

PROJECT:

060NCRMR Reducing the Vulnerability by Focusing on Critical Sectors (Agriculture, Water Resources and Coastlines) in order to Reduce the Negative Impacts of Climate Change and Improve the Resilience of these Sectors.

adapta2⁺
Adaptándonos al Cambio Climático,
fortaleciendo comunidades

Author:
Dr.-Ing. Natalia Realpe Carrillo
HEDERA



Funded by:



ADAPTATION FUND

Implemented by:



Fundecooperación
para el Desarrollo Sostenible

Acknowledgments & Credits

Acknowledgments

The author would like to express her sincere gratitude to Marianella Feoli for her leadership and support in coordinating and assisting with the evaluation process. Likewise, gratitude is extended to the implementing and executing entities, strategic partners, academic and technical institutions, and the beneficiary individuals and communities who shared their time and input through interviews, surveys, and field visits. Finally, thanks are due to the Adaptation Fund for its collaboration and feedback throughout this final evaluation.

How to cite

Realpe Carrillo, N. (2026). Final Evaluation of the Adapta2+ Program “Reducing vulnerability by focusing on critical sectors (agriculture, water resources, and coastal areas) to lessen the negative impacts of climate change and improve the resilience of these sectors”. **HEDERA** Sustainable Solutions GmbH

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Note

The findings, conclusions, and recommendations of this report are based on an independent evaluation and do not necessarily reflect the positions of the Adaptation Fund or Fundecooperación para el Desarrollo Sostenible.

Translation note

This report was originally prepared in Spanish. The English version is a machine-assisted translation that has been reviewed for clarity and consistency. In case of any discrepancy, the Spanish version shall prevail.



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Executive Summary

The Adapta2+ Program was a national climate change adaptation program, implemented by Fundecooperación para el Desarrollo Sostenible as the National Implementing Entity, under the Direct Access modality of the Adaptation Fund. The Program was approved in 2014 and implemented between 2015 and 2023, with closure processes extended into 2024.

Adapta2+ received USD 9.97 million in funding from the Fund and USD 6.5 million in co-financing, and executed 99.97% of its budget (USD 9,968,117). It was implemented through a broad and diverse portfolio of 58 projects, executed by 39 local and institutional implementing entities. The Program was structured around thematic components: i. the agricultural sector, ii. water resources and coastal zones, and iii. strengthening cross-cutting capacities (including the development of knowledge and tools).

In terms of approach, the evaluation confirms that the Program operated de facto as a Locally Led Adaptation (LLA) scheme, prioritizing local decision-making, ownership, and implementation by local stakeholders, consistent with the principles endorsed internationally at COP26, even though the Program was designed and implemented before its global formalization in 2021. The final evaluation was based on nine criteria (Relevance, Coherence, Effectiveness, Efficiency, Impact, Equity, Adaptive Management, Scalability/Replicability, and Sustainability), and evidence was verified through document review, semi-structured interviews, surveys, and fieldwork. 26 interviews and 9 completed surveys (15 surveys distributed), along with a field visit covering twenty projects in selected territories, and two feedback workshops with beneficiaries to validate the findings and recommendations.

Table 1 - Adaptation Fund Assessment Criteria

Criterion	Final Rating
 Relevance	Highly satisfactory
 Coherence	Highly satisfactory
 Effectiveness	Satisfactory
 Efficiency	Highly satisfactory
 Impact	Highly satisfactory
 Equity	Satisfactory
 Adaptive management	Satisfactory
 Scalability/Replicability	Highly satisfactory
 Sustainability	Highly satisfactory

The rating reflects high performance in terms of relevance, coherence, efficiency, impact, scalability, and sustainability, consistent with the Program's territorial and multi-stakeholder approach, its operational adaptability to shocks such as the pandemic, and the technical and institutional legacy achieved through tools, methodologies, and installed capacities. Sustainability is assessed as highly satisfactory, as the Program established solid foundations for continuity through institutional and community capacities, territorial ownership, applicable tools, and sectoral uptake. While residual risks remain in some sub-projects and territories, particularly regarding financing, operation and maintenance, asset custody, and post-closure follow-up, these do not compromise the Program's overall sustainability legacy. In future programming, these aspects should be reviewed and strengthened at the Mid-Term Evaluation (MTE) through clear exit and continuity arrangements.

Key Findings

1. Direct Access with operational autonomy and support from the Adaptation Fund as key enablers.

The design allowed Fundecooperación to work with multiple local actors and adjust processes without losing alignment with the goals. The Fund provided technical guidance and openness to iterate, maintaining autonomy to select partners, adjust implementation arrangements, and sustain the Program's "local spirit."

2. Flexibility and adaptive management as necessary conditions for implementation.

The evaluation documents that implementation required operational adjustments in response to heterogeneous territorial contexts and challenges, including the pandemic, while maintaining continuity without compromising safeguards or core objectives.

3. Intentional selection of "champion" local partners to sustain the processes.

The Program prioritized actors and implementation arrangements with the capacity to sustain actions over time, which served as a practical mechanism to reduce sustainability risks, facilitate adoption, and enable peer learning.



4. The portfolio's diversity increased territorial relevance but also raised coordination costs and management demands.

The multiplicity of subprojects allowed for highly contextualized adaptations; at the same time, it increased administrative and coordination burdens, as well as the complexity of monitoring and closure processes, making standardization and document traceability critical.

5. Technical and institutional legacy with high potential for reuse and scaling.

The evaluation identifies contributions that transcend individual projects, such as methodologies, tools, knowledge products, and capacities, with evidence of institutional adoption and subsequent uses that increase the potential for replication and scaling, both nationally and internationally.

6. Capacity building as a cross-cutting outcome and driver of sustainability.

The strengthening of technical, institutional, and community capacities is observed as a systematic outcome of the Program. In practice, it was decisive for the adoption of measures and for the possibility of subsequent continuity among public, local, and sectoral actors.

7. Alignment with national priorities and contribution to climate commitments, with room to strengthen the measurement of changes.

The evidence supports coherence with national frameworks, including sectoral and territorial priorities, and shows substantial achievements. However, the evaluation identifies opportunities to strengthen baselines, measure changes from start to finish, and assess performance to facilitate more accurate ex-post evaluations and scaling-up decisions.

Prioritized Recommendations

For a program that has already concluded, the recommendations are formulated to strengthen institutional capacities, improve the design and management of future cycles (including the successor program, **Scaling Up Adapta2+**), and consolidate useful practices for the Adaptation Fund's program portfolio.

Table 2 - Priority recommendations and deadlines

Actor	Short-term (0–6 months)	Medium-term (6–18 months)	Long-term (18+ months)
Since the Program has concluded, the recommendations are primarily aimed at strengthening processes during the implementation of future programs.			
Fundecooperación	Institutionalize a unified document management system and traceability (a single repository, version control, and an internal monitoring dashboard).	Consolidate financial mechanisms to ensure economic resilience (credit, rotating funds, financial education).	Reduce structural barriers to scaling (regulatory pathways for bioinputs, cost reduction, expansion of value chains).
Implementing entities (agriculture & water resources)	Strengthen beneficiary selection and adoption commitments, with basic criteria agreements and regular verification.	Increase continuity of technical support and extension services, including training of trainers and entities.	Consolidate scaling packages that include minimum financing, permits, and access to markets (if applicable), according to products and territories.
Allied public institutions	Ensure universal access and integration of data into management systems, protocols for publications, and shared repositories.	Assign budget and operational support for maintenance of installed systems, with trained staff and institutional responsibility.	Integrate tools into public policies and regulations for permanence and use, useful for territorial planning or risk management.
Adaptation Fund (future projects)	Maintain flexibility and alignment with Direct Access entities, and jointly define M&E requirements for beneficiaries, balancing feasibility and standards.	Promote tools that support a basin-level approach (watersheds, ecosystems), avoiding fragmentation.	Review and strengthen exit and continuity strategies at the MTE, including operation and maintenance, local financing, asset custody, institutional arrangements, and ex post follow-up.

Lessons Learned and Implications for Scaling Up Adapta2+ and Future Programs

Implementation design is a critical factor for performance.

The experience shows that operational autonomy, achieved through Direct Access, together with technical support and continuous dialogue with the Adaptation Fund, enables informed and sustained decision-making at the local level. In practical terms, this lesson suggests preserving arrangements that allow iteration and adaptation without compromising accountability.

A program with multiple implementing entities increases the scope, but requires an institutional infrastructure for the management of documents, data, versions and evidence, in order to maintain effectiveness and efficiency from beginning to end.

Without a unified system of records and traceability, coordination costs rise, closures and audits become more complex, and the potential for replication is reduced. For Escalar Adapta2+ and future programs, institutionalizing this “operational memory” is an enabler of efficiency and learning.

Adaptive management must be formalized and budgeted.

Shocks, such as the pandemic, and operational risks such as acquisitions, connectivity, information gaps, and staff changes, require review routines, thresholds, pre-agreed decisions, and flexible resources. The **Scaling Up Adapta2+** Program benefits from integrating an explicit operational framework for anticipating and mitigating risks from the design stage.

Capabilities and tools remain the Program’s most enduring legacy, and their continued use depends on adequate operation and maintenance.

The assessment emphasizes that the impact of tools, such as platforms, sensors, and methodologies, is multiplied when there are clear budgets and roles for maintenance and continuous training is guaranteed.

Sustainability is a demanding criterion, as it requires an exit strategy, perspectives on financing channels, and measurement of viable changes.

Fundecooperación has left a legacy of high-value technical results and installed capacities; continuity depends on budgets, leadership, and subsequent institutional arrangements. Defining an impact measurement system and exit strategies that guarantee maintenance, operating costs, and technical support is essential for future projects (including **Scaling Up Adapta2+**).



Introduction

1.1 Program Adapta2+

The Adapta2+ Program, funded by the Adaptation Fund and implemented in Costa Rica by Fundecooperación para el Desarrollo Sostenible, aimed to strengthen the climate resilience of communities, productive sectors, and territories through concrete climate change adaptation interventions, capacity building, institutional coordination, and the generation of actionable knowledge.



Implemented between 2015 and 2023, the Program's strategy combined projects across the country, sectoral pilots, actions with environmental and social benefits that incentivized economic development, and mechanisms to incorporate adaptation into public policies and local practices. From the projects' launch in 2015 until their administrative closure in 2024, Adapta2+ consolidated a diverse portfolio of projects in agriculture, water resources, coastal areas, early warning systems, territorial planning, and capacity building, with the aim of generating measurable results, tracked through intervention-specific indicators.

1.2 Context of Climate Change in Costa Rica

Costa Rica faces increasing and differentiated impacts of climate change that affect productive sectors, ecosystems, and vulnerable populations. Climate projections show an intensification of rainfall variability, with more erratic rainy seasons, a greater recurrence of extreme events (storms, flash floods, and landslides), and an increase in the duration and severity of droughts, especially in the Dry Corridor and in regions with high pressure on water resources. These climate alterations are already generating observable consequences such as decreased agricultural productivity, impacts on water availability and quality, soil degradation, an increase in pests and diseases, losses in community infrastructure, and increasing pressures on fragile ecosystems, particularly in coastal areas exposed to erosion, sea-level rise, and salinization.

In response to these challenges, Costa Rica has developed a robust strategic framework to guide its climate change adaptation efforts. Costa Rica's national strategic framework includes the National

Adaptation Policy, 2018-2030¹, The National Climate Change Adaptation Plan 2022-2026², Costa Rica's Nationally Determined Contributions (NDCs)³ and various sectoral plans in agriculture, water resources, biodiversity, and risk management, as well as territorial instruments promoted by local governments. These frameworks recognize the urgency of strengthening climate resilience through ecosystem-based measures, integrated water resource management, sustainable agriculture, adaptive territorial planning, and multisectoral governance schemes. However, when the Program was being designed, the challenge remained the effective implementation of these frameworks at the local level: technical capacities are heterogeneous, inter-institutional coordination mechanisms do not always guarantee continuity, climate information is neither systematized nor accessible for decision-making, and financing for adaptation actions remains limited and fragmented.

In this context, the Adapta2+ Program was a key operational instrument for advancing the national adaptation agenda. The Program funded concrete solutions in territories with needs and acted as a bridge between national strategic guidelines and local implementation, strengthening the capacities of community organizations, local governments, and implementing entities. Furthermore, it contributed to improving climate adaptation governance through technical support processes, monitoring mechanisms, safeguards management, and inter-institutional coordination. In this way, Adapta2+ enabled the realization of national priorities through integrated actions in agriculture, water resources, and coastal areas, and provided practical evidence on adaptation models that can be scaled up or replicated in future climate resilience initiatives in the country.



¹ **The National Climate Change Adaptation Policy 2018-2030 (PNACC)**, formalized through Executive Decree No. 41091-MINAE on April 20, 2018. This policy constitutes the national guiding framework for directing the planning, management, and implementation of adaptation measures, as well as strengthening institutional and territorial capacities.

² **The National Climate Change Adaptation Plan 2022-2026**, approved in April 2022, as the first action plan under the PNACC. This Plan defines a roadmap to strengthen the country's climate resilience during that five-year period, establishing objectives, priority pillars, and specific institutional responsibilities.

³ **Costa Rica's Nationally Determined Contributions (NDCs)**, updated in 2020, in which the country reinforces its international commitment to climate action, including adaptation as one of its pillars, with emphasis on strengthening social, economic, and environmental resilience, and integrating adaptation criteria into planning, infrastructure, public services, and productive systems.

1.3 Involved Stakeholders

1.3.1 Adaptation Fund

The Adaptation Fund (AF/the Fund) is the Program's funding agency, responsible for approving the original design, establishing implementation guidelines, and monitoring compliance with objectives, safeguards, and monitoring and reporting standards. The Fund maintained formal communication with the National Implementing Entity (i.e., Fundecooperación) and with the Designated Authority of the Government of Costa Rica (the Ministry of Environment and Energy, MINAE), ensuring that Program implementation remained aligned with national priorities and the Fund's principles.

1.3.2 Fundecooperación para el Desarrollo Sostenible

Fundecooperación is the entity accredited by the Adaptation Fund and responsible for the overall implementation of the Program. It led the planning, coordination, resource management, project portfolio oversight, technical support, and report preparation for the Fund. For the implementation of the Adapta2+ Program, Fundecooperación coordinated 39 implementing entities, provided differentiated technical support, validated work plans, consolidated monitoring information, and channeled official reports to the Fund. In parallel, Fundecooperación also collaborated with national and territorial institutions to ensure consistency with the country's adaptation and resilience policies. Its role included developing the capacities of the implementing entities and guaranteeing documentary and fiduciary transparency. The Fundecooperación team that coordinated the Program was small, closely monitored the projects, and worked efficiently.

1.3.3 Implementing Entities

The implementing entities included public institutions, community organizations, ASADAS (Rural Water Supply Associations), local development organizations, non-governmental organizations (NGOs), universities, and research centers that participated as implementers of specific projects. These actors implemented the activities technically and financially, carried out community participation processes, applied social and environmental safeguards, and reported their progress periodically. The implementers were responsible for meeting the indicators defined for each intervention and for maintaining continuous communication with Fundecooperación to ensure coherence, traceability, and timely risk management or operational adjustments. Their role was fundamental in translating the theory of change and national adaptation frameworks into concrete actions at the local level.

1.3.4 Technical Partners

The technical partners included specialized organizations that provided technical assistance, developed methodologies, analytical tools, or intervention models, and supported sectoral or territorial training processes, as well as providing feedback on Program decisions. Their participation strengthened technical quality, helped ensure the relevance of adaptation measures, contributed to the standardization of approaches (for example, in hydrological models, sustainable agriculture, or community governance), and facilitated alignment with national frameworks (such as the National Adaptation Plan and the National Adaptation and Climate Change Policy). Furthermore, they supported the systematization of lessons learned and the production of technical evidence, necessary for strategic decisions.

1.3.5 Designated Authority

The Ministry of Environment and Energy (MINAE), in its role as Designated Authority to the Adaptation Fund, was responsible for ensuring the Program's consistency with national policies, validating relevant changes, and providing institutional support for its implementation. Its participation ensured the Program's alignment with the country's climate agenda.



1.4 Implementation period (2015–2023)

The Adapta2+ Program was approved by the Adaptation Fund in 2014 and began its operational phase between 2015 and 2016, with the structuring of procedures, the approval of the first projects following a broad and rigorous national call for proposals, and the consolidation of the operational framework.

The Program's implementation spanned almost a decade, from its initial formulation to its programmatic closure in 2023. During this time, Fundecooperación managed a diverse portfolio of projects, coordinated national and local stakeholders, and supported the technical and administrative implementation in accordance with the Adaptation Fund's requirements. This period included three phases: i. implementation and operational design (2015–2016), ii. full project implementation (2017–2022), and finally, iii. closure, with the compilation of results and transition towards the sustainability of the interventions (2022–2023).

During its development, the Program received two extensions approved by the Adaptation Fund (in 2021 and 2022), primarily to complete technical activities, adjust implementation to external conditions, and ensure compliance with established commitments.

The extensions responded to factors documented by Fundecooperación and the implementing entities regarding the challenges they faced. Among these were adverse weather conditions in the field, especially during periods of heavy rainfall, which hindered access to communities, postponed activities, and affected the schedules for technical support in some projects.

Additionally, the COVID-19 pandemic between 2020 and 2021 caused a significant delay in in-person activities, such as training sessions, community workshops, technical visits, and participatory processes necessary for implementing adaptation measures. This led to rescheduling and, in some cases, methodological adaptations toward virtual modalities, in order to ensure the continuity of interventions and the achievement of the proposed goals.

These extensions allowed the projects to complete their technical execution and consolidate the monitoring processes for the orderly closure of the Program. With these adjustments, the implementation period was extended until 2023.

1.5 Description of the Three Components

The Adapta2+ Program design is structured around three main components:

1.5.1 Component 1: Agricultural Sector

This component focused on developing sustainable initiatives in livestock and crop production systems located in vulnerable areas of the country. Interventions included the adoption of climate-resilient production practices, diversification of activities, improved soil and natural resource management, and access to technical and financial tools that support farmers' adaptation.

1.5.2 Component 2: Water Resources and Coastal Zones

This component promoted opportunities for the proper management of water resources and the improvement of resilience in territories exposed to climate risks. The actions included the protection and restoration of critical ecosystems such as watersheds, mangroves, and coastal areas; the recovery and reforestation of areas near rivers and springs; the strengthening of community water management; and the implementation of best practices in coastal areas, including more sustainable fishing and climate-resilient tourism practices

1.5.3 Component 3: Capacity Building

This component was geared toward promoting innovation, learning, and knowledge management. It encompassed training activities, the development of tools, and exchange processes aimed at improving production practices, strengthening the technical capacities of institutions and organizations, and supporting micro, small, and medium-sized producers and communities to stabilize their livelihoods, better manage ecosystems, and strengthen their resilience to climate change.

1.6 Budget – Adaptation Fund & Co-financing

The Adapta2+ Program had a budget approved by the Adaptation Fund, supplemented by co-financing contributions. This combination of funding sources allowed for expanding the Program's reach and strengthening project implementation, ensuring the integration of additional technical capacities in the territories, as well as promoting commitment and shared responsibility for the development of adaptation activities.

The Adaptation Fund's resources were primarily used to finance the adaptation actions planned in the Program's three components, while co-financing contributions were used to complement technical, operational, or infrastructure activities, facilitate institutional and community participation (such as the allocation of personnel, equipment, facilities, transportation, among others), and promote the sustainability of results.

The Program's financial structure remained stable throughout the implementation period and incorporated the necessary adjustments to respond to the dynamics of implementation, guaranteeing the efficient and transparent use of resources in accordance with the Adaptation Fund's policies and Fundecooperación's procedures. The combination of funds made it possible to mobilize additional capacities, broaden the scope of interventions, and strengthen the technical relevance of the implemented projects.

1.6.1 Financing

The Adapta2+ Program received funding approved by the Adaptation Fund for USD 9.97 million, supplemented by co-financing contributions from national institutions, implementing entities, and strategic partners.

1.6.2 Adaptation Fund Contribution

The Adaptation Fund approved total funding of USD 9.97 million for the Program's implementation. These resources enabled the implementation of projects across the three components and supported the technical and administrative coordination carried out by Fundecooperación, which maintained the monitoring and reporting processes required by the Fund. The funds also covered cross-cutting activities related to environmental and social safeguards, gender equality, communication and knowledge management, as well as external audits and financial controls established by the donor.

1.6.3 Co-financing

The Program mobilized an estimated USD 6.5 million in co-financing from: national public institutions (ministries, municipalities, the National Institute of Innovation and Applied Technology Transfer (INTA), etc.) contributing specialized personnel, participation in planning processes, access to strategic information, and the necessary operational support for the projects; implementing entities, which contributed technical counterparts, logistical and operational coordination, human resources, and equipment, among other things; academia (universities and research institutes) with studies, laboratories, scientific validation, and technical support in various methodological processes; and community organizations and local stakeholders, primarily through in-kind contributions, such as the use of infrastructure or physical spaces, technical expertise, member participation, and local support for implementation.

Co-financing broadened the scope of the Program, allowed for actions that exceeded the originally planned resources, contributed to the sustainability of the results, and strengthened institutional and community ownership, as well as accountability for the proposed actions (essential for the continuity of interventions after the Adaptation Fund's financing cycle).

1.6.4 Financial Execution

The Program's financial execution reached approximately 100% of the resources approved by the Adaptation Fund, in compliance with the eligibility and use-of-funds rules established by the donor and the internal procedures of Fundecooperación. Financial control mechanisms included document reviews, periodic reporting, expenditure oversight by Fundecooperación, and annual external independent audits. The figures have been cross-checked and adjusted in accordance with the Program's final financial audit (see Table 3).

Table 3 - Budget distribution by component

Component	Approved budget	Executed	Balance	Destination
C1: Agricultural Sector	3.000.000	3.053.265	(53.265)	Resilient practices, technical assistance, infrastructure, soil management, and organizational strengthening.
C2: Water Resources and Coasts	3.449.010	3.283.506	165.504	Integrated water management, watershed restoration, strengthening of ASADAs, sustainable practices in fisheries and tourism, and environmental monitoring.
C3: Capabilities	1.900.000	2.011.402	(111.402)	Focused on training, technical tools, knowledge management, studies, methodology validation, and exchanges.
Total Components	8.349.010	8.348.173	837	

2.

Evaluation Objective and Scope

2.1 General objective

The overall objective of the final evaluation of the Adapta2+ Program is to generate independent, objective, and evidence-based information that contributes to accountability and institutional learning. The evaluation aims to provide feedback to Fundecooperación and the Adaptation Fund, as well as to the national stakeholders involved, and to contribute useful input for the design and improvement of future policies, programs, and interventions related to climate change adaptation in Costa Rica.

2.2 Specific objectives

The evaluation has the following specific objectives:

- ▷ Determine the relevance and coherence of the Program's design and its interventions in relation to the identified needs, regional contexts, and national adaptation priorities.
- ▷ Evaluate the effectiveness and efficiency of project and activity implementation, analyzing the achievement of results, the quality of management, and the use of resources.
- ▷ Examine the impacts achieved in terms of reducing vulnerability and strengthening climate resilience in communities, productive sectors, and territories.
- ▷ Analyze the aspects of equity, sustainability, ownership, and scalability of the implemented interventions.
- ▷ Identify key lessons learned and formulate strategic recommendations to improve future climate change adaptation actions and policies.

2.3 Scope

2.3.1 Sectors Evaluated and Program Components

The scope of the final evaluation encompasses the entire Adapta2+ Program, including its three components and the sectors prioritized during its implementation. The evaluation includes interventions in the agricultural sector, water resource management, and coastal zones, as well as capacity-building, knowledge management, and institutional innovation activities.

2.3.2 Evaluation Period

The analysis covers the period from 2014 to 2023, from the Adaptation Fund's approval of the Program and its operational launch, to the technical and administrative closure coordinated by Fundecooperación. The evaluation includes a comprehensive review of planning, implementation processes, financial management, results achieved, observed impacts, and the factors that influenced the sustainability and scalability of the interventions.

2.3.3 Stakeholder Groups Included in the Analysis

The evaluation incorporates the various stakeholder groups involved in the Program, including implementing entities, public institutions, community organizations, direct beneficiaries, regional actors, technical partners, and representatives from the academic sector. This diversity of actors allows for a more comprehensive assessment of the quality of implementation, the relevance of the adaptation approach, local ownership, and the level of institutional coordination achieved during the Program cycle.



3.

Evaluation Methodology

3.1 General approach

3.1.1 Adaptation Fund Guidelines

The final evaluation of the Adapta2+ Program was conducted following the Adaptation Fund's methodological guidelines and internationally accepted criteria for evaluating climate change adaptation projects. The overall approach combines the assessment of criteria such as relevance, coherence, effectiveness, efficiency, impact, sustainability, equity, and scalability, as well as the Program's adaptive management in response to situations such as the COVID-19 pandemic. It also integrates the Fund's cross-cutting principles: results-based management, a participatory approach, environmental and social safeguards, and explicit considerations regarding gender and vulnerability.

3.1.2 Evaluation Criteria and Principles

The evaluation was guided by the principle of independence and the use of evidence to ensure an objective analysis of the progress achieved and the challenges faced by the Program. The ongoing conversations with Fundecooperación and the national actors interviewed were intended to support an institutional learning process so that the findings could inform the design of future interventions and adaptation policies in Costa Rica.

3.2 Methodological design

The methodological design was based on a mixed-methods approach that combined qualitative and quantitative techniques to obtain a comprehensive understanding of the results and implementation processes. The qualitative dimension included semi-structured interviews with implementing entities, public institutions, community organizations, local stakeholders, technical partners, and representatives from the academic sector. Participatory group meetings, field visits, document review, and comparative analysis of experiences were also conducted. The quantitative dimension was based on the review of databases, performance indicators, annual progress reports, administrative and technical reports, and other inputs produced by Fundecooperación and the Program's projects.

In order to analyze the coherence of the design, the quality of implementation, the degree of achievement of the results, and the effects observed at the sector level and among the beneficiary groups, the results assessment was structured around the Adaptation Fund's criteria and the specific objectives of this evaluation. The collected evidence underwent a systematic validation process to ensure the reliability of the analysis, comparing information from different sources, actors, and methodologies.

The methodological design also incorporated a territorial and sectoral approach, considering regional differences, the heterogeneous nature of the projects, and the specific characteristics of the agricultural sector, water resources, and coastal areas, as well as capacity-building processes. This approach allowed for an assessment of the suitability of the interventions in diverse contexts and an understanding of the factors that influenced the results.

3.3 Sources of information

The evaluation was based on a combination of information sources to integrate multiple perspectives and validate the findings through triangulation. First, a comprehensive review was conducted of the documentation generated throughout the Program, including the original project proposal for the Adaptation Fund, annual project progress reports, administrative and technical project reports, technical documents, project fact sheets, methodological materials and case study presentations, the mid-term evaluation, the final report, and the monitoring and evaluation system implemented by Fundecooperación with its respective indicator matrices and status summaries for each project. This review allowed for the reconstruction of the intervention logic, the analysis of project performance, and an understanding of the Program's evolution.

The study also incorporated semi-structured interviews with a diverse range of stakeholders: Fundecooperación's management, the Adaptation Fund, implementing entities, public and private institutions, civil society organizations, direct beneficiaries, technical partners, and representatives from academia. These meetings provided qualitative information on relevance, implementation processes, observed results, and the dynamics of institutional coordination.

Additionally, field visits were conducted to representative projects from the different components of the Program to directly observe the implementation of adaptation measures, interact with beneficiaries, and validate documentary and testimonial information. In some cases, group exchange sessions and collective discussions were held, functioning as focus groups with beneficiaries, to gain a broader understanding of local experiences in safe spaces for conversation.

When appropriate, brief digital surveys based on ODK Collect were administered after the interviews to complement the implementing entities' perceptions and obtain additional data on their perception of the Program regarding evaluation criteria and the use of tools and knowledge products. Similarly, to gather feedback from projects that were not interviewed directly, customized digital surveys were sent to them, tailored to the sector and type of actor (partner, implementing entity; agriculture, water resources, and coastal areas). Finally, the evaluation incorporated a systematic analysis of the Program's monitoring and evaluation system, considering its structure, the quality of the indicators, the reported consistency, and its usefulness for decision-making.



