

# Increasing the resilience of vulnerable populations in Costa Rica by scaling up Adapta2+ Program Inception Report to the Adaptation Fund

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## Note

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## Introduction

The Adapta2+ Program, financed by the United Nations Adaptation Fund, was developed in Costa Rica by Fundecooperación and its partners between 2015 and 2023. It was a pioneering program both for its emphasis on adaptation to climate change in the agricultural and fishing sectors, in water resources and in coastal areas, as well as its scale, since it included more than 40 projects and Executing Entities working throughout the Costa Rican territory.

The success of Adapta2+ prompted Costa Rica to propose a second phase to the Adaptation Fund that is built from the lessons learned and the achievements of that first Program. This new program has been called **“Increasing the resilience of vulnerable populations in Costa Rica by scaling up Adapta2+”** and will take place between 2023 and 2028.

This Program has a scaling-up approach, since Costa Rica has proposed to increase the impact of what we achieved in the first Program. To do this, we have started from the lessons learned from Adapta2+, which have served as input for the design of the Scaling-up Program. An interesting shift is that we are moving from acting mostly on farms and in communities to focusing on the entire **food system**. Of course, we still begin at farms and fisheries, but we go much further: it is about bringing adaptation to seeds, **value chains**, small businesses, marketing, tourism and gastronomy, with **climate financing** and gender focus. Scaling-up, therefore, involves a much broader approach.

Precisely, during 2023, Fundecooperación has been working hard on the Inception Phase of the Scaling-up Program, which includes:

- Update national authorities, mainly those that support and facilitate the implementation of the Program (MAG, MINAE and others).
- Review the lessons learned from the Adapta2+ Program, which served as the basis for the scaling-up design.
- Update the toolbox and make it available to 20 Executing Entities responsible for the design and implementation of specific projects under the Program.
- Review and update the technical and administrative procedures and rules that will facilitate the management of the Program, including compliance with the Environmental, Social and Gender Policy.
- Talk to the Executing Entities about the implementation of the Scaling-up Program, explain the scope, answer their questions and motivate them to identify synergies and opportunities for teamwork between them.
- Offer technical support to the Executing Entities in the design of their project proposals.

The purpose of this **Inception Report** is to systematize and share these initial efforts that lay the foundations for adaptation to climate change to respond to the needs and priorities of productive systems, with concrete and demonstrable results for the people and communities of Costa Rica.

## 1. What the Scaling-up Program is about

### 1.1 Goal of the Scaling-up Program

The Scaling-up Program (2023-2028), approved by the Adaptation Fund in 2022, is based on the achievements and learnings of the Adapta2+ Program (2015-2023). It aims to “increase the resilience of vulnerable populations in Costa Rica, particularly women, by scaling-up adaptation actions and strengthening climate finance, value chains and organization-based communities and food systems”.

This goal compels to work with a wide range of actors and stakeholders and build capacities along value chains, from finance and public institutions to local micro, small and medium businesses and agriculture production systems. The approach includes implementing solid capacities and climate finance mechanisms, focusing on women, increasing further the resilience of female and male farmers and entrepreneurs, promoting and supporting local markets, and building capacity in public and finance institutions for them to be able to support, replicate the project and sustain it in the long term.

### 1.2 Program Components

The following Table 1 presents the relationships among program components, activities and expected concrete outcomes:

Table 1. Program components, expected outputs and expected outcomes

Components	Expected Outputs	Expected Outcomes
<b>Component 1:</b> Improving the adaptive capacity of food systems and communities involved in the development of the territory, with a gender perspective.	<p><b>Output 1.1</b> Food systems transform their practices with nature-based adaptation solutions.</p> <p><b>Output 1.2</b> Local organizations and their members implement community-based adaptation practices, with a gender perspective, to enhance community resilience.</p> <p><b>Output 1.3</b> Food systems, sustainable local markets and business continuity are enhanced through transformative adaptation practices and partnerships between stakeholders, with a gender perspective.</p>	<b>Outcome 1:</b> Food systems and communities adapt to climate impacts with nature-based solutions that contribute to resilience, sustainable development and business continuity in the territory, with a gender perspective.
<b>Component 2:</b> Strengthening access to climate finance for nature-	<b>Output 2.1</b> Access to existing climate finance tools for nature-based adaptation solutions in the food system is promoted.	<b>Outcome 2:</b> Access to climate finance products and mechanisms



Components	Expected Outputs	Expected Outcomes
based adaptation investments.	<b>Output 2.2</b> The supply of new climate finance products is expanded in the food system, with a gender perspective.	for MSMEs and women in food systems is expanded and simplified.
<b>Component 3:</b> Capacity building and dissemination of knowledge for decision-making at the local, national and regional levels.	<p><b>Output 3.1</b> Knowledge dissemination strategies with a gender perspective enhance adaptation solutions and decision making and transform the food system.</p> <p><b>Output 3.2:</b> Program results and lessons learned are disseminated at local, regional and national levels, with gender perspective, improving decision-making on adaptation.</p>	<b>Outcome 3:</b> Knowledge with gender perspective is created, strengthened and disseminated along the value chain to reinforce decision-making in adaptation, improving resilience to climate change in the territories.

### 1.3 Implementation Framework

Fundecooperación para el Desarrollo Sostenible is the National Implementing Entity of the Scaling-up Program, which seeks to increase the resilience of vulnerable populations in Costa Rica, as requested by the Designated Authority (AD) and the Directorate of Climate Change (DCC) of the Ministry of Environment and Energy (MINAE).

The program aims to scale up adaptation actions and strengthen climate finance, value chains and organization-based communities of food systems. To achieve this, several allies are identified, such as the Ministry of Agriculture and Livestock (MAG), the Ministry of Environment and Energy (MINAE), the National Emergency Commission (CNE), the Costa Rican Tourism Board (ICT), the Ministry of Planning and Economic Policy (MIDEPLAN), The Ministry of Economy, Industry, and Commerce (MEIC), the Ministry of Foreign Affairs, and others. These government entities will facilitate processes concerning their respective areas of influence. They will also contribute with their technical expertise in areas of interest to the Program, such as agricultural production, fisheries, tourism, commerce and services, MSMEs, and others.

The approved Executing Entities for the Scaling-up Program are:

- Ministerio de Agricultura y Ganadería (MAG)
- Instituto Nacional de Innovación y Transferencia en Tecnología Agropecuaria (INTA)
- Asociación Costarricense de Ciencias del Suelo (ACCS)
- Oficina Nacional de Semillas (ONS)
- Cámara Nacional de Productores de Leche
- Corporación Ganadera (CORFOGA)
- Cooperativa de Productores de Puriscal
- Centro Agrícola Cantonal
- Instituto Meteorológico Nacional (IMN)

- Fundación ALIARSE
- Alianza Empresarial para el Desarrollo (AED)
- ACEPESA
- Fundación Costarricense de la Gastronomía (FUCOGA)
- Raising Coral Costa Rica (RCCR)
- Colegio Federado de Ingenieros y Arquitectos (CFIA)
- Fundación Corcovado
- Universidad de Costa Rica (UCR)
- Instituto Tecnológico de Costa Rica (ITCR)
- Universidad Técnica Nacional (UTN)
- Consejo Nacional de Rectores (CONARE)

These Executing Entities will work with stakeholders along the food systems value chains, at local and regional levels, including farmers and fishermen, MSMEs, local organizations and others.

The actors that play a role in the implementation of the Program are:

- The **Executive Directorate at Fundecooperación** leads the program and is the focal point with the Adaptation Fund. It is also responsible for submitting reports on progress and lines of work to the Administrative Board of Fundecooperación.
- The **Administrative Board of Fundecooperación** must know the progress reports and lines of work of the program. It must also strategically guide the Program.
- The **Assessment Committee** takes decisions in relation with projects, reviews and approves issues such as indicators, compliance, changes to planning, and others; It also decides on improvements to be implemented. It includes the Executive Directorate, the Projects Department, the Financial Analyst, and, depending on the topic, specific Executing Entities.
- The **Projects Department** is responsible for implementing the program, giving constant and close follow-up to the executing partners. It provides both administrative and technical support to the program.
- The **Executing Entities (EE)** are responsible for developing the activities in the field, along with the beneficiaries.
- The **Strategic Committee** integrates several public entities that support and guide the program, including MIDEPLAN, MAG, MINAE and others. Periodic sessions will allow them to be kept informed and provide feedback to the program.
- **Designated Authority (DA)**, represented by Directorate of Climate Change (DCC). Close communication with DCC will play a strategic role in overseeing opportunities for synergy, upscaling and complementarity with other initiatives.
- **Strategic allies:** Institutions, organizations, individual experts and other cooperation agencies to provide expertise on specific topics, synergies, coordination.



## 1.4 Planned schedule

Table 2. Projected calendar. Dates and Milestones

Milestones	Dates
Start of implementation of the Program	September 2023
Mid-term evaluation	Nov. 2026
Closing of the Program	December 2029
Final evaluation	September 2029

## 2. What we learned from Adapta2+ and recommendations for the Scaling-up Program

The implementation of a large program such as Adapta2+ was a great learning opportunity for Costa Rica. Lessons were systematized in the planning, implementation and closing phases. There were also relevance lessons in environmental, social and gender issues. These lessons are focused both on capturing everything that went well, and on identifying what can be improved. All this was converted into practical recommendations that have been available for the new program “Increasing the Resilience of Vulnerable Populations in Costa Rica by Scaling Up Adapta2+” (Scaling-up Program), approved by the Adaptation Fund to be implemented from 2023 to 2028, among other reasons with the purpose of scaling up the achievements made during Adapta2+.

