the buffer zone of protected wild areas.* *Field survey of all areas of project intervention. Additionally, this information will be incorporated into SINAC's annual SEMEC statistics report.* *All information will be presented broken down by sex and including the areas within the IT Maleku.*	
Outputs to achieve Outcome 3.1	*3.1.1 Farm plans are updated and implemented to integrate elements of sustainable and regenerative livestock farming in favor of gender equality, Indigenous Peoples, BD conservation, restoration and climate resilience.* *3.1.2 Training and technical assistance program established for institutional staff and farmers, including women and the Maleku Indigenous People, for the implementation of best practices in sustainable production, agricultural economics, biodiversity conservation, restoration, and risk management in favor of gender equality.*						
Outcome 3.2. Strengthened standards and markets for productive units and products derived from sustainable and regenerative livestock systems in favor of gender equality in the ACAHN.	Indicator 12. # of regulations developed and/or adjusted to include criteria for regenerative livestock farming, biodiversity conservation and gender equality.	*Life cycle analysis to inform the adjustments to the CORFOGA Standard.* *CORFOGA-INTE/DN Standard 11:2022 Production of beef in grazing systems free of deforestation piloted in the Brunca Region adjusted to an approach based on sustainability and regeneration.* *Recommendations for the integration of the*	*0*	*1*	*2*	*Follow-up on the life cycle study* *Follow-up on updating the existing standard document* *Monitoring of the preparation of the regulation/decree.*	*Assumptions: Political will of the institutions to update, develop, and approve the standards* *There is co-financing for the generation of Standards for meat generated from production units certified as Pasture-Based and Deforestation-Free Livestock.*

		gender perspective in the Technical Standard. MAG drives the certification of *Pasture-Based and Deforestation-Free Livestock*.					
	Indicator 13. # of productive units certified for complying with the requirements and guidelines of the adjusted standard based on an approach for sustainability and regeneration in favor of gender equality.	*Registry of certified deforestation-free farms and products. CORFOGA-INTE/DN Standard 11:2022 Production of beef in grazing systems and free of deforestation piloted in the Region Brunch adjusted to the sustainability and regeneration approach. Register of verified farms using information from systems for monitoring land use changes associated with pastures in the region.*	*0*	*0*	*119*	*Registry of certified deforestation-free farms and products. Follow-up on updating the existing standard document Monitoring of publication of the Executive Decree with the technical regulations. Results from data sources and validation. Register of certified farms*	*Assumptions: Political will of the institutions to update, develop, and approve the standards. Political interest and commitment to establish a "Standards for meat generated from production units certified as Pasture-Based and Deforestation-Free Livestock". Willingness of ranchers to apply the new standards. Data from the past 10 years regarding the identification, reporting and traceability function of deforestation-free livestock farms is compiled and systematized in the monitoring system of change in the coverage of productive landscapes (MOCUPP).*
	Indicator 14. # of agreements/contracts between livestock farmers and entities responsible for purchasing for national companies that market traceable products from units certified in "*Production of beef in deforestation-free and regenerative grazing systems."*	*Market study to position products (meat, milk, and derivatives). Contracts established for the marketing of deforestation-free livestock products. Number of supermarket chains and butcher shops that offer products certified with the pasture-based and deforestation-free meat standard in a prominent space in their stores.*	*0* (Grass-fed Costa Rica offers a differentiated product with a seal through AutoMercado; the 3J store sells meat with a customized seal, though it isnot certified).	*4 national agreements/ contracts*	*10 national agreements/ contracts*	*Estimation based on previous experiences in other initiatives. Record of signed agreements. Collaboration with livestock associations and cooperatives. Monitoring sustainable trade projects. Inclusion of clauses in the agreements for the representation of women and the Maleku Indigenous people.*	*Assumption: Interest and commitment of the institutions, staff and farmers. There is interest and demand in the market for products originating in deforestation-free and regenerative grazing systems.*
	Indicator 15: # of ACAHN farms participating in the PROCOMER and	*Records of the Strategic Farm Architecture program.*	*0*	*25 Farms, of which 10 are managed by women*	*50 Farms, of which 25 are managed by women*	*Measure the records of farms participating in the PROCOMER and Agromedia program.*	*Assumption: Interest and commitment of institutions, staff, and ranchers to participate in the PROCOMER and*

	Agromedia Strategic Farm Architecture program in preparation for their entry into an international market					*Disaggregate by farms led by women.*	*Agromedia Strategic Farm Architecture program.*
Outputs to achieve Outcome 3.2	*3.2.1 Standards and regulations are strengthened for sustainable and regenerated livestock production in favor of gender equality.* *3.2.2 Geospatial tool (e.g., Qfield) for the verification of deforestation-free farms using information from land use change monitoring layers associated with pastures (generated in Output 1.1.4).* *3.2.3 A capacity-building and awareness-raising strategy implemented for the individual marking and registration of animals in the SIRIGABB-SENASA/TRAZARAGRO traceability system, aimed at technical personnel, institutions, and key actors (environment, production, trade), ensuring the participation of women and the Maleku Indigenous People.* *3.2.4 Agreements established with entities responsible for national purchases in recognition of the added value of deforestation-free livestock, ensuring the respect of the rights of women and the Maleku Indigenous People in access and benefits derived from sustainable production.* *3.2.5 The "Strategic farm architecture" program by PROCOMER and Agromedia is expanded to prepare livestock producers from ACAHN for entry into the international marketing opportunities promoted by PROCOMER.*						
Project component 4	**Knowledge, innovation, scaling and coordination.**						
Outcome 4.1 Knowledge and experiences on sustainable and regenerative livestock farming in favor of gender equality and the Maleku Indigenous people and strengthening of capacities shared with actors from other areas of the country, productive sectors and countries with similar ecosystems.	Indicator 16. # of fora on sustainable and regenerative livestock farming in favor of gender equality where the participation of at least 50% of women is evident.	*MAG records of their "Day in the field"* and "farm-to-farm" *activities*. *Minutes of 3 regional forums and one national forum where the participation of at least 50% of women is evidenced.* *Lists of participants in the exchanges where the participation of 50% of livestock farmers and Indigenous people is confirmed.*	*0* *MAG - CORFOGA - INDER carry out exchanges of experiences on farms to promote good productive practices in association with allies and state universities at the regional level.*	*1 Regional* *18 farm-to-farm" activities/meetings*	*3 Regional* *1 National* *36 "farm-to-farm" activities/meetings*	*Track the attendance of the 36 local "farm-to-farm" meetings (3 meetings/exchanges per year in each of the 3 ACAHN sub-regions, so 9 per years 2-5), 3 regional forums and one national forum*, disaggregated by sex.	*Assumptions: In Costa Rica, the Latin American Regenerative Livestock Forum was held in 2021, where MAG, Universities and Private Companies participated, so it is assumed that there continues to be an interest in holding forums of this nature.* *Interest and institutional will to make/articulate alliances and carry out exchanges with producers.* *Availability of NAMA model farms in the 3 ACAHN sub-regions.*
	Indicator 17. # of strategies for the scaling and promotion of sustainable and regenerative livestock farming and products in favor of gender equality and interculturality.	*Strategy document for scaling and promotion of sustainable and regenerative livestock farming in favor of gender equality and interculturality.* *National awareness strategy aimed at consumers about the benefits of products from sustainable agri-food systems and how*	*0*	*1*	*2*	*Follow up on the development of the strategies.*	*Assumptions:* *Alliances developed to guarantee resources, knowledge and technical support in the management of the strategy*. *Identified innovative financial mechanisms (soft credits, subsidies, payments for environmental services) that encourage livestock farmers to adopt regenerative practices.* *Interest and institutional will to replicate and scale-up the project's results.*

		to identify them in the market.					
	Indicator 18: % of consumers willing to pay a premium for certified sustainable and deforestation-free livestock products.	*Awareness campaign aimed at consumers of meat/milk/derivative products.*	to be defined in year 1	TBD	TBD	*Survey of sales establishments and consumers of the products*	*Assumption: Interest and commitment of the institutions, staff and farmers. There is interest and demand in the market for certified sustainable livestock products or deforestation-free and regenerative products.*
Outputs to achieve Outcome 4.1	*4.1.1 Local, regional and national fora to promote the implementation of sustainable and regenerative livestock farming in favor of gender equality with actors from other areas of the country and productive sectors, strengthening the capacities, especially of women and the Maleku Indigenous people.* *4.1.2 Communication strategy systematized, translated and culturally adapted to promote experiences and benefits of sustainable and regenerative livestock farming and derived products, with a gender perspective and interculturality, guaranteeing its accessibility for all interested people and scalability to other regions.*						
Outcome 4.2 Costa Rica is part of a global model of knowledge exchange and learning platforms to transform the food system, demonstrating the potential of the livestock sector in regenerative production and biodiversity conservation, and recognizing the role of women and Indigenous people Maleku in promoting regenerative livestock production and biodiversity conservation.	Indicator 19. # of knowledge products (e.g., guidelines, case studies) developed and disseminated by the project.	*Knowledge products, such as guidelines, case studies, fact sheets, etc.* *FAO global platform for knowledge management, systematization of experiences, results and lessons learned.*	*0*	*0*	*10*	*Keep a record of the knowledge products generated by the project to record experiences and lessons learned and upload them to the platform, for example: good practices on the farm, biodiversity conservation, restoration, monitoring, traceability, marketing, inclusion of a gender approach, inclusion of interculturality, project management, and capacity building.*	*Assumptions: Costa Rica maintains a favorable political interest that allows it to integrate and collaborate with this type of international platforms.*
Outputs to achieve Outcome 4.2	*4.2.1 Experiences systematized in the FAO Global Platform to promote the transformation of the food system through the exchange of knowledge and the generation of evidence in sustainable and regenerative livestock farming in favor of gender equality and interculturality.*						
Project component	***Monitoring & Evaluation***						
Outcome 5.1 M&E measures project impact and	Indicator 20: # of monitoring and evaluation reports for	*PIR, MTR, TE, SESP, GAAP, IPPP*	*0*	*2 annual reports (PIRs); 12 quarterly*	*4 annual reports (PIRs); 24 quarterly reports; 1 mid-term*	*PIRs, MTR, TE, Inception report, project board reports.*	*Risks: Low level of project execution, including technical and budgetary deficiencies.*

guides adaptive management.	decision-making, facilitating inclusive and gender-responsive adaptive management.			*reports; 1 mid-term review.*	*review; 1 terminal evaluation report.*		*Assumptions: The project results were satisfactorily delivered within the expected time frame and reported upon.*
Outputs to achieve Outcome	*5.1.1 Project M&E plan implemented, and results reported through Project Board and annual reports (PIRs, MTR, TE).*						

Methodology for GEF Core Indicator targets:

- The project site includes 10,847 ha of pastures that overlap with areas adjacent to water bodies (i.e., 15 meters on either side of primary and secondary rivers, lakes, ponds, temporary watercourses, and canals). This area could potentially be riparian forests but is covered by grassland. The project will contribute toward the restoration of 12% of this total through a target of 1,260 ha of riparian forest under restoration: 2,058 farms with 14,000 ha with riparian forest potential, of which the project will support a 9% increase of this area with forest cover restoration. Furthermore, the improved nature-positive practices including pasture and water management practices will contribute to the restoration of 250 ha of wetlands in the RAMSAR Site Caño Negro Mixed National Wildlife Refuge.
- The target of 139,000 ha of landscapes under improved nature-positive practices assumes that sustainable land management tools will cover 50% of the livestock farms located within the project's area of influence.
- The target of 646,538 tCO2eq mitigated through landscape management tools was developed for a 20-Year (5 years of implementation plus 15 years of capitalization) period and calculated using the ExACT Tool. A total of 140,510 ha of the project is planned for the various activities that will yield the estimated GHG emission avoided benefits. The breakdown of the terrestrial area included in the estimates are: (i) improved management of production landscape to benefit biodiversity (139,000 ha) and (ii) 1,510 ha of degraded riparian forest and wetlands that will be restored. This assumes that 518 NAMA farms would report 19,847 tCO2eq/year.
- The project aims to benefit 10,000 people including families working on the 6,000 livestock farms in ACAHN. At least 50% of the beneficiaries will be women playing various roles in the livestock business and value chain. Women also own 12% of the cattle farms. The project will also target consumers involved in awareness activities and technicians participating in the project's activities.

MONITORING AND EVALUATION (M&E) PLAN

90. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP (including guidance on GEF project revisions) and UNDP Evaluation Policy **The UNDP Country Office is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements**.

91. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[6]. The M&E plan and budget included below will guide the GEF-specific M&E activities to be undertaken by this project.

92. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed – including during the Project Inception Workshop - and will be detailed in the Inception Report.

Minimum project monitoring and reporting requirements as required by the GEF:

Inception Workshop and Report: A project inception workshop will be held within 2 months from the First disbursement date, with the aim to:

a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
c. Review the results framework and monitoring plan.
d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework (where relevant) and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
g. Plan and schedule Project Board meetings and finalize the first-year annual work plan. Finalize the TOR of the Project Board.
h. Formally launch the Project.

GEF Project Implementation Report (PIR):

93. The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. UNDP will undertake quality assurance of the PIR before submission to the GEF. The PIR submitted to the GEF will be shared with the Project Board. UNDP will conduct a quality review of the PIR, and this quality review and feedback will be used to inform the preparation of the subsequent annual PIR.

GEF Core Indicators:

94. The GEF Core indicators included as Annex 15 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the core indicators status. The updated monitoring data must be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent groundtruthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF.

Independent Mid-term Review (MTR):

[6] See https://www.thegef.org/projects-operations/policies-guidelines

95. An independent mid-term review (MTR) will be completed by the mid-point of the project. The terms of reference, the MTR process and the final MTR report will follow the standard templates and MTR guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center. The MTR must be submitted to the GEF by the mid-point of the project but no later than 48 months after CEO Endorsement. *Mid-point is determined by taking the expected ProDoc signature date plus number of months duration and finding the middle date. (For example, if a project has a 5-year duration, the MTR must be submitted 2.5 years after ProDoc signature.)* To meet the submission deadline, final MTR reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the submission deadline to allow sufficient time for internal review/clearance that is required prior to submission.

96. Provisions must be taken to complete and submit the MTR within the submission deadline. Therefore, the MTR process must start no later than 8 months before the expected date of submission of the MTR.

97. The MTR will be 'independent, impartial and rigorous'. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be reviewed. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

98. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the MTR process. Additional quality assurance support is available from BPPS/NCE.

99. The final MTR report will be publicly available in English and will be posted on the UNDP ERC by the MTR submission date included on cover page of this project document. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's submission to the GEF.

Terminal Evaluation (TE):

100. An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and TE guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center. TE must be submitted to the GEF no later than 6 months after the Completion Date. This is a hard deadline that, if not met, can only be extended through a formal extension request. To meet the submission deadline, final TE reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the deadline to allow sufficient time for internal review/clearance that is required prior to submission.

101. Provisions must be taken to complete and submit the TE within the submission deadline. Therefore, TE must start no later than 8 months before the expected date of submission of the TE (or 11 months prior to the estimated operational closure date).

102. The evaluation will be 'independent, impartial and rigorous'. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

103. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from BPPS NCE.

104. The final TE report will be publicly available in English and posted on the UNDPHY ERC by the TE submission date included on cover page of this project document. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report submission to the GEF.

105. Per the GEF Terminal Evaluation requirements, for cancelled full-sized projects, Terminal Evaluations are required if the GEF grant expenditure exceeds more than US$ 2 million.

Final Report:

106. The project's final GEF PIR along with the TE report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

107. In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

108. **Monitoring Plan:** The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored by the Project Management Unit annually, and will be reported in the GEF PIR every year, and will be evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. Project risks, as outlined in the risk register, will be monitored quarterly.

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
Track results progress	**Project objective from the results framework**	***Indicator 1:*** *Mandatory Indicator 1 (GEF Core Indicator 11): # direct project beneficiaries disaggregated by gender (individual people)*	*Mid: 5,000: Women: 2,500 and Men: 2,500* *End: 10,000: Women: 5,000 and Men: 5,000*	*GEF Core Indicator 11: Direct beneficiaries are defined as individual people who measurably benefit from the existence of the project, or who use the specific resources that the project maintains or enhances. They must be aware that they are receiving this project's support. Based on this definition and considering the different activities to be implemented by the project, an assessment was conducted to estimate the direct beneficiaries.*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	*PMU*	*Surveys/interviews with producers, IPs, and other stakeholders (unstructured and/or semi-structured)* *Gender Action Plan* *Indigenous People Participation Plan* *M&E Officer report* *GEF PIR* *Mid-term Review Report* *Terminal Evaluation Report*
		Indicator 2: *Mandatory GEF Core Indicator 3: Area of land and ecosystems under restoration (hectares)*	*Mid: 500ha* *End: 1,510ha*	*GEF Core Indicator 3.2: 1260 Hectares of forest and forest land under restoration.* *GEF Core Indicator 3.4: 250 Hectares of wetlands (including estuaries, mangroves) under restoration.*	Mid-term, closure	*PMU*	*M&E Officer report* *Mid-term Review Report* *Terminal Evaluation Report*
		Indicator 3: *Mandatory GEF Core Indicator 4: Area of landscapes*	*Mid: 70,000ha* *End: 139,000ha*	*This indicator captures the total area of landscapes under improved livestock practices that lead to improved*	Mid-term, end	*PMU*	*M&E Officer report* *Mid-term Review Report*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		under improved practices (hectares)		*environmental conditions, especially biological corridors, and/or for which farm management plans have been prepared and are under implementation*			*Terminal Evaluation Report*
		Indicator 4 *Mandatory GEF Core Indicator 6: Greenhouse Gas Emissions Mitigated (metric ton of CO2e)*	*Mid: 200,000 metric tons of CO2e* *End: 646,538 metric tons of CO2e*	*This indicator refers to the total reduction of GHG emissions and enhancement of sinks and reservoirs reported in tons of carbon dioxide equivalent (CO2e).* *Sub indicator 6.1. Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use* *Also, refer to Annex 12: GEF focal area specific annexes, GHG calculations.*	*Mid-term, end*	*PMU* *Climate Change consultant*	*M&E Officer report* *Mid-term Review Report* *Terminal Evaluation Report*
	Project Outcome 1.1	***Indicator 5*** *Change in capacity of institutions, companies and local governments strengthened to advance existing goals agreed upon by the livestock sector integrating conservation of biodiversity, gender and*	*Score at Mid: 28* *Score at End: 39*	*This will be measured via the UNDP Capacity Development Scorecard, with particular attention given to Indicators #1, 3, 5, 6, 9, 11 and 12.* *8 institutions, companies, and local governments with improved capacities: COSEL, CORAC, Sustainable Livestock Commission (CGS), Regional Agricultural Sectoral Committee (CSRA), Regional*	Mid-term and end	PMU	UNDP Capacity Development Scorecard

