Fundación NATURA
NATIONAL IMPLEMENTING ENTITY

ADAPTATION FUND

ADAPTA COSTAS PROGRAM

Strengthening Climate Resilience in Livelihoods and Coastal Ecosystems of the Central Pacific of Panama

INCEPTION WORKSHOP · ADAPTA COSTAS

Country	Republic of Panama
Designated Authority	Ministry of Environment (MiAmbiente)
Adaptation Fund Grant	US$10,000,000
Programme launch date	28 July 2026

PANAMA · JULY 2026

PROGRAMME INFORMATION SHEET

Country	Republic of Panama
National Implementing Entity (NIE)	Fundación Natura
Designated Authority (DA)	Ministry of Environment (MiAmbiente) — Climate Change Directorate
Executing Entities (EEs)	Ministry of Environment (MiAmbiente) Ministry of Agricultural Development (MIDA) Aquatic Resources Authority of Panama (ARAP) Institute of Meteorology and Hydrology of Panama (IMHPA)
Date(s) of the inception process	8 January 2026 (safeguards briefing with the 4 EEs); 11, 17 and 19 March 2026 (AWP preparation sessions by EE); 10, 11 and 12 June 2026 (field verification with MIDA); 13 to 17 June 2026 (field verification with IMHPA); 15 to 28 July 2026 (field verification with ARAP).
Report date / Programme launch	28 July 2026
Total AF grant	US$10,000,000
Duration	3 years from launch: July 2026 – July 2029
Components / Outputs / Sub-outputs	3 / 15 / 41

TABLE OF CONTENTS

Programme Information Sheet 1
Table of Contents 2
List of Tables 3
List of Figures 3
Acronyms and Abbreviations 5
Glossary of Terms 6
Executive Summary 8
Geographic Scope 9
I. Programme Summary 11
II. Establishment of the Programme Unit and Initial Activities 11
2.1 Programme Unit 11
2.2 Implementation Structure 12
2.3 Responsibilities by Component 14
2.4 Initial Activities 14
III. Cooperation Agreements between Fundación Natura and the Executing Entities 15
IV. Inception Process 15
4.1 Stage I - Inception Workshop and Annual Work Plan (AWP) Coordination and Planning 16
4.1.1 Inception Workshop with Executing Entities 17
4.1.2 Annual Work Plan (AWP) Coordination and Planning 24
4.1.3 Participant Feedback in Stage I 25
4.2 Stage II - Project presentation to local stakeholders 26
4.2.1 Sites and Communities Visited 28
4.2.2 Photographic Record 29
V. Results of the Project Inception Process 29
5.1 Proposed Adjustments to the Project Design 30
Annexes 32
Annex 1: Photographic Gallery 33
Stage I — Inception Workshop and Annual Work Plan (AWP) Coordination and Planning 33
Stage II — Project presentation to local stakeholders 37
Annex 2: Attendance Lists 43

LIST OF TABLES

Table 1. Districts and communities in the area of intervention. 9
Table 2. Composition of the Programme Unit 11
Table 3. Levels of institutional governance 13
Table 4. Responsible entities by component and allocated budget 14
Table 5. Technical focal points designated by each Executing Entity 15
Table 6. Stage I sessions of the inception process 16
Table 7. Consolidated Participation in Stage I - Inception Workshop and Annual Work Plan (AWP) Coordination and Planning 16
Table 8. Inception Workshop Agenda 17
Table 9. Summary of participation by institution — session of 8 January 2026 18
Table 10. Budget summary by component 20
Table 11. Multi-year disbursement schedule 20
Table 12. GRM resolution levels 22
Table 13. Agenda of the Annual Work Plan (AWP) Coordination and Planning Workshops (March 2026) 24
Table 14. Summary of participation — AWP coordination and preparation workshops (March 2026) 25
Table 15. Questions, comments and responses 25
Table 16. Project presentation visits to local stakeholders and site verification 27
Table 17. Sites and communities covered by field verification 28
Table 18. Field verification and agreed actions 28
Table 19. Results of the inception process. 29

LIST OF FIGURES

Figure 1. Map — Districts in the marine-coastal zones vulnerable to sea-level rise in the area of intervention. 9
Figure 2. Institutional arrangements for strategic monitoring, implementation and execution of the Programme. 12
Figure 3. Map — Main climate change impacts by climatic region of Panama by 2050. 19
Figure 4. Proposed mechanism for handling Programme grievances. 22
Figure A1.1. Workshop opening: presentation of the Adapta Costas Programme to the technical staff of the Executing Entities. 33
Figure A1.2. Group work: exchange between representatives of the Executing Entities and the Programme Unit. 34
Figure A1.3. Participant contributions during the safeguards briefing session. 34
Figure A1.4. Feedback plenary: presentation of the results of group work. 34
Figure A1.5. Group work by the MiAmbiente (DCC) technical team on the formulation of the Annual Work Plan. 35
Figure A1.6. Programme Unit support to the teams during the budget planning session. 35
Figure A1.7. Presentation session of the ARAP and IMHPA Annual Work Plan. 36
Figure A1.8. Presentation of the Programme to the MIDA technical team. 36
Figure A1.9. Review of the MIDA Annual Work Plan by the regional teams. 37

Figure A1.10. Presentation of the Programme to the technical team of a MIDA regional office. 37
Figure A1.11. Presentation of the beekeeping component to the MIDA Region 3 – Herrera team. 38
Figure A1.12. Baseline data collection through surveys of livestock and beekeeping producers. 38
Figure A1.13. Assessment of the San Carlos pier (Panamá Oeste) as a candidate site for tide gauge installation..... 39
Figure A1.14. Walkthrough of the Puerto Aguadulce pier (Coclé). 39
Figure A1.15. Inspection of the access ramp at the Puerto Mensabé pier (Los Santos). 40
Figure A1.16. Condition of the Achotines pier structure (Pedasí, Los Santos). 40
Figure A1.17. Walk with the community to the oyster harvesting sites (ARAP visit). 41
Figure A1.18. Meeting with artisanal fishers during the ARAP verification visit. 41
Figure A1.19. Boat transfer of the NIE–ARAP team to the prioritised cockle sites. 42
Figure A1.20. Mangrove walk with cockle collectors and ARAP staff. 42

List of Annexes

#	Annex	Content
1	Photographic gallery	Photographic record of the Stage I sessions and the Stage II field verification visits
2	Attendance lists	Original signed lists, disaggregated by sex and age group: (a) safeguards session of 8 January (35 records); (b) MiAmbiente–DCC AWP validation of 11 March (12 records); (c) ARAP AWP validation of 17 March (9 records); (d) MIDA AWP validation of 19 March (17 records).

ACRONYMS AND ABBREVIATIONS

Acronym	Meaning
DA	Designated Authority to the Adaptation Fund (MiAmbiente)
AMP	Panama Maritime Authority
ARAP	Aquatic Resources Authority of Panama
ATP	Tourism Authority of Panama
UNFCCC	United Nations Framework Convention on Climate Change
CNCC	National Climate Change Committee
IOC	Intergovernmental Oceanographic Commission of UNESCO
TAC	Programme Technical Advisory Committee
DCC	Climate Change Directorate (MiAmbiente)
DCyM	Coasts and Seas Directorate (MiAmbiente)
EE	Executing Entity(ies)
ENSO	El Niño–Southern Oscillation
ESP	Environmental and Social Policy of the Adaptation Fund
AF	Adaptation Fund
GRM	Grievance Redress Mechanism
IMHPA	Institute of Meteorology and Hydrology of Panama
IPCC	Intergovernmental Panel on Climate Change
JAAR	Rural Aqueduct Administrative Board
MEF	Ministry of Economy and Finance
MEL	Monitoring, Evaluation and Learning
MiAmbiente	Ministry of Environment of Panama
MIDA	Ministry of Agricultural Development
MIVIOT	Ministry of Housing and Land-Use Planning
NIE	National Implementing Entity
CBO	Community-Based Organisation

Acronym	Meaning
OPG	Operational Policies and Guidelines of the Adaptation Fund
ESMP	Environmental and Social Management Plan
AWP	Annual Work Plan
POAT	Environmental Land-Use Plan (Plan de Ordenamiento Territorial Ambiental)
PPR	Project Performance Report
EWS	Early Warning System
SCALL	Rainwater Harvesting System (Sistema de Captación de Agua de Lluvia)
SEAH	Sexual exploitation, abuse and harassment
GIS	Geographic Information System
SINAPROC	National Civil Protection System
SRF	Strategic Results Framework of the AF
STRI	Smithsonian Tropical Research Institute
ToR	Terms of Reference
PU	Programme Unit
USP	Unidentified Sub-Project
GBV	Gender-Based Violence

GLOSSARY OF TERMS

Term	Definition
Dry Arc (Arco Seco)	Climatic region of the Central Pacific of Panama characterised by prolonged dry seasons, generally aggravated by ENSO. It comprises the provinces of Panamá Oeste, Coclé and Herrera within the Programme area.
Direct beneficiary	Person reached by the Programme through a targeted intervention of high or medium intensity, in accordance with the methodology of the AF's revised SRF.
Indirect beneficiary	Person reached by a low-intensity targeted intervention. Mass awareness campaigns and the population covered by planning instruments are not counted under the core beneficiary indicator.