As part of the Inception Phase, in July and August 2023 Fundecooperación also conducted virtual interviews with members of its team that were part of the implementation of Adapta2+, as well as with key staff from four Executing Entities that will repeat under the Scaling-up Program, specifically the Ministry of Agriculture and Livestock (MAG), the National Institute for Innovation and Transfer in Agricultural Technology (INTA), the Foundation for Sustainability and Equity (ALIARSE) and the National Chamber of Milk Producers (CNPL). Interviewees also provided valuable inputs that complemented the lessons learned that sustain the Scaling-Up Program. There were also several working sessions, both face-to-face and virtual, with Fundecooperación staff from Projects, Financing, Communication, and other departments.

The following are the main lessons learned for each of the phases of the Adapta2+ Program, with recommendations that supported the design of the new Scaling-up Program:

### 2.1 Initial planning of Adapta2+ projects by EE

#### 2.1.1 What went well during planning

- From the planning phase of each Adapta2+ Program project, emphasis was placed on clearly defining the adaptation results, according to the vulnerabilities addressed.
- The inclusion of accountability activities from the planning stage of the projects proved to be a good practice for their successful implementation.
- The Executing Entities must prepare a preliminary list of beneficiaries during the project planning phase, which allows them to have a clearer understanding of their characteristics and needs for adaptation to climate change.

#### 2.1.2 What needs to be improved in planning

- Some Executing Entities had difficulties in developing strategic planning processes that would allow them to consolidate solid project proposals.

- Some Executing Entities found it difficult to propose clear indicators, which made monitoring and reporting difficult during the implementation phase.
- Sometimes, the Executing Entities did not plan adequately to address risks, which made it difficult to adequately follow up on them.
- The tool for monitoring indicators turned out to be complex, since it responded to several contexts: a) indicators that Fundecooperación had to report to the Adaptation Fund as part of the Program; b) indicators of Fundecooperación's own interest; c) indicators that responded to other national requests.
- Some Executing Entities had difficulties in proposing milestones for the projects, which during the implementation, generated difficulties for reporting and hindered the disbursement request.
- There was insufficient support from the Executing Entities in terms of communication of the Adapta2+ Program.

#### 2.1.3 Recommendations for the planning of the Scaling-up Program

- Strengthen the knowledge of Fundecooperación's team members about procedures and tools through internal training.
- Design a Step-by-Step Guide that explains to Executing Entities the formats and tools to be used for the strategic planning of their projects.
- Support the Executing Entities in an adequate identification of risks.
- Support Executing Entities in the selection of their indicators, as well as their correct alignment with the components, outputs and activities of the Scaling-up Program.
- Include in the Step-by-Step Guide a list of examples of milestones for the Executing Entities to define their own.
- Emphasize the importance that Executing Entities provide relevant inputs throughout the Program to support communication activities. This includes the obligation to inform beneficiaries about the roles and contributions of Fundecooperación and the Adaptation Fund. Training on communication will be provided during the planning phase.

#### 2.1.4 Recommendations for capacity building of Executing Entities

- Provide training sessions for Executing Entities and their technical and financial staff on planning and reporting procedures and tools required by Fundecooperación for the Scaling-Up Program. Difficulties in completing the tools will be identified and recommendations on how to address them will be provided. An initial training during the planning phase is suggested to include:
  - **Scaling-up Program:** goal, components, expected benefits, program management structure and other relevant aspects.

- **Planning of Technical Proposal:** review of Initial Planning Form and Detailed Planning Form for EE, as well as associated tools in the Project Integration Plan (PIP).
- **Environmental, Social and Gender Policy (ES&G):** review of the Policy and its assessment tool. Also relevant is the use of the risk monitoring tool in the PIP.
- **Communication:** a specific session on communication is recommended in the planning phase, in order to review the commitments of the EE and familiarize them with the use of the **Communication Plan Sheet**.
- **Technical and financial reporting during implementation:** review of submission forms and associated tools in the **Project Integration Plan EE Scaling-up**.

## 2.2 Environmental, Social, and Gender (ES&G) Policy

### 2.2.1 What worked well in relation to the ES&G Policy

- The ES&G Policy monitoring tool was used by the Executing Entities to improve the alignment of their project implementation with environmental, social and gender priorities.

### 2.2.2 What can be improved about the ES&G Policy

- Executing Entities' understanding of the ES&G Policy is sometimes insufficient, making it difficult to effectively include it during project planning, as well as to monitor compliance during implementation.
- For some Executing Entities, completing the information required by the Excel tool for ES&G Policy compliance assessment is complex, despite the existence of a guide or manual.
- Women participants did not always lead their own productive activities: Fundecooperación found out that several of them were rather daughters or daughters-in-law of producers who use their data to be able to qualify for the project. Screening must be improved.
- Positive gender results derived from the projects are not always clear.

### 2.2.3 Recommendations for the ES&G Policy during the Scaling-up Program

- Update the assessment tool to simplify and facilitate its use and make it more effective in identifying gender positive impacts.
- Emphasize that the ES&G Policy is not a mere requirement of the Program, but it responds to a vision to promote positive change in society, so it must be internalized by the Executing Entities and their staff involved in project planning and implementation.

- Offer Executing Entities periodic training and refresh sessions on ES&G Policy and its assessment tool. These sessions should not be limited to explaining how to fill out the form, but also to share real examples with data.
- Offer refresher sessions on the ES&G Policy for Fundecooperación project managers to reinforce the topic in their own project activities.
- Ensure that participating women are really leaders of their productive activities.

## 2.3 Implementation, Monitoring and Reporting of the Adapta2+ Program

### 2.3.1 What worked well during implementation

- Executing Entities generally showed a high degree of commitment to project implementation, even in the context of the COVID-19 pandemic.
- The Program was managed on the basis of adaptive management, which allowed flexibility to accommodate changes and implementation difficulties in the field, as well as complex situations such as the social isolation imposed by the COVID-19 pandemic.
- There was close follow-up to EE by Fundecooperación project managers through communication (virtual meetings, e-mail, calls), field visits for on-site monitoring of technical implementation, and interviews with beneficiaries.
- The use of reporting tools, such as the Project Integration Plan, PIP, made it possible to keep the focus of the EEs on the achievement of the proposed outputs and outcomes, as well as to measure their progress on a semi-annual basis. It also facilitated the delivery of technical and financial reports within deadlines.
- In general, Executing Entities carried out good follow-up to their beneficiary individuals and organizations.
- The use of the Project Integration Plan (PIP) **Beneficiary Contacts sheet** was a success, since it made it possible to develop a detailed and updated database of beneficiary individuals and organizations.
- A procedure for asset tracking was implemented in the Project Integration Plan, PIP, and numbered plaques were also placed in main assets.
- Adaptation measures implemented by Adapta2+ Program have been effective, according to field observations and testimonies from EEs and beneficiaries.

### 2.3.2 What can be improved during implementation

- Sometimes Executing Entities were not clear about the amount of time that projects required from their technical and financial staff, both for implementation and reporting,

which generated delays both in the delivery of reports and in the processing of disbursements.

- EE staff had to learn the use of technical and financial reporting tools and procedures along the way, in the absence of structured training from the start.
- Sometimes the EEs duplicated indicator information, for example, by counting the same person twice. In some cases, EEs used different metrics to report the same indicator, for example, they reported the same practice in hectares or by tonnage, which made it difficult to quantify and homogenize totals.
- On disbursement requests, procedure was confusing for some EE, who were not clear on the specific steps. As a result, the information they sent to request their disbursements did not always respond to requirements, which made it necessary for Fundecooperación to request changes and additional information.
- During field visits, Fundecooperación project managers identified beneficiaries who were unaware of the project's relationship with Fundecooperación, the Adapta2+ Program or the Adaptation Fund. This showed that some Executing Entities did not know how to explain these connections.
- Regarding the Program's communication, the identification and systematization of progress and outputs throughout implementation was insufficient. This restricted the availability of inputs and materials to disseminate accomplishments.

### 2.3.3 Recommendations for the implementation of the Scaling-up Program

- Carry out refresher training sessions for key staff in key positions in the Executing Entities during implementation.
- Prepare profiles that describe the responsibilities and activities of the NIE, the EEs, and their staffs.
- Design a Step-by-Step Guide that explains to Executing Entities the tools to be used for project implementation and reporting.
- Strengthen the administrative-financial team of EE to provide better follow-up on projects and keep better control of invoices and budget.
- Design a guide with the steps and requirements for disbursements: what should Executing Entities report? how should they report it?
- Strengthen project follow-up by Fundecooperación project managers, including more follow-up visits and systematization of results in the field.
- Revise the processes and deadlines for disbursement approvals and relevant information for their request, reducing waiting times.
- Consolidate the automation of acquisition follow-up with tools such as kissflow or Smartsheet, in order to speed up approvals.



- Define the criteria that an asset must meet in order to require a plaque and report its number in the PIP.
- Provide refresher sessions for Executing Entities and their technical and financial staff on planning and reporting procedures and tools.
- Improve the management of project impact and output information, comparing the before and after in terms of beneficiaries' adaptation to climate change based on the measures implemented (mainly in Components 1 and 2).
- Strengthen communication at project and Program levels throughout the implementation, aligned with Component 3.
- Develop the exchange of experiences among project beneficiaries, as part of Component 3. Formats such as field schools could be used, with exchanges between producers, to compare the effectiveness of adaptation measures in their respective contexts.
- Support the dissemination of knowledge through the systematization of adaptation measures and their benefits, findings and lessons learned, in accessible formats beyond the Program, as part of Component 3.
- Strengthen the dissemination of Fundecooperación activities, programs and projects to Executing Entities and beneficiaries, for example, through a periodic newsletter.

## 2.4 Adapta2+ Closing Phase

### 2.4.1 What can be improved in the closing phase

- The follow-up of acquired assets and the use that EE and beneficiaries make of them after the project is insufficient.
- Often, inputs of the Adapta2+ Program that could support communication activities were identified and described until the end. This should occur permanently throughout the implementation and not only at the end.

