

## TC ABSTRACT

### I. Información Básica del proyecto

▪ Country/Region:	Costa Rica/ Región Brunca
▪ TC Name:	<i>Strengthening of agricultural groups in the Pacific Coast of Costa Rica</i>
▪ TC Number:	CR-T1115
▪ Team Leader/Members: <ul style="list-style-type: none"> <li>○ Team Leader</li> <li>○ Procurement Specialist</li> <li>○ Fiduciary Specialist</li> </ul>	Álvaro Borbón (CID/CCR) Jorge Luis González (FMP/CCR) Andrés Suárez (FMP/CCR)
▪ Indicate if: Operative support, client support or research and dissemination	Client support
▪ If Operational Support, TC give number and name of Operation Supported by the TC:	
▪ Reference to Request: (IDBDOCS #)	IDB documents 38084771
▪ Date of TC Abstract:	20/December/2013
▪ Beneficiary (countries or entities which are the recipient of the technical assistance):	Costa Rica. 3 Municipalities of the Brunca Region: Coto Brus, Corredores and Osa.
▪ Executing Agency and contact name (Organization or entity responsible for executing the TC Program)	Fundación Ciudadanía Activa (FCA). Astrid Fischel. President.
▪ IDB Funding Requested:	<b>US\$675,000 (JPO)</b>
▪ Local counterpart funding, if any:	<b>US\$160,400</b>
▪ Disbursement period (which includes execution period):	18 months
▪ Required start date:	15/May/2014
▪ Types of consultants (firm or individual consultants):	Firm and individual consultants
▪ Prepared by Unit:	CID/CCR
▪ Unit of Disbursement Responsibility (UDR):	CID/CCR
▪ Included in Country Strategy (y/n) N ;	Yes
▪ TC included in CPD (y/n)	Yes
▪ GCI-9 Sector Priority	Social Policy for Equity and Productivity

### II. Objective and Justification

The **main objective** is to strengthen selected farmers of the South Pacific coast of Costa Rica, which present social and economic vulnerability, in technical and administrative

areas. The project will focus on the development of skills and abilities in management, production, marketing and technology transfer, in order to improve their possibilities of income generation and social mobility. It seeks to bring together and create bonds among farming settlements; individual farmers; cooperatives and agricultural groups. It is aimed to promote good practices in farming and manufacturing; improve productivity; develop management capability at administrative and operational levels, and specifically, promote high quality and environmentally friendly crops that can open marketing and commercialization opportunities. It also seeks to make the best use of *peripheral marketing opportunities* for direct sale of agricultural commodities.<sup>1</sup>

### III. **Description of activities and results ( See ANNEX III Project description)**

The Project has four components and will be executed in 18 months:

#### ***Component 1: Diagnosis of organizational and productive capacity***

**Activities:** 1. Working sessions with INDER officers to identify and select farmers in situation of social and economic vulnerability within the three target Municipalities of the Southern Costa Rican border. 2. Fieldwork in order to collect information for the elaboration of a diagnosis regarding the productive potential in the area of intervention. 3. Analysis of Production Characteristics (self-consumption, agro-industry, conventional or organic) in target Cantons. 4. Analysis of agricultural demand in local and regional markets. 5. Identification of possible strategic allies (Cooperatives, Ministries, agricultural sector and international trade institutions, agro-industrial businesses). **Products/Results:** 1. Beneficiary farmers and families duly identified. 2. Diagnosis of organizational and productive potential of beneficiaries.

#### ***Component 2: Capacity Building***

##### **2.1 Organizational, Administrative and Productive Capacity Building**

**Activities:** 1. Work sessions to select and/or develop specialized didactic material on the following themes: associative schemes, administration, marketing strategies, clean production, product quality and requirements for regional and local markets, customer service. 2. Workshops to develop management skills and capabilities. 3. Workshops to develop productive capacities, based on specific conditions of the economic, social and cultural environment of beneficiaries. 4. Disseminate environmentally-friendly farming techniques. 5. Provision of protected family gardens for agricultural production.