Term	Definition
Blue carbon	Carbon captured and stored by marine and coastal ecosystems, particularly mangroves, which are among the Programme's conservation targets.
Category B	Environmental and social risk classification under the AF ESP: potential impacts are small-scale, site-specific, reversible and can be mitigated through the ESMP. This is the category assigned to the Programme.
Execution agreement	Instrument signed between the NIE and each Executing Entity that sets out roles, responsibilities, fund transfer modalities, outputs under its responsibility, reporting obligations and applicable safeguards.
Core Indicator	Core indicator of the AF Strategic Results Framework, mandatory for reporting by all projects and programmes funded by the Fund.
River basin	Territorial unit of analysis for the Component 2 vulnerability studies. The Programme works in five basins: Parita (130), Santa María (132), Río Grande (134), Antón (138) and Caimito (140).
Executing Entity (EE)	National institution responsible for executing Programme outputs and activities with administrative support from the NIE. The Programme has four: MIDA, MiAmbiente, ARAP and IMHPA.
National Implementing Entity (NIE)	Organisation accredited by the Adaptation Fund that accesses resources directly and is accountable for the financial management, monitoring and reporting of the Programme. In this case, Fundación Natura.
Baseline	Value of an indicator at the start of the Programme, against which progress is measured. Pending baselines will be collected between August and December 2026.
Output / Strategic Outcome	Result levels of the AF Strategic Results Framework. The Programme contributes mainly to Output 7 (integration of climate resilience strategies into development plans).
Focal point	Person formally designated by each Executing Entity to coordinate with the NIE, facilitate internal monitoring within the institution and be accountable for submitting quarterly reports.
Environmental and social safeguards	Set of 15 principles of the AF ESP with which compliance must be verified in the design and implementation of all activities.
Implementing partner	Institution that provides sectoral expertise, coordination or facilitation for specific outputs without being an Executing Entity of the Programme (e.g. ATP, SINAPROC, AMP and local governments).

Term	Definition
Unidentified Sub-Project (USP)	Activity whose specific site or scope was not defined when the project document was approved and which therefore requires safeguards screening against the 15 ESP principles once defined.

EXECUTIVE SUMMARY

The Adapta Costas Programme, funded by the Adaptation Fund with US$10,000,000, is implemented by Fundación Natura in coordination with MiAmbiente, MIDA, ARAP and IMHPA. This report documents the institutional inception sessions, operational planning and verification visits carried out to prepare for its implementation.

The first stage comprised the inter-institutional session of 8 January 2026 and the planning meetings held on 11, 17 and 19 March. These sessions reviewed institutional responsibilities, environmental and social safeguards, management procedures and the first-year schedule.

The second stage consisted of joint verification visits with MIDA, IMHPA and ARAP, carried out between June and July 2026. The visits made it possible to compare the planned interventions with conditions on the ground and to record issues that must be addressed before field activities begin.

The four sessions recorded 73 attendances: 40 women, 32 men and one person with no sex data. These figures correspond to records per session and not necessarily to unique participants; the respective tables are presented in Section 4.1.

The main results of the inception process include:

- Validation of the Programme results framework and the **Year 1 Annual Work Plan (AWP)**, with a total budget of US$2,845,905;
- Confirmation of the **institutional governance structure** in accordance with Part III of the project document, including the composition of the Steering Committee and the Technical Advisory Committee, and the formal designation of focal points by each EE;
- **Dissemination of the AF operational policies** — Environmental and Social Policy (ESP), Gender Policy and Grievance Redress Mechanism (GRM) — to the technical teams of all EEs;
- **Alignment of all EEs** with Fundación Natura's procurement procedures, the supervision protocol, the quarterly reporting obligations to Natura and the annual reporting to the Adaptation Fund;
- Validation of the Programme's **logical framework** and impact indicators, with data gaps identified for resolution between August and December 2026.

At the close of the reporting period, the cooperation agreements with the four Executing Entities were still being formalised. This has conditioned the start of field activities and requires the operational schedule to be adjusted to the actual signature date.

The area of intervention comprises ten districts in Panamá Oeste, Coclé and Herrera. The Programme combines actions on livelihood adaptation, coastal ecosystem conservation, climate planning and capacity building. Its scope and budget are summarised in Section I.

Geographic Scope

The Programme covers a coastal strip extending from **Arraiján to the mouth of the Parita River**, encompassing ten districts in three provinces of the Dry Arc region of the Central Pacific of Panama.

Figure 1. Map — Districts in the marine-coastal zones vulnerable to sea-level rise in the area of intervention.

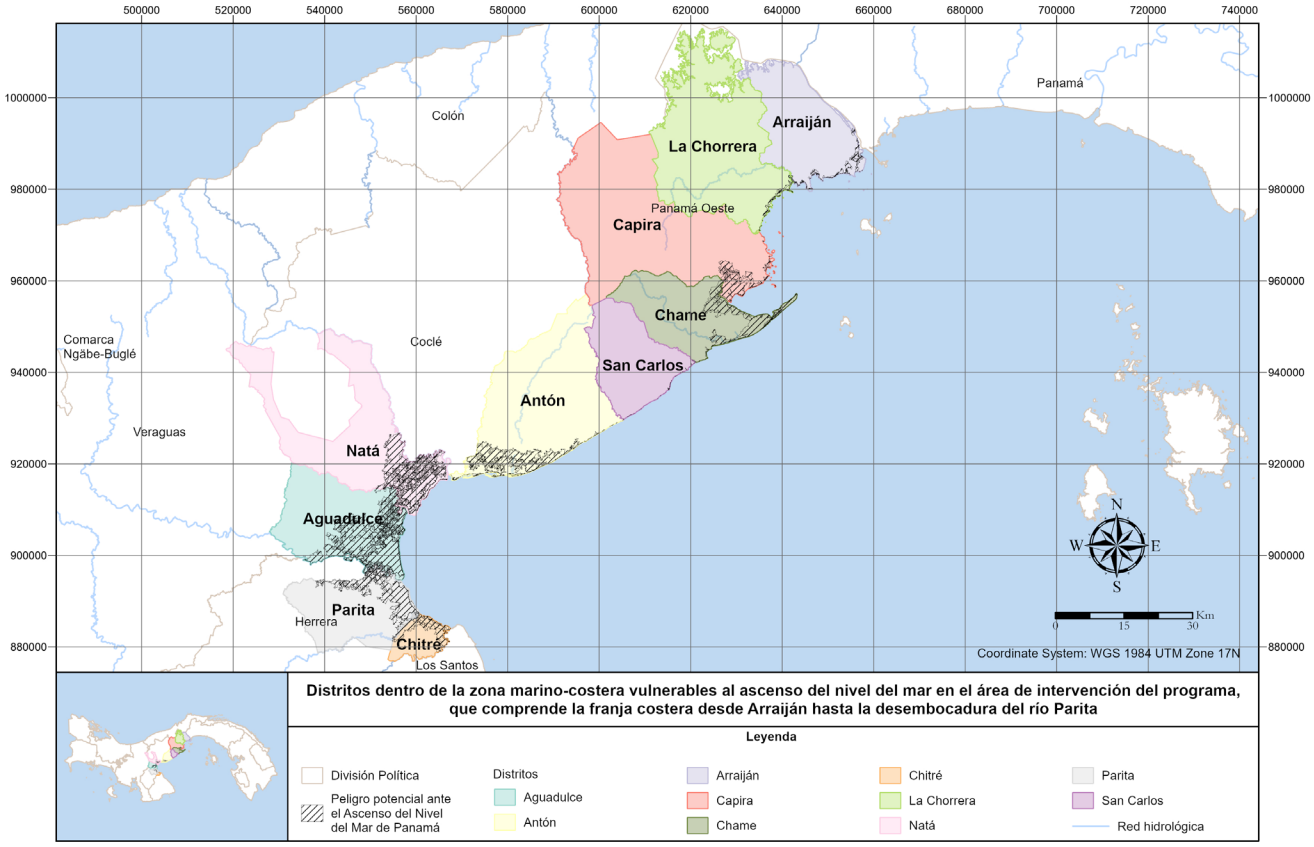


Table 1. Districts and communities in the area of intervention

Province	District	Target communities
Panamá Oeste	Arraiján	Veracruz, Vista Alegre, Chapala, Cerro Silvestre, Playita de Bique
	La Chorrera	Puerto Caimito, Playa Leona
	Capira	Monte Oscuro, Cermeño
	Chame	Chame Cabecera, Nueva Gorgona, Sajalices, Punta Chame, Espavé, El Líbano

Province	District	Target communities
	San Carlos	San José, El Higo, Corona
Coclé	Antón	Río Hato, El Jobo, El Chirú, Juan Hombrón, Farallón, Los Azules, Playa La Pacora, La Mata
	Natá	Natá Cabecera, Capellanía, El Caño
	Aguadulce	El Roble, Barrios Unidos, Pocrí, Playa El Salao, Puerto Aguadulce, El Cristo, Membrillal, El Nance
Herrera	Chitré	Monagrillo, Llano Bonito, Playa Agallito
	Parita	Parita Cabecera, París, El Retén, Boca Parita

I. PROGRAMME SUMMARY

The objective of the Programme is to increase the resilience of communities and their livelihoods in the coastal zone of the Central Pacific of Panama by generating climate information applied to the development of tools and plans that guide key adaptation actions and by strengthening stakeholder capacities, while improving the management of high-value ecosystems as blue carbon sinks and other important ecosystem services.

Components and budget. The Programme is structured around three integrated components: C1 — Ecosystem and Livelihood Resilience (US$4,350,000); C2 — Climate Planning and Risk Reduction (US$2,550,000); and C3 — Capacity Building and Knowledge Management (US$1,516,977). The total AF grant of US$10,000,000 comprises direct programme costs (US$8,416,977), programme execution costs (US$799,613) and the NIE management fee (US$783,410).

Geographic scope and timeframe. The intervention covers a coastal strip extending from Arraiján to the mouth of the Parita River, encompassing ten districts in three provinces — Panamá Oeste, Coclé and Herrera — of the Dry Arc region. The Programme is implemented over four years from the launch date (28 July 2026) and is classified as Category B under the AF Environmental and Social Policy.