### 2.4.2 Recommendations for closing the Scaling-up Program

- Strengthen the documentation and systematization of projects by Executing Entities, which will allow sharing outcomes and lessons learned with other actors and projects.
- Identify communication inputs before the closing of the projects, in order to have recent information for communication and dissemination.

## 2.5 Opportunities offered by Adapta2+ for the Scaling-up Program

Adapta2+ had a massive reach in terms of the number of communities, Executing Entities and institutions involved in adaptation actions. This is why this new **Scaling-up Program** seeks precisely to replicate and scale up the successful results and lessons learned from the original Program.







Building on the previous experience of the Adapta2+ Program, the Scaling-up Program takes advantage of the leverage of strong partnerships between multiple Executing Entities and public institutions to achieve better and faster results, with a high degree of local ownership and commitment. The new program is framed in the scope of **food systems** and their **value chains**, promoting the scaling up of adaptive agricultural and fishing practices and nature- and community-based solutions already validated in the previous Program. It also proposes to identify and validate new adaptation solutions. This is expected to involve a larger number of producers, as well as other stakeholders such as community organizations and MSMEs. To this end, the most suitable regions and communities are being targeted, including rural landscapes, watersheds and coastal environments, as well as Responsible Fishing Marine Areas, indigenous territories and local tourist destinations, taking into account their vulnerability and potential for the implementation of adaptation measures.

The Scaling-up Program will strengthen the availability of adapted primary producers to, in turn, contribute to the adaptation of the rest of the value chains. To this end, it will give continuity to adaptation solutions with other actors in the food system involved in different stages of the **value chain** through **commercial links**: processing, added value, sales, consumption, gastronomic experiences, waste management, and others. In this context, the extensive experience developed by Fundecooperación, the Ministry of Agriculture and Livestock (MAG) and the Costa Rican Tourism Board (ICT) with the **Tu-MoDeLo** (Tourism - Engine for Local Development) initiative will allow identifying market opportunities in the tourism sector for sustainable agricultural and fisheries products adapted to climate change.

To support the implementation of adaptation solution packages, the Scaling-up Program proposes **climate finance** instruments for producers, MSMEs and other stakeholders along the value chain. To this end, the Program will develop financial instruments, investment models and climate finance products and mechanisms with a gender perspective, and as in the Adapta2+ Program, will take advantage of Fundecooperación's experience, capacity and microfinance structure.

The new program also has a strong **gender focus**. Women are good at motivating other women. Therefore, the Scaling-up Program will work with organizations that have female leadership, whether on their boards of directors, executive directorates or other strategic positions. Working with communities and implementing actions at the local level, especially with women, will have tangible impacts on the most vulnerable actors. The perspective of women will be key as part of productive sectors where their work and roles are not recognized or are mostly associated with domestic tasks. The dual role of women as homemakers and family income generators will be recognized so that they can actively contribute to the value chain of food systems. The Program will treat men and women equally so that they can equitably access resources, organize, participate and benefit from all activities. It will also take additional actions to reduce access gaps for women.

Online interviews with key personnel of Executing Entities  
July and August, 2023

 <p>Douglas Rodríguez Vázquez, Livestock Coordinator, Central Pacific Region, MAG</p>	 <p>Laura Ramírez, Head, Technology Transfer Dept., INTA</p>
 <p>Grettel Calderón Méndez, Project Manager, ALIARSE</p>	 <p>Carlos Salazar Aguilar, Project Manager, CNPL</p>
 <p>Andrea Rodríguez Marín, Project Coordinator, Fundecooperación</p>	 <p>Erick Vargas Campos, External Advisor, Fundecooperación</p>

### 3. Launching and validation of the Scaling-up Program and inclusion of lessons learned

The launch and validation of the Program “Increasing the Resilience of Vulnerable Populations in Costa Rica by Scaling Up Adapta2+” with authorities and Executing Entities took place during September and October 2023 through participatory workshops. Two working sessions were held to share information about the scope, approach and execution strategy of the new Program, as well as to address questions and recommendations from the participants. The main results of each of the sessions are shared below:

#### 3.1 Session 1: Presentation of the Scaling-up Program

##### 3.1.1 Goals of Session 1

Session 1 of the launch and validation of the Program “Increasing the Resilience of Vulnerable Populations in Costa Rica by Scaling Up Adapta2+” with relevant stakeholders was held on Wednesday, September 20 at the Radisson Hotel, Barrio Tournón, San José, Costa Rica, between 10:00 am and 1:15 pm. The event was attended by 36 people representing 15 authorities, institutions and organizations (for agenda and list of participants, please see annexes). The session had the following objectives:

1. Communicate to the authorities and Executing Entities the information on the scope, approach and execution strategy of the new “Scaling Up Adapta2+” program.
2. Provide guidance to the Executing Entities on key issues to advance in the construction of their respective proposals.
3. Develop a Question & Answer session between Fundecooperación, authorities and Executing Entities to clarify doubts and receive recommendations and feedback.

##### 3.1.2 Introduction to the Scale-Up Program

The Executive Director of Fundecooperación, Marianella Feoli, welcomed the authorities and representatives of the Executing Entities to the launching of the new Scaling-up Program and delivered a presentation explaining several aspects of the Program, among them:

**New paradigm:** “To drive transformation in adaptation, **scaling up** the best results of Adapta2+ while expanding the scope of action to the **food system** and its value chains, with climate finance, with **business alliances**, linking it to **Nature-based and Community-based Solutions**, with a strong **gender focus**”.

**Definition of food system:** "A Food System brings together all the elements (environmental, human, inputs, processes, infrastructures, institutions, etc.) and activities that relate to the **production, processing, distribution, preparation and consumption of food**, and the product of all these activities, including economic and environmental outcomes" (HLPE, 2018, cited by FAO). It starts with a combination of **productive resources** such as land (soil), water, capital and labor; and then **processing, storage, distribution and marketing**; to conclude with **consumption and nutrition**. The system also takes into account the biophysical-environmental, institutional and economic environment in which it operates" (Luiselli, 2021, cited by FAO).

### Focus/Ambition and indicators

- 4000 thousand producers
- 50% participation of women
- 20% participation of young people
- 40 different types of nature- or community-based adaptation solutions
- 50 communities
- 50 community organizations
- 100 business alliances, including MSMEs led by women
- 230 credits for producers, MSMEs, women
- 10,000 people, 50% women, 20% young people; 5 training products

### Checklist for Executing Agencies

- ( ) Do we scale up the scope of action (geographic, organizational, sectoral, etc.)?
- ( ) Do we scale NbS/CbS already validated in Adapta2+ and do we also venture into new solutions towards climate adaptation of the food system?
- ( ) Do we look beyond the farm to focus comprehensively on the food system and value chains?
- ( ) Do we work with vulnerable populations (rural, coastal, watershed, indigenous)?
- ( ) Do we strongly promote the active participation of women (50%)?
- ( ) Do we promote the participation of young people (20%)?
- ( ) Do we contribute to increase the adaptive capacity of rural communities and community organizations, in watersheds, coastal areas, indigenous territories?
- ( ) Do we strengthen sustainable and climate-adapted local markets and business continuity through strong and dynamic commercial partnerships?
- ( ) Do we facilitate / promote access to creative financing mechanisms for climate adaptation?

( ) Do we strengthen capacities and knowledge dissemination to producers, communities, private sector, decision makers (local, regional, national)?

### **Program components, outputs and activities**

Executive Director Marianella Feoli described in detail the three components of the Scaling-up Program with their respective outputs and activities, explaining that the different Executing Entities' project proposals must clearly align with the Program's outputs and activities and contribute to the indicators (for more information, please see section 2 "General Description of the Scaling-up Program").

#### **3.1.3 Design of project proposals with the Executing Entities**

Erick Vargas, technical advisor to Fundecooperación during the inception phase of the Scaling-up Program, explained that the Executing Entities will have access to a Toolbox, a set of tools in Word, Excel and PowerPoint that will be useful for the design process of their project proposals. These tools will also be useful for project implementation, monitoring and reporting (for more information, please see section 4 "Toolbox").

Another important topic is the accompaniment that the technical advisor and other specialists from the Fundecooperación team will provide to the Executing Entities to support the progress of proposal design. They will be available via WhatsApp, phone calls, video-conferences, and face-to-face meetings.

The presentation ended with words of thanks, inspiration and motivation from Andrea Rodriguez, Project Coordinator of Fundecooperación.

