

# Costa Rica Adaptation Programme – ADAPTA2+

*Reducing Vulnerability in Critical Sectors (Agriculture, Water Resources, and Coastlines)  
to Lessen the Negative Impacts of Climate Change and Improve Resilience*

## Midterm Evaluation – July 2018

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## TABLE OF CONTENTS

<b>ACKNOWLEDGEMENTS .....</b>	<b>1</b>
<b>ACRONYMS AND ABBREVIATIONS .....</b>	<b>1</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>1</b>
<b>1. EVALUATION BACKGROUND .....</b>	<b>2</b>
1.1 ADAPTATION FUND PROCEDURES AND REQUIREMENTS .....	2
1.2 FUNDECOOPERACIÓN .....	2
1.3 RATIONAL, SCOPE AND OBJECTIVES OF THE MTE.....	3
<b>2. METHODOLOGY.....</b>	<b>5</b>
2.1 EVALUATION APPROACH AND METHODOLOGY .....	5
2.2 EVALUATION CRITERIA AND QUESTIONS .....	6
2.3 LIMITATIONS.....	7
<b>3. PROGRAMME BACKGROUND AND CURRENT STATUS .....</b>	<b>8</b>
3.1 PROGRAMME CONTEXT: PRE-EXISTING VULNERABILITY AND RATIONALE FOR ADAPTATION .....	8
3.2 OVERVIEW OF PROGRAMME CONCEPT .....	10
3.3 PROGRAMME COMPONENTS AND OBJECTIVES (LOGICAL FRAMEWORK) .....	21
3.4 CURRENT IMPLEMENTATION STATUS .....	23
<b>4. PROGRAMME EVALUATION FINDINGS.....</b>	<b>29</b>
4.1 FINDINGS HIGHLIGHTS.....	29
4.2 STRATEGIC RELEVANCE .....	31
4.3 ACHIEVEMENT OF OUTPUTS.....	35
4.4 EFFECTIVENESS (ACHIEVEMENT OF OUTCOMES) .....	42
4.5 SUSTAINABILITY AND REPLICATION .....	44
4.6 EFFICIENCY .....	46
4.7 FACTORS IMPACTING PROGRAMME PERFORMANCE .....	47
<b>5. HIGHLIGHTS, LESSONS LEARNED AND RECOMMENDATIONS .....</b>	<b>50</b>
<b>APPENDICES.....</b>	<b>53</b>
APPENDIX 1. EVALUATION INTERVIEW GUIDE (NIE) .....	54
APPENDIX 2. EVALUATION INTERVIEW GUIDE (PROJECTS) .....	57
APPENDIX 3. EVALUATION INTERVIEW GUIDE (MAG).....	59
APPENDIX 4. EVALUATION INTERVIEW GUIDE (DCC).....	60
APPENDIX 5. SUPPORTING DOCUMENTS .....	62
APPENDIX 6. KEY ACTORS INTERVIEWS.....	65
APPENDIX 7. LIST OF ON-GOING PROJECTS .....	68
APPENDIX 8. ATTENDEES OF THE MID-TERM REPORTING EVENT .....	72

## LIST OF TABLES

<b>TABLE 1. MTE AGENDA .....</b>	<b>3</b>
<b>TABLE 2. MTE SAMPLE PROJECTS .....</b>	<b>4</b>
<b>TABLE 3. PROGRAMME MILESTONES .....</b>	<b>12</b>
<b>TABLE 4. MOST ADVANCED PROJECTS IN TERMS OF NIE EXECUTED BUDGETS .....</b>	<b>25</b>
<b>TABLE 5. LESS ADVANCED PROJECTS IN TERMS OF NIE EXECUTED BUDGETS .....</b>	<b>27</b>
<b>TABLE 6. ENVIRONMENTAL AND SOCIAL PRINCIPLES (ESP) .....</b>	<b>32</b>
<b>TABLE 7. SYNTHESIS OF PERFORMANCE FOR THE 40 PROJECT INDICATORS AFTER TWO YEARS OF PROGRAMME IMPLEMENTATION.....</b>	<b>36</b>
<b>TABLE 8. ACHIEVED PERFORMANCE FOR AGGREGATED INDICATORS AFTER TWO YEARS OF PROGRAMME IMPLEMENTATION.....</b>	<b>36</b>
<b>TABLE 9. IMPLEMENTATION STATUS PER PROGRAMME COMPONENT AND OUTPUT.....</b>	<b>39</b>
<b>TABLE 10. LESSONS LEARNED AND RECOMMENDATIONS .....</b>	<b>51</b>

## LIST OF FIGURES

<b>FIGURE 1. EXECUTED/REMAINING BUDGETS AT PROGRAMME LEVEL (PER PROJECT) .....</b>	<b>23</b>
<b>FIGURE 2. EXECUTED AND REMAINING BUDGETS (%) AT PROGRAMME LEVEL .....</b>	<b>24</b>
<b>FIGURE 3. PROJECTS OVER/UNDER 50% EXECUTED BY NIE AT MID-TERM .....</b>	<b>25</b>
<b>FIGURE 4: PLANNED BUDGET EXECUTION (PROGRAMME LEVEL) .....</b>	<b>28</b>

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The views expressed in this report are purely those of the authors and do not necessarily reflect the views of Adaptation Fund, Fundecooperación or project stakeholders, including beneficiaries, who were consulted during this mid-term evaluation.

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## Acronyms and Abbreviations

Acronym	Spanish (English)
ACEPESA	Asociación Centroamericana para la Economía, Salud y el Ambiente ( <i>Centro American Association of Economy, Health and Environment</i> )
AF	Fondo de adaptación ( <i>Adaptation Fund</i> )
AFB	Junta directiva del Fondo de adaptación ( <i>Adaptation Fund Board</i> )
AFS	Secretariat de la junta directiva del Fondo de adaptación ( <i>Secretariat of the Adaptation Fund Board</i> )
ALIARSE	Fundación para la Sostenibilidad y la Equidad ( <i>Centro American Association of Economy, Health and Environment</i> )
AMPR	Área Marina de Pesca Responsable ( <i>Marine Area of Responsible Fishing</i> )
ARESEP	Autoridad Reguladora de los Servicios Públicos ( <i>Public Services Regulating Authority</i> )
ASADAS	Asociaciones Administradoras de los Sistemas de Acueductos y Alcantarillados Comunales ( <i>Administrative Associations of the Aqueduct and Communal Sewerage Systems</i> )
A y A	Instituto Costarricense de Acueductos y Alcantarillados ( <i>Costa Rican Institute of Aqueducts and Sewers</i> )
BPA	Buenas Prácticas Agrícolas ( <i>Good Agricultural Practices</i> )
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza ( <i>Tropical Agronomic Research and Education Center</i> )
CC	Cambio Climático ( <i>Climate change</i> )
CCA	Adaptación al Cambio Climático ( <i>Climate Change Adaptation</i> )
CNE	Comisión Nacional de Prevención de Riesgos y Atención de Emergencias ( <i>National Commission for Risk Prevention and Emergency Care</i> )
CEDARENA	Centro de Derecho Ambiental y de Recursos Naturales ( <i>Center for Environmental Law and Natural Resources</i> )
CFIA	Colegio Federado de Ingenieros y Arquitectos

	<i>(Federated College of Engineers and Architects)</i>
CIEDES	Centro de Investigaciones en Desarrollo Sostenible <i>(Center for Research in Sustainable Development)</i>
CMNUCC	Convención Marco de las Naciones Unidas sobre Cambio Climático <i>(United Nations Framework Convention on Climate Change)</i>
C-Neutral	Carbon neutral <i>(Carbono neutral)</i>
COOCAFE	Consortio de Cooperativas de Caficultores de Guanacaste y Montes de Oro <i>(Consortium of Coffee Cooperatives of Guanacaste and Montes de Oro)</i>
Coopepuriscal	Cooperativa Agroindustrial de Servicios Múltiples de Puriscal <i>(Puriscal Agroindustrial Cooperative for Multiple Services)</i>
CREMA	Centro Rescate de Especies Marinas Amenazadas <i>(Center for the Rescue of Endangered Marine Species)</i>
DCC	Dirección de Cambio Climático <i>(Climate Change Direction)</i>
EIN	Ente de Implementación Nacional <i>(National Implementing Entity)</i>
ENCC	Estrategia Nacional de Cambio Climático <i>(National Climate Change Strategy)</i>
FONAFIFO	Fondo Nacional de Financiamiento Forestal <i>(National Forestry Fund)</i>
FUNDECOR	Fundación para el Desarrollo de la Cordillera Volcánica Central <i>(Foundation for the Development of the Central Volcanic Mountain Range)</i>
GEI	Gases con efecto invernadero <i>(Greenhouse Gas)</i>
ICE	Instituto Costarricense de Electricidad <i>(Costa Rica Power Institute)</i>
ICICOR	Ingeniería Civil, Arquitectura, Inspección de Obras en Construcción <i>(Civil Engineering, Architecture, Inspection of Construction Works)</i>
IMN	Instituto Meteorológico Nacional <i>(National Meteorology Institute)</i>
INCOPECA	Instituto Costarricense de Pesca y Acuicultura <i>(Costa Rican Institute of Fisheries and Aquaculture)</i>
INDC	Contribuciones Previstas y Determinadas a Nivel Nacional

	<i>(Intended Nationally Determined Contributions)</i>
INDER	Instituto de Desarrollo Rural <i>(Institute of Rural Development)</i>
INS	Instituto Nacional de Seguros <i>(National Institute of Insurance)</i>
INTA	Instituto Nacional de Innovación y Transferencia en Tecnología Agropecuaria <i>(National Institute of Innovation and Transfer in Agricultural Technology)</i>
IPCC	Panel Intergubernamental de Expertos sobre Cambio Climático <i>(Intergovernmental Panel of Experts on Climate Change)</i>
MAG	Ministerio de Agricultura y Ganadería <i>(Ministry of Agriculture and Livestock)</i>
MAOCO	Movimiento de Agricultura Orgánica Costarricense <i>(Movement of Organic Costa Rican Agriculture)</i>
MIDEPLAN	Ministerio de Planificación Nacional y Política Económica <i>(Ministry of National Planning and Economic Policy)</i>
MINAE	Ministerio de Ambiente y Energía y Telecomunicaciones <i>(Ministry of Environment and Energy and Telecommunications)</i>
NAMA	Acciones de mitigación apropiadas a nivel nacional <i>(Nationally Appropriate Mitigation Actions)</i>
ODS	Objetivo de Desarrollo Sostenible <i>(Sustainable Development Goal)</i>
OMM	Organización Meteorológica Mundial <i>(World Meteorological Organization)</i>
ONU	Organización de las Naciones Unidas <i>(United Nations)</i>
PNA	Plan Nacional de Adaptación <i>(National Adaptation Plan)</i>
PND	Plan Nacional de Desarrollo <i>(National Development Plan)</i>
PNUD	Programa de las Naciones Unidas para el Desarrollo <i>(United Nations Development Program)</i>
PNUMA	Programa de las Naciones Unidas para el Medio Ambiente <i>(United Nations Environment Program)</i>
PPR	Reporte de desempeño de proyecto

	<i>(Project Performance Report)</i>
ProDUS	Programa de Investigación en Desarrollo Urbano Sostenible <i>(Program of Research in Sustainable Urban Development)</i>
PSA	Pago por Servicios Ambientales <i>(Pago por Servicios Ambientales)</i>
SEPLASA	Secretaría de Planificación Sectorial de Ambiente, Energía, Mares y Ordenamiento Territorial <i>(Secretariat of Sectoral Planning of Environment, Energy, Seas and Territorial Planning)</i>
SETENA	Secretaria Técnica Nacional Ambiental <i>(National Environmental Technical Secretariat)</i>
SINAC	Sistema Nacional de Áreas de Conservación <i>(National System of Conservation Areas)</i>
SIREFOR	Sistema de Información de Recursos Forestales <i>(Forest Resources Information System)</i>
UCR	Universidad de Costa Rica <i>(Costa Rica University)</i>
UNA	Universidad Nacional de Costa Rica <i>(National University of Costa Rica)</i>
UNAFOR	Unión Nacional Agroforestal <i>(National Agroforestry Union)</i>
ZAE	Zonificación Agroecológica <i>(Agroecological Zoning)</i>

## Executive summary

In terms of exposition and sensibility to climate risks, Costa Rica is one of the most vulnerable country in the world. The studies of the National Meteorological Institute (IMN) clearly demonstrate how extreme hydro-meteorological conditions have caused damage in various socioeconomic sectors of the country. According to a World Bank study<sup>1</sup>, Costa Rica is the second country most exposed to multiple climate risks in the world. It is estimated that 36.8% of the total area of the country is exposed to three or more adverse natural events. This study also places Costa Rica in eighth position, with greater possibility of suffering economic risks associated with these natural disasters.

The most recent Global Climate Risk Index (CRI 2018) also confirms Costa Rica is one of the most exposed country to climate risks. The CRI analyses to what extent countries are affected by the impacts of weather-related events (storms, floods, heat waves etc.). It indicates a level of exposure and vulnerability to extreme events, based on the impacts of extreme weather events and associated socio-economic data. The Climate Risk CRI 2018 indicates a score of 40.17 for Costa Rica, corresponding to the 25<sup>th</sup> rank of the world's countries.

Taking these risks into account, the country's National Climate Change Strategy (ENCC) has included adaptation to climate change as a priority activity aiming at the reduction of vulnerability associated with agriculture, water resources and coastal communities. As part of the ENCC, ADAPTA2+ programme is the government's flagship for climate adaptation in Costa Rica. Unlike standalone projects addressing a specific vulnerability in one sector and/or region, ADAPTA2+ is undoubtedly complex and ambitious, as it involves multiple stakeholders in several areas of the country, all embedding a unique socioeconomic and environmental context, as well as specific climate vulnerabilities. The ADAPTA2+ mid-term evaluation (MTE) has allowed concluding that the National Implementing Entity (NIE), Fundecooperación, has been so far highly successful in managing such complexity:

- ✓ The programme has had so far a massive outreach in terms of number of communities, executing entities and institutional actors involved in adaptation actions. This outstanding level of outreach was made possible thanks to the programmatic approach proposed and developed by Fundecooperación. This approach has resulted in the development of strong partnerships and active collaboration with the most knowledgeable executing entities in the country, which have all an in-depth knowledge of the specific regional or local adaptation issues, stakeholders and socioeconomic context. This disaggregated approach (bottom-up approach) allows focusing on multiple communities and as a result, the programme generates a significant and systemic impact across the whole country.
- ✓ The disaggregated programmatic approach developed by Fundecooperación has facilitated the involvement of the local communities and, ultimately, the sense of ownership of projects. This “ecosystemic” approach, which includes a high diversity of Executing Entities, is creating a considerable structural effect among the actors involved: local, regional and national institutions, from the MAG to small cooperatives and farmer organizations. This is probably

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<sup>1</sup> Hot Spot de desastres naturales, Banco Mundial, 2005.

one of the programme's biggest strengths with regards to mainstreaming adaptation to climate change.

- ✓ In terms of relevance and alignment with the country's political and strategic framework, ADAPTA2+ has shown to be in a good way to achieve such ambitious and systemic targets. The programme is aligned with the priorities defined in the ENCC and most importantly, with concrete needs of the most vulnerable communities in the country. Moreover the programme has shown to be perfectly aligned the National Development Plan and the Nationally Determined Contributions (NDC), as Costa Rica included an adaptation component in its NDC, with concrete commitments related to specifically disaster risk reduction and community-based adaptation, both part of ADAPTA2+. Finally the programme has shown an alignment with the Sustainable Development Goals (SDGs) of the UN. The programme also supports the national policy to manage the adaptation of communities.
- ✓ More than a simple alignment, the programme appears to be the country's vehicle for climate change adaptation. As such, the programme's impacts go far beyond facilitating the projects' access to the funds. Acting beyond its administrative role, the National Implementing Entity (Fundecooperación) has demonstrated its capacity to identify and facilitate collaboration among the different stakeholders that need to be structured in order to implement an adaptation action: agricultural producers, local authorities, communities-based water management entities (ASADAS), technology providers, technical assessors, etc. The site visits and interviews undertaken as part of the evaluation have allowed identifying the critical importance of having all the stakeholders aligned at the moment of implementing a project and as such, Fundecooperación has played a critical role in coordinating and fostering exchanges among them (match-making).
- ✓ At the mid-term, the programme has managed to achieve progress estimated to almost half of the approved budgets (48%) for 33 implemented projects. Given the variety of executing entities, project types and regions, this achievement is outstanding. The highly satisfactory progression at mid-term is also an indicator of Fundecooperación's capacity to be cost-effective in the administration of such complex programme with a relatively small team.
- ✓ The evaluation also leads to the conclusion that ADAPTA2+ has had so far an effective impact on the adaptation capacities of the final beneficiaries. For the vast majority of the 33 projects, the programme allows accelerating the implementation of adaptation actions in the sectors most exposed to climate variability. Furthermore, the interviewed executing entities and final beneficiaries have testified multiple co-benefits, such as the reinforcement of local mobilization and organization, food security, the active involvement of women and children, the protection of biodiversity, the economic diversification, etc.
- ✓ Sample projects combined with site visits have allowed observing the effective and positive impacts that the programme generates in the field and in the communities. Notably those impacts include concrete changes of agricultural practices that immediately increase the resilience of farmers to climate risks, for instance by securing the access to water or by allowing forage production all year long. The programme has also allowed an immediate response to urgent needs of water supply and storage in communities particularly exposed to droughts.

The MTE includes a series of immediate and future recommendations associated with some findings and from which the programme's impacts could be further improved. Within those findings, none have been found to put the programme at risk in terms of achieving the expected results; as such, they are all considered minor findings. The key findings are as follows:

- Effectiveness: more *ex ante* and *ex post* vulnerability assessment could have been undertaken in order to measure the effectiveness with more precision the change in resilience when comparing before and after the projects implementation. In many cases, the vulnerability assessment is made empirically and resilience improvement is based on several assumptions that are not necessarily directly measured based on objective indicators. For instance, the implementation of fertigation (irrigation and fertilisation system) at a dairy farm is assumed to improve soils and increase productivity, and increase in productivity is assumed to increase resilience; however there is no systematic and direct measurement of such improvement of soils, increase in productivity and climate resilience. Such measurements would contribute to ensure the appropriateness of the measure on a project-by-project basis, and would allow adapting to site-specific conditions. Despite the lack of systematic, direct and project-specific measurements, it is critical to mention that the implemented actions have all been selected on the basis of robust technical and scientific grounds. They have all been validated *ex ante*, documented by several research studies and confirmed to effectively increase climate resilience.
- Scientific and technical due diligence: Beyond the adaptation aspect, the programme does not necessarily control all the technical appropriateness of the implemented technologies and practices. Even though projects have all been initially selected based on robust technical grounds, the programme does not systematically/directly check the appropriateness of the implemented actions. The programme relies on allies (e.g. CATIE or MAG) to assess the relevancy of the proposed practices. For instance, fertilization has to be periodically controlled and calibrated based on the inputs (phosphorus, organic content) as well as the crop needs. In order to ensure a proper due diligence on those technical aspects, the NIE could assign a technical expert (e.g. agronomist for component 1, civil engineer for water supply infrastructure, etc.) that would undertake spot-checks on a periodic basis (e.g. at each semester report).
- Gender equity: The NIE has clearly fostered gender equity since the programme inception and continues to do so. However, gender equity is a socio-cultural issue that goes far beyond the programme both in terms of scope and timeframe. As a result, additional improvements can always be made. For ADAPTA2+, the incorporation the involvement of women as agents of change, especially in agriculture, could be improved. For instance, by establishing gender-sensitive benchmarks, sex-disaggregated data and indicators, especially at the programme level. Whereas at the project level gender disaggregated data is available, this has not been made visible in the PPR. This should be articulated more and evidenced by the data available at the project level.
- Capacity building and awareness: Additional efforts could be dedicated to the component 3 (capacity building and awareness), as the stakeholders are still not fully aware of the climate risks and adaptation processes, especially some executing entities and final beneficiaries.