II. ESTABLISHMENT OF THE PROGRAMME UNIT AND INITIAL ACTIVITIES

2.1 Programme Unit

Fundación Natura, in its capacity as NIE, established the **Programme Unit (PU)** under the Special Projects Management Office. In accordance with Part III of the project document, the Unit consists of two groups:

- **Technical group** — responsible for programme implementation and ongoing follow-up with the Executing Entities. It includes staff supporting the procurement of goods and services and related payments, the recruitment of staff or consultants and, in some cases, support for capacity-building activities requested by the EEs and the Designated Authority.
- **Support staff** — Administration and Finance Management, providing administrative and financial assistance to the NIE.

The responsibilities of the Programme Unit include: management of annual budgets and their periodic revisions; project work plans; external audits; progress reports; public calls for the allocation of resources; and support to the Executing Entities. The PU approves disbursement requests, procurement and terms of reference, and provides guidance on project indicators and output monitoring. In addition, it coordinates final evaluations and systematises project experiences with the support of the EE coordinators.

Table 2. Composition of the Programme Unit

Role	Status
Special Projects Management	Active

Role	Status
Adapta Costas Project Coordination	Active
Technical and administrative assistance	Active
Communications Coordination	Active
Gender Specialist	Active

2.2 Implementation Structure

The institutional arrangements, revised on the basis of feedback from the consultations, consist of **three** levels: strategic programme monitoring, implementation and execution.

Figure 2. Institutional arrangements for strategic monitoring, implementation and execution of the Programme.

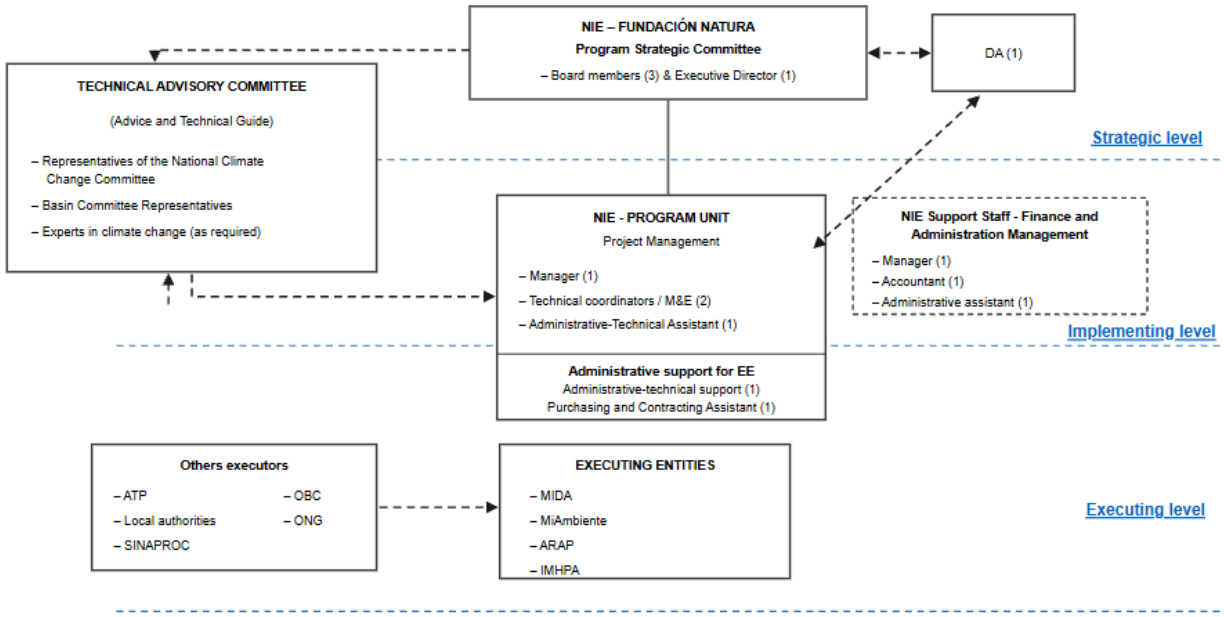


Table 3. Levels of institutional governance

Level	Body	Composition and functions
Level 1 — Strategic monitoring	Steering / Strategic Committee	Highest decision-making body. Composition: three (3) members of the Board of Trustees and the Executive Director of Fundación Natura. Functions: strategic monitoring of the programme; ensuring compliance with contractual agreements; approval of the annual work plan and budget; review of and feedback on the Programme Unit's semi-annual reports. It meets every six months or in extraordinary sessions.
Level 1	Designated Authority (DA)	Represented by the Climate Change Directorate of the Ministry of Environment. Provides guidance on opportunities for synergy and complementarity with other initiatives, and on mainstreaming the climate change adaptation approach into project outputs and outcomes.
Level 2 (advisory)	Technical Advisory Committee (TAC)	Advisory body to the Steering Committee and the Programme Unit Management, identified during the consultations. It conducts technical reviews, provides guidance and feedback on annual planning, procurement and the achievement of programme objectives. Composition: (i) representatives of the National Climate Change Committee (CNCC), established in 2009; (ii) representatives of the Basin Committees (local level), one per basin; (iii) climate change experts (on request). Conflict-of-interest safeguard: if a TAC matter involves a CNCC member responsible for execution, that entity abstains from participating in the session concerned.
Level 2 — Implementation	NIE - Fundación Natura / Programme Unit	Manages the programme as a whole, overseeing all financial matters, monitoring and reporting to the Adaptation Fund (see Section 2.1).
Level 3 — Execution	Executing Entities (EEs)	Four EEs: MiAmbiente, MIDA, ARAP and IMHPA, with administrative support from Fundación Natura and following its quality management system. Through its focal point, each EE coordinates and facilitates internal monitoring meetings within its institution and is responsible for: submitting quarterly reports to Fundación Natura; preparing and implementing work plans in line with the prioritised activities and geographic areas; preparing and monitoring the annual budgets for sub-projects and consultancies; preparing and implementing procurement plans; and preparing disbursement and payment requests in accordance with Fundación Natura's procurement procedures. EEs must incorporate gender-sensitive elements in compliance with the Gender Policy and the ESP of the Adaptation Fund and of Fundación Natura.

Level	Body	Composition and functions
Level 3 (other)	Other executing partners (implementing partners)	Other partners may be engaged to deliver specific outputs and activities — SINAPROC, the Tourism Authority of Panama (ATP), the Panama Maritime Authority (AMP), MEF/MIVIOT, local governments and organisations — contributing local expertise, coordination and support in facilitating processes as lead agencies on specific topics.
	Specialists, NGOs and Consultants	They may also provide support to executing entities (EEs) for activities involving beneficiary communities.

2.3 Responsibilities by Component

The project has four Executing Entities with responsibilities and outputs assigned across the three components. Each entity is responsible for executing the outputs and activities assigned to it, in accordance with its institutional mandate and the commitments established in the project.

The following table presents the responsibilities of the Executing Entities by component and the outputs under their responsibility.

Table 4. Responsible entities by component and allocated budget

Component	Responsible entities
C1 — Ecosystem and livelihood resilience	Ministry of Agricultural Development (MIDA); Aquatic Resources Authority of Panama (ARAP); Ministry of Environment (MiAmbiente)
C2 — Climate planning and risk reduction	Ministry of Environment (MiAmbiente — DCC and Coasts and Seas Directorate); Institute of Meteorology and Hydrology of Panama (IMHPA)
C3 — Capacity building and knowledge management	Ministry of Environment (MiAmbiente); Ministry of Agricultural Development (MIDA); Aquatic Resources Authority of Panama (ARAP), with support from Fundación Natura

2.4 Initial Activities

The initial programme activities, prior to field implementation, comprised:

1. Establishment of the Programme Unit team (Special Projects Management, Adapta Costas coordination, technical coordination, accounting, technical and administrative assistance, and communications).
2. Dissemination of the Adaptation Fund operational policies to the technical teams of the four EEs.
3. Preparation and validation of the Year 1 Annual Work Plan in working sessions with each Executing Entity.

4. Formal designation of technical focal points by each Executing Entity.

Table 5. Technical focal points designated by each Executing Entity

Executing Entity	Focal point	Position
MIDA	Ibelice Anino	Head of the Agri-Environmental and Climate Change Unit
ARAP	Fernando Sousa	Deputy Director of Planning
MiAmbiente	Ana Aguilar	Climate Change Directorate
IMHPA	Luz Graciela de Calzadilla	Director General

III. COOPERATION AGREEMENTS BETWEEN FUNDACIÓN NATURA AND THE EXECUTING ENTITIES

As part of the Programme's preparatory activities, progress was made on technical coordination, operational planning and field verification visits with the Executing Entities. However, the start of operational activities has been delayed because the Collaboration Agreements had not yet been formalised.

In October 2026, three of the four Collaboration Agreements were signed and submitted by the respective Executing Entities to the Office of the Comptroller General of the Republic for the corresponding procedure, a prerequisite for starting the activities under their responsibility. Signature of the fourth Agreement and its subsequent submission to the Comptroller General remain pending.

For the purposes of the formal start of the Programme, **28 July 2026** is set as the reference date, corresponding to the last field visit carried out to present the project to local stakeholders.

IV. INCEPTION PROCESS

The project inception process was carried out in two stages. The first comprised the institutional coordination and planning meetings held in January and March 2026, while the second included the project presentation visits to local stakeholders, carried out in June and July of the same year.

The start of operational activities has been delayed owing to the process of formalising the Collaboration Agreements with the Executing Entities. As these are government institutions, the agreements must undergo review and approval procedures at various institutional levels before being submitted to the Office of the Comptroller General of the Republic for endorsement.

While these procedures were being completed, coordination, planning and outreach activities moved forward in order to facilitate the start of implementation once the agreements are formalised.

- Stage I — Inception Workshop and Annual Work Plan (AWP) Coordination and Planning.
- Stage II — Project presentation to local stakeholders.