3.4 Interviews

Table 4 - Collection of information from primary sources

Interviews by type of actor	Conducted
Fundecooperación	2
Agriculture	10
Water Resources	4
Coastal Areas	2
Focus Groups / Collective Spaces	2
Surveys Sent / Response Rate	15/9
Field Visits	9
Projects Consulted	20

Table 5 - Actors/institutions interviewed/visited

No.	Type	Person	Institution / Affiliation	Category	Visit/ associated activity	Project(s)
1	Interviews in San José	Marianella Feoli	Fundecooperación	Central team	Program analysis space	Adapta2+ Program coordination
2	Interviews in San José	Jorge Segura	MAG	Public institution	Meetings / interviews	Implementation of efficient fertigation systems using biodigester effluents in livestock farms in the central region of Costa Rica, as a climate adaptation measure. Development of Livestock Field Schools in the Central Regions of Costa Rica
3	Interviews in San José	Carlos Salazar	CNPL	Guild / productive sector	Meetings / interviews	Use of fertigation technology to ensure forage supply for cattle feeding, as a double-purpose model for climate adaptation. Validation and transfer of successful cases, techniques, and forage varieties adapted to climate change for use in cattle production in Costa Rica

No.	Type	Person	Institution / Affiliation	Category	Visit/ associated activity	Project(s)
4	Interviews in San José	Vladimir Naranjo	CFIA	Academia / center	Meeting / interview (remote)	Climate Change Adaptation in the Aquifers of Nimboyores and El Río Cañas – water supply and sanitation systems in coastal areas of Guanacaste Province
5	Interviews in San José	Tania López	ONS	Implementing partner	Meetings / interviews	Strengthening capacities in the production of seeds for climate-adapted agriculture and resilience
6	Interviews in San José	Laura Ramírez	INTA	Technical institution	Meetings / interviews	Effective communication on the importance of soil resources for climate change adaptation
7	Interviews in San José	Hugo Montero	ACCS	Technical organization	Meetings / interviews	Effective communication on the importance of soil resources for climate change adaptation
8	Interviews in San José	Carlos Picado	National Emergency Commission (CNE)	Public institution	Meetings / interviews	—
9	Interviews in San José	Victoria Rudín	Central American Association for Economy, Health and Environment (ACEPESA)	NGO / implementing partner	Meetings / interviews	Improvement of water resources and strengthening climate resilience of vulnerable communities in the Río Aranjuez watershed, Puntarenas
10	Interviews in San José	Paola Vidal	CIEDES, UCR	Academia / center	Meetings / interviews	Improvement of water resources and strengthening climate resilience of vulnerable communities in the Río Aranjuez watershed, Puntarenas
11	Interviews in San José	Esteban Arata	ICICOR	Technical organization	Meetings / interviews	Adapting property appraisals and municipal construction permits to climate change
12	Interviews in San José	Sergio Abarca	INTA	Technical institution	Meetings / interviews	Training and introduction of bovine genetics for climate adaptation through artificial insemination
13	Interviews in San José	Karla Mena	MAG	Public institution	Meetings / interviews	—

No.	Type	Person	Institution / Affiliation	Category	Visit/ associated activity	Project(s)
14	Field visit	Sonia Gómez	CoopeHorti	Cooperative beneficiary	Tour to Tierra Blanca; visit/ interviews; observation of model farm	Water harvesting and more efficient use in protected and diversified systems in the main horticultural area of Costa Rica; promotion of pilot experiences with agroecological producers in Northern Cartago
15	Field visit	Carlos Angulo	CoopeHorti	Cooperative beneficiary	Tour to Tierra Blanca; visit/ interviews; observation of organic fertilizers and application on model farm	Water harvesting and more efficient use in protected and diversified systems in the main horticultural area of Costa Rica; promotion of pilot experiences with agroecological producers in Northern Cartago
16	Field visit	Geovanny Sánchez	CoopePuriscal	Entity executor / cooperative	Tour to Puriscal; visit/interviews; observation of dairy plant and processes	Incorporation of agroecological practices in farms adapted to climate change within the collection, industrialization, and commercialization model of dairy products by cooperative members in CoopePuriscal
17	Field visit	Producers – Finca Modelo	Finca Modelo Puriscal	Agricultural beneficiaries	Tour to Puriscal; visit/interviews; observation of model farm	Incorporation of agroecological practices in farms adapted to climate change within the collection, industrialization, and commercialization model of dairy products by cooperative members in CoopePuriscal
18	Field visit	Prof. José Herrera	Professional Technical College of Turrubares	Education / technical center	Tour to Puriscal and Turrubares; visit/interviews; observation of laboratory, equipment, and plant seedlings	Provision of Musa paradisiaca (plantain) clean seeds and products for the indigenous Huetar de Zapatón area, for the implementation of resilient production for climate adaptation, food security, and socioeconomic development of communities
19	Field visit	Authorities and technical staff	Municipality of Santa María de Dota	Local government	Tour to the municipality of Dota; visit/ interviews; observation of aqueduct management	Capacity building and implementation of sustainability and climate change actions in communities of Dota canton
20	Field visit	Indigenous Women Entrepreneurs Group	Indigenous Territory of Ujarrás – Buenos Aires, Puntarenas	Community beneficiaries	Tour to Buenos Aires; visit/ review; project progress review	Strengthening capacities in seed production for climate-adaptive and resilient agriculture

No.	Type	Person	Institution / Affiliation	Category	Visit/ associated activity	Project(s)
21	Field visit	APREMAA Association	APREMAA	Community organization / local executor	Boat visit to mangrove restoration areas	Strengthening and Scaling of the Project “Bosque para Nacer Agua – Crآن Süi Dri” in the Brunca Region, Costa Rica
22	Field visit	Community leaders	Project beneficiary groups (Sierpe)	Beneficiaries / community leadership	Meeting with community leaders and capacity-building activities	Strengthening and Scaling of the Project “Bosque para Nacer Agua – Crآن Süi Dri” in the Brunca Region, Costa Rica
23	Field accompaniment	Marlon Webb	DIWO	Executing entity	Tour Dota– Buenos Aires– Sierpe	Strengthening and Scaling of the Project “Bosque para Nacer Agua – Crآن Süi Dri” in the Brunca Region, Costa Rica
24	Field accompaniment	Ángela González Grau	Fundecooperación	National Implementing Entity	In-depth discussion on the Escalar Adapta2+ Program	Escalar Program (Adapta2+ follow-up)
25	Virtual meeting	Martina Dorigo	Adaptation Fund	Donor	—	Adapta2+ Program
26	Virtual meeting	Grettel Calderón	ALIARSE	Executing entity	—	Water Guardians: Promoters of Community Adaptation to Climate Change Strengthening capacities within ASADAS to enhance their management role as promoters of strategic partnerships ASADAS at the regional level: Agents of change in the management of the Water Resource Protection Tariff

3.5 Use of digital tools

For both on-site interviews at Fundecooperación's offices and field visits, digital tools with ODK interviews were used for each type of stakeholder. For personal interviews, the digital formats ensured that information was collected on all evaluation criteria, and for meetings with beneficiary groups, they also facilitated subsequent analysis using the input provided by the participants. The corresponding formats for each stakeholder are included in Annex 13.3.

3.6 Document Review

For the evaluation, a document repository provided by Fundecooperación was used. This repository included the Program's formulation and approval documentation (proposal/Logical Framework and initial documents), contractual and management instruments (including addenda and extension requests), official progress reports submitted to the Adaptation Fund (Project Performance Report (PPR) and associated checklists), technical and administrative closure reports for each subproject, the final narrative report/Project Completion Summary, as well as databases of indicators and knowledge products (case studies, fact sheets, and communication materials). The complete list of reviewed documents is presented in Annex 13.5, List of Reviewed Documents.

3.7 Limitations

The evaluation was conducted under mostly favorable conditions, especially regarding access to information, Fundecooperación's coordination and willingness to cooperate in the evaluation process, and the participation of key stakeholders in personal interviews and site visits. Even so, it is important to point out some limitations that help contextualize the scope of the analysis carried out in this final evaluation.



3.7.1 Access to Documents

There were no limitations on access to the Program's documentation. Fundecooperación provided a well-organized digital folder, which included design documents such as the proposal and inception report, progress reports, the final report, knowledge products, technical and administrative reports, presentations, videos, and other relevant materials. This access facilitated a thorough desktop document review and allowed for adequate support of the evaluation findings.

3.7.2 Time Available for Evaluation

The time allocated for the evaluation and processing of information was relatively short, with the goal of finalizing the report before the end of the year, December 2025. To make the most of the available time, digital tools were used to collect information both in the field and remotely between November and December. Surveys of implementing entities were sent after the field visit, once the Program had been contextualized, using contacts provided by Fundecooperación. This allowed for supplementing the information collected in person. However, the response rate to the online questionnaire

was limited: several projects had concluded years prior, some organizations had ceased operations, and in other cases, there had been staff changes, with the individuals responsible for the original implementation no longer involved. Given this context, participation in the questionnaire was not a priority. This limitation was offset by intensive fieldwork, which included project visits and in-depth interviews with beneficiaries and local stakeholders, providing the necessary direct qualitative information.

3.7.3 Availability and Participation of Stakeholders

During the field visit, the willingness and interest of the invited stakeholders to participate and contribute to the evaluation were exemplary and consistent, demonstrating a high level of respect for the evaluation process. The six days in Costa Rica were used to conduct full-day interviews at the Fundecooperación office in San José, as well as visits to beneficiaries, model farms, and municipalities to hold discussions with focus groups. Fundecooperación's coordination was highly organized and efficient, optimizing the available time and ensuring the participation of the various invited stakeholders.

3.7.4 Baseline and Monitoring Data

The evaluation used the data matrix from the final report, which Fundecooperación uses to report results to the Adaptation Fund. This matrix includes baseline information and project-level progress data. During the interviews, some implementing entities indicated that the reporting systems used were complex and suggested the use of simpler formats. In activities such as training sessions, formal knowledge assessments were not always conducted, nor was long-term follow-up performed to measure changes over time. Therefore, this limits the analysis of short-term impacts.

3.7.5 Staff Continuity at Fundecooperación

At the time of the evaluation, none of the Fundecooperación staff who had worked directly on the Program during the initial implementation period remained in the organization. This situation did not affect access to information, but it did limit the possibility of contrasting internal perspectives from different stages of the Program. For this reason, the institutional analysis was based primarily on in-depth discussions with the current director, Marianella Feoli, who has coordinated Adapta2+ since its origin, as well as on the detailed review of the documentation available through Fundecooperación. Likewise, part of the field mission was carried out in the company of Ángela González Grau, manager of the **Scaling Up Adapta2+** Program, with whom lessons learned and process optimization based on the Program's experience were discussed.



4.

Program Results

4.1 Scope and contribution to climate resilience

The Adapta2+ Program generated significant progress in reducing vulnerabilities and strengthening climate resilience in different regions and sectors of Costa Rica. Throughout its implementation, practical adaptation solutions were promoted, institutional and community capacities were strengthened, and evidence-based climate risk management processes were reinforced, contributing to adaptation in strategic sectors such as agriculture, water resources, and coastal areas. These advances materialized in observed changes in production practices, community water management (integrated into local policies and long-term planning), and decision-making processes at the local and institutional levels.

In terms of reach, the Program implemented 58 projects across the country's seven socioeconomic regions, in coordination with 39 implementing entities. The results far exceeded the initial targets for direct beneficiaries in the three components, reaching thousands of producers, rural communities, and institutional actors. At a broader scale, the interventions generated indirect benefits at the national level, with the design of public policies aimed at strengthening the climate resilience of a significant portion of the population.

From a sectoral perspective, the results were reflected in the adoption of resilient agricultural practices, improvements in water management and availability, actions to protect and restore strategic ecosystems, and the strengthening of early warning and climate information systems. Furthermore, physical and non-physical assets (e.g., infrastructure, technical tools, institutional capacities, and risk management mechanisms) that support adaptation were developed and consolidated, including productive and community infrastructure, extension services, risk management and analysis tools, laboratory equipment, knowledge materials, and institutional capacities.

4.2 Coherence of the results with the theory of change

The Program maintained consistency with its theory of change, using it as an organizing framework for strategic planning, implementation, and monitoring. The alignment between the outputs generated by the implementing entities and the anticipated intermediate results allowed for the validation of key assumptions and timely adjustments when necessary. These results were based on close collaboration between Fundecooperación, the implementing entities, technical partners, public institutions, and academia (which acted as implementing entities by carrying out projects), generating relevant learning and practical evidence for climate adaptation in Costa Rica.

4.3 Evidence of Results and Lessons Learned from Implementation

For example, the mid-term evaluation indicated that, in the agricultural sector, technological adoption was progressing at a faster pace than access to financial instruments. This finding led to strengthening and prioritizing, in the second phase, climate finance initiatives such as Climate-Friendly Livestock and Livestock Progress, through Fundecooperación's climate finance support mechanisms, in order to facilitate the effective adoption of the promoted practices.

In the capacity-building component, the evaluation identified that, while the Program made significant progress in its early stages by working with a large number of implementing entities, local capacities proved more limited than initially anticipated in some areas. In response, implementation deadlines were adjusted, technical assistance was strengthened, and the pace of implementation was adapted, without altering the intermediate results defined within the Program framework. Similarly, uneven progress was observed in the implementation of products associated with early warning systems. Those developed and implemented by institutions with permanent responsibilities in this area, such as the National Meteorological Institute (IMN), and coordinated with national and local stakeholders, demonstrate better sustainability and effective use.

Other relevant adjustments were observed during the implementation of agroecological zoning. The evaluation showed that this process required additional technical products not initially foreseen, such as extra sampling, methodological adjustments, and software adaptations. This led to a refinement of the implementation sequence without altering the program's logic or expected results. According to the Final Narrative Report, adjustments were made to some indicators, for example, changing from "implemented plans" to "implemented adaptation actions," to better align them with the practical nature of the products generated and with the adaptation approach based on effective implementation.

4.4 Achievement of Results

The Adapta2+ Program consistently achieved its intended results and successfully implemented the specific adaptation measures defined from its inception. The program's achievements are properly systematized through indicators, targets, and monitoring mechanisms, which are reported periodically in progress reports and the program's final report.

At the programmatic level, the results reflect significant progress in the adoption of adaptation practices in the agricultural sector, water resource management, and coastal areas, as well as in strengthening technical, institutional, and community capacities for climate risk management. These achievements were verified through documents, interviews, surveys, and fieldwork, and are consistent with the evidence reported in the Program's indicators.

The evaluation shows that the results achieved are a response to the specific adaptation measures promoted by the Program and have materialized in observable changes in production practices, community water management, ecosystem protection and restoration, and greater preparedness for extreme weather events. In all the territories visited, the stakeholders consulted explicitly acknowledged the benefits of the interventions.

Although the depth and pace of results varied between projects and contexts (depending on local capacities, type of intervention and institutional conditions), the set of achievements constitutes a coherent portfolio of adaptation actions, aligned with national priorities and the Adaptation Fund's results framework.

Rating of results achievement:

SATISFACTORY



4.4.1 Assessment of the Achievement of Short- and Medium-Term Outcomes

To evaluate the degree of achievement of the short- and medium-term outcomes of the Adapta2+ Program, the observed changes following the delivery of outputs and their contribution to the adaptation objectives defined in the logical framework are considered. This analysis is based on the review of available documentation, the program's reported indicators, interviews conducted, and field observations.

4.4.1.1 Outcome 1: Agricultural productivity strengthened in response to climate change

The evaluation confirms consistent progress in strengthening agricultural productivity in the face of climate risks, particularly in terms of the adoption of resilient production practices and improvements in water and soil management. In the short and medium term, this progress is manifested in observable changes within production systems, such as the implementation of harvesting technologies, efficient water use, soil management practices, production diversification, and improvements in forage availability in contexts of climate variability.

Although long-term impacts regarding the reduction of production losses require longer time horizons, the evidence gathered during the site visit and interviews indicates that the Program's interventions have contributed effectively to reducing farmers' immediate exposure to extreme weather events and to strengthening their response capacity. In this regard, the outcome demonstrates a satisfactory level of achievement in the short and medium term, consistent with the Program's objectives and with sectoral adaptation priorities.

Outcome 1 Rating:

SATISFACTORY

4.4.1.2 Outcome 2: Preserving the availability of water resources and reducing the vulnerability of coastal communities

The evaluation shows significant progress in the short and medium term in preserving water resources and reducing the vulnerability of coastal communities, particularly through strengthening management capacities and improving planning and decision-making at the local and institutional levels. The observed results are reflected in improvements in water management, including the revision of water balances, the identification and reduction of losses in distribution systems, the incorporation of measurement and monitoring systems, and the use of technical information to prioritize investments and adaptation actions.

Likewise, the interviews and surveys confirm progress in the coordination between ASADAS (Rural Water Supply Associations), municipalities, sectoral institutions, and technical organizations, which allows for the development of participatory processes for the diagnosis, planning, and protection of strategic ecosystems, such as mangroves and water recharge zones. In several regions, these processes have strengthened the organizational capacity of communities and created conditions that enable the continuation of actions even after the Program's closure.

The pace and depth of the results vary according to local capacities, the technical complexity of the interventions, and existing institutional arrangements; even so, the analysis shows that the actions supported by the Program have consistently contributed to reducing immediate vulnerabilities related to access, quality, and management of water. At the same time, the assessments gathered identify the need to continue strengthening technical support, inter-institutional coordination, and monitoring mechanisms as key factors for consolidating and sustaining these results in the medium term.

Outcome 2 Rating:

SATISFACTORY

4.4.1.3 Outcome 3: Capacity Building, Information, and Awareness for Climate Adaptation

The third outcome is primarily reflected in the changes in how local and institutional actors address climate change adaptation in their daily work. The Program helped technical teams, community organizations, and implementing entities to more systematically incorporate climate risk analysis, the use of technical information, and preventative planning into their work processes. It also helped agricultural producers implement the sustainable farming practices they learned.

Interviews show that, before the intervention, adaptation was understood mainly as a general concept. As a result of the technical and training support, the educational processes, and the knowledge products generated by the Program, a transition toward more structured approaches is observed. Actors now have practical tools to identify risks, prioritize actions that are more resilient to climate impacts, and justify decisions before technical and administrative bodies.

This outcome has been crucial for the continuity of the actions promoted by the Program, as the stakeholders involved now have greater capacity to design new initiatives, collaborate with other institutions, and manage additional resources. While the adoption of these approaches is uneven and requires consolidation over time, the changes observed in the medium term indicate a substantial improvement in technical and institutional preparedness for climate adaptation.

In addition, the communication and awareness-raising efforts promoted by Fundecooperación broadened the reach of these lessons to the general public through events such as EXPO Adapta2+, which showcased adaptation practices developed in the country and facilitated knowledge transfer. In this context, the pandemic, although it limited in-person activities, also fostered the development of content and materials that constitute a legacy for future educational and awareness-raising processes.

Outcome 3 Rating:

HIGHLY SATISFACTORY



Evaluation of the Program's Contribution to the Goal, Impact, and Objective of the Adaptation Fund

This section evaluates the contribution of the Adapta2+ Program to the Goal, Impact and Objective of the Adaptation Fund, in accordance with the Fund's results framework and based on the evaluation findings.

5.1 Contribution to the Adaptation Fund Goal

<<Reducing vulnerability and increasing the resilience of developing countries to the adverse impacts of climate change>>

The Adapta2+ Program contributed to the Adaptation Fund's target by implementing adaptation actions that reduce specific vulnerabilities in production systems, water resource management, and strategic ecosystems. In the agricultural sector, the adoption of resilient production practices, improved water and soil management, and production diversification have reduced producers' immediate exposure to extreme weather events. In the water and coastal sector, improvements in the planning, monitoring, and management of water systems, as well as actions to protect and restore mangroves and recharge zones, have helped reduce the risks associated with droughts, floods, and ecosystem degradation, and have empowered communities by fostering a sense of ownership and pride in their work.

These results are reflected in observable changes in production practices and community water management, as well as in greater preparedness of local and institutional actors to address climate variability. The Program exceeded its initial beneficiary targets and strengthened the physical infrastructure, natural resources, and institutional capacities that directly support adaptation, in line with the Adaptation Fund's core indicators. These results demonstrate a reduction in vulnerabilities in the short and medium term, as well as a positive trajectory toward greater climate resilience.

Rating: **HIGHLY SATISFACTORY**

5.2 Contribution to the Impact of the Adaptation Fund

<<Increasing climate resilience at the community, institutional and sectoral levels>>

The Adapta2+ Program made significant contributions to the Adaptation Fund's impact, particularly by strengthening climate resilience at the community, institutional, and sectoral levels. This was achieved through capacity building for climate risk management and by empowering communities to make informed decisions. Through its cross-cutting capacity-building component, the Program fostered the creation of knowledge materials, facilitated workshops, and established exchange platforms, thereby improving the understanding and management of climate risks at the local level.

The supported interventions focused efforts on improving the resilience of production systems, strengthening local water governance, and promoting adaptation approaches based on both ecosystems and local technical knowledge. These results were observed in diverse regions, including disadvantaged cantons, Indigenous communities, and rural mountain and coastal areas, with varying profiles of climate risk and socioeconomic vulnerability.

The Program operated in contexts with diverse starting conditions. Even though some territories and beneficiary groups exhibited higher levels of socioeconomic vulnerability than others, positive impacts in terms of strengthening climate resilience were identified in all cases. These impacts were consistently recognized by the people interviewed and surveyed during the evaluation.

The heterogeneity of contexts and risks addressed means that vulnerability is not homogeneous across territories or beneficiary groups. These factors limit direct comparisons of the magnitude of the impact at the aggregate level of the Program. However, this diversity does not call into question the existence or relevance of the impact, but rather reflects the Program's capacity to adapt to different territorial realities and respond to climate risks of diverse nature.

The analysis of the results confirms that the Adapta2+ Program made a clear and consistent contribution to the Adaptation Fund's impact in terms of increasing climate resilience at the community, institutional, and sectoral levels, in line with its scope and its nearly decade-long timeframe.

Rating: **HIGHLY SATISFACTORY**

5.3 Contribution to the Adaptation Fund Objective

<< *Strengthening the capacity to adapt to climate change through concrete, sustainable interventions aligned with national priorities* >>

The Adapta2+ Program made a very satisfactory contribution to the Adaptation Fund's objective of strengthening climate change adaptation capacity through concrete, sustainable interventions aligned with national priorities. The supported actions translated into tangible interventions on the ground, combining physical investment, capacity building, and technical support, enabling implementing entities to move from the design phase to the effective implementation of adaptation measures.

The Program's interventions fostered learning at the community and institutional levels, promoting local ownership of the results and the integration of adaptation practices into daily resource management, particularly in the water sector and agricultural production systems. The Program also aimed to ensure the sustainability of these actions beyond its implementation period, recognizing that some external factors, in addition to the resources secured, may influence their long-term consolidation.

In terms of its relationship with and accountability to the country, the Program maintained consistent alignment with national climate change adaptation priorities, including Nationally Determined Contributions and relevant sectoral policies. This coherence allowed the Program's interventions to be integrated with existing institutional frameworks and strengthened their relevance and legitimacy at the national level. In particular, it was of primary interest to Fundecooperación to keep all stakeholders informed, establish spaces for dialogue, and ensure inclusive participation and stakeholder engagement.

Overall, the evaluative analysis shows that the Adapta2+ Program effectively strengthened climate change adaptation capacity with concrete interventions, reasonable prospects for sustainability, and alignment with national priorities, fully consistent with the Adaptation Fund's objective.

Rating: **HIGHLY SATISFACTORY**



6.

Findings by Evaluation Criteria



6.1 Relevance

6.1.1 Alignment with National Adaptation Priorities

The Adapta2+ Program design demonstrates a high level of relevance to national climate change adaptation priorities by operationalizing NDCs commitments into concrete actions throughout the country, particularly in resilient agriculture, community water management, and strengthening institutional capacities. The Program's interventions are directly aligned with the commitments established in Costa Rica's Nationally Determined Contributions, especially in the agricultural, water resources, ecosystem, and institutional capacity sectors. Likewise, the Program responds to the strategic objectives established in the National Adaptation Plan and is integrated with key instruments, such as sectoral policies for agriculture and water resource management, through the implementation of practices aligned with the Livestock NAMA, water security plans in ASADAS (Rural Water Supply Associations), and agroecological zoning tools used by public institutions. The coherence between the Program's design and these national frameworks facilitated institutional ownership and integration with existing sectoral and territorial planning processes.

In particular, the Adaptation Fund highlights that the Program was fully aligned with the country's Climate Action Plan and with the Fund's environmental, social, and gender policies, and that the proposed theory of change remains valid in light of the results achieved.

6.1.2 Relevance to Territorial and Beneficiary Needs

The Program's relevance is also reflected in its alignment with the real needs of the territories and beneficiary populations. The projects included in the three components were selected based on prior needs assessments and vulnerability analyses, including participatory processes led by the Ministry of Agriculture and Livestock (MAG), the National Institute of Agricultural Technology (INTA), and sectoral stakeholders, such as workshops with producers and technical organizations. These processes allowed for the prioritization of specific territories and issues—participatory processes that were highly valued by the various stakeholders. This allowed interventions to address specific problems, such as the vulnerability of production systems to variations in precipitation, pressure on water sources, and the need to strengthen local capacities for climate risk management. Implementation demonstrated effective adaptation to local contexts, reflected in the adjustment of production practices according to regional climatic conditions, the differentiation of interventions with Indigenous and non-Indigenous communities, and the adaptation of water solutions to local realities such as the type of piping.

The selection of agriculture, water resources, and coastal areas responds to widely documented structural problems (water variability and soil degradation, which affect production; the fragility of community water systems in the face of extreme events; and the deterioration of coastal ecosystems essential for protection and local livelihoods). This focus allows for addressing critical dimensions of adaptation, aligned with national priorities, such as integrated water management, ecosystem-based adaptation, and the strengthening of resilient production systems. The Adapta2+ Program demonstrates its relevance also through its ability to translate these strategic frameworks into operational interventions in highly exposed territories, bringing together institutional, community, and technical actors to address real limitations in capacity, financing, and climate information at the local level.

In producer projects, the program's relevance was evident in measures directly related to water security and production continuity, such as rainwater harvesting and the installation of efficient irrigation systems. For example, at CATIE-APROCO, rainwater harvesting and irrigation improvements (including drip irrigation) were implemented on beneficiary farms, achieving a storage capacity of approximately 15,000 liters of water. At FCGG, forage modules and water storage tanks were delivered and installed, aligned with the needs for productive adaptation to climate variability. In Jicaral, producers were supported through actions that included infrastructure and tools to improve production conditions, tailoring the measures to the specific needs of the territory. And on the financial front, Pro+Clima aims to support the adaptation of the livestock sector through an approach aligned with the National Low-Carbon Livestock Strategy and the NAMA, connecting production needs with climate sustainability instruments.

The testimonies gathered during the field mission reinforce this assessment of Relevance based on the direct experience of local stakeholders. Representatives from the livestock sector, agricultural extension services, and technical organizations indicated that the Program addressed urgent problems, such as the vulnerability of farms to droughts and extreme weather events, soil degradation, water scarcity during the dry season, the loss of traditional varieties, and the need to organize production practices according to sustainability criteria. Producers affected by El Niño mentioned that the intervention came at a critical time and allowed for the implementation of concrete solutions (such as rainwater harvesting, manure management, seed recovery, and strengthening family capacities) that would have been difficult to achieve with national resources. Institutions such as MAG, INTA, ACCS agreed that Adapta2+ addressed long-standing gaps in the region and tackled priorities expressed by the beneficiaries themselves, thus reinforcing the Program's alignment with the real conditions of production systems and communities.



6.1.3 Consistency of the Program's Design Logic

In terms of design, the Program presents a relevant and well-founded intervention logic. The structure of the three components encompasses adaptation from complementary perspectives, such as direct action in production and territorial systems, strengthening water resource and coastal zone management, and developing technical and institutional capacities. Furthermore, it is grounded in local needs and implemented in a participatory manner. This logic adequately responded to the approach guided by the Adaptation Fund, which prioritizes context-based solutions, capacity building, and resilience development. The combination of concrete field interventions with institutional strengthening actions reinforced the Program's suitability for addressing structural and emerging vulnerabilities.

6.1.4 Inclusion of Key Stakeholders and Territorial Ownership

Relevance is also evident in the inclusion of key stakeholders from the design and implementation stages, strengthening ownership, co-responsibility, and commitment to the continuity of interventions. For example, in the capacity-building component, support for SETENA strengthens the Program's alignment with national planning by contributing to the updating of Executive Decree 32967, incorporating the environmental variable into Regulatory Plans and other land-use planning processes. Similarly, in terms of public management, ICICOR's project to strengthen climate adaptation capacities through the Climate Change Risk and Threat Warning System (SARACC) integrates information from national entities (National Meteorological Institute (IMN), National Geographic Institute (IGN), National System of Conservation Areas (SINAC), and the National Emergency Commission (CNE)) to support territorial decision-making in municipalities regarding climate change-related threats. The participation of public institutions, technical agencies, academia, community organizations, and farmers ensured that adaptation measures were consistent with the capacities, priorities, and realities of each territory. These elements show that the Adapta2+ Program maintained a high degree of relevance to the country's climate challenges and the needs of the groups it targeted.

Rating:

HIGHLY SATISFACTORY

6.2 Coherence

Regarding its theory of change, Fundecooperación provided a consistent response to the proposed theory of change, using this framework to structure the components, prioritize project types, and guide implementation decisions throughout the Program cycle. The alignment between the outputs generated and the expected intermediate results demonstrates that the theory of change was not merely a declarative instrument but functioned as an operational framework that guided implementation.

The evaluation finds that Adapta2+ was fully aligned with national adaptation priorities, including Costa Rica's Climate Action Plan, and with the Adaptation Fund's environmental, social, and gender policies. The Program's multisectoral structure allowed for a coherent approach to different dimensions of climate vulnerability, integrating productive practices, water management, and institutional strengthening within a single territorial framework. Similarly, the design contributed to generating unusual institutional synergies, such as the collaboration between the Ministry of Agriculture and Livestock (MAG) and the Ministry of Environment and Energy (MINAE), highlighted as a significant achievement.

In the Central Pacific region, the use of validated technologies and their integration with sectoral pathways (including the Livestock NAMA) are documented, demonstrating technical and institutional coherence with national guidelines for the productive sector. The National Institute of Agricultural Technology (INTA) reports the development and updating of Agroecological Zoning inputs and technical products, such as fact sheets, manuals, maps, and software, geared towards planning and decision-making, consistent with its leading role and the objective of institutionalizing these tools. For its part, the Rural Development Institute (INDER) worked with Indigenous territories and developed a manual of ancestral practices, consistent with the local knowledge-based adaptation approach and the inclusion of vulnerable populations.

6.2.1 Internally, the Relationship Between Components, Projects, and Activities

The Adapta2+ Program exhibits a consistent level of internal coherence, reflected both in the articulation between its structure allowed adaptation to be addressed from different angles (productive, water-related, ecosystemic, and institutional), generating synergies between field interventions and capacity-building activities.

The Program's internal logic demonstrates coherence between objectives, expected results, and implemented activities. For example, projects in the agricultural sector benefited from tools and processes developed within the capacity-building component, while water resource interventions were integrated with training activities and institutional efforts in territorial management. This complementarity ensured that the projects did not operate in isolation but rather formed an articulated portfolio that responded to a common adaptation framework.

The findings of the field mission reinforce this assessment of internal coherence. The projects implemented in the agricultural sector demonstrate a clear connection between production practices, training processes, and the technical tools developed by the Program. The work in the livestock sector, for example, integrated practices promoted in Component 1 with training methodologies from Component 3, simultaneously advancing productivity and emissions reduction. INTA applied a capacity-building approach to generate differentiated products for technicians and producers, strengthening knowledge transfer within the same programmatic framework. Similarly, the technical communication strategy on soils developed by ACCS drew on the Program's content and, in turn, contributed to reinforcing the adoption of adaptation practices in various regions, demonstrating that the interventions did not operate as separate initiatives, but rather as part of a set of mutually reinforcing projects.

6.2.2 Externally, Institutional Coordination and Alignment with National Policies

The Adapta2+ Program also demonstrates significant external coherence, stemming from its coordination with public institutions, technical partners, and national regulatory frameworks. Implementation involved a broad range of actors across the country, including ministries, municipalities, technical agencies, universities, and community organizations. Their participation helped ensure that interventions remained aligned with national adaptation policies, strategies, and priorities, and, above all, that they were implemented within existing institutional frameworks.

Coordination with institutions such as INTA, IMN, the National Groundwater, Irrigation, and Drainage Service (SENARA), SINAC, and other sectoral entities helped strengthen the projects' technical foundation, generate relevant information, and validate methodologies from diverse institutional perspectives. Furthermore, the Program's coherence with instruments such as the National Adaptation Plan, the NDCs, and sectoral policies facilitated the integration of its results into broader climate action frameworks. This alignment increased the likelihood of sustainability and continuity for several processes initiated by the Program.

Evidence gathered from conversations with the various implementers of the field mission also confirms a high level of external coherence. Representatives from the Ministry of Agriculture and Livestock (MAG) and the Chamber of Milk Producers highlighted that livestock adaptation projects were fully integrated with the Livestock NAMA (Nationally Appropriate Mitigation Action) and established sector guidelines, strengthening national agendas for low-emission productivity and sustainable management. The National Institute of Agricultural Technology (INTA) noted that the information generated in agroecological zoning directly feeds into the National Territorial Information System (SNIT), contributing to planning frameworks recognized by the State. The Costa Rican Association of Soil Science (ACCS) consolidated a strategy for disseminating and communicating soil knowledge in coordination with processes led by the FAO, while the seed project provided input for ongoing legislative initiatives. The National Emergency Commission (CNE) emphasized that Adapta2+ helped operationalize the concept of adaptation within Costa Rican institutions, linking it to existing risk management systems. Taken together, these elements demonstrate that the Program was consistent with national policies and actively strengthened the country's capacities and institutional frameworks.