## Introduction

In order to finance concrete adaptation measures and to improve resilience to adverse climate impacts such as droughts and flooding episodes, Costa Rica has presented a programme to the Adaptation Fund in November 2014, namely ADAPTA2+: Reducing Vulnerability in Critical Sectors (Agriculture, Water Resources, and Coastlines) to Lessen the Negative Impacts of Climate Change and Improve Resilience”. While the programme covers the six socioeconomic regions of Costa-Rica, the priority has been given to three of the most vulnerable sectors selected by the ENCC: agriculture (component 1), water resources and coastal areas (component 2). The programme also includes a third component, capacity building, which is transversal and aims at building adequate capacities that ensure the empowerment of the beneficiaries and the sustainability and the implemented actions.

In terms of timeline, following the inception phase the programme began operation in October 2015 for a period of 5 years, thus the programme is currently at mid-term. So far, two Project Performance Reports (PPRs) have been carried out: the first for the period from October 2015 to October 2016, and the second from November 2016 to October 2017. The MTE covers the first half of the programme implementation period.

The MTE provides an assessment of the programme’s relevance, efficiency in the implementation, sustainability, impact as well as the lessons learned. On the one hand, it provides highlights on the programme’s success so far, and on the other hand it provides information and guidance on the potential improvements that could be made in order to increase efficiency and to maximize the positive impacts on the local communities and final beneficiaries.

The MTE report provides insights on the evaluation background (section 1), methodology (section 2) and the programme background (section 3). It also provides the detailed evaluation findings (section 4), sorted by evaluation criterion, and finally a section on lessons learned and recommendations (section 5). The evaluation findings, detailed in section 4, are based on an assessment of the programme’s relevance, achievement of outputs, effectiveness, sustainability, efficiency, and finally the factors affecting the programme’s performance.

## 1. EVALUATION BACKGROUND

### 1.1 Adaptation Fund Procedures and Requirements

1. The Adaptation Fund finances projects and programmes that help vulnerable communities in developing countries adapt to climate change. Its strategies, policies and mandate are directly aligned with the recipient country's strategic focus with regards to climate change are based on the country's needs, views and priorities<sup>2</sup>.
2. The AF provides clear guidelines with regards to social, environmental and gender safeguards, namely through their Environmental and Social Policy<sup>3</sup> (approved in 2013) and the Gender Policy (approved in 2016). A series of 15 principles guide IEs through project formulation, implementation and M&E with regards to these two Policies. Section 4.2 on strategic relevance presents the AF's main principles to which the present programme must adhere.

### 1.2 Fundecooperación

3. Founded in 1994, Fundecooperación goal is to promote sustainable development through funding and supporting SMEs, both by developing business plans and marketing products at national and international level. Over the years the organization has invested approximately \$ 35 million in over 300 projects that promote sustainable development.
4. ADAPTA2+ was initially developed when Fundecooperación was collaborating with the DCC on two different NAMAs for the agricultural sector in Costa Rica. With the DCC inviting Fundecooperación to obtain the AF accreditation and to develop a proposal for the AF, the foundation has initiated stakeholder meetings with governmental sector stakeholders as well as the private sector. For project design, the foundation was inspired by the country's Climate Action Plan (2012), that identified among seven other sectors, the agricultural, water and coastal sectors as priorities for Costa Rica's adaptation actions. Supported by both the MAG and MINAE ministries, Fundecooperación succeeding in submitting a concept note to AF in 2013, after it initially was accredited as an NIE in the end of 2012. By November 2013, the country concept note was approved and a year later the Programme as such. During that year, elections were held, and considerable time and resources had to be invested in creating awareness among the new decision-makers and politicians in place.
5. The programme is funded by the Adaptation Fund, implemented by Fundecooperación (National Implementing Entity) and the 33 projects are executed by various executing entities, mainly NGOs, private organizations, cooperative organizations and public entities (for instance, MAG).

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<sup>2</sup> <https://www.adaptation-fund.org/wp-content/uploads/2015/01/OPG%20ANNEX%201.pdf>

<sup>3</sup> [https://www.adaptation-fund.org/wp-content/uploads/2016/07/ESP-Guidance\\_Revised-in-June-2016\\_Guidance-document-for-Implementing-Entities-on-compliance-with-the-Adaptation-Fund-Environmental-and-Social-Policy.pdf](https://www.adaptation-fund.org/wp-content/uploads/2016/07/ESP-Guidance_Revised-in-June-2016_Guidance-document-for-Implementing-Entities-on-compliance-with-the-Adaptation-Fund-Environmental-and-Social-Policy.pdf)

### 1.3 Rational, Scope and Objectives of the MTE

6. This mid-term evaluation (MTE) covers the implementation of the programme ADAPTA2+: “Reducing the Vulnerability by Focusing on Critical Sectors (Agriculture, Water resources, and Coastlines) in order to Reduce the Negative Impacts of Climate Change and Improve the Resilience of These Sectors”<sup>4</sup> for the first half of the programme deployment, corresponding to the period going from January 2015 to April 2018.
7. This MTE is carried out in accordance with the orientations of the UNEP Evaluation Policy and the UNEP Programme Manual<sup>5</sup>. It will analyze whether programme implementation is on track, identifies the main challenges and provides recommendations on how to address these challenges. The MTE will assess the relevance, efficiency and effectiveness of the programme, as well as the likelihood of it achieving its intended outcomes and impacts and their longer-term sustainability.
8. The MTE was carried out in the period starting on the 20th of April until the 31th of July 2018. The MTE timeline and agenda is summarized in the table below. During this period, the MTE team has carried out interviews with the National Implementing Entity (Fundecooperación), several key institutional actors, as well as Executing Entities and beneficiaries associated with a sample of on-going projects. During the second mission, the MTE team has carried out project site visits and had the opportunity to monitor a sample of projects *in situ*. Those interviews and site visits have taken place in San José as well as in the Central Region, Chorotega Region and Pacific Central Region (specifically in the cantons of San Ramon, Abangares, Hojanca and Puntarenas).

**TABLE 1. MTE AGENDA**

Milestone	Date
Kick-off event and first evaluation mission	20 <sup>th</sup> of April
Inception report	11 <sup>th</sup> of May
Second evaluation mission	3 <sup>rd</sup> of June – 9 <sup>th</sup> of June
Progress report	15 <sup>th</sup> of June
Final report	31 <sup>th</sup> of July
Performance Assessment	31 <sup>th</sup> of July
Presentation of results and recommendations	31 <sup>th</sup> of July

9. The most significant and representative projects - both in terms of executed and planned budget, as well as impacts - have been selected as programme samples. In terms of budget, the 14 sample projects represent approximately 42% of the total approved budget for projects. The list of sample projects is presented in the following table.

<sup>4</sup> Reference : CRI/NIE/Multi/2013/1 project

<sup>5</sup> <http://wedocs.unep.org/handle/20.500.11822/7100>

**TABLE 2. MTE SAMPLE PROJECTS**

EE	Project Title (English)
INTA	Building capacities in technicians and producers in the central region for implementation of a practical agroecological zoning tool and scenarios for climate change adaptation.
UNAFOR Chorotega	Capacity-building and contributions to farm workers in the cantons of Hojancha, Nicoya and Nandayure for implementing climate change mitigation and adaptation technologies.
INDER	Food security support for the indigenous population of the Talamanca-La Estrella Valley territory in the face of climate change effects through resilient family agriculture.
FUNDECOR	Sarapiquí: C-Neutral, climate resilient.
CNPL	Use of fertigation for assuring food sources for dairy cattle and the dual purpose of adapting to climate change by supplying forage and other foods.
INS	Technical and financial proposal for the study of effective adaptation practices of priority crops for insurance in Costa Rica.
Centro Agrícola Coronado y MAG	Implementation of efficient systems of fertigation using biodigesters effluents in livestock farms of the eastern central region of Costa Rica, as an adaptation measure.
CIEDES	Integrated management of water resources in the Abangares River basin.
Fundacion Corcovado	Integrated management of marine and coastal resources in the Paquera-Tambor district as a mechanism for reducing vulnerability and building capacity for climate change adaptation.
CFIA y AyA	Climate change adaptation in the Nimboyores and Canas River watersheds - aqueduct and sewer systems in coastal zones of the province of Guanacaste.
CEDARENA	Internalization of environmental costs for adaptation of water operators in vulnerable areas.
ICICOR	Adapting property appraisals and municipal construction permits to climate change.
SIREFOR, SINAC	System for forest fire incident management and handling.
SETENA - Fundación Corcovado	Climate change and land management: Development of a tool for introducing climate change assessment and defining adaptation measures in zoning and land use definition.

10. The MTE had two primary purposes: (i) to provide evidence of results to meet accountability requirements and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among Adaptation Fund, Fundecooperación and the main programme partners. The MTE identified lessons of operational relevance for future project formulation and implementation. Moreover, tangible recommendations are provided in order to improve the remaining programme implementation and the likelihood of achieving the intended results, outcomes, and impacts.
11. The MTE was guided by a number of evaluation questions falling under the six evaluation criteria specified below:
  1. Strategic relevance
  2. Achievement of outputs
  3. Effectiveness: Attainment of objectives and planned results
  4. Sustainability and replication
  5. Efficiency
  6. Factors and processes impacting project performance

## 2. METHODOLOGY

### 2.1 Evaluation approach and methodology

12. The MTE was carried out by three independent international evaluators. The evaluation lead, Mr. Mathieu Dumas, has over 13 years of experience in climate change mitigation and adaptation. He is a senior consultant who specializes in climate policy, projects monitoring and evaluation, as well as the development and implementation of climate mitigation and adaptation projects. Mr. Nathan De Baets is a senior international consultant specialized in the delivery of technical advice, capacity building, monitoring and evaluation and applied management of a combination of agroforestry and climate change (adaptation and mitigation) strategies and rural development objectives. Frédérick Boutin, agronomist and biologist specialized in water resources, provided technical support during the 2<sup>nd</sup> mission site visits.
13. A desk review of available projects and context-related documentation was carried out. The World Bank (WB) and other multilateral agencies such as BID, Costa Rican climate policy and action plans (National communication, NDC and NAP) and strategy documents<sup>6</sup> have been used to assess the relevance of the project. Programme related documentation, including: progress reports (e.g. project performance reports (PPR)), monitoring sheets, as well as various programme outputs and publications have been used to assess implementation progress, programme management, results and the likelihood of attaining the intended outcomes and impacts.
14. Two evaluation missions to Costa Rica were carried out in order to interview NIE, executing entities, institutional key actors as well as stakeholders. While the first mission was dedicated to institutional and executing entities interviews, the project sites have been visited during the second mission. During those site visits, community and implementing partners from local government and civil society were interviewed, and visual inspections were made for a range

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<sup>6</sup> National strategy on climate change (ENCC), National Action plan for strategy on climate change, National Development Plan, National Water Strategy, the Water Agenda, Costa Rica's INDC (2015) and the National Strategy for Integrated Management of Marine and Coastal Resources of Costa Rica

of field activities. Progress and results in other project sites were assessed on the basis of progress documentation and interviews with Fundecooperación, partner staff, implementing partners and/or governmental staff. A broad range of stakeholders was interviewed, including Fundecooperación staff, staff from key Government agencies at national and provincial levels (incl. the Ministry of environment and the Ministry of Agriculture, other partner institutions (incl. universities and NGOs), and community members. Key staff involved in programme implementation at national and sub-national levels from all the main implementing partners were interviewed, as well as community members directly involved in the programme implementation (e.g. community development councils and community environment officers), as well as other community-members. Both male and female community members were interviewed to ensure that the MTE is gender-sensitive and captures the perspectives of both women and men.

15. The combination of the desk review of a range of documents and gathering of views from a range of stakeholders has enabled verification and triangulation of information, and help reducing information gaps.

## 2.2 Evaluation criteria and questions

16. In line with the UNEP Evaluation Policy and the UNEP Programme Manual, the programme performance was assessed in terms of relevance, effectiveness and efficiency; outcomes and impacts (actual and potential) stemming from the project; and their sustainability. In order to assess programme performance and determine outcomes and impacts, the evaluation focused on a set of evaluation questions (each supported by number of indicators) under the six evaluation criteria. The main questions were:

- 1) Strategic relevance: alignment with the AF, Costa Rican and regional policies, strategies and priorities. Also, gender sensitivity and social inclusiveness.
- 2) Achievement of outputs: output quality and utility and progress on output delivery.
- 3) Effectiveness: likeliness of attainment of project objectives, outcomes and planned results, such as: capacity to address climate risk, reduced climate vulnerability.
- 4) Sustainability and replication: presence of ownership and leadership, implementation of a programme exit strategy, and early signs of upscaling and replication.
- 5) Efficiency: the timeliness of implementation, adherence to programme budget, and complementarity with ongoing processes.
- 6) Factors and processes affecting programme performance: appropriateness of programme design and management, stakeholder's participation, outreach, and programme monitoring.

17. In order to structure the interviews, the evaluation team developed interview guides, which include a list of specific questions for each of the six evaluation criteria (available in Appendix 1 to 4). The guides were adapted according to the interview: project, executing entity, institutional actor, NIE, etc.

## 2.3 Limitations

18. Limitations: While the objective is to gather as much as possible data, evidences and perspectives in order to ensure a thorough understanding of the project, the MTE has inherent limitations. Those limitations are mostly related to the short timeframe allocated to the MTE (10 weeks), combined to the complexity and large span of the ADAPTA2+ programme, which include 33 on-going projects across the country (resulting in 33 different project scope and aim, executing entities, beneficiaries, environmental, socioeconomic and cultural contexts, etc.). More specifically, this context has resulted in the following limitations:
- a. Limited timeframe and availability for interviews and site visits. As a result, a limited number of interviews and site visits have been undertaken, and a sampling had to be made in order to comply with the MTE timeframe. A total of 14 projects were selected as part of the sample (Table 2). Even though the sampling has been undertaken using criteria to maximize the representativeness of the entire programme (e.g. excluding unique-of-its-kind projects, diversifying projects scope and locations, etc.), there is a non-quantifiable, yet inherent uncertainty associated to the sampling process.
  - b. As a result of the sampling process, the MTE covers the evaluation of ADAPTA2+ at the programme level, which is an umbrella structure embedding 33 on-going projects at mid-term. Even though almost half of the projects were visited and/or interviewed, there is an inevitable uncertainty associated with the programme evaluation. Nevertheless, the uncertainty was managed by selecting the most representative and significant projects in terms of planned, approved and executed budget. Moreover, it is important to note that the sampled projects are also the most representative and significant in terms of results and impact at the programme level (not only in terms of budget). In this sense, they are the projects that best represent the impact that the programme has and will have on the increase of resilience in the country. In this context, the uncertainty is deemed minor.
  - c. Availability of stakeholders to participate and fully engage was compromised by the timeframe associated with site visits, interviews and data collection. Due to the limited time available, the grouping of stakeholders reflected a diverse range of EE capacities, which limited individual EE feedback and response. However, the team was able to meet with a very high proportion of EE representatives who have received funds from the programme. This provided a sufficiently detailed perspective on activities and achievements to date. The use of multiple forms of data collection was used to substantiate the learning as much as possible within the short time frame.
  - d. The time allocated to undertake the data assessment and programme evaluation *per se* was extremely short. Efforts were made to process and analyse data collected during the fieldwork and subsequently review interview and field notes, as well as analysis of questionnaire responses to inform the report and ultimately comply with the expected timeframe.
19. Despite those limitations, key findings and recommendations of the MTE have been informed by stakeholder responses and were reinforced by multiple (diverse) stakeholder groups and across several projects, which provide the MTE team with a reasonable level of confidence.

### 3. PROGRAMME BACKGROUND AND CURRENT STATUS

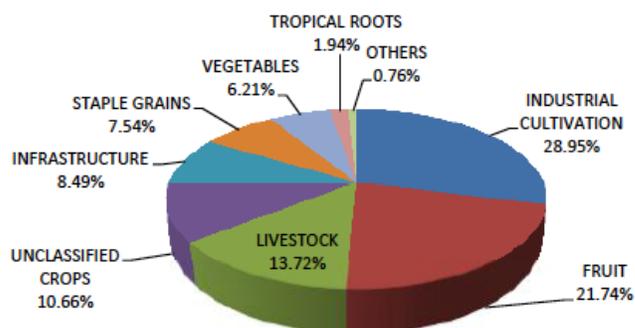
#### 3.1 Programme Context: Pre-existing vulnerability and rationale for adaptation

20. Costa Rica is particularly vulnerable to extreme weather events. The country "is located on a multi-hazard region such as Central America; it is affected with variable recurrence of seismic and volcanic phenomena. It is also seasonally and frequently affected by hydrometeorological situations." (Alfaro Maykall, 2011). The country's climate vulnerability is mainly due to a combination of its geographical situation and economic factors. "The country's vulnerability has to do with the presence of populations on zones that are prone to volcanic eruptions and unstable lands – eroded by extensive livestock and poorly planned settlements prone to landslides and floods, among others." (The World Bank Group, 2011). According to the World Bank's report "Natural disaster hot spot", which presents a global view of disaster risks associated with major natural hazards (drought, floods, cyclones, earthquakes, etc.), Costa Rica is the world's second most exposed country to multiple hazards based on the total land area. According to the report, a total of 36.8% of the total land area is exposed to three or more hazards. The report also places the country in the eighth position of the countries having the highest probability of experiencing economic risks as a result of a greater exposure to three or more natural disasters. Moreover, "it is estimated that 77.9% of the Costa Rican population and 80.1% of the Gross Domestic Product (GDP) of the country reside in multiple-hazard areas – this is, risks of experiencing three or more natural disasters)" (World Bank, 2005).
21. "For the period 1988 - 2009, Costa Rica experienced losses for a total of 1,823.3 million dollars of 2006. Hydrometeorological events are those with greater recurrence, causing significant damages during this period—representing 34 events (82.9% of the total number of registered events). From those events, 32 correspond to excessive rainfall and two of them to a lack of rain (drought). Five potentially destructive earthquakes have occurred along the study period, representing 12.2% of the period events. In economic terms, the greatest absolute contribution regarding the global amount of losses is represented by hydro-meteorological events, with 1,161.4 million dollars and 63.7% of relative participation. From these types of natural phenomena, excessive rainfall caused losses for 1,053 million dollars, which equals 57.8 % of the total. Drought events affected, in absolute terms, with losses for 107.5 million dollars, which, in relative value, represent 5.9%. Socio-natural events caused losses for 2.7 million dollars, which represented 0.15% of the total." (Ministerio de Planificación Nacional y Política Económica, 2012)

**Table 3 Accumulated Losses by Sector, 2005-2011**  
-millions of constant dollars of 2011 and percentages-

Impacted Sector	Total	%
Road Infrastructure	367.41	51.70
Agriculture	118.95	16.74
Rivers and Streams (Dikes and Dredging)	91.41	12.86
Housing	86.88	12.22
Emergency Response	13.49	1.90
Aqueducts and Sewage Systems	9.49	1.34
Aerodrome	7.70	1.08
Education	5.14	0.72
Airport	2.65	0.37

**Figure 2 Losses caused by Hydrometeorological Events in the Agricultural Sector by Type-millions of constant dollars of 2011 and percentages-**



Source: Flores Verdejo, R. (2012). *Technical Forum: Gestión de Riesgos Asociados con el Cambio Climático*. San José, Costa Rica: MAG-MIDEPLAN.

22. A greater frequency and intensity of extreme phenomena such as flooding and droughts are expected. This suggests evident impacts on production, the agricultural and forest soils, and water conservation and availability - all of them already showing signs of stress and vulnerability (Jara 2010). Series of studies published by the National Meteorological Institute (IMN) explained that “climate change will lead to extreme weather phenomena in Costa Rica, likely leading to 35% to 75% more rainfall on the Caribbean slope during some months of the year while reducing precipitation by 15% in the northern Pacific and central regions.
23. The most recent Global Climate Risk Index (CRI 2018)<sup>7</sup> also confirms Costa Rica is still one of the most exposed country to climate risks. The CRI analyses to what extent countries are affected by the impacts of weather-related events (storms, floods, heat waves etc.). It indicates a level of exposure and vulnerability to extreme events, based on the impacts of extreme weather events and associated socio-economic data. The Climate Risk CRI 2018 indicates a score of 40.17 for Costa Rica, corresponding to the 25<sup>th</sup> rank of the world’s countries. According to the CRI 2018, the country has had losses of 50.389 MUS\$ in annual average between 1997 and 2016, representing 0.0940% per unit of GDP.
24. As a result of these climate changes, the following productive sectors will experience changes and, in most regions, increased vulnerability: agriculture, water and coastal resources.
25. Under current climate change scenarios, it is urgent to mitigate crop yield reductions and to maintain agricultural productivity in order to keep the current trends in food production. “(...) large-scale land, soil, and water degradation, will challenge the long-term and sustainable production of agricultural resources that promote food security and sustainable livelihoods. Traditional mechanisms, including conventional agro-ecosystem management practices, are not economically feasible nor sustainable (in a context of climate change), especially for those communities already experiencing food security related issues.” (Oelbermann & E. Smith, 2010).
26. Changes in climate may alter the nutritional quality of crops, which may require changes in the composition and application rate of inorganic fertilizers and use of mineral supplements in livestock. The demand of water for irrigation is a critical element to maintain important and high-quality crops across the country, and this is critical for Costa Rica’s food security agenda.