4.1 Stage I - Inception Workshop and Annual Work Plan (AWP) Coordination and Planning

This stage was carried out in two phases. The first was the initial **Workshop**, held on 8 January 2026 with the participation of the technical teams of the four Executing Entities. The workshop presented the scope of the project, its main components and the operational policies and procedures of the Adaptation Fund (AF).

The second phase comprised **three annual operational coordination and planning workshops**, held in March 2026 with the Executing Entities. These workshops made it possible to review and validate the results framework, define activities and institutional responsibilities, and prepare the Annual Work Plan (AWP) for Year 1 of the project.

The four sessions are detailed in **Table 6** and their proceedings are documented in the following subsections.

Table 6. Stage I sessions of the inception process

#	Date	Session	Venue	Participants
1	8 January 2026, 9:00 a.m. – 3:00 p.m.	First workshop with technical staff of the Executing Entities: presentation of Adaptation Fund details and dissemination of policies	Hotel Marriott Albrook, Veraguas room, Panama City	35 registered (4 EEs + NIE)
2	11 March 2026, 9:00 a.m. – 4:00 p.m.	Coordination and budget planning meeting — MiAmbiente (DCC)	Ancón 2 room, Hotel Marriott, Panama City	12 registered
3	17 March 2026, 9:00 a.m. – 4:00 p.m.	Coordination and budget planning meeting — convened for IMHPA and ARAP	Naos room, Hotel Marriott Albrook Mall, Panama City	9 registered
4	19 March 2026	Coordination and budget planning meeting — MIDA	Hotel Marriott Panama	17 registered

Participation is summarised in **Table 7**

Table 7. Consolidated Participation in Stage I - Inception Workshop and Annual Work Plan (AWP) Coordination and Planning

Session	Date	Records	Women	Men
Inception workshop — safeguards briefing	08 Jan 2026	35	23	12
AWP validation — MiAmbiente (DCC)	11 Mar 2026	12	9	3

Session	Date	Records	Women	Men
AWP validation — IMHPA and ARAP	17 Mar 2026	9	4	5
AWP validation — MIDA	19 Mar 2026	17	5	12
TOTAL		73	41	32

Female participation in the process: 56%

4.1.1 Inception Workshop with Executing Entities

The Inception Workshop was designed to achieve the following objectives:

1. Officially present the Adapta Costas Programme to the Executing Entities, key actors and stakeholders, and validate a shared understanding of its objectives, components and implementation schedule.
2. Validate the results framework, the Year 1 Annual Work Plan (AWP) and the detailed budget by component, in accordance with the AF Operational Guidelines.
3. Review and confirm the institutional and implementation arrangements, including the roles and responsibilities of each Executing Entity and the coordination mechanisms with the NIE.
4. Define inter-institutional coordination mechanisms and ensure the formal designation of focal points by each EE.
5. Disseminate the AF operational policies — Environmental and Social Policy (ESP), Gender Policy and Monitoring, Evaluation and Learning (MEL) system requirements.
6. Establish the Year 1 activity calendar, quarterly milestones and the Procurement Plan.
7. Train participants on the AF environmental and social safeguards, the Grievance Redress Mechanism (GRM) procedures and the anti-corruption policy.
8. Foster a common understanding and working relationship among teams.

The inception process (Stage I) was organised into two types of session with different agendas. The **session of 8 January 2026** followed the agenda in **Table 8**, designed to cover the AF inception requirements on operational policies, institutional arrangements and the NIE–EE supervision procedure, among others. The three March 2026 sessions followed a common agenda across the Executing Entities.

Table 8. Inception Workshop Agenda

Time	Activity	Responsible
08:30–09:00	Participant registration and distribution of materials	Fundación Natura
09:00–09:30	Official opening and welcome remarks	Fundación Natura / MiAmbiente (DA)

Time	Activity	Responsible
09:30–10:30	General presentation of the Programme: objectives, components, results framework, logical framework and climate context	Fundación Natura
10:30–10:45	Break	—
10:45–11:30	AF operational policies: ESP (15 principles), Gender Policy — key requirements and practical application	Fundación Natura
11:30–12:00	Grievance Redress Mechanism (GRM): channels, four levels of resolution, forms and community outreach commitments	Fundación Natura
12:00–13:00	Lunch	—
13:00–13:45	Institutional arrangements: roles and responsibilities of the NIE and EEs, governance structure, designation of focal points	Fundación Natura
13:45–14:30	NIE–EE supervision procedure, disbursement system, MEL reporting cycle and quarterly reporting obligations	Fundación Natura
14:30–15:15	Plenary questions and answers, inter-institutional discussion, risk review and validation of the logical framework	All
15:15–15:30	Break	—
15:30–16:00	Closing: next steps, pending designations, first disbursement schedule and signing of commitment minutes	All

Table 9. Summary of participation by institution — session of 8 January 2026

Institution	Participants	Women	Men
MiAmbiente (DCC, Coasts and Seas, Panamá Oeste Regional Directorate)	11	7	4
ARAP (Promotion, Research and Development)	10	8	2
MIDA (Agri-Environmental Unit, Variability and CC; Administration)	7	3	4
IMHPA (Network Operations, Climatology, Hydrology)	3	2	1
Fundación Natura (NIE)	4	3	1
TOTAL	35	23	12

Female participation: **65%** of session records, above the Programme's gender participation targets.

The proceedings of the session and the main topics presented at the workshop are described below. The session was formally opened with welcome remarks by Fundación Natura's Special Projects Management Office and a representative of the Designated Authority, the Ministry of Environment. The opening speeches highlighted the strategic importance of the Adaptation Fund Programme within Panama's national climate agenda and Fundación Natura's track record in conservation and climate adaptation in the country.

The workshop presented the Programme objective, its three components, the allocation of responsibilities and the main obligations of the Executing Entities. The presentation used is included as supporting material.

The workshop also drew on the **lessons from the first AF programme executed by Fundación Natura** — "Adaptation to Climate Change through Integrated Water Resources Management in Panama" — whose Agroclimatic Roundtables benefited more than 6,000 producers in five regions, a model that Adapta Costas replicates and scales up. The Santa María River basin, addressed by that programme, provides the baseline of an existing instrument for Component 2.

Figure 3. Map — Main climate change impacts by climatic region of Panama by 2050.

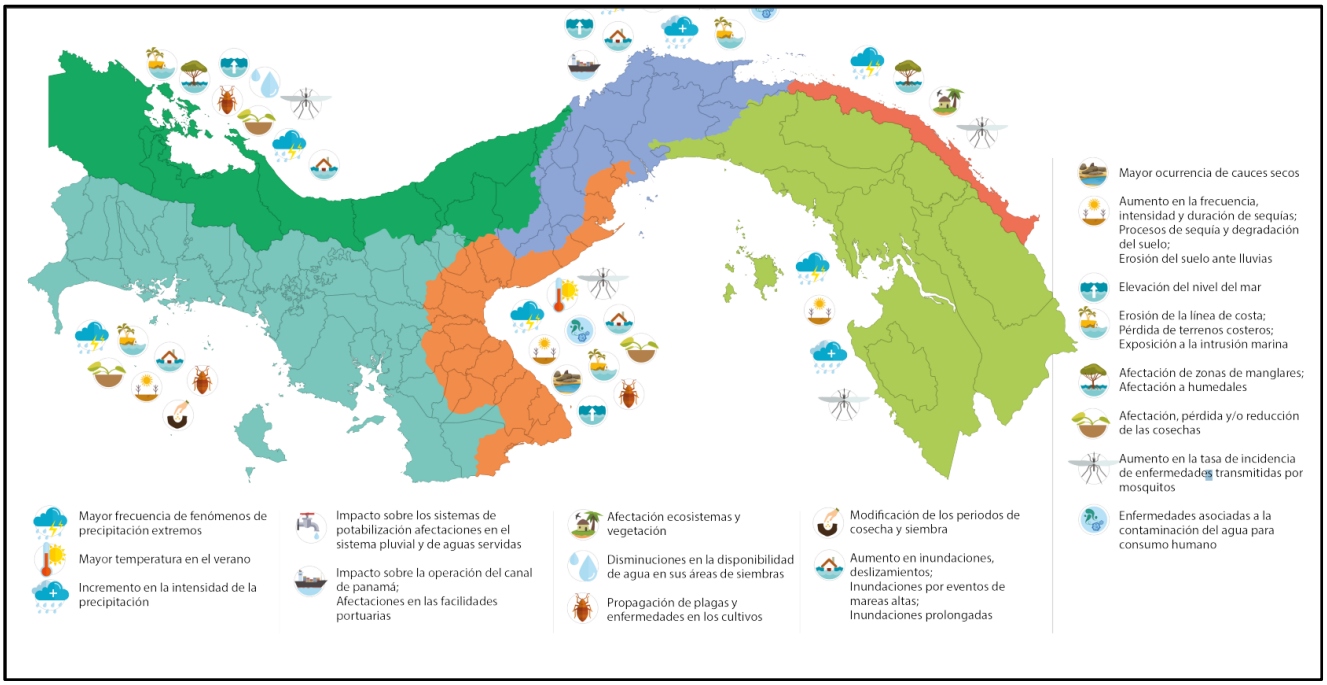


Table 10. Budget summary by component

Component	Description	Lead EE	Direct cost (US$)	% of total
C1 — Ecosystem and Livelihood Resilience	60 farm plans; apiaries; oyster/tilapia/black cockle farming; community-based tourism and fishing; 10 business plans; 5 aqueducts + 20 SCALL systems; 150 ha restored	MIDA / ARAP / MiAmbiente	4,350,00	47.2%
C2 — Climate Planning and Risk Reduction	Vulnerability analysis of 5 basins; sea-level model; 3 POATs; 10 municipal plans; meteorological network + 3 tide gauges; modelling platform; 10 cost-effectiveness studies; national M&E	MiAmbiente / IMHPA	2,550,00	27.7%
C3 — Capacity Building and Knowledge Management	Training of 1,000 stakeholders; Gender Action Plan; 200 CBO/municipal representatives trained; Adaptation Portal; Communications Plan	MiAmbiente	1,516,97	16.5%
Programme execution costs	Executing Entities' operating cost budget	Executing Entities	799,613	8.7%
TOTAL PROGRAMME (A+B)			9,216,59	100%
Implementation costs	Project cycle management fee	Fundación Natura	783,410	8.5%
TOTAL AF GRANT			10,000,000	—