Rating:

HIGHLY SATISFACTORY



6.3 Effectiveness

6.3.1 Degree of Achievement of the Program's Expected Results

The Adapta2+ Program demonstrates a positive level of effectiveness in meeting its objectives and expected results, evidenced by the sustained adoption of adaptation practices, the strengthening of technical capacities, and the effective use of tools developed by the Program. Most of the projects included in the three components achieved the planned outputs and contributed to the intermediate results defined in the Program's logical framework. Both the document review and site visits revealed progress in the implementation of adaptation practices (such as composting, rainwater harvesting, soil management, and technical training for producers), the improvement of water resource management, and the development of technical tools used by local institutions and stakeholders.

Although variations in the pace of implementation were observed among projects, the Program successfully completed its planned activities thanks to the extensions granted and the ongoing technical support provided by Fundecooperación. In the Agriculture Component, projects made progress in adopting adaptation practices supported by technical assistance, in training processes and institutional validation, in capacity building, and in the introduction of agroclimatic technologies relevant to the local context. In the Water Resources and Coastal Zones Component, a significant increase was observed in the quality and availability of information for water management, as well as in the implementation of technical tools and territorial governance processes. The third Component, Capabilities, for its part, consolidated methodologies, studies, and information systems that are now used by public institutions, local organizations, and community actors.

In the Central Pacific Region, farm plans were developed and producers were trained; furthermore, a high potential for replication is reported, although this is contingent upon support and follow-up. In Coopepuriscal, productive practices and infrastructure, such as biodigesters, vermicomposting systems, and composters, among others, were implemented, with concrete results in the adoption of adaptation measures at the farm and organizational levels. Measures were also implemented with Coocafé, and progress was made in assessing vulnerability on participating farms, with the implemented measures generating results in the field. Technical data sheets, manuals, maps, and software were produced with INTA, strengthening the capacity-building component with reusable deliverables.

6.3.2 Evidence of Effectiveness by Component

In the Agricultural Component, the projects implemented concrete adaptation measures on vulnerable farms and production systems, including soil management practices, resilient production infrastructure, diversification, and ongoing technical assistance. Field visits and annual reports show that these measures were adopted and maintained by producers and local organizations, thus strengthening their capacity to respond to climate variability.

In livestock, sector stakeholders highlighted that practices such as rotational grazing, water harvesting, proper manure management, and forage banks produced visible environmental and productive results and were adopted by a significant proportion of farms. The training approach, which included family units and not just producers, facilitated the ownership and continuity of the measures (as well as addressing the gender perspective and ensuring the participation of both men and women in the training). Representatives from CNPL and the Ministry of Agriculture and Livestock (MAG) noted that, without the support of the Adapta2+ Program, it would have been extremely difficult to maintain the pace achieved in implementing the Livestock NAMA and in the transition to more resilient production models. It was also observed that the motivation of the beneficiaries themselves acted as a multiplier effect, contributing to the widespread adoption of best practices.

In the Water Resources and Coastal Zones Component, progress was made in watershed restoration, headwater protection, strengthening of ASADAS (Rural Water Supply Associations), participatory water resource monitoring, and the adoption of more sustainable practices in fishing and tourism. The projects confirm improvements in local water governance and in the capacity of community actors to manage climate risks with a greater understanding of associated vulnerabilities, as observed in the Municipality of Dota. In particular, local stakeholders noted that the supported measures — such as water source protection, watershed restoration, and practices to address water scarcity during the dry season — directly responded to urgent community needs, strengthening local management capacities, reducing vulnerabilities, and improving preparedness for adverse climate scenarios.

In the capacity-building component, the Program developed technical tools, training processes, methodological materials, and exchange spaces that were used by local institutions and stakeholders. According to reports and case studies, these tools have been incorporated into institutional practices and have contributed to improving the technical quality of the Program's projects.

The projects implemented by INTA and ACCS reinforce this evidence. INTA reported substantial improvements in the understanding and application of adaptation practices thanks to differentiated training processes for producers and technicians, as well as the generation of agroecological information subsequently used in land-use planning. ACCS consolidated a national communication strategy on soils, with more than one hundred technical materials, training activities, and audiovisual tools that significantly expanded the reach and appropriation of knowledge. These interventions confirm that the capacity-building component met its objectives and produced institutional effects that extend beyond the Program, such as the continuity of technical communication strategies, the recurring use of training materials, and the incorporation of these approaches into other institutional projects, also verified by the implementing agency, ALIARSE.

6.3.3 Factors that Facilitated the Program's Effectiveness

Among the factors that contributed to achieving results were the continuous technical support from Fundecooperación, the collaboration with specialized public institutions, the participation of civil society organizations, and the flexibility of the implementing agencies to adapt schedules, methodologies, and training modalities in response to the pandemic and extreme weather events. The three-component structure also facilitated synergies between projects, which allowed for a stronger impact in the territories.

The stakeholders interviewed highlighted additional factors that contributed to the Program's effectiveness, such as close collaboration among sectoral institutions (MAG, INTA, CNPL, ACCS), the fluid exchange of technical information, and Fundecooperación's ability to adapt its processes to the realities of the region. In livestock and soil management, the collaboration between producers, technicians, and scientific organizations facilitated the rapid adoption of best practices. In the seed project, the intervention enabled the development of local capacities and the promotion of institutional and regulatory processes. These elements confirm that the Program's effectiveness was based on the collaboration among stakeholders and the technical quality of the partnerships.

6.3.4 Factors that limited or hindered results

Effectiveness was affected by various factors documented throughout the Program, including operational delays due to adverse weather conditions, local logistical complexities, and restrictions on field activities imposed during the COVID-19 pandemic. These factors led to postponements and rescheduling that partially affected the implementation pace of several projects, although they did not prevent the overall achievement of the established goals.

During the field mission, specific challenges were identified that partially limited the Program's effectiveness. In the livestock sector, teams from the Ministry of Agriculture and Livestock (MAG) and representatives of the dairy industry noted that some producers initially resisted changing traditional practices and "unlearning" ingrained methods, which delayed the adoption of innovations such as manure management and rotational grazing. In the seed project, the National Seed Office (ONS) reported administrative difficulties, such as the lack of institutional registration in the Integrated Public Procurement System (SICOP), which caused operational delays. INTA highlighted institutional limitations related to the availability of technical personnel and the scarcity of agroclimatic data at scales suitable for zoning (from 1:200,000 to 1:50,000), which increased costs and delayed the processes. In Indigenous territories, the vast geographical area and logistical constraints prevented expanding coverage to all 24 existing territories, reaching only 10. These factors did not compromise the achievement of the main results, but they explain the variations in the pace and scope of implementation.

6.3.5 Consistency with national indicators and sectoral frameworks

The results achieved by the Program align with national adaptation indicators, especially in the agricultural and water resources sectors. The practices adopted, the improvements in community water management, the generation of climate information, and the strengthening of local capacities align with the progress reported in the National Adaptation Plan and with the commitments established in the NDCs. The evaluation finds that Adapta2+ contributed to measurable results (such as the adoption of resilient production practices, the strengthening of community water management, and the expansion of technical capacities in sectoral institutions) that strengthen the resilience of vulnerable communities and sectors, consistent with national goals.

6.3.6 Relationship with the Theory of Change

The Program's theory of change is clearly reflected in the causal pathways observed during implementation, such as: i. Strengthening knowledge, ii. Adopting practices, and consequently, iii. Improving decision-making on farms and/or with livestock in the face of climate risks, or in the management of water resources and the necessary processes. Fundecooperación used the theory of change as a reference to guide decisions, prioritize actions, and adjust processes through adaptive management. The results achieved are consistent with the initial assumptions: the primary focus on strengthening capacities, the availability of technical information and the articulation of actors at the local level effectively generated favorable conditions to improve resilience and decision-making in the face of climate change.

Rating: **SATISFACTORY**



6.4 Efficiency

6.4.1 Use of Adaptation Fund Financial Resources and Co-financing

The Adapta2+ Program demonstrates adequate performance in terms of financial efficiency, both in the use of resources granted by the Adaptation Fund and in leveraging national co-financing. The Program's final budget execution reached 99.97%, with a total amount executed of USD 9,968,117 compared to an approved budget of USD 9,970,000. This execution level confirms the efficient use of Adaptation Fund resources and reflects a clear alignment between expenditures and the activities planned in the Program's three components. Co-financing provided by public institutions, implementing entities, and local stakeholders allowed for the expansion of interventions, the support of specialized technical processes, and the strengthening of local capacities without increasing the Program's financial burden. This combination of Fund resources and in-kind contributions or counterpart funding reflects a management approach focused on maximizing the scope and value of the investment.

The evaluation findings positively assess the financial performance of Fundecooperación. No budget modifications exceeding 10% were observed, disbursements were made without delays attributable to the implementing entity, and the request for technical reinforcement for procurement functions was processed within the permitted parameters. The ability to maintain operations during the pandemic is considered an indicator of diligent management, especially in contrast with other projects that faced partial or total suspensions.

Regarding financial efficiency, for example, MAG Pacífico Central reported a high level of execution relative to the approved amount and a significant level of co-financing. On the other hand, the internal audit of Coocafe identified bottlenecks in documentation, which affected administrative efficiency; Fundecooperación carried out the corresponding follow-up. A similar situation occurred with UNAFOR, where observations were made regarding the need for supporting financial and accounting records. In these cases, Fundecooperación implemented specific corrective actions, including direct follow-up with executing entities, requests for adjustments to documentary support, and reinforcement of administrative controls. This made it possible to correct the identified deviations and ensure continuity of implementation in accordance with the Fund's standards.

6.4.2 Program Governance and Management Structure

The governance of the Adapta2+ Program was, in general terms, adequate for managing a broad and technically diverse portfolio. As the accredited national implementing entity, Fundecooperación assumed a central role in strategic coordination, technical supervision, and financial administration of the territorially dispersed projects, ensuring coordination among the implementing entities, public institutions, and technical partners. To structure management, Fundecooperación incorporated formalized procedures for project review and approval, systematic technical monitoring mechanisms (designed in-house), environmental and social safeguards guidelines, and periodic financial controls. This allowed for maintaining traceability and operational quality throughout the implementation cycle, but it also added complexity to the management process.

Fundecooperación provided continuous support to the implementing entities, especially for initiatives with greater methodological, territorial, or logistical requirements. This ongoing support was key to sustaining implementation and ensuring the Program's technical coherence. Furthermore, the existence of stable communication channels (with assigned project managers and a project coordinator at the National Implementing Entity (NIE)) between Fundecooperación and the implementing entities helped maintain operational flow, even during the most complex periods resulting from the pandemic and the extreme weather conditions that affected some intervention areas.

The evaluation acknowledges the significant effort that Fundecooperación made from the outset to effectively coordinate with the 39 implementing entities of the Program, which posed a considerable governance challenge. With a small but efficient team, they were able to support the projects in the initial initiation phases. However, staff turnover at Fundecooperación created bottlenecks in information management, affecting the timeliness and consistency of technical and financial reports. These rotations required operational adjustments that delayed internal management processes.

In this way, an area for improvement is identified in strengthening the formal Program-level risk management plan. Given the volume of resources administered, the diversity of stakeholders involved, and the climate-related nature of the projects, a risk management instrument accompanied by a systematization and information management platform would have made it possible to anticipate and mitigate these operational challenges in a more structured manner.

6.4.3 Administrative Processes and Responsiveness

The Program's administrative processes were carried out with an adequate level of efficiency, although with variations related to territorial complexity and also subject to the institutional capacities of the different implementing entities. According to the documentation, Fundecooperación established clear procedures for the allocation and disbursement of resources, the verification and validation of expenditures, fund management, and the submission of technical and financial reports, and designed monitoring tables aligned with the reporting requirements of the Adaptation Fund. These guidelines contributed to maintaining order and traceability during implementation.

However, delays in implementation were observed due to administrative and contextual factors external to the Program, particularly in projects that depended on compliance with legal requirements, institutional coordination processes, and adjustments resulting from changes in public authorities. In territories where implementation required more complex inter-institutional coordination, administrative timelines were extended. Despite this, the technical and administrative support provided by Fundecooperación, along with the operational adjustments implemented during the approved extensions, allowed for a functional administrative flow focused on achieving programmatic results.

6.4.4 Cost-Benefit Analysis of Interventions

Although the evaluation does not include a quantitative economic analysis, the technical review suggests that the use of resources was reasonable in relation to the results achieved. Investments in productive infrastructure, watershed restoration, strengthening of ASADAS (Rural Water Supply Associations), resilient agricultural practices, and capacity building generated operational and territorial benefits, such as the reduction of specific vulnerabilities and the strengthening of local resilience. The use of co-financing and in-kind contributions helped to broaden the scope of the interventions and reduce the direct costs assumed by the Program. Considering the complexity of operating in dispersed rural areas, with participatory processes and continuous technical support, the levels of expenditure observed are consistent with the type of interventions implemented in similar adaptation programs.

Throughout the reviewed reporting cycles, the Adaptation Fund did not raise any concerns regarding misuse of funds, fiduciary breaches, or weaknesses in the Program's financial management. The PPR review checklists focus on aspects of technical consistency and reporting quality, without identifying any financial irregularities, thus confirming proper management in accordance with the Fund's standards.

The mobilization of co-financing (including public, private, and in-kind contributions) allowed for expanding the scope of interventions without proportionally increasing the Program's direct costs, contributing to extending benefits to a greater number of communities and local stakeholders. The Adaptation Fund's review processes did not raise any concerns regarding the management of these resources or the relationship between budget and results achieved.

From an evaluation perspective, and considering operations in dispersed rural territories, with high requirements for technical support and an emphasis on participatory processes, the observed expenditure levels are consistent with the type of interventions implemented. These factors, which typically increase operational costs, were offset by the generation of technical outputs, infrastructure, and institutional capacities with the potential to produce lasting effects on climate resilience.

6.4.5 Meeting Deadlines and Managing Extensions

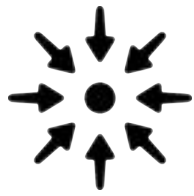
Meeting deadlines was one of the main challenges to the Program's efficiency. Although most projects completed their activities, several experienced delays due to operational, climatic, and health-related factors. Among the most significant was the impact of restrictions stemming from the COVID-19 pandemic, which paralyzed or limited field activities, training, and community workshops during 2020 and 2021. Additionally, the geographical dispersion of the different projects and the need for coordination with multiple institutions resulted in longer timeframes for activity validation and the development of technical processes.

The extensions approved by the Adaptation Fund allowed the Program to address these difficulties without compromising the technical quality of the interventions. While the extensions reduced the Program time efficiency, they helped ensure the completion of projects and the delivery of key outputs, preserving the effectiveness and quality of the final results.

Meeting deadlines was one of the most significant challenges to the Program's time efficiency. The review of PPRs 1–7 confirms that, although most projects completed their planned activities, a considerable number required extensions due to the aforementioned operational, climatic, and health-related factors that affected the original schedules. Between 2020 and 2021, restrictions stemming from the COVID-19 pandemic had a direct impact on implementation: field activities were suspended, in-person training was limited, and administrative and technical review processes took longer than planned, resulting in accumulated delays in several Program projects.

Furthermore, the PPRs and individual reports document that the Program's geographic dispersion and the need to coordinate actions with multiple public institutions and local entities extended the validation times for products and technical processes. In several cases, external institutional approvals and staff turnover (both in implementing entities and in key institutions in the agricultural, water, and municipal sectors) extended project implementation beyond the initial timeframe. Additionally, in the years prior to the pandemic, extreme weather events, such as hurricanes and heavy rains, also led to adjustments in schedules and required the rescheduling of activities in specific areas.

Rating: HIGHLY SATISFACTORY



6.5 Impact

6.5.1 Observed Changes in Local Capacities and Adaptation Practices

The Adapta2+ Program generated observable improvements in the technical and organizational capacities of local actors, reflected in the adoption of resilient practices on more than 1,300 farms, the development of more than 600 farm-level adaptation plans, and the strengthening of nearly one hundred ASADAS (Rural Water Supply Associations) that implemented adaptation actions to improve access to and management of community water. Evidence from various annual reports, the mid-term evaluation and final narrative report, interviews, and field visits shows that producers, community organizations, ASADAS, municipalities, and academia strengthened their capacities in climate change adaptation and risk management. This was reflected in the use of installed equipment, the implementation of Water Safety Plans, the use of risk and vulnerability maps, and the incorporation of climate information into local planning by municipal technicians, ASADAS, and producer organizations, among other practices.

Capacity building was especially notable among actors with key roles in vulnerable territories. On farms, the practices validated by the Program improved production stability and reduced exposure to extreme events. These practices, such as rotational grazing, forage banks, rainwater harvesting, and manure management, ensured forage and water availability, optimized water resource use, improved soil health, and empowered farmers. In ASADAS (Rural Water Supply Associations) and municipalities, a greater understanding of climate risk and improved planning and response capacity were observed. This was reflected in the incorporation of risk analysis into the management of rural aqueducts, the definition of response protocols, and the use of weather stations and early warning systems at the community level.

At CATIE-APROCO, operational improvements in water use through rainwater harvesting and the installation of irrigation systems are documented as a significant sign of change for productive resilience to drought and climate variability. With FUNDECOR, vulnerability analyses and a watershed-level adaptation strategy were developed, which can translate into better territorial planning decisions and the prioritization of future measures (intermediate institutional impact). For INDER, the scale of support provided to families and adaptation plans demonstrates a significant reach in indigenous territories, although the long-term structural impact requires ex-post monitoring to estimate sustained changes in resilience.

The evaluation highlights three key impacts of Adapta2+: the reduction of vulnerability on agricultural farms, Fundecooperación's capacity to coordinate a highly complex program with more than 39 implementing entities, and the demonstration that a multisectoral approach addressing the country's primary needs can be efficiently implemented nationwide.

6.5.2 Aggregate Effects at the Community and Institutional Levels

Beyond individual changes, Adapta2+ produced aggregate effects in communities and the local institutional fabric. In multiple territories, community-based water management mechanisms were strengthened, participatory governance practices were consolidated (such as the creation and strengthening of local water committees, coordination among ASADAS, municipalities, and technical entities, and the implementation of tariff mechanisms, such as the Water Resource Protection Tariff (TPRH), to support adaptation actions), and collaboration between local organizations and sectoral institutions was improved. The participation of ASADAS, municipalities, local committees, producer organizations, and technical entities fostered collaborative dynamics that have continued even after the funding cycle ended.

In the water sector, the implementation of Water Safety Plans, watershed restoration efforts, and climate monitoring generated collective effects on the availability and quality of water resources. In the agricultural sector, the adoption of resilient practices by producer organizations facilitated the exchange of best practices among peers, particularly between livestock producers and organizations within the same production chain, where demonstration farms and technology showcases served as reference points for their adoption.

These results show that the Program strengthened individual capacities and influenced community resilience and institutional capacity to plan, coordinate, and manage climate risks in a more integrated manner.

6.5.3 Progress Towards Systemic Change

The Program contributed elements that foster structural changes in key sectors by integrating adaptation practices, technical tools, and financial mechanisms into existing institutional routines, such as the Livestock NAMA, community water management systems, and territorial planning instruments. In agriculture, the practices introduced and validated were incorporated into the production routines of organizations and producers, becoming replicable knowledge. In the water sector, improved territorial planning, inter-institutional coordination, and the institutionalization of mechanisms, such as the TPRH, strengthened water governance.

The capacity-building component generated tools and methodologies adopted by national institutions (including educational instruments, awareness-raising materials, risk maps, action plans, and technical studies). Evidence of appropriation and use exists in some local processes. The evaluation considers that the impact on Fundecooperación's internal governance and organizational capacity has the potential to be documented and these best practices shared with other organizations internationally. Indeed, the accumulated experience in fiduciary mechanisms, safeguards, monitoring, and inter-institutional coordination could be of great value to other countries and projects, but it was not comprehensively systematized.

6.5.4 Adaptation Practices Implemented and Validated

The Program promoted a diverse set of adaptation practices that proved effective in specific territorial contexts. These include: soil management practices, forage banks, and erosion control measures in production systems; restoration of recharge areas, protection of springs, and strengthening of ASADAS (Rural Water Supply Associations); sustainable fishing and tourism practices in coastal areas; and the use of climate monitoring and planning tools developed with technical support from the Program. The validation of these practices by institutions and community actors reinforces their potential for replication and scaling up.

The evaluation identifies that the work at the farm level constitutes one of the Program's most transformative contributions. Agricultural adaptation measures strengthen productive resilience and demonstrate tangible changes in climate risk management. This evidence confirms the validity of the routes foreseen in the theory of change, especially regarding the ability of producers to adopt resilient practices with immediate impacts.

Component 1 – AGRICULTURE

Table 6 - Climate change adaptation practices in the agricultural sector

Type of Practice	Description of the Practice	Observed Adaptive Effects
Water harvesting and storage for production	Water harvesting (e.g., collection/ storage in tanks or reservoirs) and improved water supply for agro- production	Increased water availability during dry periods and reduced vulnerability to droughts and rainfall variability
Technified irrigation and efficient water use	Implementation/improvements of irrigation systems (e.g., drip irrigation) and water management on farms	Increased water efficiency; stabilization of yields and production continuity under water stress
Fertigation for forage production	Use of fertigation to ensure availability of forage and animal feed (especially in dairy and dual-purpose systems)	Reduced risk of food shortage during drought; increased productive resilience (milk/meat) under extreme events
Protected production and diversified systems	Protected and diversified production systems (e.g., infrastructure/conditions that reduce crop exposure)	Reduced losses from rainfall variability, storms, and climate variability; increased production stability and income
Soil management and conservation (BPA)	Good agricultural practices oriented to sustaining productivity and reducing degradation (soil management/ conservation and support measures for production)	Increased moisture retention, reduced erosion and runoff, improved soil fertility, and overall system resilience
Forage management and resilient livestock feeding	Technologies to ensure forage availability and improve livestock system management	Lower sensitivity to droughts and heat stress; continuity of production and reduced economic losses
Manure management and by-product use	Use/management of manure and organic waste from farms for productive use	Nutrient recycling, improved soil quality, and higher input efficiency under adverse climate conditions
Biodigesters (bioenergy and biofertilization)	Installation/use of biodigesters for treatment of organic waste and production of biofertilizers (and potential energy generation)	Reduced vulnerability through cost/input savings, improved soil fertility and environmental health, and increased autonomy of production systems
Vermicomposting and organic bio-inputs	Vermicomposting and production of organic fertilizers	Improved soil structure and moisture, increased productive resilience, and reduced dependence on external inputs
Agroclimatic planning and risk management	Agroecological zoning, strengthening of technical capacities, scenario-based adaptation (and when applicable, financial risk management tools such as insurance)	Improved climate-informed decision-making, reduced exposure and losses, and strengthened adaptive capacity (producers and technicians)

Component 2 – WATER RESOURCES AND COASTAL ZONES

Table 7 - Climate change adaptation practices in the water resources and coastal sector

Type of Practice	Description of the Practice	Observed Adaptive Effects
Recharge area restoration	Reforestation and assisted natural regeneration; watershed protection and forest cover; delimitation and management of recharge zones; erosion and runoff control on slopes	Increased infiltration and groundwater recharge (improved base flow); reduced erosion and sedimentation; increased water availability under climate variability
Spring protection	Establishment of protection perimeters (fences and signage); stabilization of riverbanks/slopes; control of livestock access; measures to reduce contamination (waste, agrochemicals, wastewater)	Greater water supply security and source protection; improved water quality; reduced turbidity and clogging during heavy rains; lower sanitary and operational risks
Strengthening of ASADAS	Capacity building (technical, administrative, and financial); strengthening community governance; operation and maintenance planning; asset and inventory management; improvements in records, tariffs, and service sustainability	Improved community water management; increased capacity to respond to droughts/floods; operational continuity and service sustainability; reduced failures due to management weaknesses
Water safety plans	Diagnostics of climate and operational risks (source–capture–conduction–storage– distribution); definition and implementation of mitigation measures; monitoring protocols (quality/quantity); contingency and communication plans	Reduced risks in rural aqueduct systems; early detection and control of contamination events; reduced interruptions and health impacts; strengthened preparedness and response
Water infrastructure	Rehabilitation and improvements in aqueducts (distribution networks, pipelines, tanks, source capture); reduction of leaks and losses; improvements in chlorination/ disinfection and operational control; capacity expansion where applicable	Service continuity and reliability; reduced vulnerability to extreme events; improved system efficiency (lower losses); enhanced water quality and supply stability
Integrated water resource management	Studies and diagnostics (water balance, vulnerability, demand–supply); monitoring of flows and water quality; land-use planning and prioritization; inter-institutional coordination and evidence-based territorial planning	Climate-informed planning and more efficient allocation of water resources; reduced conflicts over water use; better response to droughts, floods, and climate trends
Coastal–marine restoration	Mangrove restoration and management (hydrological reconnection, reforestation, and control of degradation and wetland filling) Protection of buffer zones Recovery of coastal ecosystem services	Adaptation of coastal ecosystems (reefs, storms, erosion); protection of infrastructure and communities; improved habitat and fisheries productivity; increased ecosystem recovery capacity
Sustainable fisheries and tourism	Implementation of sustainable practices (good practices, selective gear, compliance with fishing bans); participatory monitoring; strengthening local capacities; improved tourism practices (environmental management, responsible operations)	Reduced pressure on coastal ecosystems; stabilized income under climate variability; increased sustainability and adaptive capacity of organizations and communities

Component 3 – CAPABILITIES

Table 8 - Climate change adaptation practices through capacity building

Type of Practice	Description of the Practice	Observed Adaptive Effects
Early Warning Systems (EWS)	Design/strengthening of early warning systems for hydrometeorological hazards and other events (e.g., floods, fires); definition of thresholds and communication protocols; installation of sirens and communication channels; community roles, drills, and updating of procedures	Improved community preparedness; reduced response times; reduced losses and damages; better local coordination during extreme events
Meteorological stations	Installation or strengthening of meteorological stations for operation and maintenance; data capture and management; use of information for decision-making	Local, timely information for planning; increased anticipation capacity; support for operational decisions (agriculture/water/emergency management)
Risk and vulnerability maps	Development/update of maps (hazards, exposure, vulnerability, capacity); zoning; participatory diagnostics and validation; prioritization of critical points	Prioritization of adaptive measures and investments; territorial targeting; reduced reactive decision-making; support for planning and preparedness
Territorial climate planning	Methodologies, guides, and support tools to incorporate climate risk into territorial planning (municipal/sectoral plans); definition of measure portfolios and prioritization criteria	Integration of risk into local decision-making; improved coherence between investment and vulnerability; reduced maladaptation; continuity of adaptation policies
Technical capacity building	Training and territorial outreach (technicians, extension agents, local organizations); modular training approaches and, where relevant, training-of-trainers; strengthening capacities for implementation and monitoring	Consolidated and replicable knowledge; improved quality of implementation; increased local technical autonomy; sustainability of measures over time
Climate education and awareness	Educational materials; community campaigns and workshops; public communication; methodologies for behavior change and local ownership	Increased community adaptive awareness; higher adoption of practices; strengthened social capital; citizen support for resilience measures
Local and inter-institutional governance	Coordination platforms; sectoral and inter-institutional articulation; collaboration agreements; information-sharing and follow-up mechanisms	Institutional coherence and sustainability; reduced duplication; improved coordination in response and prevention; increased risk management capacity
Local seed banks	Conservation and management of native seeds; community seed banks; storage and renewal protocols; exchanges/fairs; training in selection and conservation	Social resilience and equity; food security and production continuity; preservation of genetic diversity for climate adaptation

6.5.5 Notable cases that demonstrate impacts

Although the evaluation avoids relying on isolated cases, some prominent examples illustrate the scope of the impact. In territories where integrated water management projects were implemented, the restoration and strengthening of ASADAS (Rural Water Supply Associations) are generating observable improvements in the availability and quality of water resources, associated with the protection of springs, the restoration of recharge areas, and the implementation of water management plans in rural communities. In agricultural sector projects, the adoption of resilient practices has contributed to greater productive stability in the face of climate variability, which has been validated by both producer organizations and sectoral institutions.

In the area of public policy, the Adapta2+ Program generated concrete results that transcended the project level and contributed to the integration of climate change adaptation into regulatory frameworks, technical instruments, and sectoral policies. Among the most relevant advances is the creation of a Climate Change Risk Warning System for use by municipalities and the National Emergency Committee, strengthening preventive risk management at the local level. The Program also contributed to updating Executive Decree No. 32967, which regulates the Manual of Technical Instruments for the Environmental Impact Assessment process, incorporating risk and adaptation criteria, in coordination with the National Environmental Technical Secretariat (SETENA) and the Corcovado Foundation as implementing entities.

In the agricultural sector, the Agroecological Zoning methodology was updated, adapting it to the national climate context and facilitating its use in production and territorial planning. The Program also promoted the incorporation of the climate change adaptation component into the Blue Flag Ecological Program, expanding its scope as an environmental policy instrument. Regarding finance and incentives, support was provided for the creation of agricultural and livestock insurance with a climate adaptation focus, aimed at reducing losses and protecting the productive sector, as well as the establishment of a water resource protection tariff earmarked for conservation and the implementation of adaptation measures. Additionally, a proposed Sustainable Design and Construction Regulation (SDCR) was developed with climate adaptation criteria, along with a Protocol for Assessing Infrastructure Vulnerability to Climate Change (PIEVC), establishing technical foundations for integrating climate risk into infrastructure planning. These results demonstrate the support that the Adapta2+ Program achieved for the implementation of measures at the national and local levels, institutionalizing climate change adaptation in key public policy instruments.

6.5.6 Impact Measurement

The Adapta2+ Program project document includes a results framework and a monitoring system focused on tracking outputs and outcomes, aligned with the Adaptation Fund's indicators and periodic reporting requirements. Despite the framework's detail, the original design did not include a specific system for measuring impact in the strict sense, with baselines, methodologies, or indicators of attributable change in resilience. However, Fundecooperación considers it important to carry out this measurement and evaluate the impact differences between various practices and technologies.

Rating:
HIGHLY SATISFACTORY



6.6 Equity

6.6.1 Gender inclusion in the design and implementation of the Program

The Adapta2+ Program incorporated a cross-cutting gender perspective, in accordance with the Adaptation Fund's guidelines and national policies. This is reflected in the inclusion of sex-disaggregated indicators in the results framework, the contractual requirement for gender equity for implementing entities, and the periodic monitoring of compliance through progress reports.

The projects integrated gender considerations into their assessments, training activities, and community processes, promoting women's participation in productive organizations, ASADAS (Rural Water Supply Associations), and local governance spaces, particularly in water management and agriculture projects, where women represented between 28% and 43% of the trained beneficiaries, according to reported indicators. The field visit revealed that women played an active role in various Program processes, especially in training activities, water resource management, and the adoption of adaptation practices. These actions contributed to strengthening women's participation in community water management and local organizational processes, such as in ASADAS (Rural Water Supply Associations) and committees linked to the implementation of Water Safety Plans.

6.6.2 Territorial Inclusion in Vulnerable Areas

The Program focused on regions with high climate vulnerability, including regions affected by recurrent droughts, watersheds with water stress, coastal areas exposed to flooding and erosion, and rural communities with limited institutional capacity and significant gaps in access to resources and services. Projects were implemented in rural regions, coastal areas, sensitive watersheds, and communities with limited technical and institutional capacities. This territorial focus allowed the actions to benefit populations facing greater risks from climate variability and with fewer resources to adapt. The emphasis on cantons with relatively lower development demonstrates a commitment to territorial equity, prioritizing communities with lower adaptive capacities and greater exposure to climate risks, in line with Fundecooperación's institutional mission and the eligibility criteria of the Adaptation Fund.