<sup>7</sup> <https://climate-risk-transfer.org/articles/who-suffers-most-extreme-weather-events/>

27. Sustainable agro ecosystem land management practices, including the establishment of seed banks for the long-term storage of agricultural seeds, improved livestock forage quality, and agroforestry practices are crucial.
28. Increased temperatures and rising ocean levels will negatively affect mangroves and coral reefs, which serve as protective barriers to coastal communities. Mangroves and coral reefs are also crucial habitats for marine life – commercially important fish species reproduce and grow in mangroves, and reefs are hotspots of marine biodiversity. Small-scale fishermen in vulnerable coastal communities depend on reefs and mangroves to regenerate populations to feed their families.
29. Increase in demand and the potential reduction of supply due to climate change, together with the effects of extreme climatic events, places the coastal and water resources of the country in a state of high vulnerability.
30. During the MTE, interviews with projects' executing entities and stakeholders have allowed confirming that the high vulnerability of Costa Rica is not only well-documented and scientifically measured and confirmed, but that impacts on communities are perceived as concrete and immediate. This perception of immediate and important impacts, as well as short-term threats, is quite specific to Costa Rica, especially for coastal communities but also for agricultural producers who highly depend on climate. Being a relatively small country located on the Central American isthmus, Costa Rica has a total of 1,290 kilometres of coastline, which include important coastal communities already experiencing climate variations and extreme weather events. This immediate, important and concrete impacts help raising awareness and mobilizing stakeholders through action.
31. All the interviewed stakeholders have experienced direct and indirect impacts of climate change in their respective areas. Those impacts and threats are mostly economics for both the agricultural and water resources/coastal sectors, but they also relate to the security (food security and coastal settlements security). They have all insisted in the importance of being immediately proactive in implementing adaptation measures in order to increase their climate resilience. This sense of urgency was particularly noted during the mid-term stakeholder event, on April 20<sup>th</sup> 2018, where several farmers, communities and governmental representatives have all insisted on the importance of adapting rapidly in order to preserve and sustain the integrity of the country's populations and economic sectors.

### 3.2 Overview of Programme concept

#### **Programme Design and Scope: Sector, Region, Target Group, etc.**

32. ADAPTA2+ objective is to reduce climate vulnerability in three critical sectors especially exposed to climate change impacts in Costa Rica: agriculture, water resources, and coastal zones. The programme aims at reducing the negative impacts of climate change and improving the resilience of the populations experiencing those effects. The programme seeks to increase climate resilience by working directly with communities through the implementation of adaptation projects at the regional/local level. Some of the expected specific benefits include the following: sustainable, improved agricultural and livestock production systems; implementation of good agricultural practices; repopulation of vulnerable species in reefs and highly exploited fishing areas; protection of water quality and water supply; and empowerment of women as active community members and leaders.

33. The programme is an umbrella structure that coordinates and facilitates the implementation of several, more targeted projects having specific objectives with regards to the programme's objective. Those individual projects are implemented by the "executing entities" (EE), mostly NGOs and cooperative organizations with specialization in their respective field of expertise relevant to the project (either water management, agriculture/agronomy, insurance, forestry, etc.). For the MTE exercise and in order to avoid confusion, the term "programme" refers to the ADAPTA2+ national umbrella programme, which currently includes 33 on-going individual "projects". The "projects" refers to the local or regional initiatives aiming at the implementation of adaptation action in one of the priority sector (agriculture, water or coastal areas) and that are currently being implemented by a local or regional EE.
34. While the programme geographical scope is in principle countrywide, most of the projects are implemented at the regional or local level, involving one or a few specific cantons over the country. Despite the geographical limitation, several projects have a direct potential of being scaled-up at the country level (e.g. the crop insurance executed by the National Insurance Institute – INS). Projects have been initially submitted by independent organizations (EE) and the preselected proposals went through an assessment of their potential for the enhancement of climate resilience, which involves an analysis of the actions' appropriateness, based on the local biophysical and socioeconomic context.
35. The programme is implemented by the National Implementing Entity (NIE) "Fundecooperación para el desarrollo sostenible" (Fundecooperación), who is responsible for the administration of the programme (including reporting and disbursements of financial support) as well as providing technical assistance and capacity building to the executing entities.
36. The programme focuses on the most vulnerable populations to promote its capacity and participation. Technologies, methodologies, and tools that can be applied to other small sized producers and beneficiaries, regions and sectors are developed, assessed and validated through the programme as a mean to reduce vulnerability and increase the national resilience.
37. The programmatic approach is carried out by the NIE, with the support of one executing entity per project, which has an in-depth knowledge of the specific regional or local adaptation issues, stakeholders and socioeconomic context. This disaggregated approach allows focusing on multiple communities (bottom-up approach) and as a result, the programme generates a significant impact across the whole country. It also allows fulfilling specific needs that are identified at the local level, through specific measures (actions/solutions) identified by the executing entities.
38. A comprehensive and sustainable management of available resources (biodiversity of soil, water, coastal and agriculture areas) is promoted within an adaptation approach that looks, among others, for a climatically intelligent agriculture, improvements in the use of water services, resilience of coastal areas, and that is able of promoting innovation and knowledge management, learning from experience, exchanging knowledge, and guiding the transformation and replicable process. Capacity building activities focus on strategic local needs for building resilience to climate change, including adaptation measures and best practices, management, organization capacity, and innovative ways to communicate and address climate hazards.
39. The Programme is part of the *Plan de Acción de la Estrategia Nacional de Cambio Climático – ENCC* (Action Plan for the National Strategy on Climate Change) approved in 2012, and it is governed by the general acting principles that improve sustainable development, awareness, equity, participation and consultation. Lessons learned will be used for feedback and improvement opportunities to strengthen the National Strategy and its Action Plan.

40. The programme has three intervention components: **Component 1** (agriculture), **Component 2** (water and coastal resources) and **Component 3** (capacity building, awareness, local training, as well as knowledge and information management).
41. The programme design included the six socioeconomic regions of Costa Rica: Central Region, Huetar Norte, Chorotega, Brunca, Huetar Atlantica and the Central Pacific region. While the programme is in principle Nationwide, the following priority regions and target groups had been withheld at the programme’s inception, by the IMN and based on a high-level prioritizing exercise:
  - Component 1: Farmers, micro-finance institution in Central and Huetar Norte regions.
  - Component 2: Local communities, public and private organisations engaged in protection of water resources and SMEs in Nicoya, Hojanca, Nandayure, Osa, Aguirre and Puntarenas, Matina, Limon, Siquirres, Talamanca cantons.
  - Component 1 and 2: Farmers, local communities, and public and private organisations in all targeted regions of both components.
42. To date, 33 on-going projects within those priority regions and target groups have engaged to the programme (List of projects available in Appendix 7).
43. Programme Milestones:

**TABLE 3. PROGRAMME MILESTONES**

<b>Milestones</b>	<b>Dates</b>
Programme submission to Adaptation Fund	August 2013
Initial technical review by Adaptation Fund	September 2013
Final technical review by Adaptation Fund	August 2014
Agreement signature	March 2015
Start of Programme implementation	March 2015
Mid-term review	May 2018
Programme closing	March 2020
Final evaluation	September 2020

**Changes in Programme design**

44. No formal change has been made to the programme design and the activities, outputs, and outcomes in the results framework. It is worth mentioning that within the 40 projects initially planned, some have been merged and, as a result, the total number of project is now 33.

**Theory of Change**

Objective	Output	Activities	Contribution to resilience	Beneficiaries
<p>Component 1: Increasing the adaptation capacity to climate change in the agricultural sector</p>	<p>A variety of technical options and methods, resilient to the effects of climate change – developed, validated and implemented in the agricultural sector according to the area</p>	<p>Implementation of new farming zoning scenarios in the selected communities according to their respective vulnerability</p>	<p>Land-use planning will be based on the available vulnerability indicators The climate vulnerability diagnostic per zone will allow the zone modification or displacement of land-use activities, primarily in the most exposed farming zones.</p>	<p>Direct: Agricultural producers. (at least 1.000 beneficiaries) Indirect: local and national society (communities)</p>
		<p>Identification of farming technical options that can be adapted or implemented in order to enhance the resilience to Climate Change (droughts, heat, intensive rain, plagues, and others) and validation of technical options by areas.</p>	<p>The identification of alternative technical options based on their potential to increase climate resilience will allow the subsequent implementation of such options, which will enhance climate resilience. Examples of validated climate resilient technical options include crop intensification, post-harvest practices, water use efficiency, diversification of production, promotion of agroforestry, etc.</p>	
		<p>Implementation of validated technical options for climate</p>	<p>The effective and efficient implementation of the identified climate resilient</p>	

Objective	Output	Activities	Contribution to resilience	Beneficiaries
		resilience enhancement in agriculture	options will enhance climate resilience.	
	Technical financial support promoted for adopting technical options generated in local communities	Creation of an agricultural insurance and insurance policies Programme including criteria on climate resilience.	Such insurance aims at strengthening the farmers' financial resilience in the event of crop losses for instance, which would in return ensure the sustainability of the measures identified in output 1.1 and that aims at building climate resilience.  Furthermore, an insurance that includes criteria on climate resilience will be an economic incentive to producers to adapt to climate change and therefore has a sustainability effect beyond the Programme.	Direct: Agricultural producers and at least 5 micro financing institutions
	To facilitate access to revolving funds to agricultural producers to implement sustainable management practices for lands and implement strategies to adapt to climate change and/or invest in new rural economic activities as contingency for the impact caused by climate change.	The access to such funds will allow and accelerate the financing of climate resilience activities, which will contribute to enhance climate resilience.		

Objective	Output	Activities	Contribution to resilience	Beneficiaries
<p>Component 2: Improving water resources management in order to increase resilience in coastal communities that are more vulnerable to climate change</p>	<p>Water Safety Plans developed and implemented</p>	<p>Creation of water safety pilot plans at the district and regional level to mitigate risks of water shortage or overage and to implement irrigation management plan, through an infrastructure vulnerability assessment.</p>	<p>An engineering vulnerability assessment of the infrastructure (mainly wastewater and water resources) will lead to the reinforcement of those infrastructures' resilience to climate variability.</p>	<p>Local communities Public and private organizations that invest resources in protecting water resources. SME (small and medium size enterprises)</p>
		<p>Development and implementation of Management Plans for selected watersheds</p>	<p>A watershed management plan that integrates climate risks will contribute to enhancing climate resilience by taking into account the climate variables that are affecting or will affect the watersheds in the near future, which will allow the identification of appropriate adaptation responses.</p>	
	<p>Efficient and effective comprehensive water resource management</p>	<p>Implementations of measures to protect aquifer recharge areas</p>	<p>Measures to protect aquifer recharge areas will contribute to enhance climate resilience by mitigating the negative effects of sea level rise.</p>	
	<p>Planning and design of infrastructure for water use and distribution aiming at the adaptation, modernization and improvement in order to enhance climate resilience</p>	<p>Once adapted and modernized, infrastructures that are planned and designed considering the climate risks will be more resilient to adverse events that may affect the water quality and availability, such as sea level rise, shifting precipitation and temperature changes.</p>		
	<p>To promote revolving funds to Local water management associations, national water</p>	<p>In instances where access to capital is identified as a barrier, the Programme will support the developers in order to facilitate</p>		

Objective	Output	Activities	Contribution to resilience	Beneficiaries
		systems to implement sustainable management practices for water	the access to existing refundable funds aiming at reinforcing climate resilience of water systems. Since the access to such funds will allow financing climate resilience activities, therefore this activity will contribute to enhance climate resilience.	
	Comprehensive management in the coastal areas established	Design and implementation of coastal protection and restoration measures	The restoration and protection of coastal areas will preserve or re-establish the environmental services brought by natural coastal protection such as sand dunes, mangroves and seagrass beds. As a result, climate resilience in coastal areas will be enhanced.	
		Development a comprehensive management plan for specific coastal-marine resources and sustainable productive activities	The development and implementation of a management plan for coastal-marine resources and sustainable productive activities at the Dulce and Nicoya Gulfs and Central-Pacific coastal districts will integrate climate risks in order to identify good practices, which will lead to enhanced climate resilience.	
		Development and implementation of strategies	Coastal planning can adapt to facilitate mangrove migration with sea-level	

Objective	Output	Activities	Contribution to resilience	Beneficiaries
		for preserving and recovering mangroves	rise. Additional adaptation options include: * Management of activities within the catchment that affect long-term trends in the mangrove sediment elevation * Better management of other stressors on mangroves * Rehabilitation of degraded mangrove areas The implementation of such adaptation measures has the potential to improve resilience to climate change and offset anticipated mangrove losses.	
Component 3: Capacity building about the risks of climate change, in order to improve the readiness of stakeholders	Improved community preparation through the development and consolidation of early warning, risk reduction systems and protocols for agriculture, water resource and coastal areas with regards to climate change	Development and implementation of Early Warning Systems (SAT, for its name in Spanish), district risk reduction plans	Component 3 activities aim at improving climate resilience through information dissemination, awareness building, training, and knowledge exchange mechanisms. Component 3 activities consist in capacity building tools that are all crucial to the successful implementation of component 1 and component 2 activities, which contribute to enhance climate resilience.	All stakeholders (institutions, organizations and private companies) that are related to climate change. Communities in the study area
		Preparation of communities in the development of Early Warning Systems, district risk reduction plans		
	Communities, farmers, institutions and stakeholders are aware and informed about risks related	Mapping and consultation, from the different stakeholders, to determine the level of knowledge and		

Objective	Output	Activities	Contribution to resilience	Beneficiaries
	to climate change and trained in regard to the corresponding adaptation measures.	awareness about climate change.		
		Promotion and training regarding the creation of new rural economic activities due to the impact of climate change, including technical and financial considerations.		
		Programmes of public information and awareness about the problem and measures to adapt to climate change according to the vulnerability area		
		Workshops among community organizations, professionals, technical groups, producers, and beneficiaries in order to exchange knowledge and experiences  Systematization of lessons learned and good practices.		
		Dissemination of information through printed, audiovisual, and electronic means.		
	Strengthened Institutional capacities for the systematic monitoring of climate	Modernization and expansion of the different hydrometeorological		

Objective	Output	Activities	Contribution to resilience	Beneficiaries
	change, in order to prepare and inform stakeholders about the development of significant weather events and/or gradual changes	networks of the country through automated technological equipment and instrumentation.		
		Development and adaptation of information systems of satellite imagery, integrated information system in disaster risk management, systems of updated digital geographic and cartographic information for analyzing threats and reducing the impact of hydrometeorological events.		
		Creation of risk maps by using models for developing future climate scenarios.		
		Systematization of information about climate variability by territory of interest/farming, water or coastal priority.		

### **Implementing Entity, Partners and Implementation Plan**

45. As the national implementing entity (NIE), Fundecooperación is responsible for ensuring that the Adaptation Fund policies and criteria are adhered to and that the ADAPTA2+ programme meets its objectives and achieve the expected outcomes in an efficient and effective manner. The programme manager is responsible for supervising on behalf of the Adaptation Fund. Fundecooperación is also expected to ensure timelines, quality and fiduciary standards in programme delivery.
46. The Programme Steering Committee (PSC) was originally intended to provide policy support and strategic advices in order to continuously improve the implementation of the programme, arbitrate on any conflicts and negotiate solutions. The PSC included the MINAE and MAG representatives. So far there have been frequent meetings and communications between the NIE and the two ministries, as well as with the DCC (delegated by MINAE) and finally SEPLASA as regulating entity. Fundecooperación also communicates frequently with the ministries on an *ad hoc* basis. This modus operandi is practical and efficient, as confirmed by the interviews with the ministries.
47. The Programme Management Board (PMB), composed of Fundecooperación and the DCC-MINAE, is the Programme authority, being responsible for management decisions and ensuring technical quality and financial transparency by monitoring the gradual achievement of Programme objectives. The PMB: (i) develops priority policies and regulations for the Programme; (ii) monitors and supervises compliance with these regulations and policies; (iii) orients the Programme Coordination Unit (PCU); (iv) assesses and approves or reject project proposals, including pilot project proposals; (v) approves and closely monitors the multi-year and annual work plan to ensure its fulfillment and that it contributes to achieving the programme objectives; (vi) approves the annual report, multi-year and final report (vii) reports to the PSC.
48. The Programme Coordination Unit (PCU) is made up out of Fundecooperación staff: the Programme coordinator, the Project Department Coordinator, the administrative and finance assistant (PAFA) and the project officer (PO), is responsible for the day-to-day management of the Programme activities and the overall operational and financial management as well as the reporting process. It is headed by the Programme Coordinator (PC) with the support of an Administrative & Finance Assistant (PAFA), and a Project Officer (PO). The PCU is under direct supervision of the PMB.
49. The tasks of the PCU include: (i) coordinating the implementation of projects and activities; (ii) Facilitating, in partnership with civil society organizations, the identification and formulation of the projects that are eligible for support under the Programme; (iii) submitting plans and proposals for approval by the PMB; (iv) Supervising the implementation of projects and ensuring proper monitoring and financial administrative accountability; (v) submitting disbursement requests, annual reports, evaluation and audit reports of approved projects to the PMB.
50. The Programme Coordinator (PC) is responsible for the operational and administrative management on a daily basis and will plan, organize, implement, monitor and verify all the Programme's activities.
51. The Programme Administrative & Finance Assistant (PAFA) provides administrative, logistical and accounting support to the Programme.
52. The Project Officer (PO) provides technical and analytical support in the preparation of day-to-day activities towards effective implementation of the Programme.

53. The Programme Technical Committee (PTC) serves as a technical and strategic expert team guiding Programme implementation. It will be chaired by the PC and includes a delegate from each of the following institutions: MINAE, MAG, DCC, Dirección de Aguas.

### **3.3 Programme components and objectives (logical framework)**

#### **Objectives**

54. General objective: Reduce the vulnerability and improve the resilience of the local populations, by focusing on critical sectors (agriculture, water resources and coastal zones) in order to reduce the negative impacts of climate change.

#### **Components**

55. Component 1: Increasing the adaptation capacity to climate change in the agricultural sector (including agriculture and livestock). This component aims to improve the sustainability of agricultural production systems that promote food security and sustainable livelihoods. It aims to do this through developing strategies that promote water and soil conservation, organic agriculture, low cost technologies, improved livestock forage quality, and the establishment and support of seed banks. Funding is directed to agricultural producers to implement sustainable land management practices and climate change adaptation strategies through a system of payment for ecological services. This component includes a subcomponent relating to the participation of research institutions in order to garner lessons learned and disseminate these throughout the region.
56. Component 2: Improving water resources management in order to increase resilience in coastal communities that are more vulnerable to climate change. This component contains activities relating to the development and implementation of water safety plans for water users at local level and watershed management plans in vulnerable infrastructure. It will also implement measures to protect aquifer recharge areas, including reforestation and water treatment. Other activities include promotion of refundable funds (credit) to local water management associations, reinforcement and adaptation of basic water infrastructure, and the promotion of integrated coastal management of the coastal zone.
57. Component 3: Improving the capacity of communities, producers, institutions, and other relevant stakeholders regarding adaptation to climate change. This component aims to create early warning systems and recovery strategies for agriculture, water resources and coastlines with respect to the risks posed by climate change. The activities involved to achieve this aim relate mainly to training on efficient management of water resources, climate smart agriculture, and the adaptation of coastal areas to climate change. It also promotes capacity building in line with the National Development Plan. The component will also support awareness-raising and information activities for communities, farmers, institutions and stakeholders, about risks related to climate change and training related to the corresponding adaptation measures.