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		Indigenous peoples, as measured by UNDP Capacity Development Scorecard.		*Livestock Roundtable, CORFOGA (Livestock Women), Territorial Council for Rural Development (CTDR), Local committees of biological corridors (e.g., CB Ruta Maleku)*			
		***Indicator 6** # of women-led livestock production systems strengthened.*	*Mid: 100* *End: 200*	*Pre- and post-training evaluations of the 8 women's groups and 1 PI Maleku group, participation and performance record, case studies and testimonials.* *Track the formation of a Network of Women Ranchers.*	Annual	PMU	Project progress reports Gender Action Plan
		***Indicator 7** % of women who received support through the hotline are successful in acquiring land property titles or use rights over land intended for livestock production in ACAHN.*	*Mid: 15-20%* *End: 50%*	Measure the impact of a comprehensive support framework to reduce the gaps that prevent women's access to land tenure	Annual	PMU	Project progress reports Gender Action Plan
		***Indicator 8** # of geospatial information systems strengthened and maintained with*	*Mid: 0* *End: 1*	*Measure the inclusion of 5 Geospatial layers for i) pastures (2024), (2025), (2026), (2027), 2028; and 2 layers of analysis of loss and gain of forest cover associated*	Annual	*PMU* *MINAE and MAG*	*Consultant reports* *Project progress reports* *SNIT-SIMOCUTE*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		layers on land use changes associated with pastures for livestock farming in ACAHN.		*with pastures (2024-2026) and (2026-2028) in the SNIT/SIMOCUTE.* Measure the level of knowledge in managing digital and geospatial information of the technical people of the MAG, CORFOGA and IHONOR. Ensure that at least 50% of the people participating in the training are women.			
	Project Outcome 2.1	***Indicator 9*** *# of farms with sustainable and regenerative livestock that have graduated from the Investment Readiness program that addresses financing barriers, with an emphasis on women*	*Mid: 200 farms, of which 50 farms led by women* *End: 500 farms, of which 250 farms led by women*	*Measure level of readiness by meeting the requirements to fill out a soft loan application form.*	*Annual*	*PMU* *FundeCooperación*	*Consultant reports* *Project progress reports* *Loan applications*
		Indicator 10 *$ value of financial resources catalyzed/mobilized through blended finance schemes for initiatives participating in the Investment*	*Mid: $ 500,000, of which 50% awarded to women.* *End: $ 1,000,000, of which 50% awarded to women.*	*Measure credits granted by the financial entities.*	*Annual*	*PMU* *Financial entities*	*Consultant reports* *Project progress reports* *Loan applications*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		Readiness program, that addresses financing barriers, with an emphasis on women					
	Project Outcome 3.1	***Indicator 11 #*** *of farms benefiting from increased capacity of institutional staff and farmers to implement sustainable and regenerative livestock farming practices in favor of gender equality, Indigenous peoples and the conservation and monitoring of BD in ACAHN priority areas*	*Mid: 1500, of which 50% farms have women ranchers actively participating in management and decision-making* *End: 4152, of which 50% farms have women ranchers actively participating in management and decision-making.*	*Measure how many farms implement improved practices, with emphasis on the active participation of women.*	*Annual*	*PMU*	*Project Progress Reports* *GAP*
	Project Outcome 3.2	***Indicator 12*** *# of regulations developed and/or adjusted to include criteria for regenerative livestock farming,*	*Mid: 1* *End: 2*	*Monitor the update of the CORFOGA-INTE/DN Standard 11:2022 Production of beef in grazing systems free of deforestation.* *Monitor the preparation of the regulation/decree.*	*Annual*	*PMU* *MAG*	*Project progress reports* *Updated Standard* *Draft Decree*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		biodiversity conservation and gender equality.					
		***Indicator 13** # of productive units certified for complying with the requirements and guidelines of the adjusted standard with an approach to sustainability and regeneration in favor of gender equality.*	*Mid: 0* *End: 119*	*Measure the certified farms in the SIRIGABB-SENASA/ TRAZARAGRO traceability system*	*Annual*	*PMU* *MAG*	*Project progress reports* *Reports generated by the SIRIGABB-SENASA/TRAZARAGRO traceability system*
		***Indicator 14** # of agreements/contracts between livestock farmers and entities responsible for purchasing for national companies that market traceable products from units certified in Production of beef in regenerative and deforestation-*	*Mid: 4 National* *End: 10 National*	*Measure the number of contracts between farmers and purchasers*	*Annual*	*PMU*	*Project Progress Reports*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		free grazing systems.					
		***Indicator 15**: # of ACAHN farms participating in the PROCOMER and Agromedia Strategic Farm Architecture program in preparation for their entry into an international market*	*Mid: 25 Farms, of which 10 are managed by women* *End: 50 Farms, of which 25 are managed by women*	*Measure the records of farms participating in the PROCOMER and Agromedia program.* *Disaggregate by farms led by women.*	*Annual*	*PMU* *PROCOMER*	*Project Progress Reports* *PROCOMER Records*
	Project Outcome 4.1	***Indicator 16** # of fora on sustainable and regenerative livestock farming in favor of gender equality where the participation of at least 50% of women is evident.*	*Mid: 1 Regional and 18 "farm-to-farm" activities/meetings* *End: 3 Regional, 1 National, and 36 "farm-to-farm" activities/meetings*	*Number of fora to share experiences*	*Mid and End*	*PMU*	*Project progress reports*
		***Indicator 17** # of strategies for the scaling and promotion of sustainable and regenerative livestock farming*	*Mid: 1* *End: 2*	*Monitor the development of the strategies.*	*End*	*PMU*	*Strategy document*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		and products in favor of gender equality and interculturality.					
		***Indicator 18** % of consumers willing to pay a premium for certified sustainable livestock products or deforestation-free and regenerative products.*	*To be defined in Year 1*		*Mid and End*	*PMU*	*Consultant reports*
	Project Outcome 4.2	***Indicator 19** # of knowledge products (e.g., guidelines, case studies) developed and disseminated by the project.*	*Mid: 0* *End: 10*	*Keep a record of the knowledge products generated by the project, for example: good practices on the farm, biodiversity conservation, restoration, monitoring, traceability, marketing, inclusion of a gender approach, inclusion of interculturality, project management, capacity building.*	*End*	*PMU*	*Records of experiences and lessons learned and uploaded to the platform.*
	Project Outcome 5.1	***Indicator 20** # of monitoring and evaluation reports for decision making, facilitat**ing** inclusive and gender responsive*	*Mid: 2 annual reports (PIR); 12 quarterly reports; 1 mid-term review.* *End: 4 annual reports (PIR); 24*	*PIR, MTR, TE, SESP, GAAP, IPPP*	*Annual*	*PMU*	*PIR, MTR, TE, SESP, GAAP, IPPP*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		adaptive management.	*quarterly reports; 1 mid-term review; 1 terminal evaluation report.*				

Monitoring Activity	**Frequency/Timeframe**	**Expected Action**	**Partners (if joint)**
Inception Workshop and Report	Inception Workshop within 2 months of the First Disbursement	As per above description	OET, MINAE, MAG
Track results progress (see above table for details)	Annually and at mid-point and closure	Slower than expected progress will be addressed by project management.	MINAE, MAG
Monitor and Manage Risk	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MINAE, MAG
Monitor ESMP/IPP, Gender Action Plan, Comprehensive Stakeholder Engagement Plan, other related plans as needed	Ongoing	Review and monitoring of environmental and social safeguards Review and monitoring of relevant actions under the Gender Action Plan	MINAE, MAG
Supervision Missions	Annually	Planning of field supervision missions as needed	MINAE, MAG
Learning and Learning Missions	As needed	Relevant lessons are captured by the project team and used to inform management decisions.	N/A
Annual Project Quality Assurance	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A
Review and Make Course Corrections	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MINAE, MAG

Monitoring Activity	Frequency/Timeframe	Expected Action	Partners (if joint)
Annual GEF Project Implementation Report (PIR)	Annually typically between June-September	Mandatory contribution by Project Team, CO and RTA. Strengths and weaknesses will be reviewed by project management and used to inform decisions to improve project performance	MINAE, MAG
Project Review (Project Board)	*At least annually*	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MINAE, MAG

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
Independent Mid-Term Review (MTR)	OET, MINAE, MAG	Governance, Environment, Gender Equality	1.2, 2.1, 2.2, 3.2, 3.3	By the MTR submission date included on cover page of Project Document	*MINAE, MAG, Maleku IP, Women Ranchers, INDER, FONAFIFO, private sector* Implementing Agency (UNDP)
Independent Terminal Evaluation (TE)	OET, MINAE, MAG	Governance, Environment, Gender Equality	1.2, 2.1, 2.2, 3.2, 3.3	By the TE submission date included on cover page of Project Document	MINAE, MAG, Maleku IP, Women Ranchers, INDER, FONAFIFO, private sector Implementing Agency (UNDP)

Monitoring and Evaluation Budget for project execution:	
GEF M&E requirements to be undertaken by Project Management Unit (PMU)	**Indicative costs (US$)**
Inception Workshop and Report	1,171
M&E required to report on progress made in reaching GEF core indicators and project results included in the project results framework	1,400
Preparation of the annual GEF Project Implementation Report (PIR)	None

Monitoring of ESMF, Stakeholder Engagement Plan, Gender Action Plan and other plans identified through the ESIA.	107,639[7]
Supervision missions	none[8]
Independent Mid-term Review (MTR)	30,000
Independent Terminal Evaluation (TE)	30,000
TOTAL indicative COST	**170,210**

[7] M&E Officer (part-time at 50%) and Project Technical Specialist (5% dedicated to M&E), as detailed in Budget Notes.

[8] The costs of UNDP CO and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Section 1: General roles and responsibilities in the projects' governance mechanism

109. Implementing Partner: The Implementing Partner **(GEF Executing Entity)** for this project is Organization of Tropical Studies (Organización de Estudios Tropicales – OET), a Costa Rican CSO.

110. The Implementing Partner **(GEF Executing Entity)** is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

111. The Implementing Partner **(GEF Executing Entity)** is responsible for executing this project. Specific tasks include:

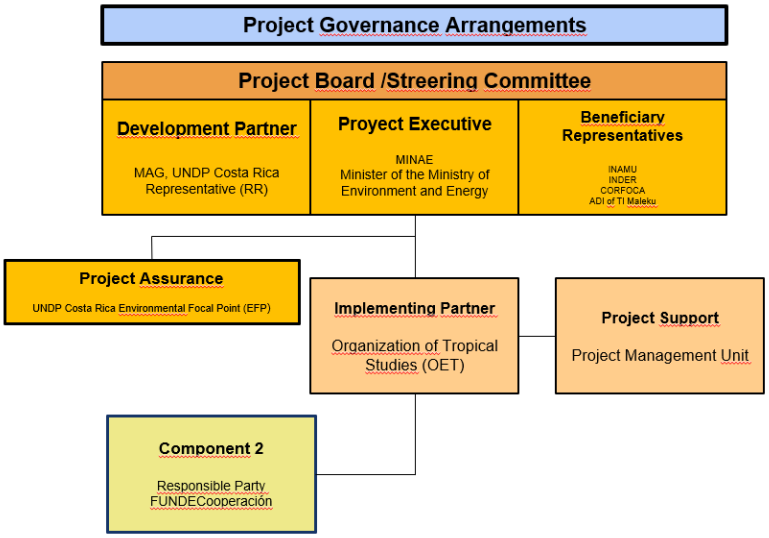
- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner **(GEF Executing Entity)** will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

112. Responsible Parties: FUNDECooperacion will be a Responsible Party for Component 2 of this project.

113. Project stakeholders and target groups: Annex 8 describes how project target groups will be engaged in decision making for the project. In particular, through Component 1, different multi-actor and multi-level groups will be strengthened to ensure participation in planning and decision-making processes that will impact subsequent engagement and implementation of the other project components.

114. UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner **(GEF Executing Entity)** to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner (GEF Executing Entity), retains the right to revoke the project DOA, suspend or cancel this GEF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

Section 2: Project governance structure



Second line of defense

- Regional Bureau oversees RR and Country Office Compliance compliance at portfolio level
- BPPS RTA oversees technical quality assurance and GEF compliance. BBPS NCE PTA oversees RTA function.
- UNDP GEF Executive Coordinator and Regional Bureau Deputy Director can revoke DOA/cancel/suspend project or provide enhanced oversight

115. The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the project board:

116. As noted in the Minimum Fiduciary Standards for GEF Partner Agencies, in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency; and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the project implementation oversight and execution functions.

117. In this case, UNDP is only performing an implementation oversight role in the project vis-à-vis our role in the project board and in the project assurance function and therefore a full separation of project implementation oversight and execution duties has been assured.

Section 4: Roles and Responsibilities of the Project Organization Structure:

a) Project Board: All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project. The two main (mandatory) roles of the project board are as follows:

The two main (mandatory) roles of the project board are as follows:

1) **High-level oversight of the execution of the project by the Implementing Partner (GEF Executing Entity)** (as explained in the "Provide Oversight" section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
1) **Approval of strategic project execution decisions of the Implementing Partner (GEF Executing Entity)** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the "Manage Change" section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
  - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The project board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
  - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:
  - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
  - Appraise annual work plans prepared by the Implementing Partner (GEF Executing Entity) for the Project; review combined delivery reports prior to certification by the implementing partner (GEF Executing Entity).
  - Address any high-level project issues as raised by the project manager and project assurance;
  - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
  - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
  - Track and monitor co-financed activities and realisation of co-financing amounts of this project.
  - Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.

- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

✓ Risk Management:
- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner (GEF Executing Entity). This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

✓ Coordination:
- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner (GEF Executing Entity)), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is: *Minister of Environment and Energy, MINAE*
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representative (s) is/are represented by the following institutions:
   - *National Institute of Women (INAMU)*
   - *INDER*
   - *CORFOGA*
   - *ADI of Maleku Indigenous Territory*
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner(s) is/are: *UNDP Resident Representative and Ministry of Agriculture and Livestock (MAG).*

a) **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their

duties. The UNDP representative playing the main project assurance function is/are: *CO Environmental Focal Point.*

b) **Project Management – Execution of the Project:** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner (GEF Executing Entity), including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative. The primary PMU representative attending board meetings is: *Project Technical Specialist*

FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is *USD 43,545,660.* This is financed through a GEF grant of *USD 5,843,883* administered by UNDP and additional support of USD 37,701,777. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Co-financing: The actual realization of project co-financing amounts will be monitored by the UNDP Country Office and the PMU on an annual basis in the GEF PIF and will be reported to the GEF during the *mid-term review* and terminal evaluation process as follows:

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment type	Amount ($)
Civil Society Organization: water resources	ASADA de Aguas Zarcas	In-kind	Recurrent expenditures	$250,000
Private sector: Livestock development	Livestock Development Corporation (CORFOGA)	Public Investment (Cash Co-Finance)	Recurrent expenditures	$325,600
Civil Society Organization: water resources	Asadas de la Zona Norte Federation (FASHUM)	In-kind	Recurrent expenditures	$350,000
Recipient Country Government	National Forestry Fund (FONAFIFO)	Public Investment (Cash Co-Finance)	Investment Mobilized	$9,900,000
Private sector: Finance	FUNDECooperación	Public Investment (Cash Co-Finance)	Investment Mobilized	$800,000
Recipient Country Government	Institute of Rural Development (INDER)	Public Investment (Cash Co-Finance)	Investment Mobilized	$8,218,710
Recipient Country Government	Technological Institute of Costa Rica (TEC)	In-kind	Recurrent expenditures	$800,000

Recipient Country Government	Ministry of Agriculture and Livestock (MAG)	In-kind	Recurrent expenditures	$1,800,000
Recipient Country Government	National System of Conservation Areas - Arenal Huetar Norte Conservation Area (SINAC-ACAHN)	In-kind	Recurrent expenditures	$13,583,341
Other: Local Goverment	Guatuso Municipality	In-kind	Recurrent expenditures	$250,000
Other: Local Goverment	Upala Municipality	In-kind	Recurrent expenditures	$500,000
GEF Implementing Agency	UNDP - Peacebuilding Fund	In-kind	Recurrent expenditures	$799,126
GEF Implementing Agency	UNDP – Scala Program	In-kind	Recurrent expenditures	$25,000
GEF Implementing Agency	UNDP – Transforma-Innova	In-kind	Recurrent expenditures	$100,000
Total Co-financing				**$37,701,777**

Budget Revision and Tolerance: As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

Should the following deviations occur, the Project Manager/IP through UNDP Country Office will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.
b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the GEF and UNDP policies.
c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

UNDP is not in a position to increase the total budget above the amount approved by the donor, therefore any over-expenditure would have to be absorbed from non-GEF resources by the Implementing Partner (GEF Executing Entity)

Project extensions: The UNDP-BPPS-NCE team Executive Coordinator must approve all requests for extension of the Project Completion Date and for other milestone extensions with hard deadlines. All extensions impose additional time and cost burdens at all levels and the GEF project budget cannot be increased beyond its originally approved amount. A single extension may be granted on an exceptional basis and subject to the conditions and maximum durations set out in the UNDP POPP. The project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs shall be covered by non-GEF resources; the additional UNDP oversight costs during the extension period must be covered by non-GEF resources, in accordance with UNDP's policy as set out in UNDP POPP.

For any extension request, UNDP CO and IP will consult and jointly present a clear plan indicating how and from which specific sources the additional oversight costs that will be incurred by UNDP will be covered during the

extended period. The BPPS-NCE Executive Coordinator will consult the Regional Bureaux (RBX) and may reject the extension request if no (external co-financing by the IP or internal UNDP CO resources) can be identified.

All extension requests, along with all supporting documentation, shall be submitted by the IP to the UNDP CO in line with the requirements and within the deadlines set out in the UNDP SOPs and policies in UNDP POPP.

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner (GEF Executing Entity)is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

Transfer or disposal of assets: In consultation with the Implementing Partner (GEF Executing Entity) and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project, however **must be done before the operational closure date**. In all cases of transfer, a transfer document must be prepared and kept on file[9]. The transfer should be done before Project Management Unit complete their assignments.

Completion Date: The project completion date is the date of Project Document Signature plus project duration. This date can only be extended through a formal extension request. Prior to completion date, all UNDP-financed inputs must be provided and related activities for the Project completed. No activities, except for the final clearance of the Terminal Evaluation Report and the corresponding management response and the end-of-project review Project Board Meeting should take place after the Completion Date.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

- **Operational Closure**: **Operational closure must happen within 9 months from project completion date.** Prior to operational closure, the Terminal Evaluation must have been submitted and the corresponding TE management response and the end-of-project review Project Board meeting must have been completed. The Implementing Partner (GEF Executing Entity) through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. Before Operational Closure, the project must have completed the transfer or disposal of any equipment that is still the property of UNDP.
- **Financial Closure: Financial closure must happen within 6 months of operational closure or after the date of cancellation.** The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner (GEF Executing Entity) has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).
  Between operational and financial closure, the implementing partner (GEF Executing Entity) will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to BPPS/NCE for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

Cancellation and Suspension: All projects considering going through cancellation or suspension must follow UNDP and GEF requirements. Guidance can be found in the UNDP POPP (SOPs for management actions of Vertical Fund projects escalated to the Executive Coordinator and Guidance for GEF project revisions).

[9] See https://popp.undp.org/ https://popp-prod.acquia.undp.org/policy-page/close-and-transition.

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/NCE team Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF. Unspent project balance is not permitted to be transferred to any other projects.

TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Quantum Business Unit	UNDP-CRI		
Quantum Project ID:	01004757	Quantum Project Title:	PIMS 9581 – Sustainable livestock in the Arenal-North Huetar Conservation Area (ACAHN)
Quantum Award ID:	1399430	Quantum Award Title:	PIMS-9581 CRI_01004757_ Sustainable livestock in the Arenal-North Huetar Conservation Area (ACAHN)
UNDP-GEF PIMS No.	9581		
Implementing Partner	*Organization of Tropical Studies*		

Quantum Outcome (GEF Component)	Quantum Output and Activity (GEF Outcome)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 2026 (USD)	Amount Year 2027 (USD)	Amount Year 2028 (USD)	Amount Year 2029 (USD)	Amount Year 2030 (USD)	Total (USD)	See Budget Note:
Component 1 Strengthening food system governance and policies for sustainable, climate resilient and regenerative livestock production.	Outcome 1.1 Strengthened governance and coordination mechanisms for inter-institutional, multi-actor and multi-level actions to promote transformation towards sustainable and regenerative livestock farming in favor of biodiversity conservation, climate resilience, gender equality and the Maleku	OTS	62000	10003	71800	Contractual Services - Impl Partn	$ 37,682	$ 70,035	$ 70,035	$ 70,035	$ 45,294	$ 293,081	1
			62000	10003	71300	Local Consultants	$ 2,280	$ 26,277	$ 7,500	$ -	$ 7,500	$ 43,557	2
			62000	10003	74200	Audio Visual&Print Production Costs	$ -	$ -	$ 37,038	$ -	$ 5,000	$ 42,038	3
			62000	10003	75700	Training, workshop, meetings	$ 23,670	$ 53,670	$ 53,660	$ 38,000	$ -	$ 169,000	4
			62000	10003	72400	Communication & Audio Visual Equipment	$ -	$ 6,000	$ 6,000	$ 2,000	$ 2,000	$ 16,000	5

	indigenous people.												
Total Component 1							**$ 63,632**	**$ 155,982**	**$ 174,233**	**$ 110,035**	**$ 59,794**	**$ 563,676**	
Component 2 Inclusive economic and commercial incentives for sustainable and regenerative livestock farming.	Outcome 2.1 Enhanced financing opportunities to facilitate the transformation towards sustainable and regenerative livestock farming with an emphasis on women ranchers in the Huetar Norte region.	OTS	62000	10003	71800	Contractual Services - Impl Partn	$ 35,398	$ 66,990	$ 66,990	$ 66,990	$ 42,249	$ 278,617	6
			62000	10003	71600	Travel	$ 5,000	$ 8,000	$ 10,000	$ 6,413	$ 5,000	$ 34,413	7
			62000	10003	71300	Local Consultants	$ 14,000	$ 32,277	$ -	$ -	$ -	$ 46,277	8
			62000	10003	74200	Audio Visual&Print Production Costs	$ 5,618	$ 17,000	$ 17,000	$ 17,000	$ 19,000	$ 75,618	9
			62000	10003	75700	Training, workshop, meetings	$ 35,000	$ 45,000	$ 45,000	$ 20,000	$ -	$ 145,000	10
Total Component 2							**$ 95,016**	**$ 169,267**	**$ 138,990**	**$110,403**	**$ 66,249**	**$ 579,925**	
Component 3 Improving capacities and markets for sustainable food systems through sustainable and regenerative livestock farming.	Outcome 3.1 Strengthened capacity of institutional staff and farmers, including women and the Maleku indigenous people, to implement sustainable	OTS	62000	10003	71800	Contractual Services - Impl Partn	$ 15,986	$ 29,232	$ 29,232	$ 29,232	$ 19,336	$ 123,018	11
			62000	10003	72400	Communication & Audio Visual Equipment	$ 4,000	$ 4,000	$ -	$ -	$ -	$ 8,000	12
			62000	10003	72200	Equipment & Furniture	$ 50,000	$ 742,153	$ 742,153	$ 742,153	$ 675,153	$2,951,612	13
			62000	10003	73400	Rental & Maintenance of Equipment	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 20,000	14

	and regenerative livestock farming practices that to contribute to biodiversity conservation, restoration, and climate resilience.		62000	10003	75700	Training, workshop, meetings	$ 17,000	$ 36,000	$ 36,000	$ 26,464	$ 22,000	$ 137,464	15
			62000	10003	71300	Local Consultants	$ 7,000	$ 12,000	$ 2,000	$ 2,000	$ 2,000	$ 25,000	16
			62000	10003	74200	Audio Visual&Print Production Costs	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000	17
	Total Outcome 3.1						**$ 102,986**	**$ 832,385**	**$ 818,385**	**$ 808,849**	**$ 727,489**	**$ 3,290,094**	
	Outcome 3.2 Strengthened standards and markets for productive units and products derived from sustainable and regenerative livestock systems in favor of gender equality in the ACAHN.	OTS	62000	10003	71300	Local Consultants	$ -	$ 46,416	$ -	$ -	$ -	$ 46,416	18
			62000	10003	75700	Training, workshop, meetings	$ 4,000	$ 32,000	$ 20,000	$ 16,000	$ -	$ 72,000	19
			62000	10003	71800	Contractual Services - Impl Partn	$ 23,979	$ 43,848	$ 43,848	$ 43,848	$ 29,004	$ 184,527	20
			62000	10003	74200	Audio Visual&Print Production Costs	$ -	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 24,000	21
	Total Outcome 3.2						**$ 27,979**	**$ 128,264**	**$ 69,848**	**$ 65,848**	**$ 35,004**	**$ 326,943**	
Total Component 3							**$ 130,965**	**$ 960,649**	**$ 888,233**	**$ 874,697**	**$ 762,493**	**$ 3,617,037**	
Component 4 Knowledge, innovation, scaling and coordination.	Outcome 4.1 Knowledge and experiences on sustainable and regenerative livestock farming in favor of gender	OTS	62000	10003	71800	Contractual Services - Impl Partn	$ 16,555	$ 31,973	$ 31,973	$ 31,973	$ 19,601	$ 132,075	22
			62000	10003	75700	Training, workshop, meetings	$ -	$ 45,000	$ 45,000	$ 45,000	$ 25,000	$160,000	23
			62000	10003	71300		$ -	$ 10,000	$ 5,465	-	-	$ 15,465	24

	equality and the Maleku indigenous people and strengthening of capacities shared with actors from other areas of the country, productive sectors and countries with similar ecosystems.					Local Consultants						
			62000	10003	74200	Audio Visual&Print Production Costs	$ 5,000	$ 16,000	$ 26,000	$ 26,000	$ 24,000	$ 97,000	25
	Total Outcome 4.1						**$ 21,555**	**$ 102,973**	**$ 108,438**	**$ 102,973**	**$ 68,601**	**$ 404,540**	
	Outcome 4.2 Costa Rica is part of a global model of knowledge exchange and learning platforms to transform the food system, demonstrating the potential of the livestock sector in regenerative production and biodiversity conservation, and recognizing the role of women and indigenous people Maleku in promoting	OTS	62000	10003	71600	Travel	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000	26
			62000	10003	71300	Local Consultants	$ 3,139	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 23,139	27
			62000	10003	71800	Contractual Services - Impl Partn	$ 16,555	$ 31,973	$ 31,973	$ 31,973	$ 19,602	$ 132,076	28
			62000	10003	74200	Audio Visual&Print Production Costs	$ -	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 50,000	29

	regenerative livestock production and biodiversity conservation.												
	Total Outcome 4.2						**$ 24,694**	**$ 54,473**	**$ 54,473**	**$ 54,473**	**$ 42,102**	**$ 230,215**	
Total Component 4							**$ 46,249**	**$ 157,446**	**$ 162,911**	**$ 157,446**	**$ 110,703**	**$ 634,755**	
Monitoring and Evaluation (M&E)	M&E measures project impact and guides adaptive management.	OTS	62000	10003	71800	Contractual Services - Impl Partn	$ 3,263	$ 26,094	$ 26,094	$ 26,094	$ 26,094	$ 107,639	30
			62000	10003	75700	Training, workshop, meetings	$ 1,171	$ 350	$ 350	$ 350	$ 350	$ 2,571	31
		Total OTS					$ 4,434	$ 26,444	$ 26,444	$ 26,444	$ 26,444	$ 110,210	
		UNDP	62000	10003	71200	International Consultants	$ -	$ -	$ 18,000	$ -	$ 18,000	$ 36,000	32
			62000	10003	71300	Local Consultants	$ -	$ -	$ 10,000	$ -	$ 10,000	$ 20,000	33
			62000	10003	71600	Travel	$ -	$ -	$ 2,000	$ -	$2,000	$ 4,000	34
		Total UNDP					$ -	$ -	$ 30000	$ -	$ 30,000	$ 60,000	
Total M&E							**$ 4,434**	**$ 26,444**	**$ 56,444**	**$ 26,444**	**$ 56,444**	**$ 170,210**	
Project Management Cost (PMC)	PMC	OTS	62000	10003	71800	Contractual Services - Impl Partn	$ 34,313	$ 45,750	$ 45,750	$ 45,750	$ 45,750	$ 217,313	35
			62000	10003	72200	Equipment & Furniture	$ 6,525	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 10,525	36
			62000	10003	72500	Office Supplies	$ 2,000	$ 2,000	$ 1,000	$ 1,000	$ 442	$ 6,442	37
			62000	10003	72400	Communication & Audio Visual Equipment	$ 4,800	$ 4,800	$ 4,800	$ 4,800	$ 4,800	$ 24,000	38
		Total OTS					$ 47,638	$ 53,550	$ 52,550	$ 52,550	$ 51,992	$ 258,280	
		UNDP	62000	10003	74100	Professional Services	$ -	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 20,000	39
		Total UNDP					$ -	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 20,000	

Total Project Management Cost	**$ 47,638**	**$ 58,550**	**$ 57,550**	**$ 57,550**	**$ 56,992**	**$ 278,280**	
Total Project Grant	**$ 387,934**	**$ 1,528,338**	**$ 1,478,361**	**$ 1,336,575**	**$ 1,112,675**	**$ 5,843,883**	

Budget Notes

Budget Note No.	Budget Note (Description)
1	Salaries Outcome 1.1 Total: $293,081 Project Technical Specialist, total salary $326,467, of which $57,855 is allocated to this Outcome Expert in agronomy and regenerative livestock farming, total salary $219,240, of which $54,810 is allocated to this Outcome Biodiversity expert, total salary $219,240, of which $54,810 is allocated to this Outcome Expert in gender and Indigenous peoples, total salary $219,240, of which $54,810 is allocated to this Outcome Expert in knowledge management, total salary $146,160, of which $36,540 is allocated to this Outcome Technical field assistant, total salary $137,023, of which $34,256 is allocated to this Outcome
2	Consultancy to develop technical guidelines, manuals, and plans to strengthen multi-actor collaborative processes, alliances and dialogue to address compliance with environmental legislation, risk management, regenerative livestock farming, gender, and interculturality. Total cost $20,277 Consultancy to develop strategy documents to strengthen institutional support to address land tenure for women. Total cost: $8,280 Consultancy to update the geospatial layers of grass cover and calculation of interannual loss/gain, periods (2024-2026) and (2026-2028) to track investments in sustainable and regenerative livestock farming in ACAHN, with the participation of women. Total cost: $15,000 USD. Total: $43,557
3	Production of technical guidelines, manuals, and plans to strengthen multi-actor collaborative processes and enhance inter-institutional alliances and fora for dialogue to address compliance with environmental legislation, risk management, regenerative livestock farming, gender, and interculturality. Total cost $32,038 Publication of updated geospatial layers of grass cover and calculation of interannual loss/gain, periods (2024-2026) and (2026-2028) to track investments in sustainable and regenerative livestock farming in ACAHN, with the participation of women. Total cost: $10,000 USD. Total: $42,038
4	Inter-institutional capacity building workshops involving MAG, INDER, CORFOGA and Livestock Chambers. Bi-monthly workshops during year 1. Total cost: 6 workshops x 2000 =USD$12,000. Multi-stakeholder-multi-level planning and coordination processes, one quarterly meeting for three years. Total cost: 12 workshops x 2000 USD= $24,000 Travel expenses related to capacity building workshops and coordination processes, $5,000 for years 1-4. Total cost: $20,000 Planning and coordination processes between women-led livestock organizations, one quarterly meeting for three years. Total cost:12 workshops x 3000 USD =$36,000 Capacity-building workshops for organized groups of women ranchers. One quarterly workshop during year 2 and 3. Total cost: 8 workshops x 3000 USD= $24,000 Inter-institutional planning and coordination processes, one quarterly meeting for three years. Total cost:12 workshops x 2000 USD= $24,000 Travel expenses related to capacity building workshops for women ranchers, $5,000 for years 1-4. Total cost: $20,000 Capacity building workshops. One quarterly workshop during year 1. Total cost:4 workshops x 1000 USD = $4,000 Travel expenses related to capacity building workshops for remote technical, digital and geospatial information processing of productive units. Total cost $5,000

	Total cost: $ 169,000
5	Audiovisual and communication equipment (computer, projector, recorders, video camera, microphone). Total cost: $16,000
6	Salaries Outcome 2.1 Total: $278,617 Project Technical Specialist, total salary $326,467, of which $43,391 is allocated to this Outcome Expert in agronomy and regenerative livestock farming, total salary $219,240, of which $54,810 is allocated to this Outcome Biodiversity expert, total salary $219,240, of which $54,810 is allocated to this Outcome Expert in gender and Indigenous peoples, total salary $219,240, of which $54,810 is allocated to this Outcome Expert in knowledge management, total salary $146,160, of which $36,540 is allocated to this Outcome Technical field assistant, total salary $137,023, of which $34,256 is allocated to this Outcome
7	Travel expenses related to organizing groups of women ranchers. Total cost: $34,413
8	Consultancy to develop guidelines on organizing groups of women ranchers. Total cost: $20,000 Consultancy to develop capacity-building workshops aimed at organized groups of women ranchers to strengthen their investment readiness for sustainable and regenerative livestock projects. Total cost: $16,000 – (Under the responsibility of Fundecooperacion). Consultancy to develop roundtables, planning and preparation of proposals with the different livestock financing platforms to strengthen existing financial schemes aimed at addressing specific barriers in the sector, especially those faced by women seeking financing for sustainable and regenerative livestock farming activities. Total cost: $10,277 – (Under the responsibility of Fundecooperacion). Total: $46,277
9	Production of guidelines on organizing groups of women ranchers. Total cost: $35,000 Production of documents on strengthening financial mechanisms and investment readiness. Total Cost $40,618 Total: $75,618
10	Capacity-building workshops aimed at organized groups of women ranchers during years 1, 2 and 3. Total cost: 20 workshops x 3000 USD= $60,000. (Under the responsibility of Fundecooperacion) Regional training events and funding opportunities, 1 bi-annual event during years 2 and 3. Total cost: 4 events x 5000 USD =$20,000 (Under the responsibility of Fundecooperacion) Facilitation of roundtables, planning and preparation of proposals with the different livestock financing platforms. Total cost:15 workshops x 3,000 USD= $45,000 (Under the responsibility of Fundecooperacion) Travel expenses related to roundtables, planning and preparation activities. Total cost: $20,000 (Under the responsibility of Fundecooperacion). Total US$ 145,000
11	Salaries Outcome 3.1 Total $123,018 Project Technical Specialist, total salary $326,467, of which $28,928 is allocated to this Outcome Expert in agronomy and regenerative livestock farming, total salary $219,240, of which $21,924 is allocated to this Outcome Biodiversity expert, total salary $219,240, of which $21,924 is allocated to this Outcome Expert in gender and Indigenous peoples, total salary $219,240, of which $21,924 is allocated to this Outcome Expert in knowledge management, total salary $146,160, of which $14,616 is allocated to this Outcome Technical field assistant, total salary $137,023, of which $13,702 is allocated to this Outcome
12	Audiovisual and communication equipment (computer, projector, recorders, video camera, microphone). Total cost: $8,000
13	Total: $2,951,612.00 for equipment for biodiversity-friendly technologies related to establishing and maintaining rational grazing, establishing and maintaining a pasture with naturally regenerating trees, and establishing and maintaining measures for managing water consumption in livestock product processing plants, as follows:

	Equipment and materials to implement the transition to sustainable livestock and production practices of 518 NAMA farms (17,612 ha): Total cost: $1,036,000 Equipment and materials to implement the transition to sustainable livestock and production practices of 76 farms of the Maleku IT (600 ha): Total cost: $152,000 Equipment and materials to implement the transition to sustainable livestock and production practices of 51,000.00 ha in non-NAMA livestock farms: Total cost: $1,287,612 Equipment to mitigate negative interactions between livestock and large mammals including tapirs and felines (AUCFEL-PANTHERA). Total cost: 3 years x 10,000 USD =$30,000. Equipment to strengthen the protection program of the green macaw (Ara ambiguous). Total cost: 3 years x 10,000 USD = $30,000. Equipment to strengthen the Jabiru (Jabiru mycteria) protection program. Total cost: 3 years x 10,000 USD = $30,000. Equipment and tools to strengthen Covirenas, forest fire control and prevention brigades and biological monitoring covering a minimum of 70,000 ha. Total cost: 3 years x15,000 USD = $45,000. Equipment to strengthen the aquatic fauna protection program, including the gaspar fish (Atractosteus tropicus). Total cost: 3 years x 10,000 USD =. $30,000. Equipment and materials to implement an incentive, financing and support program for the ecological restoration of 750 ha of land. Total cost: $150,000.00 Equipment and materials to implement a pilot plan for ecological restoration in 250 ha of the Caño Negro Mixed National Wildlife Refuge. Total cost: $75,000.00 Equipment and materials for participatory biomonitoring workshops (citizen science). Total cost: 9 workshops x 4000 USD = $36,000. Acquisition of a vehicle for farm visits and transportation of equipment and materials. Total cost: 1 x 50,000 USD= $50,000.
14	Vehicle maintenance for farm visits and transportation of equipment and materials. Total cost: 5 years x 4000 USD= $20,000.
15	Workshops and meetings to update farm plans to integrate elements of sustainable and regenerative livestock farming in favor of gender equality, indigenous peoples and the conservation of BD. Total cost: $25,464 Field visits and travel to attend workshops: 50 workshops/meetings x 1200 USD =$60,000 Capacity building workshops for livestock farmers. Two workshops per year from year 2 to year 5. Total cost: 8 workshops x 5000 USD = $40,000. Capacity-building workshops for COVIRENA of the ACAHN, ensuring that both men and women, as well as the Maleku Indigenous people, participate on equal terms in the management and monitoring of natural resources. One workshop every six months for 3 years. Total cost: 6 workshops x 2000 USD = $12,000. Total: US$ 137,464
16	Consultancy to update farm plans to integrate elements of sustainable and regenerative livestock farming in favor of gender equality, indigenous peoples and the conservation of BD. Total cost: $10,000 Consultancy to develop a technical assistance program for institutional staff and farmers, including women and the Maleku Indigenous People, for the implementation of best practices in sustainable production, agricultural economics, biodiversity conservation, restoration, and risk management. Total Cost: $15,000 Total: $ 25,000
17	Printing of materials and audiovisual products to support project communication and training processes. Total cost: $25,000
18	Consultancy to do a life cycle study for meat and milk at ACAHN. Total cost: $25,000 USD Consultancy to develop a capacity-building and awareness-raising strategy for the individual marking and registration of animals in the SIRIGABB-SENASA/TRAZARAGRO traceability system, aimed at technical personnel, institutions and key actors (environment, production, trade), ensuring the participation of women and the Maleku Indigenous People. Total cost: $21,416 Total: $46,416
19	Workshops for the construction, planning and coordination process between MAG/SENASA/CORFOGA, a quarterly meeting during year 1 and 2. Total cost: 16 workshops x 500 USD = $8,000. Capacity-building workshops for extension technicians from MAG, CORFOGA, INDER and Livestock Chambers. One quarterly workshop during years 1 and 2. Total cost: 8 workshops x 1000 USD = $8,000. Workshops for the construction, planning and coordination process between MAG/SENASA/CORFOGA/Livestock Chambers, a quarterly meeting during year 1. 4 workshops x 2,000 USD= $8,000 Workshops for multi-stakeholder-multi-level dialogue and coordination processes, one quarterly meeting for three years. Total cost: 12 workshops x 2,000 USD = $24,000.

	Workshops for dialogue and inter-institutional coordination processes to implement the strategic farm architecture pilot, a quarterly meeting for three years. Total cost: 12 workshops x 2,000 USD = $24,000. Total: $72,000
20	Salaries Outcome 3.2 Total $184,527 Project Technical Specialist, total salary $326,467, of which $43,391 is allocated to this Outcome Expert in agronomy and regenerative livestock farming, total salary $219,240, of which $32,886 is allocated to this Outcome Biodiversity expert, total salary $219,240, of which $32,886 is allocated to this Outcome Expert in gender and Indigenous peoples, total salary $219,240, of which $32,886 is allocated to this Outcome Expert in knowledge management, total salary $146,160, of which $21,924 is allocated to this Outcome Technical field assistant, total salary $137,023, of which $20,554 is allocated to this Outcome
21	Audiovisual and printed resources for marketing activities. Total cost: $24,000
22	Salaries Outcome 4.1 Total $132,075 Project Technical Specialist, total salary $326,467, of which $14,463 is allocated to this Outcome Expert in agronomy and regenerative livestock farming, total salary $219,240, of which $27,405 is allocated to this Outcome Biodiversity expert, total salary $219,240, of which $27,405 is allocated to this Outcome Expert in gender and Indigenous peoples, total salary $219,240, of which $27,405 is allocated to this Outcome Expert in knowledge management, total salary $146,160, of which $18,270 is allocated to this Outcome Technical field assistant, total salary $137,023, of which $17,127 is allocated to this Outcome
23	Three regional forums to promote gender equality in regenerative livestock farming by facilitating spaces for the exchange of experiences with women, men and representatives of the Maleku Indigenous people. Total cost: 3 forums x 15,000 USD = $45,000. A national forum to promote gender equality in regenerative livestock farming by facilitating spaces for the exchange of experiences with women, men and representatives of the Maleku Indigenous people. Total cost: 1 forum x $20,000. Travel to regional and national forums for years 2-5. Total Cost $20,000 Exchanges to promote the active participation of women and the Maleku Indigenous people in the management of sustainable livestock systems. Total cost: 15 exchanges x 5000 USD = $75,000 Total: $160,000
24	Consultancy to develop a communication and promotion strategy for experiences in sustainable and regenerative livestock farming with a gender and intercultural perspective. Total cost: $15,465
25	Total: $97,000 Audiovisual and printed resources from the pedagogical guide to promote gender equality in regenerative livestock farming, prioritizing the participation and representation of women and the Maleku Indigenous people. Total cost: $32,000. Audiovisual and printed resources for the dissemination of the sustainable livestock production model, prioritizing the participation and representation of women and the Maleku Indigenous people. Total cost: 12 exchanges x 2,500 USD = $30,000. Audiovisual and printed resources for the implementation of the awareness strategy aimed at consumers on the benefits of products from sustainable agri-food systems and how to identify them in the market. Total cost: $35,000
26	Travel expenses related to coordination and exchange of experiences with FAO Global platform for the Food Systems IP, $5,000 for years 1-5. Total cost: $25,000
27	Consultancy to systematize project experiences in the FAO Global Platform to promote the transformation of the food system through the exchange of knowledge and the generation of evidence on sustainable and regenerative livestock farming in favor of gender equality and interculturality. Total cost: $23,139

28	Salaries Outcome 4.2 Total $132,076 Project Technical Specialist, total salary $326,467, of which $14,463 is allocated to this Outcome Expert in agronomy and regenerative livestock farming, total salary $219,240, of which $27,405 is allocated to this Outcome Biodiversity expert, total salary $219,240, of which $27,405 is allocated to this Outcome Expert in gender and Indigenous peoples, total salary $219,240, of which $27,405 is allocated to this Outcome Expert in knowledge management, total salary $146,160, of which $18,270 is allocated to this Outcome Technical field assistant, total salary $137,023, of which $17,128 is allocated to this Outcome.
29	Development of audiovisual resources and systematization of experiences for the FAO global platform. Total cost: $50,000
30	Salaries M&E Total: 107,639 M&E officer. Monitoring and evaluation during implementation of the project. Part-time, Total: $86,976 Project Technical Specialist - amount allocated here to represent time supporting the project's M&E. Total: $20,663.
31	Inception Workshop and Project Board Meetings as part of the project's M& E Plan (Inception Workshop and Report ($1,171) + Project Board meetings (4x$350=$1400).) = $2,571
32	Total: $36,000 International Consultant for Mid-Term Review ($18,000 in Year 3) International Consultant for Terminal Evaluation ($18,000 in Year 5)
33	Total: $20,000 National Consultant for MTR ($10,000 in Year 3) National Consultant for TE ($10,000 in Year 5)
34	Total: $4,000 Travel for Mid-Term Review: $2,000 Travel for Terminal Evaluation: $2,000
35	Salaries PMC Total: $217,313 Project Technical Specialist - amount allocated here to represent time supporting Project management. Total cost $103,313 Project Administrative Assistant – to provide administrative support during implementation of the project. Total cost $114,000
36	Equipment and furniture for the implementation of the project (desks, chairs, whiteboards, table, crates and hand-trolley for equipment for meetings and workshops). Total cost: $10,525
37	Office supplies for the project management unit. Total cost: $6,442
38	Computers (6) with office software license for the Project Team at a cost per unit of $4,000. Total cost: $24,000
39	Audits, annual at $5,000 for Years 2-5 = $20,000

LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (Costa Rica) and UNDP, signed on 07 August 1973. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Organization of Tropical Studies ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document and the Project Cooperation Agreement between UNDP and the Implementing Partner.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Sanctions Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Sanctions Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a

single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities) and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will, and will require that such sub-parties will take all appropriate measures to:

    i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4, have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and such sub-parties may use the training material available at UNDP;

    iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

    iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

    v. Promptly and confidentially, record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

    b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. UNDP is committed to the highest ethical standards and will not tolerate the diversion of the resources entrusted to it through Money Laundering or Terrorist Financing and will not partner with entities that tolerate the diversion of resources through Money Laundering or Terrorist Financing. To that effect, the Implementing Partner represents and warrants that it has not, and it shall not, at any time in the implementation of the Project engage in Terrorism Financing or Money Laundering. The Implementing Partner shall communicate the restriction of this paragraph to its and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Documents and shall take all reasonable measures to ensure that such persons do not engage in Terrorism Financing or Money Laundering.