#### **3.1.4 Consultations and input from participants**

Based on the presentations of the Fundecooperación team, a dialogue was carried out so that representatives of the Executing Entities could ask questions or propose recommendations to the National Implementation Entity (NIE). Below are the most relevant:

**Question from Executing Entity (EE):** *"What is the scope of the food system?"*

**Response from NIE:** *"The Scaling-up Program aims to work with resilient and adapted food systems. In the end, the purpose is to comprehensively strengthen the capacity of food systems to adapt to climate change."*



**Question from EE:** *“Should projects only consider Nature-based Solutions (NBS) and Community-based Solutions (CBS)?”*

**Response from NIE:** *“It is not a requirement that activities have to be Nature-based Solutions or Community-based Solutions, although these are mentioned in some of the outputs and outcomes of the Scaling-up Program. What we must be very careful about is that actions proposed by EE specific projects contribute to climate change adaptation. Funcooperación will provide support to ensure that the expectations are met.”*

**Contribution from EE:** *“The participation of youths is a challenge in the agricultural sector. Agricultural Technical Professional Colleges (CTPs) have great potential in ensuring the participation of youths, with food security approaches. There are many CTPs around the country and we must take them into account, taking advantage of their ventures for climate adaptation.”*

**Response from NIE:** *“Absolutely. The opportunity is for us to be able to work with the CTPs and other actors who represent the young population, to involve and integrate them in the projects submitted by EEs. As part of Adapta2+ there were several projects that worked with CTPs and with youth groups and networks. It is interesting to integrate those experiences into scaling-up.”*

**Contribution from EE:** *“I would like to suggest that Fundecooperación and the Scaling-up Program facilitate the communication with institutions such as the Ministry of Public Education (MEP), given the importance that young people from rural schools take advantage of this opportunity to learn and apply knowledge in adaptation to climate change. How could we achieve this?”*

**Response from NIE:** *“Just because you are the Executing Entities does not mean that you are the only ones involved in implementing the Program. Your projects will require the involvement of institutions that would be important allies such as MEP, CTPs, Cantonal Agricultural Centers, IDA, CNE and others. Depending on the scope of the projects, part of Fundecooperación's role is to invite these actors to the table and involve them in the Scaling-up Program.”*

**Question from EE:** *“The ONS experience with the Turrubares CTP was spectacular and it is a model that could be implemented in the rest of the country. However, there are barriers, such as holidays and vacations, that can interrupt processes in workshops and laboratories. How can that be overcome?”*

**Response from NIE:** *“Absolutely. Throughout the Adapta2+ Program we encountered barriers that made the implementation of the projects difficult. The important thing is that we identify those barriers, bottlenecks, and challenges and work to resolve them. We will identify what is missing, how we can solve it, remove the barriers and proceed to scale-up adaptation actions.”*

**Question from EE:** *“With respect to the participation of women, the agricultural and livestock sector has difficulties regarding land ownership and decision-making processes on farms, which are often not in the hands of women. When choosing beneficiaries, this is a limitation. How rigid is the goal of participation of 50% men and 50% women? Land ownership is a weakness in the agricultural sector. How can this issue be addressed to meet those indicators?”*

**Response from NIE:** *“Yes, that is an absolutely valid concern. In fact, that is one of the considerations in the design of the Scaling-up Program. The previous Adapta2+ Program reported that women's participation was less than 20%. Now, we have an interesting challenge in terms of*

*scaling up the participation of women, implementing actions to raise that percentage, understanding that there are restrictions and proposing measures to overcome them. As Fundecooperación, we share this concern, and we will work with the EE, making a great effort to achieve the 50% ambition.”*

**Contribution from EE:** *“One of our projects included a family farming component, where the family is the nucleus. Although in the farm there is not necessarily a participation of 50% men and 50% women, the benefit of what the farm generates is for the family, including women, men and youths. With this in mind, we can improve the participation of women and youth.”*

**Response from NIE:** *“That’s a good idea. When we carry out training for the farms, we can ensure that women and youths can also participate as part of the family.”*

**Contribution from EE:** *“AED works to mainstream gender in projects and to identify opportunities to include more women and to create women’s networks. We have methodologies and tools that we can share with other Executing Entities.”*

**Response from NIE:** *“Thanks to AED for the offer. We are convinced that in the implementation of the projects there are tons of opportunities for synergy between all the Executing Entities that are in the room today, and this offer is an example. We are going to have more discussions on the identification of opportunities for synergies and strategic alliances between Executing Entities and the specific projects you are proposing.*

**Question from EE:** *“I would like to better understand Component 2, Climate Financing, and the role of the Executing Entities. How is that going to work?”*

**Response from NIE:** *“While Executing Entities do not have control over whether the beneficiaries of their projects will want credit or not, they can identify improvements to enhance opportunities. In Component 1, for example, some of you are going to work with farms or MSMEs and, along the way, you realize that in order to achieve greater impact and continue scaling up, financing should have certain characteristics and improvements. Adaptation activities should not depend solely on a donation program. It is also about designing other financial mechanisms that help initiatives to continue beyond the projects. This is part of what we want to promote: what is the financial mechanism that will allow us to reduce barriers and go, for example, from five to 100 ASADAS? It could be a market mechanism, credit, guarantee, water tariff, or others.”*

**Question from EE:** *“For Executing Entities it is not easy to work on climate financing, in which we have little knowledge or experience. Since the expert is Fundecooperación, should Executing Entities have its accompaniment to include this topic into their projects?”*

**Response from NIE:** *“Absolutely. The plan is for Fundecooperación and the EE to have this conversation in a creative search for solutions in order to reduce the gaps on this topic. There is obviously a part of the financing that is non-refundable, which will support adaptation measures on farms and in communities. But we could also identify opportunities to do more, through credit. Through the EE and their projects, we could identify barriers and propose solutions to remove them, so that more people, women, MSMEs and organizations can more easily receive climate credit. This way we scale up the impact of the Program.*

**Question from EE:** *“My question has to do with the regionalization of the Program. Can Executing Entities and their projects coincide in the same region? How is the program going to make sure that no region is excluded?”*

**Response from NIE:** *“One role of Fundecooperación is to facilitate the connection between the different projects. We will oversee which strategic areas are underrepresented in the projects in terms of regions and productive sectors, and to discuss with the EE the necessary adjustments to achieve balance between your projects. We are going to ensure that all the pieces fit correctly, that there are no duplications and that we produce synergies to bring value to the different regions.”*

**Question from EE:** *“Is there any repository on the Fundecooperación website or anywhere else where we can access information on the Adapta2+ projects, that we can use as input for the Scaling-up Program?”*

**Response from NIE:** *“As part of the closure of the Adapta2+ Program, we are making efforts to make the information, products and lessons learned available to the Executing Entities and the general public. We have the platform called 'Difunde', which brings together the results of the projects. Also, several of you have already been interviewed by a journalist we hired who is building some cross-sectional case stories. These case studies are very valuable for people to know what has been done and where.”*

**Question from EE:** *“About the Program activity 3.1.1, '**create a user-friendly agricultural, livestock and fishing innovation center to cater climate adaptation information and technical assistance to producers, with a gender perspective**', how do you plan to implement it?”*

**Response from NIE:** *“It consists of a mechanism for accessing information for decision-making, which will be virtual or digital, through an application. This is an opportunity to bring technical, climatic and meteorological information closer to farms and food systems, in order to support decision-making. We have been working on this in several meetings with some of the people and Executing Entities present here today.”*

**Contribution from EE:** *“The National Seed Office would like to share its research on two topics so that other Executing Entities could follow-up with them. The first is the identification of the whitefly vector, a virus that affects the pipián seed - a local product of cultural and gastronomic importance in Guanacaste. It would be great if other EE could use this research to promote the gastronomic use of pipián. The second project, carried out with MAG, INTA and UCR, is on the molecular and nutritional profile of bean seeds in the Nicoya Peninsula. Using this input, other Executing Entities could develop a project with a gastronomic focus.”*

**Respuesta de NIE:** *“What the new Scaling-up Program seeks is that those achievements and learnings from the Adapta2+ Program can have continuity. With the examples you provided, the scaling-up would probably be done by another EE that can incorporate those activities, working with other actors in the value chain and the market, strengthen them and take them further. Our goal is, precisely, to identify those scaling-up opportunities that come from Adapta2+ and follow them through the projects designed by EE in the framework of the Scaling-up Program.”*



"Launch and validation of the Scaling-up Program with relevant stakeholders".

Session 1: Presentation of the Scaling-Up Program to authorities and Executing Agencies

Wednesday, September 20, 2023, San José, Costa Rica



Marianella Feoli, Executive Director of Fundecooperación, introduces the Scaling-Up Program



Representatives of authorities and Executing Entities listen to the presentation of the Scaling-Up Program



Andrea Rodríguez Marín, Fundecooperación Project Coordinator, addresses the audience



Question and Answer Session with representatives of authorities and Executing Entities



Participants review resources received



Participants provide feedback to the Program

## 3.2 Session 2: Opportunities for scaling-up from the Executing Entities

### 3.2.1 Objectives of Session 2

Session 2 of the “Launch and validation of the Scaling-up Program with relevant actors” was called **“Opportunities for scaling-up from the Executing Entities”**. This session took place on Wednesday, October 18 at the Radisson Hotel, Barrio Tournón, San José, Costa Rica, between 8:30 am and 1:00 pm. It was attended by 36 people representing 15 institutions and organizations (see Annexes). The activity was guided by the following objectives:

1. Review with Executing Entities the opportunities for scaling-up Adapta2+ already identified in the design of the Scaling-up Program proposal.
2. Define clearly the implementation strategies of the projects proposed by the Executing Entities, as well as the Program in general.
3. Promote exchange and synergies between Executing Entities in the context of the new Scaling-up Program.

### 3.2.2 Opportunities for scaling-up

Session 2 allowed for a comprehensive review with the main Executing Entities of the scaling-up opportunities derived from the Adapta2+ Program. This exercise consisted of an exchange of experiences, as well as the project proposals that make up the Scaling-up Program. In this way, a comprehensive vision of the Program was consolidated in the Executing Entities, the specific projects were visualized, the scaling-up opportunities identified during the design of the Program were shared, and the beneficiary audiences and partners and allies were reviewed. Opportunities for scaling-up at the level of climate financing (Component 2) and capacity strengthening (Component 3) were also reviewed.