##### **2.2 Promotion of Marketing Activities**

**Activities:** 1. Definition of marketing and commercialization strategies. 2. Promotion of associativity and entrepreneurship as a means to achieve empowerment, development and sustainability. 3. Identification of *peripheral points of sale* (direct product sales, for example: restaurants, hotels, hospitals). 4. Promotion of negotiation rounds with potential buyers and identification of possible linkages among producers. 5. Design of marketing strategy for local communication media. Sharing of best production, manufacturing and marketing practices. 6. Formulation and development of a simple and practical information system, to help identify alliances and possible synergies, and best farming and marketing practices. 7. Training on market intelligence, commercial opportunities, requirements and norms to participate in local and regional markets. **Products/Results:** 1. Farmers with productive, administrative and operational management capabilities. 2. Farmers with leadership capabilities to activate the local economy. 3. Men and women participating in new income-generation opportunities through product marketing 4. Farmers and their families with access to protected family gardens for agricultural production. 5. Beneficiaries with infrastructure and basic equipment to sell at local, regional markets and mobile fairs. 6.

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<sup>1</sup> The term *peripheral marketing opportunities* refer to direct marketing and selling at the local level: supermarkets; hotels; restaurants; weekly farmer fairs.

Information system to identify alliances, synergies and information exchange concerning best agricultural and marketing practices.

### **Component 3. Documentation and Dissemination of Lessons Learned**

**Activities:** 1. Identify and disseminate positive experiences resulting from the work with selected farmers which present social and economic vulnerability. 2. Disseminate Project Objectives, in order to award recognition to the Japanese Fund and IDB as organizations who promote social and economic development and regional integration. Includes information and communication activities in order to ensure the dissemination of positive outcomes of the project. 3. Promote external signs that facilitate identification of the Project and its beneficiaries (T-shirts, pens, signs). 4. Systematize the proposed development model, which includes positive synergies between different social actors and strategic alliances, in order to facilitate replication of the experience in other border zones with similar situations. **Products/Results:** 1. Lessons learned and positive results, published and available to the public. 2. Replicable socioeconomic development model, developed and documented.

### **Component 4. Follow-up, Monitoring and Evaluation (See ANNEX VIII Follow-up and evaluation from the FCA perspective)**

**Activities:** 1. Hiring of consultants to develop project follow-up, monitoring and evaluation activities and mechanisms, in order to ensure sound administration. 2. Promote joint workshops with counterpart organizations, in order to review and endorse project advances, in accordance with the approved chronogram. 3. External Audit. **Products/Results:** 1. Follow-up and audit reports completed and endorsed by IDB. 2. Audit and External Evaluation Reports

### **Indicative Budget (See ANNEX IX)**

<b>Activity/Component</b>	<b>IDB/Fund Funding</b>	<b>Counterpart Funding</b>	<b>Total Funding (\$)</b>
<b>Component 1: Diagnosis of organizational and productive capacity</b>	<b>69,221.00</b>	<b>12,400.00</b>	<b>81,621.00</b>
<b>Component 2: Capacity Building</b>			
<b>2.1 Organizational, Administrative and Productive Capacity Building</b>	<b>227,738.50</b>	<b>2,000.00</b>	<b>229,738.50</b>
<b>2.2 Promotion of Marketing Activities</b>	<b>184,000.00</b>	<b>146,000.00</b>	<b>330,000.00</b>
<b>Component 3. Documentation and Dissemination of Lessons Learned</b>	<b>76,535.00</b>	<b>-</b>	<b>76,535.00</b>
<b>Component 4. Follow-up, Monitoring and Evaluation</b>	<b>117,505.50</b>	<b>-</b>	<b>117,505.50</b>
<b>4.1 Expert in International Evaluation</b>	<b>15,000.00</b>	<b>-</b>	<b>15,000.00</b>
<b>4.2 Follow-up and monitoring</b>	<b>41,000.00</b>	<b>-</b>	<b>41,000.00</b>
<b>4.3 Execution and follow-up (IDB)</b>	<b>10,000.00</b>	<b>-</b>	<b>10,000.00</b>
<b>4.4 Financial Audit</b>	<b>6,000.00</b>		
<b>Total Project amount</b>	<b>\$675,000.00</b>	<b>\$160,400.00</b>	<b>\$835,400.00</b>