<b>LOGICAL FRAMEWORK</b>			
<b>Components</b>	<b>Expected concrete outputs</b>	<b>Expected outcomes</b>	<b>MUSDS\$</b>
Component 1: Increasing the adaptation capacity to climate change in the agricultural sector (including agriculture and livestock)	<p>1.1. A variety of technical options and methods, resilient to the effects of climate change – developed, validated and implemented in the agricultural sector according to the area</p> <p>1.2. Technical financial support promoted for adopting technical options generated in local communities</p>	Strengthened farming productivity in response to climate change, in order to reduce loss of soil and improve water management	3
Component 2: Improving water resources management in order to increase resilience in coastal communities that are more vulnerable to climate change.	<p>2.1. Water Safety Plans developed and implemented</p> <p>2.2. Efficient and effective comprehensive water resource management</p> <p>2.3. Comprehensive management in the coastal areas established</p>	The availability of water resources for human consumption is preserved and the vulnerability of coastal communities is reduced through the participation of communities in protecting critical ecosystems.	3,4
Component 3: Improving the capacity of communities, producers, institutions, and other relevant stakeholders regarding adaptation to climate change.	<p>3.1. Improved community preparation through the development and consolidation of early warning, risk reduction systems and protocols for agriculture, water resource and coastal areas with regards to climate change</p> <p>3.2. Communities, farmers, institutions and stakeholders are aware and informed about risks related to climate change and trained in regards to the corresponding adaptation measures.</p> <p>3.3. Strengthened Institutional capacities for the systematic monitoring of climate change, in order to prepare and inform stakeholders about the development of significant weather events and/or gradual changes.</p>	Communities, farmers, institutions and stakeholders improve capacities regarding adaptation to climate change by developing and improving the information, awareness and abilities about related socioeconomic and environmental tasks	1,9
Programme execution cost (EE)			0,86
Total Programme cost			9,22
Programme cycle management fee charged by the NIE			0,75
Total			9,97

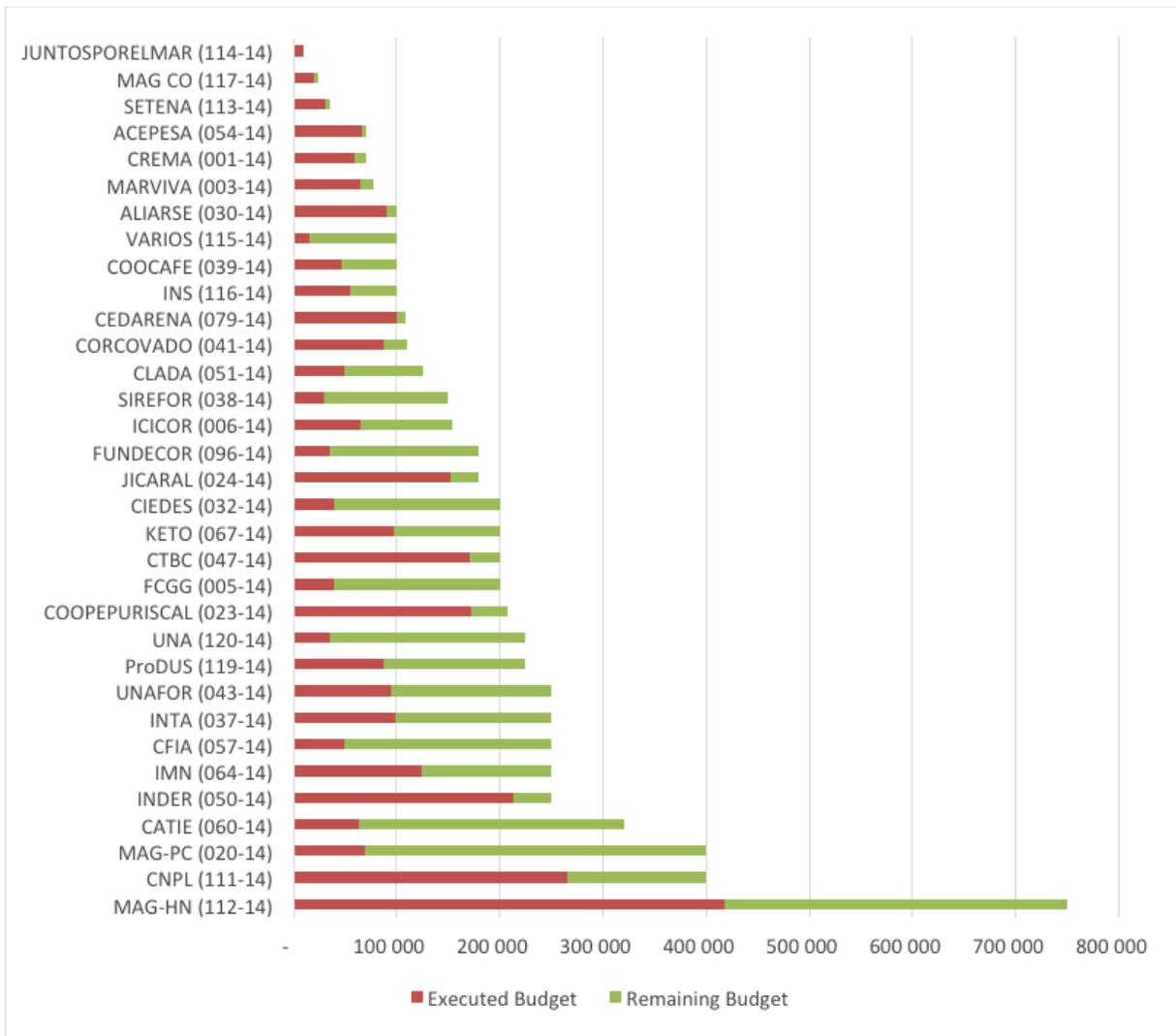
### 3.4 Current implementation status

58. At the mid-term, there are a total of 33 projects operating. Those 33 projects represent the 40 projects that were initially planned, as some projects were merged into one project. Among those projects, 14 are associated to Component 1, 12 are associated to Component 2 and 7 to Component 3 (complete list is available in Appendix 7). Among the 33 projects, 4 have started recently (either late 2017 or beginning of 2018): 020-14 (MAG), 005-14 (FCGG), 032-14 (CIEDES) and 120-14 (UNA).
59. During the evaluation, it has been difficult to identify the exact number of on-going projects, which ones, their respective components and exact status, etc. Some inconsistencies have been found across several programme documents, which made difficult to understand the on-going projects. First of all, the classification of projects per component is not always consistent across programme documents; for instance, Saraquipi C Neutral classified Component 1 in the ADAPTA2+ mid-term report, while it's classified in Component 3 in the Work Plan 2015-2021. Furthermore, the list of on-going projects and status have been found to be inconsistent across at least four programme documents, namely the "2015-2021 work plan", the "Informal Final ADAPTA2+", the "Informe light version" and the reporting documents ("informes técnicos" and "informes financieros"). Several other minor inconsistencies have been identified across programme documentation. Even though they are different types of documents (internal/management versus external/communication), ensuring a proper streamlining remains important. The MTE team has requested clarifications to the NIE and after a few iterations, the list of on-going projects, description and codes were properly clarified and streamlined across 4 programme documents: Informe final ADAPTA2+, Informe final (light version), Plan de trabajo 2015-2021, and reporting files (Informe tecnico/Informe financier).
60. The following analysis provides an overview of the mid-term progress in terms of budget execution by the programme, expressed as the executed budget and the remaining budget. The sum of those two budgets corresponds to the total approved budget per project. The figures provide an outlook of the projects' progression as well as their respective weight with respect to the programme's total budget.

### **FIGURE 1. EXECUTED/REMAINING BUDGETS AT PROGRAMME LEVEL (PER PROJECT)<sup>8</sup>**

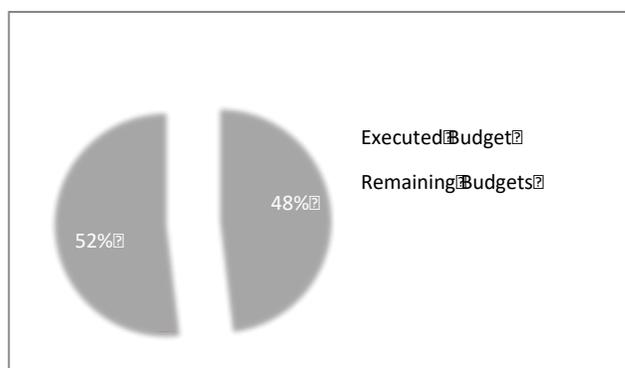
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<sup>8</sup> The y-axis includes the name of the executing entity, followed by the project code.



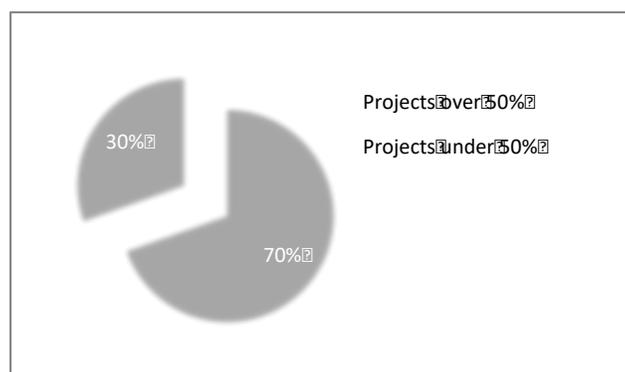
61. This indicator of executed budgets corresponds to the budgets disbursed by the NIE to the projects. Therefore, it does not take into account that the projects don't necessarily have a linear pattern of budget expenses and they don't necessarily execute immediately the funds received from the NIE. It is important to mention that the projects execute their received budgets according to the action plan approved by the NIE, specific to each and every project. Therefore, they have a predetermined and limited period of time to execute the budgets received from the NIE. Based on this action plan, some projects may start at a slower pace and will accelerate through the end of the project timeframe, and vice versa. Nevertheless, this indicator provides an overall indication (at the programme level) of the implementation pace and budget execution by the NIE at mid-term.
62. At mid-term, the NIE executed budgets totalize 3 018 684 \$, which represents 48% of the total approved budgets to date (6 271 643 \$). The remaining approved budget is 3 252 959 \$, thus representing 52% of the total approved budget.

**FIGURE 2. EXECUTED AND REMAINING BUDGETS (%) AT PROGRAMME LEVEL**



63. Looking more closely to the projects, the analysis of executed budgets shows that for 17/33 projects, the programme has executed more than 50% of the approved budgets at mid-term. Those 17 projects' executed budgets represent 70% of the total executed budgets at mid-term (2 101 071 \$ out of 3 018 684 \$), the balance (30%) being the remaining 16 projects under 50% executed.

**FIGURE 3. PROJECTS OVER/UNDER 50% EXECUTED BY NIE AT MID-TERM**



64. It is worth noting that among those 17 projects, the majority of the projects (12/17) have very high execution rates of more than 80% of approved budgets. Those projects can be considered as the most successfully advanced of the programme in terms of NIE executed budgets. They include the following:

**TABLE 4. MOST ADVANCED PROJECTS IN TERMS OF NIE EXECUTED BUDGETS**

EE (code)	Budget Approved	Executed Budget	% executed
JUNTOSPORELMAR (114-14)	10 000	10 000	100%
ACEPESA (054-14)	69 928	66 500	95%
CEDARENA (079-14)	109 027	100 000	92%
ALIARSE (030-14)	99 999	90 000	90%
SETENA (113-14)	35 000	31 500	90%
CTBC (047-14)	200 000	171 000	86%
MARVIVA (003-14)	76 999	65 464	85%
INDER (050-14)	250 000	212 500	85%
JICARAL (024-14)	180 000	153 000	85%

CREMA (001-14)	70 000	59 500	85%
COOPEPURISCAL (023-14)	207 390	172 474	83%
CORCOVADO (041-14)	110 000	88 097	80%

65. Those figures illustrate the high level of progress at mid-term. Based on those, it can reasonably be assumed that the programme is very well on track to achieve the expected results. The programme execution is very close to 50% at mid-term, which is quite remarkable for such ambitious programme in terms of geographical and thematic scope, as well as the high numbers of projects and stakeholders involved. Indeed, delays would have been much more likely given the inertia typically observed during the first half of implementation of similar programmes.
66. It is worth mentioning that there is no simple correlation between budget execution by NIE and achievement of results at the project level, as the relation between executed budget and achievement of results varies from one project to another. In some case, there will be significant delays between budget execution by NIE and achievement of results by projects, and in other cases – although exceptional – results will be achieved even before having received any funds from the NIE. However, as previously mentioned, the MTE has allowed confirming that the NIE ensures a close and rigorous follow-up of the projects after disbursement, based on the agreed action plan specific to each project. As a result, it is reasonable to assume that for the vast majority of the projects, the NIE will ensure that the executed budgets are spent by the projects according to the agreed action plan, which is designed to achieve the expected results. Therefore, at the programme level, the NIE execution of budget remains a reasonably reliable indicator of the programme’s progress.
67. The other projects (16/33 projects) have their respective approved budget less than 50% executed by the NIE. Those 16 projects totalize 917 614 \$ of executed budgets, thus representing 30% of the programme in terms of executed budgets at mid-term. Among those projects under 50% of executed budgets, it is worth noting that the ProDUS (research center of the UCR) and UNA projects (119-14 and 120-14) have both significant approved budget of 250 000 \$ each, for a total of 450 000 \$, thus representing nearly 14% of the projects under 50% (in terms of approved budget). Based on interview findings with the NIE, the important delays associated with those two projects are due to the difficulties of inducing a collaboration between the two universities (UNA and UCR). Unlike the other small executing entities like cooperatives or NGOs, it has been a challenge to generate a fluid collaboration between two universities, which have a more complex and probably less flexible decision-making processes. Those two projects are good examples where Fundecooperación has been actively involved with the two organizations has made a difference in facilitating collaboration and accelerate the implementation of the projects. They have helped to reach agreement and define an action plan for the second half of the programme, which will likely contribute to the acceleration of the implementation process and ultimately the achievement of expected results for those two projects.
68. For those projects under 50% (16/33 projects), there are various causes explaining the minor delays. The most common causes identified through the interviews and site visits were: (i) the readiness processes that took longer than initially expected; (ii) the legal or contractual processes before being able to start implementing; (iii) the negotiation process between the EE and the beneficiaries, in order to match ADAPTA2+ requirements with the EE and the beneficiaries requirements; and (iv) the planning of some projects that need less funds at the beginning and more funds during the second half. It is worth mentioning that the NIE has

provided continuous support to the executing entities in order to mitigate those causes of delay.

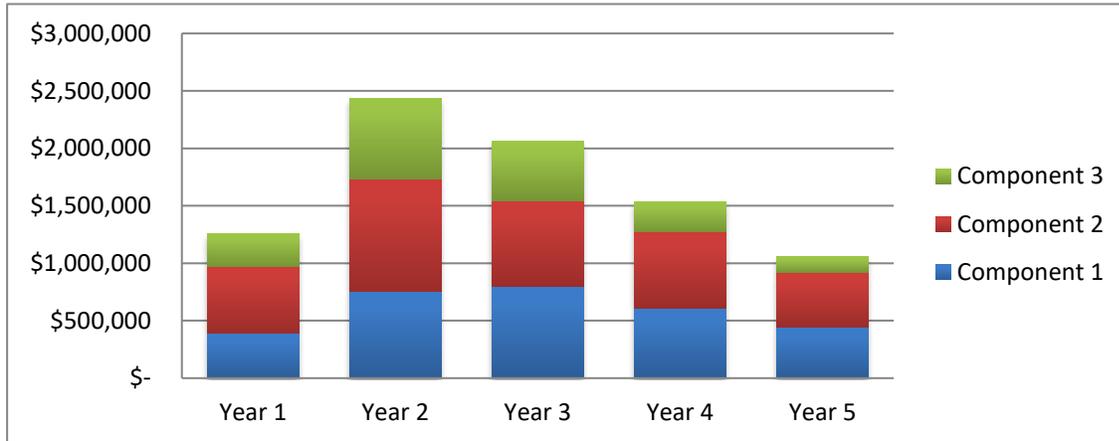
69. Despite those minor delays, the MTE has allowed confirming that there is no significant risk of delay based on the analysis of those projects under 50%. Among those 16 projects under 50% of NIE budget execution, only 4 projects have a significantly lower rate of budget execution (under 20%). Among those 4 projects, 2 projects (020-14 and 120-14) have started very recently, which clearly explains the delays. The two other ones (096-14 and 115-14) are being executed by solid and experimented executing entities (respectively Fundecor for the 096-14 and MAG, DCC and MINAE for the 115-14), which increases the likelihood of timely and effective execution or the second half of the programme.

**TABLE 5. LESS ADVANCED PROJECTS IN TERMS OF NIE EXECUTED BUDGETS**

EE (code)	Budget Approved	Executed Budget	% executed
FUNDECOR (096-14)	180 000	35 041	19%
MAG-PC (020-14)	400 000	68 685	17%
UNA (120-14)	225 000	35 000	16%
VARIOS (115-14)	100 000	15 511	16%

70. Exceptionally, some projects have decided to progress without requesting funds from the NIE (e.g. SIREFOR/SINAC 038-14). Those funds will be of course requested later in the process, but meanwhile those projects' level of progression is underestimated in the figure above.
71. In terms of budget distribution across projects, it is worth noting that the programme's approved budget (6 271 643 \$) is very well distributed among the 33 projects, except for one project executed by the MAG (112-14), which alone represents 12% of the total approved budget (750 000\$). As a result, the overall performance of the programme is likely to be highly sensitive to this project's performance. This high relative weight is explained by the merge of several projects that were initially meant to be individual. This is also explained by the strategic importance of the project, that already generate a systemic impact on the country's adaptive capacity through a top-down approach from the MAG to the agricultural producers. Moreover, it is important to note that the project is being implemented in a high-priority region in terms of vulnerability (Hueta Norte). At the mid-term, the project is currently on a very good path and ahead of schedule with 56% of its implementation schedule in term of executed budget by NIE. This project is a representative sample of the whole programme in terms of successful progress.
72. Another way of assessing the programme's progress is to compare the budget execution at mid-term to the planned execution, as presented in the figure below at the programme level (per component). This budget includes not only the approved budget to the projects, but also the NIE and EEs fees. The planned budgets to be executed for first 2 years of the programme totaled 3 695 856 \$, which is very close to the executed budget to date (3 018 684 \$) when considering the NIE and EEs fees for the first two years of the programme as reported in the PPRs (respectively 276 524 \$ and 255 365 \$). Once again, those figures illustrate the highly satisfactory progress of the programme at mid-term, which is a result of the selection of appropriate executing entities and the NIE's rigorous follow-up.

**FIGURE 4: PLANNED BUDGET EXECUTION (PROGRAMME LEVEL)**



## 4. PROGRAMME EVALUATION FINDINGS

### 4.1 Findings Highlights

#### **Strategic Relevance**

73. Interviews with key institutional actors have allowed confirming the strategic relevance of the programme and its alignment with the country's political and strategic framework. ADAPTA2+ is aligned with the priorities defined in the ENCC and most importantly, with concrete needs of the most vulnerable communities in the country. Moreover the programme has shown to be perfectly aligned the National Development Plan, as revealed by the interview with governmental representative.
74. Interview with the DCC has allowed confirming that ADAPTA2+ is aligned with the Nationally Determined Contributions (NDC). Costa Rica included an adaptation component in its NDC, with concrete commitments related to specifically disaster risk reduction and community-based adaptation (which are both important part of ADAPTA2+).
75. The programme has also shown a clear alignment with the Sustainable Development Goals (SDGs) of the UN, as well demonstrated by the NIE in its mid-term report to stakeholders<sup>9</sup>. The programme also supports the national policy to manage the adaptation of communities in relation to climate change.

#### **Achievement of outputs**

76. At the mid-term, the programme has demonstrated a highly satisfactory efficiency in managing the programme and progressing through the expected outputs. At mid-term, almost half of the approved budgets (48%) have been executed by the NIE according to project-specific action plans. Given the variety of executing entities, project types and regions, this achievement is outstanding. The highly satisfactory progression at mid-term is also an indicator of the NIE's capacity to be very cost-effective in the administration of the programme.
77. The achievement of outputs varies per component and per outputs, some being well ahead of schedule and some facing more delay. In general, at the programme level, the expected outputs per component are already achieved or in a good path to be achieved by the end of the programme.
78. Although the implementation of component 2 has recently got up to speed, there are still improvements to be made in order to secure the delivery of its respective outputs. Local implementation capacities are generally lower with regards to this component, notably for projects involving coastal communities.