At INDER, a focus on working with Indigenous populations (Bribí and Cabécar) is evident, with the development of a technical manual based on ancestral practices and direct actions with families, as well as adaptation plans. INTA, for its part, reported that in the development of ZAE (Agroecological Zoning), efforts were made to integrate a gender perspective and spaces for participation, demonstrating a commitment to mainstreaming equity in technical tools.



6.6.3 Inclusion of Vulnerable Groups and Strengthening of Their Capacities

The evaluation identifies that the Program actively integrated vulnerable groups, including small-scale producers, rural women, local civil society organizations, ASADAS (Rural Water Supply Associations), and Indigenous communities, through technical training, direct assistance, and the provision of adaptive infrastructure. The training, technical assistance, and support activities strengthened the capacities of these groups to manage climate risks and adopt adaptation practices. In many cases, the Program facilitated access to tools, knowledge, and infrastructure that would otherwise have been inaccessible to these populations, thus expanding their capacity to respond to climate events. It should be noted that, although the Program made progress in integrating a gender and equity approach, the original design did not include a specific measurement of results differentiated by gender, youth, or Indigenous populations in terms of impact (in terms of income, decision-making, household resilience, or reductions in vulnerabilities, among others), which limits the evaluation of long-term structural changes in inequalities.

6.6.4 Equity in Access to and Distribution of Benefits

The benefits of the Program were distributed relatively equitably among participating actors and institutions, taking into account differences in initial capacity and local conditions. The projects promoted access to training, technical assistance, productive infrastructure, resilient agricultural practices, water conservation measures, and methodological tools. The evaluation found that the criteria for selecting beneficiaries and territories were consistent with the principles of equity and prioritization of vulnerabilities, which contributed to ensuring that the benefits reached those facing the greatest climate risks. The review of the selection criteria, disaggregated indicators, and beneficiary records did not reveal systematic patterns of exclusion of vulnerable groups. The Central American Association for the Economy, Health, and Environment (ACEPESA) project under the Water Resources and Coasts Component, implemented in the Central Pacific region, noted limited youth involvement but reported participation by women and the user population.

Rating:
SATISFACTORY

6.7 Adaptive Management



6.7.1 Monitoring and evidence generation mechanisms during implementation

The Adapta2+ Program included periodic monitoring mechanisms, such as progress reports, technical and financial oversight by the NIE (National Implementing Entity), and regular coordination and progress review sessions. Implementing entities submitted periodic reports that included both quantitative and qualitative indicators and self-assessments, while Fundecooperación provided continuous technical and administrative support, validated information through field visits and sectoral and bilateral meetings with each organization, and consolidated the documentation for each project. This monitoring system provided an evidence base that facilitated decision-making throughout the implementation, especially during critical periods such as the COVID-19 pandemic. Specifically, Fundecooperación was able to identify delays, operational risks in each project, and opportunities for adjustment, facilitating timely decisions regarding the rescheduling of activities, prioritization of critical actions, and extension requests, documenting each situation.

In particular, the Adaptation Fund recognizes that the response to the pandemic was exemplary and highlights Fundecooperación's ability to maintain implementation through operational adjustments, without suspending the Program or compromising compliance with safeguards. Fundecooperación managed to maintain the implementation of health protocols without halting activities, demonstrating superior performance compared to other programs financed by the Fund.

6.7.2 Changes in Operational Design During the Pandemic

The pandemic represented one of the main tests for the Program's adaptive management. Mobility restrictions, the suspension of in-person meetings, and limitations on conducting community workshops or technical visits directly affected implementation. In response, the Program introduced operational adjustments that included rescheduling activities, adapting training methodologies to virtual or blended formats when possible, and reorganizing timelines according to the health conditions in each region. These changes allowed the Program to continue and maintain progress toward the expected results without compromising the technical quality of its implementation, despite external constraints.

6.7.3 Use of Evidence to Make Adjustments and Prioritize Activities

Information from monitoring and reports from implementing entities was used to identify critical activities, redefine work sequences, and adjust schedules according to the evolution of the pandemic and territorial restrictions. In several projects, priority was given to actions that could be carried out with less need for in-person interaction, while participatory activities were rescheduled for times of lower health risk. Fundecooperación systematically used the evidence generated to guide adjustment decisions, ensure compliance with safeguards, and maintain progress on results despite external restrictions.

6.7.4 Documentation and Systematization of Learning

The Adapta2+ Program documented and consolidated relevant learning derived from its implementation through capitalization products, in particular, the Program Case Study (2022), which systematizes experiences, best practices, and lessons learned in different sectors and territories. This document compiles lessons learned related to the need for operational flexibility in highly uncertain contexts, the importance of adapting methodologies to local realities, the value of inter-institutional partnerships, and the locally led adaptation approach. Although this learning was not structured as a formal adaptive management tool integrated into the operational monitoring cycle, it does constitute a solid foundation of institutional and sectoral learning that can inform the design and management of future interventions.

Rating:
SATISFACTORY

6.8 Scalability / Replicability



6.8.1 Potential for scaling up to the national level

The Adapta2+ Program generated practices, tools, and intervention models with the potential for national scaling, having been validated by sectoral institutions and used in different territories under diverse agroclimatic conditions. The results obtained in the agricultural, water, and coastal sectors show that the implemented adaptation measures are technically feasible and socially accepted, as demonstrated by their adoption by farmers, ASADAS (Rural Water Supply Associations), and local governments, as well as their integration into institutional instruments such as the Livestock NAMA (Nationally Appropriate Mitigation Action), Agroecological Zoning, and Water Safety Plans. The Program's alignment with the National Adaptation Plan, the NDCs, and sectoral policies facilitates its expansion, since the responsible institutions recognize the relevance of the applied approaches and their direct contribution to national adaptation goals. This coherence creates favorable conditions for the Program's approaches and tools to be integrated into public policies, sectoral strategies, and future territorial planning instruments, as already occurred with the design of its successor program, **Scaling Up Adapta2+**.

6.8.2 Replicability of Models, Instruments, and Practices

The projects developed intervention models and adaptation practices that can be replicated in other territories with similar agroclimatic characteristics, particularly in rural regions with water stress, family-based production systems, and limited institutional capacity. Among the practices with the greatest potential are: the system for managing and controlling forest fires based on a web and mobile application integrated with national institutions; the Agroecological Zoning methodology for territorial and productive planning; the adaptation of the Protocol for Evaluating the Vulnerability of Infrastructure to Climate Change (PIEVC) to tropical regions, with an explicit goal of national use; the Climate Change Risk Warning System (SARACC) applied in multiple municipalities; the multi-stakeholder partnership model as an implementation mechanism; and the integration of climate change adaptation into existing public policy instruments as the main means of institutional scaling. The availability of methodological materials, guides, tools, online videos, and protocols generated by the Program reduces barriers to replication, as it provides concrete resources that can be used by public institutions, municipalities, producer organizations, and the general public without the need to develop models from scratch.

In the agricultural component, replicability was observed in the technical products developed by INTA (technical data sheets, manuals, maps, among others), which, by their nature, can be packaged and transferred to other institutions/territories, reinforcing the replicability of the capacity-building component. Similarly, the guides created in the CATIE-APROCO project document different measures and could be structured as transfer packages and made available for consultation.

6.8.3 Incentives and Barriers to Scaling Up

There are clear incentives to scale up the Program's results, including institutional interest in strengthening climate adaptation, the demand for practical solutions from vulnerable cantons, the positive evidence generated by implemented interventions, and the interest and ownership of implementing entities as promoters and leaders of change. However, scaling up also faces some barriers. Among the most relevant are the need for additional resources to scale up practices or expand the coverage of technical tools and the availability of basic information (such as soil and climate data), uneven technical capacity across regions, dependence on permanent institutional capacities, reliance on inter-institutional coordination, and variability in the political prioritization of adaptation issues. Despite these limitations, the technical foundation built by the Program facilitates future actions to overcome these barriers more effectively.

6.8.4 Institutional Responsibilities for Continuity and Expansion

The Program's potential for expansion depends largely on the role played by national and local institutions in ensuring the continuity of the processes initiated. Sectoral public entities, municipalities, ASADAS (Rural Water Supply Associations), producer organizations, and community actors now have strengthened capacities and validated tools that they can integrate into their institutional work. Fundecooperación, for its part, positions itself as a technical and methodological facilitator with the capacity to support replication or scaling-up processes in the country. Future sustainability will require coordination among these institutions, financing mechanisms that allow for the continuity of validated practices, and a clear political commitment to the adaptation agenda.

Rating: **HIGHLY SATISFACTORY**

6.9 Sustainability – human and Ecological Security



The Program's institutional sustainability is grounded in the achievements attained and in the technical capacities put in place, which support its continuity. At the sectoral level, climate change adaptation has become consolidated as a strategic pillar in the agricultural sector and in water resource management in Costa Rica. The Program's enabling effect is reflected in the continuity of various institutions and organizations that continue integrating these approaches into their programs, policies, and actions.

6.9.1 Continuity of Capacities Developed by Local Actors

The Adapta2+ Program generated technical and organizational capacities with a likelihood of continuity after the close of financing, particularly at the local level. Producers, ASADAS, community organizations, municipalities, and sectoral institutions strengthened their practical knowledge in soil management, water resource management, climate-resilient agricultural practices, and climate governance mechanisms. Field visits and interviews indicate that these capacities have been adopted locally and continue to be used in some local decision-making processes, and that they have also empowered both beneficiaries and institutions to continue these lines of work. The participation of community stakeholders in implementation contributed significantly to the human sustainability of the interventions.

In the water component, this continuity of capacities is reflected in products and operational arrangements that remain in the hands of local actors. For example, procedures for the operation of aqueducts, knowledge management for tariffs and micro-metering, and the establishment of committees for Water Safety Plans in several community systems promoted by ACEPESA were reported. Likewise, training and awareness-raising processes aimed at ASADAS and local structures linked to risk management were documented in Dota and CFIA. In the coastal component, together with Corcovado, management plans and tools were developed (including management and action plans that strengthen local capacities to sustain adaptation measures).

6.9.2 Financial and Technical Sustainability of Interventions

Several projects present favorable conditions to remain operationally or technically sustainable beyond the Program. The strengthened ASADAS now have technical and organizational tools that could enable them to maintain water management actions with their own or municipal resources. In the agricultural sector, some resilient practices were integrated into productive routines that do not require high maintenance costs. The technical tools developed under the capacity-building component have continuity potential, as they can be used without the need for significant new financing. However, large-scale financial sustainability will depend on the availability of national programs, sectoral funds, or cooperation mechanisms that allow the implemented practices to be expanded and strengthened.

In water projects, such as those of the Aliarse Foundation and the Center for Strategic Research and Economic and Social Development (CIEDES) Foundation, part of this technical and operational sustainability is observed when the custody and maintenance of equipment are explicitly assigned to local actors and when guidelines or procedures are documented to standardize practices, as in the project of the Center for Environmental Law and Natural Resources (CEDARENA). In coastal restoration and adaptation projects, such as Raising Coral II, follow-up actions and strategies to maintain the interventions after closure are reported.

A future aspect to be addressed in order to guarantee long-term sustainability is to continue strengthening data management and the systematization of Program information. Carrying out the formalization of asset transfers or donations, as in the CBTC project, and conducting follow-up actions after closure, as in the DIWO project—where, as part of the evaluation, such follow-up could be undertaken—are important for the sustainability of programs. These gaps increase the risk of losing operational continuity and institutional learning.

The evaluation identifies that having robust and centralized information systems is essential for monitoring long-term impacts and facilitating knowledge transfer between staff cycles or among new entities involved.

6.9.3 Integration of Results into National Policies and Institutional Frameworks

The Program’s institutional sustainability is one of its relative strengths. Adapta2+ was implemented in close alignment with the National Adaptation Plan, the NDCs, and various sectoral policies, which facilitates the integration of its lessons learned and tools into regulatory frameworks and public strategies. The technical institutions involved (such as INTA, IMN, SENARA, municipalities, and watershed organizations) actively participated in the projects, contributing knowledge and receiving methodological tools that they have already begun to incorporate into their institutional work. This direct integration into public structures increases the likelihood of continuity and future scaling of results.

In practice, this integration is observed when the Program’s technical products become management inputs for institutions and territories. For example, the preparation of multi-year management plans for coastal ecosystems, such as the one for Corcovado, has been reported, as well as the generation and delivery of cartographic inputs and technical documentation to public institutions and universities in the MARVIVA and CFIA projects. These actions facilitate their subsequent use in planning, risk assessment, and decision-making.

6.9.4 Environmental Sustainability and Ecological Security of Implemented Measures

The Program’s interventions show an approach consistent with environmental sustainability and ecological security. The practices promoted—such as watershed restoration, spring conservation, soil management, sustainable productive practices, and actions in coastal areas—are based on ecosystem principles that support ecological recovery processes and reduce long-term climate vulnerabilities. Evidence indicates that most measures mitigate environmental damage while generating potential cumulative ecological benefits, thereby strengthening territorial resilience. Collaboration with environmental stakeholders and technical experts made it possible to design measures based on ecological feasibility criteria, reducing environmental risks and increasing the likelihood that results will endure. For example, in mangrove ecosystems, management plans validated with communities and local associations are reported, along with area recovery and follow-up actions for plantations (see CBTC and Corcovado). In coastal restoration, Raising Coral II reports strategies that include financing and monitoring components, as well as low-cost, community-based interventions—such as water harvesting and vegetation restoration—accompanied by monitoring actions, as seen in the KETO project, although the foundation ceased operations in 2022.

The Program is highly replicable, and its long-term sustainability depends on external factors beyond its closure. The availability of local resources for operation and maintenance, the continuity of leadership and governance structures (committees/boards) that sustain management, effective coordination with governing institutions for support and scaling, and the timely formalization of asset custody or donation where applicable are essential in the long term to continue the legacy of Adapta2+. There are multiple positive signals of continuity, such as established procedures, plans, and ongoing environmental monitoring.

Rating:
HIGHLY SATISFACTORY

Table 9 - Summary of criteria assessment scores

Criterion	Rating		Areas for Improvement
Relevance	Highly satisfactory	Strong alignment with national priorities and territorial needs; components respond to key climate risks in Costa Rica	Maintain territorial focus and document prioritization criteria and updates
Coherence	Highly satisfactory	Good internal and external coherence. The multi-stakeholder approach generated important synergies, although it also required significant coordination efforts among participating actors.	Strengthen coordination mechanisms and standardization among implementers
Effectiveness	Satisfactory	Results achieved consistently, with variations due to context, pandemic, and local capacities	Consolidate lagging results through targeted follow-up and more structured technical closure
Efficiency	Highly satisfactory	Efficient execution and management despite complexity; challenges in timelines/documentation due to staff turnover and context	Institutionalize document management and risk management plans to reduce bottlenecks
Impact	Highly satisfactory	Visible changes in capacities and practices; limited long-term impact measurement	Define an impact measurement framework and ex post strategy to capture cumulative effects
Equity	Satisfactory	Gender and inclusion integrated with qualitative evidence; difficult to quantify structural changes	Strengthen indicators for empowerment/inclusion, with baseline-to-target analysis and systematic disaggregation
Adaptive Management	Satisfactory	Effective adjustments during COVID-19; rapid reprogramming and methodological flexibility with partial systematization	Formalize learning cycles: record decisions, changes, and lessons by component
Scalability / Replicability	Highly satisfactory	High potential for methodologies/tools; progress in policies and program continuity through scaling (Escalar Adapta2+)	Develop “scaling packages” including costs, roles, and enabling conditions
Sustainability (human–ecological security)	Highly satisfactory	Strong institutional legacy and installed capacities; sectoral continuity with residual risks.	Review at MTE: exit strategy, operation and maintenance, local financing, and asset custody.



Alignment with the Adaptation Fund Indicators

Table 10 - Status of AF core indicators at the close of the Program

AF Core Indicator (per logical framework/ PPR)	Operational Definition (Program)	Baseline	Target	Endline Achievement	Data Source (PPR / instrument / annex)	Data Quality Note (coverage, double counting, assumptions)	Main Sector / Component
CI-1.1.1 (A1–A8)	Technical beneficiaries (50% women and 50% men)	0	1	2,718	Adapta2+ Indicators (Aug 2024) – A1–A8	>200% of target achieved (possible conservative estimate / scaling effect)	Capacity Building
CI-1 (direct) (A1–A8)	Beneficiaries (50% women and 50% men)	0	1	6,037	Adapta2+ Indicators (Aug 2024) – A1–A8	>200% of target achieved (possible conservative estimate / scaling effect)	Multi-component
CI-1 (direct – women)	Women	24.0%		1,45	Adapta2+ Indicators (Aug 2024)	No endline data recorded	Multi-component
CI-1 (direct – youth)	Youth			633	Adapta2+ Indicators (Aug 2024)	No baseline available; no endline data recorded	Multi-component
CI-1 (directs) (A9)	Beneficiaries (50% women and 50% men)	0	1	6,51	Adapta2+ Indicators (Aug 2024) – A9	>200% of target achieved (possible conservative estimate / scaling effect)	Multi-component
CI-1 (direct – women) (A9)	Women	30.4%		1,979	Adapta2+ Indicators (Aug 2024) – A9	No endline data recorded	Multi-component
CI-1 (direct – youth) (A9)	Youth	33.4%		1,645	Adapta2+ Indicators (Aug 2024) – A9	No endline data recorded	Multi-component
CI-5.1 (A5)	5,000 hectares of watershed improved directly or indirectly through management practices	0	5,000	30,281.87	Adapta2+ Indicators (Aug 2024) – A5	>200% of target achieved (possible conservative estimate / scaling effect)	Water / Coastal / Ecosystems
CI-5.1 (A5)	At least 50 hectares of aquifer recharge areas reforested	0	50	1,169.29	Adapta2+ Indicators (Aug 2024) – A5	>200% of target achieved (possible conservative estimate / scaling effect)	Water / Coastal / Ecosystems
CI-5.1 (A5 – protected)	Protection of aquifers	0	1	264	Adapta2+ Indicators (Aug 2024) – A5 (protected)	>200% of target achieved (possible conservative estimate / scaling effect)	Water / Coastal / Ecosystems
CI-5.1 (A5)	8 km of coastline and beaches in protected areas, redesigned and reforested	0	8	38.90	Adapta2+ Indicators (Aug 2024) – A5	>200% of target achieved (possible conservative estimate / scaling effect)	Water / Coastal / Ecosystems
CI-5.1 (A5)	25 ha of mangrove reforested in Gandoca (including areas within Gandoca Wildlife Refuge)	0	25	25	Adapta2+ Indicators (Aug 2024) – A5	Target achieved	Water / Coastal / Ecosystems
CI-1.2 (A2)	At least one Early Warning System and Emergency Protocol implemented	0	1	2	Adapta2+ Indicators (Aug 2024) – A2	>200% of target achieved (possible conservative estimate / scaling effect)	Capacity Building / Risk Management

AF Core Indicator (per logical framework /PPR)	Operational Definition (Program)	Baseline	Target	Endline Achievement	Data Source (PPR / instrument / annex)	Data Quality Note (coverage, double counting, assumptions)	Main Sector / Component
CI-1 (direct) (A10-1)	At least 3,000 beneficiaries trained directly	0	3,000	12,227	Adapta2+ Indicators (Aug 2024) – A10-1	Achievement >200% of target (possible conservative target / scale adjustment).	Multi-component
CI-1 (direct women) (A10-1)	Women	23.7%	—	2,903	Adapta2+ Indicators (Aug 2024) – A10-1	No target recorded.	Multi-component
CI-3.1.1	At least 50 stakeholders participating in awareness-raising events	0	50	620	Adapta2+ Indicators (Aug 2024)	Achievement >200% of target (possible conservative target / scale adjustment).	—
CI-3.2.2 (A10-8 & A10-9)	At least 10 knowledge materials (experience notes, case studies, photo stories, videos, etc.) generated per year starting from year 2 of the program	0	10	781	Adapta2+ Indicators (Aug 2024) – A10-8 & A10-9	Achievement >200% of target (possible conservative target / scale adjustment).	Capacity Building
CI-2.1.2 (A7)	Number of community-based organizations applying adaptation measures	—	—	243	Adapta2+ Indicators (Aug 2024) – A7	No consolidated baseline. No target recorded.	—
CI-4.2 (A3)	Improved service assets	—	—	194	Adapta2+ Indicators (Aug 2024) – A3	No consolidated baseline. No target recorded.	Multi-component
CI-4.2 (A3)	Produced service assets	—	—	482	Adapta2+ Indicators (Aug 2024) – A3	No consolidated baseline. No target recorded.	Multi-component
CI-4.2 (A3)	Produced infrastructure assets	—	—	1,018	Adapta2+ Indicators (Aug 2024) – A3	No consolidated baseline. No target recorded.	Multi-component
CI-4.2 (A3)	Strengthened infrastructure assets	—	—	686	Adapta2+ Indicators (Aug 2024) – A3	No consolidated baseline. No target recorded.	Multi-component
CI-5.1 (A5)	Hectares of protected assets. Number of natural assets	—	—	1,110.87	Adapta2+ Indicators (Aug 2024) – A5	No consolidated baseline. No target recorded.	Water / Coastal / Ecosystems
CI-5.1 (A5)	Hectares of rehabilitated assets. Number of natural assets	—	—	1,209.84	Adapta2+ Indicators (Aug 2024) – A5	No consolidated baseline. No target recorded.	Water / Coastal / Ecosystems
CI-1 (indirect)	Indirect beneficiaries of all projects	—	—	1,244,365 (49% women and 22% young people)*	Adapta2+ Indicators (Aug 2024)	No consolidated baseline. No target recorded.	Multi-component
CI-1 (indirect women)	Women	49%	—		Adapta2+ Indicators (Aug 2024)	No target recorded.	Multi-component
CI-1 (indirect youth)	Youth	22%	—		Adapta2+ Indicators (Aug 2024)	No target recorded.	Multi-component



Evaluation of the Monitoring and Evaluation System

The evaluation of the Monitoring and Evaluation (M&E) system of the Adapta2+ Program was conducted considering the four dimensions established by the Adaptation Fund: the design and implementation of the M&E plan, the indicators used, the baselines, and the alignment with national M&E systems. The analysis is based on a review of progress reports, technical and administrative reports for each project, the final narrative report, and interviews conducted during the evaluation.

8.1 M&E Plan – Design and Implementation

The Program had an M&E plan defined from its inception, aligned with the Adaptation Fund's results framework and national priorities. The system allowed for the periodic monitoring of Program progress, the consolidation of information at the project and component levels, and the consistent and highly detailed reporting of results throughout implementation.

During execution, the M&E plan was applied effectively, even in complex contexts such as the COVID-19 pandemic, incorporating operational and methodological adjustments when necessary and supporting implementing entities in completing the required monitoring and reporting processes. Progress reports reflect an improvement in the quality and consistency of reporting, as well as in the usefulness of the information for decision-making and adaptive management.

The M&E plan was primarily focused on monitoring outputs and intermediate results, and less so on the systematic analysis of long-term impacts at the program level.

Rating: **SATISFACTORY**

8.2 Indicators

The Program used a comprehensive set of indicators to monitor the results achieved in the various components, including indicators of beneficiaries, strengthened capacities, physical and non-physical assets, and specific adaptation measures implemented. These indicators allowed for the systematization of the Program's achievements and the assessment of its scope.

The indicators were reported periodically in the Project Performance Reports (PPRs) and in the final report, with a level of detail sufficient for operational monitoring and accountability. Throughout the Program, adjustments were made to the indicators to improve their clarity, avoid duplication, and align them with the actual monitoring capacity, in line with the recommendations of the mid-term evaluation.

However, the indicators were mostly focused on immediate and short-term results and did not allow for a homogeneous measurement of the depth of impact or a comparison of changes across contexts with different levels and types of vulnerability.

Rating: **SATISFACTORY**

8.3 Baselines

The Program had defined baselines at the project and territorial levels, explicitly describing the initial situation in relation to productive practices, institutional capacities, climate risk management conditions, and the level of adoption of adaptation measures. These baselines, documented in the Program's indicators, were complemented by qualitative comments, allowing for monitoring progress and measuring changes from the starting point in the different intervention contexts.

The diversity of approaches, sectors, and territories involved meant that the baselines did not follow a single standardized methodology at the programmatic level, but rather frameworks adapted to each type of project. This does not affect the validity of the monitoring or the achievement of results at the project level, although it limits the possibility of making aggregate comparisons of changes in resilience between diverse sectors and territories in the long term.

Rating: **SATISFACTORY**

8.4 Alignment with National M&E Systems

The Adapta2+ Program's Monitoring and Evaluation system was functionally aligned with the main national climate change monitoring frameworks and systems in Costa Rica. Specifically, the Program operated in accordance with the National Climate Change Metrics System (SINAMECC) and with the sectoral monitoring systems of institutions such as the Ministry of Agriculture and Livestock, the Costa Rican Institute of Aqueducts and Sewers (AyA), SENARA (National Service for Irrigation and Drainage), and the National Meteorological Institute.

This alignment was reflected in the thematic and territorial coherence of the indicators used, the generation of assessments and tools compatible with national adaptation approaches, and the use of the information produced by the Program as input for planning and sectoral management. Furthermore, the Program's results contribute to monitoring the adaptation priorities established in Costa Rica's Nationally Determined Contribution.

Despite this alignment, the Program's M&E was not automatically integrated as part of a single national monitoring system. Instead, it functioned as a complementary system, compatible with existing frameworks, and strengthened institutional capacities for monitoring climate change adaptation.

Rating: **SATISFACTORY**

8.5 Data Governance Approach under FAIR Principles

To assess the robustness of the Adapta2+ Program's information system and its capacity to sustain accountability, stable institutional learning, and viable scalability, the evaluation incorporates a data governance analysis based on FAIR principles: Findable (location and traceability), Accessible (availability under clear conditions), Interoperable (integration with other systems), and Reusable (reuse for new analyses and decisions).

The FAIR assessment, conducted qualitatively (without forensic database auditing), draws on: i. a review of the Program's documentation and M&E system; ii. the

consistency observed across reports and instruments; and iii. the analysis of document management practices and information needs for decision-making. The evaluation considers both information assets (matrices, indicators, reports, and products) and the processes supporting their lifecycle, including organization, archiving, version control, access, use, and reuse.

8.5.1 Findable

There is a broad database of documents that allows for reconstructing the Program's logic and tracking results (including administrative and technical reports, matrices, knowledge products, proposals, contracts, etc.). Access to this database was granted to conduct the evaluation and easily locate the documents. In some cases, there is heterogeneity in the file naming conventions; some documents have project numbers, others institutional acronyms or abbreviated names, and some knowledge products, such as technical data sheets, do not allow for immediate identification of the project or region of origin. Thus, traceability is not always straightforward at first glance, but rather requires opening the files to confirm the provenance, period, and version. Areas for improvement include aligning inconsistencies in file/project/indicator naming conventions across implementing entities and years; and developing a single catalog or inventory of information assets with minimal metadata (what it is, when it was created, version, responsible party, confidentiality).

FAIR Rating: **SATISFACTORY**

8.5.2 Accessible

The inputs have been accessible for evaluation and accountability purposes. Without limiting the FAIR criterion of "Accessibility" to only "access available," the assessment evaluates whether there are clear access conditions: roles, permissions, protection of sensitive data, and procedures for sharing information with external stakeholders (donors, public institutions, academia, communities) when appropriate. Fundecooperación could formalize access rules internally, specifying a brief information classification policy (specifying whether it is for public use and, if published, for internal use, or confidential) and outlining the procedures for sharing information.

FAIR Rating: **SATISFACTORY**

8.5.3 Interoperable

The M&E system is consistent with relevant national frameworks and systems, such as SINAMECC and sectoral institutions. Fundecooperación developed common formats for implementing entities with instructions and descriptions of fields (mandatory and optional), so they could report and monitor project implementation progress, aligned with the formats and reports they had to submit to the Adaptation Fund. This alignment facilitated information compilation, but the level of detail and formats also presented administrative challenges for implementing entities. To maximize interoperability, a data dictionary, a list of unique indicator definitions, and video tutorials for data entry and submission can improve interoperability, as well as the user experience for project managers, and above all, prevent differing interpretations that could later affect data monitoring.

FAIR Rating: **SATISFACTORY**

8.5.4 Reusable

A significant volume of products and tools was generated during the Adapta2+ Program. The reuse of these materials is strengthened when they are documented, include metadata and quality criteria, have identifiable final versions, and have terms of use (license type, attribution if applicable). Without these guidelines for reusing knowledge products, such as databases, technical data sheets, user manuals, or links between evidence and indicators, their systematic use for learning, comparing interventions, and scaling up is limited. Fundecooperación has great potential to maximize the use of this content and serve as a source and guide for organizations in Costa Rica, Central America, and regions with similar contexts, facilitating access to information on best practices, experiences, and lessons learned as freely available materials, but with defined governance through clear guidelines for authorship, attribution, and use of these documents. To improve reuse, the folders/repositories where the documents are archived can be accompanied by a card specifying their purpose, how to use them, and any limitations. Similarly, information on these products can be extracted into tables that allow for standardization and facilitate ex-post analysis of impact, sustainability, and comparability.

FAIR Rating: **MODERATELY SATISFACTORY**

Table 11 - Summary of FAIR Principle Ratings

FAIR Principle	Evaluation	What is working	Recommendation	Priority Action (Operational)	Suggested Timeline
Findable	Satisfactory	Expanded documentary base with potential for reconstruction	Create a unified catalog with specific metadata versions, characteristics, and homogeneous nomenclature	Unified repository + naming convention + version control	Short term (0–6 months)
Accessible	Satisfactory	Access includes M&E (Monitoring & Evaluation) and assessment	Define clear rules for access, classification, and anonymization	Access/security protocol + permissions matrix	Short term (0–6 months)
Interoperable	Satisfactory	Alignment with frameworks/ systems/ national standards	Develop a dictionary of indicators, common formats, and mandatory fields, supported by video tutorials	Data dictionary + standard report templates	Medium term (6–12 months)
Reusable	Moderately satisfactory	High potential due to volume and quality of products	Develop “reuse packages” with proper documentation, usage licenses, and comparability	Component packages + technical sheet and user guide	Medium term (6–12 months)

Risk Analysis

Table 12 - Risk Analysis at Program Closure

Risk Dimension	Risk Description	Rating	Mitigation Factors
Financial	At the close of the Program, a residual financial risk was identified. The operation, maintenance, and scaling of some interventions (particularly the water component) may depend on the availability of future local or co-financing resources from complementary sources. If these sources are not consolidated, it could lead to discontinuity of some actions or reduced coverage.	Medium	During implementation, technical capacities were strengthened in ASADAS and municipalities, and key technical inputs for operation and maintenance were generated. Tariff schemes were also promoted to ensure continuity through municipal budgets and sectoral programs (e.g., Scaling Up Adapta2+) or other complementary sources.
Sociopolitical	The risk that changes in national or local priorities could affect the continuity of initiatives requires sustained institutional coordination and recurring resource allocation. This risk could be heightened during transitions of authorities or reorientation of territorial agendas.	Medium	The Program achieved a high level of operational ownership and aligned its interventions with national and sectoral instruments (e.g., the National Climate Change Adaptation Plan and the Nationally Determined Contribution). Active participation of local and territorial actors since the design stage could reduce the likelihood of reversal and facilitate operational continuity.
Institutional	Throughout the Program, an institutional risk associated with turnover of technical staff in local institutions and implementing entities was observed. Loss of institutional memory could lead to discontinuity of practices, lower use of installed tools, or delays in updating technical inputs.	Medium-high	Technical documentation was generated, knowledge products were systematized, and training and support processes were implemented. Several methodologies and tools developed by the Program were adopted by partner institutions. However, given the introduction of new personnel, it will be necessary to maintain periodic training and knowledge transfer mechanisms.
Environmental	The Program is not exempt from the risk that extreme climate events could affect infrastructures, ecosystems, restored ecosystems, or intervention systems, generating damage, loss of investment, or the need for additional maintenance.	Medium	The interventions were designed based on ecosystems and consistent with adaptation criteria, prioritizing resilience measures such as protected water sources and resilient infrastructure. Environmental monitoring routines were also established to detect impacts and enable adjustments or restoration maintenance when necessary.
Climate Uncertainty	Limitations in the precision of climate models and regionalization of scenarios could introduce uncertainty regarding the relevance of some long-term measures. This could require adjustments over time or the implementation of measures as new evidence becomes available.	Medium	The design and implementation combined available scientific evidence with a flexible approach, allowing adjustments during execution. Continuous monitoring and review of assumptions were promoted to facilitate adaptation decisions as more robust climate information becomes available.