Table 11. Multi-year disbursement schedule

Budget category	Year 1	Year 2	Year 3	Year 4	Total (US$)
Programme funds (A+B)	2,845,905	3,842,355	2,413,355	114,975	9,216,590
Implementation costs (NIE) (C)	241,902	326,600	205,135	9,773	783,410

Budget category	Year 1	Year 2	Year 3	Year 4	Total (US$)
ANNUAL TOTAL	3,087,807	4,168,955	2,618,490	124,748	10,000,000

1. Implementation Modalities

Fundación Natura's NIE–EE supervision procedure was presented and validated:

- Set-up visit to the Executing Entity: review of contracts, Operations Manual and reporting procedures.
- Receipt of quarterly technical and financial reports from the EE (deadline: 15 calendar days before the end of the quarter).
- Issuance of comment notes (if applicable) and follow-up on responses.
- Preparation of the payment request and accounting verification.
- Approval by Fundación Natura's Executive Directorate and Board of Trustees.
- Disbursement and technical-administrative monitoring of the sub-project.

2. Environmental and Social Safeguards (ESP)

A training session on the AF environmental and social safeguards was held with the technical teams of the four EEs, facilitated by Fundación Natura.

The topics covered included:

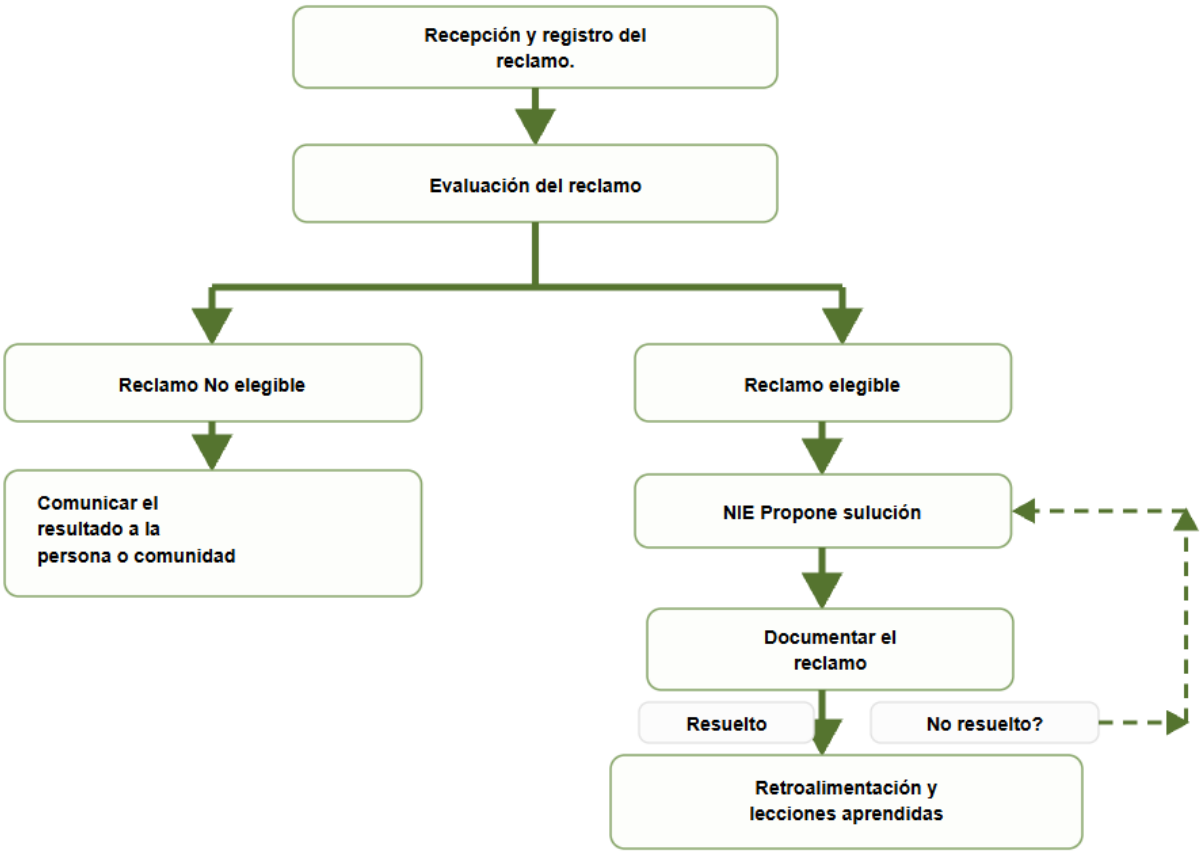
- the 15 ESP principles and their practical application;
- the process for identifying, assessing and managing environmental and social risks;
- monitoring protocols for unidentified sub-projects (USPs), including screening against the 15 principles when each intervention site is defined;
- the AF Gender Policy;
- the Grievance Redress Mechanism (GRM);
- Fundación Natura's anti-corruption policy.

The programme is classified as **Category B** under the AF ESP, indicating that potential impacts are small-scale, site-specific, reversible and readily mitigated through the Environmental and Social Management Plan (ESMP). There are no indigenous communities in the area of intervention.

3. Grievance Redress Mechanism (GRM)

The GRM was disseminated during the inception process. All EEs committed to informing beneficiaries about the mechanism at the first formal contact of each sub-project.

Figure 4. Proposed mechanism for handling Programme grievances.



The mechanism workflow comprises: receipt and registration of the grievance → assessment of the grievance → determination of eligibility. **Ineligible** grievances result in the outcome being communicated to the person or community. Eligible grievances proceed to a proposed solution by the NIE, documentation of the grievance and, depending on the outcome (resolved / unresolved), to feedback and lessons learned or re-entry into the solution proposal cycle. The admissibility criteria are those set out in Table 2.31 of the project document.

Table 12. GRM resolution levels

Level	Responsible body	Scope	Maximum time frame
1	Field Technical Coordination (EE)	Operational complaints: delays, beneficiary selection, logistics, use of inputs	15 calendar days
2	Adapta Costas Coordination — Fundación Natura	Cases unresolved at Level 1; staff conduct; environmental, social and gender complaints	30 calendar days

Level	Responsible body	Scope	Maximum time frame
3	Board of Trustees — Fundación Natura	Appeals against Level 2 decisions; institutional-level cases	45 working days from the appeal
4	Adaptation Fund Secretariat	Alleged corruption or breach of AF policies; cases not resolved internally	Independent AF process

4. Gender Mainstreaming

The programme adopts a **gender-responsive approach** ("do good" mandate) to proactively address gender gaps in Panama's Dry Arc. The gender analysis carried out during preparation — with the participation of 82 stakeholders (46 women / 36 men) — identified four structural gaps:

- losses in the female Human Development Index above 54% in all target provinces;
- economic empowerment index below 0.5 in all three provinces;
- time poverty (up to 2 hours/day spent collecting water);
- care constraints that limit participation in workshops.

The **Gender Mainstreaming Action Plan** (Sub-output 3.2.1, US$10,000) will be prepared in Q3 2026 by the Gender Specialist. All EEs reaffirmed their commitment to collecting sex-disaggregated data in all beneficiary records.

Female participation targets are binding and are disaggregated by sub-output in the programme results framework. In general, the participation indicators for the preparation of planning instruments set **40% women / 60%** men, and the Component 3 training targets set **50% women / 50% men** (500 women out of 1,000 stakeholders trained).

5. Monitoring, Evaluation and Learning (MEL) Methodology and Approach

The MEL system operates at three interlinked levels:

- Field monitoring by EEs — quarterly reports with sex-disaggregated data.
- Supervision and consolidation by the NIE — documented bi-monthly/quarterly visits.
- Reporting to the AF — annual Project Performance Report (PPR), Mid-Term Evaluation and Final Evaluation.

Baselines for pending indicators will be collected in the first quarter of project implementation and incorporated as a confirmed baseline table in the first PPR.

AF Strategic Results Framework (SRF). The Adaptation Fund Board approved a revised Strategic Results Framework and, in July 2026, the guidance for its application. Accordingly, Fundación Natura **updated the Programme's reporting to the revised SRF**. The update has already been applied to the number of direct beneficiaries reported here (2,249 people), which replaces the figure in the original project document (108,345). The difference does not reflect a reduction in the Programme's scope but a change in counting methodology: under the revised framework, the population covered by early warning

systems is reported under a separate indicator (Output 1.2B), mass awareness campaigns are not counted as direct beneficiaries, and the population reached indirectly through planning instruments is excluded from the core indicator. The update also includes:

- the construction of an **alignment table** between the Programme outputs and the Strategic Outcomes, Outputs and core indicators of the new framework;
- the **recalculation of the number of beneficiaries** in accordance with the new targeting and intensity methodology of Core Indicator 1;
- the preparation of a **Monitoring and Evaluation Plan** aligned with the new framework, identified as a priority task for Year 1.

4.1.2 Annual Work Plan (AWP) Coordination and Planning

Annual operational planning was carried out in the three coordination and budget planning sessions held on 11, 17 and 19 March 2026 with MiAmbiente (DCC), with IMHPA and ARAP, and with MIDA, respectively. The common agenda for these sessions is presented in **Table 13** and recorded participation in **Table 14**.