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<sup>9</sup> Programa ADAPTA2+: Enfoque multidimensional del programa Adapta2+ y su relación con las Contribuciones Nacionales Determinadas por Costa Rica, los Objetivos de Desarrollo Sostenible, el Plan Nacional de Adaptación y el Plan Nacional de Desarrollo.

### **Effectiveness**

79. The effectiveness varies from one project to another in terms of timeframe (immediate versus long-term) as well as direct versus indirect impact on climate resilience. At the programme level, the MTE leads to the conclusion that the programme has had so far an effective impact on the adaptation capacities of the final beneficiaries. For the vast majority of the 33 projects implemented so far, the review of the results indicators allows confirming that the programme allows the implementation of effective adaptation actions in the critical sectors most exposed to climate risks. Furthermore, the interviewed executing entities and final beneficiaries have testified multiple co-benefits beyond the adaptation results, such as the reinforcement of local mobilization and organization, food security, the active involvement of women and children, the protection of biodiversity, the economic diversification, etc.
80. Site visits and project interviews have allowed observing the effective and positive impacts that the programme generates in the field and in the communities. Notably, those impacts are related to new agricultural practices, which immediately increase the resilience of farmers to climate risks, for instance by securing the access to water for farmers or by allowing forage production all year long, which was clearly not possible before the programme implementation. Moreover, the programme has also allowed an immediate response to urgent needs of water supply and storage in communities particularly exposed to droughts.

### **Sustainability and replication**

81. The programme's component 3 is dedicated to capacity building, which is transversal and facilitates the empowerment of the beneficiaries, and ultimately the sustainability of the implemented actions. The vast majority of the implemented actions have generated concrete benefits for the farmers and the communities, which fosters ownership and make likely the sustainability of the projects on the long term. In terms of replication, the implemented projects have generated positive results that the NIE communicate on a continuous basis. This communication allows mobilizing more actors and progressively, new projects will very likely emerge.
82. Even though there is still no formal plan for replication post-2020, such plan could be developed in the next 2 years and Fundecooperación's team already has ideas for replication of projects and programme extension.

### **Factors impacting programme performance**

83. The MTE has allowed identifying the main factors that have impacted (positively and negatively) the programme's performance. Among those factors, Fundecooperación's programmatic or ecosystemic approach and convening capacity has resulted with a highly positive impact so far on the effectiveness, the efficiency and the sustainability of the adaptation actions. Acting far beyond the administrative role (facilitating the projects' access to the funds), Fundecooperación has demonstrated its strong capacity to identify and stimulate collaboration among the different stakeholders needing to be coordinated through a given adaptation action: agricultural producers, local authorities, communities-based water management entities (ASADAS), technology providers, technical advisors, etc.

## 4.2 Strategic Relevance

### **Alignment with Adaptation Fund strategy, policies and mandate**

84. The Adaptation Fund finances projects and programmes that help vulnerable communities in developing countries adapt to climate change. Its strategies, policies and mandate are directly aligned with the recipient country's strategic focus with regards to climate change are based on the country's needs, views and priorities<sup>10</sup>.
85. Nevertheless, the AF provides clear guidelines with regards to social, environmental and gender safeguards, namely through their Environmental and Social Policy<sup>11</sup> (approved in 2013) and the Gender Policy (approved in 2016). A series of 15 principles guide IEs through project formulation, implementation and M&E with regards to these two Policies. The following table presents the main elements of evaluation of these principles during the first half of programme implementation.

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<sup>10</sup> <https://www.adaptation-fund.org/wp-content/uploads/2015/01/OPG%20ANNEX%201.pdf>

<sup>11</sup> [https://www.adaptation-fund.org/wp-content/uploads/2016/07/ESP-Guidance\\_Revised-in-June-2016\\_Guidance-document-for-Implementing-Entities-on-compliance-with-the-Adaptation-Fund-Environmental-and-Social-Policy.pdf](https://www.adaptation-fund.org/wp-content/uploads/2016/07/ESP-Guidance_Revised-in-June-2016_Guidance-document-for-Implementing-Entities-on-compliance-with-the-Adaptation-Fund-Environmental-and-Social-Policy.pdf)

**TABLE 6. ENVIRONMENTAL AND SOCIAL PRINCIPLES (ESP)**

<b>Environmental and Social principle</b>	<b>Identified risks at programme design</b>	<b>Risk management by NIE</b>	<b>Status at MTE</b>
Compliance with the law	The development of the initiative represents any potential risks of noncompliance with national and/or international legislation	Precautions were taken with regards to fertilizer use, land tenure (ownership), and construction permits	Laws, regulation and local rules have been respected and followed-up.
Access and Equity	The development of the initiative represents a risk that there will be no just and equitable access to benefits, or that inequities will be intensified.	ADAPTA2+ recognizes the risk and prioritizes women and other vulnerable groups. Risk is managed through contracts with EE (dedicated clauses). Every project has an ESP plan.	ESP plans have been elaborated for all projects. On the program level, disaggregated indicators should also be used in the PPR reporting, for example using a gender and youth-sensitive spending report (how much of the project's resources has gone to building women's and youth resilience?). Projects encourage female participation in activities and trainings, and some projects almost entirely focus on women's groups and organisations but the projects aiming more traditional sectors (e.g. livestock), lack intended actions to structurally increase women's access to new technologies and assets (compared to men).
Marginalized and vulnerable groups	The development of the initiative represents risks of generating an adverse impact on marginalized and/or vulnerable groups like children, indigenous groups, refugees, people living with HIV/Aids, etc.	ADAPTA2+ requested executing agencies the identification of vulnerable or marginalized groups that could be directly or indirectly impacted during the development of the initiative, or even after its implementation.	Indigenous communities are involved in at least one of the 33 projects. There are no reports of other projects influencing rights of indigenous groups or disturbing life conditions.
Human rights	The development of the initiatives represents a risk of disrespecting international human rights	Risk is managed through contracts with EE (dedicated clauses)	No evidence of negative effects on Human Rights
Gender equity and women's empowerment	The development of the initiatives represents a risk of not promoting gender equity in a	Risk is managed through contracts with EE (dedicated clauses)	Participation and ownership of women vary from project to project but are generally respected.

Environmental and Social principle	Identified risks at programme design	Risk management by NIE	Status at MTE
	<p>way that men and women are enabled to participate fully and equally, receiving equal social and economic benefits and not suffering from adverse effects during the development of the same</p>		
Core labor rights	<p>The initiative represents a risk of disrespecting the labor rights identified by the International Organization for Work</p>	<p>Risk is managed through contracts with EE (dedicated clauses), and verifications through the social security system</p>	<p>No evidence of negative effects on core labor rights.</p>
Indigenous peoples	<p>The development of the initiatives represents a risk of disrespecting the rights and responsibilities established in the Declaration of the United Nations about the Rights of Indigenous groups and/or applicable instruments related to indigenous groups</p>	<p>Indigenous groups identification and legal clauses in contracts with EEs</p>	<p>Indigenous communities are involved in at least one of the 33 projects. There are no reports of projects influencing negatively rights of indigenous groups or disturbing life conditions.</p>
Involuntary resettlement	<p>The development of the initiatives represents a risk of involuntary resettlement of inhabitants</p>	<p>None</p>	<p>The projects do not involve resettlement of inhabitants.</p>
Protection of natural habitats	<p>The development of the initiatives represents an unjustified risk of conversion or degradation of natural habitat including those legally protected, officially proposed to become legally protected, critical habitats or areas renown and</p>	<p>Verification of overlap with parks and protected areas, especially for agricultural activities</p>	<p>Land-use change activities and expansion are very improbable because of the sensitivity of EEs and the solid legal framework prohibiting the conversion of forest land to any other destination in Costa Rica.</p>

<b>Environmental and Social principle</b>	<b>Identified risks at programme design</b>	<b>Risk management by NIE</b>	<b>Status at MTE</b>
	protected for indigenous groups or traditions		
Conservation of biological diversity	The development of the initiatives represents a risk of unjustified reduction or loss of biodiversity, as for example the massive introduction of exotic species	Technical study for prevention of reforestation with exotic species	No evidence of direct negative effects on biodiversity (either reduction or loss).
Climate change	The development of the initiatives represents a risk of unjustified generation of greenhouse gases	Request RTV	A number of improved practices promoted by the programme (improved pastures, Biol application in pastures, animal breeding in ecological farms) are likely to increase emissions compared to the situation before the project. However, these emissions are marginal compared to potential emission reductions and increased carbon sequestration. Hence, those practices are likely to generate NET emission reductions.
Pollution prevention and resource efficiency	Request an identification of environmental aspects and impacts for each initiative and measures to control and mitigate the energy efficiency risks	Impact study	No risks in this regard have been observed
Public Health	The development of the initiatives represents a risk of alteration, damage or removal of resources or cultural sites or with an accepted natural and scenic value	Legal clauses in contracts with EEs	No risks in this regard have been observed
Lands and Soil Conservation	The development of the initiatives represents a risk of degradation of land or soil	Verification with Land use and conservation Law	No risks in this regard have been observed

86. ADAPTA2+ has developed a clear framework inviting the EEs to respond to all Environmental and Social principles from the project onset. All individual EEs have identified risks and challenges regarding these principles at the project level. There are clear indications that these safeguards have been respected, and the NIE monitors the Environmental and Social Policy (ESP) of each and every project twice a year, which covers the potential environmental risks associated with the projects.

### **Relevance to regional and national strategies**

87. In general, ADAPTA2+ has been found highly satisfactory in terms of alignment with regional and national strategies associated with climate change, environment and development. The following findings are based on interviews with key institutional actors including the MAG, MINAE, DCC and SEPLASA.
88. The programme design is aligned with the National strategy on climate change (ENCC) and the National Action plan for strategy on climate change, which was framed by a clear desire expressed in the National Development Plan. The programme is also coherent with National Water Strategy and the Water Agenda, specifically regarding the development of capacities of ASADAS to assess, plan and implement climate action. Similarly, ADAPTA2+ is well synchronized with the country's NDC (2015)<sup>12</sup>. From the perspective of coastal areas, the programme is in line with the National Strategy for Integrated Management of Marine and Coastal Resources of Costa Rica.
89. Interviews undertaken in San José with several key institutional actors – including the Climate Change Direction (DCC), MAG, SEPLASA, MIDEPLAN – have allowed confirming that ADAPTA2+ is aligned with the climate and development policies and strategies at the national level. More than an alignment, those institutions perceive the programme as a flagship for the achievement of the climate and development goals. This is illustrated by the inclusion of ADAPTA2+ in the National Development Plan in 2015.
90. The Agrifood Sector and Rural Development Policy 2010-2021 emphasizes on disaster risk reduction and climate risk reduction, which are not the core objectives of this programme. Although capacity building within the agrifood sector has raised awareness about climate risks, there was not a disaster risk reduction system planned or executed in ADAPTA2+.

### **4.3 Achievement of outputs**

91. The following table provides a detailed overview of the current status of the programme's outputs and an assessment of the likelihood of their full delivery by the end of the current programme completion date. The following sections provide an overall assessment of the progress of key elements per component (1, 2 and 3) at the programme level.

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<sup>12</sup><http://www4.unfccc.int/ndcregistry/PublishedDocuments/Costa%20Rica%20First/INDC%20Costa%20Rica%20Version%202%200%20final%20ENG.pdf>

**TABLE 7. SYNTHESIS OF PERFORMANCE FOR THE 40 PROJECT INDICATORS AFTER TWO YEARS OF PROGRAMME IMPLEMENTATION**

%	Indicator scores as per October 2017
0%-50%	17
51%-100%	8
101-200%	5
201% and more	10
<b>TOTAL</b>	40

92. The following table is based on the aggregated reporting presented in the PPR reporting format for October 2017 data. It represents the numbers of indicators attaining a score level (0-50%; 51-100%, etc.) per aggregated indicator. The last column represents the average indicator score per aggregated indicator.

**TABLE 8. ACHIEVED PERFORMANCE FOR AGGREGATED INDICATORS AFTER TWO YEARS OF PROGRAMME IMPLEMENTATION**

Aggregated indicator	0%-50%	51%-100%	101%-200%	201% and more	Average
1.1.1. # New farming zoning scenarios, Agro-ecological zoning (ZAE, for its acronym in Spanish) maps for selected crops of the Central Region # of beneficiaries trained (technicians and farmers) by gender on technical options and methods resilient to the effects of Climate Change	4				4%
1.1.2 # technological options identified in order to strengthen resilience to Climate Change				2	208%
1.1.3 # Number of climate-resilient agricultural/livestock practices demonstrated to support adaptation of vulnerable farmers # of beneficiaries (men and women) implementing climate resilient agricultural/livestock practices #	1	1		2	217%

<b>Aggregated indicator</b>	<b>0%-50%</b>	<b>51%-100%</b>	<b>101%-200%</b>	<b>201% and more</b>	<b>Average</b>
ha (in indigenous people communities) with reduced vulnerability					
1.2.1 # of beneficiaries from the agricultural insurance (gender-disaggregated)	2				26%
2.1.1 # of ASADAS ( <i>Community-based water management organizations</i> ) and municipality water supply systems implementing a Water Safety Plan for climate change adaptation # of ASADAS with a infrastructure vulnerability assessment # of community groups formed and operationalized for adaptation planning	3		1		47%
2.1.2 # of measures implemented for integrated watershed protection in accordance with the Water Safety Plan # Hectares of watershed area under improved management practices Ecosystem services and natural assets maintained or improved under climate change and variability-induced stress	1			1	940%
2.2.1 # Hectares of aquifer recharge in the intervention area				2	708%
2.2.2 # of beneficiaries (men and women) accessing to improved water services and having access to infrastructure that properly manage the impacts on water supply induced by climate change.	2				6%
2.2.3 # of beneficiaries (men and women) from the refundable funds (gender-disaggregated) # of credit products tailored to the needs of ASADAS and national water systems	1				30%
2.3.1# of citizens in coastal zones who have enhanced adaptive capacity to respond to climate-induced risks # of risk exposed coastal communities protected through adaptation measures # kilometers of coastline protected		2	2		118%
2.3.3 Area of mangroves under rehabilitation through planting of resilient seedlings, dredging and the creation of no-take buffer zones		1	1		30%
3.1.1 # of early warning systems developed	1	1			50%

<b>Aggregated indicator</b>	<b>0%- 50%</b>	<b>51%- 100%</b>	<b>101%- 200%</b>	<b>201% and more</b>	<b>Average</b>
3.1.2 # of community representatives trained on early warning systems		1			100%
3.2 # of beneficiaries trained on adaptation measures (gender-disaggregated) # of beneficiaries using climate risk information to adjust their livelihood behaviour # of stakeholders participating in awareness raising	2	2		3	234%
3.3 % of programme beneficiaries making use of improved climate risk information and climate monitoring processes, disaggregated according to gender	2				0%
TOTAL	17	8	5	10	40

93. Exaggerated scores at midterm may point out an error in choice of indicator or under ambitious target setting.

**TABLE 9. IMPLEMENTATION STATUS PER PROGRAMME COMPONENT AND OUTPUT**

Component	Expected outcomes	Expected concrete outputs	Implementation status for outputs (April 2018)
<p>Component 1: Increasing the adaptation capacity to climate change in the <u>agricultural sector</u> (including agriculture and livestock)</p>	<p>Strengthened farming productivity in response to climate change, in order to reduce loss of soil and improve water management</p>	<p>1.1. A variety of technical options and methods, resilient to the effects of climate change – developed, validated and implemented in the agricultural sector according to the area</p>	<p>ZAE have been identified but implementation is well behind. Adaptation practices are identified and demonstrated. Adoption by farmers is more than on schedule.  Adaptation plans for farms have been elaborated.  Inclusion of indigenous lands slightly behind.  <b>Assessment: Output delivery well on track</b> and will be completed if IE and EEs maintain the same rhythm.</p>
		<p>1.2. Technical financial support promoted for adopting technical options generated in local communities</p>	<p>Access to credit schemes and development of specific financial products is lagging behind.  <b>Assessment: In progress.</b> Two lines of credit have been developed mid-term: “Ganadería Pro-Clima” and “Progreso Ganadero”. For instance, Ganadería Pro-Clima offers a low rate, adapted financing scheme at 1.25% monthly (up to 7M colones) for water harvesting systems, irrigation systems, feed banks, haymaking, silage, haymaking and working capital. Farmers engaging in credit lines for technology adoption is the final step in the delivery of this output.</p>
<p>Component 2: Improving water resources management in order to increase resilience in <u>coastal communities</u> that are more vulnerable to climate change.</p>	<p>The availability of water resources for human consumption is preserved and the vulnerability of coastal communities is reduced through the participation of communities in protecting critical ecosystems (for example: mangroves,</p>	<p>2.1. Water Safety Plans developed and implemented</p>	<p>Work with communities is behind schedule. The programme overestimated local executing entities’ capacity to formulate, plan and execute coherent climate adaptation actions. Moreover, some of the collaborating public institutions in this component have overlapping responsibilities, leading to lack of ownership and reluctance to share information.  However, significant progress has now been made in structuring this output’s delivery, with an estimated 14 months of backlog.  Vulnerability assessments are on schedule.  Watershed management practices already passed programme target.</p>

Component	Expected outcomes	Expected concrete outputs	Implementation status for outputs (April 2018)
	watersheds, and coastal areas).		<b>Assessment: Slow output delivery for the aforementioned reasons.</b>
		2.2. Efficient and effective comprehensive water resource management	<p>Very high rate of implementation of reforestation and protection of watersheds.</p> <p>Low implementation of outputs related to water supply, associated infrastructure and organisation of communities. As this output delivery is located downstream of the delivery of output 2.1., this output also trails behind in its schedule.</p> <p><b>Assessment: structural delay in the delivery of this output.</b> If the current tendency is maintained, it is likely the output will not be delivered by the end of the project.</p>
		2.3. Comprehensive management in the coastal areas established	<p>Training in coastal areas have been realized, adaptation measures implemented, coastline protected, mangrove zones reforested and mangrove nursery established.</p> <p><b>Assessment: This output has already been delivered at mid-term</b></p>
Component 3: <u>Improving the capacity</u> of communities, producers, institutions, and other relevant stakeholders regarding adaptation to climate change.	Communities, farmers, institutions and stakeholders improve capacities regarding adaptation to climate change by developing and improving the information, awareness and abilities about related socioeconomic and environmental tasks	3.1. Improved community preparation through the development and consolidation of early warning, risk reduction systems and protocols for agriculture, water resource and coastal areas with regards to climate change	<p>Early warning system implemented</p> <p>Forest fire management system not implemented yet</p> <p>Communities, including women groups have been trained</p> <p><b>Assessment: Mixed bag, some very good, other indicators are lagging behind.</b></p>
		3.2. Communities, farmers, institutions and stakeholders are aware and informed about risks related to climate change and trained in regards to the corresponding adaptation measures.	<p>Number of beneficiaries and policy makers trained is low for MT.</p> <p>When it comes to producing communication and knowledge materials, handbooks and online training courses, output is already delivered.</p> <p><b>Assessment: Generally good and on track. Training and awareness creating with beneficiaries and policymakers need some speeding up</b></p>

Component	Expected outcomes	Expected concrete outputs	Implementation status for outputs (April 2018)
		3.3. Strengthened Institutional capacities for the systematic monitoring of climate change, in order to prepare and inform stakeholders about the development of significant weather events and/or gradual changes.	Climate risk and information systems implementation has not been initiated yet  <b>Assessment: No progress. Output delivery could be at risk.</b>

#### 4.4 Effectiveness (achievement of outcomes)

##### **Achievement of direct outcomes as defined in the programme document**

**Outcome 1:** *Strengthened farming productivity in response to climate change, in order to reduce loss of soil and improve water management*

94. The delivery of this outcome is well on track. The strategic alliances the programme made as well as the insightful selection of EE has allowed to move forward quickly with this component. Extension services and specific projects delivered by the MAG has allowed for an immediate production of outputs and generally adequate outreach.
95. Where the programme has catching-up to do is in the accessibility to climate-specific credit lines allowing farmers to adopt technologies that increase resilience.
96. It is not always clear how some project activities contribute to reducing vulnerability (in project design).

**Outcome 2:** The availability of water resources for human consumption is preserved and the vulnerability of coastal communities is reduced through the participation of communities in protecting critical ecosystems (for example: mangroves, watersheds, and coastal areas).

