

## **ANNEX II: Linking the immediate PSC objectives to the PSC development goals**

The following immediate PSC objectives should **contribute to the development goals** of the PSC, as defined in Section A.3 (See *Annex I: PSC Background*). Most of these development goals refer to processes of change that require long periods to mature. During this process, new challenges might arise; and unsustainable activities of other actors, more powerful than the PSC stakeholders, might imply serious setbacks in the development goals.

In that sense, the immediate PSC objectives should be interpreted as “progress objectives”, within the development of a wider future vision on possible and desirable results of processes that the programme itself helps to promote or gestate. The **final** results of the immediate objectives, and the PSC programme as a whole, are **intermediate** results in these processes towards sustainable development, and towards empowerment (accumulating knowledge, skills, organisation and influence) to make the long term interests of the majorities (the poor people) prevail.

Therefore, the PSC should be monitored and evaluated to the extent it might have contributed to creating the conditions or requirements for the stakeholders -accompanied by the PSC during a limited trajectory- to go on and **further develop** these processes.

In this, the six Immediate PSC Objectives are to be seen as a kind of “work hypothesis”, to be validated together with the stakeholders and protagonists of the PSC, in a permanent process of action-reflection and co-ordination of activities. ¿To what extent the results of these immediate objectives can be capitalised, as useful inputs for constructing the processes towards the development goals of the PSC? In other words, **the results should not be seen as end stations, but as building bricks.**

The Specific Project Criteria, integral part of the PSC regulations, address these issues, but this is not enough. Along the duration of the PSC, **specific operational strategies** should be worked out and constantly improved, on each major thematic area, for each partner country. The first draft of the Annual Plan 2005-2006, result of a consultation process and policy dialogue of stakeholders in a series of thematic workshops held between 14 - 16 of November, in Thimphu, Bhutan, is an important step towards this direction.

Thus, a first major challenge for the stakeholders, and especially the National Mechanisms and Management Board, is to pursue **coherence, synergy** and **consistency** of expected results, that all should contribute to the immediate objective in an effective way, and generate certain impact.

### **C.2. The immediate objectives and the PSC principles of reciprocity, equity and participation**

A second major challenge for the Management Board and stakeholders is to identify fruitful cooperation opportunities between the partner countries, since projects should have a **reciprocal character**. This requirement should not be treated as a mere compulsory and formal add-on, because this could lead to somewhat artificial constructions. Analysis of real **added value** of reciprocal co-operation should be the starting point.

According to the PSC Regulations, **pilot projects** could start in one country; but there must be a concrete perspective that valuable project components be implemented in at least in one other country during the time-span of the project.

### C.3. In search for the appropriate dimensions for achievement of impact

One building brick is not enough: many are needed, and besides, they must fit together. Therefore, a basic sketch of the building (the strategy) is also a condition that would help. In this, the Management Board and stakeholders of the PSC should be realistic. A third major challenge is to analyse and prioritise the **dimensions** in which the PSC will be really able to achieve certain coherence, consistency and impact, in each theme and partner country, within a process-approach.

This could be at **local** and **micro-level** (reaching sustainability of a specific activity or project, which turns into a profitable and sustainable enterprise, could be a tremendous achievement, for example); at a **second-tier level** (like emergence of a self-sufficient and self-managed organisation); at **territorial level** (concentrating activities could result in a coherent sustainable development strategy in a certain territory); or at a **sector-wide and national level** (certain improvements in regulations, incentive instruments, sector-wide policies etc.; achievements of a much more ambitious character). The pursuit of impacts at **international level** (for example, as result of actions of the Joint Committee at international forums) is even more ambitious.

Scattered bricks all over the country do not make a building; they must be brought together. A huge skyscraper design that in construction practice did not even reached the first floor, is not functional either and will be abandoned. And probably, its constructor will be persecuted to face the claims of defrauded future inhabitants, financial brokers, and government institutions ....

A complete construction is preferred where one could live in pleasantly - a realistic solution within the realm of possibilities of the **available resources** and **time-span** of the PSC. This may be a small but cosy house with enough space for future improvement and extension.

### C.4. How is the rest of this Section structured?

The following are defined as thematic areas or cross-cutting themes for the PSC:

§ Sustainable tourism	- thematic area 1
§ Sustainable chains of production and consumption	- thematic area 2
§ Conservation and sustainable use of biodiversity	- thematic area 3
§ Access to sustainable energy and efficient energy use	- thematic area 4
§ Gender equity and empower women	- cross-cutting theme
§ South-South cooperation for sustainable development	- conceptual theme

For each of these thematic areas and cross-cutting themes, the following topics will be presented:

- (1) Immediate PSC objectives, and expected aggregate results that will contribute to the PSC development goals; some indicators at this level.
- (2) Points of departure: (1) common priorities and (2) differentiated challenges; both already identified in previous PSC policy dialogues.
- (3) A set of expected results that will contribute to the corresponding immediate PSC objective.
- (4) Indications of possible activities / projects to be supported or initiated by the PSC that jointly should contribute to achieve these expected results.