In these sessions, each Executing Entity validated the Programme results framework and the Year 1 Annual Work Plan, with a total budget of US$2,845,905, and incorporated realistic contracting time frames into quarterly planning. The institutional commitments undertaken are recorded in Table 19.

Table 13. Agenda of the Annual Work Plan (AWP) Coordination and Planning Workshops (March 2026)

Time	Activity	Responsible
09:00–09:15	Opening and workshop objectives	Fundación Natura (FN)
09:15–10:00	Review of the results framework and of the outputs and sub-outputs under the Executing Entity’s responsibility	FN / Executing Entity (EE)
10:00–10:15	Break	—
10:15–11:15	Review of the approved budget by output and by year	FN / EE
11:15–12:15	Preparation of the Year 1 Annual Work Plan: activities, targets and quarterly milestones	Executing Entity
12:15–13:15	Lunch	—
13:15–14:15	Year 1 budget programming by output and by quarter	EE / FN
14:15–15:00	Procurement Plan: processes, modalities, minimum contracting time frames and preparation of ToR	Fundación Natura
15:00–15:15	Break	—

Time	Activity	Responsible
15:15–15:45	Reporting requirements: quarterly reports, indicators and sex-disaggregated data	Fundación Natura
15:45–16:00	Agreements, responsibilities and next steps	All

Table 14 shows the number of participants by Executing Entity.

Table 14. Summary of participation — AWP coordination and preparation workshops (March 2026)

Session	Date	Records	Women	Men
MiAmbiente — DCC	11 Mar 2026	12	9	3
IMHPA and ARAP	17 Mar 2026	9	4	5
MIDA	19 Mar 2026	17	5	12
TOTAL AWP sessions		38	18	20

The original signed attendance lists, disaggregated by sex and age group, are provided in **Annex** 2.

4.1.3 Participant Feedback in Stage I

The following exchanges document the substantive discussions held during the sessions:

Table 15. Questions, comments and responses

#	Raised by	Question / Comment	Response / Decision
1	MIDA	How will it be ensured that the 60 farm management plans (1.1.1) are participatory and not desk exercises?	The plans will be co-developed with producers; training is a prerequisite for investments. MIDA's schedule (60 plans in 2 months) was adjusted to reflect the real time frames of a participatory process; full implementation will take at least one year.
2	ARAP	How will oyster farming (1.1.3), tilapia and black cockle farming (1.1.5) and community fishing (1.1.7) be coordinated to avoid duplication?	Each sub-output has differentiated geographic and beneficiary targeting. A minimum of 8 beneficiaries per producer association is required. Beneficiary mapping will prevent overlap. Female participation targets are monitored from Q1.

#	Raised by	Question / Comment	Response / Decision
3	MIDA	What is the procedure for contracting specialists or NGOs to support the outputs?	ToR → public call (minimum 3 days in the national press) → technical evaluation → contract signature. Minimum process time: 6 weeks. All quotations must be requested in the name of Fundación Natura.
4	MiAmbiente	How will the results of the sea-level rise model (2.1.2) be integrated with the land-use plans (2.1.3)?	Integrated design across components: the vulnerability analyses (2.1.1) and the sea-level rise model (2.1.2) are direct inputs to the POATs (2.1.3) and the municipal plans (2.1.4), and also feed into the modelling platform (2.3) and the cost-effectiveness studies (2.4).
5	MIDA	Is the allocation of US$20,000 to international exchange visits (1.1.4) cost-effective compared with tangible progress in the field?	A cost-benefit analysis will be carried out for each exchange visit. Year 1 resources are prioritised for field activities that generate demonstrable results.
6	IMHPA	What is the sustainability mechanism for the meteorological stations (2.2) after the programme closes?	The stations and tide gauges will be permanently integrated into IMHPA's national network. Technical staff will be trained in maintenance. Post-closure operating costs will be absorbed by IMHPA's regular budget.

At the close of the sessions, coordination commitments, the review of operational plans and the issues to be resolved before starting activities were identified. Their follow-up is incorporated into the next steps section.

- All EEs **validated the programme results framework** and the Year 1 AWP, incorporating realistic contracting time frames throughout quarterly planning.
- All EEs reaffirmed their commitment to **collecting sex-disaggregated data** in all beneficiary records, as reflected in the quarterly reports.
- **IMHPA** formalised its commitment to permanently integrate the programme-funded meteorological infrastructure into its national network.

4.2 Stage II - Project presentation to local stakeholders

Stage II of the inception process consisted of outreach to local stakeholders and field verification. The Programme Unit carried out joint visits with the Executing Entities to the prioritised sites in order to confirm on the ground the intervention conditions assumed in the Annual Work Plan validated in Stage I and to clarify the roles of the regional offices in monitoring activities.

This outreach and the start of field verification are expected to achieve the following objectives:

1. Hold exchanges with producers, community-based organisations and beneficiary communities on the scope of the planned activities.
2. Clarify the roles of each Executing Entity's regional offices in monitoring activities.
3. Inform communities about the Grievance Redress Mechanism (GRM) at the first formal contact of each sub-project.
4. Verify on the ground the intervention conditions at the sites prioritised in the Year 1 Annual Work Plan.
5. Collect pending baseline information for the results framework indicators.

The three visits are detailed in **Table 16**, the sites visited are listed in **Table 17** and the findings in **Table 18**; the photographic record is provided in Annex 1.

Table 16. Project presentation visits to local stakeholders and site verification

#	Date	Field visit	Location	Participants
1	10, 11 and 12 June 2026	Outreach to regional offices and site verification with agricultural and beekeeping producers	Panamá Oeste, Coclé and Herrera	Programme Unit (NIE), MIDA regional offices, producers and community-based organisations (CBOs)
2	13 to 17 June 2026	Assessment of candidate sites for meteorological stations and tide gauges	San Carlos, Puerto Aguadulce, Puerto Mensabé, Punta Mala, Punta Malena and Muelle de Achotines (Panamá Oeste, Coclé and Los Santos)	Programme Unit (NIE), IMHPA and Panama Maritime Authority (AMP)
3	15 to 28 July 2026	Verification of prioritised coastal sites and clarification of the roles of regional offices	Kosovo, El Salado, Chame, Monte Oscuro and Aguadulce (Herrera, Coclé and Panamá Oeste)	Programme Unit (NIE), ARAP and community-based organisations

4.2.1 Sites and Communities Visited

Table 17. Sites and communities covered by field verification

#	Date of visit	Site / community	District and province	Executing Entity
1	10 June 2026	Regional offices and producers — Panamá Oeste	Panamá Oeste	MIDA
2	11 June 2026	Regional offices and producers — Coclé	Coclé	MIDA
3	12 June 2026	Regional offices and producers — Herrera (Region 3)	Herrera	MIDA
4	13 to 17 June 2026	San Carlos, Puerto Aguadulce, Puerto Mensabé, Punta Mala, Punta Malena and Muelle de Achotines	Panamá Oeste, Coclé and Los Santos	IMHPA
5	15 to 28 July 2026	Kosovo, El Salado, Chame, Monte Oscuro and Aguadulce	Herrera, Coclé and Panamá Oeste	ARAP

Note: the visits focused on the sites prioritised in the Year 1 Annual Work Plan. Los Santos province was included in the initial tide gauge site analysis because it lies on the edge of the Gulf of Panama and Parita Bay; given the lack of piers meeting the technical requirements, the assessment will need to be extended beyond this area (see Table 18).

Agreed actions are recorded by component and output, indicating the site verified and the action agreed with the responsible Executing Entity. Findings with risk implications for implementation were incorporated into the Programme risk register.

Table 18. Field verification and agreed actions

Component / output	Site or community	Agreed action
Component 1 — Farm plans, livestock and beekeeping (MIDA)	Panamá Oeste, Coclé and Herrera	MIDA collected baseline data through surveys of livestock and beekeeping producers and presented the Programme to its regional offices. **Agreed action:** consolidate the survey results as the baseline for the Component 1 indicators and incorporate them into the first Project Performance Report (PPR).

Component / output	Site or community	Agreed action
Component 1 — Coastal livelihoods with community-based organisations (ARAP)	Kosovo, El Salado, Chame, Monte Oscuro and Aguadulce	Some CBOs envisaged in the Programme design have been legally dissolved or are no longer interested in participating. **Agreed action:** ARAP will explore alternative CBOs in the same districts and verify their legal standing and interest before committing the associated sub-outputs (see risk B8).
Component 2 — Tide gauge network and sea-level rise model (IMHPA)	San Carlos, Puerto Aguadulce, Puerto Mensabé, Punta Mala, Punta Malena and Muelle de Achotines	Few piers and ports within the assessed area — the area of influence and the edge of the Gulf of Panama and Parita Bay, which led to the inclusion of Los Santos province in the initial analysis — meet the IOC-UNESCO technical requirements for tide gauge installation. **Agreed action:** extend the assessment to sites outside this area, maintaining the network coverage required by the sea-level rise model, with joint IMHPA–AMP technical validation prior to contracting.

4.2.2 Photographic Record

The photographic record of the field verification visits is provided in Annex 1 (Photographic gallery), under the subsection “Stage II — Project presentation to local stakeholders”, separate from the Stage I record.

V. RESULTS OF THE PROJECT INCEPTION PROCESS

The main results of the project inception process are summarised below:

Table 19. Results of the inception process

Result area	Status and description
Validation of the results framework	Logical framework and impact indicators reviewed and validated in working groups by component; agreed adjustments incorporated.
Approval of the Year 1 AWP	Annual Work Plan (budget: US$2,845,905) reviewed and approved by all EEs; quarterly milestones Q1–Q4 confirmed.