97. Delays in this component are due to slow implementation of projects with ASADAS, who had reduced capacities with regards to climate challenges and project management. Initial capacity building to create coherent and relevant projects took more time than initially planned. Local and national government organisms active in the water and sanitation sector (A y A, DA, municipalities, amongst others) are less structured, with limits between their roles and responsibilities quite unclear and in some cases overlapping. The NIE also has limited experience in water management projects (compared to agricultural projects), which marginally contributed to this delay. However, projects were eventually submitted and approved and are now operational and creating results. Whether this will be enough to deliver the outputs of this component, remains to be seen. Programme management is anticipating an extension of the programme in order to deliver fully the planned outcomes.

**Outcome 3:** *Communities, farmers, institutions and stakeholders improve capacities regarding adaptation to climate change by developing and improving the information, awareness and abilities about related socioeconomic and environmental tasks.*

98. Transversal, this outcome is generated throughout the other two components. The project aims at creating synergies between EEs and coordinates close collaborations between EEs active in the same value chain, or in the geographical region. The NIE invited all appropriate public institutions to contribute to the programme's implementation, either as an EE or as a strategic ally, which has created an interesting dynamic of sectorial and geographical collaboration, with the MAG's role as extension services provider as the most prominent example.
99. In general, the programme's stakeholders – especially final beneficiaries - still have a very basic understanding of climate risks and adaptation strategies. The lack of local analytic

capacity is a concern at mid-term. Considering that the programme has dedicated a standalone component for capacity building, the level of understanding of the adaptation logic and interventions is significantly low. Although a large majority of practices, technologies and techniques effectively contribute to increasing adaptive capacity, economic and productive development remain the first motivations for a large number of EE and final beneficiaries. This could be tackled in the second half of implementation, for instance through additional workshop and focus groups with different projects. Another possibility would be to select the “champion” executing entities and/or beneficiaries so they can participate to the component 3 activities and communicate the basics of climate risks and adaptation strategies on a peer-to-peer basis.

### **Overall effectiveness of the programme**

100. At the programme level, the evaluation leads to the conclusion that ADAPTA2+ is in general on a good path to achieve the expected outcomes in terms of strengthen farming productivity, reduced loss of soil and improved water management (component 1), preservation of water resources and reduction of coastal communities vulnerability (component 2) as well as improved capacity with regards to climate adaptation (component 3). The review of results indicators allows confirming that the programme accelerates the implementation of adaptation actions in the critical sectors most exposed to climate risks. Beyond adaptation to climate change, the interviewed executing entities and final beneficiaries have testified multiple co-benefits, such as the reinforcement of local mobilization and organization, food security, the active involvement of women and children, the protection of biodiversity, the economic diversification, etc.
101. In terms of immediate contribution to climate resilience project-by-project, it is difficult to make a clear-cut diagnostic, as the net contribution to increased climate resilience varies significantly from one project to another. While some projects directly contribute to climate resilience by implementing effective and immediate solutions to an exposure to climate risks (e.g. increase water access and supply in areas of drought), other projects rather invest in activities that will likely increase resilience over time (e.g. diversification of economic activities or development of informative tools), but that does not necessarily lead to an immediate and measurable increase of climate resilience. Nevertheless, those types of projects (indirect contribution to climate resilience) are very likely to play a critical role in enhancing the country’s capacity to implement actions that will directly increase climate resilience.
102. That being said, the majority of the projects generate a direct, concrete and very positive contribution to climate resilience. Site visits and project interviews have allowed observing the effective and positive impacts that the programme generates in the field and in the communities. Notably, those impacts are related to new agricultural practices, which immediately increase the resilience of farmers to climate risks, for instance by securing the access to water for farmers or by allowing forage production all year long. The programme has also allowed an immediate response to urgent needs of water supply and storage in communities particularly exposed to droughts.

## 4.5 Sustainability and replication

### **Socio political sustainability**

103. Over the last decade, CC and CCA has become far more prominent on the political agenda in Costa Rica. The programme plays an critical role in supporting the development of CCA strategies in the agricultural sector and towards coastal communities and responds directly to the orientations identified in the country's NDC. The policy framework is fully supportive of the results delivered and the processes supported by the programme. Although significant progress has been already made with SEPSA (Executive Secretariat for Agricultural Sector Planning) and the National Development Plan (PND), more work is required for the complete integration of CCA into sector policies and strategies, which would further strengthen the likelihood of continued involvement of the sector ministries (MAG, MIDEPLAN and MINAE) at both national and regional levels.
104. At the community-level, early livelihood-related benefits are already observed in terms of agricultural infrastructure and productivity increment. The technologies promoted by the programme are generally low-cost, based on locally available materials and technically feasible for the communities to maintain. The focus on ecosystem-based adaptation solutions, such as tree planting, mangrove and watershed management further enhances the likelihood of sustainability, as these are things that the communities have the capacity to maintain themselves – and since their benefits increase over time as the vegetation grows. In most of the projects, the communities have themselves provided significant contributions to the physical activities, which is a further incentive for the continued maintenance. However, the uneven level of conceptual understanding among community-members could be a limitation, hence the importance of dedicating more resources and involving “champions” in the capacity building activities during the second half of the programme.

### **Sustainability of financial resources**

105. Programme outputs related to socioeconomic development are likely to be sustained over time by farmers and communities, especially if Fundecooperación succeeds in consolidating long-lasting access to microcredits for beneficiaries. The emphasis of the programme on capacity building and training will without doubt contribute to financial sustainability.
106. However, for some aspects of the programme it is not quite clear what the post-programme sustainability strategies are. For example; how will the Early Warning Systems be integrated in the national Risk Management Plan? How will the follow-up of the watershed management plans be financed?
107. Despite the fact that the MTE was not able to identify each and every post-programme financing strategy, it is clear that the way the programme is built increases the likelihood of financial sustainability post 2020. Indeed, when selecting the projects and the executing entities, the NIE has considered the capacity of pursuing the actions post 2020. Moreover, they made sure the selected projects/actions were perfectly aligned with the executing entities' mission in the absence of the programme. The MTE was able to confirm that all of the interviewed executing entities have the capacity to secure the financial resources needed for the sustainability of the project's results. This is especially true for the national and institutional executing entities (MAG, SETENA, INS, IMN, CNE, etc.), which represent an important portion of the programme.

### **Sustainability of institutional frameworks**

108. Existing institutional structures and processes are systematically considered by ADAPTA2+ for delivery, and the programme is operating within established institutional mandates. For instance, the National Insurance Institute (INS) is mandated as executing entity for the development of agricultural insurance policies, including climate resilience criteria. The IMN (Instituto Meteorológico Nacional) is in charge of developing the Early Warning Systems planned under component 3 in close collaboration with the CNE. At the regional level, the programme engages ASADAS in water safety and watershed management plans. Hence, the technical capacity enhancements that the projects have achieved generally fall well in line with the tasks and responsibilities of the people trained. This integration and alignment with the mandates and ongoing roles of the partners is conducive for continuity and post-project sustainability.

### **Environmental sustainability**

109. The programme embraces an environmental approach, where it aims to restore/enhance ecosystem services and integrity as cost-effective means to reduce vulnerability to climate-related hazards. For example, by restoring mangrove vegetation to buffer increased sea-water levels and floods, planting well-selected tree and shrub species to reduce erosion, and thereby reducing the risk of erosion and mud-flows, or by diversifying crops, etc. This is amplified by the fact that the programme emphasizes on local planning at watershed, municipal and regional level, where specific environmental concerns are better addressed. In short, the programme is expected to enhance environmental sustainability.

110. Moreover, ADAPTA2+ is aiming at improving rural livelihoods and reducing local and regional vulnerability. Hence, the risk of negative environmental and social impacts was deemed negligible, so the programme design has not deemed it necessary to implement specific environmental safeguards or mitigation measures. This assumption appears valid and no negative impacts were observed during the field visits. Moreover, the NIE monitors and analyses the Environmental and Social Policy (ESP) of each and every project twice a year, which covers the potential environmental risks associated with the projects. Hence the risk of negative impacts cannot be entirely ruled out but appears low.

111. The component 3 activities at the local and national level are mainly related to capacity and policy and are thus not expected to have a direct environmental impact, but they do have an environmental focus/perspective and are expected to contribute to improved environmental sustainability in a longer perspective.

112. ADAPTA2+ projects are often one link of a complex chain of actors, funders and projects. In some projects, the sustainable and positive environmental impact – including the improvement of climate resilience - will depend on external and future projects that are not part of ADAPTA2+. In a few cases, projects are at the stage of readiness and their implementation is still uncertain. Hence, in some cases, no conclusion can be drawn about the project's environmental sustainability over time until those external initiatives are undertaken and completed. CIEDES project is a good example, where the water tanks by itself increase resilience on the short term only. Their usefulness on the long term will depend on the development of a sustainable solution to water supply in the watershed, which falls outside the scope of the programme until 2020.

### **Catalytic Role and Replication**

- 113. Creation of microcredit lines already contributes to the catalytic role of the projects since specific credit and insurance products are being developed.
- 114. The structure of the programme, with its diversity of Executing Entities is creating a considerable structural effect among many local, regional and national institutions, from the MAG to small cooperatives and farmer organizations. This is probably one of the programme's biggest strengths with regards to mainstreaming adaptation to CC.

### **4.6 Efficiency**

- 115. In the light of the implementation status so far (see achievement of outputs), there is no major risk to the programme timely implementation despite some minor delays for specific programme's outputs.
- 116. Some of the delays have been associated with readiness activities and micro-outputs that had not necessarily been planned at the programme design. It can be reasonably assumed that the speed of execution will increase in the second half of the programme, as the majority of the projects have completed the readiness phase and are ready to execute the remaining budgets.
- 117. The main risk identified for the timeliness of the programme implementation was the national elections of 2014, and the subsequent change of guard of most of the public servants implicated in the programme. The elections resulted with no significant impact on the programme's agenda, as the new public servant and key institutional actors have supported the programme. In this sense, the NIE has successfully managed to reengage new authorities in the programme.
- 118. Another identified risk related to efficiency is the executing entities and final beneficiaries' capacity to manage and implement projects. This capacity varies significantly depending on the project, the type of final beneficiary, the economic sector, the component, project location and associated socio-economic context, etc. Implementation is generally more difficult and challenging for projects targeting the most vulnerable beneficiaries in coastal areas communities. On the contrary, project implementation is much more efficient when it involves an already organized group as final beneficiaries (for instance, some ASADAS). Project implementation has also resulted more efficient when projects involve final beneficiaries having a direct economic incentive associated with their business or enterprise (e.g. farms).
- 119. Similarly, the EE are very different from one project to another, as well as their capacity and expertise to efficiently manage development projects. While some EE had no or little experience in project management, others are well-established organization with a lot of internal resource for accounting, monitoring, mobilization, etc. This was taken into account from the beginning at the projects selection, and where needed additional support is provided by the NIE and other programme's allies.
- 120. The project level of maturity has also been identified as having a major impact on the project implementation efficiency. Some of the ADAPTA2+ projects already had a track record before

the programme inception, and ADAPTA2+ funding was the continuity of an already existing initiative. In those cases, project implementation has resulted more efficient.

## 4.7 Factors impacting programme performance

### **Preparation and readiness**

121. For many projects, the efforts of preparation and readiness have been underestimated at the design stage. Those efforts have resulted significant for many of them, which has caused significant delays in the implementation compared to the initial planning. However, other projects have been more efficient in the preparation and readiness process, which compensate the slower ones when looking at the programme level.
122. This gap between planned outputs and real outputs can be observed in the projects reports produced twice a year and delivered to the NIE (“informes técnicos”). In those reports, column D shows the expected results while column E shows the real results. The comparison of the two column sometimes indicates a difference in terms of outputs (planned versus real), but it also shows a much more precise breakdown of micro outputs in the “real results” column. This higher level of precision is a positive indication of an adequate follow-up by EE. However, it also indicates that several micro-activities, associated with preparation and readiness, had not been planned in the first place (at the project design) but have resulted necessary in order to progress through the planned outputs. One example is the INTA project (agro-ecological zoning), where the expected result (ZAE digital mapping) was manifestly dependent on the achievement of several micro-results (soil sampling and analysis, experts workshop, land-use mapping, software adaptation, etc.).
123. There are other examples where the administrative and/or legal tasks have resulted a challenge, especially for those executing entities that were not used to such processes and did not necessarily have the internal capacity and expertise to undertake tasks such as request for proposal, contracts, compliance with the environmental and social policy, etc. Those challenges have resulted in more or less delays in several of the programme’s projects (e.g. CNPL, ICICOR, etc.).

### **Programme implementation and management**

124. The programme’s unique design (programmatic approach), consisting of one NIE and 33 EE, was innovative and audacious. The programmatic approach has resulted in a high level of complexity, as the NIE has to deal with many different EE having different backgrounds and resources, and different types of projects in different regions of the country. As a result, Fundecooperación has developed various strategic partnerships (e.g. with the MAG extension agencies or CATIE) in order to increase the technical support available for the on-going projects. Smart and structured matchmaking between EEs and technical partners, as well as a comprehensive outsourcing of technical and field monitoring responsibilities, have created the conditions for a generally adequate implementation and management responsibility for the NIE.
125. The programmatic approach has resulted with Fundecooperación playing a critical role in creating an “ecosystem” of stakeholders, harmonized and mutually engaged around different adaptation actions. Moreover, the programmatic or ecosystemic approach strengthens the

NIE, as it allows relying on multiple resources and diversified strengths among the programme's allies, as opposed to relying on internal resources only.

126. Climate exposure being a transversal issue, climate adaptation commands transversal actions that involve several stakeholders. The site visits and interviews undertaken as part of the evaluation have allowed identifying the critical importance of having those stakeholders aligned at the moment of implementing a project. Without the programmatic approach and the "ecosystem" continuously developed by Fundecooperación, the implementation of such actions would be much more challenging and risky. In that sense, Fundecooperación's role of ecosystemic coordinator has been so far the most important and positive factor for the achievement of results at mid-term.
127. The NIE team dedicated to ADAPTA2+ is relatively limited in terms of the number of resources involved, especially when considering the ambitious scope, the high number of actors involved and the geographical scope that makes site visits and meetings more difficult. There are only two Fundecooperación employees fully dedicated to ADAPTA2+ (Carolina Reyes Rivero, project manager, and Laura Porrás Herrera, junior project manager). There are 10 others partly involved in the programme, but most of them are not involved in the operation per se but rather in the administrative and financial follow up, as well as marketing.
128. Despite the limited capacity, the NIE operational services as well as the overall management of the programme has been found highly satisfactory. The feedbacks received from the projects executing entities have resulted very positive, and the quality of the monitoring and reporting documentation produced by the NIE team has been found generally highly satisfactory.
129. However, some minor inconsistencies have been found across several programme documents. All the programme documents are not necessarily maintained completely up-to-date on a continuous basis. Moreover, the lack of streamlining across the programme monitoring and reporting documents has been identified as a minor issue. For instance, as mentioned previously, the classification of projects per component is not always consistent across programme documents. Another example is the list of on-going projects, which has resulted difficult to define consistently across the programme internal and external documents. Even though the type of document is different (internal for project management versus external for communication), it is important to keep all the programme documents streamlined in terms of project information. Again, this lack of streamlining is a minor issue, since the projects data are very well managed internally using the SOFI management and reporting software.

### **Communication and public awareness**

130. The NIE has developed several communications in order to disseminate the information related to the programme and especially the results at mid-term. Those communications are frequently relayed to various regional and national medias, with the aim of divulging the results achieved by the on-going projects on a periodic basis.
131. A mid-term event was carried out in San-José on April 20<sup>th</sup> 2018, with more than 100 attendees from ministries, executing entities, beneficiaries, technology providers, etc. The event was not only dedicated to the presentation of the programme, but it also included exchanges, panels and workshops for specific topics associated with the programme (e.g. water management in agriculture).
132. From the early days of the programme and lately in April 2018, several local workshops have been implemented by the NIE, and directed to executing entities and final beneficiaries.

### **Monitoring evaluation**

133. The interviews have allowed identifying that the programme formats are very demanding to fill out for EEs. This is a feedback that the MTE team has received in all the interviews and site visits. Although all the required parameters and aspects are used entirely for reporting towards AF and other donors, this is clearly a burden, especially for EEs with reduced capacity or resources.
134. Nevertheless, most of the executing entities have acknowledged that the reporting procedure has resulted useful for their auto-evaluation. Moreover, most of them have dedicated one person to the reporting, which has been trained accordingly. As a result, the reporting process is becoming less a burden over time.
135. Moreover, according to the feedbacks received from the interviewed executing entities, the NIE have demonstrated flexibility and support in the reporting process, especially at the beginning of the programme and with executing entities with less expertise/experience in project management and monitoring.
136. Regarding the indicators, some indicators lack precision to be adequate: For example, “At least 5 measures implemented for watershed protection” is too general to be useful. What measures, what scale, where? Are they double-counted with other indicators, for example from 1.1.3? Furthermore, indicators should be chosen in order to demonstrate the degree of completion of the projects’ outputs. This is not the case for indicators over 300% at mid-term. A recommendation would be to avoid these indicators that give multiples of 100%: they indicate an error in indicator selection. Finally, there were a few errors identified in the definition of indicators. For instance, 10 Credit schemes per year means there should be at least 25 at midterm and 50 at the end of the programme. The target should be modified at project conclusion (currently at 10).

## 5. HIGHLIGHTS, LESSONS LEARNED AND RECOMMENDATIONS

### HIGHLIGHTS:

- ✓ **NIE administrative capacity** – The programme has a very high level of complexity, due to the high number of on-going projects (33) and regions (6), the diversity of technologies and measures, as well as the high number of executing entities and beneficiaries involved (which all have different capacities, exposure and sensitivity to climate change, adaptive capacity and resources, level of awareness, etc.). The complexity of the programme makes the management, monitoring and reporting more challenging. This complexity implies that the NIE has to deploy an important amount of resources, high enough to provide an adequate (frequent and high-quality) monitoring and support to the projects. Given the very ambitious scope of the ADAPTA2+ programme and the internal resources of the NIE to deploy such programme, the overall results and achievements at mid-term are highly satisfactory. Fundecooperación administrative and coordinating role, as the NIE, has received positive to very positive feedbacks from 100% of the interviewed executing entities, beneficiaries and key institutional actors.
- ✓ **NIE Strategic Role** – As implementing entity of ADAPTA2+, Fundecooperación’s role goes far beyond the implementing and administrative tasks. Indeed, the development and implementation of the programme has allowed converting Fundecooperación in a strategic pivot for climate adaptation across the country. Since the programme’s inception, the organization has coordinated a highly diversified group of stakeholders (beneficiaries, technical experts, governmental entities, executing entities, etc.) in order to structure and catalyze a transversal adaptation response. This outreach capacity is progressively leading to a change of paradigm in terms of integrating climate risks into agricultural activities, water management and costal resources management.
- ✓ **Progress at mid-term** – At the mid-term, the programme has managed to achieve progress estimated to almost half of the approved budgets (48%). Given the variety of executing entities, project types and regions, this achievement is outstanding. The highly satisfactory progression at mid-term is also an indicator of Fundecooperación’s capacity to be cost-effective in the administration of such complex programme with a relatively small team.

The following table summarizes the main lessons learned and associated recommendations in light of the MTE findings. The lessons learned consist in aspects of the programme that could be improved for the second half of the programme’s implementation. As such, they are not issues that represent a risk for the achievement of the programme’s results. Rather, those lessons learned must be understood as positive opportunities to improve the programme’s performance in terms of programme management, financial sustainability, environmental sustainability and gender equity.