In each of the thematic areas, implementation of small projects, systematisation, up-scaling of experiences, research, building alliances and policy influencing are recurrent

patterns for the activities to be implemented. Knowledge exchange and policy dialogue between country partners are fixed ingredients, in each thematic area.

It is stressed once more, that the immediate objectives are “working hypothesis”: expected results maybe adapted during the course of the programme. The activities mentioned are an indication of fields that could be addressed by the PSC.

In each Operative Year-Plan, activities, projects and results should be further defined and concretised, as outcome of: policy dialogues between stakeholders, inputs and ideas of the National Mechanisms, priorities defined by the Management Board, and assessment of concrete project proposals in each thematic area. This is the fourth major challenge of the PSC. In this process, **appropriate indicators** also have to be formulated, at the level of results, in order to monitor progress in achievement of the immediate objectives of the PSC.

The time-frame of all immediate objectives is three years, unless indicated otherwise..

Policy consultations between the stakeholders on strategic approach of the thematic areas took place in November 2005, in Bhutan. For all thematic areas (except gender) **concrete ideas for Reciprocal Projects and Pilot Projects**, and for other activities (concerning promotion of South-South cooperation), already were developed during this policy consultation, and are reflected in this document. These efforts are valuable points of departure, that need further assessment and operationalisation.

#### **C.5. Thematic Area 1: Sustainable Tourism**

##### **Immediate PSC Objective 1**

Contribute to a more sustainable tourism sector in Benin, Bhutan and Costa Rica: increasing benefits to rural communities; mitigating negative side-effects in the field of culture erosion and deterioration of natural resources; and promoting a stronger pro-poor and sustainability orientation of sector policies and incentives.

##### **Aggregate expected results at the end of the PSC (3 years):**

- § A series of successful innovative projects implemented at micro-level in Benin and Bhutan
- § Second-tier initiatives started in Benin and Bhutan; and further strengthened in Costa Rica
- § Public and / or private incentive instruments and certification procedures developing (Benin, Bhutan) or being implemented on a wider scale (Costa Rica)
- § Dialogue started between private stakeholders and public sector in Benin and Bhutan to improve sustainable tourism policies; verifiable outcomes of this dialogue in Costa Rica (improved public sector-wide policy on sustainable tourism).

##### **Some indicators:**

- § Number and quality of projects, monitoring / evaluation reports on these projects
- § Existence of second-tier initiatives with real perspectives
- § Viable incentive instruments and certification initiatives; reports on design and / or performance
- § Minutes of stakeholder meetings, comparison between former policies and new initiatives

**Point of departure 1: Common policy priorities** shared by the stakeholders in Benin, Bhutan and Costa Rica:

- § Promote community-based and pro-poor tourism in the tourism industry
- § Promotion of public-private partnerships
- § Improve regulatory frameworks, quality standards and professionalism
- § Promote tourism product diversification
- § Promote sustainable tourism development in general

**Point of departure 2: Heterogeneous challenges** identified for Benin, Bhutan and Costa Rica:

**§ Benin**

- Recognition of the actual and future potential of the tourism sector in Benin, to contribute to economic growth, and as instrument to alleviate poverty
- Bring together private and public sector and stakeholders in the private sector itself
- Promote professional standards

**§ Bhutan**

- Promote inter- and intra-governmental coordination on tourism
- Training of staff, basic capacity building to improve quality of tourism services
- Diversification of tourism products; find a more adequate balance in the pronounced seasonal fluctuations in tourism arrivals
- Improve standards and monitoring; design incentive policy to meet standards

**§ Costa Rica**

- Link community-based tourism projects to the national and international tourism market
- Design incentive policy to implement developing certification schemes
- Improve capacity and professionalism in the management of small and medium sized tourism enterprises

**Result 1.1.** A set of sustainable or community-based tourism products and projects are developed at micro-level: especially in Benin and Bhutan (with less experience than Costa Rica).

- Activities:**
- 1.1.1. Identification and assessment of promising actors / attractions
  - 1.1.2. Project formulation and implementation (small investments, capacity building ... etc.)
  - 1.1.3. Contribute to restore valuable historical, cultural or environmental assets, as part of a patrimony attractive for tourism
  - 1.1.4. Involvement of community leaders, local authorities
  - 1.1.5. Monitoring, evaluation
  - 1.1.6. Discussion with all stakeholders of perspectives for up-scaling, replication, or deepening of project experiences

**Result 1.2.** Marketing and commercialisation strategies for sustainable and pro-poor tourism products, designed and in a pilot phase of implementation (Benin, Bhutan); more sophisticated marketing features adopted (Costa Rica).