10. The Implementing Partner shall immediately disclose to UNDP any actual, apparent, potential or attempted Terrorism Financing or Money Laundering activity that it becomes aware of. The Implementing Partner shall fully cooperate with any investigation or review of Terrorism Financing or Money Laundering activity by UNDP.

11. The Implementing Partner acknowledges and agrees that Terrorism Financing or Money Laundering constitute financial irregularities and that if the Implementing Partner or any of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document engages in Terrorism Financing or Money Laundering activity that would constitute a material breach of this Project Document, which entitles UNDP to immediately terminate the Project without incurring any liability or penalty.

12. Furthermore, the Implementing Partner expressly acknowledges and agrees that, in the event that UNDP were to determine through an investigation or otherwise that Terrorism Financing or Money Laundering occurred, UNDP shall have, in addition to its right to immediately terminate the Project, the rights to:

    i. apply and enforce the relevant sanctions in accordance with UNDP internal regulations, rules, procedures, practices, policies and guidelines, including referral of the matter to national authorities when appropriate; and
    ii. recover all losses, financial or otherwise, suffered by UNDP in connection with such Terrorism Financing or Money Laundering activity.

13. For the purpose of this Project Document the following terms shall have the definition ascribed to the below:

    i. “Money Laundering” is generally considered as concealment of the origins of money obtained illegally, typically by passing it through a complex sequence of financial or commercial transactions. ML usually involves three stages: (i) introducing the proceeds of crime into the financial system (placement); (ii) transactions to convert or transfer the funds to other locations or financial institutions (layering); and (iii) reintroducing the funds into the legitimate economy as "clean" money and investing it in various assets or business ventures (reintegration) appearing to have been legally obtained. The FATF recommends that ML be criminalized by every country on the basis of article 3(1)(b) and (c) of the Vienna Convention and article 6(1) of the Palermo Convention.

    ii. “Terrorist Financing” means providing support to individuals or entities that appear on the United Nations Security Council Consolidated Sanctions List accessible at https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

14. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using the UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
15. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering

the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

16. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP programmes and projects in accordance with UNDP regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
17. The Implementing Partner will promptly inform UNDP in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

18. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.
    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with the Implementing Partner, responsible parties, subcontractors and sub-recipients.

19. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
20. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
21. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

MANDATORY ANNEXES

1. GEF Budget Template (available from BPPS NCE team)
2. GEF Execution Support Letter NOT APPLICABLE
3. Project Map and geospatial coordinates of the project area
4. Multiyear Workplan
5. Social and Environmental Screening Procedure (SESP), and Climate Risk Screening
6. UNDP Risk Register
7. Overview of technical consultancies/subcontracts
8. Stakeholder Engagement Plan
    8.a. Indigenous Peoples Participation Plan
9. Environmental Social Management Framework (ESMF)
10. Gender Analysis and Gender Action Plan
11. Procurement Plan – for first year of implementation
12. Additional agreements: such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the "executing entity"), letters of financial commitments etc.
13. Signed LOA between UNDP and IP requesting UNDP Support Services NOT APPLICABLE
14. GEF CEO Endorsement/Approval
15. On-Granting Provisions Applicable to the Implementing Partner (GEF Executing Entity)
16. Terms of Reference for Project Board and Project Team
17. GEF and/or LDCF/SCCF Core indicators (see template below)
18. GEF Taxonomy (see template below)
19. Results of the Partners Capacity Assessment Tool (PCAT) and HACT Micro Assessment
20. UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system)

Annex 1: GEF Budget Template

Expenditure Category	Detailed Description	Component (USDeq.)									Total (USDeq.)	Responsible Entity
		Component 1	*Component 2*	*Component 3*		*Component 4*		*Sub-Total*	*M&E*	*PMC*		(Executing Entity receiving funds from the GEF Agency)[1]
		Outcome 1.1	*Outcome2.1*	*Outcome 3.1*	*Outcome 3.2*	*Outcome 4.1*	*Outcome 4.2*					
Equipment	Acquisition of a vehicle for farm visits and transportation of equipment and materials. Total cost: 1 x 50,000 USD= $50,000.			50,000				50,000			50,000	OTS
Equipment	Audiovisual and communication equipment (computer, projector, recorders, video camera, microphone). Total cost: 16,000	16,000		8,000				24,000			24,000	OTS
Equipment	Computers (6) with office software license for the Project Team at a cost per unit of $4,000. Total cost: $24,000							0		24,000	24,000	OTS
Equipment	Equipment and furniture for the implementation of the project (desks, chairs, whiteboards, table, crates and hand-trolley for equipment for meetings and workshops). Total cost: $10,525							0		10,525	10,525	OTS

Equipment	Equipment and materials to implement the transition to sustainable livestock and production practices of 518 NAMA farms (17,612 ha). Total cost: $1,036,000			1,036,000				1,036,000			1,036,000	OTS
Equipment	Equipment and materials to implement the transition to sustainable livestock and production practices of 76 farms of the Maleku IT (600 ha): Total cost: $152,000			152,000				152,000			152,000	OTS
Equipment	Equipment and materials to implement the transition to sustainable livestock and production practices of 51,000.00 ha in non-NAMA livestock farms. Total cost: $1,287,612			1,287,612				1,287,612			1,287,612	OTS
Equipment	Equipment to mitigate negative interactions between livestock and large mammals including tapirs and felines (AUCFEL-PANTHERA). Total cost: 3 years x 10,000 USD =$30,000.			30,000				30,000			30,000	OTS
Equipment	Equipment to strengthen the protection program of the green macaw (Ara ambiguous). Total cost: 3 years x 10,000 USD = $30,000.			30,000				30,000			30,000	OTS
Equipment	Equipment to strengthen the Jabiru (Jabiru mycteria) protection program. Total cost: 3 years x 10,000 USD = $30,000.			30,000				30,000			30,000	OTS

Equipment	Equipment and tools to strengthen Covirenas, forest fire control and prevention brigades and biological monitoring covering a minimum of 70,000 ha. Total cost: 3 years x15,000 USD = $45,000.			45,000				45,000			45,000	OTS
Equipment	Equipment to strengthen the aquatic fauna protection program, including the gaspar fish (Atractosteus tropicus). Total cost: 3 years x 10,000 USD =. $30,000.			30,000				30,000			30,000	OTS
Equipment	Equipment and materials to implement an incentive, financing and support program for the ecological restoration of 750 ha of land.Total cost: $150,000.00			150,000				150,000			150,000	OTS
Equipment	Equipment and materials to implement a pilot plan for ecological restoration in 250 ha of the Caño Negro Mixed National Wildlife Refuge.Total cost: $75,000.00			75,000				75,000			75,000	OTS
Equipment	Equipment and Materials for participatory biomonitoring workshop (citizen Science). Total cost: 9 workshops x 4000 USD = $36,000.			36,000				36,000			36,000	OTS
Contractual services-Individual	M&E officer. Monitoring and evaluation during implementation of the project. Part-time, Total: $86,976							0	86,976		86,976	OTS
Contractual services-Individual	Project Technical Specialist. Total cost = $326,467	57,855	43,391	28,928	43,391	14,463	14,463	202,491	20,663	103,313	326,467	OTS
Contractual services-Individual	Expert in agronomy and regenerative livestock farming. Total cost = $219,240	54,810	54,810	21,924	32,886	27,405	27,405	219,240			219,240	OTS
Contractual services-Individual	Biodiversity Expert Total cost = $219,240	54,810	54,810	21,924	32,886	27,405	27,405	219,240			219,240	OTS

Contractual services-Individual	Expert in gender and Indigenous peoples. Total cost = $219,240	54,810	54,810	21,924	32,886	27,405	27,405	219,240			219,240	OTS
Contractual services-Individual	Expert in knowledge management. Total cost = $146,160	36,540	36,540	14,616	21,924	18,270	18,270	146,160			146,160	OTS
Contractual services-Individual	Technical field assistant. Total cost = $137,0263	34,256	34,256	13,702	20,554	17,127	17,128	137,023			137,023	OTS
Contractual services-Individual	Project Administrative Assistant – to provide administrative support during implementation of the project. Total cost= $114,000							0		114,000	114,000	OTS
International Consultants	International Consultant for Mid-Term Review. Total cost = $ 18,000							0	18,000		18,000	UNDP
International Consultants	International Consultant for Terminal Evaluation. Total cost = $ 18,000							0	18,000		18,000	UNDP
International Consultants	National Consultant for MTR ($10,000 in Year 3)							0	10,000		10,000	UNDP
Local Consultants	National Consultant for TE ($10,000 in Year 5)							0	10,000		10,000	UNDP
Local Consultants	Consultancy to update the geospatial layers of grass cover and calculation of interannual loss/gain, periods (2024-2026) and (2026-2028) to track investments in sustainable and regenerative livestock farming in ACAHN, with the participation of women. Total cost: $15,000 USD.	15,000						15,000			15,000	OTS
Local Consultants	Consultancy to develop strategy documents to strengthen institutional support to address land tenure for women. Total cost: $8,280	8,280						8,280			8,280	OTS
Local Consultants	Consultancy to do a life cycle study for meat and milk at ACAHN. Total cost: $25,000 USD				25,000			25,000			25,000	OTS

Local Consultants	Consultancy to develop roundtables, planning and preparation of proposals with the different livestock financing platforms to strengthen existing financial schemes aimed at addressing specific barriers in the sector, especially those faced by women seeking financing for sustainable and regenerative livestock farming activities. Total cost: $10,277		10,277					10,277			10,277	OTS
Local Consultants	Consultancy to develop a technical assistance program for institutional staff and farmers, including women and the Maleku Indigenous People, for the implementation of best practices in sustainable production, agricultural economics, biodiversity conservation, restoration, and risk management. Total Cost: $15,000			15,000				15,000			15,000	OTS
Local Consultants	Consultancy to develop a communication and promotion strategy for experiences in sustainable and regenerative livestock farming with a gender and intercultural perspective. Total cost: $15,465					15,465		15,465			15,465	OTS
Local Consultants	Consultancy to systematize project experiences in the FAO Global Platform to promote the transformation of the food system through the exchange of knowledge and the generation of evidence on sustainable and regenerative livestock farming in favor of gender equality and interculturality. Total cost: $23,139						23,139	23,139			23,139	OTS

Local Consultants	Consultancy to develop a capacity-building and awareness-raising strategy for the individual marking and registration of animals in the SIRIGABB-SENASA/TRAZARAGRO traceability system, aimed at technical personnel, institutions and key actors (environment, production, trade), ensuring the participation of women and the Maleku Indigenous People. Total cost: $21,416				21,416			21,416			21,416	OTS
Local Consultants	Consultancy to develop technical guidelines, manuals, and plans to strengthen multi-actor collaborative processes, alliances and dialogue to address compliance with environmental legislation, risk management, regenerative livestock farming, gender, and interculturality. Total cost $20,277	20,277						20,277			20,277	OTS
Local Consultants	Consultancy to develop capacity-building workshops aimed at organized groups of women ranchers to strengthen their investment readiness for sustainable and regenerative livestock projects. Total cost: $16,000		16,000					16,000			16,000	OTS
Local Consultants	Consultancy to update farm plans to integrate elements of sustainable and regenerative livestock farming in favor of gender equality, indigenous peoples and the conservation of BD. Total cost: $10,000			10,000				10,000			10,000	OTS
Local Consultants	Consultancy to develop guidelines on organizing groups of women ranchers. Total cost: $20,000		20,000					20,000			20,000	OTS

Training, Workshops, Meetings	Capacity building workshops for livestock farmers. Two workshops per year from year 2 to year 5. Total cost: 8 workshops x 5000 USD = $40,000.			40,000				40,000			40,000	OTS
Training, Workshops, Meetings	Workshops and meetings to update farm plans to integrate elements of sustainable and regenerative livestock farming in favor of gender equality, indigenous peoples and the conservation of BD. Total cost: $25,464			25,464				25,464			25,464	OTS
Training, Workshops, Meetings	Capacity-building workshops for COVIRENA of the ACAHN, ensuring that both men and women, as well as the Maleku Indigenous people, participate on equal terms in the management and monitoring of natural resources. One workshop every six months for 3 years. Total cost: 6 workshops x 2000 USD = $12,000.			12,000				12,000			12,000	OTS
Training, Workshops, Meetings	Capacity-building workshops for extension technicians from MAG, CORFOGA, INDER and Livestock Chambers. One quarterly workshop during years 1 and 2. Total cost: 8 workshops x 1000 USD = $8,000.				8,000			8,000			8,000	OTS
Training, Workshops, Meetings	Exchanges to promote the active participation of women and the Maleku Indigenous people in the management of sustainable livestock systems. Total cost: 15 exchanges x 5000 USD = $75,000.0					75,000		75,000			75,000	OTS

Training, Workshops, Meetings	Facilitation of roundtables, planning and preparation of proposals with the different livestock financing platforms. Total cost:15 workshops x 3,000 USD= $45,000		45,000					45,000			45,000	OTS
Training, Workshops, Meetings	Inception Workshop and Project Board Meetings as part of the project's M& E Plan (Inception Workshop and Report ($1,171) + Project Board meetings (4x$350=$1400).) = $2,571							0	2,571		2,571	OTS
Training, Workshops, Meetings	Capacity building workshops. One quarterly workshop during year 1. Total cost:4 workshops x 1000 USD = $4,000	4000						4,000			4,000	OTS
Training, Workshops, Meetings	Inter-institutional capacity building workshops involving MAG, INDER, CORFOGA and Livestock Chambers. Bi-monthly workshops during year 1. Total cost: 6 workshops x 2000 =USD$12,000.	12,000						12,000			12,000	OTS
Training, Workshops, Meetings	Multi-stakeholder-multi-level planning and coordination processes, one quarterly meeting for three years. Total cost: 12 workshops x 2000 USD= $24,000 Total cost US$ 36,000	24,000						24,000			24,000	OTS
Training, Workshops, Meetings	Planning and coordination processes between women-led livestock organizations, one quarterly meeting for three years. Total cost:12 workshops x 3000 USD =$36,000	36,000						36,000			36,000	OTS

Training, Workshops, Meetings	Capacity-building workshops for organized groups of women ranchers. One quarterly workshop during year 2 and 3. Total cost: 8 workshops x 3000 USD= $24,000	24,000						24,000			24,000	OTS
Training, Workshops, Meetings	Inter-institutional planning and coordination processes, one quarterly meeting for three years. Total cost:12 workshops x 2000 USD= $24,000 Total cost $ 84,000	24,000						24,000			24,000	OTS
Training, Workshops, Meetings	Three regional forums to promote gender equality in regenerative livestock farming by facilitating spaces for the exchange of experiences with women, men and representatives of the Maleku Indigenous people. Total cost: 3 forums x 15,000 USD = $45,000.					45,000		45,000			45,000	OTS
Training, Workshops, Meetings	A national forum to promote gender equality in regenerative livestock farming by facilitating spaces for the exchange of experiences with women, men and representatives of the Maleku Indigenous people. Total cost: 1 forum x $20,000.					20,000		20,000			20,000	OTS
Training, Workshops, Meetings	Capacity-building workshops aimed at organized groups of women ranchers during years 1, 2 and 3. Total cost: 20 workshops x 3000 USD= $60,000.		60,000					60,000			60,000	OTS
Training, Workshops, Meetings	Regional training events and funding opportunities, 1 bi-annual event during years 2 and 3. Total cost:4 events x 5,000 USD =$20,000		20,000					20,000			20,000	OTS

Training, Workshops, Meetings	Workshops for dialogue and inter-institutional coordination processes to implement the strategic farm architecture pilot, a quarterly meeting for three years. Total cost: 12 workshops x 2,000 USD = $24,000.				24,000			24,000			24,000	OTS
Training, Workshops, Meetings	Workshops for the construction, planning and coordination process between MAG/SENASA/CORFOGA/Livestock Chambers, a quarterly meeting during year 1. 4 workshops x 2,000 USD= $8,000				8,000			8,000			8,000	OTS
Training, Workshops, Meetings	Workshops for the construction, planning and coordination process between MAG/SENASA/CORFOGA/Livestock Chambers, a quarterly meeting during year 1. 4 workshops x 2,000 USD= $8,000				8,000			8,000			8,000	OTS
Training, Workshops, Meetings	Workshops for multi-stakeholder-multi-level dialogue and coordination processes, one quarterly meeting for three years. Total cost: 12 workshops x 2,000 USD = $24,000				24,000			24,000			24,000	OTS
Travel	Travel expenses related to capacity building workshops and coordination processes, $5,000 for years 1-4. Total cost: $20,000	20,000						20,000			20,000	OTS

Travel	Travel expenses related to roundtables, planning and preparation activities. Total cost: $20,000		20,000					20,000			20,000	OTS
Travel	Travel to regional and national forums for years 2-5. Total Cost $20,000					20,000		20,000			20,000	OTS
Travel	Travel expenses related to capacity building workshops for women ranchers, $5,000 for years 1-4. Total cost: $20,000	20,000						20,000			20,000	OTS
Travel	Travel expenses related to capacity building workshops for remote technical, digital and geospatial information processing of productive units. Total cost $5,000	5,000						5,000			5,000	OTS
Travel	Field visits and travel to attend workshops: 50 workshops/meetings x 1200 USD =60,000			60,000				60,000			60,000	OTS