The methodology used was cards on a blackboard, where the representatives of each Executing Entity wrote their contributions on the cards. The main results of this exercise are summarized below:

#### 3.2.2.1 *Output 1.1 Food systems transform their practices with nature-based adaptation solutions.*

Table 3. Output 1.1 Food systems transform their practices with nature-based adaptation solutions

Executing Entity	Scaling-up opportunities	Who to scale for?	Partners/allies	Capacity Building (Component 3)
MAG	- Sustainable and integrated farms, with diversified activities; - Technical support;	- Producer s - Youths - Organizations - Farms	- INA - Connections with primary and secondary schools to	- Strengthen the capacities of extension agents

Executing Entity	Scaling-up opportunities	Who to scale for?	Partners/allies	Capacity Building (Component 3)
	<ul style="list-style-type: none"> <li>- Beekeeping, uses of the forest beyond ecosystem services, polliniferous trees, bee flora, integral farms with diversified activities</li> <li>- Generation of data on farms with active participation of youths and women</li> </ul>		<ul style="list-style-type: none"> <li>work with children and youth</li> <li>- Integration of communities through local organizations</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthen the capabilities of the project executing teams</li> <li>- Strengthen the gender perspective: train people who lead projects on gender issues;</li> </ul>
INTA	<ul style="list-style-type: none"> <li>- Vegetable production in a protected environments to ensure food for rural families;</li> <li>- Vegetable production in protected spaces; lower the chemical load; use of bio-inputs;</li> <li>- Field schools with a focus on adaptation practices: water-soil-plant;</li> <li>- Agroecological zoning; emphasis on gender and youth.</li> <li>- Generation of data on farms.</li> </ul>	<ul style="list-style-type: none"> <li>- Producers</li> <li>- Small rice producers</li> <li>- Indigenous communities</li> <li>- Women groups</li> </ul>	<ul style="list-style-type: none"> <li>- Community leaders</li> <li>- Organized producers</li> <li>- Indigenous organizations</li> <li>- Women associations</li> <li>- County agricultural centers</li> <li>- Chambers</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledge management</li> <li>- Technology transfer</li> <li>- Empowerment of beneficiaries</li> </ul>
MAG  INTA	<ul style="list-style-type: none"> <li>- Women producers and Technical secondary schools (CTPs)</li> <li>- Seeds, vegetables, livestock, basic grains</li> <li>- Food security with food safety: bio-inputs to reduce the chemical load</li> <li>- How to include women: promote conditions that facilitate the participation of women</li> </ul>	<ul style="list-style-type: none"> <li>- Rural women producers</li> <li>- Youth from technical secondary schools (CTPs)</li> </ul>	<ul style="list-style-type: none"> <li>- MEP</li> <li>- MEIC</li> <li>- INAMU</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthen rural education for youths from CTPs</li> <li>- Improve the conditions that facilitate the participation, incorporation, leadership and autonomy of women</li> </ul>
CoopePuriscal R. L.	<ul style="list-style-type: none"> <li>- Scale-up from the farm-dairy plant-market trilogy, which integrates the entire value chain;</li> <li>- Farms: soil recovery and strengthening, soil analysis, living fences, water harvesting, solar panels</li> </ul>	<ul style="list-style-type: none"> <li>- Farms associated in cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>- UCR</li> <li>- INFOCOOP</li> <li>- ICE (solar panels)</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity building</li> </ul>
CNPL	<ul style="list-style-type: none"> <li>- Scaling-up NAMA measures, starting with diagnosis on farms;</li> <li>- Agroclimatic: farm analysis, diagnosis;</li> <li>- Integrate with Integra in an initiative with CRUSA;</li> <li>- Agroecological zoning in priority areas</li> </ul>	<ul style="list-style-type: none"> <li>- Cattle farms for meat, dairy, or double purpose</li> </ul>	<ul style="list-style-type: none"> <li>- Associations</li> <li>- Cooperatives</li> <li>- Organizations</li> <li>- Private companies</li> </ul>	<ul style="list-style-type: none"> <li>- Social networks, conferences, webinars</li> <li>- Field schools</li> <li>- Environmental seal or certification or NAMA</li> </ul>



Executing Entity	Scaling-up opportunities	Who to scale for?	Partners/allies	Capacity Building (Component 3)
ONS	<ul style="list-style-type: none"> <li>- Formulation in seed quality at a productive level</li> <li>- Linkage with gastronomic projects to promote the long-term use and conservation of plant genetic resources</li> </ul>	<ul style="list-style-type: none"> <li>- Local communities</li> <li>- Family agriculture</li> <li>- Productive sector</li> <li>- Indigenous territories</li> </ul>	<ul style="list-style-type: none"> <li>- INTA-MAG</li> <li>- Municipalities</li> <li>- MAG-DNEA</li> <li>- MEP-CTPs</li> <li>- Universities</li> </ul>	Strengthening capacities in planning and implementation of productive activities
Raising Coral Costa Rica	<ul style="list-style-type: none"> <li>- Joint land-sea work, to improve agricultural practices to reduce the impact on the sea</li> <li>- Organization and value chains with artisanal fishermen</li> </ul>	<ul style="list-style-type: none"> <li>- Fishers associations</li> <li>- Local rice, palm and cattle producers</li> </ul>	<ul style="list-style-type: none"> <li>- Rice and pawn private producers</li> <li>- INDER</li> <li>- Municipalities</li> <li>- SINAC</li> <li>- UCR</li> </ul>	- Strengthening capacities through exchanges of experiences
Raising Coral Costa Rica	<ul style="list-style-type: none"> <li>- Establishment of coral nurseries and generation of local capacity</li> <li>- Support in the continuity of local businesses</li> <li>- Coral gardeners of the fishing sector: fishermen restore the ecosystem on which they depend.</li> <li>- Coral gardeners in the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>- Fishers</li> <li>- Tourism sector</li> <li>- MSMEs</li> <li>- Tour guides</li> </ul>	<ul style="list-style-type: none"> <li>- Fishers, associations</li> <li>- Tourism chambers</li> <li>- ICT</li> <li>- ADI</li> <li>- SINAC</li> </ul>	<ul style="list-style-type: none"> <li>- Awareness and education</li> <li>- Capacity building</li> </ul>
FUCOGA	<ul style="list-style-type: none"> <li>- Strengthen tourism and gastronomic companies in good adaptation practices associated with sustainable supply/purchases, food preparation, waste reduction, waste management and others, as input within the framework of the Tourism Sustainability Certificate, CST</li> </ul>	<ul style="list-style-type: none"> <li>- Tourism entrepreneurs</li> <li>- Gastronomic, entrepreneurs - Women organizations</li> </ul>	<ul style="list-style-type: none"> <li>- ICT/CST</li> <li>- CACORE</li> <li>- Chambers and associations of the tourism sector</li> <li>- National Association of Chefs</li> </ul>	- Support in identification, piloting and implementation of good adaptation practices in tourism and gastronomy

### 3.2.2.2 Output 1.2: Local organizations and their members implement community-based adaptation practices, with a gender perspective, to enhance community resilience.

Table 4. Output 1.2: Local organizations and their members implement community-based adaptation practices, with a gender perspective, to enhance community resilience

Executing Entity	Scaling-up opportunities	Who to scale for?	Partners/allies	Capacity Building (Component 3)
Raising Coral Costa Rica	<ul style="list-style-type: none"> <li>- Implement restorative tourism</li> <li>- Continue with sea-land development</li> </ul>	<ul style="list-style-type: none"> <li>- Communities</li> <li>- Producers</li> <li>- Tourist companies</li> <li>- Education sector</li> </ul>	<ul style="list-style-type: none"> <li>- SINAC</li> <li>- Local Council</li> <li>- UNA</li> <li>- CIMAR (UCR)</li> <li>- MAG</li> <li>- ICT</li> <li>- ONGs</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity building</li> <li>- Sensitization</li> </ul>
ACEPESA	<ul style="list-style-type: none"> <li>- Implement the action plan that was developed in Adapta2+</li> <li>- Adaptation measures with the fishing sector</li> </ul>	<ul style="list-style-type: none"> <li>- Nine ASADAs, but expanding also to the fishing sector</li> </ul>	<ul style="list-style-type: none"> <li>- AYA</li> <li>- UNA</li> <li>- MINSa</li> <li>- Municipalities</li> <li>- MINAE</li> <li>- SNG</li> <li>- Red Cross</li> <li>- Incopesca</li> <li>- Marviva</li> <li>- One Sea</li> <li>- Conservation International</li> <li>- CIMAR</li> </ul>	<ul style="list-style-type: none"> <li>- Capacities: awareness raising, knowledge exchange tours</li> <li>- Community awareness</li> </ul>
ALIARSE	<ul style="list-style-type: none"> <li>- New models of ASADAs intervention in the community, with schools and producers' services</li> </ul>	<ul style="list-style-type: none"> <li>- Other ASADAs and associated local actors</li> </ul>	<ul style="list-style-type: none"> <li>- ORAC AYA</li> <li>- ARESEP</li> <li>- Municipalities</li> <li>- SINAC</li> <li>- MEP</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthening capabilities to design and manage projects</li> </ul>
ALIARSE	<ul style="list-style-type: none"> <li>- Strengthening local producer organizations to improve their practices and generate linkages</li> </ul>	<ul style="list-style-type: none"> <li>- Producers</li> <li>- Families</li> <li>- Buyers</li> </ul>	<ul style="list-style-type: none"> <li>MAG</li> <li>Supermarket chains</li> <li>Men and women producers</li> </ul>	<ul style="list-style-type: none"> <li>- Generational change in families</li> <li>- New productive marketing practices</li> </ul>
Fundación Corcovado	<ul style="list-style-type: none"> <li>- Appropriate use of adaptation measures with agricultural and livestock producers in Osa</li> <li>- Recovery of watersheds by strengthening communities in adaptation</li> </ul>	<ul style="list-style-type: none"> <li>- Osa agricultural producers</li> </ul>	<ul style="list-style-type: none"> <li>- MINAE</li> <li>- MAG</li> <li>- INDER</li> <li>- Municipalities</li> <li>- Rancho Quemado ADI</li> <li>- Agujitas ADI</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity building</li> </ul>
AED	<ul style="list-style-type: none"> <li>- GIRA tool application in ASADAs of Occidente</li> </ul>	<ul style="list-style-type: none"> <li>- Cuenca League</li> <li>- ASADAs from the Los Santos area</li> </ul>	<ul style="list-style-type: none"> <li>- P&amp;G</li> <li>- Allied companies</li> <li>- UCR</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of a capacity building program</li> <li>- Exchange of experiences</li> </ul>
CFIA	<ul style="list-style-type: none"> <li>- Generate risk assessments of aqueducts;</li> <li>- Replicate in Cartago, Santa Ana, Turrialba, Abangares</li> <li>- Scale-up to the agricultural sector in areas with water supply problems</li> <li>- Restoration of recharging and water protection areas</li> </ul>	<ul style="list-style-type: none"> <li>- Municipalities,</li> <li>- ASADAs</li> <li>- Institutions related to infrastructure</li> <li>- Communities</li> </ul>	<ul style="list-style-type: none"> <li>- Municipalities</li> <li>- ASADAs</li> </ul>	<ul style="list-style-type: none"> <li>- Workshops on the use of the proposed methodology in various entities</li> <li>- Training of the agricultural sector in efficiency in the use of water resources</li> </ul>