- Activities:**
- 1.2.1. Mapping of existing marketing strategies and actors in the tourism sector
  - 1.2.2. Research on tourist profiles and arrivals, demand, buying power etc. (actual and potential market)
  - 1.2.3. Improve profile (identity) and quality of sustainable tourism products and services; linking of products, attractions, routes and destinations (involving initiatives started under Result 1.1); dialogue rounds with a “chain approach”
  - 1.2.4. Study quality / price ratios, costs, break-even points, competitiveness
  - 1.2.5. Develop second-tier initiatives (grouping of actors, common reserve / operator services, communication and connectivity, “branding”, enabling environment creation by local governments, etc.), training
  - 1.2.6. Develop marketing strategy, with public / private partnerships; support to concrete business development plans or tourism initiatives / enterprises
  - 1.2.7. Training of tourism agents: operators, guides, entrepreneurs, communities, servants in public tourism institutions

**Result 1.3.** Certification procedures are designed and proposed (Benin, Bhutan); tourism organisations that want to embark on certification, identified (Benin, Bhutan). Advanced implementation of certification procedures in Costa Rica.

- Activities:**
- 1.3.1. Inventory of tourism activities; assess quality of services and products; degree of environmental sustainability
  - 1.3.2. Participatory drafting of realistic standards (quality, environmental-friendly, pro-poor oriented, respectfulness in relation to local culture, sanitary standards, etc.), that also enhance competitiveness; embedding of standards in marketing strategies
  - 1.3.3. Open dialogue on this theme with tourism authorities or within existing tourism boards or promotion bodies, that should play a role in certifying procedures and mechanisms, inspections, training etc.
  - 1.3.4. Feedback seminars, training workshops
  - 1.3.5. Design of implementation strategy of certification procedures

**Result 1.4.** Systematisation of reciprocal projects, exchange of experiences between stakeholders and tourism institutions in Benin, Bhutan and Costa Rica, policy research, and investigations on the tourism sector (data collecting,

base-line), have generated a set of valuable inputs for policy influencing (towards more sustainable and pro-poor tourism); and for design or improvement of incentive instruments in each country.

- Activities:**
- 1.4.1. Data on tourism sector, systematisation and research results are brought to discussion platforms both within as between the partner countries
  - 1.4.2. Policies and incentive instruments for small enterprise development are mapped; main features for improvement and adaptation for small tourism enterprises, are discussed
  - 1.4.3. Academic or research institutions translate outcomes of these exercises into coherent and realistic policy papers, guidelines, publications of best practices, training material etc.
  - 1.4.4. Dissemination of best practices and training material; open dialogue with public sector, and entities that offer business development services and / or financial services
  - 1.4.5. Multi-stakeholder conference(s) on sustainable tourism (year 3)

## **C.6. Thematic Area 2: Sustainable Chains of Production and Consumption**

### **Immediate PSC Objective 2**

Contribute to the construction of sustainable and competitive demand-led supply chains in Benin, Bhutan and Costa Rica: by means of strengthening productive and commercial capacities of farmers and producer organisations; adoption of sanitary, phytosanitary and quality standards; enhancement of labour productivity, yields (output) and efficiency; sound management of natural resources and waste; and promoting their articulation with promising market actors.

#### **Aggregate expected results of the PSC (3 years):**

- § A series of innovative projects implemented at micro-level, for produce and technology development, conducive towards more sustainable production systems and certification
- § Strengthened producers organisations or associations, with entrepreneurial spirit
- § At least one or two promising production supply chains in each country count with a strategic development plan or business development plan, and are functioning
- § Multi-stakeholder dialogue involving the public sector has led to improvements in public policy support for sustainable production chains (such as regulatory frameworks, incentive instruments, orientation of agricultural research)

#### **Some indicators:**

- § Project outcomes at micro-level (reports / evaluations)
- § Strengthened second-tier or territorial organisations or associations of producers
- § Strategic development plans or business development plans for production supply chains
- § Outcomes of multi-stakeholder dialogues

**Point of departure 1: Common policy priorities** shared by the stakeholders in Benin, Bhutan and Costa Rica:

- § Support competitiveness of the agriculture sector in harmony with the environment
- § Capacity building in agriculture, modernisation of institutional services
- § Capitalise indigenous knowledge on crops and sustainable practices
- § Diversification of products, with technological improvement and sustainable use of available resources
- § Develop production systems based on sustainable use of soils, aquatic resources, genetic diversity, preservation of animals and mushrooms, and which are economically viable and socially acceptable
- § Promote national policies for food security, conservation of natural resources, rural employment and income generation, and private sector development