Result area	Status and description
Institutional governance confirmed	Governance structure confirmed in accordance with Part III of the ProDoc; Steering Committee composition defined; focal points designated by MIDA, ARAP, MiAmbiente and IMHPA. The focal point of implementing partner ATP and the Gender Specialist were formalised in July 2026.
AF policies disseminated	ESP (15 principles), Gender Policy and GRM disseminated to all EE teams. Training held on 8 January 2026. All EEs committed to community outreach on the GRM.
Procurement procedures aligned	All EEs aligned with Fundación Natura's procurement procedures, ToR preparation, minimum contracting time frames and invoicing conventions.
Sustainability commitments	IMHPA: permanent integration of the meteorological infrastructure. MiAmbiente/DA: permanent custody of the Adaptation Portal and the modelling platform. MEF/municipalities: access to the Decentralisation Fund (Law 66/2015) for post-closure climate finance.

5.1 Proposed Adjustments to the Project Design

Sub-output 2.1.1 — Five climate vulnerability analyses and adaptation measures for each of the river basins in the Programme area

Since the approval of this project, the Ministry of Environment, with external funding through the Cuencas Resilientes project, has prepared climate vulnerability analyses for two of the five basins envisaged, Parita and Río Grande. To avoid duplication of effort and resources, it is envisaged that these basins will be replaced by the nearest basins within the Programme's area of influence that do not yet have such studies, maintaining the target of five analyses. The existing studies for Parita and Río Grande will be used as inputs to the land-use planning instruments.

Sub-output 2.2.2 — Acquired, installed and connected three sea level gauges to the national and global tsunami monitoring network

Recent visits to the sites previously identified for the sea level gauges found that conditions at several of them had changed, or that they did not fully meet the standards of the Intergovernmental Oceanographic Commission of UNESCO (IOC-UNESCO) for sea-level stations, and few suitable sites remain within the area of influence. It is therefore envisaged that the search for installation sites will be extended to Panama's Pacific coast, beyond the area of influence. The three stations will keep their function of integrating into the national and global tsunami monitoring network, in line with the country's objectives for strengthening sea-level and tsunami monitoring.

Sub-output 1.1.3 — Installed four pilot oyster farming experiences, including training of beneficiaries and provision of equipment

ARAP proposed farming a non-native oyster species. In accordance with national and international regulations, a technical evaluation committee of subject-matter specialists was convened, and the Ministry of Environment, through its Directorate of Protected Areas and Biodiversity, objected to introducing this species into Panama. As no technically viable native alternative was identified within the Programme's time frame, ARAP has requested a change to this sub-output. It is envisaged that its resources will be redirected to strengthen other Component 1 sub-outputs, subject to the approval of the Adaptation Fund.

ANNEXES

Annex 1: Photographic Gallery

Stage I — Inception Workshop and Annual Work Plan (AWP) Coordination and Planning

Programme inception workshop — 8 January 2026, Hotel Marriott Albrook, Veraguas room, Panama City.



Figure A1.1. Workshop opening: presentation of the Adapta Costas Programme to the technical staff of the Executing Entities.



Figure A1.2. Group work: exchange between representatives of the Executing Entities and the Programme Unit.



Figure A1.3. Participant contributions during the safeguards briefing session.



Figure A1.4. Feedback plenary: presentation of the results of group work.

Coordination and budget planning meeting — MiAmbiente (DCC), 11 March 2026, Ancón 2 room, Hotel Marriott, Panama City.



Figure A1.5. Group work by the MiAmbiente (DCC) technical team on the formulation of the Annual Work Plan.



Figure A1.6. Programme Unit support to the teams during the budget planning session.

Coordination and budget planning meeting — ARAP and IMHPA, 17 March 2026, Naos room, Hotel Marriott Albrook Mall, Panama City.



Figure A1.7. Presentation session of the ARAP and IMHPA Annual Work Plan.

Coordination and budget planning meeting — MIDA, 19 March 2026, Hotel Marriott Panama.



Figure A1.8. Presentation of the Programme to the MIDA technical team.



Figure A1.9. Review of the MIDA Annual Work Plan by the regional teams.

Stage II — Project presentation to local stakeholders

Field verification visits — MIDA, 10 to 12 June 2026, provinces of Panamá Oeste, Coclé and Herrera.



Figure A1.10. Presentation of the Programme to the technical team of a MIDA regional office.



Figure A1.11. Presentation of the beekeeping component to the MIDA Region 3 – Herrera team.



Figure A1.12. Baseline data collection through surveys of livestock and beekeeping producers.

Field verification visits — IMHPA, 13 to 17 June 2026, assessment of candidate piers for tide gauge installation.



Figure A1.13. Assessment of the San Carlos pier (Panamá Oeste) as a candidate site for tide gauge installation.



Figure A1.14. Walkthrough of the Puerto Aguadulce pier (Coclé).



Figure A1.15. Inspection of the access ramp at the Puerto Mensabé pier (Los Santos).



Figure A1.16. Condition of the Achotines pier structure (Pedasí, Los Santos).

Field verification visits — ARAP, 15 to 28 July 2026, provinces of Herrera, Coclé and Panamá Oeste.



Figure A1.17. Walk with the community to the oyster harvesting sites (ARAP visit).



Figure A1.18. Meeting with artisanal fishers during the ARAP verification visit.



Figure A1.19. Boat transfer of the NIE–ARAP team to the prioritised cockle sites.



Figure A1.20. Mangrove walk with cockle collectors and ARAP staff.

Annex 2: Attendance Lists

Fundación NATURA

LISTA DE ASISTENCIA

OBJETIVO DEL EVENTO: Primer taller con técnicos de las entidades ejecutoras para presentar detalles del Fondo de Adaptación.		**ENCARGADO DEL EVENTO:** Nombre: Vilna Cuéllar	Cargo: Gerente de Proyectos Especiales
NOMBRE DE CONFERENCISTA Nombre: Vilna Cuéllar	Cargo: Gerente de Proyectos Especiales	**TIPO DE REUNIÓN:** Presencial:	Teleconferencia: Otro:
LUGAR DE LA REUNIÓN: Hotel Marriott Albrook, salón Veraguas		**FECHA:** 08/01/2026	**HORA INICIO:** 9:00 a.m. **HORA FIN:** 3:00p.m.

#	NOMBRE/APELLIDO	CARGO	ENTIDAD	CORREO ELECTRÓNICO	Tipo Asistencia		Celular	Género		Rango de Edad		
					Presencial	Virtual		F	M	18-26	27-59	60 y más
1	Katherine Martínez	Jefa de Adaptación CC	MiAmbiente	kmartinez@miambiente.gob.pa	✓		6790 9547	✓			✓	
2	Jorlenis Vargas	Analista de CC	MiAmbiente	jvargasb@miambiente.gob.pa	✓		6023 1216	✓			✓	
3	Kirstie Alley Stevenson	Analista de CC	MiAmbiente	kstevenson@miambiente.gob.pa	✓		6248-1582	✓			✓	
4	Jorge Jaén Bonilla	Dirección de Costas y Mares	MiAmbiente	jejaen@miambiente.gob.pa	✓		6695 5854		✓		✓	
5	Mayerlin Gonzalez Bethancourt	Dirección de Costas y Mares	MiAmbiente	mgonzalezb@miambiente.gob.pa	✓		6698-3133	✓			✓	
6	Elvis J. Castillo O.	Dirección de Costas y Mares	MiAmbiente	ecastilloo@miambiente.gob.pa	✓		6744-5760		✓		✓	
7	Katherine Hurley	Dirección Regional de Panamá Oeste	MiAmbiente	khurley@miambiente.gob.pa								
8	César Castillo	Dirección Regional de Panamá Oeste	MiAmbiente	cacastillo@miambiente.gob.pa	✓		6636 3178				✓	
9	Mildred Vásquez	Dirección Regional de Panamá Oeste	MiAmbiente	mmvasquez@miambiente.gob.pa	✓		6608 6069				✓	
10	Ivet Caballero	Unidad Agroambiental, variabilidad y CC	MIDA	icaballero@mida.gob.pa	✓		6533 5350	✓			✓	
11	Yanet Sierra	Unidad Agroambiental, variabilidad y CC	MIDA	ysierra@mida.gob.pa	✓		6670 7176	✓			✓	

FN. V02. 2024

Fundación NATURA

LISTA DE ASISTENCIA

#	NOMBRE/APELLIDO	CARGO	ENTIDAD	CORREO ELECTRÓNICO	Tipo Asistencia		Celular	Género		Rango de Edad		
					Presencial	Virtual		F	M	18-26	27-59	60 y más
12	Warren García	Unidad Agroambiental, variabilidad y CC	MIDA	wagarcia@mida.gob.pa	✓		6989 8001		✓		✓	
13	Jorge Hernández	Unidad Agroambiental, variabilidad y CC	MIDA	jchernandez@mida.gob.pa	✓		6885 5798		✓		✓	
14	Zael Fuentes	Unidad Agroambiental, variabilidad y CC	MIDA	zfuentes@mida.gob.pa	✓		6706 7997		✓		✓	
15	Zuleika Trottman	Dirección de Fomento	ARAP	ztrottman@arap.gob.pa								
16	Maryuri Estrada	Dirección de Fomento	ARAP	mestrada@arap.gob.pa	✓		6418-3446	✓			✓	
17	Celestino Martínez	Dirección de Fomento	ARAP	cmartinez@arap.gob.pa	✓		6542 9827		✓		✓	
18	Genesis Méndez	Dirección de Fomento	ARAP	gmendez@arap.gob.pa	✓		6335-2332	✓			✓	
19	Fernando Lovera	Dirección de Fomento	ARAP	flovera@arap.gob.pa	✓		6446 6096		✓		✓	
20	Zedna Guerra	Dirección de Investigación y Desarrollo	ARAP	zguerra@arap.gob.pa	✓		6572 7176	✓				✓
21	Laura Molina	Dirección de Investigación y Desarrollo / Coordinadora técnica de los proyectos de cultivo de concha y ostras	ARAP	lmolina@arap.gob.pa	✓		6621 9349	✓			✓	
22	Milagros Quintero	Dirección de Operaciones de la Red	IMHPA	mquintero@imhpa.gob.pa	✓		6980 - 2713	✓			✓	
23	Johisy Bethancourt	Dirección de Climatología.	IMHPA	jbethancourt@imhpa.gob.pa	✓		6671 0394	✓			✓	
24	David Boy	Dirección de Hidrología.	IMHPA	dboy@imhpa.gob.pa	✓		6702 8507		✓		✓	

FN. V02. 2024

Fundación NATURA

LISTA DE ASISTENCIA

OBJETIVO DEL EVENTO: Planificación de presupuesto de EE para el Fondo de Adaptación		**ENCARGADO DEL EVENTO:** Nombre: Vilna Cuéllar	Cargo: Gerente de Proyectos Especiales
NOMBRE DE CONFERENCISTA Nombre:	Cargo:	**TIPO DE REUNIÓN:** Presencial:	Teleconferencia: Otro:
LUGAR DE LA REUNIÓN: Salón Ancón 2 Hotel Marriott		**FECHA:** 11/03/2026	**HORA INICIO:** 9:00 a.m. **HORA FIN:** 4:00 p.m.