Travel	Travel expenses related to organizing groups of women ranchers. Total cost: $34,413		34,413					34,413			34,413	OTS
Travel	Travel expenses related to coordination and exchange of experiences with FAO Global platform for the Food Systems IP, $5,000 for years 1-5. Total cost: $25,000						25,000	25,000			25,000	OTS
Travel	Travel for Mid-Term Review: $2,000							0	2,000		2,000	UNDP
Travel	Travel for Terminal Evaluation: $2,000							0	2,000		2,000	UNDP
Office Supplies	Office supplies for the project management unit. Total cost: $6,442							0		6,442	6,442	OTS
Other Operating Costs	Audits, annual at $5,000 for Years 2-5 = $20,000							0		20,000	20,000	UNDP
Other Operating Costs	Development of audiovisual resources and systematization of experiences for the FAO global platform. Total cost: $50,000						50,000	50,000			50,000	OTS
Other Operating Costs	Printing of materials and audiovisual products to support project communication and training processes. Total cost: $25,000			25,000				25,000			25,000	OTS
Operating Costs	Publication of updated geospatial layers of grass cover and calculation of interannual loss/gain, periods (2024-2026) and (2026-2028) to track investments in sustainable and regenerative livestock farming in ACAHN, with the participation of women. Total cost: $10,000 USD.	10,000						10,000			10,000	OTS

Operating Costs	Audiovisual and printed resources for marketing activities. Total cost: $24,000				24,000			24,000			24,000	OTS
Operating Costs	Production of technical guidelines, manuals, and plans to strengthen multi-actor collaborative processes and enhance inter-institutional alliances and fora for dialogue to address compliance with environmental legislation, risk management, regenerative livestock farming, gender, and interculturality. Total cost $32,038	32,038						32,038			32,038	OTS
Operating Costs	Production of documents on strengthening financial mechanisms and investment readiness. Total Cost $40,618		40,618					40,618			40,618	OTS
Other Operating Costs	Audiovisual and printed resources for the dissemination of the sustainable livestock production model, prioritizing the participation and representation of women and the Maleku Indigenous people. Total cost: 12 exchanges x 2,500 USD = $30,000. .					30,000		30,000			30,000	OTS
Other Operating Costs	Production of guidelines on organizing groups of women ranchers. Total cost: $35,000		35,000					35,000			35,000	OTS

Other Operating Costs	Audiovisual and printed resources from the pedagogical guide to promote gender equality in regenerative livestock farming, prioritizing the participation and representation of women and the Maleku Indigenous people. Total cost: $32,000.					32,000		32,000			32,000	OTS
Other Operating Costs	Audiovisual and printed resources for the implementation of the awareness strategy aimed at consumers on the benefits of products from sustainable agri-food systems and how to identify them in the market. Total cost: $35,000					35,000		35,000			35,000	OTS
Other Operating Costs	Vehicle maintenance for farm visits and transportation of equipment and materials. Total cost: 5 years x 4000 USD= $20,000.			20,000				20,000			20,000	OTS
Grand Total		**563,676**	**579,925**	**3,290,094**	**326,943**	**404,540**	**230,215**	5,395,393	**170,210**	**278,280**	5,843,883	

Annex 2: GEF execution support letter

N/A

Annex 3: Project map and Geospatial Coordinates of project sites

The project will be implemented in the Territorial Planning Region called Huetar Norte (Executive Decree No. 7944 in 1978) adjusted to the limits of the Arenal-Huetar Norte Conservation Area (ACAHN) of the National System of Conservation Areas (SINAC) (Executive Decree No. 40054-MINAE 2016). The total area comprises 9,154 km^2, representing about 18% of the continental surface of Costa Rica. The implementation area is bordered to the north by the Republic of Nicaragua, to the south by the Central Region, to the west by the Chorotega Region and to the east by the Huetar Caribe Region. It includes part of the provinces of Alajuela, Heredia and Guanacaste, the cantons of San Carlos, Guatuso, Los Chiles, Upala and Sarapiquí, and 44 districts, (Figures 1 and 2, below).

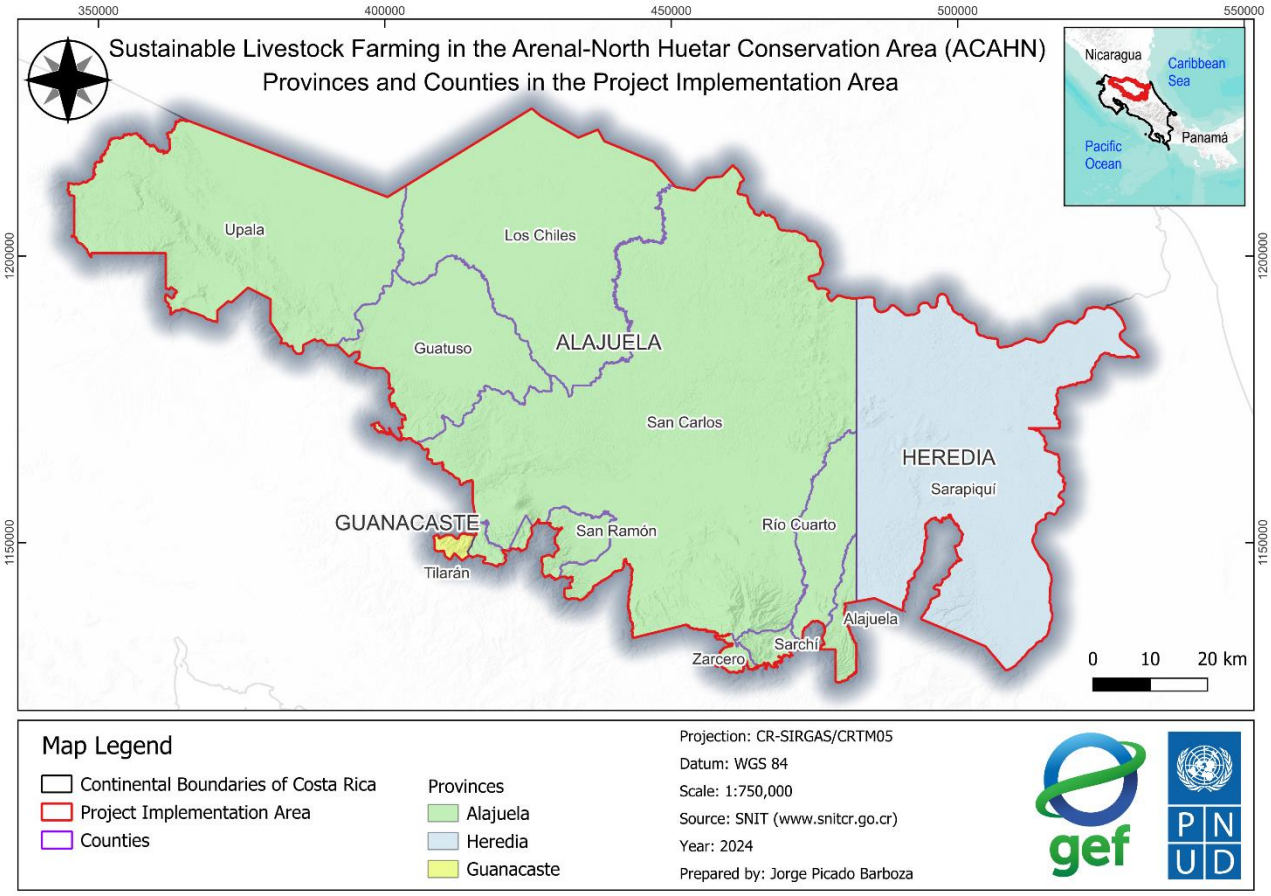


Figure 1. Map of the implementation area: Provinces and Counties. Source: Prepared by the authors based on the SNIT database (www.snitcr.go.cr).

Geospatial Coordinates of Project Area:			
Projection	Latitude N	Longitude E	Location name
WGS 84	10.964535	-85.420045	Extreme West, Parque Nacional Guanacaste.
	11.084347	-84.680270	Extreme North, Border with Nicaragua puesto las Tablillas.
	10.1795218	-84.1911710	Extreme South, Poasito Community.
	10.692527	-83.709815	Extreme East, Colorado River in RNVS Mixto Barra del Colorado.
CRTM05	1211694.8988	344619.8790	Extreme West, Parque Nacional Guanacaste.
	1225744.0	425667.7	Extreme North, Border with Nicaragua puesto lasTablillas.
	1125604.46	479053.80	Extreme South, Poasito Community
	1182356.8	531738.2	Extreme East, Colorado Rivera in RNVS Mixto Barra del Colorado.

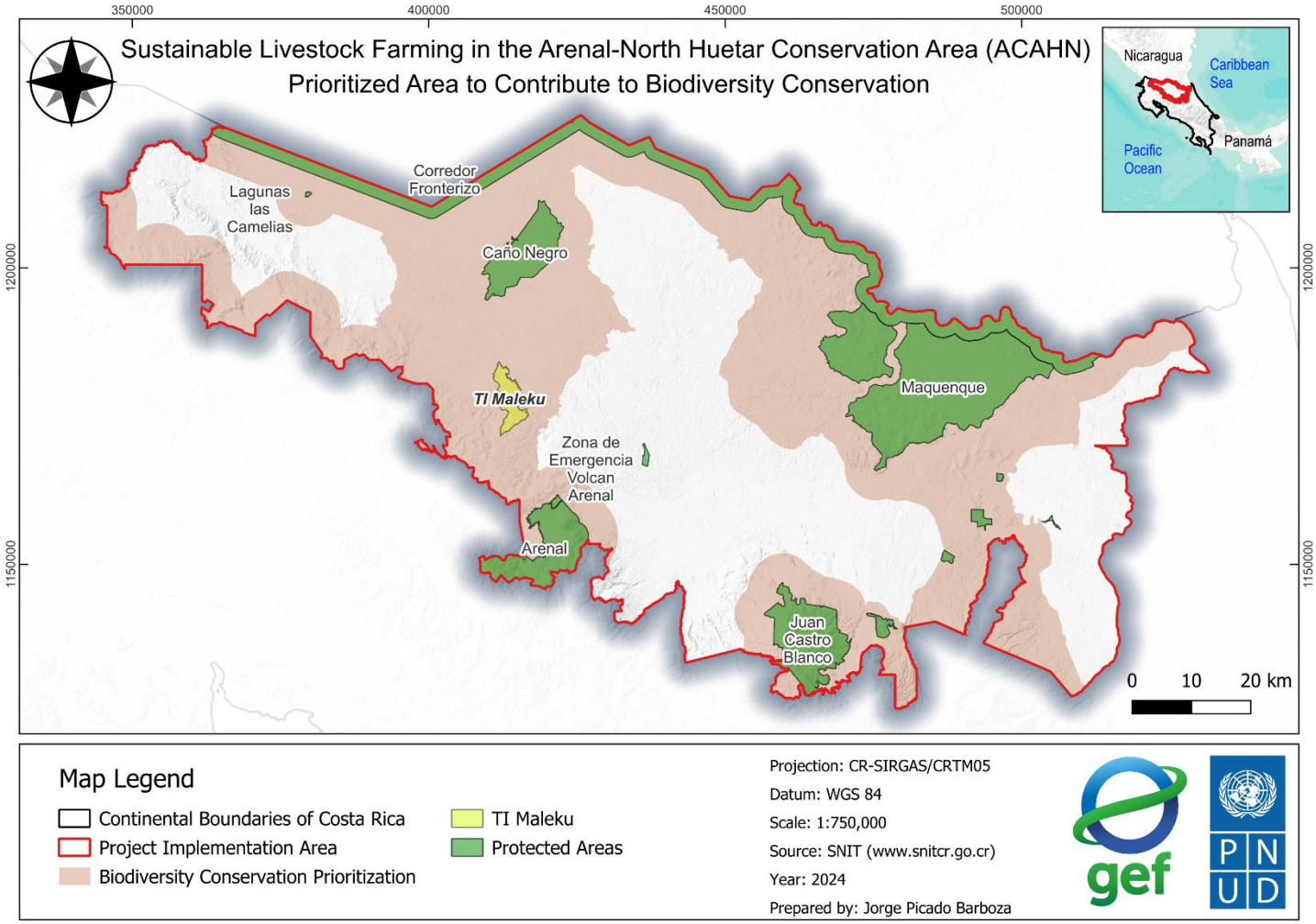


Figure 2. Prioritization map of the area to enhance the contributions of livestock farms to biodiversity conservation.

There are 13 protected wilderness areas (PWA) under the direct management of ACAHN: Arenal, Del Agua Juan Castro Blanco, Arenal Volcano Emergency Zone, Caño Negro, Bosque Alegre, Las Camelias Lagoons, Northern Border Corridor, Lapa Verde, Tapiria, Maquenque, Duaru, La Tirimbina, and Nogal (See Figure 2). Fifty percent of the protected wilderness areas are under the exclusive responsibility of the State, while 48.7% is jointly managed with private owners; only one percent is entirely private. While the project will not implement activities in the PWA, they will take into account the elements that are the focus of PWA management efforts, including:

- Water
- Soils
- Forests
- Wetlands
- Birds (Quetzal, Goldfinch, Chorchas, White Sparrowhawk, Chocuaco (Cochlearius cochlearius), Agami Heron (Agamia agami), Green Ibis (Mesembrinibis cayennensis), Great Peacock (Crax rubra), Red Macaw (Ara macao) and Green Macaw (Ara ambiguus), Jabirú (Jabiru mycteria)
- Medium Mammals: Tepezcuintle (Cuniculus paca), Pecari
- Felines (Jaguar and Puma)
- Red-eared turtle (Trachemys scripta)

- Fish (Guapote, Mojarra, Royal Tarpon, Gaspar (Atractosteus tropicus))
- Alligator (Caiman crocodilus)
- vibicaria frog
- Orchids
- Palmito (sweet and bitter)
- History (Natural and Cultural of the Volcano)
- Maleku Indigenous Culture

In the project area, the ACAHN monitors three biological corridors, which comprise 350,833 hectares (3,508.3 km2), with San Juan La Selva and Ruta los Malecu - Medio Queso being the largest (Table 1). There are two large connectivity routes, the first linking the Arenal Volcano National Park with the Caño Negro refuge and the Border corridor, and the second constituting part of the corridor between the San Juan River and the Braulio Carrillo National Park, including the Maquenque Mixed National Wildlife Refuge.

Table 1. Biological corridors officially established by SINAC in the project area.

Name	Total Area	Surface area within the project area	
	Ha	Ha	%
San Juan La Selva	174058	170892	98
Ruta Los Maleku Medio Queso	136633	136574	100
Paso de las Nubes	40142	10610	26

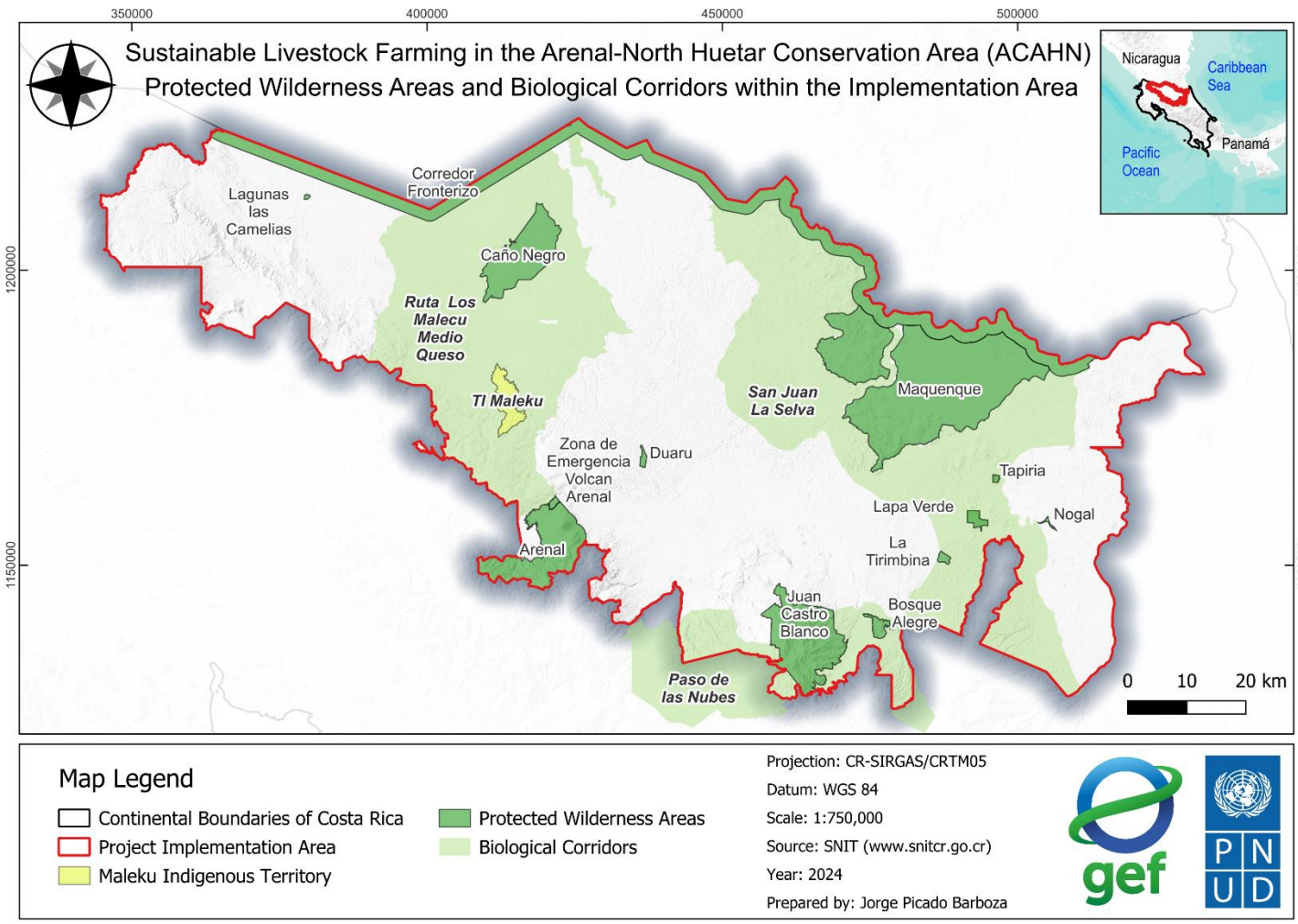


Figure 3. Biological corridors (BC) and protected wilderness areas (ASP) in the project area. Source: SNIT (www.snitcr.go.cr).

The **forests** in the project area represent 35% of the surface area, corresponding to approximately 317,103 ha (3,171 km2). Only 24.2% is located within an ASP. The importance of landscape management in BCs is vital since they contain 36.1% of the forest area, while 39.7% of the forest area is outside ASPs and BCs.

According to the national inventory of **wetlands** (SINAC-UNDP-GEF 2018), 812 wetland ecosystems are registered in the project area, covering 81,729.8 hectares (817.3 km2). Only 30% is located within an ASP, while CBs include 48% of the wetland area, and 22% of the wetland area is outside ASPs and CBs.

It is estimated that there are 271 thousand hectares of **grass** cover in the project area, which is assumed to represent a potential area for the development of livestock activities, mainly cattle ranching. It is estimated that 6% of the grass cover is within ASP, 37% coincides with the CBs and 57% is on private land outside of ASP and CBs, which establishes an enormous opportunity for the project to promote comprehensive pasture management and biodiversity conservation. Part of the grass cover also constitutes wetland ecosystems, which are used for grazing during the season of less rainfall, as occurs in the Caño Negro RNVSM (SINAC-UNDP-GEF Wetlands Project 2018a).

It is estimated that the region has approximately 12,593 **farms**, representing 13.54% of the country's farms, with an area of 456,775.9 hectares, corresponding to 18.98% of the national territory surveyed in 2014. Most of the farms are in the range of 50 hectares to less than 200 hectares. According to MAG (2020), livestock farms are mainly in the hands of small and medium-sized producers, dedicated to the production of artisanal cheese and the sale of weaned animals and animals for the meat industry. The

activity is carried out using mainly natural grass and few implement improved pastures, nor is the use of fertilization common. In recent years, there has been a greater use of forage banks and short-cut grass, however very few carry out rotational grazing and forage conservation.