**Point of departure 2: Heterogeneous challenges** identified for Benin, Bhutan and Costa Rica:

**§ Benin**

- Recognition of the potential of wild plants, mushrooms and animal species in public policies
- Find alternatives to reduce over-exploitation of farms, improve soil management and agricultural practices, in the face of population growth and climate change; systematisation of indigenous knowledge
- Improve technical capacities and agricultural research, combining non conventional with conventional techniques; promote credit; adapt forest legislation; promote commercialisation opportunities
- Improve formal land tenure policies and security of property rights
- Improve coordination and marketing, especially for non conventional products

**§ Bhutan**

- Find alternatives for increasing productivity in a context of predominance of hill-side agriculture by small-holders and absence of arable lands
- Improve and extend soil conservation measures and practices, to stop different types of erosion
- Reduce use of chemical fertilisers and pesticides
- Install capacity for introducing and maintaining standards to increase access to highly competitive markets for organic products (production of seeds and vegetative material, logistics, certification)
- Improve entrepreneurial, managerial and technical skills of stakeholders; capacity building of NGO and business associations; research

**§ Costa Rica**

- Improve productivity and diversification of agro-chains organised by small and medium sized producers
- Improve marketing of producer associations; implement information systems
- Technical and managerial capacity building at farm level and in producer organisations

- Improve regulatory frameworks and public policy for small and medium-sized farmers

**Result 2.1.** Sustainable producers certified (organic, origin, fair trade, good agricultural practices (GAP)), with support for concrete projects at micro-level (especially in Benin and Bhutan). (This result to be produced simultaneously with the following results, since certification requires organisation).

- Activities:**
- 2.1.1. Identification of promising markets as starting point; contacting of crucial marketing agents (buyers); assessment of requirements for sustainable market access with these agents
  - 2.1.2. “Sourcing”: identification, assessment and selection of promising producers / products / associations, already integrated into the market
  - 2.1.3. Project formulation for capacity building, improved practices and productivity, based on better and sustainable technologies such as integrated pest management, organic agriculture, soil conservation, agroforestry systems, waste management, good agricultural practices in handling chemicals, etc. (training, technical assistance, financing)
  - 2.1.4. Implementation; monitoring in the face of certification standards (good agricultural practices, organic, origin, fair trade)
  - 2.1.5. Systematisation

**Result 2.2.** Strengthened capacities at farm level and of producer organisations, as starting point for associative enterprises and chain development.

- Activities:**
- 2.2.1. In-depth assessment of selected organisations / associations
  - 2.2.2. Research / validation on varieties, including wild plants, mushrooms, animals, medicinal plants and already domesticated crops
  - 2.2.3. Participatory development of future visions and strategies, taking into account economies of scale and reduction / sharing of transaction costs
  - 2.2.4. Building-up of alliances and pilot marketing plans
  - 2.2.5. Training, institution building, investment in equipment and logistics, and internal inspection system to meet standards
  - 2.2.6. Pilot commercialisation
  - 2.2.6. Systematisation

**Result 2.3.** Production supply chains established of environmental-friendly produced products that involve less-endowed households and women. Particular attention will be given to the identification of new products and marketing.

- Activities:**
- 2.3.1. Organise broad stakeholder dialogue (chain approach – producers,

- traders, providers of inputs, technical assistance and finance)
- 2.3.2. Strengthening of technical and managerial capacities of producer organisations / associations
- 2.3.3. Formulation of business development plans for selected chains
- 2.3.4. Certification procedures set in motion / commercialisation
- 2.3.5. Systematisation

**Result 2.4.** Improved enabling environments and public policies for sustainable production and trade.

- Activities:**
- 2.4.1. Research, mapping of public sector policy and incentive instruments
  - 2.4.2. Publication of guidelines, best practices, training material, policy papers
  - 2.4.3. Start dialogue and discussion platforms with stakeholders, including representatives and decision-makers of public sector, for policy influencing

#### **C.7. Thematic Area 3: Conservation and the Sustainable Use of Biodiversity**

##### **Immediate PSC Objective 3**

Contribute to the conservation and sustainable use of biodiversity in Benin, Bhutan and Costa Rica: by means of developing patterns for win-win scenario's for different ecosystems (conserving nature while combating poverty), based on concrete experiences; and by influencing national policies and legislation.