#	NOMBRE/APELLIDO	CARGO	ENTIDAD	CORREO ELECTRÓNICO	Tipo Asistencia		Celular	Género		Rango de Edad		
					Presencial	Virtual		F	M	18-26	27-59	60 y más
1	Eriza Gomez	Esp. Adapt. Agua / Agricultura	M. Ambiente / F. Natura	egomez@miambiente.gob.pa	✓		6137-5198	✓			✓	
2	Tanya Silvera	Esp. M&E PN Adaptación - D	MiAmbiente / Wetlands	tsilvera@miambiente.gob.p	✓		6928-5582	✓			✓	
3	Jorlenis Vargas	Analista de Cambio Climatico	MiAmbiente / DCC	jvargas6@miambiente.gob.p	✓		6023-1216	✓			✓	
4	KIRSTIE STEVENSON	ANALISTA DE CAMBIO CLIMATICO	MI AMBIENTE / DCC	kstevenson@miambiente.gob.p	✓		6940-1507	✓			✓	
5	Ana Aguilar	Directora operativa	MiAMBIENTE / DCC	aaguilar@miambiente.gob.pa	✓		6837-1271	✓			✓	
6	Katherine Martinez	Jefa de Adaptacion Resil.	MiAMBIENTE / DCC	kmartinez@miambiente.gob.pa	✓		6790-3540	✓			✓	
7	Javier A. Jaén Carrión	Analista de Cambio Climático	miambiente / DCC	jjaenc@miambiente.gob.p	✓		6437-8393		✓		✓	
8	Gabriela Avila	Analista de cambio Climat.o	MiAMBIENTE / DCC	gavila@miambiente.gob.pa	✓		6939028	✓			✓	
9	Francisco Popov	Analista de Cambio Climático	Miambiente / DCC	fpopov@miambiente.gob.pa	✓		6946-0736		✓		✓	

FN. V02. 2024

Fundación NATURA

LISTA DE ASISTENCIA

#	NOMBRE/APELLIDO	CARGO	ENTIDAD	CORREO ELECTRÓNICO	Tipo Asistencia		Celular	Género		Rango de Edad		
					Presencial	Virtual		F	M	18-26	27-59	60 y más
10	Diego Mitre	Coordinador de Proyecto	Fundación Natura	dmitre@NaturaParaman.org	✓		6577-9912		✓		✓	
11	Vilna Cuéllar	GPE	F. NATURA	vcuell-re@natura.panama	✓		6677806	✓				✓
12	Esther Flores	ATA	F. Natura	aproyecto@naturapanama.org	✓		68616902	✓		✓		
13												
14												
15												
16												
17												
18												
19												
20												

FN. V02. 2024

Fundación NATURA

LISTA DE ASISTENCIA

OBJETIVO DEL EVENTO: Coordinación presupuestaria con EE (IMHPA y ARAP) para el Fondo de Adaptación		**ENCARGADO DEL EVENTO:** Nombre: Vilna Cuéllar	Cargo: Gerente de Proyectos Especiales
NOMBRE DE CONFERENCISTA Nombre:	Cargo:	**TIPO DE REUNIÓN:** Presencial:	Teleconferencia: Otro:
LUGAR DE LA REUNIÓN: Salón Naos Hotel Marriott Albrook Mall		**FECHA: 17/03/2026**	**HORA INICIO: 9:00 a.m.** **HORA FIN: 4:00 p.m.**

#	NOMBRE/APELLIDO	CARGO	ENTIDAD	CORREO ELECTRÓNICO	Tipo Asistencia		Celular	Género		Rango de Edad		
					Presencial	Virtual		F	M	18-26	27-59	60 y más
1	Fernando Sousa	Sub Dir. Plan. P.	ARAP	FSousa@arap.gob.pa	✓		6378-4969		✓		✓	
2	Ricardo [illegible]	Sub-Director	DRDP	rdelgado@arap.gob.pa	✓		6211-3761		✓		✓	
3	Zulaika Trotman	Técnico	ARAP	Ztrotman@ARAP.gob.pa	✓		60-70[illegible]	✓				
4	Yasyuri Estrada	Jefa Asociativid	ARAP	mestrada@arap.gob.pa	✓		511-6034	✓			✓	
5	Gustavo Nelson Collado Jr.	Tec.	ARAP-Veraguas	gcollado@arap.gob.pa	✓		65001455		✓			✓
6	Cristina Martínez	Jefa fomento	ARAP	cmartinez@arap.gob.pa	✓		511-6074		✓		✓	
7	Lauro Molina	Biólogo I+D	ARAP	lmolina@arap.gob.pa	✓		66219344	✓			✓	
8	Diego Mitre	Coordinador Proyect.	Fundación Natura	dmitre@naturaparaiso.org	✓		6572-0912		✓		✓	
9	V. Cuéllar	GPE	NATURA	Vcuell-renata-p-m-ms@hotmail.com	✓		66 78 8682					✓

FN. V02. 2024

Fundación NATURA

LISTA DE ASISTENCIA

OBJETIVO DEL EVENTO: Elaboración de POA MIDA – Proyecto Fondo de Adaptación		**ENCARGADO DEL EVENTO:** Nombre: Diego Mitre	Cargo: Coordinador de Proyecto
NOMBRE DE CONFERENCISTA Nombre: Diego Mitre	Cargo: Coordinador de Proyecto	**TIPO DE REUNIÓN:** Presencial:	Teleconferencia: Otro:
LUGAR DE LA REUNIÓN: Hotel Marriott Panamá		**FECHA: 19/03/2026**	**HORA INICIO:** **HORA FIN:**

#	NOMBRE/APELLIDO	CARGO	ENTIDAD	CORREO ELECTRÓNICO	Tipo Asistencia		Celular	Género		Rango de Edad		
					Presencial	Virtual		F	M	18-26	27-59	60 y más
1	Yanet Sierra	Técnica	MIDA	Ysierra@mida.gob.pa	✓		66707176	✓			✓	
2	Asuncion González A.	Unidad Ambiental	MIDA-R5	asungm43@hotmail.com	✓		6476-2632		✓			✓
3	Elias Vergara	Tecnico	MIDA R5	@mida.el.vergara	✓		68-59 8856		✓			✓
4	Ernesto Calderón	Jefe Agencia	MIDA R-5	ecalderon@mida.gob.Pa	✓		63548016		✓		✓	
5	Edgar Peña	Técnico Agrícola	MIDA-Vaca	epena@mida.gob.pa	✓		6602-6856		✓		✓	
6	Rogelio Corro	Jefe Agencia	MIDA	rcorro@mida.gob.pa	✓		63248261		✓			✓
7	Adrián Moreno L.	Extensionista	MIDA-Coclé	Amoreno_3190@hotmail.c	✓		66265600		✓		✓	
8	Belkis Quiel	Jefa Agencia	MIDA-Aguadulce	bquiel@mida.gob.pa	✓		64737619	✓			✓	
9	Yarisel Celin Rodríguez	Coordinadora	MIDA-Coclé	Yrodriguez@mida.gob.pa	✓		63812679	✓			✓	

FN. V02. 2024

Fundación NATURA

LISTA DE ASISTENCIA

#	NOMBRE/APELLIDO	CARGO	ENTIDAD	CORREO ELECTRÓNICO	Tipo Asistencia		Celular	Género		Rango de Edad		
					Presencial	Virtual		F	M	18-26	27-59	60 y más
10	GENGIS KAN LEON PINILLA.	Extensionista Vista Pleamar	MIDA	leopinilla.24@gmail.com	✓		6641-7310		✓		✓	
11	FRANCISCO ANTONIO. DIAZ CASTILLO	COORDINADOR UAUCC Herrera	MIDA.	Uambiental123@gmail.com	✓		65769972		✓			✓
12	Erick Baule Roca	Extensionista Agroambiental	MIDA ,R-3	federicobr1924@gmail.com	✓		64577018		✓		✓	
13	Diego Mota	Coordinador Proyecto	Fundación Natura	dmita@naturapanama.org	✓		6577-9412		✓		✓	
14	Esther Flores	ATA	Fundación Natura	aproyecto@naturapanama.org	✓		6861 6902	✓		✓		
15	Vilma Cuella	G PE	NATURA	Vcuell-ren.hrs-gmail.com	—		66780 12					—
16	Roxana Muñoz	Consultora Ambiental	NATURA	Roxanamunoz0726@gmail.com	—		6090486		✓		✓	
17	Marcos Hernández	Agricultor	MIDA	marcosh@MIDA.gob.pa	—		62294124		✓		✓	
18												
19												
20												

FN. V02. 2024