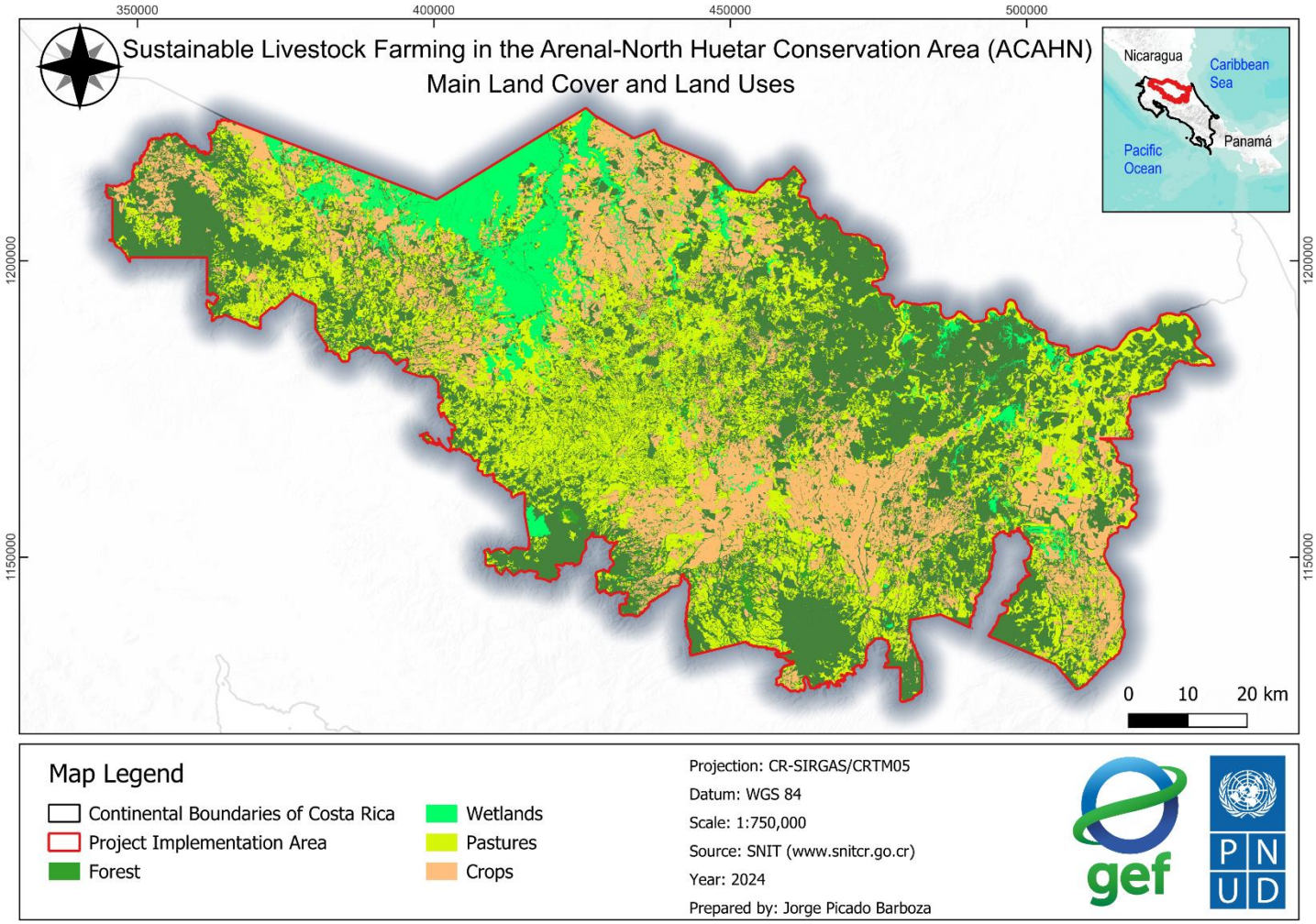


Figure 4. Land use, forests, wetlands and grasslands in the project area. Source: SNIT (www.snitcr.go.cr).

The project will contribute to the conservation of these ecosystems by promoting better productive practices and incentives for their protection on private lands, as summarized in the table below:

Table 2. Summary of the potential actions in the field of biodiversity conservation and their contributions to GBF goals and the GEF Core indicators

Proposed potential actions in the area of biodiversity conservation in the project implementation area	CORE GEF Indicators				GBD Goals				
	I3	I4	I6	I11	M 1	M 2	M 8	M1 0	M1 4
C1. Strengthening food system governance and policies for sustainable, climate resilient and regenerative livestock production.				X	X			X	X
Activity 1.1.2.2 Facilitate the process of building work plans, cooperation agreements and articulation of processes to develop actions that foster compliance with environmental legislation, risk management, sustainable and regenerative livestock farming, gender and interculturality.				X	X			X	X
Activity 1.1.2.3 Facilitate the implementation of agreements made in favor of compliance with environmental legislation, risk management, sustainable and regenerative livestock farming, gender and interculturality by the different coordination bodies of the ACAHN.				X	X			X	X
C3. Improve capacities and investments in regenerative livestock farming.	X	X	X	X	X	X	X	X	
Activity 3.1.2.2 Support the implementation of sustainable and regenerative livestock practices on NAMA farms, communal initiatives, farms that include areas of importance for Biodiversity, and farms within the Maleku indigenous territory.	X	X	X	X		X	X	X	
Acquisition of equipment to mitigate negative interactions between livestock and large mammals including tapirs and felines (AUCFEL-PANTHERA).	X	X	X	X		X	X	X	
Activity 3.1.3.1 Design participatory restoration plans for prioritized areas in conjunction with key actors and guaranteeing the participation of women and incorporating the knowledge and know-how of the Maleku indigenous people.	X	X	X	X	X				
Acquisition of equipment and tools to strengthen Covirenas, forest fire control and prevention brigades and biological monitoring covering a minimum of 70,000 ha.	X	X	X	X	X	X	X	X	
Activity 3.1.3.2 Support restoration and protection actions for ACAHN's vulnerable wildlife habitat through the integration of local and regional initiatives.	X	X	X			X	X	X	
Acquisition of equipment and materials to implement an incentive, financing and support program for the ecological restoration of 750 hectares of land.	X	X	X			X	X	X	
Acquisition of equipment and materials to implement a pilot ecological restoration plan in 250 ha of the Caño Negro Mixed National Wildlife Refuge.	X	X	X			X	X	X	
Acquisition of equipment to strengthen the protection program for the great green macaw (Ara ambigua).	X					X	X		
Acquisition of equipment to strengthen the aquatic fauna protection program, including the gaspar fish (Atractosteus tropicus).	X					X	X		
Acquisition of equipment to strengthen the Jabiru (Jabiru mycteria) protection program.	X					X	X		
Activity 3.1.3.3 Implement a participatory science program that values the traditional knowledge of the Maleku indigenous people and promotes gender equality in the monitoring and reporting of wild fauna and flora species, indicators of good livestock production				X	X			X	

Proposed potential actions in the area of biodiversity conservation in the project implementation area	CORE GEF Indicators				GBD Goals				
	I3	I4	I6	I11	M 1	M 2	M 8	M1 0	M1 4
practices and biodiversity conservation, through the active inclusion of women and the Maleku indigenous people in all stages of the program.									
Acquisition of equipment and materials for participatory biomonitoring workshops (citizen science).				X	X			X	
Capacity-building workshops for COVIRENA of the ACAHN, ensuring that both men and women, as well as the Maleku indigenous people, participate on equal terms in the management and monitoring of natural resources.				X	X			X	
C4. Knowledge, innovation, scaling and coordination.				X	X			X	X
Activity 4.1.1.1 Develop three regional forums and one national forum to promote gender equality in sustainable and regenerative livestock farming, facilitating spaces for exchanging experiences with women, men and representatives of the Maleku indigenous people.				X	X			X	X
Activity 4.1.2.2 Develop a regional program of exchange and field visits in favor of gender equality with the aim of strengthening the capacities of the population in the implementation of sustainable and regenerative livestock farming, the restoration of ecosystems and the adoption of better productive practices and promoting the active participation of women and the Maleku indigenous people in the management of sustainable livestock systems, ensuring that their knowledge and perspectives are fully considered in the process.				X	X			X	X
Activity 4.2.1.1 Compile the knowledge products (e.g. guidelines, case studies) developed and disseminated by the project and incorporate them into the FAO Global Platform. In particular, this involves experiences from sustainable and regenerative livestock farming in favor of gender equality and interculturality to promote the transformation of the food system through the systematization of experiences and the generation of evidence.				X	X			X	X

Annex 4: Multi Year Work Plan

COMPONENTS	Outcomes	Outputs	Activities	Year 1				Year 2				Year 3				Year 4				Year 5			
				Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q3	Q 4	Q1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q4
Project Inception	Designation of National Director			X																			
	Designation of Representatives of the Project Board			X																			
	Elaboration of the TORs for PMU			X																			
	Recruitment of the PMU team			X	X																		
	Introductory training for PMU on gender equality, empowerment of women, interculturality and ethics.				X																		
	Elaboration of AWP (Year 1)				X																		
	Inception Workshop				X																		
C1. Strengthening food system governance and policies for sustainable, climate resilient and regenerative livestock production.	Outcome 1.1 Strengthened governance and coordination mechanisms for inter-institutional, multi-actor and multi-level actions to promote transformation towards sustainable and regenerative livestock farming in favor of biodiversity conservation, climate resilience,	Output 1.1.1A comprehensive capacity building program implemented for key stakeholders at national and local levels with technical guidelines, manuals, and plans to strengthen multi-actor collaborative processes and enhance inter-institutional alliances and fora for dialogue to address compliance with environmental legislation, risk management, regenerative livestock	A.1.1.1.1 Apply a diagnostic instrument (Knowledge, Attitudes and Practices - KAP index) to determine the level of knowledge and skills on management of multi-stakeholder collaborative processes, gender, environmental legislation, sustainable and regenerative livestock farming. (This will complement the UNDP Capacity Development Scorecard).			X	X																	
			A.1.1.1.2 Design and implement a program to strengthen technical capacities to address the gaps and weaknesses identified in Activity 1.1.1.1. aimed at extension workers, advisors and focal points of the different ACAHN coordination bodies.				X	X																

	gender equality and the Maleku Indigenous people.	farming, gender, and interculturality.	A.1.1.1.3 Evaluate the progress of Knowledge, Attitudes and Practices (KAP index) of the extension agents, advisors and focal points of the different ACAHN coordination bodies.											X						X		
			A.1.1.1.4 Strengthen institutional articulation processes by facilitating fora for dialogue (meetings, working groups, workshops) between the different ACAHN coordination bodies.			X	X	X	X													
			A1.1.1.5 Facilitate the process of building work plans, cooperation agreements and articulation of processes to develop actions that foster compliance with environmental legislation, risk management, sustainable and regenerative livestock farming, gender and interculturality.			X	X	X	X													
			A1.1.1.6 Facilitate the implementation of agreements made in favor of compliance with environmental legislation (such as the Forestry Law, Animal Health Law 8495, Livestock Law for Consumption 6247, among others) risk management, sustainable and regenerative livestock farming, gender and interculturality by the different coordination bodies of the ACAHN.				**X**	X	X	X	X	X	X	X	X	X	X	X	X	X	X		

			A.1.1.1.7 Diagnostic study on the management capacities of the different livestock organizations led by women in the ACAHN (SWOT analysis).			**X**	**X**																		
			A.1.1.1.8 Strengthen the articulation processes of livestock organizations led by women by facilitating spaces for dialogue (meetings, working groups, workshops) with the aim of building a proposal for a collaborative Network of Women Ranchers in the ACAHN.			**X**	**X**	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
			A.1.1.1.9 Develop a participatory design process of the training program for women ranchers by facilitating spaces for dialogue (meetings, working groups, workshops) based on the findings of activity 1.2.1.1.			**X**	**X**																		
			A.1.1.1.10 Implement a series of training workshops on inclusive leadership, livestock management, and the use of digital tools aimed at livestock organizations led by women.				**X**	X	X	X	X	X	X	X												
		Output 1.1.2 A strategy is enacted to strengthen institutional support to address land tenure for women in ACAHN, including increased	A.1.1.2.1 Develop a diagnosis on the status of land tenure among women ranchers and the different mechanisms and legal instruments available for granting land property titles to women ranchers.			**X**	**X**																		

		articulation between IMAS, INAMU, INDER and SINAC and the establishment of a "hotline".	A.1.1.2.2 Promote the creation and implementation of a strategy to address land tenure issues for women ranchers by facilitating spaces for dialogue (meetings, working groups, workshops) between the regional directorates of IMAS, INAMU, INDER and SINAC in the ACAHN.					X	X	X	X	X	X	X	X	X	X	X	X	X	X		
			A.1.1.2.3 Develop an information process with the different livestock organizations led by women regarding the mechanisms and route to follow to request the recognition of land property titles.			X	X																
			A.1.1.2.4 Facilitate the creation and operation of a unified inter-institutional hotline between the regional offices of IMAS, INAMU, INDER and SINAC in the ACAHN to provide advice, accompaniment and comprehensive support to women ranchers who wish to obtain recognition of a land property title.					X	X	X	X	X	X	X	X	X	X	X	X	X	X		
		Output 1.1.3 Remote technical, digital, and geospatial information processing capacities of productive units are improved to inform and monitor land use change, and with the participation of women.	A.1.1.3.1 Apply a diagnostic instrument (KAP index) to evaluate the level of knowledge and skills regarding the use of digital tools for surveying and monitoring land cover on livestock farms, aimed at livestock assistance personnel from CORFOGA, MAG, INDER and ACAHN livestock chambers.			X	X																

		A.1.1.3.2 Develop and impart training workshops on the use of digital tools for surveying and monitoring land cover in livestock farms, aimed at livestock technical assistance personnel from CORFOGA, MAG, INDER and ACAHN livestock chambers.					X	X	X	X												
		A.1.1.3.3 Evaluate the change in Knowledge, Attitudes and Practices (KAP index) of the extension agents, advisors, focal points and livestock technical assistance personnel from CORFOGA, MAG, INDER and ACAHN livestock chambers.												X						X		
	Output 1.1.4 SNIT is updated with geospatial layers to monitor land use change associated with pastures, including interannual Gain/Loss analysis of tree cover to track investments in sustainable and regenerative livestock farming in ACAHN, with the participation of women.	A.1.1.4.1 Support the annual update of the ACAHN grass cover layer for the period 2004-2028.			X	X																
		A.1.1.4.2 Facilitate the analysis of the interannual Loss/Gain of tree cover on ACAHN livestock farms for the periods (2024-2026) and (2026-2028) and publish the results in SIMOCUTE.				X	X															

C2. Inclusive economic and commercial incentives for sustainable and regenerative livestock farming.	Outcome 2.1 Enhanced financing opportunities to facilitate the transformation towards sustainable and regenerative livestock farming with an emphasis on women ranchers in the Huetar Norte region.	Output 2.1.1 Pilot of the "Investment Readiness" program in order to mature sustainable and regenerative livestock projects, facilitating their access to financial resources and/or incentives, with emphasis on women.	A.2.1.1.1 Articulate with FUNDECooperación to prepare a pilot of its "Investment Readiness" training program for livestock farms in ACAHN to mature their preparation to request support for productive projects. Through this activity, the project aims to increase the possibility of accessing existing financial mechanisms to adopt the practices necessary to achieve a transformation towards sustainable and regenerative livestock.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
			A.2.1.1.2 Organization of biannual events for women producers on financial education, support, technical assistance, information fairs on financing for livestock.					X	X	X	X	X	X	X	X	X	X	X	X	X	X		
		Output 2.1.2. Mechanisms to strengthen existing financial schemes aimed at addressing the specific barriers of the sector, especially those faced by women seeking financing for sustainable and regenerative livestock farming activities.	A 2.1.2.1 Diagnosis of existing financial schemes with differentiated programs for women to identify gaps that limit access to resources.			X	X																
			A 2.1.2.2 Design and implement mechanisms in conjunction with financial entities to facilitate access to soft loans, with emphasis on the participation of women ranchers.					X	X	X	X	X	X	X	X	X	X	X	X				
C3. Improving capacities and markets for sustainable	Outcome 3.1 Strengthened capacity of institutional staff and farmers,	Output 3.1.1 Farm plans are updated and implemented to integrate elements of sustainable and	A.3.1.1.1 Assess the needs of each farm with regards to sustainable and regenerative livestock practices to update their plans and be eligible for certification under Outcome 3.2.			X	X	X	X														

food systems through sustainable and regenerative livestock farming.	including women and the Maleku Indigenous people, to implement sustainable and regenerative livestock practices that contribute to biodiversity conservation, restoration, and climate resilience.	regenerative livestock farming in favor of gender equality, Indigenous peoples, BD conservation, restoration, and climate resilience.	A3.1.1.2 Update existing farm plans and support the elaboration of new farm plans to incorporate sustainable land management tools and gender equality.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
		Output 3.1.2 Training and technical assistance program established for institutional staff and farmers, including women and the Maleku Indigenous People, for the implementation of best practices in sustainable production, agricultural economics, biodiversity conservation, restoration, and risk management in favor of gender equality.	A3.1.2.1 Design and implement with MAG/SENASA and CORFOGA a training program that provides technical support to institutional staff and farmers to ensure the implementation of best production practices, biodiversity conservation and risk management ensuring equal participation and representation of women and the Maleku Indigenous people at all levels of the program.			X	X																
			A3.1.2.2 Support the implementation of sustainable and regenerative livestock practices on NAMA farms, communal initiatives, farms that include areas of importance for Biodiversity, and farms within the Maleku Indigenous territory.				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
			A.3.1.2.3 Design participatory restoration plans for prioritized areas in conjunction with key actors and guaranteeing the participation of women and incorporating the knowledge and know-how of the Maleku Indigenous people.			X	X																

		A.3.1.2.4 Support restoration and protection actions for ACAHN's vulnerable wildlife habitat through the integration of local and regional initiatives.				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
		A.3.1.2.5 Implement a participatory science program that values the traditional knowledge of the Maleku Indigenous people and promotes gender equality in the monitoring and reporting of wild fauna and flora species, indicators of good livestock production practices and biodiversity conservation, through the active inclusion of women and the Maleku Indigenous people in all stages of the program.				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
Outcome 3.2 Strengthened standards and markets for productive units and products derived from	Output 3.2.1 Standards and regulations are strengthened for sustainable and regenerated livestock	A3.2.1.1. Prepare a life cycle analysis for meat/milk in the ACAHN region, including the quantification of economic and quality losses derived from bad practices at livestock auctions and other points along the value chain.			X	X	X	X																	

	sustainable and regenerative livestock systems in favor of gender equality in the ACAHN.	production in favor of gender equality.	A.3.2.1.2. Coordinate with MAG/CORFOGA and other key actors to review the CORFOGA-INTE/DN 11:2022 Standard, identifying opportunities for adjustment and improvement in favor of the incorporation of the sustainability approach and inclusion of the verification of no deforestation through the MAG monitoring system - CENIGA.			X	X	X	X														
			A.3.2.1.3. Coordinate with MAG and CORFOGA to review and analyze the existing regulatory framework linked to the production and marketing of bovine meat/milk to strengthen and complete the preparation of the technical regulations.			X	X	X	X														
		Output 3.2.2 Geospatial tool (e.g., Qfield) applied to verify deforestation-free farms using information from land use change monitoring layers associated with pastures (generated in Output 1.4.2).	A.3.2.2.1. Implement a training process aimed at technical people from the agricultural extension agencies of MAG and CORFOGA to increase their capacity to use a geospatial tool (with the layers of Component 1) for the verification of farms free of deforestation.					X	X														
		Output 3.2.3 A capacity-building and awareness-raising strategy for the individual marking and	A.3.2.3.1. Articulate with MAG/SENASA to support the training process of more technical people to carry out animal marking.			X	X	X	X	X	X	X	X										

	registration of animals in the SIRIGABB-SENASA/TRAZARAGRO traceability system, aimed at technical personnel, institutions and key actors (environment, production, trade), ensuring the participation of women and the people Indigenous Maleku.	A.3.2.3.2. Implement, together with MAG/SENASA, a communication and awareness campaign based on existing materials to promote the benefits of traceability and the standard of deforestation-free units.					X	X	X	X	X	X	X	X									
	Output 3.2.4 Agreements established with entities responsible for national buyers for the recognition of deforestation-free livestock, ensuring the respect of the rights of women and the Maleku Indigenous people in access and benefits derived from sustainable production.	A.3.2.4.1 Carry out a diagnosis of national commercial opportunities (supply/demand) for the recognition of the added value of deforestation-free livestock farming.			X	X																	
		A.3.2.4.2 Articulate with institutional purchasing departments (PAI Program) and the tourism sector (Tu Modelo Project) to promote the acquisition of products derived from deforestation-free livestock.					X	X	X	X													
		A.3.2.4.3 Organize national business conferences for livestock products, promoting the participation of farms certified as free of deforestation.					X		X		X		X		X		X		X		X		