##### **Aggregate expected results of the PSC (3 years):**

- § A series of successful pilot projects, orientated at knowledge generation for implementation of “win-win” scenarios in a variety of conditions and ecosystems: how poverty of vulnerable communities can be reduced involving grass-root organisations in conservation of natural capital
- § Institutions and organisations that promote conservation of national patrimony of biodiversity are strengthened in the three partner countries
- § New knowledge generated and used as input for improvement of national policies for conservation of biodiversity

##### **Some indicators:**

- § Projects at community level; reports, systematisation records
- § Publications on biodiversity
- § Improvements as result of better policies or better policy implementation

**Point of departure 1: Common policy priorities** shared by the stakeholders in Benin, Bhutan and Costa Rica:

- § Promotion of policies and regulatory frameworks and strategies for conservation and sustainable use of biodiversity; including development of adequate markets for commercialisation of biodiversity-based products
- § Support productive initiatives of vulnerable groups that would lead to sustainable use of biodiversity (under “win-win” scenarios: poverty reduction while conserving natural capital)
- § Support information mechanisms (formal and informal) for information to public and private sectors for conservation and sustainable use of biodiversity
- § Protect, document, generate and disseminate traditional / indigenous / local knowledge and technologies on sustainable use of biodiversity
- § Face major threats to prevent loss of biodiversity, habitat destruction, deforestation, forest fires, overexploitation, water and ecosystem pollution

**Point of departure 2: Heterogeneous challenges** identified for Benin, Bhutan and Costa Rica:

**§ Benin**

- Has to face serious deterioration of ecosystems due to deforestation, desertification, overexploitation of fishing resources, and extinction of animal species
- Arise nation-wide consciousness about negative effects of natural capital destruction for the economy and livelihoods of people
- Reforestation and repopulation of abandoned watercourses and basins
- Classification of forest reserves; participation of population in management of already protected areas (North); creation of protected areas (South)
- Initiate wetland protection projects

**§ Bhutan**

- Integrate biodiversity issues into economic development plans
- More support for protected parks, protected areas and buffer zone management
- Mapping and information of biodiversity and sustainable use of these resources
- Emphasis on conservation of genetic diversity of plants, crops, animal husbandry and wild animals
- Consolidate the national priority objective of biodiversity conservation; fair and equitable sharing of benefits generated by its sustainable use

**§ Costa Rica**

- Consolidate national policies on conservation of biodiversity
- Save representative samples of wildlife and biodiversity
- Increase knowledge regarding current thriving biodiversity
- Search for sustainable and intelligent uses of biodiversity

**Result 3.1.** Innovative initiatives and projects implemented that enhance people’s participation in conservation and sustainable use of biodiversity, under “win-win” scenarios (poverty reduction and conservation of natural capital); capacities of communities, strengthened.

**Activities:** 3.1.1. Identification of vulnerable groups and mapping of current

livelihood strategies / practices, in regions with ecosystems or forests rich in biodiversity but exploited in an unsustainable manner

- 3.1.2. Mapping of usufruct or property rights, and management practices of these threatened ecosystems or forests
- 3.1.3. Support initiatives for domestication of non timber forest products (wild animals, plants) with commercial value; or instead, for sustainable recollection or harvesting practices if domestication is not possible (participatory research, training)
- 3.1.4. Investigate possibilities for applying schemes for payment of environmental services (reforestation, conservation of natural forests)
- 3.1.5. Investigate other possibilities for capitalising natural resources (ecotourism, community participation in management of protected areas and national parks, and so on)
- 3.1.6. Improve usufruct or property rights, promoting transfer of (part of) responsibilities for sustainable management and use to local communities or stakeholders
- 3.1.7. Initiate some strategic pilot projects at grass-root level around these themes (could be very different projects in each partner country); systematisation of innovations

**Result 3.2.** Capacities of a variety of organisations, human resources and institutions (government, private, civil society) that promote biodiversity and conservation of national natural patrimony, are strengthened.

- Activities:**
- 3.2.1. Identification of institutions with a track record
  - 3.2.2. Promote networks and exchange between institutions of partner countries and third countries on biodiversity and natural resources management
  - 3.2.3. Promote research and mapping of biodiversity; ecosystem management studies in pilot sites (mountains, natural forests, wetlands, maritime ecosystems ...)
  - 3.2.4. Mapping of threats, including invasion of non native species
  - 3.2.5. Institutional strengthening and equipment for ex-situ conservation (in-vitro techniques) of germplasma of endemic and endangered species
  - 3.2.6. Dissemination of research results (publications for the academic community; in teaching materials; and in popularised versions for a wider public (leaflets, articles in newspapers etc.)

**Result 3.3.** New knowledge is generated; dissemination of good practices and public information on biodiversity and sustainable use of natural resources, is promoted.