Findings

The Adapta2+ Program is a highly relevant intervention for strengthening climate resilience in Costa Rica, due to its territorial reach and the diversity of actors and sectors involved. The final evaluation demonstrates that the Program achieved substantial results in agriculture, water management, coastal zones, and capacity building, contributing to a tangible improvement in the adaptation capabilities of vulnerable communities, as well as to institutional strengthening.

Adapta2+ was implemented through a Direct Access model focused on working with local actors and a diverse portfolio of subprojects. In this context, the evaluation interprets the results by considering: i. the flexibility required to respond to heterogeneous local realities, ii. the coordination costs inherent in a multi-stakeholder approach, and iii. the importance of technical support and institutional learning. Within this framework, the support of the Adaptation Fund is valued both for its funding and for its technical guidance and openness to dialogue throughout the Program's cycle.

In addition, given the Program's sectoral and geographic diversity, several impacts, particularly those related to ecosystems, water governance, and institutional changes, require longer timeframes to be fully observed and their sustainability confirmed. Therefore, this evaluation documents the contributions, signs of change, and evidence of the adoption of practices, but acknowledges the reasonable limitations of attributing long-term impacts without an ex-post evaluation of indicators. Along with these findings, it is recommended that follow-up be considered, focusing on sustainability and the cumulative effects in the prioritized regions.

10.1 Summary of Findings

The findings presented below are from an independent evaluation perspective, based on validated evidence, and do not constitute formal positions of the Adaptation Fund or Fundecooperación as the National Implementing Entity.

10.1.1 Finding 1. The design enabled a local approach with implementation autonomy and support from the Fund.

The Program's modality allowed Fundecooperación to work with multiple local stakeholders and adapt processes without losing alignment with the established goals. The Fund provided technical guidance and openness to iteration in support of the expected results, reflected in the autonomy granted for partner selection, timely and contextualized feedback, and continuous support throughout implementation. This was evidenced in institutional interviews and in the review of design-related background documents, including annual report assessments.

10.1.2 Finding 2. Flexibility was a key enabler (and must be preserved) for locally led adaptation.

Flexibility is not a weakness but a requirement for climate adaptation. It enabled prioritization based on the desired impact, the incorporation of lessons learned, the integration of additional projects, the efficient use of resources, and responses to challenging contexts such as the pandemic. This was evident in the coherence between the implementation narrative, the adjustments made throughout the Program, and the design of the **Scaling Up Adapta2+** Program. There was a progressive incorporation of practices, recommendations were given to implementing entities regarding their implementations, and monitoring mechanisms were adapted to local needs.

Beyond the results of each project, aggregate effects were observed, such as improvements in local and institutional coordination, community governance, and local risk planning, as well as in the adoption of tools developed by implementing entities, generating a multiplier effect that extends beyond the Program's limits even in 2025.

10.1.3 Finding 3. The intentional selection of allies and "champions" increased the probability of results and sustainability of the Program

Fundecooperación's strategy of choosing partners based on potential impact, organizational capacity, and local leadership acted as both a risk management mechanism and a sustainability tool. The interviews and field visits showed an intentional selection of partners, including allies with relevant expertise and knowledge of the country's needs and priorities; cooperatives, institutions, and municipalities with relevant projects; and beneficiaries such as model farms with the capacity to maintain and continue the practices introduced.

10.1.4 Finding 4. The diversity of subprojects increased territorial relevance but also raised the complexity of coordination, monitoring, and program closure.

The multi-stakeholder portfolio is a major strength, as it enables outreach to a wider range of local realities; however, it also requires greater operational standardization to avoid tensions and substantial delays in the closure of the program. The scale of Adapta2+ entailed inherent complexity, which also translated into coordination costs. External and operational factors (such as the pandemic, territorial dispersion, and dependencies related to coordination and institutional approvals) affected timelines and closure management, requiring adjustments and extensions.

The prolonged closure process, whose lessons learned were later transformed into improvements incorporated into the **Scaling Up Adapta2+** Program, demonstrated institutional learning and an opportunity for standardization. For this type of program, it is necessary to align accounting lines and reporting systems, as well as to provide a master table that consolidates all information from the corresponding reports, in order to avoid dependencies or bottlenecks in data access. In this way, in scenarios involving staff transitions or organizational changes, the system and tools available to Fundecooperación will allow monitoring activities to continue without disruption.

By coordinating and supporting 39 implementing entities, Fundecooperación successfully maintained the technical quality of the interventions. Budget execution reached a very high level (99.97% of the approved amount), demonstrating sound financial management and the capacity to mobilize resources through a diverse portfolio. Co-financing from public institutions and local stakeholders expanded the program's reach without increasing its financial burden.

10.1.5 Finding 5. The Program generated a technical legacy with reuse and scalability, with methodologies and tools available that extend beyond the Program's cycle.

The findings show a significant contribution to climate resilience in key sectors. In the agricultural sector, the adoption of resilient production practices, integrated soil and water management, and climate-adapted infrastructure was observed, with benefits for individual farms and producer organizations. In the water sector, the strengthening of ASADAS (Rural Water Supply Associations), the restoration of recharge areas, and the implementation of Water Safety Plans constitute important institutional and community advances for the long-term sustainability of the resource. The numerous practices promoted by Adapta2+ form a portfolio of solutions based on ecosystems, appropriate technologies, and social innovations, validated in situ with scalability potential. With a prioritized capacity-building approach, Adapta2+ not only funded actions but also produced methodologies, tools, and capacities that are integrated or replicated beyond the Program. The legacy is evident in the technical documentation and the observed results of the tools generated, adopted, and replicated. The adaptation of MERCI-CR for use in Costa Rica, the use of open-source QGIS, the seeding processes, and the guides and videos produced highlight the importance given to training and education for adaptation. Reports from consulted stakeholders also confirm the continued use of these materials.

10.1.6 Finding 6. Capacity building (technical and management) was a critical success factor.

A substantial part of the program's added value is associated with the strengthening of technical and organizational capacities, both within implementing entities and among community stakeholders. In adaptation processes, the development of infrastructure and capacities is ultimately what sustains results, while economic and organizational resilience is consolidated as a complementary pathway to reduce vulnerabilities and maintain progress over time.

In contexts where vulnerability is linked to economic and management constraints, capacity building (including technical, planning, management, and operational sustainability skills) functions as a concrete means of improving preparedness and response capacity in the face of climate variability. Based on stakeholder testimonies and the continuity logic reflected in the design of the **Scaling Up Adapta2+** Program, relevant examples can be observed, such as the training of extension officers, the emphasis on financial and organizational education, and gradual processes for the formalization of entrepreneurs and producers, which provide a foundation for climate resilience and the adoption of adaptation practices.

10.1.7 Finding 7. High relevance and alignment with national adaptation priorities and sectoral frameworks

Adapta2+ demonstrates high relevance to the country's national adaptation priorities and relevant frameworks (climate policies, NDCs, water management, agricultural development, and land-use planning). Furthermore, the Program contributed to "localizing" adaptation by strengthening community/institutional capacities and mechanisms in diverse territories, which is consistent with international trends toward locally led adaptation.

10.2 Compliance with the Principles of Locally Led Adaptation

The principles of Locally Led Adaptation (LLA) have become established as an international framework in recent years, particularly since 2021 (COP26), with increasing support from various global and national actors, including the Adaptation Fund (<https://www.wri.org/initiatives/locally-led-adaptation/principles-locally-led-adaptation>)¹. Although the principles were formalized internationally in 2021, the design and implementation of Adapta2+ from its earliest phases already incorporated practices and approaches that are now recognized as characteristic of locally led adaptation. Based on the interviews, document analysis and field observations, it is concluded that Adapta2+ incorporated, in practice, substantive elements consistent with the principles of locally led adaptation.

Fundecooperación has maintained a vision and management focused on working with local actors and on decision-making through consultation and communication, prioritizing the strengthening of community capacities and local ownership of solutions. In this context, the Adapta2+ Program's experience constitutes a comprehensive and solid example of how

¹ See <https://www.wri.org/initiatives/locally-led-adaptation/principles-locally-led-adaptation>

10.2.1 Principle 1. Returning Power to Local Actors

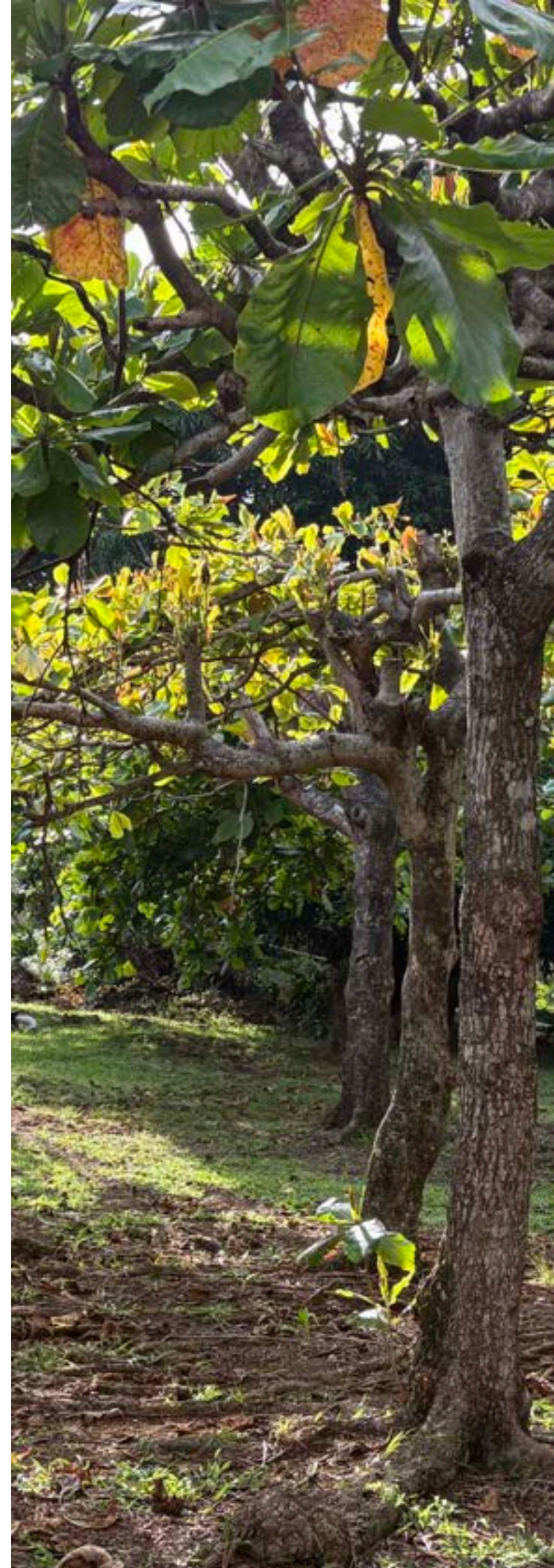
The program design was based on working with local actors as implementers, including cooperatives, ASADAS (Rural Water Supply Associations), municipalities, Indigenous organizations, women's groups, and local NGOs, among others. Within the framework of the Adaptation Fund's direct access model, national implementing entities are granted the necessary autonomy to select and work with these actors. Once the program was launched and underway, a selection process was conducted based on local champions such as model farms, local bridging organizations (e.g., DIWO), partners in academia (e.g., the Turrubares Technical Professional College (CTP)), and partners in public institutions (e.g., MAG extension services), all capable of sustaining processes over time. Decisions regarding priorities, measures, and action plans were defined and validated by local actors, not by central authorities. Thus, support was provided without displacing decision-making from the territories, prioritizing participatory processes and local ownership. These practices are also implemented in the Programa **Scaling Up Adapta2+**, where Fundecooperación, in a participatory manner, gathers feedback in the field to shape future projects, especially those focused on the needs of young people.

Compliance with the principle:
HIGHLY SATISFACTORY

10.2.2 Principle 2. Addressing structural inequalities

Interventions were carried out targeting rural women, particularly in agriculture, seeds, vegetable production, and economic diversification. In indigenous territories, food security processes, seed banks, and forest restoration were developed in direct coordination with families and local leaders. Economic formalization processes were promoted for vulnerable groups to reduce structural barriers, such as invoicing and market access. Environmental monitoring and local capacity-building activities were also implemented, working directly with young people in the cantons with the greatest socioeconomic disparities, as observed in Turrubares. The results show participation rates (disaggregated indicators); however, they do not specify the initial structural inequalities or the changes generated/traced throughout the program, nor do they provide a before-and-after comparison.

Compliance with the principle:
SATISFACTORY



10.2.3 Principle 3. Provide flexible and patient financing, and make it more accessible

The Adaptation Fund provided flexible and accessible financing, which was channeled by Fundecooperación through local implementing entities. This mechanism facilitated the effective delivery of resources to communities and producers. Individual projects had small and medium-sized funds, executed directly by local implementing entities, allowing the funds to reach communities and producers directly. The Adaptation Fund was receptive to operational adjustments, extensions, and local feedback. Fundecooperación implemented intermediate mechanisms that allowed the participation of local organizations with varying levels of formalization, without excluding them from the beginning of the process, and guaranteed the fiduciary compliance required by the Fund. The Program demonstrated the usefulness of combining financing sources to enable innovations. With this, the overall financial design was patient and realistic, allowing for two years for Program formulation and eight years for implementation.

Compliance with the principle:
HIGHLY SATISFACTORY

10.2.4 Principle 4. Invest in local capacities to leave an institutional legacy

During the Program, continuous training was promoted in ASADAS (Rural Water Supply Associations), municipalities, CFIA (Costa Rican Federation of Agricultural Engineers), community organizations, and producers. Financial education modules were integrated into complementary instruments managed by Fundecooperación (e.g., ProClima). At the agricultural sector level, various climate change adaptation practices, such as biofactories, seed management, restoration processes, and beekeeping, were promoted through training mechanisms. Open-source software, such as QGIS, was used in the management of technological tools to ensure sustainability. The MERCI-CR (Methodology for the Assessment of Climate Risks in Public Infrastructure in Costa Rica) became a national standard for the CFIA; ICICOR (Costa Rican Institute of Climate Change) mapping tools are also used institutionally by the CNE (National Emergency Commission).

Compliance with the principle:
HIGHLY SATISFACTORY

10.2.5 Principle 5. Develop a solid understanding of climate risk and uncertainty

The Adapta2+ Program significantly strengthened local and sectoral understanding of climate risks and uncertainties. To this end, it integrated methodologies based on scientific evidence, such as the MERCI-CR analysis, hydrological studies, and vulnerability assessments applied to watersheds, ASADAS (Rural Water Supply Associations), and agricultural territories. This technical approach was complemented by the systematic incorporation of local and indigenous knowledge, including traditional agricultural practices, community forest management, and the selection of seeds adapted to changing conditions. Furthermore, the Program promoted the creation of planning tools, such as risk analysis, the definition of priority areas, and monitoring mechanisms, which enabled institutions and communities to make informed decisions in the face of multiple climate scenarios.

Compliance with the principle:
HIGHLY SATISFACTORY

10.2.6 Principle 6. Flexible programming and learning

The implementation of Adapta2+ demonstrated remarkable programmatic flexibility, consistently focused on learning—in each component and also with the third cross-cutting component. During the COVID-19 pandemic, Fundecooperación and the implementing agencies operationally adjusted activities, adopted virtual modalities, and reorganized timelines without compromising the Program's objectives. Furthermore, as implementation progressed, significant methodological adjustments were incorporated (including practices related to soil conservation, seed management, biofactories, and genetic management) that addressed emerging needs identified in the field. This was complemented by a continuous feedback process with the Adaptation Fund and other countries through Readiness forums, which enriched the implementation through comparative experiences. Finally, the design of the successor program, Escalar, explicitly incorporated the lessons learned from **Scaling Up Adapta2+**. This demonstrates an informed and proactive programmatic evolution on the part of Fundecooperación.

Compliance with the principle:
HIGHLY SATISFACTORY

10.2.7 Principle 7. Ensuring transparency and accountability

Through continuous technical support, audits conducted on each project, site visits, and the generation of annual reports, Fundecooperación strengthened transparency and fostered the responsibility of implementing entities to communicate project progress and results. Institutional roles were clearly defined with respect to accountability; the Adaptation Fund played a clear guiding role, while Fundecooperación exercised operational leadership as the National Implementing Entity. Throughout the Program, particularly after the mid-term evaluation and toward the final phase, improvements were observed in accounting procedures, information traceability, and monitoring; several of these improvements were reflected in subsequent reports and informed the operational design of **Scaling Up Adapta2+**. At the same time, the evaluation identifies opportunities to strengthen document standardization and management (folder structure, naming conventions, version control, and a master tracking table) so that monitoring and accountability remain continuous during staff transitions.

Compliance with the principle:
SATISFACTORY

10.2.8 Principle 8. Collaborative action and investment

The Program promoted collaborative action and investment among multiple actors and levels. Work with ASADAS (Rural Water Supply Associations) and municipalities, as well as with technical and sectoral institutions such as CFIA (Federated College of Engineers and Architects of Costa Rica), MAG (Ministry of Agriculture and Livestock), IMN (National Meteorological Institute), AyA (Costa Rican Water and Sewerage Institute), and the ONS (National Seed Office), among others, strengthened complementary capacities and fostered conditions for sustainability (including the maintenance of interventions and the use of knowledge products). Within the framework of the Program, initiatives were coordinated with national entities and cooperation partners (e.g., FAO, UNEP, GIZ), and synergies were generated with national policies and NDCs, which reinforced portfolio coherence. At the international level, Fundecooperación participated in initiatives promoted by the Adaptation Fund and exchanges with other countries such as South Africa, Belize, Panama, Colombia, and Peru, contributing to the sharing of lessons learned and best practices.

Compliance with the principle:
HIGHLY SATISFACTORY

10.3 Implemented Recommendations from the Mid-Term Evaluation

The mid-term evaluation identified a set of recommendations aimed at strengthening the program's performance and maximizing its contribution to the country's climate resilience. First, it underscored the need to promote more structured learning among executing entities, given that the diversity of technical and administrative capacities generates different levels of maturity in implementation. Facilitating exchanges among organizations facing similar challenges or applying comparable approaches, as well as leveraging the experience of more advanced projects, would help accelerate the learning curve and improve the quality of implementation in a more consistent manner.

It also highlighted the importance of preparing a continuity strategy to sustain, expand, and consolidate results beyond the funding period. To this end, it recommended conducting a consultation process with executing entities to identify outstanding needs and structuring a pipeline of follow-on projects to guide the search for new resources and serve as the basis for a future phase. In parallel, the evaluation emphasized the value of more systematically documenting coordination



and collaboration processes among stakeholders—one of the program's most distinctive features—in order to institutionalize effective coordination practices and strengthen the ecosystem built around adaptation.

Another key recommendation was to reinforce the technical verification of implemented practices and technologies. Although projects were selected on solid grounds, it was considered advisable to incorporate periodic technical reviews by specialists for each component, so that quality would remain consistent and interventions could be adjusted in a timely manner whenever necessary. Likewise, it recommended deepening the mainstreaming of the gender approach through more consistent program-level indicators, greater visibility of disaggregated data, and actions aimed at expanding women's participation and leadership in sectors where structural barriers persist.

Regarding capacity development, the evaluation identified the need to strengthen capacities in the water sector, particularly among ASADAS and local actors with responsibilities in water management, given that delays in this component quickly generated technical and organizational challenges. Similarly, it recommended intensifying training and awareness-raising efforts on climate risks, since despite the progress achieved, knowledge gaps remain that affect the ownership of adaptation measures and their sustainability.

Finally, the evaluation recommended adjusting and refining the program's indicators, improving consistency across the various monitoring documents, and strengthening the quality of reports (including their drafting in English) to ensure clear, precise communication aligned with the standards of the Adaptation Fund.

10.3.1 Deepening the Gender Approach

The program consistently implemented gender-responsive activities and achieved visible field-level results, particularly in strengthening the capacities and leadership of rural women. The recommendation to enhance the gender approach was fulfilled in terms of the activities implemented and the projects specifically aimed at improving women's capacities. In the monitoring and documentation dimension, however, the evidence remains partial and requires a more robust system of indicators and differentiated analysis, which could still be developed post-implementation.

10.3.2 Capacity Building

A substantial improvement was observed in the capacities of the water sector and the ASADAS (Rural Water Supply Associations). The latest annual report identifies that 97 ASADAS (Water Supply Associations) and 78 communities implemented water-related adaptation actions, and that 54 ASADAS conducted vulnerability assessments related to climate change. In addition, Water Safety Plans were developed, 878 hectares of recharge areas were reforested, and local management was strengthened through technical training and ongoing support. These results demonstrate



a significant increase in capacity to formulate, implement, and sustain water projects.

10.3.3 Training Efforts

The recommendation to intensify training and awareness-raising on climate risks and adaptation was effectively implemented. In recent years, the Program has seen a significant increase in training activities aimed at producers, communities, ASADAS, technicians, and institutional stakeholders, as well as an effort to broaden local understanding of risks and adaptation measures. In its accountability documentation, Fundecooperación reports 674 local organizations benefited, 781 adaptation materials were created, and 6,510 people received direct training in the agricultural sector. The Program incorporated a strategy of working with local leaders or "champions" (for example, model farms), ASADAS (Rural Water Supply Associations), and community organizations with greater capacity and motivation to facilitate territorial ownership, disseminate best practices, and strengthen the sustainability of the interventions. These elements demonstrate that the recommendation was heeded and that the Program successfully expanded its training reach and the impact of climate awareness in the territories.

According to the latest report, more than 6,500 people received training in adaptation and climate risk management, supported by the development of 231 knowledge materials, including guides, case studies, videos, and technical notes.

10.3.4 Indicators

The recommendation to refine and adjust the Program's indicators was also addressed. From the years following the mid-term evaluation onward, greater detail is observed in the comments on the reported indicators. Fundecooperación incorporated this recommendation to strengthen the measurement of the Program's progress, while maintaining the same indicators initially established and agreed upon with the implementing entities from the outset.

(For example, it had been noted that these indicators previously overlapped; in the latest report to the Adaptation Fund, each one appears separately, with more precise definitions and without duplication (e.g., beneficiaries trained in agriculture, population trained in coastal areas; technicians trained; population sensitized). Similarly, in the annex to the final narrative report, most of the reported indicators have their respective comments, clarifying their meaning or specifying the concrete activity to facilitate triangulation.)

10.3.5 Consistency in Project Nomenclature

10.3.6 English-Language Reporting Quality

Fundecooperación made progress on the recommendation to organize and unify the project nomenclature. The final matrix of the Program presents a structured portfolio with more consistent naming conventions for components, subprojects, and implementing entities, eliminating duplications and variations that characterized the initial reports. This standardization has improved internal traceability, the clarity of the monitoring system, and the linkage between projects, indicators, and responsible parties, demonstrating that the recommendation was heeded.

The recommendation made in the mid-term evaluation to improve the quality of English in the annual reports was fully implemented by Fundecooperación. While the initial Annual Reports (PPRs) showed literal translations, stylistic inconsistencies, and limitations in technical writing, subsequent reports demonstrate a substantial improvement in clarity, coherence, and precision of terminology. In particular, the latest report to the Adaptation Fund presents a fluid narrative and appropriate vocabulary.

However, room for improvement remains due to the lack of a uniform system of acronyms. Many projects share similar names since they are all linked to the theme of adaptation, and to differentiate them, the name of the canton, the implementing entity, the technology, or even the productive species involved is inconsistently used. In large portfolios with multiple stakeholders, such as Adapta2+, international best practices recommend assigning standardized acronyms to each project, complemented by basic metadata (component, location, implementing entity). This framework facilitates communication, reduces referencing errors, streamlines monitoring, and improves information interoperability with national and donor platforms.

Table 13 - Summary of actions implemented as a follow-up to the mid-term evaluation

No.	Recommendation from Mid-Term Evaluation	Action Implemented by Fundecooperación	Evidence	Status
1	Strengthen capacities, promote peer learning, and support champion projects	The EXPO Adapta2+ Fair facilitated the exchange of experiences and lessons learned.	EXPO Adapta2+ Fair	Completed
2	Design a continuity strategy and scaling/replication plan post-2020 (execution plan, definition of future needs)	The continuity strategy was based on the design of the Scaling Up Adapta2+ proposal, with monitoring and measurement of scaling results in agricultural, water resources, and coastal sectors. It relied on local ownership and articulation of existing actions within a programmatic framework.	Scaling Up Adapta2+	Partial
3	Systematize and formalize coordination and collaboration processes among actors ("matchmaking")	Coordination mechanisms were consolidated with ministries, ASADAS, community organizations, academia, and new implementing entities, reflected in formal alliances, technical committees, and cooperation agreements.	More than 231 knowledge products documenting practices, methodologies, and experiences generated.	Completed

No.	Recommendation from Mid-Term Evaluation	Action Implemented by Fundecooperación	Evidence	Status
4	Implement periodic technical verifications of practices and technologies (spot-checks, specialists by component)	Technical monitoring included documented site visits, validation of practices by specialists, and component-specific reviews.	Verification of reforestation with national authorities, review of Plans of Sustainable Farm Management (FUPA), technical support to ASADAS, and monitoring of agricultural and livestock technologies.	Completed
5	Deepen gender mainstreaming (include indicators, visibility of disaggregated data, specific activities for women)	Gender mainstreaming was strengthened through initiatives aimed at women, such as credit lines adapted to them and empowerment actions.	Recent reports include disaggregated indicators and showcase examples (2,072 technical applications, 4,736 beneficiaries, and 6,550 trained people with gender differentiation).	Completed
6	Strengthen capacities in the water sector (ASADAS) to improve formulation and implementation of projects	Progress confirms strengthening in the formulation and execution of water-related projects.	PPR reports show 54 ASADAS with vulnerability analyses, 97 applying adaptation measures, and 878 hectares reforested.	Completed
7	Intensify training and awareness on climate risks and adaptation (strengthen risk understanding and local champions)	Training and awareness activities were implemented through workshops, fairs, and community leaders ("champions").	More than 6,510 people trained, 1,112 technicians with improved climate risk understanding, and 231 monitoring materials developed.	Completed
8	Refine and adjust Program indicators (avoid irrelevant or poorly useful indicators)	Indicator adjustments were made in subsequent PPRs, aligning goals with proportionality and improving report structure.	Indicators were aligned to the Program's real capacity; duplicated indicators were removed.	Completed
9	Improve consistency and updating of internal documentation, project lists, and classification by components	Efforts were made to update databases, clean inconsistencies, and organize the project list with classification by components.	Project matrix	Completed – with potential for improvement
10	Improve the technical and linguistic quality of reports submitted to the Adaptation Fund	Improved English quality observed in reports submitted after the mid-term evaluation.	Annual reports to the Adaptation Fund	Completed

Recommendations

The evaluation identifies opportunities for improvement in: i. strengthening baselines and monitoring systems to measure changes between initial and final conditions; ii. systematizing processes, requirements, and good practices so that the program may serve as an international reference; and iii. designing an exit strategy from the outset to ensure sustainability and facilitate ex post evaluations.

As the program has already concluded, the recommendations are formulated to strengthen institutional capacities and guide the design and management of future cycles (e.g., Scaling Up Adapta2+ and others). The recommendations prioritize operational and management adjustments during implementation, with an emphasis on continuous improvement mechanisms and institutional learning.

11.1 Recommendations for Fundecooperación

11.1.1 Short-term

11.1.1.1 Very high priority

Table 14 - Short-term recommendations for Fundecooperación of very high priority

Thematic Area	Recommendation	In Practice – Operational Adjustments	Evidence / Rationale
Institutional Management / M&E / Traceability	Institutionalize a unified document management system and document tracking	▷ Create an institutional repository unique to each program/project. ▷ Develop a unified catalog “master” for monitoring project teams and lessons learned. ▷ Require version control. ▷ Manage evidence linked to results. ▷ Develop an internal tracking dashboard for subproject and Program documents.	Interviews reported difficulties in report organization/order (ASADAS-CIEDES, ACEPESA). Shared folders exist, organized by type, but nomenclature varies and documents do not clearly indicate which project they belong to.
Adaptive Management / Operational Risks	Strengthen periodic risk management and operational anticipation through regular monitoring, conducted at least quarterly and more frequently when required.	Establish continuous monitoring of: ▷ Project/program risk matrix (fiduciary, technical, climate, procurement, personnel) ▷ Quarterly matrix review. ▷ Definition of thresholds ▷ Preventive actions and assigned responsibilities ▷ Flexibility (time/budget), and decision trees.	Based on previously unanticipated challenges such as the pandemic, geospatial scale limitations, high administrative demands, administrative delays, rejection of technological tools, and connectivity issues.
Governance / Coordination / Scaling	Consolidate multi-sector coordination through thematic technical working groups	Convene and lead a technical secretariat to establish: ▷ Permanent technical working groups (agriculture, water, risks, soils) ▷ Communities of practice by component ▷ Meeting calendars ▷ Shared minutes ▷ Operational agreements ▷ Joint work plans ▷ Mechanisms to identify synergies/ overlaps between projects.	Interviews highlight strong articulation but also gaps, including integration of initiatives (e.g., ZAE-ASARACC), lack of dedicated coordination links, and need for stronger inter-institutional alignment.