		Output 3.2.5 The "Strategic farm architecture" program by PROCOMER and Agromedia is expanded to prepare livestock producers from ACAHN for entry into the international marketing opportunities promoted by PROCOMER	A.3.2.5.1 Coordinate with PROCOMER to expand the Pilot project Strategic Farm Architecture to include the livestock farms supported by the Project in the ACAHN in order to prepare their compliance with the standards of international markets.			X	X	X	X		X		X		X		X										
C4. Knowledge, innovation, scaling and coordination.	Outcome 4.1 Knowledge and experiences on sustainable and regenerative livestock farming in favor of gender equality and the Maleku Indigenous people and strengthening of capacities shared with actors from other areas of the country,	Output 4.1.1 Regional and national forums to promote the implementation of sustainable and regenerative livestock farming in favor of gender equality with actors from other areas of the country and productive sectors, strengthening the capacities, especially of women and the Maleku Indigenous people.	A.4.1.1.1 Develop 36 farm-to-farm meetings, three regional fora, and one national forum to promote gender equality in sustainable and regenerative livestock farming, facilitating spaces for exchanging experiences with women, men and representatives of the Maleku Indigenous people.									X Reg			X Reg			X Reg			X (Nacional)						

	productive sectors and countries with similar ecosystems.	Output 4.1.2 Communication strategy and promotion of experiences in sustainable and regenerative livestock farming with a gender perspective and interculturality systematized, translated and culturally adapted, guaranteeing its accessibility for all interested people and scalability to other regions.	A.4.1.2.1 Develop in collaboration with MAG, INDER, regional office of MIDEPLAN, CORFOGA, SINAC, IMAS, INAMU, a communication strategy in favor of gender equality for the scaling and promotion of sustainable, resilient, low-carbon livestock farming, encouraging the participation of women and the Maleku Indigenous people in decision-making and access to resources and benefits.					X		X		X		X		X		X		X		X												
			A.4.1.2.2 Develop a regional program of exchange and field visits in favor of gender equality with the aim of strengthening the capacities of the population in the implementation of sustainable and regenerative livestock farming, the restoration of ecosystems and the adoption of better productive practices and promoting the active participation of women and the Maleku Indigenous people in the management of sustainable livestock systems.				X	X	X																								
			A.4.1.2.3 Develop a national communication and awareness campaign to promote the benefits of products from sustainable agri-food systems and how to identify them in the market.					X	X	X	X	X	X	X	X																		

			A.4.1.2.3 Develop a culturally sensitive pedagogical guide aimed at key people and actors to ensure the implementation of actions that promote gender equality and interculturality in sustainable and regenerative livestock farming, prioritizing the participation and representation of women and the Maleku Indigenous people throughout the value chain.					X	X																				
	Outcome 4.2 Costa Rica is part of a global model of knowledge exchange and learning platforms to transform the food system, demonstrating the potential of the livestock sector in regenerative production and biodiversity conservation, and recognizing the role of women and Indigenous people Maleku in promoting regenerative livestock production and biodiversity conservation.	Output 4.2.1 Experiences systematized in the FAO Global Platform to promote the transformation of the food system through the exchange of knowledge and the generation of evidence in sustainable and regenerative livestock farming in favor of gender equality and interculturality.	A.4.2.1.1 Compile the knowledge products (e.g. guidelines, case studies) developed and disseminated by the project and incorporate them into the FAO Global Platform and prepare at least one solution for the Panorama Solutions platform and one Exposure piece, among others.					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								

C5. M&E	5.1 M&E assesses project impact and guides adaptive management.	M&E Plan implemented.	Monitoring and Evaluation Mechanism (ESMF, GAAP, IPPP)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
			Annual Work Plan (AWP)	X			X				X				X				X				
			Project Board meetings	X		X		X		X		X		X		X		X		X		X	
			Annual reports (PIRs)					X				X				X				X			
			Mid-term review (MTR)											X	X								
			Risk Register update			X				X				X				X				X	
			Terminal evaluation (TE)																			X	X

Annex 5: UNDP Social and Environmental Screening Procedure (SESP)



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Annex 5a: Climate Risk Screening



COS-PISA-Annex 5a-Climate risk scree

Annex 6: UNDP Risk Register

Project Title: Sustainable livestock farming in the Arenal Huetar Conservation Area North (ACAHN)	**Project Number:**	**Date: 13-Dec-2024**

No.	**Event**	**Cause**	**Impact(s)**	**Risk Category and Sub-category** *(including Risk Appetite)*	**Impact, Likelihood& Risk Level** *(see Annex 3 Risk Matrix)*	**Risk Valid From /To**	**Risk Owner** *(individual accountable for managing the risk)*	**Risk Treatment and Treatment Owner**
1	There is a risk that the exchange rate will affect the capacity of the project's investments	The Costa Rican currency, the colon, has been in a process of appreciation for two years, which means that fewer and fewer colones are bought for each dollar	Less purchasing power of the project with the resources allocated, which decapitalizes it to achieve the projected ends.	**2. FINANCIAL (2.4. Fluctuation in credit rate, market, currency) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS**	Probability: **5 - Expected** Impact: **3 - Intermediate** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	Since: 13-Dec-24 Until: 31-Dec-29	Organization for Tropical Studies – Project Management Unit	Risk treatment 1.1:Project resources should be converted from dollars into colones in advance when exchange rates are favorable. Risk management manager: Organization for Tropical Studies and UNDP Costa Rica
								Risk treatment 1.2: Establish a reserve averaging the appreciation value of the colon in order not to compromise the investment capacity of the project Risk management manager: Organization for Tropical Studies and UNDP Costa Rica
								Risk treatment 1.3: make all contracts and contracts in colones, projecting the trend towards the appreciation of the colon Risk management manager: Organization for Tropical Studies and UNDP Costa Rica

2	There is the possibility of benefiting livestock farmers who are carrying out money laundering activities from illicit activities in the livestock market	Due to the widespread use of cash transactions in livestock auctions.	This could have an impact on a bad reputation of the project and therefore on the instances that provide financing and execute it	**5. REPUTATIONAL (5.5. Stakeholder management) - UNDP Risk Appetite: CAUTIOUS**	Probability: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	Since: 13-Dec-24 Until: 31-Dec-28	Organization for Tropical Studies – Project Management Unit	Risk treatment 2.1: Implement due diligence, financial monitoring, and background check mechanisms through local institutions to identify and exclude cattle ranchers with profiles in which illicit activities may be present, ensuring the integrity of the project. In charge of risk treatment management: Project Management Unit, MINAE, MAG, OET
3	There is a risk that once project funding ends, farmers may struggle to continue implementing sustainable and regenerative practices without external support.	The main causes of this are dependence on technical knowledge, lack of capacity to develop actions on their complementary farms that totally transform their developed production models, lack of management skills and development of markets that limit their productive viability, constant needs for capital investment, difficulties in expanding operations and limited access to credit.	What will affect the sustainability of the interventions of the Component 3 project	**3. OPERATIONAL (3.6. Transition and exit strategy) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Probability: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	Since: 13-Dec-24 Until: 31-Dec-28	Organization for Tropical Studies – Project Management Unit – Ministry of Livestock, Institute of Rural Development,	Risk treatment 3.1: Strategies to avoid excessive dependence on technical knowledge by livestock farmers, promoting articulation with other institutions and organizations working on the transition to sustainable livestock farming, by improving the resilience and adaptability of livestock farmers. create niche markets. Facilitating networking opportunities helps farmers leverage collaborations to achieve better supply chain conditions and market access. Promoting deep integration with local markets and providing access to small-scale strategic finance and grants can strengthen stability. Risk Controller: Project Management Team

								Risk management manager: Organization for Tropical Studies and UNDP Costa Rica
4	Climate change and natural disasters could affect the results and outputs of the project.	The increase in temperature and climatic phenomena, excessive rainfall that generates floods, droughts, landslides, severe winds and cyclonic tides.	This would impact local communities, productive activities, project implementation processes and therefore expected results	**1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS**	Probability: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	Since: 13-Dec-24 Until: 31-Dec-28	Project Management Unit, MINAE, MAG, CNE	Risk treatment 4.1: Component 3. Improve capacities and investments in regenerative livestock farming by strengthening the capacity of institutional staff and farmers, including women and the Maleku Indigenous people, to implement sustainable and regenerative livestock practices. Involve the National Emergency Commission in order to articulate existing disaster risk reduction and management plans. Officials from local government entities will be invited to provide input and guidance on developing mitigation plans and managing the risks identified. The project will implement nature-based solutions through participatory risk planning and adaptation, including climate-resilient practices such as agroforestry, sustainable water management and harvesting techniques, forest protection and restoration, including conservation areas, education and training to build local capacity for climate change adaptation, and the introduction of new income-generating activities that are resilient to the impacts of climate change, etc.

								Risk treatment manager: Project Management Unit team.
5	There is a risk that it promotes a regenerative livestock production model that contributes to ecosystem restoration, including biodiversity conservation, does not take into account plans, guidance documents, does not fully consider the risks and impacts of social and environmental safeguards.	As a result of inadequate participation of all stakeholders; the unequal empowerment of all rights-holders (in particular women and girls and the Maleku Indigenous people) in claiming the benefits of the agreements/plans; and adverse impacts as a result of the implementation of subsequent activities with inadequate mitigation and management measures.	This will trigger a range of safeguard risks that are further exacerbated by women's limited access to information, access to land and finance, which makes it difficult to implement a rights-based approach to transparency, accountability and benefits associated with activities.	**1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS**	Probability: **2 - Low likelihood** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	Since: 13-Dec-24 Until: 31-Dec-28	Project Management Unit, MINAE, MAG, CNE	Risk treatment 5.1: The effective implementation of the project's Stakeholder Engagement Plan (Annex 8), Maleku Indigenous People's Participation Plan (Annex 8a) and Gender Action Plan (Annex 10), and the development and implementation of a project-level grievance resolution mechanism will mitigate risks related to effective stakeholder participation in the project. Risk Management Manager: Project Management Team
6	There is a risk that the adoption and use of software for data monitoring and analysis could be limited	As a result of a lack of adequate technological infrastructure or insufficient institutional technical capacities.	That it will have an impact on the capacities of processing technical, digital, and geospatial information remotely of the productive units in favor of gender equality	**4. ORGANIZATIONAL (4.6. Knowledge management) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Probability: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	Since: 13-Dec-24 Until: 31-Dec-28	Technical support units (CORFOGA, MAG, INDER, SINAC Regional Chambers of Livestock)	Risk treatment 6.1: Carry out a diagnosis of the existing technological infrastructure and the technical capacities of the institutions involved. Based on the findings of the diagnosis, implement specific training programs for technical personnel, focused on the use of the necessary software and digital tools. Ensure that counterparts allocate resources to improve technological infrastructure, such as internet access, computer equipment, and

								cloud storage, in the areas where the software(s) will be used. Risk treatment manager: PMU, MINAE, MAG
7	There is a risk that the results will not be achieved according to the initial estimates.	As a result of the prediction tools, assumptions are made and parameters are used that will be validated with the results, but there could be differences.	That will have an impact on the credibility of the project in achieving the established indicators	**4. ORGANIZATIONAL (4.5. Monitoring and oversight) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Probability: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	Since: 13-Dec-24 Until: 31-Dec-28	Project Management Unit, MINAE, MAG.	Risk treatment 7.1: Establish a continuous monitoring and evaluation system to validate and adjust the parameters of the prediction tools, incorporate margins of flexibility in the initial goals, and transparently communicate the limitations and adjustments necessary to maintain the credibility of the project Risk Management Manager: Project Management Unit

Annex 7: Overview of Technical Consultancies/Subcontracts

Consultant	Time Input	Tasks, Inputs and Outputs
For Project Management		
Local / National contracting		
Project Technical Specialist (PTS) *@ $326,467 Total*	*57 months*	*The Project Technical Specialist (PTS) will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors, as well as technical supervision of each of the project´s components, as allocated in the budget.* *Duties and Responsibilities* ● *Manage the overall conduct of the project.* ● *Plan the activities of the project and monitor progress against the approved workplan.* ● *Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.* ● *Monitor events as determined in the project monitoring plan, and update the plan as required.* ● *Provide support for completion of assessments required by UNDP, spot checks and audits.* ● *Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.* ● *Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.* ● *Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results.* ● *Ensure that changes are controlled and problems addressed.* ● *Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities.* ● *Prepare and submit financial reports to UNDP on a quarterly basis.* ● *Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;* ● *Capture lessons learned during project implementation.* ● *Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required.* ● *Prepare the inception report no later than one month after the inception workshop.* ● *Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR.* ● *Prepare the GEF PIR;* ● *Assess major and minor amendments to the project within the parameters set by UNDP-GEF;* ● *Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans;* ● *Monitor and track progress against the GEF Core indicators.*

Consultant	Time Input	Tasks, Inputs and Outputs
		● *Support the Mid-term review and Terminal Evaluation process.* ● *Add technical tasks as necessary* *Furthermore, the PTS will have the following duties and responsibilities related to the technical implementation of the project's components:* ● *<u>Component 1 Governance:</u> The PTS will work with project partners and technical consultants to ensure that the initiatives implemented in the ACAHN are aligned with local public policies and regulations that promote environmental and social sustainability. This will include identifying key stakeholders and creating dialogue roundtables to facilitate the participation of local communities in decision-making, ensuring that their needs and knowledge are integrated into the design and implementation of regenerative livestock practices. Additionally, the PTS will collaborate with national experts to promote policies that incentivize natural resource conservation and ecosystem resilience. Together, they will seek to strengthen local capacities and create an enabling environment for inter-institutional cooperation, enabling effective and participatory project management in the ACAHN.* ● *<u>Component 2 Finance:</u> The PTS will work with project partners, especially FONAFIFO, and technical consultants to optimize the acquisition and use of financial resources to promote sustainable landscapes in the ACAHN. This collaboration will focus on (a) strengthening the capacities of producers, especially women ranchers, to increase their investment readiness, as well as (b) identifying opportunities to transform current financing mechanisms into innovative vehicles for more inclusive adoption of regenerative production practices within the livestock sector. THE PTS will ensure that GEF financing not only supports project activities but also contributes to the creation of a sustainable and resilient economic environment for the local communities involved.* ● *<u>Component 3 Value Chains:</u> The PTS will work with technical consultants and project partners to enhance the effectiveness and sustainability of initiatives related to livestock and food production and marketing in the ACAHN. This collaboration will focus on the design and implementation of strategies that strengthen meat and milk value chains, ensuring that local producers have access to sustainable management practices and fair and profitable markets. The PTS will work closely with the national experts and project partners to identify opportunities for improvement in production and marketing, facilitating partnerships and contracts. Additionally, they will coordinate the implementation of a monitoring system to evaluate value chain performance, ensuring that regenerative livestock practices are effectively integrated, thus contributing to the promotion of sustainable landscapes and the well-being of the communities involved.* ● *<u>Component 4 Knowledge management and communication:</u> The PTS will establish close collaboration with the Knowledge Management coordinator to ensure that lessons learned, experiences, and good practices are systematically collected, documented, and shared among stakeholders in the regions of Piura, Cajamarca, Lambayeque, Cusco, Apurímac, and Puno. This synergy will focus on creating a knowledge management system that facilitates the exchange of information among producers, technicians, and communities, promoting ongoing training and the adoption of innovations that improve the sustainability and efficiency of livestock practices. The technical coordinator will work with the Knowledge Management expert and Gender & Safeguards Officier to develop inclusive tools and platforms that allow for the dissemination of relevant information, such as good practice manuals, case studies, and monitoring results, ensuring that all project participants have*

Consultant	Time Input	Tasks, Inputs and Outputs
		access to up-to-date and relevant resources. In addition, they will organize workshops, seminars, and dialogue spaces that foster collaborative learning and feedback, thus contributing to the creation of a learning environment that enhances the implementation of regenerative livestock practices and promotes sustainable landscapes in the target regions. They will also coordinate with the IP's Global Platform to ensure the practices and lessons learned are shared and facilitate a community of practice beyond the ACAHN.
Project Assistant *@ $114,000 total*	*57 months*	*Duties and Responsibilities* *Under the guidance and supervision of the Project Technical Specialist (PTS), the Project Assistant will carry out the following tasks:* ● *Assist the PTS in day-to-day management and oversight of project activities;* ● *Assist the M&E officer in matters related to M&E and knowledge resources management;* ● *Assist in the preparation of progress reports;* ● *Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by PB, TAC, UNDP, project consultants and other PMU staff;* ● *Provide PMU-related administrative and logistical assistance.*
For Technical Assistance		
Outcomes 1-3		
Local / National contracting		
Expert in sustainable and regenerative livestock farming *@ $ 219,240* *total*	*48 months*	*Under close supervision of Project Technical Specialist (PTS) the Expert in sustainable and regenerative livestock farming will have the following qualifications:* *a. Professional with training related to agronomy, zootechnics and regenerative livestock farming.* *b. At least 5 years of experience in livestock farming projects.* *c. Participation in at least 3 sustainable and regenerative livestock farming development projects in the Huetar Norte area.* *d. Demonstrate experience in the implementation of NAMA Livestock technologies.* *e. Demonstrate experience in inter-institutional coordination processes with the MAG, CORFOGA, INDER and livestock chambers, among others.* *f. Availability to reside in the project implementation area (Northern Zone).* *g. B2 driver's license.* *h. Experience working with women livestock farmers and Indigenous peoples will be valued.* *Duties and Responsibilities:* *- Responsible for the promotion and support for the implementation of sustainable and regenerative livestock farming practices.*

Consultant	Time Input	Tasks, Inputs and Outputs
		- Responsible for the acquisition and distribution of equipment and materials to promote sustainable and regenerative livestock farming. *- Prepare progress reports on assigned tasks.* *- Establish and follow up on cooperation agreements with counterpart institutions and key actors.* *- Actively participate in training and capacity building processes for institutions and key actors.*
Biodiversity expert @ $ 219,240 total	*48 months*	*Under close supervision of Project Technical Specialist (PTS) the Biodiversity Expert will have the following <u>qualifications</u>:* *a. Professional with training related to biology, conservation and wildlife management.* *b. At least 5 years of experience in wildlife conservation and management projects.* *c. Participation in at least 3 wildlife conservation and management projects in the Huetar Norte area.* *d. Demonstrate experience in biological monitoring and participatory science.* *e. Demonstrate experience in inter-institutional coordination processes with SINAC and Local Committees of Biological Corridors.* *f. Availability to reside in the project implementation area (Northern Zone).* *g. B2 driver's license.* *h. Experience working with women ranchers and Indigenous peoples will be valued.* *<u>Duties and Responsibilities:</u>* *- Responsible for the promotion and support for the implementation of conservation actions, ecosystem restoration and biodiversity monitoring.* *- Responsible for the acquisition and distribution of equipment and materials for strengthening biodiversity control, protection and monitoring programs.* *- Prepare progress reports on assigned tasks.* *- Establish and follow up on cooperation agreements with counterpart institutions and key actors.* *- Actively participate in training and capacity building processes for institutions and key actors.*
Technical Field Assistant @ $137,023	*54 months*	*Under the guidance and supervision of the Project Technical Specialist, the Technical Field Assistant will support the PMU through the following tasks:* *Conduct field information gathering on the benefited farms for the preparation of farm plans.* *Support training processes on best production practices.* *Support the acquisition and distribution processes of equipment, materials and inputs for the benefited farms.* *Support the technical support, follow-up and monitoring process of the project.* *Prepare inputs for the project progress reports.*

Consultant	Time Input	Tasks, Inputs and Outputs
Consultant for multi-actor collaborative processes Total cost $20,277	*10 months*	Develop technical guidelines, manuals, and plans to strengthen multi-actor collaborative processes, alliances and dialogue to address compliance with environmental legislation, risk management, regenerative livestock farming, gender, and interculturality.
Consultant for Land Tenure for Women Total cost: $8,280	*4 months*	Develop a strategy to strengthen institutional support to address land tenure for women in ACAHN, including increased articulation between IMAS, INAMU, INDER and SINAC and the establishment of a "hotline".
Consultant for Geospatial layers Total cost: $15,000 USD.	*6 months*	Update the geospatial layers of grass cover and calculation of interannual loss/gain, periods (2024-2026) and (2026-2028) to track investments in sustainable and regenerative livestock farming in ACAHN, with the participation of women.
Consultant for organizing women ranchers Total cost: $20,000	*10 months*	Develop guidelines on organizing groups of women ranchers.
Consultant for capacity building for women ranchers Total cost: $20,000	*10 months*	Develop capacity-building workshops aimed at organized groups of women ranchers to strengthen their investment readiness for sustainable and regenerative livestock projects.
Consultant for roundtables for financial platforms Total cost: $10,277	*5 months*	Develop roundtables, planning and preparation of proposals with the different livestock financing platforms to strengthen existing financial schemes aimed at addressing specific barriers in the sector, especially those faced by women seeking financing for sustainable and regenerative livestock farming activities.
Consultant to update Farm Plans Total cost: $10,000	*5 months*	Update farm plans to integrate elements of sustainable and regenerative livestock farming in favor of gender equality, indigenous peoples and the conservation of BD.
Consultant to develop TA program Total Cost: $15,000	*5 months*	Develop a technical assistance program for institutional staff and farmers, including women and the Maleku Indigenous People, for the implementation of best practices in sustainable production, agricultural economics, biodiversity conservation, restoration, and risk management.
Consultant for life cycle analysis Total cost: $25,000 USD	*10 months*	Perform a life cycle analysis for meat and milk at ACAHN.