- Activities:**
- 3.3.1. Outcomes of previous results are used for public awareness campaigns
  - 3.3.2. Involvement of public sector institutions on natural resources

management, rural development and agricultural sector  
3.3.3. Elaboration of guidelines, training materials and publicity

**Result 3.4.** National policies and legislation that support the conservation and sustainable use of biodiversity, have improved, in line with generated knowledge and practices and international commitments.

**Activities:** 3.4.1. Mapping of existing regulatory frameworks, policies and strategies, and international commitments  
3.4.2. Research, draft of policy papers and proposals on priority issues (nourished by outcomes of previous results)  
3.4.3. Multi-stakeholder dialogues, seminars, workshops for policy influencing at local or national levels

**C.8. Thematic Area 4: Access to Sustainable Energy and Efficient Energy Use**

**Immediate PSC Objective 4**

Contribute to enhancing access to sustainable energy in Benin, Bhutan and Costa Rica: especially for less endowed families; promoting clean production and efficient use of energy.

**Aggregate expected results of the PSC (3 years):**

- § A series of successful and innovative energy projects implemented at grass-root level
- § Better access to electric and clean energy for multiple purposes y the rural areas (especially Bhutan and Benin)
- § Reinforced alliances and policy dialogue on the renewable and sustainable energy theme in each country
- § Some larger investment projects (public / private partnerships) for renewable energy of access improvement designed or under way

**Some indicators:**

- § Project systematisation reports
- § Organisations of sustainable energy users formed or strengthened
- § Outcomes of policy dialogues with public energy sector
- § Investment plans / feasibility studies

**Point of departure 1: Common policy priorities** shared by the stakeholders in Benin, Bhutan and Costa Rica:

- § In addressing the energy demand increase (around 60% in the next 25 years), promote use of renewable energy sources for energy security and sustainable development; and in rural electrification, tourism and biodiversity initiatives; subsidies for access to energy by the rural poor

- § Improve regulatory framework; grant level playing fields; remove non-transparent subsidies for other energy sources
- § Reduce dependence on fuel wood (especially Benin and Bhutan); reduce energy divide between urban and rural areas; waste management for energy production
- § Involve local participation and ownership of renewable energy and technology development based on local resources; capacity building and technology development
- § Incentive mechanisms: such as long-term credit, rental options, import of equipment with tax breaks, tradable renewable energy certificates, to promote investments

**Point of departure 2: Heterogeneous challenges** identified for Benin, Bhutan and Costa Rica:

**§ Benin**

- Develop solar energy driven water pumping from wells and other water resources
- Promote agricultural residues-based power and bio-gas projects in cattle breeding areas (energy generation from bio-mass)
- Promote research to assess Benin's potential regarding solar and wind-powered energy
- Awareness campaigns for promotion of efficient use of energy and sustainable energy techniques

**§ Bhutan**

- Clean energy for all by 2020; extension of the national grid in rural areas
- Promotion of bio-mass and solar energy
- Promotion of energy efficiency and clean technology for household consumption
- Promote research to assess Bhutan's potential regarding solar, geothermal and wind-powered energy
- Capacity building

**§ Costa Rica**

- Support to governmental and private sector initiatives for renewable and clean energy
- Research on clean markets and technologies for new production chains and energy uses
- Mitigate negative effects of boosting transportation sector (increasing dependence on imported fossil fuels)
- Promote savings and more efficient and rational energy use (regulation; importation of more efficient equipment and vehicles, etc.)

**Result 4.1.** Initiatives and pilot projects that support clean production and efficient use of energy; bio-mass and solar energy as an alternative source of energy, promoted.

- Activities:**
- 4.1.1. Identification and assessment of groups and communities
  - 4.1.2. Exchange of appropriate key technologies, validation
  - 4.1.3. Project implementation, monitoring

#### 4.1.4. Systematisation

**Result 4.2.** Strengthened individual and organisational capacities; knowledge generation, dissemination of good practices and public information

- Activities:**
- 4.2.1. Promotion of platforms of ‘sustainable energy users’
  - 4.2.2. Standardise validated technology packages for household and community generation or use of energy
  - 4.2.3. Involve government institutions, rural development agencies etc.
  - 4.2.4. Promote small enterprises, technical assistance and training schemes for dissemination of small-scale energy technologies and projects

**Result 4.3.** Improved national policies and incentive systems that support clean production and efficient use of energy

- Activities:**
- 4.3.1. Assessment of the energy planning processes in Benin and Bhutan (with assistance of Costa Rican experts)
  - 4.3.2. Mapping of technical, legal, cultural and financial barriers and frameworks for each country, for more sustainable energy policy
  - 4.3.3. Assess potential for promoting renewable and sustainable energy generation in each country
  - 4.3.5. Drafting of guidelines, policy papers, training and campaign materials
  - 4.3.6. Exchange of knowledge, experiences: workshops, seminars, policy dialogue and influencing, for supportive legal, institutional and regulatory climate for sustainable energy development
  - 4.3.7. Promote national energy action programmes

**Result 4.4.** Strategic public-private alliances for investment projects in renewable energy and access improvement (especially in rural areas) created and operational.