11.1.1.2 High priority

Table 15 - Short-term high-priority recommendations for Fundecooperación

Thematic Area	Recommendation	In Practice – Operational Adjustments	Evidence / Rationale
Operations / Coordination / Document Flow	Assign institutional liaisons dedicated per project as focal points	Require appointing a technical-administrative focal point per partner (or per project group) with an explicit coordination role, responsible for procurement, organizing key documents, monitoring milestones, and maintaining deliverable checklists by project, including training backups to ensure continuity in case of staff turnover.	Highlighted by ACCS (need for an additional liaison), CIEDES/ACEPESA (fragmented administrative management).
Inclusion / LLA / Fiduciary Compliance	Guide gradual pathways for organizations not yet formalized	As an intermediary (fiduciary/ operational administrator), provide a progressive “formalization” guide with requirement levels, simplified formats, support for registrations and invoicing, technical support for contracting when needed, ensuring compliance with donor regulations.	Interviews mention the need to enable “intermediate processes” so associations/groups (women, communities) can participate without being excluded by administrative requirements disproportionate to their capacities.
Knowledge Management and Scaling	Strengthen the knowledge strategy and technical dissemination (repository)	Develop and coordinate a national repository of materials and a dissemination strategy by audience, defining a minimum team (communication + technical), and preparing transfer packages (how-to + videos + costs + requirements). Implementing partners should provide inputs.	ACCS generated more than 100 content pieces (infographics, videos, campaigns) with limited impact; INTA highlighted the need for broader dissemination to avoid duplication.

11.1.1.3 Medium-high priority

Table 16 - Short-term medium-high-priority recommendations for Fundecooperación

Thematic Area	Recommendation	In Practice – Operational Adjustments	Evidence / Rationale
Education / Capacity Building	Articulate climate education content for youth	Finance, coordinate, and ensure a replicable “kits” approach for educational initiatives (soil monitoring, bio-inputs, protected crops, green entrepreneurship) for technical education centers (CTP) and cooperatives, with ready-to-use practical materials.	Reported interest (e.g., CoopedHorti case) and evidence of impact when infrastructure and technical support are combined, as in the CTP Turrubares case.
Infrastructure for Capacity Building	Continue providing minimum equipment for rural agroecological laboratories	Finance or equip partner organizations (as part of operations), including seed funds for basic equipment (refrigeration, distillation, cultivation in vitro, small biofactories). Articulate with INTA / National Institute of Learning (INA) / CTP. Support sustainability plans (self-financing of educational processes).	For example, the CTP Turrubares case with a laboratory enabled innovation, seed production, and youth empowerment.
Learning / Exchange / Dissemination	Replicate EXPO Adapta2+ and local exhibition spaces	Replicate fairs/meetings in territorial formats, facilitate exchange between actors, offer itinerant showcases of results. Create an associated repository (before/during/after) with cases, contacts, and content to be used in each fair and streamline preparation.	The need to bring projects together and sustain communities of practice is highlighted as an effective way to standardize learning among implementers, as well as to share results with the general public at national and local levels.

11.1.2 In the medium term

11.1.2.1 High priority

Table 17 - High priority medium-term recommendations for Fundecooperación

Thematic Area	Recommendation	In Practice – Operational Adjustments	Evidence / Rationale
Livelihoods / Climate Finance	Continue facilitating mechanisms for financial resilience and economic resilience	In every program, include an explicit financing component (direct, donor-supported, blended finance, insurance, financial education, formalization), clearly defining pathways by beneficiary profile, access indicators, and required partnerships.	Supported by ProClima’s experience: financial education and formalization act as enablers; testimonials indicate that adaptation is better sustained when supported by economic stability.
Digital / Data / Sustainability	Promote continuity and scaling of digital tools (SARACC, sensors)	Establish and require an Operation & Maintenance (O&M) budget for hosting, servers, updates, along with a support plan within agreements with municipalities/ASADAS. Include: capacity building updates, manuals and training, and data governance (roles, access, quality).	ICICOR identified limitations due to lack of updates and variable municipal adoption; in CIEDES, sensors proved successful but require ongoing continuity.



11.1.2.2 Medium priority

Table 18 - Medium-term recommendations for Fundecooperación of medium priority

Thematic Area	Recommendation	In Practice – Operational Adjustments	Evidence / Rationale
Climate Finance / Scaling	Blended “grant + credit” model for rural scaling	▷ Formal scheme: provide small asset grants combined with credit to enable expansion. ▷ Provide support for business plan development. ▷ Facilitate standard disbursement timelines. ▷ Monitor productive use of funds.	Testimonials indicate access to credit enabled by Fundecooperación versus traditional banking (e.g., Ms. Sonia case).
Gender / Inclusion / Livelihoods	Support entrepreneurship for rural and indigenous women	Provide a dedicated program including: ▷ Seed capital + formalization (registration, patents) + market access + business planning + adapted credit. ▷ Mentorship. ▷ Include sustainability indicators.	Evidence from DIWO shows progress and empowerment, but also structural barriers such as permits, informality, and limited access to credit/tools.
Food Systems / Resilience	Scale the “food security + agroecology + income” approach	Design in phases: first stabilize production/consumption, then scale productive systems. Provide gradual technical support and monitor food security indicators.	DIWO groups highlighted food security as a priority; support helped balance self-consumption and income-generating activities.
Productive Packages / Market Access	Scaling pathways (greenhouses, organic fertilizers, beekeeping)	Define/support implementing entities to: ▷ Access investment packages with technical assistance. ▷ Define minimum requirements. ▷ Connect to financing. ▷ Identify permitting processes. ▷ Integrate a market component.	Producers reported progress but also barriers to business consolidation and permitting for scaling.
Administrative Enablers / Formalization	Support component for permits and municipal procedures	Establish an administrative “one-stop window”: provide templates, technical support, coordination with municipalities, and simplified pathways for local commercialization.	DIWO identified permitting barriers (e.g., roadside sales permits) as a key constraint.

Table 19 - Recommendations for Fundecooperación in the long term

Thematic Area	Recommendation	In Practice – Operational Adjustments	Evidence / Rationale
Regulation / Innovation / Scaling	Reduce certification barriers for bio-inputs	▷ Enable a technical “one-stop window” and regulatory pathway ▷ Consider partial subsidies. ▷ Provide support for processes with the State Phytosanitary Service (SFE) and MAG. ▷ Define a safe commercialization model. ▷ Design a cost–time roadmap.	CoopeHorti reported high licensing costs (around USD 20,000) and market barriers that limit the scaling of bio-inputs.
Territorial Equity / Indigenous Peoples	Expand territorial coverage in indigenous communities	Develop a long-term intercultural plan (with INTA/ACCS/organizations) with phased expansion, and plan resources to ensure continuity of use and monitoring indicators.	Seed project: reached 10 territories; significant impact and high value, with unexpected positive outcomes such as seed repatriation.

11.2 Recommendations for implementing actors

11.2.1 Agricultural sector

Table 20 - Recommendations for implementing entities in the agricultural sector

Priority Recommendation	Suggested Responsible	In Practice – Operational Adjustments	Evidence / Rationale
Strengthen beneficiary selection and adoption commitments, with minimum monitoring verification to reduce abandonment risk. Priority: High	MAG/INTA/CNPL/ cooperatives (execution), with support from Fundecooperació	Define clear selection criteria (availability for change, learning capacity, access to labor, water, and time). Sign adoption commitment agreements that include obligations such as use of the asset, technical assistance, and sales. Implement early verification checkpoints (e.g., at 60–90 days) to confirm adoption and adjust in time.	Interviews indicate that technical assistance and initial resistance to change require careful beneficiary selection. In some cases, better selection would have improved outcomes (e.g., Agroclimática was rejected by producers).
Increase intensity and continuity of technical support, especially through extension services and “training of trainers.” Priority: High	MAG (extension), INTA, CNPL/ cooperatives. Support from Fundecooperación	Schedule periodic technical visits (with minimum frequency agreed per crop/activity). Define an annual plan of support. Train extension agents and local technicians so support does not rely solely on consultants. Prioritize demonstration plots and hands-on learning.	MAG highlights that without sustained technical support, practices are not maintained; where continuous support exists, better indicators are achieved.

Priority Recommendation	Suggested Responsible	In Practice – Operational Adjustments	Evidence / Rationale
Scale advanced soil management and erosion control modules, with simple indicators. Priority: High	INTA/MAG/ACCS + cooperatives. Support from Fundecooperación	Implement practices such as cover crops, terraces, runoff management, and degradation recovery. Establish a soil baseline and repeat measurements (simple indicators such as infiltration, cover, and visible soil health signs) to track improvements.	Practices such as soil sampling and analysis, and soil description in farms, were highlighted. Additionally, in Puriscal, lombriculture (worm farming) was registered as a practice to improve soil quality.
Consolidate the combination of financing and technical assistance as a mechanism to sustain practices and scaling. Priority: High	Fundecooperación + cooperatives + ProClima bank.	Integrate applied financial education (costs, returns, maintenance) into technical assistance. Connect producers to credit for inputs and scaling, with support for simple investment plans.	Credit was identified as key for implementation and sustainability, and Fundecooperación plays a central role in facilitating access to financing for inputs.
Reduce barriers to registration and certification of bio-inputs, with technical support and clear regulatory pathways. Priority: Medium–High	State Phytosanitary Service (SFE)/MAG + cooperatives/ executing entities. Support from Fundecooperación	Define a clear step-by-step pathway for registration/ certification (requirements, costs, timelines) and provide technical support during procedures. Prioritize lower-risk bio-inputs and establish basic quality controls before commercialization.	Certification processes were reported as costly (up to USD 20,000) and time-consuming, representing barriers to scaling. MAG acknowledges the need to address phytosanitary and regulatory barriers.
Formalize a scheme of multiplier farmers as local promoters. Priority: Medium–High	Cooperatives/MAG/ INTA. Support from Fundecooperación.	Identify lead farmers and assign them as local promoters. Define replication goals (e.g., number of farms accompanied and days of training). Cover basic costs for extension (transport, materials) and facilitate peer-to-peer learning. Design a “Local Adaptation Promoters” program with roles, tools, and support mechanisms.	MAG considers that “the producer is the best evangelizer,” supporting multiplier approaches. Evidence shows horizontal learning among producers increases adoption. CoopeHorti has an institutional scheme that supports this role.

Priority Recommendation	Suggested Responsible	In Practice – Operational Adjustments	Evidence / Rationale
Implement a youth training pathway for rural communities with ready-to-use content, practical components, and certifications (CTP/INA/UCR/cooperatives). Priority: Medium–High	MAG/INA/CTP/UCR + cooperatives. Support from Fundecooperación. Medium–long term.	Develop replicable educational kits (including soil monitoring, bio-inputs, protected crops, and green entrepreneurship) for CTP/cooperatives with applicable modules in both classrooms and field projects. Offer youth programs with certifications, digital content, scholarships, and employability pathways in climate adaptation. Monitor youth participation and adjust schedules/formats to increase engagement.	CoopeHorti expressed explicit interest in focusing on youth. It was also documented that in NAMA there are farms managed by youth generating skills and institutional support. Evidence shows higher impact when technical support is provided (e.g., CTP Turrubares). MAG highlighted generational transition as a key issue. INTA reported limitations in attracting youth, and ACEPESA noted low youth participation in coastal interventions.
Include a minimum agroecological infrastructure package to ensure continuity (context-based) and translate into sustained adoption. Priority: Medium–High	Cooperatives/ executing entities. Support from Fundecooperación and public entities. Medium–long term.	Define a minimum package by production system (e.g., irrigation, soil management, water storage, bio-inputs) and integrate it with training/support. Include a basic maintenance component. Document reference costs to facilitate scaling and replication.	The need for enabling conditions was reported to sustain practices (e.g., technical capacity and infrastructure), as well as production-level support to scale processes and ensure quality.
Strengthen seed systems (including artisanal/local seeds) with conservation, training, and basic traceability. Priority: Medium–High	National Seed Office + INTA/ academia + local organizations. Support from Fundecooperación. Long term.	Implement community seed banks and local networks (depending on territory and crop systems). Document materials and generate a simple traceability system to protect biodiversity and enable scaling.	Training in seed management and conservation was documented, along with seed repatriation initiatives and a strong legal/institutional agenda for seed supply. Inclusion of the artisanal seed sector was identified as a key achievement.
Ensure continuity of technical support in indigenous territories and highly vulnerable communities through a multi-year plan. Priority: Medium–High	Local implementers + INTA/MAG + indigenous organizations. Support from Fundecooperación. Long term.	Assign community focal points and schedule regular visits to consolidate nurseries, seed systems, and production. Adapt methodologies to local cultural and environmental contexts. Support nurseries, seeds, and agroforestry/productive systems for transition toward autonomy.	Fieldwork highlighted the value of direct engagement with indigenous communities and seed-related projects. Cases (e.g., Buenos Aires) show willingness to adopt practices, but sustained support is required to consolidate productive and organizational outcomes.

Priority Recommendation	Suggested Responsible	In Practice – Operational Adjustments	Evidence / Rationale
Maintain periodic technical coordination spaces between institutions and cooperatives to scale best practices and avoid duplication. Priority: Medium	MAG/INTA/MINAE + Fundecooperación. Short–medium term.	Participate in periodic technical working groups to coordinate territories, practices, and support actions. Define clear roles by territory and thematic focus, based on evidence and installed capacities.	A technical coordination platform with cooperatives was mentioned, as well as the need for an inter-institutional coordination space (MINAE/MAG and others).
Strengthen dissemination of technical knowledge (from experts to broader audiences). Priority: Medium	ACCS/INTA/MAG/ executing entities. Support from Fundecooperación. Short–medium term.	Develop simple technical products (infographics, videos, guides) and organize processes to ensure information is clear, retained, and usable. Assign communication roles to ensure consistency.	A communication strategy on soils with production-level content was documented. The communication team requested support to measure information among experts and communication staff.
Provide advanced technical assistance in erosion-prone soils. Priority: Medium	Local implementers + INTA/MAG + indigenous organizations. Support from Fundecooperación. Medium term.	Develop advanced practices (terraces, runoff management, degraded area restoration). Prioritize high-erosion zones, define demonstration plots, and validate soil solutions based on nature-based approaches and resilient productivity.	Testimonies highlight erosion-related practices such as vetiver grass barriers (case reported by Ms. Sonia).
Simplify and standardize field data collection formats (minimum viable dataset). Priority: Medium	Executing entities. Support from Fundecooperación. Short–medium term.	Use standardized and simple formats to record adoption, maintenance, and results. Digitize records to facilitate monitoring, learning, and reporting processes.	The need to generate standardized data collection formats was identified. There is also a need to digitize and systematize information to speed up decision-making.
Anticipate bottlenecks (especially payments and procurement) through forecasting and improved planning. Priority: Medium	Executing entities + Fundecooperación. Short–medium term.	Plan critical purchases in advance and anticipate supply constraints. Define alternative providers and document exceptions to avoid accumulated delays.	Payment delays were reported, highlighting the need for a broader supplier base and better financial planning.

Table 21 - Recommendations for implementing bodies in the water resources and coastal sector

Priority Recommendation	Responsible Actor	In Practice – Operational Adjustment	Evidence / Rationale
Consolidate financial mechanisms for the sustainability of water systems. Priority: High	ASADAS + AyA coordination. Short term.	ASADAS should evaluate adopting a water resource protection fee, supported by technical assistance for data collection and tariff design (based on ARESEP standards).	Aliarse noted that the protection tariff is technically complex but viable with support; only 6 ASADAS have successfully implemented it.
Institutionalize operation and maintenance (O&M) plans for aqueducts (protocols, schedules, budgets, and programs). Priority: High	ASADAS and municipalities. Medium term.	ASADAS must develop an O&M plan with a schedule of responsible actors for pipelines, pumping stations, storage, and an allocated budget for preventive maintenance.	In Dota, monitoring mechanisms exist but rely on own resources; strengthening is needed to ensure long-term sustainability.
Establish a system for integrated monitoring of water resources and data (flows, losses, precipitation, water quality), accessible for emergency decision-making. Priority: High	Municipalities and ASADAS. Medium term.	Municipalities and ASADAS should define a shared data repository (flow, consumption, leakage, responsibilities) updated monthly, with simple protocols for data sharing with CNE and IMN when required.	Dota reported monitoring of tanks, leak detection, and use of data for decision-making.
Scale measurement and monitoring systems (package integrating losses, consumption, and climatic data using stations/sensors). Priority: High	Municipalities and ASADAS. Medium term.	ASADAS should install macro- and micro-meters by sector and smart meters where feasible, establishing periodic consumption and leakage monitoring (e.g., monthly).	Municipality of Dota reported improvements in leakage detection, better decision-making data, and up to 50% reduction in non-revenue water.
Strengthen and accelerate procurement processes for water infrastructure (standards, timelines, suppliers). Priority: High	Executing entities with procurement functions (municipalities) + ASADAS. Short term.	Executing entities should define a clear procurement timeline, minimum technical requirements per project (pipelines, valves, sensors), and a shortlist of qualified suppliers to avoid delays.	CFIA highlighted the need to strengthen internal processes for acquisitions and optimize execution timelines.
Use climate analysis tools (e.g., MERCI-CR or similar) to prioritize investments and plan interventions. Priority: High	Municipalities, ASADAS, and technical teams. Short term.	Technical teams should apply climate risk analysis tools in feasibility studies and formally document how climate risk informs decision-making.	Dota used MERCI-CR, integrating tools and risk matrices to prioritize investments and justify decisions.

Priority Recommendation	Responsible Actor	In Practice – Operational Adjustment	Evidence / Rationale
Finance/ensure hydrological and design studies as a prerequisite before scaling infrastructure (pipelines, storage, etc.). Priority: High	Municipalities and ASADAS with technical support. Medium term.	Municipalities should complete hydrological and engineering studies prior to major procurement, ensuring investments are based on updated risk and demand scenarios.	Municipality of Dota indicated that prior studies helped avoid maladaptation, orient investments, and scale projects effectively.
Integrate community participation from project design (diagnosis, priorities, risks, scope) not only in execution. Priority: Medium-High	ASADAS, municipalities, and local organizations. Medium term.	ASADAS and municipalities should establish participatory workshops from early stages to define priorities, technical solutions, and risks, leaving documented evidence incorporated into project design.	CFIA noted that community participation should be incorporated from early stages to refine interventions and ensure territorial ownership. Aliarse highlighted that involving local methodologies (as part of NADA workshops) is a critical success factor.
Strengthen local governance through multi-sector water committees to coordinate decisions, avoid duplication, and sustain measures. Priority: Medium	Municipalities and ASADAS (with local allied entities). Medium term.	Municipalities should establish a water committee with periodic meetings, clear agreements, and assigned responsibilities, ensuring follow-up on actions with defined timelines.	Dota articulated coordination with CNE, IMN, SINAC, schools, and nurseries, highlighting the need for continuous inter-institutional coordination.
Integrate nature-based solutions into infrastructure interventions (reforestation of recharge areas, nurseries, erosion control, ecological barriers). Priority: Medium	ASADAS, municipalities, and community organizations. Medium term.	Executing entities should include a specific component for ecosystem restoration in project design (e.g., reforestation, protection of recharge areas), with clear responsibilities for maintenance and annual monitoring.	Field evidence shows the use of nurseries and tree planting linked to mangrove restoration as part of community-driven adaptation efforts.
Create “minimum packages” for water systems in vulnerable territories (pipelines + storage + reforestation + participatory monitoring). Priority: Medium	ASADAS and municipalities. Medium term.	ASADAS should define a standard package of minimum components per system, based on documented technical justification, integrating infrastructure and ecosystem-based measures.	Dota reported combining water harvesting, nurseries, pipelines, and sensors as scalable solutions with rapid impact.
Institutionalize operation, maintenance, and supervision plans. Priority: Medium	ASADAS. Medium term.	ASADAS should approve a formal O&M plan including roles, budgets, and monitoring mechanisms, ensuring continuity despite board turnover.	ACEPESA warned that frequent changes in governing boards affect continuity; a formal structure is needed to ensure sustainability.

Priority Recommendation	Responsible Actor	In Practice – Operational Adjustment	Evidence / Rationale
Institutionalize operation, maintenance, and supervision plans. Priority: Medium	ASADAS. Medium term.	ASADAS should approve a formal O&M plan including roles, budgets, and monitoring mechanisms, ensuring continuity despite board turnover.	ACEPESA warned that frequent changes in governing boards affect continuity; a formal structure is needed to ensure sustainability.
Strengthen formal coordination with public institutions. Priority: Medium	Municipalities, ASADAS, public institutions. Medium term.	Municipalities and ASADAS should formalize coordination with AyA, MINAE, and IMN through agreements and clearly defined focal points.	ACEPESA noted attempts to coordinate with multiple institutions without sustained commitment. Aliarse emphasized the need for structured coordination with AyA and ARESEP.
Design hybrid, low-bandwidth training strategies. Priority: Medium	Local organizations, ASADAS. Medium term.	Executing entities should use short videos sent via WhatsApp and complement them with in-person workshops to ensure understanding, considering connectivity limitations.	CIEDES documented the use of short WhatsApp videos due to connectivity constraints, complemented by in-person workshops.
Strengthen the use of data for water-related decision-making. Priority: Medium	ASADAS and municipalities. Medium term.	ASADAS and municipalities should implement basic measurement and data recording systems to prioritize investments and coordinate with other sectors.	CIEDES highlighted the generation of key information enabling the transfer of knowledge and practices to other sectors, such as coffee production.
Design specific actions to engage youth in water-related initiatives. Priority: Medium	Community organizations, ASADAS, and municipalities. Medium term.	Water-related projects should include targeted activities for youth, coordinated with local educational centers and community organizations.	ACEPESA noted limited youth involvement in water-related activities, highlighting a gap that needs to be addressed.
Promote associated economic opportunities linked to water management (tourism, environmental education, sustainable use). Priority: Medium–Low	Community organizations, ASADAS, and municipalities. Long term.	Community organizations should define simple income-generation models linked to water conservation (e.g., educational tours) and reinvest revenues jointly with municipalities and ASADAS.	In Sierpe, the value of community organization was highlighted, along with collaboration with SINAC and opportunities around mangrove and wetland ecosystems.
Establish coordination mechanisms for research and restoration (science–community linkages, monitoring, historical data). Priority: Medium–Low	Local organizations + municipalities (with SINAC/ universities). Long term.	Community organizations should coordinate with SINAC a restoration and monitoring plan, defining data types, collection processes, validation, and reporting responsibilities.	The need for data and monitoring was reported, along with SINAC's technical support and potential for formal agreements/contracts.

11.3 Recommendations for allied public institutions

Table 22 Recommendations for allied public institutions

Recommendation	Suggested Responsible	In Practice – Operational Adjustments	Evidence / Rationale
Ensure access to environmental data and information exchange between institutions and municipalities	CNE (risk rector), SNIT (infrastructure, publication), municipalities (use and feedback), with support from technical providers/partners (e.g., ICICOR) as needed	Sign an inter-institutional data-sharing agreement. Define an update/publication protocol for layers and inputs. Enable a shared repository with clear usage levels (specific classifications: public vs. restricted).	Availability of official and traceable inputs is necessary for municipal decision-making (land use, investments, risk management). SNIT provides standardized publication and CNE contributes risk criteria. A key best practice is to separate publicly accessible information from restricted data.
Assign budget and resources for operation, maintenance, and technical support of installed tools and products	Municipalities (lead adoption), technical support from CNE for criteria and from partner organizations for technical capacity, as required	Appoint a municipal technical focal point (technical/administrative) with an explicit role. Incorporate tool use into internal procedures. Schedule updates and define support mechanisms for ongoing maintenance and operation.	Adoption processes often require adjustments (resistance, substitution). Institutionalization requires leadership, procedures, and defined budgets, especially considering staff turnover.
Work with updated information layers and define a periodic update scheme from the outset	SNIT (publication/layers), CNE (hazard/risk layers), INTA (agro-productivity maps), IMN (climate/hydrometeorological data), municipalities (local layers), private technical partners for documentation	Define the minimum set of base layers (hazard, exposure, vulnerability, land use, etc.). Agree on an update calendar (quarterly/semi-annual). Document complementary sources (e.g., Copernicus) and criteria for use and limitations.	The quality and update of layers determine credibility and usability in planning and decision-making. INTA and MAG require consistency across national tools. CNE requires traceability for risk management. Clear definition from the start prevents future operational gaps.
Strengthen technical working groups and ensure governance with decision-making capacity	CNE and municipalities for convening and agreements; sector entities (MAG/INTA, IMN, MINAE, etc.) for technical follow-up	Establish a formal technical working group with agenda, minutes, and agreements. Define representatives with clear roles and decision-making capacity. Schedule regular sessions for monitoring and resolving bottlenecks.	In inter-institutional governance, effectiveness depends on participation of actors with technical mandate and attribution, not only delegates. Technical working groups reduce friction, duplication, and coordination gaps.
Integrate tools, products, and policies into regulations to ensure long-term permanence	Municipalities (plans/regulations/procedures), CNE (technical guidelines), sector institutions (INTA for agro tools, others as applicable), support from CFIA and technical partners	Include tools in local and sectoral plans (procedures, norms). Define minimum requirements for specific processes (procedures/works). Align criteria with existing regulations and official guidelines.	Permanence depends on institutional “anchoring” (plans, procedures, roles, budgets). When tools are not embedded, they become vulnerable to changes in staff or priorities; when integrated into procedures, sustainability is ensured.

Recommendation	Suggested Responsible	In Practice – Operational Adjustments	Evidence / Rationale
Ensure exchange of experiences and coordination between projects/tools to avoid duplication	SNIT, CNE, INTA (interoperability and data coherence). Depending on the topic, MAG and municipalities. Support from private technical partners for implementation.	Offer semi-annual exchange sessions. Harmonize layers, data, and technical criteria. Document decisions (e.g., versions, official “source” criteria, conflict resolution).	Coexistence of parallel tools (e.g., land-use planning and agro-risk) without alignment generates duplication, mixed technical messages, and low user confidence. INTA (ZAE) and CNE/SNIT require coordination to ensure a unified framework.
Strengthen early warning systems, critical infrastructure, and disaster risk modeling to inform future interventions	CNE (risk rector), IMN (meteorology), municipalities (use), sector institutions, and infrastructure entities as appropriate	Develop a national roadmap with goals, metrics, and responsible actors. Integrate into sectoral and territorial plans. Align metrics for prevention, preparedness, response, and risk reduction.	The agenda for risk reduction prioritizes early warning systems, infrastructure resilience, and improved scenario modeling; however, coordination is required to advance with prevention and response actions.
Maintain monitoring, continuity, and capacity-building mechanisms to sustain results	CNE & municipalities; support from INTA/MAG based on technical theme; private technical partners for analytics/support	Define minimum indicators (use, availability, updates). Establish response times. Provide ongoing training and induction for new personnel. Produce quarterly reports with control dashboards.	Sustainability depends on the cycle of operation–measurement–improvement–capacity building. Personnel turnover and changes in priorities can weaken continuity without simple and frequent monitoring systems.
Maintain installed capacity in each location without losing coordination with sectoral rector entities	Municipalities (local action); CNE and sector institutions as technical rectors for alignment; technical operator of the program (e.g., Fundecooperación) for future phases	Define coordination agreements (who decides locally vs. what requires rector approval). Establish technical channels for consultation and escalation. Document local decisions with technical backing.	A good institutional balance ensures local agility for territorial management with technically grounded decisions, while avoiding contradictions or risks associated with misalignment from rector entities.
Continue/strengthen assignment of institutional liaisons as project focal points	Each partner institution (public or private) must designate a technical-administrative focal point with defined responsibilities	Assign a focal point per institution (or cluster of projects) with a written role (timelines, documentation, procurement, inductions, and deliverable checklists).	In inter-institutional implementation, the most common bottlenecks are administrative/documental (funds, reports, closures). A single responsible focal point improves continuity and reduces information loss.
Reduce certification barriers for bio-inputs (when MAG/SFE are program partners)	MAG/SFE (regulatory authority); INTA (technical validation and transfer); support from laboratories, universities, and technical partners	Define a clear regulatory pathway (costs, timelines). Enable a technical “one-stop window” for procedures (formats, testing). Explore mechanisms to reduce costs when scaling schemes exist (e.g., partial support or guidelines).	For scaling bio-inputs, the main bottleneck lies in regulatory requirements, testing costs, and registration certification processes. MAG/SFE are key actors; INTA provides validation and transfer. Integrating these from the design phase avoids rework and reduces informality.

11.4 Recommendations for future Adaptation Fund projects

Table 23 - Recommendations for the Adaptation Fund

	Theme	Recommendation	Approach	Priority	Timeframe	Link to Findings
1	Governance model / direct access	Maintain and strengthen governance and accountability with Direct Access Entities, preserving autonomy to adjust local contexts, implementation, and selection of local partners within a results-based framework.	Maintain / strengthen	High	Short–Medium	H1, H2
2	LLA (Locally-Led Adaptation)	Institutionalize the LLA approach as a strategic (and scalable) axis, ensuring projects demonstrate practical application of the 8 LLA principles.	Maintain / scale	High	Short–Medium	H1, H2, H7
3	Learning / global readiness	Strengthen and systematize the structured exchange (Readiness, global workshops, visits) and the exchange of templates, ToRs, methodologies, and lessons learned.	Maintain / strengthen	High	Short	H5, H6
4	Inclusion / access base	Promote gradual pathways for community organizations with low formalization (without excluding them), combining execution through intermediary entities that support their strengthening and progressive formalization.	Maintain / adjust	High	Short–Medium	H1, H3, H6
5	Fiduciary design / costs rules	Review the “Direct Project Services” scheme so the Fund can value (where applicable) and cover the additional administrative burden that implementing entities incur, as well as revisit how the “executing entity” role is defined.	Adjust / improve	Medium–High	Medium	H3, H4
6	M&E / beneficiary data	Define minimum requirements and beneficiary data standards for implementing entities, balancing feasibility of field data collection with standardized indicators (including vulnerability and direct/indirect beneficiaries).	Strengthen	High	Short	H4, H6
7	Tools / licenses	Promote methodologies and open tools (open licenses / open-source) to avoid future dependency on proprietary solutions once projects are completed.	Maintain / scale	Medium–High	Medium	H5, H6

	Theme	Recommendation	Approach	Priority	Timeframe	Link to Findings
8	Programmatic approach	Consolidate the systemic approach (e.g., integrated systems, watersheds, landscapes) in the design of new programs, avoiding fragmented sectoral interventions.	Strengthen	Medium–High	Medium–Long	H5, H7
9	Capacities as a cross-cutting input	Maintain capacity development as a mandatory requirement (technical, management, and financial) across all funded projects.	Maintain	High	Short–Medium	H6
10	Innovation / evidence	Allocate a defined component of applied research (up to ~15% of the budget) for pilots, testing, and hypothesis validation, reducing risks before scaling, ensuring it goes beyond academic research into practical application.	Strengthen	Medium	Medium	H5, H6
11	National governance / continuity	Incorporate lessons learned from the Adapta2+ Program into the mechanisms of the Designated National Authority to protect technical continuity in the face of administrative changes, without weakening controls and safeguards.	Adjust / improve	Medium	Medium	H1, H4
12	Baselines / exit strategy / ex post	Strengthen baselines and M&E to measure changes (start vs. end) and require from the design phase a strategy that enables sustainability and ex post evaluations. Systematize requirements and best practices to serve as an international reference.	Strengthen	High	Short–Medium	H3, H4, H5

11.4.1 Maintain and strengthen the Adaptation Fund's flexibility and accessibility for direct access entities

Preserve and enhance the Fund's flexibility so that direct access entities can adapt designs, implementation arrangements, and the selection of local partners according to the context, always within the agreed results framework. This type of program design allows for more contextualized interventions, with greater local ownership and better adaptation outcomes.