Executing Entity	Scaling-up opportunities	Who to scale for?	Partners/allies	Capacity Building (Component 3)
Oficina Nacional de Semillas  INTA (Investigación) MAG	- Increase the impact on the use of crop management practices and seed conservation	- Farmer and indigenous producers - Women - Youths	- Producer associations - Women groups - Youths groups	- Technology transfer to develop skills and abilities in the project beneficiaries
CoopePuriscal	- Improved production chain: farm (plots, soil) - dairy plant (water, reservoir, panels, equipment - market (awards, labels)	- Actors in the dairy value chain - Small farmers - Plant workers - Families - Cooperatives	- UCR	- Train dairy producing families to successfully face climate change and recognize the outstanding work of women within their production units.

*3.2.2.3 Output 1.3: Food systems, sustainable local markets and business continuity are enhanced through transformative adaptation practices and partnerships between stakeholders, with a gender perspective.*

Table 5. Output 1.3: Food systems, sustainable local markets and business continuity are enhanced through transformative adaptation practices and partnerships between stakeholders, with a gender perspective

Executing Entity	Scaling-up opportunities	Who to scale for?	Partners/allies	Capacity Building (Component 3)
IMN	- Update risk assessments already carried out with the 2022 census - Bring vulnerability information closer to users in digital format	- Municipalities - Communities - Farmers and other actors along the value chain	- Municipalities - INEC - Sectorial commissions	- Strengthen capacities for vulnerability analysis at the local and regional level
Raising Coral Costa Rica	- Replicate initiative in Cahuita National Park	- Local communities - Tour operators and guides	- Municipalities - Tourism organizations and chambers - ICT	- Create capacities for tourism in local youth and women - Plan for dissemination - ICT certificate for coral gardener, to serve as a restoration guide
ACEPESA	- Increase in the number of communities with water security plans - Mangroves, infrastructure, diversification, marine waste	- Fishermen's associations - ASADAS - Coastal communities	- ICT - INCOP - Red Cross - SINAC - Incopesca - SNG - Municipalities	- Capacity building
ALIARSE	- Strengthen-generate linkages and alliances of producers with buyers	- Producers - Families - Buyers	- Men and women producer associations - Supermarket Chains - Hotels	- New adaptation activities - Use of technologies - Commercialization - Generational shift

Executing Entity	Scaling-up opportunities	Who to scale for?	Partners/allies	Capacity Building (Component 3)
	- Generate added value to products			- certifications
Fundación Corcovado	- Strengthen alliances between producers and consumers, generating more and better income equitably	- Farmers - Livestock farmers - Hotels and their clients	- Drake's Tourism chamber (CATUDRA), - Osa Municipality - ICT - Proyecto Gente (ACRXS) - Local Development associations	- Business management - Agro-entrepreneurship - Bargaining power - Value added - Value chain management capacity
AED	- Women entrepreneurs program + (value chain)	- Women entrepreneurs: +450 - MSMES	- Development bank system (SBD) - MEIC - USA Embassy	- Capacities: MSME climate maturity tool / Adapta=
INTA  INTA/ACCS	- Develop field schools to strengthen capacities	- Agricultural producers - Women - Youths from technical secondary schools (CTPs)	- CAC's - Extension agents - Local organizations	- Strengthening capacities through field schools. Includes: training plan, training of trainers, monitoring
ONS	- Creation of small and medium-sized local seed supply companies - Linkage with gastronomic projects to promote the use of plant genetic resources	- Local communities - Producers - Family agriculture - Family beekeeping - Indigenous territories	- MEP - CTPs - FUCOGA - Municipalities - Universities	- Capacities in conservation and use of plant genetic resources - Strengthening capacities in seed quality at the productive level
FUCOGA	- Gastronomic laboratories for the use of ingredients and products that were produced with practices of adaptation to climate change, with alliances between suppliers (farms, fisheries) and tourism and gastronomic companies (continuity of marketing chains)	- Tourism and gastronomic companies - Chefs and cooks	- Organizations of touristic and gastronomic enterprises - Women organizations - Nutrition School at UC	- Training of cooks to use more resilient native products that require less agrochemicals. - Increased awareness of the gastronomic sector that facilitates the adoption of adaptation practices
FUCOGA	- Promote opportunities for the formalization of commercial agreements between the different links	- Local producers - Owners of gastronomic establishments	- Municipalities	- Support in the processes of identifying opportunities and formalizing agreements

These inputs related to opportunities for scaling-up were provided by the representatives of the Executing Entities. They contribute to strengthen the specific planning and implementation strategy of the components, outputs and activities of the Scaling-up Program.

### 3.2.3 Synergies between Executing Entities

Session 2 aimed to promote exchanges and synergies between Executing Entities (EE) in the context of the new Scaling-up Program. Each EE identified those other entities whose experience in the Adapta2+ Program and scaling-up proposal caught their attention and that they considered as opportunities for synergy and collaboration. The information was collected through a survey. The following table brings together those opportunities:

Table 6. Synergies between Executing Entities

Executing Entity	Executing entity discussed with	What caught your attention?	What opportunities for collaboration did you identify?
CFIA	MAG	<ul style="list-style-type: none"> <li>Tu-MoDeLo</li> <li>Adaptation measures in the agricultural sector</li> </ul>	<ul style="list-style-type: none"> <li>Adaptation of Tu-MoDeLo criteria to the project in Cartago</li> <li>Training and assistance</li> </ul>
	ONS	<ul style="list-style-type: none"> <li>Onions (Santa Ana)</li> <li>Horticulture (La Cruz de Turrialba)</li> </ul>	<ul style="list-style-type: none"> <li>Trainings: seed management, genetics, others</li> <li>Technical assistance</li> </ul>
	INTA	<ul style="list-style-type: none"> <li>Adaptation measures in the agricultural sector</li> <li>Field schools (FFS)</li> </ul>	<ul style="list-style-type: none"> <li>Adopting FFS in projects</li> <li>Training</li> <li>Technical assistance</li> </ul>
	ALIARSE	<ul style="list-style-type: none"> <li>Improvement of practices in Cartago</li> </ul>	<ul style="list-style-type: none"> <li>Capacitaciones de medidas en proyecto en Cartago</li> <li>Training on measures in project in Cartago</li> </ul>
RCCR (Raising Coral Costa Rica)	ACEPESA	<ul style="list-style-type: none"> <li>Working with fishermen in the Gulf of Nicoya</li> <li>Mangrove restoration</li> </ul>	<ul style="list-style-type: none"> <li>Training of coral gardeners in the fishing sector</li> <li>Use of inputs from fishing for the creation of coral nurseries</li> </ul>
	MAG	<ul style="list-style-type: none"> <li>Possibility of certifying good agricultural practices associated with reef health</li> </ul>	<ul style="list-style-type: none"> <li>Creation of the "Friendly Reef" certificate as a market differentiator</li> </ul>
ALIARSE	MAG	<ul style="list-style-type: none"> <li>Linkages with producers (Tu-MoDeLo)</li> </ul>	<ul style="list-style-type: none"> <li>Sharing the experience</li> </ul>
	ACEPESA	<ul style="list-style-type: none"> <li>Strengthening of ASADAS</li> </ul>	<ul style="list-style-type: none"> <li>Sharing the experience</li> </ul>
AED (Alianza Empresarial para el Desarrollo)	MAG	<ul style="list-style-type: none"> <li>Gender department for MAG</li> </ul>	<ul style="list-style-type: none"> <li>Financing from Fundecooperación and Development Banking System (SBD)</li> <li>Training</li> <li>Gender</li> </ul>
	Fundecooperación	<ul style="list-style-type: none"> <li>Training opportunities with teachers and students (MEP)</li> </ul>	<ul style="list-style-type: none"> <li>Support to the agricultural and livestock production program</li> <li>Technical education MEP</li> </ul>
	CFIA, ACEPESA, MAG	<ul style="list-style-type: none"> <li>Risk and vulnerability assessment tools with ASADAS</li> </ul>	<ul style="list-style-type: none"> <li>Joint implementation of tools and data exchange</li> </ul>