### **3 Executive Agency and Implementing Structure (See ANNEX I FCA Profile)**

Fundación Ciudadanía Activa (Active Citizens Foundation) is a non-profit organization created in 2000 in Costa Rica. Since then, FCA has given support to diverse social actors in Latin America, in particular, in Central America, mostly in highly vulnerable communities,

by strengthening local management capacity. The organization promotes social participation and development plans and projects, with a sustainable perspective, providing training to Government and Municipal personnel and grass roots organizations. FCA also focuses on project formulation, monitoring and evaluation, and actively participates in the dissemination of lessons learned. The organization has currently a group of 21 professionals of diverse disciplines: Economics; Business Administration; Social Management; Social Studies and History.

FCA has sought to significantly improve the living conditions of poor communities through the promotion of the Shared Social Responsibility Strategy which is based on three pillars: the development of capacities and the reinforcement of social capital and gender equity; the promotion of social infrastructure works and basic services; the generation of conditions to foster sustainable development.

**Implementing Structure:** Procurement and contracting will follow policy guidelines established by the Inter-American Development Bank as well as the Procurement Plan and Procedures Handbook established and approved for the Project. FCA will be responsible for procurement and will be in charge of drawing up and publishing terms of reference and/or requests for the acquisition of goods and services, and of defining curriculum requirements to hire project consultants; with the approval of the Bank.

#### **4 Important Risks (See ANNEX IV Risks Table and Mitigating Measures)**

**1. Low level of participation of beneficiaries in project activities. Mitigating Measures:** 1. Work sessions to motivate all beneficiaries, explaining the scope of the project and importance of participating in every activity. 2 Strengthen beneficiary invitation process with support from existing government institutions in the area. 3. Program dates and times of workshops planned together with beneficiaries in order to strengthen their availability to attend. 4. Offer travel options to beneficiaries living in remote places or who have transportation limitations, in order to facilitate their participation

**2. Climate factors (rain) hinder the implementation of training and technical assistance activities. Mitigating Measures:** 1. Establish contingency plans to cover programmed activities. 2. Choose places for activities where there is less risk of suffering from bad weather. 3. Design a flexible work program, with alternative dates and meeting places.

**3. Not all farmers take advantage of new marketing opportunities. Mitigating Measures:** 1. Promote alliances by giving visibility to concrete experiences. 2. Organize experience sharing activities with farmers who have been successful through commercial linkages. 3. Organize meetings of participating farmers with possible strategic allies and potential buyers. 4. Strengthen negotiation skills of farmers.

**4. Resistance to change farming practices. Mitigating Measures** 1. Disseminate successful experiences in terms of quality, production costs and marketing of environmentally-friendly products. 2. Convey the increasing interest of consumers to acquire environmentally friendly products. 3. Provide information on different low cost alternatives available at national level, to obtain certification of best farming practices and traceability. 5. **Raise expectations that cannot be met by project. Mitigating Measures** 1. Analyze project scope with institutional and municipal representatives. 2. Organize work sessions with beneficiaries in the three cantons in order to explain project objectives and outcomes in depth, as well as responsibilities and commitments of each party.

#### **5 ENVIRONMENTAL SAFEGUARDS**

The Project is oriented towards reducing the environmental impact of conventional farming, using clean technologies and implementing best farming practices. It also promotes sustainable waste management, environment conservation and protection.

The goal of the project is to improve living conditions for farmers and their families, through income generation and improved nutritional intake