The autonomy granted by the Adaptation Fund was crucial for working with multiple local implementing entities, adjusting implementation arrangements, and maximizing territorial relevance without losing sight of the goals. In terms of adaptive management, the ability to maintain program implementation through operational adjustments during the pandemic, without compromising safeguards, is highly valued.

"The autonomy granted by the Adaptation Fund was crucial for working with multiple local implementing entities, adjusting implementation arrangements, and maximizing territorial relevance, without losing sight of the program's goals. Part of the program's success was due to the nature and character of the support provided by the Adaptation Fund."

Fundecooperación Management

Formalize and protect this style of support as a standard through various actions such as: i. maintaining a designated technical reference point for each program/country with continuity and a handover protocol in case of changes; ii. establishing a minimum pace of technical dialogue (for example, quarterly qualitative reviews in addition to the PPR checklist) aimed at removing bottlenecks; and iii. clarifying in internal guidelines the margins of flexibility allowed for reprogramming or implementation adjustments, with predefined criteria for agile decision-making.

11.4.2. Institutionalize the "locally led adaptation" window as a strategic focus for direct access entities

Consolidate and expand the specific funding windows for locally led adaptation, ensuring that projects must demonstrate how they apply the eight LLA principles in practice. This practice explicitly aligns resource allocation with the principles of locally led adaptation and strengthens accountability around these principles.

Fundecooperación has demonstrated in practice the application of LLA principles, and the Adapta2+ experience contributed to the transition from Enhanced Direct Access to explicit LLA windows within the Fund.

The Adaptation Fund can make LLA a verifiable requirement, rather than leaving it solely voluntary and at the discretion of the National Implementing Entity (NIE). For example, projects could be required to: i. include a mandatory annex mapping the 8 LLA principles, design/implementation decisions, and supporting evidence; ii. incorporate LLA into approval criteria and annual reporting templates with minimum qualitative indicators; and iii. train Adaptation Fund reviewers and technical teams to assess LLA consistency without inadvertently promoting top-down approaches.

11.4.3 Facilitate structured exchange between countries and Adaptation Fund programs

Continue and strengthen the Readiness program spaces, global workshops, and cross-visits, and systematize the exchange of templates, Terms of Reference (TORs), tools, methodologies, and lessons learned between countries. These practices accelerate collective learning, avoid "reinventing the wheel," and enhance the overall added value of the Adaptation Fund.

Fundecooperación has benefited significantly from exchanges with other countries (South Africa, Belize, Panama, Colombia, and Peru), in which small grant facility models, TORs, and solutions to common implementation challenges have been shared.

To maximize reach, the exchange should not depend on isolated events. It is suggested to create: i. an active repository of templates and best operational practices (for closure, procurement, M&E, contracting, etc.), ii. communities of practice by topic (water, agriculture, coastal areas), iii. offer short clinics (2–3 hours) on recurring problems (beneficiaries, safeguards, closures), and iv. offer a "starter kit" for new entities with ready-to-use tools.

11.4.4. Promote phased processes for low-formalization organizations supported by intermediary entities.

In order to broaden the reach of climate finance to key actors (without sacrificing sound fund management), it is recommended to recognize the high relevance of grassroots organizations and, at the same time, their limited formalization, and to promote phased schemes that combine implementation through intermediary entities with processes of strengthening and progressive formalization of community groups. To this end, Fundecooperación has had to negotiate "intermediate processes" so that groups such as rural women or informal associations can participate (for example, assistance with invoicing, basic record-keeping, and financial management) without their access being blocked by disproportionate administrative requirements.

It is recommended to develop a plan with levels of formalization, combined with the necessary assistance for the formalization of organizations and to provide appropriate fiduciary support.

11.4.5. Review the fiduciary design and assess the additional administrative burden assumed by the implementer.

The Direct Project Services mechanism facilitated financial access during this period, with the NIE handling the administrative management.

The additional administrative burdens assumed by the intermediary should be covered and compensated.

Review the cost structure so that the NIE does not absorb the administrative burdens that increase in programs with multiple stakeholders. For example, an explicit line item for administrative management and monitoring can be included when the design requires intensive work with the community to protect inclusion without compromising fiduciary standards.

11.4.6. Consolidate and promote the co-design of indicator requirements and beneficiary information.

Institutionalize a mechanism for the co-design and validation of information requirements (indicators, beneficiary data, and the respective forms) between the Adaptation Fund and the Implementing Entity, from the initial phase, to ensure feasibility of data collection in the field, methodological consistency, and minimum quality standards (including disaggregation by vulnerability and differentiation between direct and indirect beneficiaries).

Fundecooperación developed its own methodologies for counting beneficiaries and vulnerability levels, which were positively valued by the Fund when duly justified, demonstrating the value of this collaborative approach.

Establish the systematic practice of co-designing indicators/formats (field feasibility, quality, disaggregations) to reduce workload and improve consistency. This can be achieved through co-design workshops by window/sector; the use of simplified formats; and the establishment of agreed-upon minimum traceability standards and quality rules.

11.4.7. Promote the use of open and royalty-free methodologies and tools.

Encourage the use of open licenses and open-source tools for methodologies developed with Fund support (e.g., climate risk analysis, hydrological models), avoiding dependence on royalties or expensive proprietary software. This practice increases the sustainability, scalability, and national ownership of the tools funded by the Fund, without subsequent dependence on licenses.

In Adapta2+, the MERCI-CR methodology and the use of QGIS were adapted to be free to use and incorporated into national regulations, ensuring that municipalities and local stakeholders can continue applying them after the project's closure.

To guarantee that tools can be used long-term, an "open by design" clause can be included with guidelines specifying a preference for open tools unless justified otherwise; clear licensing of products such as guides, methodologies, or databases with reuse permissions; and a minimum budget for training and support on the tools. Procurement criteria prioritizing interoperability and transferability, such as manuals, training, and repositories, can be added.

11.4.8. Consolidate the systems approach (e.g., food systems) instead of isolated sectors

Encourage new programs to be designed using a systems approach (food systems, landscapes, watersheds), integrating production, ecosystems, markets, policies, and capacities, instead of fragmented sectoral interventions. This approach allows for more coherent interventions and avoids piecemeal solutions that do not address underlying vulnerability.

“Based on the Adapta2+ experience, we oriented the Adapta2+ Scaling-Up Program toward food systems, incorporating soil, seeds, marketing, and policies, recognizing that effective adaptation requires this integrated approach.”

Fundecooperación

To put it into operation, the Adaptation Fund may request, during the formulation stage, a theory of change with feedback processes regarding the market, capacity, and ecosystem; a maladaptation risk matrix; an intersectoral coordination strategy (who decides what); and indicators that measure outputs, adoption/ use, and enabling conditions such as institutional capacity, financing, and maintenance.

11.4.9. Maintain capacity building as a mandatory pillar in all projects

Establish that every funded project includes a strong component of training, exchange, and development of technical, management, and financial capacities, both for institutions and communities. This cross-cutting axis generates lasting capacities that support physical investments and strengthen long-term resilience.

Fundecooperación considers that the greatest successes of Adapta2+ were supported by training processes and technical assistance (extension officers, producers, municipalities, associations), and has incorporated this as a cross-cutting pillar within the Scaling Up Adapta2+ Program.

This component could become a specific quality requirement, including: i. a minimum budget or results/capacity target; ii. verified evidence (e.g., lists, content, products, follow-up activities); iii. a “train-the-trainer” approach to reduce dependence on the consultant; iv. a continuity plan identifying who will continue the capacity-building process, within which institution, and how continuity will be anchored in the next phase.

11.4.10 Strengthen and fund a limited applied research component (up to ~15% of the budget)

Authorize projects to include a limited percentage of resources for applied research and pilot testing (e.g., resilient genetics, ecosystem restoration, new methodologies), with clear criteria for feasibility and subsequent use of the results. Applied research increases the quality of solutions, reduces the risks of maladaptation, and positions the Adaptation Fund as a catalyst for responsible climate innovation.

Fundecooperación has shown that, to scale up solutions (for example, in coral restoration, livestock genetics, or ecosystem comparison), it is essential to test hypotheses on a small scale and generate evidence before scaling up interventions.

To mitigate the risk of funding unused research, the Adaptation Fund could require: i. specifying the research question and the associated decision (what is decided based on the results); ii. a transfer plan (who adopts the research, with what capabilities, and with what budget); iii. anti-maladaptation criteria; and iv. minimum reusable outputs (protocol, dataset, guide). It may also include milestones that determine the transition from pilot to a scale-up phase.

11.4.11. Incorporate lessons learned from the Program into the endorsement mechanisms of the Designated National Authority to strengthen continuity.

Incorporate the lessons learned from the Program into the endorsement mechanisms of the Designated National Authority, preserving its role in country coordination and alignment with national priorities, maintaining existing controls and safeguards against potential conflicts of interest, and promoting the technical continuity of programs in the face of changes in administration. Endorsing only strategic issues, and not operational ones, strengthens operational continuity and good governance, while maintaining integrity standards.

In the Adapta2+ Program, experience showed the importance of having arrangements that reduce administrative delays and support continuous implementation, without affecting the integrity of the processes.

11.4.12. Strengthen Baselines and M&E to Measure Changes (Start–End), Including the Requirement for an Exit Strategy

To measure the program’s impact, the efficient and timely use of baseline and endline information is essential. It is recommended that, from the program design stage, an exit strategy be required to facilitate sustainability and ex post evaluations, as well as to systematize the requirements and good practices implemented so they may serve as an international reference.

The baselines established in the project referred to the outcomes and indicated the absence of results (# of measures implemented: start = 0; end = 5). However, this type of indicator does not reflect the conditions, needs, or infrastructure of producers and families when the program began. Nor does it indicate how the measures will be sustained once the intervention has concluded.

Require the establishment of a mandatory minimum baseline template; the development of a standard exit plan for all projects; and the delivery of a reusable final documentation package. Develop guidelines and allocate resources for ex-post evaluations.



12.

Lessons Learned

For the Adaptation Fund, Adapta2+ offers three key lessons: i. the importance of a holistic, multi-actor approach that creates synergies across programs and adaptation actions; ii. the strategic value of coordinating multiple projects and a heterogeneous group of implementing entities under a common programmatic framework; and iii. the value of fostering collaboration between government institutions that traditionally operate in isolation, as demonstrated by the cooperation between the Ministry of Agriculture and Livestock (MAG) and the Ministry of Environment and Energy (MINAE) in project implementation and in the planning and consolidation of the Program.

These lessons summarize recurring patterns throughout the findings, prioritized recommendations, and performance analysis under the nine criteria of this final evaluation. Since the Program has already concluded, these lessons are formulated as practical inputs for **Scaling Up Adapta2+** and for future cycles with the Adaptation Fund.

12.1 Main Lessons Learned

12.1.1 Designing Adaptation Programs from the Ground Up, with Operational Autonomy and Technical Support from the Donor

When the national implementing entity maintains operational leadership (as seen in the selection of partners and implementation decision-making) and the Fund provides ongoing technical support without displacing local decision-making, truly local implementation is fostered, and the risk of prefabricated interventions is reduced.

12.1.2 Treat flexibility as a condition for success, not an exception.

In multi-stakeholder adaptation programs, flexibility is necessary to respond to heterogeneous contexts (and shocks such as the pandemic) and to incorporate ongoing learning (e.g., methodological adjustments or emerging practices). Such flexibility works best when combined with: minimal control rules, decision thresholds, change documentation, and traceability. For future programs, this implies defining, from the design stage, how timelines, budgets, activities, and assumptions are adjusted, and how each adjustment is recorded.

12.1.3 A program with numerous subprojects increases territorial relevance but requires operational standardization from the outset.

The diversity of subprojects allows access to different realities and sectors but increases coordination costs and the risk of bottlenecks in monitoring and closures. If the design involves multiple actors, operations must be highly standardized, with aligned accounting lines, minimal formats, a single repository, a master table, and frequent monitoring routines.

12.1.4 The intentional selection of allies and “champions” functions as a risk management and sustainability mechanism.

By prioritizing organizations and beneficiaries with the capacity to sustain practices (and with local leadership), the probability of results increases and the risk of abandonment is reduced. Selection is a risk management and sustainability decision rather than a technical filter, as performance improves when working with organizations that have leadership and the capacity to sustain processes, and when verifiable commitments are established with beneficiaries (such as asset use, monitoring of maintenance plans, and participation).

12.1.5 Understanding capacity building as an adaptation measure.

In rural contexts, climate vulnerability is often linked to weaknesses in management, organization, and access to knowledge. Technical and management capacities play a role that goes beyond mere support, as they sustain adoption and will be fundamental for continuity. Continuing to prioritize “training of trainers,” extension services, the development of practical tools, and minimal post-intervention support will guarantee long-term results and a more deeply rooted ownership among stakeholders.

12.1.6 Integrate economic resilience and financial mechanisms as an explicit part of the adaptation pathway.

Several practices are only sustainable if families and organizations can finance maintenance, replacement, scaling up, and gradual formalization. Adaptation becomes more durable when combined with financial education, timely credit, mixed models such as grants and loans, and simple investment pathways. To reach the target population, it is necessary to design financial components tailored to each beneficiary profile, whether households, cooperatives, ASADAS (Rural Water Supply Associations), or independent producers, with defined indicators of access and use.

12.1.7 The most scalable legacy comes from reusable tools, appropriate methodologies, and transferable knowledge.

When methodologies or tools are developed that can continue to be used after the program and become part of institutional routines, the multiplier effect is greater than that of an isolated intervention. The lesson is to design from the outset for long-term use and potential transfer and exchange with the public, such as manuals, guides, templates, technical packages, training materials, and mechanisms that can be updated and continue to be used.

12.1.8 Measuring “change” requires realistic baselines, feasible indicators, and data governance from the design stage.

While various programs document outputs and activities, measuring comparable changes (before vs. after) requires minimum baselines and common definitions. Indicators should be designed collaboratively with those collecting data in the field to ensure they are useful and sustainable, and to make the collection and analysis of identified changes feasible. This is achieved by simplifying formats, using effective tools, defining minimum variables—for example, adoption, use, maintenance, and their respective results—and monitoring internal tracking dashboards.

12.1.9 Measuring participation is not enough: equity requires a territorial approach and consistent evidence.

The participation of priority groups such as women, Indigenous territories, vulnerable households, and youth generates value, but it must be accompanied by metrics that go beyond mere participation and can demonstrate changes and adjust strategies when gaps exist. Reaching women, youth, and Indigenous people is the first step, but it requires adjusting schedules, formats, permits, formalization barriers, and differentiated metrics to see the changes achieved and identify how to sustain them. Likewise, it is necessary to analyze how living conditions are evolving and focus on how to improve them in terms of income, formalization, leadership, access to basic services, and provide support proportionate to the context.

12.1.10 Knowledge management and document traceability are essential for efficiency and accountability.

The experience of prolonged closures and dependence on specific individuals reinforces a critical operational lesson: an institutional system of archiving, version control, evidence, and traceable reports gains efficiency, reduces the cost of audits and closures, and increases the potential for replication. It is essential to institutionalize operational memory as part of the management system and as a mechanism that can then be leveraged (sharing this know-how) and serve as an example for other projects/contexts.



Annexes

- ▷ Terms of Reference
- ▷ Question Matrix by Criterion
- ▷ Methodological Instruments Used (Interview Guides, Surveys)
- ▷ Evaluation Timeline
- ▷ List of Documents Reviewed
- ▷ Visual Evidence of Field Visits
- ▷ Detailed Matrices by Criterion
- ▷ Glossary
- ▷ Official Response from the Implementing Entity (Fundecooperación)



13.1 Original Terms of Reference in Spanish

TÉRMINOS DE REFERENCIA

EVALUACIÓN FINAL DEL PROGRAMA ADAPTA2+

1. Introducción:

La Fundación Fundecooperación para el Desarrollo Sostenible requiere los servicios de una persona o empresa o consultora para realizar la evaluación final del **Programa Adapta2+: reduciendo la vulnerabilidad centrándose en sectores críticos (agricultura, recursos hídricos, zonas costeras y creación de capacidades)**. Este programa buscó mitigar los impactos negativos del cambio climático y fortalecer la resiliencia de estos sectores, conforme al acuerdo firmado el 10 de diciembre de 2014 entre Fundecooperación y la Junta del Fondo de Adaptación (*Adaptation Fund Board*).

Fundecooperación, como Entidad de Implementación Nacional acreditada ante el Fondo de Adaptación, lideró el Programa Adapta2+ desde el 10 de diciembre de 2014 hasta el 7 de diciembre de 2023, con un período de cierre financiero posterior a dichas fechas. La ejecución se realizó a través de instituciones públicas y privadas, el sector académico y organizaciones de la sociedad civil, gestionando más de 60 subproyectos liderados por diversos entes ejecutores.

Esta evaluación debe fundamentarse en la Política de Evaluación del Fondo de Adaptación y todos sus lineamientos, incluyendo sus principios rectores: Pertinencia y utilidad, credibilidad y solidez, transparencia, imparcialidad y objetividad, inclusión equitativa y con perspectiva de género, complementariedad, y sensibilidad a la complejidad y adaptabilidad.

I. Información General del Programa Adapta2+:

Entidad Implementadora Nacional:	Fundecooperación para el Desarrollo Sostenible
Sectores:	Sector agropecuario, recurso hídrico y costas.
Aporte Fondo de Adaptación:	Presupuesto Total Programa: \$10.000.000
Aporte Contrapartida:	Contrapartida recibida en efectivo y/o en especie de organizaciones aliadas y entes ejecutores: aprox \$6.000.000
Período de ejecución y desembolso:	Periodo de ejecución: 8 años (2015-2023)
Componentes:	Componente 1: Sector Agropecuario Componente 2: Recurso Hídrico y Zonas Costeras. Componente 3: Creación de Capacidades.

II. Objetivo y Enfoque del Programa Adapta2+

El Programa Adapta2+ tiene como meta fortalecer la capacidad de las comunidades más vulnerables para adaptarse al cambio climático. A través del desarrollo, validación y transferencia de tecnologías, metodologías y herramientas, el programa busca reducir la vulnerabilidad y aumentar la resiliencia de sectores críticos en el mediano y largo plazo.

El programa se ha enmarcado en los distintos Planes Nacionales de Desarrollo que han estado vigentes en el período de ejecución, respetando principios como equidad, participación, sensibilización y desarrollo sostenible, y cuenta con tres componentes clave:

- **En el sector agropecuario:** Desarrollo de iniciativas sostenibles que han mejorado la capacidad de adaptación en sistemas productivos ganaderos, agrícolas y pecuarios en zonas vulnerables del país, así como su acceso a herramientas financieras para adaptarse.
- **Recurso hídrico y zonas costeras:** Oportunidades para el correcto manejo del recurso hídrico como el apoyo a la gestión y protección de las cuencas hidrográficas en zonas vulnerables, recuperación y reforestación de áreas al margen de ríos y nacientes, entre otras. En las zonas costeras se pueden desarrollar acciones como formulación e implementación de buenas prácticas de pesca y turismo sostenible, entre muchas más.
- **Creación de capacidades:** Promoción de la innovación, el aprendizaje y la gestión del conocimiento, con el fin de promover la diversificación y mejoramiento de las prácticas productivas, permitiendo a las personas productoras estabilizar sus ingresos, aumentar su capacidad para pagar deudas y ahorrar para emergencias y necesidades futuras, a la vez que aprenden a manejar ecosistemas y sus servicios de forma sustentable y fortalecen su resiliencia.

2. Objetivo de la Consultoría

El objetivo de la consultoría es realizar la evaluación final del Programa Adapta2+, en cumplimiento con los lineamientos establecidos por el Fondo de Adaptación¹, los cuales guían sobre su enfoque, alcance y contenido mínimo de la evaluación, y en línea con los siguientes objetivos específicos:

- Promover la rendición de cuentas y transparencia:** evaluar y divulgar el nivel de logro de los objetivos del programa, incluyendo resultados previstos e imprevistos (ej., mayor resiliencia, menor vulnerabilidad, rentabilidad).
- Organizar y sistematizar lecciones aprendidas:** identificar lo que funcionó o no, y por qué, para mejorar futuras intervenciones financiadas por el Fondo de Adaptación.
- Evaluar la contribución al mandato del Fondo de Adaptación:** analizar los logros de los proyectos en relación con las metas del Fondo, generando evidencia sobre la efectividad de las operaciones.
- Proveer retroalimentación:** identificar mejoras para proyectos, programas y políticas actuales y futuros.
- Valorar relevancia, efectividad y eficiencia:** analizar diseño, objetivos y desempeño de los proyectos implementados.

3. Criterios de Evaluación

En concordancia con la Política de Evaluación del Fondo de Adaptación, se deberán utilizar los siguientes nueve (9) criterios centrales en la evaluación final, los cuales abarcan los resultados y enseñanzas más valorados por el Fondo. Se utilizan para estructurar las preguntas de evaluación, facilitar la recolección y análisis de datos, así como para formular las conclusiones y recomendaciones. A continuación, se describe cada criterio que debe ser estudiado y evaluado transversalmente en la Evaluación Final:

¹ https://www.adaptation-fund.org/wp-content/uploads/2015/01/Guidelines%20for%20Proj_Prog%20Final%20Evaluations%20final%20compressed.pdf

I. Pertinencia

- Evaluar si la intervención está alineada con las prioridades nacionales e internacionales en materia de adaptación al cambio climático.
- Determinar si las actividades implementadas responden adecuadamente a las necesidades y desafíos de las comunidades beneficiarias y del entorno.

II. Coherencia

- Analizar cómo la intervención se integra con otras iniciativas locales, nacionales e internacionales, asegurando que exista sinergia y evitando duplicación de esfuerzos.
- Evaluar la consistencia de la intervención con los marcos normativos, políticas públicas y estrategias sectoriales relevantes.

III. Eficacia

- Medir el nivel de cumplimiento de los objetivos y metas establecidos en el programa, considerando los resultados esperados e indicadores clave de desempeño.
- Identificar factores que han facilitado o limitado el logro de los resultados.

IV. Eficiencia

- Evaluar el uso de los recursos financieros, humanos y materiales, analizando si han sido empleados de manera óptima para maximizar los resultados obtenidos.
- Identificar cuellos de botella o procesos ineficientes que puedan haber impactado la implementación del programa.

V. Impacto

- Analizar los cambios significativos y sostenibles generados por la intervención, tanto en términos sociales, económicos y ambientales como en la capacidad de las comunidades para adaptarse al cambio climático.
- Identificar impactos positivos y negativos, previstos y no previstos, derivados de la ejecución del programa.

VI. Equidad

- Evaluar si los beneficios del programa han sido distribuidos de manera justa entre diferentes grupos sociales, geográficos y de género.
- Analizar la inclusión de comunidades vulnerables en la planificación y ejecución de las actividades.

VII. Gestión Adaptativa

- Determinar si el programa ha tomado decisiones basadas en evidencia, ajustando estrategias y actividades en respuesta a cambios en el contexto o nuevas informaciones.
- Evaluar la capacidad del sistema de monitoreo y evaluación (M&E) para proporcionar datos relevantes y oportunos para la toma de decisiones.

VIII. Posibilidad de ampliación

- Analizar el potencial del programa para ser replicado o ampliado a nivel regional, nacional o internacional, manteniendo su efectividad y eficiencia.

- Identificar lecciones aprendidas y buenas prácticas que puedan servir como base para la expansión del programa.

IX. Sostenibilidad, Seguridad Humana y Ecológica

- Evaluar cómo la intervención contribuye a la sostenibilidad de los sistemas humanos y naturales, asegurando su capacidad de sostener una vida equitativa para todas las especies.
- Analizar si la intervención ha sido sensible a posibles conflictos sociales, fragilidad institucional y riesgos ecológicos.

4. Alcance de la Consultoría

La evaluación deberá incluir como mínimo:

1. Logro de los resultados del proyecto/programa, incluyendo calificaciones, y con consideración particular de los logros relacionados con las medidas concretas de adaptación propuestas, si corresponde.
2. Evaluación de los riesgos para la sostenibilidad de los resultados del proyecto/programa al momento de su finalización y progreso hacia los impactos, incluyendo calificaciones.
3. Evaluación de los procesos que influyen en el logro de los resultados del proyecto/programa, incluyendo la preparación y la disponibilidad, la apropiación nacional (country ownership), la participación de las partes interesadas, la gestión financiera, la supervisión y el respaldo del EIN, y los retrasos en el inicio e implementación del proyecto/programa.
4. Evaluación de la contribución de los logros del proyecto/programa a las metas, objetivos, impacto y finalidad del Fondo de Adaptación, incluyendo un informe sobre los indicadores estándar/centrales del FA.
5. Evaluación de los sistemas de M&E.

Además, el informe de evaluación final debe incluir lo siguiente:

6. Conclusiones, lecciones y recomendaciones.
7. Términos de referencia para realizar la evaluación.
8. Una respuesta oficial del equipo de gestión del proyecto/programa con respecto a las conclusiones y recomendaciones de la evaluación.
9. Otra información como el cronograma y la duración de la evaluación, los lugares visitados, las personas involucradas, las preguntas clave, la metodología y las referencias utilizadas.
10. Las evaluaciones finales deben incluir, tanto en el texto como en una sección principal, todos los materiales y la bibliografía, así como una lista de las partes interesadas/personas consultadas durante su diseño e implementación.

5. Principales Actividades de la Consultoría

1. **Revisión documental:** analizar materiales clave como documentos de diseño, informes de progreso y planes de acción.
2. **Diseño metodológico:** desarrollar un enfoque de evaluación con guías de entrevistas, lista de actores clave y plan de trabajo, tomando en cuenta los 9 criterios a evaluar y los requerimientos del Fondo de Adaptación.
3. **Trabajo de campo:** realizar visitas y entrevistas con actores clave, como personas beneficiarias, ejecutores e instituciones socias.
4. **Análisis y reporte:** elaborar un informe de evaluación final que incluya hallazgos, lecciones aprendidas y recomendaciones.

6. Entregables

1. **Informe de Inicial:** debe mostrar una comprensión clara y un plan de trabajo realista para la evaluación, verificando que dicho plan se corresponda con los términos de referencia. Incluye: diseño metodológico ajustado, guías de entrevistas, agenda preliminar de trabajo, métodos para recopilación de evidencia, entre otros.
2. **Informe de Avance:** hallazgos preliminares a las cuatro semanas de la evaluación.
3. **Informe Final:** borrador para comentarios a las ocho semanas y versión final en español e inglés dos semanas después. El contenido mínimo del informe de cumplir con lo establecido por el Fondo de Adaptación en su guía de evaluaciones finales de proyectos y programas, versión vigente al momento de la firma de contrato.
Para referencia: https://www.adaptation-fund.org/wp-content/uploads/2015/01/Guidelines%20for%20Proj_Prog%20Final%20Evaluations%20final%20compressed.pdf

Anexos de cada entregable: todos los necesarios según el alcance de la evaluación y la etapa de cada entregable, incluyendo al menos:

- Matriz de hallazgos
- Lista de personas entrevistadas
- Fichas técnicas
- Bibliografía y referencias utilizadas

7. Cronograma de Pagos

- 30% contra la firma del contrato y entrega informe inicial
- 30% con el informe de avance de la consultoría
- 40% a la presentación y aceptación final del informe por el Fondo de Adaptación.

8. Calificaciones

La empresa o persona consultora deberá contar con una sólida experiencia y conocimientos técnicos demostrables en la evaluación de programas y proyectos de adaptación al cambio climático, particularmente en el sector agropecuario. Se requiere un profundo entendimiento de las metodologías de evaluación, los indicadores de impacto y los marcos de referencia del Fondo de Adaptación. Asimismo, deberá demostrar habilidades en la gestión de proyectos, la comunicación efectiva, la recopilación y el análisis de datos, y la elaboración de informes técnicos de alta calidad. Se valorará la experiencia previa en Costa Rica o en contextos similares, así como la capacidad de trabajar en equipo y de interactuar con diversos actores clave del sector agropecuario.

Idiomas: Dominio de español e inglés.

9. Condiciones generales:

- La presente contratación no originará relación obrero patronal entre Fundecooperación para el Desarrollo Sostenible y la persona física o jurídica contratada.
- La aplicación al proceso de selección no establecerá obligación alguna de contratación por parte de Fundecooperación. La contratación se hará efectiva para la persona jurídica que cumpla con los requisitos y que culmine con éxito el proceso establecido para dicho fin.
- Los productos esperados deben ser entregados en los plazos establecidos en estos TdR. Cualquier cambio en las fechas debe ser solicitado por escrito y autorizado por la Fundación.
- Las personas físicas o jurídicas que quieran participar del proceso de selección **deberán presentar la documentación mínima solicitada**, además de aquella que considere lo acredite como ideal para liderar el proceso.
- La persona física o jurídica oferente **examinará detalladamente la información que compone estos términos de referencia**. Por tanto, no podrá alegar desconocimiento de los mismos.
- **La persona o empresa consultora deberá contar con un seguro de riesgos profesionales** y cualquier seguro de gastos médicos que cubra cualquier situación.
- Es obligación de la persona o empresa oferente **presentar la documentación de forma legible en idioma español**, de manera ordenada, completa y **debidamente firmada por la persona legalmente facultada para ello**.
- La persona o empresa que resulte contratada deberá trabajar con **estricto apego a la Política Social Ambiental y de Género, Código de Ética, Política de Cero Tolerancia al Fraude y Política Contra el Hostigamiento Sexual** de Fundecooperación (<https://fundecooperacion.org/transparencia-y-politicas/>) así como de todo el marco regulatorio de la Fundación que le aplique.

- **La información** a la que la persona o empresa consultora tenga acceso en razón de la presente contratación, **se rige por un Principio de Confidencialidad**. La misma no podrá ser divulgada a terceros sin previa autorización por escrito de Fundecooperación.
- Todos los documentos generados a partir de la presente contratación serán propiedad de Fundecooperación.
- **Cualquier consulta** sobre la aplicación se deberá enviar al correo electrónico contrataciones@fundecooperacion.org, con copia a gerencia@fundecooperacion.org. **La fecha máxima para recibir consultas será el 31 de julio de 2025 por medio de correo electrónico**. No se atenderán consultas técnicas o administrativas vía telefónica.
- La presentación de los requisitos solicitados de forma incompleta, será motivo suficiente para no tomar en cuenta la oferta.
- La presentación de la oferta implica la aceptación y cumplimiento de los requisitos y condiciones de la solicitud.

10. Procedimiento de aplicación:

Para iniciar su solicitud de aplicación debe enviar un correo electrónico con la documentación completa y ordenada que se detalla a continuación, dentro del plazo establecido para dicho fin:

1. **Propuesta técnica y metodológica** que incluya a detalle objetivos y las acciones que aplicará la persona o empresa consultora para la consecución de los productos incluidos en estos TdR, incluyendo² la presentación de productos, actividades, recursos, responsables, medidas de contingencia en caso de algún inconveniente y un cronograma de actividades y entregas de los productos, incluyendo el plazo de entrega final.
2. **Detalle de la conformación del equipo, con la dedicación y hoja de vida de sus integrantes** en idioma español, ordenada y completa, de la empresa y el equipo implicado en la consultoría, de este último debe incluir los estudios complementarios como certificaciones, títulos e información relativa que demuestren idoneidad para la consultoría. En caso de empresa, compartir dicha información tanto de la empresa como de la persona que se encargará de llevar a cabo esta consultoría, con el detalle de dedicación por cada miembro del equipo.
3. **Documentación legal y fiscal** necesaria al día, que le faculte para poder brindar servicios bajo la legislación costarricense.
4. **Adjuntar al menos 3 referencias de trabajos realizados, mencionando las actividades ejecutadas y la persona contacto que servirá como referencia profesional**, de manera que se pueda comprobar la experiencia realizando evaluaciones similares a proyectos o programas financiados por cooperación internacional.
5. **Propuesta económica** por los servicios brindados **por la totalidad de la consultoría, incluido el Impuesto al Valor Agregado (IVA)**. El monto debe ser presentado en dólares estadounidenses y con detalle desagregado.