Executing Entity	Executing entity discussed with	What caught your attention?	What opportunities for collaboration did you identify?
			<ul style="list-style-type: none"> <li>Joint training</li> </ul>
ONS	IMN	<ul style="list-style-type: none"> <li>Transfer and Access to information</li> </ul>	<ul style="list-style-type: none"> <li>Facilitating information</li> </ul>
	FUCOGA	<ul style="list-style-type: none"> <li>Gastronomic uses of crops</li> </ul>	<ul style="list-style-type: none"> <li>Facilitating information</li> </ul>
	MEP- CTPs	<ul style="list-style-type: none"> <li>Continuity of actions during the vacation breaks</li> </ul>	<ul style="list-style-type: none"> <li>Providing support</li> </ul>
	MAG-INA, municipalidades	<ul style="list-style-type: none"> <li>Support to follow up these stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Providing support</li> </ul>
Fundación Corcovado	MAG	<ul style="list-style-type: none"> <li>Capacity building in agriculture and livestock farming</li> <li>Certifications</li> </ul>	<ul style="list-style-type: none"> <li>Sharing the experience</li> </ul>
	INTA	<ul style="list-style-type: none"> <li>Innovation technologies, knowledge transfer</li> </ul>	<ul style="list-style-type: none"> <li>Sharing knowledge</li> </ul>
	Fundecooperación	<ul style="list-style-type: none"> <li>Tu-MoDeLo; relationship with ACRXS</li> </ul>	<ul style="list-style-type: none"> <li>Providing support and information</li> </ul>
	ALIARSE	<ul style="list-style-type: none"> <li>Agujitas de Drake Aqueduct</li> </ul>	<ul style="list-style-type: none"> <li>Sharing the experience</li> </ul>
CNPL	Fundecooperación	<ul style="list-style-type: none"> <li>Tu-MoDeLo</li> </ul>	<ul style="list-style-type: none"> <li>Working experiences in Turrialba with a cheese tour</li> </ul>
	CoopePuriscal	<ul style="list-style-type: none"> <li>Work beyond the farm</li> </ul>	<ul style="list-style-type: none"> <li>Extrapolate to Turrialba, Zarcero and the Nicoya Peninsula</li> </ul>
	MAG	<ul style="list-style-type: none"> <li>Gender focus</li> </ul>	<ul style="list-style-type: none"> <li>Training to address gender issues</li> </ul>
	AED	<ul style="list-style-type: none"> <li>Gender focus</li> </ul>	<ul style="list-style-type: none"> <li>Training to address gender issues</li> </ul>
CoopePuriscal	INTA	<ul style="list-style-type: none"> <li>Soil management</li> </ul>	<ul style="list-style-type: none"> <li>Apply in plots</li> </ul>
	CNPL	<ul style="list-style-type: none"> <li>Farm management and marketing</li> </ul>	<ul style="list-style-type: none"> <li>Farm-milk-production plant-marketing approach</li> </ul>
	Fundecooperación	<ul style="list-style-type: none"> <li>Gender focus</li> </ul>	<ul style="list-style-type: none"> <li>Gender approach</li> </ul>
ACEPESA	RCCR	<ul style="list-style-type: none"> <li>Coral recovery</li> <li>Mangrove restoration</li> </ul>	<ul style="list-style-type: none"> <li>Training for fishermen</li> <li></li> </ul>
	Fundecooperación	<ul style="list-style-type: none"> <li>Tu-MoDeLo: support for producers to connect with food companies</li> </ul>	<ul style="list-style-type: none"> <li>Reach fishermen with the sale of products to the general trade</li> </ul>
	ALIARSE	<ul style="list-style-type: none"> <li>Water watchers</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate the program in the work area</li> <li></li> </ul>
	IMN	<ul style="list-style-type: none"> <li>Information available to support project implementation</li> </ul>	<ul style="list-style-type: none"> <li>Training to learn this information</li> </ul>
	Fundación Corcovado	<ul style="list-style-type: none"> <li>Lessons learned through working with fishermen for diversification of the livelihood</li> </ul>	<ul style="list-style-type: none"> <li>Exchange of information</li> </ul>
	CFIA	<ul style="list-style-type: none"> <li>Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>Exchange of methodologies</li> </ul>
MAG	INTA	<ul style="list-style-type: none"> <li>Field schools (FFS) on soils</li> <li>Seed bank</li> </ul>	<ul style="list-style-type: none"> <li>Replicate the soil FFS in Bagaces, Nandayure and Nicoya</li> </ul>



Executing Entity	Executing entity discussed with	What caught your attention?	What opportunities for collaboration did you identify?
	AED	Commercial scaling program	<ul style="list-style-type: none"> <li>• Apply the model with entrepreneurs in the agricultural sector</li> </ul>
	CNPL	Field schools (FFS) on commercial scaling	<ul style="list-style-type: none"> <li>• Extend to other communities in Nandayure and Nicoya</li> </ul>
	MAG – proyecto Arancibia	<ul style="list-style-type: none"> <li>• Applying the gender and women's approach, more children</li> </ul>	<ul style="list-style-type: none"> <li>• Share approach</li> </ul>
	Tu Negocio	<ul style="list-style-type: none"> <li>• Connection with markets</li> </ul>	<ul style="list-style-type: none"> <li>• Link agricultural producers to proximity markets and expand into processed products</li> </ul>
<b>FUCOGA</b>	Fundecooperación	<ul style="list-style-type: none"> <li>• Tu-MoDeLo</li> </ul>	<ul style="list-style-type: none"> <li>• Development of joint linkage activities</li> <li>•</li> </ul>
	ONS	<ul style="list-style-type: none"> <li>• Use and conservation of plant genetic resources for food and agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Joint training activities on the value of local biodiversity as a resource for adaptation</li> </ul>
	RCCR	<ul style="list-style-type: none"> <li>• Land and sea tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Contact with tourism companies interested in adopting adaptation measures</li> </ul>
	MAG	<ul style="list-style-type: none"> <li>• Training in sustainable production techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Joint work in FUCOGA intervention areas</li> </ul>
	ALIARSE	<ul style="list-style-type: none"> <li>• Strengthening of local producers' organizations to improve their practices and generate linkages</li> </ul>	<ul style="list-style-type: none"> <li>• Exchange of experiences</li> </ul>

These inputs provided by the representatives of the Executing Entities are important because they strengthen the synergy between EE and increase the impact of the Scaling-up Program.

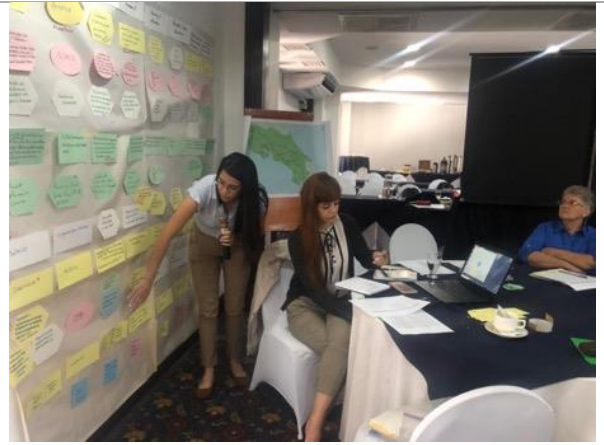
**“Launch and validation of the Scaling-up Program with relevant actors”**

**Session 2: Opportunities for escalation from Executing Entities**

**Wednesday, October 18, 2023, San José, Costa Rica**



Group 1 - Product 1.1 Food systems transform their practices with nature-based adaptation solutions



Group 2 - Output 1.2 Local organizations and their members implement community-based adaptation practices, with a gender perspective, to enhance community resilience



Group 3 - Output 1.3 Food systems, sustainable local markets and business continuity are enhanced through transformative adaptation practices and partnerships between stakeholders, with a gender perspective

## 4. The Toolbox

### 4.1 Review and feedback process

As part of the Inception Phase, Fundecooperación updated a set of six useful tools for the Executing Entities, for both the design of new projects in the context of the new Scaling-up Program, as well as for their monitoring during implementation and for reporting.

This work took place between July and August 2023 and was carried out by the Fundecooperación technical team, with the guidance and technical support of the external advisor. The process included in-person and virtual work sessions, the identification of areas for improvement in the tools and the validation of the new versions. The result is a series of tools that together are called the Toolbox.

### 4.2 Components of the Toolbox

The Toolbox is a set of six tools in different formats that Fundecooperación makes available to the Executing Entities for the planning, execution and reporting of their projects, within the Framework of the Adapta2+ Scaling-up Program:

#### 4.2.1 Step-by-Step Guide

The Step-by-Step Guide offers Executing Entities a roadmap for the planning and execution of their projects, with clear guidance for:

- Adequately plan their projects.
- Comply with the environmental, social and gender principles required by the Adaptation Fund.
- Facilitate the implementation and reporting.

The ultimate goal is for all projects to cooperate not only in the climate area, but also in the social development of the places in which they operate.

#### 4.2.2 PowerPoint Presentation of the Adapta2+ Scaling-up Program

It consists of an informative document that allows Executing Entities to quickly review key aspects of the new Adapta2+ Scaling-up Program, including, among others: background, definition of scaling-up, goal, definition of food systems, indicators, a checklist to verify scaling-up, a detailed presentation of the components, outputs and activities and a description of the rules for planning and implementing the projects.

#### 4.2.3 Initial Planning Form for EE

It consists of a Word document that allows Executing Entities to define key aspects of their project proposals and for Fundecooperación to ensure that they are aligned with components, outputs and activities and target vulnerable populations of the Scaling-Up Program.

#### 4.2.4 Detailed Planning Form for EE

This form allows the Executing Entity to complete the project proposal, including Logical Framework, budget and others.

#### 4.2.5 Project Integration Plan (PIP)

The Project Integration Plan (PIP) is an Excel document that facilitates the gathering of some of the information to be included in the Detailed Planning Form during the planning phase. It is also used by Executing Entities for monitoring and reporting during the implementation phase. This tool is consistent with the reporting requirements of the Adaptation Fund through the Project Progress Report (PPR).

#### 4.2.6 Executing Entity ES&G Policy Assessment for EE

The Excel document "Assessment and Monitoring of the Environmental, Social and Gender Policy (ES&G)" allows Executing Entities to identify potential impacts of the project on the 15 principles of the Policy, in the geographic area of interest and on vulnerable populations.