**TABLE 10. LESSONS LEARNED AND RECOMMENDATIONS**

LESSONS LEARNED	RECOMMENDATIONS
<p>Such ambitious transnational programme involves a high diversity of stakeholders and executing entities, which makes it challenging for the NIE to obtain a similar level of performance and results in all the projects.</p> <p>For instance, the level of awareness is so far different from one project to another, depending on the type of EE. Some types of EE (e.g. academia or institutional) have a higher level of awareness and more resources to undertake administrative, monitoring or legal tasks. As a result, the level of support provided by the NIE has to be adjusted to each project, which as resulted challenging while trying to keep the same requirements and a fair level of equity among projects.</p>	<p>The NIE has been so far successful in managing this diversity of capacity. However in order to improve even more the overall performance of the programme, more exchanges among project (e.g. in the same region or same project type) could be promoted and coordinated. Such exchanges would create a “levelling upwards” and some executing entities could take advantage and learn from the stronger ones.</p> <p>For instance, focus groups could be organized among several executing entities implementing similar projects or facing similar challenges in the implementation. Moreover, a “champion” (successful project) could be selected by the NIE and presented to other executing entities and beneficiaries in order to share experience.</p>
<p>The projects implemented under ADAPTA2+ are often part of an already existing regional or local initiative. In several projects, funding from ADAPTA2+ has allowed the extension of pre-existing initiatives involving local, national or even international partners. Similarly, several of the ADAPTA2+ projects will need funding to be extended, continued or, more importantly, consolidated post-2020.</p>	<p>As a first step, an extensive consultation process with the executing entities could be undertaken in order to clearly identify the specific needs of each project once the programme terminates. Based on the results of the consultation, a pipeline of potential new projects (spin-offs) could be developed, including a description of the existing problematic and climate exposure (baseline), a short description of the project (infrastructure, technology, capacity building, good practices, etc.) as well as the stakeholders involved.</p> <p>This pipeline of projects could facilitate discussions with potential national and international funders. The pipeline of potential new projects, as well as a list of potential funders and partners, shall be integrated into a comprehensive strategic plan for the programme extension post-2020. On the short term, the strategic plan will accelerate the search for funding and ultimately, it will ensure the sustainability of the implemented projects over time.</p>
<p>The matchmaking between stakeholders, facilitating collaborations and creating synergies are all critical roles of the NIE. However, these roles are played in an organic modus operandi, which means no formal procedure or documentation has been drafted by the NIE.</p>	<p>It is recommended that Fundecooperación document and systematize those efforts, which will allow optimizing the interactions and collaborations among the programme’s stakeholders. As a first step, a mapping of the programme “ecosystem” could be drafted in order to clearly identified strengths and weaknesses among the different stakeholders, extract</p>

	potential opportunities of collaborations in order to enhance the programme's performance.
<p>Beyond the adaptation aspect, the programme does not necessarily control all the technical appropriateness of the implemented technologies and practices. Even though projects have all been initially selected based on robust technical grounds, the programme does not systematically/directly check the appropriateness of the implemented actions. Rather, the programme relies on allies (e.g. CATIE, MAG, etc.) to assess the relevancy of the proposed practices. Even though those allies are accountable and have been selected based on their capacity to provide technical support and scientific base, a direct due diligence by the programme would likely enhance the projects' performance.</p>	<p>In order to ensure a proper due diligence on those technical aspects, the NIE could assign a technical expert (e.g. agronomist for component 1, civil engineer for water supply infrastructure, etc.) having sufficient knowledge on specific topics to challenge the executing entities on the selected and implemented technologies and/or practices. In case of limited amount of time and resources, this due diligence could be undertaken through spot checks on a periodic basis (e.g. at each semester report).</p>
<p>The NIE has clearly fostered gender equity since the programme inception and continues to do so. However, gender equity is a socio-cultural issue that goes far beyond the programme both in terms of scope and timeframe. As a result, there are still additional improvements that could be made. In the case of ADAPTA2+, the incorporation of gender perspectives and the involvement of women as agents of change, especially in agriculture, could be improved.</p>	<p>The gender equity could be improved, for instance, by establishing gender-sensitive benchmarks, sex-disaggregated data and indicators, especially at the programme level. Whereas at the project level, gender disaggregated data is available, this has not been made visible in the PPR, for example (programme level). This should be articulated more and evidenced based on the data available at the project level.</p> <p>Beyond the use of indicators, many concrete actions could be taken in order to foster/accelerate the participation of women. For instance, the NIE could consider thematic training session that would be undertaken specifically for women. The NIE could also consider organising focus groups for women.</p> <p>Another possibility would be selecting a small group of women who are particularly integrated and involved in the implementation of a project. This group could be in charge of a training on women empowerment for other more traditional groups.</p>
<p>Even though this is a minor issue, English language in the reports to the AF could be slightly improved.</p>	<p>If possible in terms of budget, Fundecooperación could hire some external resources (e.g. translator) on a periodic or ad-hoc basis, in order to compensate the lack of internal resources and improve the quality of English in the reporting process.</p>

## APPENDICES

## APPENDIX 1. EVALUATION INTERVIEW GUIDE (NIE)

<b>Relevancia Estratégica</b>
¿Qué rol e importancia relativa tiene ADAPTA2+ dentro de la estrategia nacionales de cambios climático (ENCC) en cuanto a los sectores claves contemplados por el programa (hídrico, agropecuario y zonas costeras)?
¿Creen que ADAPTA2+ presente un potencial significativo de impactar directamente o indirectamente a los otros sectores claves de adaptación de la ENCC (energía, salud, infraestructura, biodiversidad)?
¿Cómo aseguraron la alineación de ADAPTA2+ con las otras estrategias nacionales (energía, manejo de agua, seguridad agroalimentaria, plan de desarrollo, zonas costeras)?
¿Como aseguraron la alineación de ADAPTA2+ con los objetivos y metas del Fondo de Adaptación?
¿Como aseguraron la alineación de ADAPTA2+ con los objetivos de las comunidades locales donde intervienen? (por ejemplo municipios o organizaciones ciudadanas)
¿Hasta la fecha, como ha logrado ADAPTA2+ ser activamente inclusivos hacia grupos vulnerables (mujeres, jóvenes, comunidades de menos recursos, etc.)?
<b>Logro de los productos finales “outputs” (en cuanto a cantidad y calidad)</b>
¿Según su criterio, los resultados intermediarios son de buena calidad y útiles?
¿Después dos años y media de programa, que haría diferentemente?
¿Si hay un producto final (output) del programa que le preocupa el cumplimiento, cual es? ¿Por que le preocupa?
Por ser un programa de adaptación, el objetivo del programa y los objetivos de los tres componentes están enfocados a aumentar la resiliencia así como la capacidad de los actores para adaptarse a los efectos del cambio climático.  ¿hasta la fecha, creen que los beneficiarios están suficientemente enterados de los riesgos y costos relacionados con los impactos del cambio climático?
¿perciben que esta percepción de riesgos realmente actuó como motor de cambio y movilizó a los actores dentro del programa?
¿hubo otras fuentes de motivación u otros beneficios esperados en participar al programa? Ejemplos: financiamiento para mejorar la empresa, beneficios económicos (e.g. turismo), reconocimiento público, etc.
<b>Eficacia: logro de objetivos y actividades del programa</b>
Globalmente (a nivel de programa), ¿cómo ven el progreso de implementación hasta la fecha?

<p>Mas de 25% del presupuesto del último periodo de reporte (Nov 2016 – Oct 2017) ha sido otorgado al output 1.1 del componente 1 (agricultura). Lo mismo se contempla para el próximo periodo de reporte.</p> <p>¿Como se ha justificado esta alta prioridad?</p>
<p>Hasta la fecha de implementación del programa y sus actividades, se supone que se han implementados acciones o actividades que no se hubieran implementado en la ausencia del programa (es decir en el escenario de línea base);</p> <p>¿creen que las actividades ya implementadas realmente van ‘más allá’ de lo se plantea normalmente ¿que se hubiera plantado hacer a través de otros fondos o programas de desarrollo?</p>
<p>¿Cuál es la probabilidad que ADAPTA2+ cumple con los 3 grandes objetivos del programa?</p> <p>¿Cuáles serán los factores de éxitos los más importantes?</p>
<p>¿Cuáles son los resultados concretos de ADAPTA2+ en respecto a las mujeres y su resiliencia, especialmente en las comunidades Rurales y costeras?</p>
<p><b>Sostenibilidad y replicación</b></p>
<p>¿Cuáles son los desafíos de gestión del programa más importantes y como ha logrado superarles? Relata en detalle.</p>
<p>¿Qué es lo que ADAPTA2+ está haciendo bien y debería ser replicado en otros programas de adaptación?</p>
<p>¿Hay signos /ejemplos tempranos de posibilidades de escalado (upscaling) del ADAPTA2+?</p>
<p>¿El programa ADAPTA2+ está implementando o contemplando una estrategia de salida clara?</p> <p>¿En qué consiste y como se desarrolla?</p>
<p>¿Cree que el programa ADAPTA2+ puede cumplir un rol catalítico para otras iniciativas en zonas rurales y costeras? ¿Como?</p>
<p>¿Cuáles son las actividades y acciones que el programa ha realizado para asegurar la sostenibilidad financiera, sociopolítica, institucional y ambiental?</p>
<p><b>Eficiencia (tiempos y recursos)</b></p>
<p>¿ADAPTA2+ tiene retrasos que amenazan la capacidad de entregar y consolidar los productos del programa?</p>
<p>¿Creen probable que el programa se implemente por completo dentro del presupuesto asignado?</p>
<p>¿Los informes técnicos y financieros son oportunos y de calidad adecuada?</p>
<p>¿En qué medida el programa se apega y se coordina con los procesos e iniciativas existentes para aumentar la eficiencia en la entrega?</p>
<p><b>Factores y procesos afectando el rendimiento del programa</b></p>
<p>¿El diseño actual del programa permitirá generar los productos y objetivos finales?</p>
<p>¿Con lo que sabe hoy, en que aspectos cambiaria el diseño del programa? ¿Por qué?</p>

<p>La implementación de este programa nacional de amplio alcance requiere movilizar y coordinar a muchos actores: beneficiarios, comunidades, entes ejecutores, entes de gobierno, etc.</p>
<p>¿Cómo ha sido la primera mitad de implementación en este aspecto de coordinación y cuáles fueron los retos?</p>
<p>¿Como se podría mejorar la coordinación y sinergia entre los diferentes actores?</p>
<p>¿Cuáles son los retos o barreras de implementación más importantes que han experimentado o observado desde el arranque del programa?</p>
<p>¿El programa y sus proyectos maneja un plan de comunicación u otros mecanismos para asegurar su visibilidad? ¿Como se pone en práctica ese plan?</p>
<p>Aunque siendo un programa nacional por su amplitud, el programa contempla la participación de las comunidades y poblaciones locales;</p>
<p>¿desde 2 años, hasta que nivel han sido involucradas las comunidades locales con base a las expectativas iniciales?</p>
<p>¿Cómo se aseguraron de que el diseño del programa fue inclusivo y participativo? ¿Como aseguran hoy que la participación de los beneficiarios esta optimizada?</p>
<p>¿Cree que la configuración de la gestión de ADAPTA2+ es adecuada? ¿Como manejan la multitud de entidades de gestión y sus exigencias respectivas?</p>
<p><i>Programme management Board</i> <i>Programme steering committee</i> <i>Programme coordination unit</i> <i>Gestión interna de FundeCooperación</i></p>
<p>Explica cómo funciona su sistema de monitoreo y de registro del avance del programa (seguimiento de finanzas, actividades, resultados): responsables, tiempos, herramientas y registros o base de datos?</p>
<p>¿Cree que el monitoreo del programa toma mucho tiempo? ¿Por que?</p>
<p>¿Cuáles son las disposiciones que ha tomado por asegurar una buena gestión de conocimientos?</p>
<p>¿Quién es responsable de capitalizar sobre el trayecto que ADAPTA2+ esta haciendo?</p>

## APPENDIX 2. EVALUATION INTERVIEW GUIDE (PROJECTS)

Relevancia Estratégica
¿Qué importancia tuvo el programa ADAPTA2+ en la implementación de su proyecto?
¿Cómo aseguraron la alineación de su proyecto con los objetivos del programa ADAPTA2+?
¿Como aseguraron la alineación de su proyecto con los objetivos de actores locales que se integran al proyecto?
¿Hasta la fecha, como han logrado ser inclusivos hacia grupos vulnerables (mujeres, jóvenes, comunidades de menos recursos, etc.)?
Avances hacia los resultados esperados (“outputs”)
¿Según su criterio, los resultados logrados hoy son conformes a lo que se esperaba y son útiles?
¿Con lo que han aprendido desde el arranque de su proyecto, que harían diferentemente?
¿Si hay un resultado (output) del proyecto que le preocupa el cumplimiento, cuál es? ¿Porque le preocupa?
¿Piensan superar uno o varios objetivos del proyecto?
La meta global del programa es aumentar la resiliencia, así como la capacidad de los participantes para adaptarse a los efectos del cambio climático.
i) ¿hasta la fecha, creen que los beneficiarios de su proyecto están suficientemente enterados de los riesgos y costos relacionados con los impactos del cambio climático?
ii) ¿perciben que esta percepción de riesgos realmente actuó como motor de cambio y movilizó a los actores dentro del programa?
iii) ¿hubo otras fuentes de motivación u otros beneficios esperados en participar al programa? Ejemplos: financiamiento para mejorar la empresa, beneficios económicos (e.g. turismo), reconocimiento público, etc.
Eficacia: logro de objetivos y actividades del proyecto
¿Si se basan en la tendencia actual, cuál es la probabilidad que el proyecto cumple con los objetivos a finales del programa? ¿Cuáles serán los factores de éxitos los más importantes?
¿Hasta la fecha, qué componente del proyecto se tuvo que priorizar y por qué?
¿creen que las acciones implementadas van ‘más allá’ de lo se plantea normalmente? ¿que se hubiera plantado hacer a través de otros fondos o programas de desarrollo?
¿Cuáles son los resultados concretos de su proyecto en respecto a las mujeres y su resiliencia, especialmente en las comunidades Rurales y costeras?
Sostenibilidad y replicación

<p>¿Cuáles son los desafíos de manejo del proyecto más importantes y como ha logrado superarlos? Ejemplos de desafíos: técnicos, financieros, rendición de cuentas, movilización de los actores, etc.</p>
<p>¿En su opinión, que es lo que se está haciendo bien y debería ser replicado en otros proyectos de adaptación?</p>
<p>¿En su opinión, que es lo que su proyecto tendría que mejorar?</p>
<p>¿Creen que, a partir del soporte que recibieron de ADAPTA2+, logran sostener y ampliar las acciones implementadas mas allá del periodo de financiamiento? ¿Cuáles son las actividades o acciones que el proyecto ha realizado para asegurar su sostenibilidad?</p>
<p>¿Creen que, a partir del soporte que recibieron de ADAPTA2+, haya posibilidad de replicación de su proyecto a nivel regional o del país?</p>
<p>¿Para la replicación, cree que su organización pueda cumplir un rol catalítico para otras iniciativas en zonas rurales y costeras? ¿Como?</p>
<p><b>Eficiencia (tiempos y recursos)</b></p>
<p>¿De manera general, cómo ven el progreso de implementación de su proyecto hasta la fecha?</p>
<p>¿Su proyecto tiene retrasos que amenazan la capacidad de entregar resultados?</p>
<p>¿Creen probable que el proyecto se implemente por completo dentro del presupuesto asignado?</p>
<p>¿Sobre la rendición de cuentas, los informes técnicos y financieros les sirven para asegurar su seguimiento y mejorar la eficiencia?</p>
<p><b>Factores y procesos afectando el rendimiento del proyecto</b></p>
<p>¿Con lo que sabe hoy, en que aspectos cambiaria el diseño del proyecto? ¿Por que?</p>
<p>¿El diseño actual del proyecto permitirá generar los productos y objetivos finales?</p>
<p>La implementación de su proyecto puede requerir la movilización y coordinación con varios actores: beneficiarios, comunidades, agrónomos o expertos técnicos, municipios, etc. ¿Cómo ha sido la primera mitad de implementación en este aspecto de coordinación y cuáles fueron los retos? ¿Como se podría mejorar la coordinación y sinergia entre los diferentes actores? ¿desde 2 años, hasta que nivel han sido involucradas las comunidades locales con base a las expectativas iniciales?</p>
<p>¿Cuáles son los retos o barreras de implementación más importantes que han experimentado o observado desde el arranque del programa?</p>
<p>¿Su proyecto contempla un plan de comunicación u otros mecanismos para asegurar su visibilidad? ¿Como se pone en práctica ese plan?</p>
<p>¿Cómo se aseguraron de que el diseño del proyecto fue inclusivo y participativo?</p>
<p>¿Como aseguran hoy que la participación de los beneficiarios esta optimizada?</p>
<p>Cómo funciona su sistema de monitoreo y rendición de cuentas en cuanto al avance del proyecto (seguimiento de finanzas, actividades, resultados): responsables, tiempos, herramientas y registros o base de datos?</p>
<p>¿Cree que el monitoreo y la rendición de cuenta toma mucho tiempo? ¿Por que?</p>

## APPENDIX 3. EVALUATION INTERVIEW GUIDE (MAG)

Relevancia estratégica
<p>Discusión general de las estrategias, marcos y políticas en cuanto al cambio climático:</p> <ul style="list-style-type: none"> <li>• <i>Estrategia Nacional de Cambio Climático (2009)</i></li> <li>• <i>Plan de Acción para la Estrategia Nacional de Cambio Climático (2012)</i></li> <li>• <i>Plan nacional de adaptación</i></li> </ul>
¿Como contribuye la estrategia de ganadería al logro de los objetivos climáticos?
¿Cuáles son los desafíos mas importantes para el sector agropecuario costarricense en cuanto al cambio climático?
¿Cree que el sector agropecuario está tomado en cuenta de forma justo y adecuado por el Plan de acción y la Estrategia Nacional del cambio climático?
¿Cree que los recursos disponibles estarán suficientes para fortalecer la capacidad adaptativa del sector?
Obstáculos y barreras actuales para el sector agropecuario en el cumplimiento de sus metas en la lucha contra el cambio climático
Rol de ADAPTA2+ y el Fondo de adaptación dentro de esas estrategias – importancia relativa y cumplimiento
Cumplimiento de ADAPTA2+ con subsectores del gran sector agropecuario: ganadería, producción agrícola, producción avícola, lácteos, transformación alimentaria
Sostenibilidad y replicación
¿Según usted, Fundecooperación demuestra una fuerte apropiación, cooperación y liderazgo proactivo en la implementación del proyecto?
¿El MAG podría replicar algunos ejes o actividades del programa ADAPTA2+ en el futuro? ¿Cuales?
¿El programa ADAPTA2+ está implementando una estrategia de salida clara?
Eficiencia
¿Tiene la impresión de que la implementación de ADAPTA2+ está en camino?
¿ ADAPTA2+ tiene retrasos que amenazan la capacidad de entregar y consolidar los productos del proyecto?
¿Le parece que el proyecto le esta comunicando bien sobre los avances, los retos y retrasos?
¿Los informes técnicos y financieros son oportunos y de calidad adecuada?
¿En qué medida el proyecto se apega y se coordina con los procesos e iniciativas agropecuarios existentes?
Factores y procesos afectando el rendimiento del proyecto
¿El MAG fue suficientemente involucrado en el diseño del proyecto?
¿ es sur rol dentro de las estructuras de seguimiento del programa ADAPTA2+? ¿Le parece pertinente y eficiente, ese funcionamiento? Relativo al Programme management Board, Programme steering committee, Programme coordination unit, Gestión interna de FundeCooperación, etc.
¿Esta suficientemente implicada en el seguimiento y ajustes de ADAPTA2+?
ADAPTA2+, sus resultados y lecciones son suficientemente visibles?

¿Es fácil para usted de seguir el cumplimiento de resultados de ADAPTA2+?  
 ¿El programa maneja informes y un sistema de monitoreo adecuado?