Consultant	Time Input	Tasks, Inputs and Outputs
Consultant for traceability Total cost: $21,416	*10 months*	Develop a capacity-building and awareness-raising strategy for the individual marking and registration of animals in the SIRIGABB-SENASA/TRAZARAGRO traceability system, aimed at technical personnel, institutions and key actors (environment, production, trade), ensuring the participation of women and the Maleku Indigenous People.
Outcome 4: KM and M&E		
Project Gender and Safeguards Officer *@ $ 219,240* *total*	*48 months*	*<u>Duties and Responsibilities</u>* *Monitor progress in implementation of the project Gender Action Plan ensuring that targets are fully met and the reporting requirements are fulfilled;* *Oversee/develop/coordinate implementation of all gender-related work;* *Review the Gender Action Plan annually, and update and revise corresponding management plans as necessary;* *Monitor progress in development/implementation of the project ESMP/ESMF ensuring that UNDP's SES policy is fully met and the reporting requirements are fulfilled;* *Oversee/develop/coordinate implementation of all safeguard related plans;* *Ensure social and environmental grievances are managed effectively and transparently;* *Review the SESP annually, and update and revise corresponding risk log; mitigation/management plans as necessary;* *Ensure full disclosure with concerned stakeholders;* *Ensure environmental and social risks are identified, avoided, mitigated and managed throughout project implementation;* *Work with the M&E officer to ensure reporting, monitoring and evaluation fully address the safeguard issues of the project.*
Expert in Knowledge Management *@ $146,160 total*	*48 months*	*<u>Duties and Responsibilities</u>* *Monitor progress of the development/implementation of the project communication strategy, ensuring that all knowledge products are developed under the publication policies of MINAE and UNDP;* *Oversee/develop/coordinate implementation of communication strategy and plans;* *Ensure all communication events are managed effectively and transparently, with emphasis on gender and Indigenous people.*
Consultant for communication strategy Total cost: $15,465	*7 months*	Consultancy to develop a communication and promotion strategy for experiences in sustainable and regenerative livestock farming with a gender and intercultural perspective.
Consultant for FAO Global Platform Total cost: $23,139	*12 months*	Consultancy to systematize project experiences in the FAO Global Platform to promote the transformation of the food system through the exchange of knowledge and the generation of evidence on sustainable and regenerative livestock farming in favor of gender equality and interculturality.

Consultant	Time Input	Tasks, Inputs and Outputs
Project Monitoring and Evaluation Officer (part-time) @ $21,744 per year	*48 months*	*Duties and Responsibilities* ● *Monitor project progress and participate in the production of progress reports ensuring that they meet the necessary reporting requirements and standards;* ● *Ensure project's M&E meets the requirements of the Government, the UNDP Country Office, and UNDP-GEF; develop project-specific M&E tools as necessary;* ● *Oversee and ensure the implementation of the project's M&E plan, including periodic appraisal of the Project's Theory of Change and Results Framework with reference to actual and potential project progress and results;* ● *Oversee/develop/coordinate the implementation of the stakeholder engagement plan;* ● *Oversee and guide the design of surveys/ assessments commissioned for monitoring and evaluating project results;* ● *Facilitate mid-term and terminal evaluations of the project; including management responses;* ● *Facilitate annual reviews of the project and produce analytical reports from these annual reviews, including learning and other knowledge management products;* ● *Support project site M&E and learning missions;* ● *Visit project sites as and when required to appraise project progress on the ground and validate written progress reports.*
Independent Mid-term Review (MTR) IC@ $10,000 for 10 weeks	*10 weeks*	*Duties and Responsibilities (in coordination with the International Consultant for MTR)* • *Assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document* • *Assess early signs of project success or failure with the goal of identifying the necessary changes to be made to set the project on-track to achieve its intended results.* • *Review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, project reports including annual PIRs, project budget revisions, national strategic and legal documents, and any other materials that the consultant considers useful for this evidence-based review.* • *Review the baseline GEF focal area Core Indicators/Tracking Tools submitted to the GEF at CEO endorsement and the midterm GEF focal area Core Indicators/Tracking Tools that must be completed before the MTR field mission begins.* • *Conduct interviews, field visits and other activities for data collection.*
Independent Terminal Evaluation (TE) IC *@ $10,000 for 10 weeks*	*10 weeks*	*Duties and Responsibilities (in coordination with the International Consultant for TE)* • *Assess the achievement of project results against what was expected to be achieved;* • *Draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of project programming.* • *Review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the consultant considers useful for this evidence-based evaluation.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.* *Conduct interviews, field visits and other activities for data collection.*
• ***International / Regional and global contracting***		
Independent Mid-term Review (MTR) IC *@ $18,000 for 10 weeks*	*10 weeks*	*Duties and Responsibilities* • *Assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document* • *Assess early signs of project success or failure with the goal of identifying the necessary changes to be made to set the project on-track to achieve its intended results.* • *Review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, project reports including annual PIRs, project budget revisions, national strategic and legal documents, and any other materials that the consultant considers useful for this evidence-based review.* • *Review the baseline GEF focal area Core Indicators/Tracking Tools submitted to the GEF at CEO endorsement and the midterm GEF focal area Core Indicators/Tracking Tools that must be completed before the MTR field mission begins.* • *Conduct interviews, field visits and other activities for data collection.*
Independent Terminal Evaluation (TE) IC *@ $18,000 for 10 weeks*	*10 weeks*	*Duties and Responsibilities* • *Assess the achievement of project results against what was expected to be achieved;* • *Draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of project programming.* • *Review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the consultant considers useful for this evidence-based evaluation.* • *Review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.* • *Conduct interviews, field visits and other activities for data collection.*

Annex 8: Stakeholder Engagement Plan

COS-PISA-Annex8-S
takeholder Engager

Annex 8a: Indigenous Peoples Participation Plan

COS-PISA-Anexo8a-
IPPP-en.docx

8b. UNDP Capacity Development Scorecard

COS-PISA-UNDP
CapDevScorecard-Er

Annex 9: Environmental Social Management Framework (ESMF)

COS-PISA-Annex
ESMF-4Feb25.docx

Annex 10: Gender Analysis and Gender Action Plan

COS-PISA-Annex 10
Gender_Plan-4Feb2!

Annex 12: Additional agreements: Letters of Financial Commitments provided in separate file.

Annex 14: GEF CEO Endorsement/Approval

Separate file

Annex 15: On-Granting Provisions Applicable to the Implementing Partner (GEF Executing Entity)

On-granting clauses for non-UNDP Implementing Partners can be found here. This applies in cases where on-granting is built into the design and to the extent that it complies with the UNDP Policy on Low Value Grants (LVGs).

Annex 16: Terms of Reference for Project Board and Project Team

Project Board: All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main (mandatory) roles of the project board are as follows:

1) **High-level oversight of the execution of the project by the Implementing Partner** (GEF Executing Entity)(as explained in the "Provide Oversight" section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
2) **Approval of strategic project execution decisions of the Implementing Partner** (GEF Executing Entity)with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (GEF Executing Entity)(as explained in the "Manage Change" section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree with the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

- ✓ Consensus decision making:
  - The project board provides overall overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The project board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
  - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:
  - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
  - Appraise annual work plans prepared by the Implementing Partner (GEF Executing Entity)for the Project; review combined delivery reports prior to certification by the implementing partner (GEF Executing Entity).
  - Address any high-level project issues as raised by the project manager and project assurance;
  - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
  - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
  - Track and monitor co-financed activities and realisation of co-financing amounts of this project.

- Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

✓ Risk Management:
- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner (GEF Executing Entity). This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

✓ Coordination:
- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

Project Executive: This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner(GEF Executing Entity), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is: *Sra. Andrea Meza Murillo, Ministra de Medio Ambiente y Energía,*

Beneficiary Representative(s): Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representative (s) is/are represented by the following institutions:

- *National Institute for Women (INAMU)*
- *Municipalities (representatives of the mayors)*
- *CSOs and livestock NGOs*
- *ADI of TI Maleku*

Development Partner(s): Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner: *UNDP Resident Representative.*

Specific terms of reference of the project team will be prepared during the inception workshop but please see Annex 7 for an overview.

Annex 17: GEF Core indicators



COS-GEF8_Core_In
dicator_Reporting_C

Annex 17a: ExAct Tool for measuring GHG emissions mitigation potential



Annex
17a-COS-PISA- EX-AC

Annex 18: GEF Taxonomy

Level 1	Level 2	Level 3	Level 4
X **Influencing models**			
	X **Transform policy and regulatory environments**		
	X **Strengthen institutional capacity and decision-making**		
	X **Convene multi-stakeholder alliances**		
	X **Demonstrate innovative approaches**		
	X**Deploy innovative financial instruments**		
X**Stakeholders**			
	X**Indigenous Peoples**		
	X**Private Sector**		
		XCapital providers	
		XFinancial intermediaries and market facilitators	
		☐Large corporations	
		XSMEs	
		XIndividuals/Entrepreneurs	
		☐Non-Grant Pilot	
		☐Project Reflow	
	X **Beneficiaries**		
	X**Local Communities**		
	X**Civil Society**		
		XCommunity Based Organization	
		XNon-Governmental Organization	
		XAcademia	
		☐Trade Unions and Workers Unions	
	X**Type of Engagement**		
		XInformation Dissemination	
		XPartnership	
		XConsultation	
		XParticipation	
	X **Communications**		
		X Awareness Raising	
		☐Education	
		XPublic Campaigns	
		XBehavior Change	
X**Capacity, Knowledge and Research**			
	☐**Enabling Activities**		
	X**Capacity Development**		
	X**Knowledge Generation and Exchange**		
	☐**Targeted Research**		
	X**Learning**		
		XTheory of Change	
		XAdaptive Management	
		XIndicators to Measure Change	
	X**Innovation**		
	X**Knowledge and Learning**		
		XKnowledge Management	
		XInnovation	
		XCapacity Development	
		XLearning	
	X**Stakeholder Engagement Plan**		
X**Gender Equality**			
	X**Gender Mainstreaming**		
		XBeneficiaries	

		XWomen groups	
		XSex-disaggregated indicators	
		XGender-sensitive indicators	
	X**Gender results areas**		
		XAccess and control over natural resources	
		XParticipation and leadership	
		XAccess to benefits and services	
		XCapacity development	
		XAwareness raising	
		XKnowledge generation	
X**Focal Areas/Theme**			
	X**Integrated Programs**		
		☐Commodity Supply Chains (Good Growth Partnership)	
			☐Sustainable Commodities Production
			☐Deforestation-free Sourcing
			☐Financial Screening Tools
			☐High Conservation Value Forests
			☐High Carbon Stocks Forests
			☐Soybean Supply Chain
			☐Oil Palm Supply Chain
			☐Beef Supply Chain
			☐Smallholder Farmers
			☐Adaptive Management
		☐Food Security in Sub-Sahara Africa	
			☐Resilience (climate and shocks)
			☐Sustainable Production Systems
			☐Agroecosystems
			☐Land and Soil Health
			☐Diversified Farming
			☐Integrated Land and Water Management
			☐Smallholder Farming
			☐Small and Medium Enterprises
			☐Crop Genetic Diversity
			☐Food Value Chains
			☐Gender Dimensions
			☐Multi-stakeholder Platforms
		XFood Systems, Land Use and Restoration	
			XSustainable Food Systems
			XLandscape Restoration
			XSustainable Commodity Production
			XComprehensive Land Use Planning
			XIntegrated Landscapes
			XFood Value Chains
			XDeforestation-free Sourcing
			XSmallholder Farmers
		☐Sustainable Cities	
			☐Integrated urban planning
			☐Urban sustainability framework
			☐Transport and Mobility
			☐Buildings
			☐Municipal waste management
			☐Green space
			☐Urban Biodiversity
			☐Urban Food Systems
			☐Energy efficiency

			☐Municipal Financing
			☐Global Platform for Sustainable Cities
			☐Urban Resilience
	X**Biodiversity**		
		XProtected Areas and Landscapes	
			☐Terrestrial Protected Areas
			☐Coastal and Marine Protected Areas
			XProductive Landscapes
			☐Productive Seascapes
			XCommunity Based Natural Resource Management
		XMainstreaming	
			☐Extractive Industries (oil, gas, mining)
			☐Forestry (Including HCVF and REDD+)
			☐Tourism
			XAgriculture & agrobiodiversity
			☐Fisheries
			☐Infrastructure
			XCertification (National Standards)
			☐Certification (International Standards)
		☐Species	
			☐Illegal Wildlife Trade
			☐Threatened Species
			☐Wildlife for Sustainable Development
			☐Crop Wild Relatives
			☐Plant Genetic Resources
			☐Animal Genetic Resources
			☐Livestock Wild Relatives
			☐Invasive Alien Species (IAS)
		XBiomes	
			☐Mangroves
			☐Coral Reefs
			☐Sea Grasses
			XWetlands
			☐Rivers
			☐Lakes
			XTropical Rain Forests
			XTropical Dry Forests
			XTemperate Forests
			XGrasslands
			☐Paramo
			☐Desert
		XFinancial and Accounting	
			XPayment for Ecosystem Services
			☐Natural Capital Assessment and Accounting
			☐Conservation Trust Funds
			XConservation Finance
		☐Supplementary Protocol to the CBD	
			☐Biosafety
			☐Access to Genetic Resources Benefit Sharing
	X**Forests**		
		XForest and Landscape Restoration	
			☐REDD/REDD+
		☐Forest	
			☐Amazon
			☐Congo

			☐Drylands
	X**Land Degradation**		
		XSustainable Land Management	
			XRestoration and Rehabilitation of Degraded Lands
			XEcosystem Approach
			XIntegrated and Cross-sectoral approach
			☐Community-Based NRM
			XSustainable Livelihoods
			XIncome Generating Activities
			XSustainable Agriculture
			XSustainable Pasture Management
			XSustainable Forest/Woodland Management
			XImproved Soil and Water Management Techniques
			XSustainable Fire Management
			☐Drought Mitigation/Early Warning
		☐Land Degradation Neutrality	
			☐Land Productivity
			☐Land Cover and Land cover change
			☐Carbon stocks above or below ground
		☐Food Security	
	☐**International Waters**		
		☐Ship	
		☐Coastal	
		☐Freshwater	
			☐Aquifer
			☐River Basin
			☐Lake Basin
		☐Learning	
		☐Fisheries	
		☐Persistent toxic substances	
		☐SIDS : Small Island Dev States	
		☐Targeted Research	
		☐Pollution	
			☐Persistent toxic substances
			☐Plastics
			☐Nutrient pollution from all sectors except wastewater
			☐Nutrient pollution from Wastewater
		☐Transboundary Diagnostic Analysis and Strategic Action Plan preparation	
		☐Strategic Action Plan Implementation	
		☐Areas Beyond National Jurisdiction	
		☐Large Marine Ecosystems	
		☐Private Sector	
		☐Aquaculture	
		☐Marine Protected Area	
		☐Biomes	
			☐Mangrove
			☐Coral Reefs
			☐Seagrasses
			☐Polar Ecosystems
			☐Constructed Wetlands
	☐**Chemicals and Waste**		

		☐Mercury	
		☐Artisanal and Scale Gold Mining	
		☐Coal Fired Power Plants	
		☐Coal Fired Industrial Boilers	
		☐Cement	
		☐Non-Ferrous Metals Production	
		☐Ozone	
		☐Persistent Organic Pollutants	
		☐Unintentional Persistent Organic Pollutants	
		☐Sound Management of chemicals and Waste	
		☐Waste Management	
			☐Hazardous Waste Management
			☐Industrial Waste
			☐e-Waste
		☐Emissions	
		☐Disposal	
		☐New Persistent Organic Pollutants	
		☐Polychlorinated Biphenyls	
		☐Plastics	
		☐Eco-Efficiency	
		☐Pesticides	
		☐DDT - Vector Management	
		☐DDT - Other	
		☐Industrial Emissions	
		☐Open Burning	
		☐Best Available Technology / Best Environmental Practices	
		☐Green Chemistry	
	X**Climate Change**		
		☐**Climate Change Adaptation**	
			☐Climate Finance
			☐Least Developed Countries
			☐Small Island Developing States
			☐Disaster Risk Management
			☐Sea-level rise
			☐Climate Resilience
			☐Climate information
			☐Ecosystem-based Adaptation
			☐Adaptation Tech Transfer
			☐National Adaptation Programme of Action
			☐National Adaptation Plan
			☐Mainstreaming Adaptation
			☐Private Sector
			☐Innovation
			☐Complementarity
			☐Community-based Adaptation
			☐Livelihoods
		X**Climate Change Mitigation**	
			XAgriculture, Forestry, and other Land Use
			☐Energy Efficiency
			☐Sustainable Urban Systems and Transport
			☐Technology Transfer
			☐Renewable Energy

			☐Financing
			☐Enabling Activities
		☐**Technology Transfer**	
			☐Poznan Strategic Programme on Technology Transfer
			☐Climate Technology Centre & Network (CTCN)
			☐Endogenous technology
			☐Technology Needs Assessment
			☐Adaptation Tech Transfer
		X**United Nations Framework on Climate Change**	XNationally Determined Contribution
	☒ **Rio Markers**		
		☐Paris Agreement	
		☐Sustainable Development Goals	
		☐Climate Change Mitigation 0	
		XClimate Change Mitigation 1	
		☐Climate Change Mitigation 2	
		☐Climate Change Adaptation 0	
		XClimate Change Adaptation 1	
		☐Climate Change Adaptation 2	

Annex 19: Results of the Partners Capacity Assessment Tool (PACT) and HACT Micro Assessment

Separate file

Annex 20.Note to Support the Purchase of a Vehicle with GEF Resources

During the PPG, the need for a dedicated vehicle was identified as vital to support the mobility of specialists to function in national and local coordination activities, support and monitor activities in interventions areas, and develop capacities at national and local levels.

As mentioned in Output 3.1.2, the national co-financing programmed by the Costa Rican government does not cover the acquisition of vehicles. Recent budget cuts for institutions whose functions involve field activities (i.e., SINAC and MAG) have led to the reduction of items such as travel expenses, fuel and vehicle maintenance, among others. As such, the costs of acquiring this vehicle are covered by cooperation resources.

In the Project Document, the cost of a vehicle ($70,000) was programmed in budget notes 13 and 14:

> 13. Acquisition of a vehicle for farm visits and transportation of equipment and materials. Total cost: 1 x 50,000 USD= $50,000.
>
> 14. Vehicle maintenance for farm visits and transportation of equipment and materials. Total cost: 5 years x 4000 USD= $20,000.

The reasoning behind purchasing a vehicle is multi-fold:

1. Large intervention area and multiple travel times: Given the vast territory (at least 5 cantons covering approximately 6,734 km^2), the project team needs to conduct frequent field visits, meet with local stakeholders, monitor activities, and deliver materials to various communities. Owning a vehicle facilitates this mobility, which is essential for effective project implementation.

2. Favorable long-term cost-benefit analysis: Continuous vehicle rental throughout the 60-month project implementation period would generate a significantly higher total cost than purchasing a vehicle. Vehicle ownership is more cost-effective in the long run.

3. Donation to a local organization at project completion: The possibility of donating the vehicle to a local organization at project completion ensures the sustainability of the project's activities and strengthens the capacity of local institutions to continue conservation and development work in the Arenal Huetar Norte Conservation Area (ACAHN).

4. Flexibility and autonomy in planning and executing activities: Having its own vehicle gives the project team the flexibility to schedule trips and activities according to project needs, without depending on the availability and schedules of rental companies. This optimizes project time and resources.

5. Access to remote and hard-to-reach areas: Given the nature of conservation areas, some communities or sites of interest to the project are located in rural areas with poor or difficult-to-access roads. A suitable vehicle (e.g., with 4x4 capacity) ensures that the team can reach these areas safely and efficiently.

6. Safe and adequate transportation of equipment and materials: The project depends on the transportation of technical equipment, educational materials, field samples, and other supplies. Owning a vehicle ensures that these items are transported safely and appropriately, avoiding damage or loss.

7. Strengthen the project's image and presence in the community: A vehicle identified with the GEF, UNDP and project logo can increase the project's visibility and recognition in local communities, strengthening trust and collaboration with key stakeholders.

8. Rapid response to emergencies or unforeseen situations: In conservation and community development projects, unexpected situations may arise that require a rapid response. Having its own vehicle allows the team to mobilize quickly to address these emergencies or unforeseen events.

9. Facilitate coordination and networking with other organizations, including project partners: The vehicle facilitates the project team's participation in meetings, workshops, and other coordination activities with other organizations working in the area, strengthening partnerships and knowledge sharing.