## Annexes

### Agenda of Session 1 "Presentation of the Scaling Up Program".

Session 1 of the **"Launch and validation of the Scaling-up Program with relevant stakeholders"** was held on Wednesday, September 20 at the Radisson Hotel, Barrio Tournón, San José, Costa Rica, between 10:00 am and 1:15 pm. The agenda was fulfilled as shown below:

Time	Activity	Facilitator
10:00-10:15	Welcome, session objectives and introductions of participants	Andrea Rodríguez Project Coordinator, Fundecooperación
10:15-11:00	Introduction to the new Adapta2+ Scaling-up Program  Project framing within the Program: Components, outputs, activities and indicators	Marianella Feoli Executive Director, Fundecooperación
11:00-11:10	Questions and Answers.	Marianella Feoli Executive Director, Fundecooperación
11:10-11:20	Work session: Completion of the Macroactivities form by Executing Entities	Andrea Rodríguez Project Coordinator, Fundecooperación
11:20-12:00	Rules and project characteristics  The Toolbox  Next steps - Accompaniment	Erick Vargas Climate Change Expert
12:00-12:15	Questions and Answers.	Erick Vargas, Marianella Feoli, Andrea Rodríguez
12:15-13:15	Lunch	

## Attendance list of Session 1 "Presentation of the Scaling-up Program".

Below is the list of the 36 participants representing 15 institutions and organizations in session 1 of the **"Launch and validation of the Scaling-up Program with relevant stakeholders"**:

Name	Executing Entity	Position
Michelle Libby Tewis	Alianza Empresarial para el Desarrollo (AED)	Environmental Dimension Director
Olga Sauma Uribe	Alianza Empresarial para el Desarrollo (AED)	Executive Director
Maritza Marín Araya	Asociación Centroamericana para la Economía, la Salud y el Ambiente (ACEPESA)	Sanitation Area Coordinator
Victoria Rudín Vega	Asociación Centroamericana para la Economía, la Salud y el Ambiente (ACEPESA)	Director
Hugo Montero González	Asociación Costarricense de la Ciencia del Suelo (ACCS)	President
Vivian Monge Alvarado	Colegio Federado de Ingenieros y Arquitectos (CFIA)	UCC Project Professional
Carlos Salazar Aguilar	Cámara Nacional de Productores de Leche (CNPL)	General Project Manager
Erick Montero Vargas	Cámara Nacional de Productores de Leche (CNPL)	Executive Director
Geovanny Sánchez	CoopePuriscal R.L.	Representative
Francisco Delgado Mena	Fundación Corcovado	Project Director
Alejandro Madrigal	Fundación Costarricense de Gastronomía (FUCOGA)	Board of Directors and Executive Delegate
Grettel Calderón Méndez	Fundación para la Sostenibilidad y la Equidad (ALIARSE)	General Project Manager
Andrea Rodríguez Marín	Fundecooperación	Project Coordinator
Cinthy Meneses Fernández	Fundecooperación	Project Manager
Daniela Cascante Gómez	Fundecooperación	Project Manager
Erick Vargas Campos	Fundecooperación	Climate change expert
Erika Gómez Alfaro	Fundecooperación	Project Manager
Estiven González Jiménez	Fundecooperación	Credit Manager
Laura Porras Herrera	Fundecooperación	Project Manager
Marianella Feoli Peña	Fundecooperación	Executive Director
Rosibel Solano Villalobos	Fundecooperación	Project Manager
Verónica Alvarado Vega	Fundecooperación	Project Manager
Ana Rita Chacón Araya	Instituto Meteorológico Nacional (IMN)	Head of Department of Development
José Alberto Retana	Instituto Meteorológico Nacional (IMN)	
José Roberto Camacho	Instituto Nacional de Innovación y	Executive Director



Name	Executing Entity	Position
Montero	Transferencia en Tecnología Agropecuaria (INTA)	
Laura Ramírez	Instituto Nacional de Innovación y Transferencia en Tecnología Agropecuaria (INTA)	Head of Technology Transfer Dept.
Douglas Rodríguez Vásquez	Ministerio de Agricultura y Ganadería (MAG)	Livestock coordinator for the Central Pacific development region
Jorge Esteban Segura Guzmán	Ministerio de Agricultura y Ganadería (MAG)	National Livestock Program Coordinator
José Ricardo Chaves Garita	Ministerio de Agricultura y Ganadería (MAG)	Regional Planning Coordinator
Karen Rodríguez López	Ministerio de Agricultura y Ganadería (MAG)	Food Processing Manager
Karla Mena	Ministerio de Agricultura y Ganadería (MAG)	DNEA Director
Alberto Fallas Barrantes	Oficina Nacional de Semillas (ONS)	Technical Department
Carolina Porras Martínez	Oficina Nacional de Semillas (ONS)	Technical Department
Tania López - Lee	Oficina Nacional de Semillas (ONS)	Executive Director
Joan Anne Kleypas	Raising Coral Costa Rica (RCCR)	Director
José Andrés Marín Moraga	Raising Coral Costa Rica (RCCR)	Project Coordinator

## Agenda of Session 2 "Opportunities for scaling up from the Executing Entities".

Session 2 of the **"Launch and validation of the Scaling-up Program with relevant stakeholders"** was held on Wednesday, October 18 at the Radisson Hotel, Barrio Tournón, San José, Costa Rica, between 8:30 am and 1:00 pm. The agenda was fulfilled as shown below:

Time	Activity	Facilitator
8:30-8:45	Welcome, session objectives and introductions of participants	Andrea Rodríguez Project Coordinator, Fundecooperación
8:45-9:25	Expectations for scaling up Adapta2+ in the context of the new Program	Marianella Feoli Executive Director, Fundecooperación
9:25-9:30	Group session: instructions	Erick Vargas Climate Change Expert
9:30-10:00	Group session (first part): Joint identification of opportunities for scaling up (three teams)	Laura, Rosibel, Erika, Project managers, Fundecooperación
10:00 – 10:15	Coffee Break	
10:15-11:15	Group session (cont.)	Laura, Rosibel, Erika, Project managers, Fundecooperación
11:15-11:45	Plenary: presentation of the results of group work	Laura, Rosibel, Erika, Project managers, Fundecooperación
11:45-12:20	Bilateral talks	Erick Vargas Climate Change Expert
12:20-13:00	Next steps, questions and answers	Erick Vargas, Marianella Feoli, Andrea Rodríguez
13:00	Lunch	

Attendance list of Session 2 "Opportunities for scaling up from the Executing Entities".

Below is the list of the 35 participants representing 14 institutions and organizations in session 2 of the **"Launch and validation of the Scaling-up Program with relevant stakeholders"**:

Name	Executing Entity	Position
Marcela Rivera González	Alianza Empresarial para el Desarrollo (AED)	Representative
Priscilla Obando Rodríguez	Alianza Empresarial para el Desarrollo (AED)	Representative
Ericka Vanessa Calderón Vargas	Asociación Centroamericana para la Economía, la Salud y el Ambiente (ACEPESA)	Representative
Maritza Marín Araya	Asociación Centroamericana para la Economía, la Salud y el Ambiente (ACEPESA)	Sanitation Area Coordinator
Victoria Rudín Vega	Asociación Centroamericana para la Economía, la Salud y el Ambiente (ACEPESA)	Director
Hugo Montero González	Asociación Costarricense de la Ciencia del Suelo (ACCS)	President
Carlos Salazar Aguilar	Cámara Nacional de Productores de Leche, CNPL	General Project Manager
Vivian Monge Alvarado	Colegio Federado de Ingenieros y Arquitectos (CFIA)	UCC Project Professional
Eugenio Fallas	CoopePuriscal R.L.	Representative
Geovanny Sánchez	CoopePuriscal R.L.	Representative
Alejandra Monge	Fundación Corcovado	Director
Francisco Delgado Mena	Fundación Corcovado	Project Director
Grettel Calderón Méndez	Fundación para la Sostenibilidad y la Equidad (ALIARSE)	General Project Manager
Andrea Rodríguez Marín	Fundecooperación	Project Coordinator
Daniela Cascante Gómez	Fundecooperación	Project Manager
Erick Vargas Campos	Fundecooperación	Climate change expert
Erika Gómez Alfaro	Fundecooperación	Project Manager
Kattia Rojas Mendez	Fundecooperación	Proclima
Laura Porras Herrera	Fundecooperación	Project Manager
María Laura Arias Núñez	Fundecooperación	Proclima
Marianella Feoli Peña	Fundecooperación	Executive Director
Rosibel Solano Villalobos	Fundecooperación	Project Manager
Kattia Lines Gutiérrez	Instituto Nacional de Innovación y Transferencia en Tecnología Agropecuaria (INTA)	Representative

Name	Executing Entity	Position
María Stephanie Quirós	Instituto Nacional de Innovación y Transferencia en Tecnología Agropecuaria (INTA)	Representative
Nevio Bonilla Morales	Instituto Nacional de Innovación y Transferencia en Tecnología Agropecuaria (INTA)	Representative
Ana Rita Chacón Araya	Instituto Meteorológico Nacional (IMN)	Head of Department of Development
Ana María Camacho Pérez	Ministerio de Agricultura y Ganadería (MAG)	External Advisor
José Ricardo Chaves Garita	Ministerio de Agricultura y Ganadería (MAG)	Regional Planning Coordinator
Karen Rodríguez López	Ministerio de Agricultura y Ganadería (MAG)	Food Processing Manager
Karla Mena	Ministerio de Agricultura y Ganadería (MAG)	DNEA Director
Mauricio Chacón	Ministerio de Agricultura y Ganadería (MAG)	Representative
Nora Arias	Ministerio de Agricultura y Ganadería (MAG)	Representative
Carolina Porras Martínez	Oficina Nacional de Semillas (ONS)	Technical Department
José Andrés Marín Morga	Raising Coral Costa Rica (RCCR)	Project Coordinator
Marylaura Sandoval Siles	Raising Coral Costa Rica (RCCR)	Representative