## APPENDIX 4. EVALUATION INTERVIEW GUIDE (DCC)

<b>Relevancia estratégica</b>
Discusión general de las estrategias, marcos y políticas en cuanto al cambio climático: <ul style="list-style-type: none"> <li>• <i>Estrategia Nacional de Cambio Climático (2009)</i></li> <li>• <i>Plan de Acción para la Estrategia Nacional de Cambio Climático (2012)</i></li> <li>• <i>Plan nacional de adaptación (¿en curso?)</i></li> </ul>
Avances nacionales actuales más importantes en cuanto a esas estrategias
Obstáculos y barreras actuales para Costa Rica en el cumplimiento de sus metas en la lucha contra el cambio climático
Rol de ADAPTA2+ y el Fondo de adaptación dentro de esas estrategias – importancia relativa y cumplimiento
Cumplimiento de ADAPTA2+ con otras estrategias nacionales (energía, agua, agroalimentario, zonas costeras) – ejes los más importantes.
<b>Sostenibilidad y replicación</b>
¿Fundecooperación demuestra una fuerte apropiación, cooperación y liderazgo proactivo en la implementación del proyecto?
¿Hay signos /ejemplos tempranos de posibilidades de replicación del programa ADAPTA2+?
¿Hay signos /ejemplos tempranos de posibilidades de escalado (upscaling) del ADAPTA2+?
¿El programa ADAPTA2+ esta implementando una estrategia de salida clara?
<b>Eficiencia</b>
¿Tiene la impresión de que la implementación de ADAPTA2+ está en camino?
¿ADAPTA2+ tiene retrasos que amenazan la capacidad de entregar y consolidar los productos del proyecto?
¿Es probable que el proyecto se implemente por completo dentro del presupuesto asignado?
¿Los informes técnicos y financieros son oportunos y de calidad adecuada?
¿En qué medida el proyecto se apega y se coordina con los procesos e iniciativas existentes para aumentar la eficiencia en la entrega?
<b>Factores y procesos afectando el rendimiento del proyecto</b>
¿Cree que el diseño del proyecto fue inclusivo y participativo?
¿Cree que la configuración de la gestión de ADAPTA2+ es adecuada? Relativo al <i>Programme management Board, Programme steering committee, Programme coordination unit, Gestión interna de FundeCooperación, etc.</i>
¿Esta suficientemente implicada en el seguimiento y ajustes de ADAPTA2+?
ADAPTA2+, sus resultados y lecciones son suficientemente visibles?
¿Es fácil para usted de seguir el cumplimiento de resultados de ADAPTA2+?

¿El programa maneja informes y un sistema de monitoreo adecuado?

## APPENDIX 5. SUPPORTING DOCUMENTS

KEY	Description
AF = Adaptation Fund	Documentation related to the adaptation fund guidelines, rules and procedures, etc.
HC = Host Country	Documentation related to the host-country (Costa Rica), non-specific to the program or the implementing entity
IE = Implementing entity	Internal documentation related to the implementing entity (Fundecooperación), such as internal project procedures, organization legal status, etc.
P = Programme	Documentation specific to the programme

ID#	Document Title	Author(s)	Description
P001	Proposal for Costa Rica	Fundecooperación (NIE)	Fully developed programme document entitled “Reducing the vulnerability by focusing on critical sectors (agriculture, water resources, and coastlines) in order to reduce the negative impacts of climate change and improve the resilience of these sectors” was originally submitted to the AF by Fundecooperación para el Desarrollo Sostenible (Fundecooperación), which is the National Implementing Entity of the Adaptation Fund for Costa Rica.
P002	Enfoque multidimensional del programa ADAPTA2+ y su relación con las Contribuciones Nacionales Determinadas por Costa Rica, los Objetivos de Desarrollo Sostenible, el Plan Nacional de Adaptación. y el Plan Nacional de Desarrollo.	NIE	Mid-term report (short version) prepared by Fundecooperación and including the program's status with regards to the projects implemented to date, as well as their alignment and compliance of the projects with SDGs, the national climate adaptation policy (PNA), the National Development Plan (PND) and the INDCs.
P003	Enfoque multidimensional del programa ADAPTA2+ y su relación con las Contribuciones Nacionales Determinadas por Costa Rica, los Objetivos de Desarrollo Sostenible, el Plan Nacional de Adaptación. y el Plan Nacional de Desarrollo.	NIE	Mid-term report (long version) prepared by Fundecooperación and including the program's status with regards to the projects implemented to date, as well as their alignment and compliance of the projects with SDGs, the national climate adaptation policy (PNA), the National Development Plan (PND) and the INDCs.

P004	Multidimensional Approach of the ADAPTA2+ programme and its Relationship to: Costa-Rica's Intended Nationally-Determined Contributions (INDCs), Sustainable Development Goals (SDGs), National Adaptation Plan (NAP), National Development Plan (NDP).	NIE	Mid-term report in English (long version) prepared by Fundecooperación and including the program's status with regards to the projects implemented to date, as well as their alignment and compliance of the projects with SDGs, the national climate adaptation policy (PNA), the National Development Plan (PND) and the INDCs.
P005	Convocatoria de propuestas	NIE	Request for Proposals (projects) that was launched at the beginning of the program in 2014.
P006	Costa Rica Program Concept Proposal	NIE	Concept Proposal for proposed adaptation program, submitted to the AF
P007	Programa ADAPTA2+: Enfoque multidimensional del programa ADAPTA2+ y su relación con: <ul style="list-style-type: none"> <li>• Contribuciones Nacionales Determinadas por Costa Rica (INDC)</li> <li>• Objetivos de Desarrollo Sostenible (ODS)</li> <li>• Plan Nacional de Adaptación (PNA)</li> <li>• Plan Nacional de Desarrollo (PND)</li> </ul>	NIE	Stakeholder event presentation (mid-term results, April 20th 2018)
P008	Presupuesto consolidado (por proyecto)	NIE	Consolidated budget at the program level and per project
P009	Propuestas recibidas	NIE	List including all the proposals received following the call for proposals
P010	PPR year 1	NIE	Project Performance Review submitted to the AF (year 1)
P011	PPR year 2	NIE	Project Performance Review submitted to the AF (year 2)
P012	Plan de trabajo Fondo de Adaptacion - Fundecooperación	NIE	Fundecooperación/ADAPTA2+ Work Plan
P013	Invitados evento 20 de abril	NIE	List of attendees to the stakeholder mid-term event (April 20th 2018)

AF001	Results Framework and Baseline Guidance	AF	Tool for project proponents to utilize when designing project or program level results frameworks and developing baselines to submit to the Adaptation Fund.
HC001	Costa Rica's National Adaptation Efforts	MINAET/D CC/P. Girot	PPT summary of the national efforts towards climate adaptation.
HC002	Costa Rica Evaluación de Necesidades Tecnológicas ante el Cambio Climático. Informe Final sobre Tecnologías en Adaptación	MINAET	Research study on the appropriate and available technologies associated with climate change mitigation and adaptation in Costa Rica.
HC003	ENCC : Estrategia Nacional de Cambio Climatico (ENCC)	MINAET	National Strategy on Climate Change
HC004	COSTA RICA's INTENDED NATIONALLY DETERMINED CONTRIBUTION	MINAET	Presentation of the Intended Nationally Determined Contributions (INDC), which include the efforts Costa Rica is willing to commit to build a new climate regime past 2020, based on its capacity and reality.
HC005	Evaluacion de los flujos de inversion y financiamiento para la adaptacion al CC	MINAET/P NUD/Fund ecor/GFA	Assessment of the financial and investment funds associated with climate change adaptation in the biodiversity and hydric resources sectors.
HC006	Plan de Accion de la Estrategia Nacional de Cambio Climático (ENCC)	MINAET/D CC	National Action Plan associated with the National Climate Change Strategy (ENCC)
HC007	Plan Nacional de Desarrollo	MIDEPLAN /Alberto Cañas Escalante	National Development Plan
IE001	Procedimiento de Ejecución de Proyectos	Fundecooperación (NIE)	Fundecooperación internal implementation procedure.

## APPENDIX 6. KEY ACTORS INTERVIEWS

### Mission #1 (April 20<sup>th</sup> to April 25<sup>th</sup>)

Day	Time	Agenda	Location	Entity	Interviewee
Friday 20th	9:00 - 13:00	Official Reporting Event	Radisson San-José	Multiple stakeholders	Multiple
	14:00 - 17:00	Review of MTR agenda and information requested	Fundecooperación	Fundecooperación	Carolina Reyes
Monday 23th	8:30 - 9:30	<b>Project interview:</b> <i>Adaptando los avalúos de propiedades y los permisos de construcción municipales al cambio climático</i>	ICICOR	ICICOR	Jorge Solano Mariano Castro
	10:00 - 11:00	<b>Project interview:</b> <i>Desarrollo de capacidades en técnicos y productores de la Región Central de Costa Rica en la implementación de una herramienta práctica para la zonificación agroecológica (ZAE) y escenarios para la adaptación al cambio climático</i>	INTA	INTA	Carlos Araya
	13:00 - 15:00	General discussion on the program and its impact on climate change adaptation and sustainable development.	UNPD	UNDP	Pascal Girot
	15:30 - 17:00	<b>Project interview:</b> All the projects from Component 1	MAG	MAG	Fernando Vargas
Tuesday 24th	9:00 - 10:00	<b>Institutional interview:</b> the relevance of the AF program with regards to the National Adaptation Plan.	DCC	DCC	Andrea Meza

	10:00 - 11:00	<b>Institutional interview:</b> Plan Nacional de Desarrollo (National Development Plan)	Fundecooperación	SEPLASA	Vicky Cajiao
	13:30 - 14:30	<b>Project interview:</b> <i>Uso de la tecnología de fertirriego para el aseguramiento de las fuentes de alimentación de ganado lechero y doble propósito, mediante el abastecimiento de forrajes y otros alimentos, como medida de adaptación al cambio climático</i>	CNPL	Cámara Nacional de Productores de Leche (CNPR)	Carlos Salazar
	15:30 - 17:00	<b>Institutional interview:</b> Ministry of Agriculture	Fundecooperación	MAG	Felipe Arauz
Wednesday 25th	8:00 - 9:00	<b>Project interview:</b> <i>Seguros de cosecha que promueven adaptación al cambio climático</i>	INS	INS	Elian Villegas
	9:30 - 10:30	<b>Institutional interview:</b> Plan Nacional de Ganadería (Livestock National Plan)	MAG	MAG	Mauricio Chacon
	13:00 - 14:00	<b>Project interview:</b> <i>Cambio Climático y Ordenamiento Territorial</i>	SETENA	SETENA	Mario Arroyo

### Mission #2 (June 4<sup>th</sup> to June 8<sup>th</sup>)

4 de Junio		
Hora	Tema	Persona y Lugar
8:00-11:00	Revisión de agenda y información FundeCooperación.	Marianella Feoli y Carolina Reyes. <b>Lugar:</b> FundeCooperación
11:00-12:30	Salida a San Ramón	
12:30-17:00	Proyecto: CNPL	Daniel Salas Copeleche. <b>Lugar:</b> San Ramón
17:00-19:30	Salida a Abangares	<b>Lugar:</b> Abangares. <b>San Ramón-Abangares: 1h 30 minutos</b>

5 de Junio		
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Hora	Tema	Persona y Lugar
8:30-16:00	Proyecto: CIEDES	
16:00-17:30	Salida a Hojancha	Lugar: Abangares. Abangares-Hojancha: 1h 30 minutos

6 de Junio		
Hora	Tema	Persona y Lugar
8:30-15:00	Proyecto: UNAFOR	Lugar: Hojancha, 2 finca Abangares-Hojancha: 1h 30 min
16:00-18:30	Salida a Paquera	Hojancha a Paquera: 2h 30 min

7 de Junio		
Hora	Tema	Persona y Lugar
8:00-13:30	Proyecto: CORCOVADO	Lugar: Paquera.
14:00-18:00	Regreso a San José	14:00 Ferry.

8 de Junio		
Hora	Tema	Persona y Lugar
8:30-11:30	Presentación de informe preliminar y conclusiones. Lugar: Fundecooperación	

## APPENDIX 7. LIST OF ON-GOING PROJECTS

ID	EXECUTING ENTITY	TITLE (Spanish)	TITLE (English)
020-14	Dirección Regional Pacífico Central del MAG y Agencias de Extensión Agrícola de Orotina, Esparza, Chomes, Cedral de Montes de Oro y Miramar.	Alternativas tecnológicas sostenibles para afrontar los efectos del cambio climático y aumentar la capacidad de adaptación en los sistemas ganaderos de la región Pacífico Central de Costa Rica	Sustainable technological alternatives to tackle the effects of climate change and build the adaptation capacity of livestock systems in Costa Rica's central Pacific region.
023-14	Coopepuriscal R.L.	Incorporación de BPA en fincas ganaderas para la adaptación al cambio climático, dentro del marco del proyecto de acopio, industrialización y comercialización de lácteos y sus derivados de asociados a Coopepuriscal R.L.	Implementation of good agricultural and livestock practices on cattle farms for adaptation to climate change, within the framework of the collection, industrialization and marketing of milk and milk derivatives produced by Coopepuriscal R.L. members.
024-14	Centro Agrícola Cantonal de Puntarenas (sede Jicaral)	Impulso a los procesos de adaptación al cambio climático en los distritos de Lepanto, Paquera y Cóbano.	Fostering of climate change adaptation processes in the districts of Lepanto, Paquera and Cobano.
037-14	INTA	Desarrollo de capacidades en técnicos y productores de la Región Central de Costa Rica en la implementación de una herramienta práctica para la zonificación agroecológica (ZAE) y escenarios para la adaptación al cambio climático	Building capacities in technicians and producers in the central region for implementation of a practical agroecological zoning tool and scenarios for climate change adaptation.
039-14	COOCAFE R.L.	Impulsando la adaptación de la caficultura al cambio climático mediante la creación de capacidades y el desarrollo de productos innovadores para el financiamiento de iniciativas y adaptación	Fostering the adaptation of coffee cultivation to climate change by building capacities and developing innovative products for the financing of initiatives and adaptation.
041-14	UNAFOR Chorotega.	Fortalecimiento de capacidades y contribución al sector campesino en los cantones de Hojancha, Nicoya y Nandayure para la aplicación de tecnologías de adaptación y mitigación frente al cambio climático.	Capacity-building and contributions to farm workers in the cantons of Hojancha, Nicoya and Nandayure for implementing climate change mitigation and adaptation technologies.

050-14	INDER	Apoyo a la seguridad alimentaria de la población indígena del territorio Talamanca-Valle de la Estrella frente a los efectos del cambio climático a través del fomento de la agricultura familiar.	Food security support for the indigenous population of the Talamanca-La Estrella Valley territory in the face of climate change effects through the fomenting of resilient family agriculture.
060-14	CATIE	Cosecha de agua y uso mas eficiente en sistemas protegidos y diversificados en la zona principal hortícola de Costa Rica.	Water harvesting and more efficient use in protected and diversified systems in the main horticultural zone in Costa Rica.
096-14	FUNDECOR	Sarapiquí: C-Neutral, Clima Resiliente	Sarapiquí: C-Neutral, climate resilient.
111-14	CNPL	Uso de la tecnología de fertirriego para el aseguramiento de las fuentes de alimentación de ganado lechero y doble propósito, mediante el abastecimiento de forrajes y otros alimentos, como medida de adaptación al cambio climático	Use of fertigation for assuring food sources for dairy cattle and the dual purpose of adapting to climate change by supplying forage and other foods.
112-14	Dirección Regional Huetar Norte (MAG)	Plan de fortalecimiento de la resiliencia del pequeño productor agropecuario de la Región Huetar Norte ante los fenómenos hidrometeorológicos producto del cambio climático	Plan for strengthening the resilience of small agriculture and livestock producers in the North Huetar region to hydrometeorological phenomena produced by climate change.
116-14	INS	Propuesta técnico-financiera para el estudio de practicas efectivas para adaptación de cultivos prioritarios para seguros en Costa Rica.	Technical and financial proposal for the study of effective adaptation practices of priority crops for insurance in Costa Rica.
117-14	Centro Agrícola Cantonal de Coronado	Implementación de sistemas eficientes de fertirrigacion con efluentes de biodigestores en fincas ganaderas en la región central oriental de Costa Rica, como medida de adaptación	Implementation of efficient systems of fertigation using biodigesters effluents in livestock farms of the eastern central region of Costa Rica, as an adaptation measure.
001-14	CREMA y PRETOMA	Comercialización de productos marinos sostenibles y desarrollo de áreas protegidas para reducir la vulnerabilidad ecológica de la Asociación de Pescadores de Punta Coyote (ASPEPUCO) y la Asociación de Pescadores Artesanales de Bejuco (ASOBEJUCO), Nandayure.	Marketing of sustainable marine products and development of protected areas to reduce the ecological vulnerability of the association of fishermen and women of Punta Coyote and the association of artisan fishermen and women of Bejuco.

003-14	Fundación MarViva.	Adaptación de las comunidades costeras vulnerables ante las amenazas inminentes del cambio climático en el área de Paquera, Puntarenas	Adaptation of vulnerable coastal communities to the imminent threats of climate change in the Paquera area.
030-14	ALIARSE	Vigilantes del Agua: Promotores de la adaptación comunal al cambio climático	Water Vigilantes: Promoters of community adaptation to climate change.
032-14	CIEDES	Manejo integral del recurso hídrico en la cuenca del río Abangares	Integrated management of water resources in the Abangares River basin.
041-14	Fundacion Corcovado	Gestión integral de los recursos marino- costeros en el Distrito de Paquera – Tambor como mecanismo para reducir la vulnerabilidad e incrementar la capacidad de adaptación al cambio climático	Integrated management of marine and coastal resources in the Paquera-Tambor district as a mechanism for reducing vulnerability and building capacity for climate change adaptation.
047-14	Asociación de Organizaciones del Corredor Biológico Talamanca Caribe.	Medidas de adaptación al cambio climático: una propuesta desde la realidad de comunidades costeras de Talamanca en el Caribe Sur de Costa Rica.	Climate change adaptation measures: a proposal from the reality of coastal Talamanca communities.
054-14	ACEPESA/CNFL	Mejora de los recursos hídricos y fortalecimiento de la resiliencia de las comunidades vulnerables al cambio climático en la cuenca del río Aranjuez	Improving water resources and strengthening the resilience of vulnerable communities to climate change in the Aranjuez River basin.
057-14	CFIA y AyA	Adaptación al cambio climático en los acuíferos de Nimboyores y del río Cañas - Sistemas de acueductos y alcantarillados en zonas costeras de la provincia de Guanacaste.	Climate change adaptation in the Nimboyores and Cañas River watersheds - aqueduct and sewer systems in coastal zones of the province of Guanacaste.
067-14	Fundación KETO	Construyendo puentes hacia el cambio climático.	Building bridges towards climate change.
079-14	CEDARENA	Internalización de los costos ambientales para la adaptación al cambio climático de los operadores de agua en zonas vulnerables.	Internalization of environmental costs for climate change adaptation of water operators in vulnerable areas.
119-14	Universidad Nacional de Costa Rica y ProDUS	Fortalecimiento del conjunto de ASADAS ubicadas en cuencas vulnerables a eventos extremos secos en procura de lograr su adaptación al cambio climático.	Strengthening of ASADAs located in watersheds vulnerable to extreme dry events in order to adapt them to climate change.

120-14	Universidad Nacional de Costa Rica y ProDUS	Fortalecimiento del conjunto de ASADAS ubicadas en cuencas vulnerables a eventos extremos lluviosos en procura de lograr su adaptación al cambio climático.	Strengthening of ASADAs located in watersheds vulnerable to extreme rainfall events in order to adapt them to climate change.
006-14	ICICOR Costa Rica S.A.	Adaptando los avalúos de propiedades y los permisos de construcción municipales al cambio climático.	Adapting property appraisals and municipal construction permits to climate change.
038-14	SIREFOR, SINAC y Addax Software Development	Sistema para la gestión y manejo de incidentes por incendios forestales.	System for forest fire incident management and handling.
051-14	CATIE (CLADA)	Implementado lo aprendido: fortaleciendo las capacidades de los pobladores de la Península de Nicoya para enfrentar los impactos del cambio climático en el recurso hídrico.	Implementing lessons learned: building the capacities of inhabitants of the Nicoya Peninsula to deal with the impacts of climate change on water resources.
064-14	IMN	Implementación de medidas de adaptación del recurso hídrico al cambio climático en los cantones de Nicoya, Hojancha, Nandayure y La Cruz	Implementation of climate change adaptation measures for water resources in Nicoya, Hojancha, Nandayure and La Cruz.
113-14	SETENA - Fundación Corcovado	Cambio climático y ordenamiento territorial: Introducción del cambio climático y de las medidas de adaptación en procesos de zonificación y definición de usos del territorio en Costa Rica.	Climate change and land management: Development of a tool for introducing climate change assessment and defining adaptation measures in zoning and land use definition.
114-14	INCOPESCA	Juntos por el mar	Together for the Ocean.
115-14	MAG, DCC, MINAE	Aumento de capacidad de extensión y técnicos nacionales en pro de la adaptación al cambio climático.	Building capacities for outreach and national technicians for adapting to climate change.

## APPENDIX 8. ATTENDEES OF THE MID-TERM REPORTING EVENT

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