- Activities:**
- 4.4.1. Involve private sector representatives; training of entrepreneurs
  - 4.4.2. Design of public and private incentive mechanisms (like financing, technology transfer, tax policy)
  - 4.4.3. Assistance in business development plans for up-scaling successful pilot projects, feasibility studies etc.
  - 4.4.4. Monitoring and systematisation

### **C.9. Thematic Area 5 (cross-cutting): Gender Equity and Empower Women**

#### **Immediate PSC Objective 5**

Promote gender equity and empower women in Benin, Bhutan and Costa Rica, as explicit norm in the generation of results in the four major thematic areas and the sixth conceptual theme of the PSC: by means of pro-active and representative participation of women in all relevant activities conducive to those results.

#### **Aggregate expected results of the PSC (3 years):**

- § Growing participation in projects, dialogues
- § Greater awareness of the gender approach
- § Concrete applications of the gender approach within the PSC thematic areas

**Some indicators:**

- § Project reports
- § Reports of meetings and dialogues
- § Training material and guidelines
- § Composition of National Mechanism and PSC Secretariat staff

**Point of departure 1: Common policy priorities** shared by the stakeholders in Benin, Bhutan and Costa Rica:

- § All partner countries share the vision of mainstreaming gender equity in the PSC
- § Enhance opportunities for participation of women in PSC activities and projects

**Point of departure 2: Heterogeneous challenges** identified for Benin, Bhutan and Costa Rica:

- § Since gender equity was not defined as immediate objective in the former version of the PSC Multi-Year Plan, and not discussed either as separate theme in policy consultations for formulation of the PSC Annual Plan 2005-2006, an effort should be made to identify specific challenges in the partner countries, to guarantee gender equity within the thematic areas defined.

**Result 5.1.** In all projects a significant and growing percentage of women is actively involved as actor and beneficiary.

- Activities:**
- 5.1.1. Inclusion of gender participation criteria in project assessment tools and in Specific Project approval Criteria (PSC Regulations, Article 12)
  - 5.1.2. Training of intermediate organisations in gender approach in small projects
  - 5.1.3. Specific cross-cutting systematisation exercises on this subject
  - 5.1.4. Include progress towards gender equity in PSC projects and activities, as recurrent and compulsory theme in reporting

**Result 5.2.** A better overview of the major constraints of women in each partner country, concentrating on the thematic areas of the PSC; and of the opportunities to make progress towards major level of gender equity and empowerment.

- Activities:** 5.2.1. Research projects

- 5.2.2. Special workshops on this theme within the framework of policy dialogues between the stakeholders of the partner countries
- 5.2.3. Develop a vision on the importance of gender equity and women empowerment in sustainable development, and especially, within the PSC framework of the thematic areas (tourism, chains, biodiversity, energy)
- 5.2.4. Reports to the National Mechanisms and Management Board

**Result 5.3.** A significant and growing percentage of women involved in policy dialogues, systematisation of experiences and best practices.

- Activities:**
- 5.3.1. Guarantee and monitor in a systematic manner, participation of women in events
  - 5.3.2. Systematise specific contribution of women or gender-like contribution, in order to be able to improve design of activities, projects, knowledge exchange, proposed policies and instruments (women-friendly)
  - 5.2.3. Elaborate workable operational strategies or brief guidelines for empowerment of women in each partner country, within the framework of the thematic areas of the PSC

**Result 5.4.** A significant and growing percentage of women represented in the Boards and Technical Departments of the National Mechanisms.

- Activities:**
- 5.4.1. Inclusion of gender approach in the organisational capacity assessment of the National Mechanisms
  - 5.4.2. Procure balanced composition of staffing of the National Mechanisms, at different levels (managerial, technical, administrative)
  - 5.4.3. Procure promotion of principles of gender equity in the functioning of the National Mechanisms and the PSC in general

**C.10. Thematic Area 6 (conceptual): South-South Cooperation for Sustainable Development**

**Immediate PSC Objective 6**

Explore the potential of the South-South partnership between Benin, Bhutan and Costa Rica: as concept for fruitful national and international alliances between civil society actors, private sector, research institutions and government institutions; as vehicle for greater international commitments and co-operation between governments of the partner countries; and as autonomous channel for North-South-South development cooperation and funding.

**Aggregate expected results of the PSC (3 years):**

§ Joint plan / programme of the National Mechanisms strengthened

- § Numerous reciprocal projects identified, implemented or in process of implementation
- § Documentation and disclosure of valuable experiences
- § Joint participation and positioning at international conferences and meetings on sustainable development issues
- § Administrative structure and PSC Secretariat in process of consolidation; perspectives for sustainability
- § New collaborators and eventually partner countries join the partnership

**Some indicators:**

- § PSC and project reports
- § PSC publications (imprinted or made available for free on the web site)
- § Joint declarations on international conferences
- § PSC financial statements
- § New agreements / programme contributions

**Point of departure 1: Common policy priorities** shared by the stakeholders in Benin, Bhutan and Costa Rica:

- § Bhutan, Benin and Costa Rica have cooperated in the field of sustainable development since 1994; share trust and understanding; and are willing to critically review each other's development pathways
- § Modalities are in place to facilitate exchange and cooperation between actors from the government, civil society and the private sector
- § Develop and consolidate framework for South-South cooperation; identification of collaborators to bring about greater levels of sustainability

**Point of departure 2: Heterogeneous challenges** identified for Benin, Bhutan and Costa Rica:

**§ Benin, Bhutan**

- For the international donor community, Benin and Bhutan are considered as developing countries; they rely on development cooperation to a far greater extent than Costa Rica
- This implies major presence of development agencies and representatives in these countries and opportunities to negotiate engagement in activities and projects of the National Mechanisms in Benin and Bhutan

**§ Costa Rica**

- The international donor community considers Costa Rica as "medium income" developing country; the tendency is withdrawal of official and non governmental development cooperation; this could imply weakening of civil society organisations (NGO) which depend to a great extent on external funding and subsidising
- A comparative stable political situation, certain progress in elaboration and implementation of public policies for sustainable development, relative

prosperity and a reservoir of well prepared professionals, are assets to promote Costa Rica as platform for North-South-South Cooperation

- In spite of withdrawal of official development cooperation, numerous international organisations and countries hold embassies, offices or even regional headquarters in Costa Rica

**Result 6.1.** A framework for South-South cooperation, developed.

- Activities:**
- 6.1.1. Implementation of the Half-Year Plan May 15<sup>th</sup>- November 15<sup>th</sup> 2007, for setting up and strengthening of the PSC Secretariat / Fundecooperación (details: see Plan for Start-up Phase)
  - 6.1.2. Assessment of the National Mechanisms in Benin and Bhutan by the PSC Secretariat, using the Checklist Organisational Capacity Assessment instrument (COCA); participatory design of a trajectory for institutional strengthening
  - 6.1.3. Improvement of manuals, and the PSC Handbook of Procedures
  - 6.1.4. All other activities to carry out the Programme (daily management tasks; at least 3 calls for proposals, promotion; organise 6 half-yearly meetings of the Management Board, 1 yearly meeting of the Joint Committee; regular policy dialogues with the stakeholders; preparation of reports and external evaluations; etc.).

**Result 6.2.** Experiences with PSC promoted in international sustainable development forums.

- Activities:**
- 6.2.1. Systematisation and documentation of the most relevant and promising experiences; draft of well-elaborated papers (eventually in collaboration with academic researchers) and training material; posting on own and other websites; imprinted publications, leaflets, etc.
  - 6.2.2. Elaborate communication strategy
  - 6.2.3. Develop good communication and work relations with the Joint Committee

**Result 6.3.** Joint participation and positioning at international conferences and meetings on sustainable development issues

- Activities:**
- 6.3.1. Active participation of the National Mechanisms, alliances and stakeholders in national preparatory or informing activities
  - 6.3.2. Coordination with the Joint Committee
  - 6.3.3. Follow-up of conference and international meetings outcomes; publicity (for example via the PSC Website)

**Result 6.4.** The PSC has a sound financial status and greater perspectives for sustainability.

- Activities:**
- 6.4.1. Invest in accountability, transparency, professionalism
  - 6.4.2. Widen alliances, systematic leveraging of resources in projects

- 6.4.3. Optimise profitability of idle funds, via the Trust Fund (“Fideicomiso”) construction
- 6.4.4. Systematic monitoring of PSC performance on efficacy and efficiency in producing expected results (via appropriate indicators as recurrent theme in project reports); constant improvement
- 6.4.5. Take advantage of the mid-term review (planned for 2009 but could take place before); an asset to be used as “window” to the PSC from the outside world and third parties, to promote the model of North-South-South Cooperation
- 6.4.6. Promote the partnership within the framework of the Millennium Development Goals, in UN circles and amongst other multilateral, bilateral and non governmental co-financing agencies; and amongst private sector foundations