² Pero no excluyente a otra información que la persona oferente considere necesario incluir.

6. Cualquier otra documentación que considere pertinente y relevante que sea tomada en cuenta.
7. Vigencia de la oferta: mínimo 60 días hábiles desde la recepción.
8. **La documentación indicada anteriormente debe ser enviada al correo electrónico contrataciones@fundecooperacion.org, con copia a gerencia@fundecooperacion.org a más tardar el 2 de agosto de 2025 a las 11:59 p.m.** Toda aplicación remitida posterior a dicha fecha será desestimada inmediatamente.
9. Llenar el formulario de información general en el siguiente enlace: <https://forms.gle/LUHQdgwswJGYDDHQ6>

Se anima a participar del proceso de selección a mujeres, personas con discapacidad o pertenecientes a grupos sociales vulnerados

11. Mecanismo de evaluación de las ofertas:

Las ofertas presentadas serán evaluadas de la siguiente manera:

Evaluación de empresas o personas oferentes	Porcentaje
Calificaciones de la empresa o persona oferente Según lo indicado el en punto 8.	35%
Propuesta técnica Información detallada, clara, completa y concisa, sobre los servicios ofertados, la propuesta metodológica, el cronograma y plan de implementación que utilizará para el desarrollo de esta consultoría.	35%
Propuesta económica Se valorará el precio ofertado a los servicios brindados por la totalidad de la consultoría, incluido el Impuesto al Valor Agregado (IVA) o cualquier otro impuesto (aplicable si la persona oferente está domiciliada en un país sin acuerdo tributario con Costa Rica)	30%
Total:	100%

12. Material de Apoyo

Se anexa a los presentes Términos de Referencia, la guía para el diseño de Evaluaciones Finales, elaborada por el Fondo de Adaptación, ubicada en: https://www.adaptation-fund.org/wp-content/uploads/2015/01/Guidelines%20for%20Proj_Prog%20Final%20Evaluations%20final%20compressed.pdf

13.2 Question matrix by criterion

Table 24 - Question matrix by criterion – relevance and coherence

Evaluation Questions / Section	Indicative Evidence / Indicators	Main Sources and Methods
I. RELEVANCE (6.1)		
6.1.1 To what extent did the Program align with national adaptation priorities (NDCs, National Adaptation Plans, and sectoral policies) and with the policies of the Adaptation Fund?	➤ Explicit traceability with NDCs /PNA/sectoral policies	➤ Document review ➤ Interviews (institutions, implementers, beneficiaries) ➤ Field visits / visual evidence
6.1.2 To what extent did the design and selection of subprojects respond to territorial and beneficiary needs?	➤ Evidence of assessments and territorial prioritization criteria ➤ Coherence between problem/ intervention/results (logical framework/ToC)	
6.1.3 Was the intervention approach consistent and relevant to the prioritized problems?	➤ Evidence of participation and ownership (report-beneficiaries)	
6.1.4 Were key stakeholders included from the design/implementation stage, and was territorial ownership fostered?		
II. COHERENCE (6.2)		
6.2.1 Internal coherence: How did the components and subprojects complement each other? Were there synergies or fragmentation among the lines of work?	➤ Internal coordination mechanisms ➤ Evidence of collaboration with institutions/plans/other programs.	➤ Document review (agreements, minutes, reports, deliverables) ➤ Interviews with partners/ implementers/sectoral authorities ➤ Stakeholder/relationship mapping analysis
6.2.2 External coherence: To what extent was the Program coordinated with territorial initiatives, policies, and stakeholders in order to avoid duplication and strengthen synergies?	➤ Cases of synergies and/or overlaps identified and managed.	

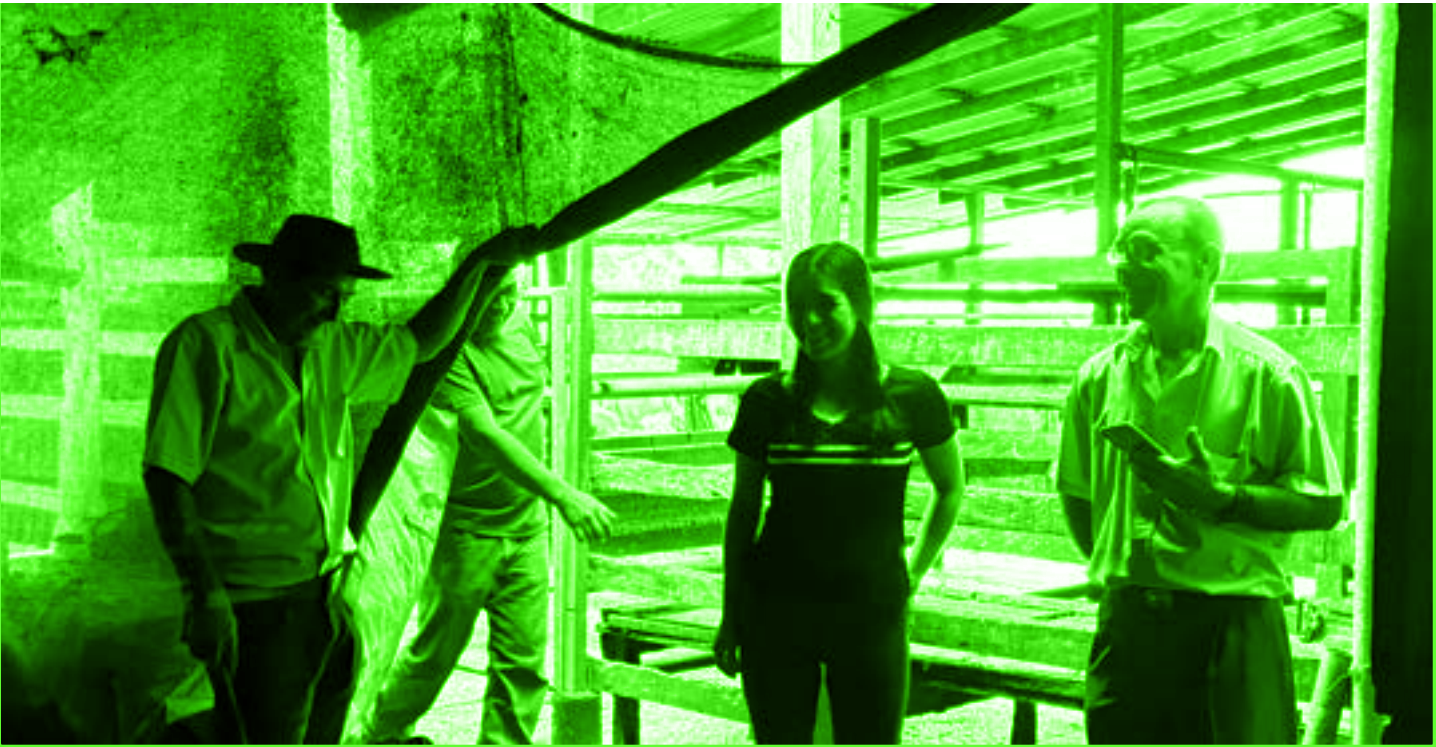


Table 25 Matrix of questions by criterion – effectiveness and efficiency

Evaluation Questions / Section	Indicative Evidence / Indicators	Main Sources and Methods
III. EFFECTIVENESS (6.3)		
6.3.1 To what extent were the Program's expected results (outcomes/outputs) achieved according to the original plan?	▷ Achievement of goals/ indicators ▷ Evidence of adoption/use of practices, tools, or installed capacities ▷ Record of enablers and bottlenecks ▷ Alignment with national indicators (definitions, comparability) ▷ Evidence of use/adjustments of ToC and assumptions	▷ Review of technical and administrative reports; results/M&E framework ▷ Interviews and validation with key stakeholders ▷ Field visits and triangulation with visual/ documentary evidence
6.3.2 What evidence exists regarding effectiveness by component, and what factors explain variations in achievement?		
6.3.3 What factors facilitated the achievement of results?		
6.3.4 What factors limited achievement (pandemic, procurement processes, capacities, technological adoption, connectivity, etc.)?		
6.3.5 To what extent are the results/indicators consistent with national indicators or existing sectoral systems?		
6.3.6 Did the theory of change remain valid and useful as a framework for implementation and results analysis?		
IV. EFFICIENCY (6.4)		
6.4.1 Were financial resources used efficiently and in a timely manner to produce results? Were there any significant deviations?	▷ Budget execution and relevance of spending vs. achieved outputs ▷ Evidence of adjustments to address bottlenecks ▷ Cost-benefit arguments for each intervention (qualitative/ quantitative data available)	▷ Review of financial execution, closing reports, and traceability of purchases/contracts ▷ Interviews (management, implementers) ▷ Comparison of planned vs. actual times (schedules/addenda)
6.4.2 Was the Program's governance and management structure adequate for coordination and implementation?		
6.4.3 How efficient were the administrative processes and the capacity to respond to bottlenecks?		
(Cost-benefit section) Is the cost-benefit ratio reasonable for each type of intervention, considering avoided risks and benefits?		

Table 26 - Question matrix by criterion – impact and equity

Evaluation Questions / Section	Indicative Evidence / Indicators	Main Sources and Methods
V. IMPACT (6.5)		
6.5.1 What changes are observed in adaptive capacities and vulnerability reduction among beneficiaries?		
6.5.2 What impacts are observed on livelihoods and the local economy, where applicable?	▷ Evidence of changes beyond output	▷ Testimonials and validation with beneficiaries; direct observation
6.5.3 What impacts are observed on environmental management and territorial resilience?	▷ Evidence of intermediate results	▷ Review of available indicators/measurements; technical reports
6.5.4 What impacts are observed on public policies and institutional strengthening (instruments, routines, capacities)?	▷ Institutional adoption (instruments incorporated, use in policies/planning)	▷ Triangulation with institutions (MAG/INTA/ others) and official products.
6.5.6 How was the impact measured, and what are the limitations for attributing and measuring long-term changes?	▷ Status of baselines, comparability, and quality of M&E for measuring change.	
VI. EQUITY (6.6)		
6.6.1 How did the program integrate the gender approach into its design and implementation? What differentiated results can be identified?	▷ Disaggregated data by gender/territory/group	▷ Review of participation records and reported principles
6.6.2 To what extent did the territorial targeting prioritize areas and populations with greater climate vulnerability?	▷ Evidence of effective participation and differentiated benefits	▷ Interviews/focus groups with beneficiaries and local leaders
6.6.3 How were vulnerable groups included, and what social safeguards were applied?	▷ Application of safeguards and mitigation of social risks	▷ Review of selection criteria and implementation documentation
6.6.4 Was the distribution of benefits equitable and transparent? What access barriers existed?	▷ Selection criteria and mechanisms to reduce barriers	



Table 27 - Question matrix by criterion – adaptive management and scalability & replicability

Evaluation Questions / Section	Indicative Evidence / Indicators	Main Sources and Methods
VII. ADAPTIVE MANAGEMENT (6.7)		
6.7.1 What monitoring and evidence-gathering mechanisms were used during implementation to manage the Program?	▷ Online surveys including testimonials on decisions and adjustments	▷ Review of decisions, progress reports, and evidence of changes
6.7.2 What changes were made to the operational design during the pandemic, and how did these affect results and timelines?	▷ Evidence of operational risk management and mitigation measures	▷ Interviews (Fundecooperación and implementing partners) on adaptation during implementation
6.7.3 How was evidence used to make adjustments, prioritize, and redirect activities?	▷ Learning products (systematizations, guides, tools) and their use	▷ Analysis of documentation – annual report
6.7.4 How well were lessons learned documented and systematized to inform the Program and future cycles?		
VIII. SCALABILITY / REPLICABILITY (6.8)		
6.8.1 Which elements of the interventions are replicable in other territories and why?	▷ Existence of replicable packages (manuals, protocols, methodologies)	▷ Review of technical and methodological products; interviews with sector stakeholders
6.8.2 What enabling conditions are required for scaling up?	▷ Evidence of interest/use by third parties (institutions/territories)	▷ Validation with public institutions and implementing entities regarding scalability
6.8.3 What institutional incentives and barriers affect scaling up?	▷ Explicit identification of barriers to scaling and proposed solutions	▷ Comparative analysis of conditions by territory
6.8.4 What knowledge transfer and peer-learning mechanisms were activated and how effective were they?	▷ Evidence of dissemination and transfer (workshops, networks, products)	

Table 28 - Question matrix by criterion – sustainability, human and ecological security

Evaluation Questions / Section	Indicative Evidence / Indicators	Main Sources and Methods
IX. SUSTAINABILITY - HUMAN AND ENVIRONMENTAL SECURITY		
6.9.1 What installed capacities are most likely to continue after project closure and under what conditions?	▷ Evidence of continued use of capacities (post-closure) and local ownership	▷ Interviews and on-site verification regarding continuity and maintenance
6.9.2 What sustains the technical/financial operation of interventions (O&M, budgets, tariffs, institutional support)?	▷ Existence of financial/technical arrangements for continuity, such as plans, responsible parties, and resources	▷ Review of final administrative reports
6.9.3 To what extent are results integrated (or can be integrated) into policies and national/regional frameworks?	▷ Institutional adoption of tools/outcomes into routines/policies	
6.9.4 Do the measures sustain ecological security and contribute to long-term resilience?	▷ Evidence of environmental benefits and risk mitigation (safeguards)	

13.3 Methodological instruments used

Interview guides

Guides by actor

Subproject implementation teams

Purpose: To analyze the effectiveness, efficiency and sustainability of the technical and operational execution of each component (agricultural, water and coastal and capacities).

Guiding themes:

- ▷ Relevance of the subproject to local and sectoral priorities.
- ▷ Factors that facilitated or limited the achievement of goals and indicators.
- ▷ Coordination among local, national, and technical stakeholders.
- ▷ Community participation processes and capacity building.
- ▷ Costs, timelines, and resources in relation to the results obtained.
- ▷ Practices or innovations that could be replicated or scaled up.
- ▷ Risks and conditions for the sustainability of the interventions.

+ Online survey for the evaluation of the 9 criteria & use of knowledge materials and recommendations

Format: Semi-structured interview (45–60 minutes).

Sectoral authorities and national partners

Purpose: To gather the institutional perspective on the program's alignment with national policies, synergies, and impacts at the sectoral level.

Guiding themes:

- ▷ Alignment of the Adapta2+ Program with national policies, plans, and strategies.
- ▷ Inter-institutional coordination and complementarity with other initiatives.
- ▷ Observable effects on regulations, protocols, and sectoral coordination.
- ▷ Key lessons learned for strengthening climate finance policies and mechanisms.
- ▷ Opportunities for integrating program practices into permanent policies.

+ Online survey for evaluating the 9 criteria & use of knowledge materials and recommendations

Format: Virtual or in-person interview (45 minutes).

Communities and direct beneficiaries

Purpose: To evaluate perceived results, changes in resilience, and the level of ownership of the implemented solutions.

Guiding themes:

- ▷ Changes observed in production, environmental, or social conditions after the project.
- ▷ Direct and indirect benefits perceived (water, productivity, income, well-being).
- ▷ Participation in planning and implementation; equitable access to benefits.
- ▷ Practices adopted, maintenance, and sustainability over time.
- ▷ Difficulties encountered and suggestions for improvement.
- ▷ Perception of the usefulness of technical and institutional support.

Format: Focus groups: 6–10 people, approximate duration 1.5 h.

Industry Associations and Networks

Purpose: To identify the program's contribution to industry dynamics and opportunities for scaling up.

Guiding Topics:

- ▷ Level of awareness and participation in the Adapta2+ Program.
- ▷ Industry changes associated with the promoted practices (norms, standards, markets).
- ▷ Lessons learned and synergies with other networks or associations.
- ▷ Potential for replicability and required institutional support.

Format: Brief interview or online survey (30 minutes).

Academia and Technical Entities

Purpose: To review the technical rigor of the applied methodologies, knowledge generation, and the program's contribution to adaptation science.

Guiding Topics:

- ▷ Technical quality of the methodologies, assessments, and tools generated.
- ▷ Validation processes and technical replicability.
- ▷ Innovations or contributions of the program to applied knowledge.
- ▷ Collaboration with Fundecooperación and potential future lines of research.

Format: Virtual or written interview (30–45 minutes).

Adaptation Fund (Secretariat / Regional Focal Point)

Purpose: To gather the institutional perception of Fundecooperación's performance as the National Implementing Entity and the program's contribution to the Fund's objectives.

Guiding Topics:

- ▷ Assessment of compliance with the Adaptation Fund's criteria.
- ▷ Effectiveness in resource management and results monitoring.
- ▷ Lessons learned and best practices observed by the Fund.
- ▷ Recommendations for future phases or scaling-up mechanisms.

Format: Short virtual interview (30 min) or exchange via structured email



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CUESTIONARIO - ALIADOS

CUESTIONARIO - ALIADOS

EVALUACIÓN PROGRAMA ADAPTA2+ | Dirigido a aliados institucionales

Esta evaluación, realizada por HEDERA Sustainable Solutions GmbH, tiene como propósito conocer los avances, aprendizajes y desafíos de los proyectos apoyados por el Programa Adapta2+, con el fin de fortalecer la gestión, la toma de decisiones y la sostenibilidad de las acciones.

Las respuestas serán utilizadas únicamente para fines de evaluación y mejora del programa, de forma confidencial y agregada.

La información que usted proporcione será tratada conforme a la Ley de Protección de la Persona frente al Tratamiento de sus Datos Personales (Ley N.º 8968) y no se divulgarán datos individuales. HEDERA procesa esta información únicamente en nombre de Fundecooperación.

Agradecemos su tiempo y colaboración. Su experiencia es fundamental para aprender y avanzar juntos hacia una mayor resiliencia climática.

Nombre de la persona que responde

Correo electrónico

Nombre de la organización / institución

Nombre del proyecto o proyectos en los que participó

Tipo de organización que responde

Seleccione una opción.

- ☐ ASADA / Acueducto rural
- ☐ ONG / Fundación
- ☐ Empresa / Consultora técnica
- ☐ Municipalidad / Gobierno local
- ☐ Instituto / Ministerio / Entidad pública nacional
- ☐ Comité / Red / Plataforma multiactor
- ☐ Universidad / Centro Académico
- ☐ Cooperativa / Asociación comunitaria o productiva
- ☐ Otro

Si eligió 'Otro', por favor especifique

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CUESTIONARIO - ALIADOS

Rol de la persona que responde

- ☐ Técnico/a
- ☐ Productor/a
- ☐ Dirigente / Gerencia
- ☐ Otro

Valoración según criterios del Fondo de Adaptación

Los objetivos y resultados del programa fueron claros para nuestra institución.

- ☐ Totalmente en desacuerdo
- ☐ En desacuerdo
- ☐ Ni de acuerdo ni en desacuerdo
- ☐ De acuerdo
- ☐ Totalmente de acuerdo

¿Podría explicar brevemente por qué dio esa valoración?

Hubo una coordinación interinstitucional efectiva (comités, mesas, comunicación).

- ☐ Totalmente en desacuerdo
- ☐ En desacuerdo
- ☐ Ni de acuerdo ni en desacuerdo
- ☐ De acuerdo
- ☐ Totalmente de acuerdo

¿Podría explicar brevemente por qué dio esa valoración?

Los mecanismos de articulación del programa (roles, acuerdos, gobernanza) fueron eficaces.

- ☐ Totalmente en desacuerdo
- ☐ En desacuerdo
- ☐ Ni de acuerdo ni en desacuerdo
- ☐ De acuerdo
- ☐ Totalmente de acuerdo

¿Podría explicar brevemente por qué dio esa valoración?

El apoyo del programa fue relevante para las prioridades de nuestra institución.

- ☐ Totalmente en desacuerdo
- ☐ En desacuerdo
- ☐ Ni de acuerdo ni en desacuerdo
- ☐ De acuerdo
- ☐ Totalmente de acuerdo

¿Podría explicar brevemente por qué dio esa valoración?

El programa facilitó aprendizajes y buenas prácticas útiles para el sector.

- ☐ Totalmente en desacuerdo
- ☐ En desacuerdo
- ☐ Ni de acuerdo ni en desacuerdo
- ☐ De acuerdo
- ☐ Totalmente de acuerdo

¿Podría explicar brevemente por qué dio esa valoración?

Sostenibilidad y próximos pasos

¿Qué mecanismos considera importantes para sostener los logros del programa?

- ☐ Financiamiento continuo / recursos propios
- ☐ Institucionalización de prácticas / normativas
- ☐ Capacitación continua del personal
- ☐ Alianzas con actores locales / nacionales
- ☐ Seguimiento y monitoreo permanente
- ☐ Articulación interinstitucional
- ☐ Asistencia técnica sostenida
- ☐ Refuerzo de capacidades internas / roles claros
- ☐ Fortalecimiento de la participación comunitaria
- ☐ Sistematización y documentación de aprendizajes
- ☐ Otro (especifique)

Otro (especifique)

¿Qué temas o capacidades deberían reforzarse? (máx. 2-3 ideas)

¿Desea mantener contacto para futuras iniciativas de adaptación o financiamiento climático?

- ☐ Sí
- ☐ No

¿Usan actualmente los materiales de conocimiento desarrollados en el marco del proyecto?
(manuales, guías, módulos, fichas técnicas, videos, etc.)

- ☐ Sí, de forma regular
- ☐ Parcialmente / en algunas actividades
- ☐ No los usan actualmente

¿Con quién comparten estos materiales?

- ☐ Solo dentro de la organización
- ☐ Con organizaciones socias
- ☐ Con productores/as
- ☐ Con instituciones externas (municipalidades, ONGs, empresas)
- ☐ Con el público general
- ☐ No los han compartido
- ☐ Otro (especifique)

Si eligió 'Otro', por favor especifique

¿Los materiales desarrollados han sido adaptados, ampliados o utilizados como base para nuevos productos o procesos de formación?

- ☐ Sí, ampliados internamente
- ☐ Sí, utilizados como base para desarrollar nuevos materiales
- ☐ Sí, adaptados para otros territorios o públicos
- ☐ No han sido modificados
- ☐ Otro (especifique)

Si eligió 'Otro', por favor especifique

En su opinión, los procesos de formación y desarrollo de capacidades fortalecieron de manera sostenible las competencias de su organización o equipo técnico.

- ☐ Sí, de manera significativa (las capacidades se fortalecieron claramente, se aplican y se mantienen en el tiempo)
- ☐ Sí, en cierta medida (hubo mejoras relevantes, pero no en todas las áreas o no totalmente sostenibles)
- ☐ Parcialmente (mejoras puntuales o limitadas; solo algunos temas o personas fortalecidas)
- ☐ No (no se observó fortalecimiento sostenible)

Comentarios o recomendaciones generales (opcional). ¿Si se repitiera el programa, qué haría diferente?
Opcional.

Enlaces a documentos o carpetas (opcional)

Google Drive, DropBox, NextCloud, repositorio institucional

Confirmo que la información suministrada puede usarse para fines de evaluación del Programa Adapta2+.

☐ Acepto

¡Muchas gracias por su participación! Todos sus aportes son muy valiosos.

Surveys

Questionnaire – Water Resources

CUESTIONARIO - RECURSOS HÍDRICOS

EVALUACIÓN PROGRAMA ADAPTA2+ | Dirigido a ejecutores de proyectos
Componente 2 recursos hídricos

Esta evaluación, realizada por HEDERA Sustainable Solutions GmbH, tiene como propósito conocer los avances, aprendizajes y desafíos de los proyectos apoyados por el Programa Adapta2+, con el fin de fortalecer la gestión, la toma de decisiones y la sostenibilidad de las acciones.

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Agradecemos su tiempo y colaboración. Su experiencia es fundamental para aprender y avanzar juntos hacia una mayor resiliencia climática.

Nombre de la persona que responde

Correo electrónico

Nombre del proyecto que ejecutó en el marco del Programa Adapta2+

Indique las organizaciones socias del proyecto

Cantón

Nombre de la organización / institución / ASADA / municipalidad

Tipo de organización que responde

Seleccione una opción.

- ☐ ASADA / Acueducto rural
- ☐ ONG / Fundación
- ☐ Empresa de servicios hídricos / Consultora técnica
- ☐ Municipalidad / Gobierno local
- ☐ Instituto / Ministerio (MINAE, IMN, SENARA, etc.)
- ☐ AyA / Prestador de servicio de agua
- ☐ Comité de cuenca / Organización territorial del agua
- ☐ Universidad / Centro Académico
- ☐ Red / Plataforma multiactor
- ☐ Otro

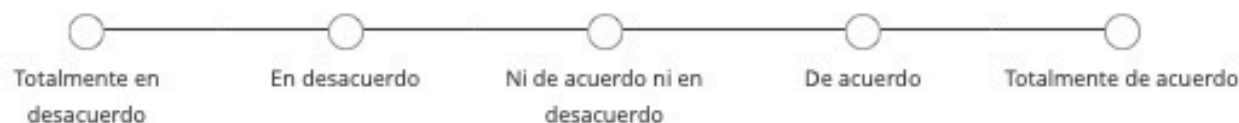
Si eligió 'Otro', por favor especifique

Rol de la persona que responde

- ☐ Técnico/a
- ☐ Productor/a
- ☐ Dirigente / Gerencia
- ☐ Otro

Valoración según criterios del Fondo de Adaptación

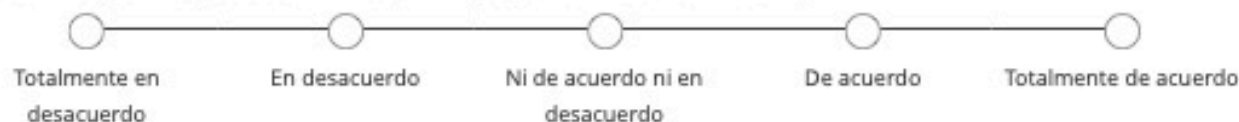
Las actividades del programa respondieron a las necesidades del territorio y a los riesgos climáticos más relevantes para el recurso hídrico.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

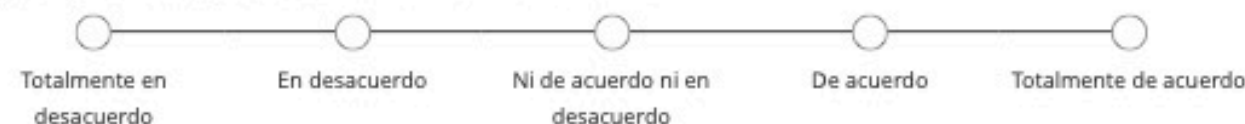
Las prácticas o tecnologías seleccionadas fueron adecuadas al contexto hídrico local (p. ej., protección de nacientes, reducción de pérdidas, eficiencia hídrica, PSA Agua, control de contaminación).



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

En general, las metas previstas se alcanzaron en buena medida.

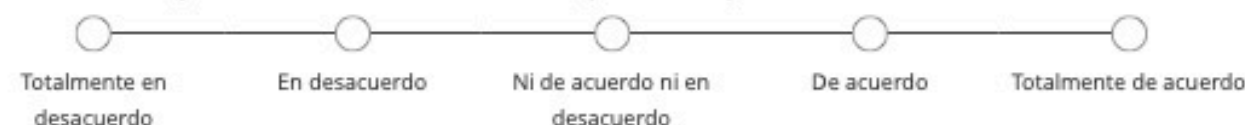


¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Indique un resultado concreto importante logrado (opcional).

Los apoyos (capacitaciones, materiales, acompañamiento, obras o equipos cuando correspondía) llegaron a tiempo para el calendario operativo de las acciones hídricas o de gestión del agua.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

La relación costo-resultado fue razonable para los beneficios obtenidos.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba 1-2 frases. Opcional si su respuesta fue 4 o 5.

Observamos mejoras sostenibles en la continuidad, calidad o eficiencia del servicio o uso del agua (p. ej., captación, conducción, almacenamiento, distribución, tratamiento o monitoreo).



¿Podría explicar brevemente por qué dio esa valoración?

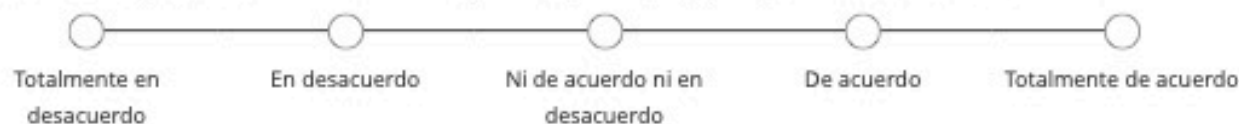
Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Existen arreglos para mantener las acciones o infraestructura hídrica una vez finalizado el apoyo (p. ej., mantenimiento de acueductos, tanques, tuberías, nacientes, sistemas de medición o gobernanza).



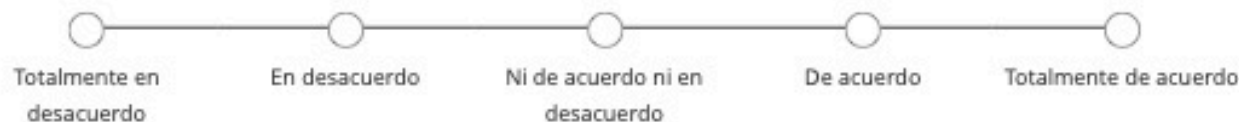
¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Las acciones de agua se articularon con municipalidades, MINAE, AyA, IMN, comités de cuenca o ASADAS.

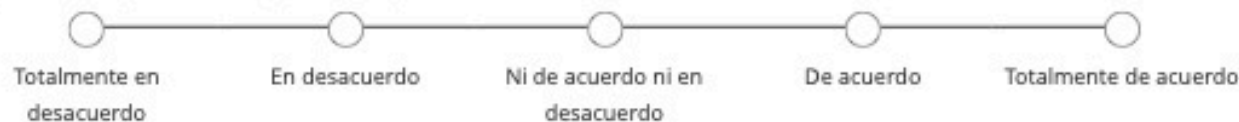
¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Mujeres, jóvenes y comunidades atendidas participaron en igualdad de condiciones.

¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Frente a la pandemia, el proyecto ajustó oportunamente sus actividades (reprogramaciones, trabajo remoto/canales digitales, bioseguridad, reasignaciones) para mantener avances.

¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Impactos principales observados

Suspensión, retrasos, restricciones de campo, afectación a beneficiarios, costos, cambios de cronograma.

- ☐ Suspensión temporal de actividades
- ☐ Retrasos en compras/contrataciones
- ☐ Restricciones de trabajo de campo
- ☐ Afectación a beneficiarios/as
- ☐ Incremento de costos
- ☐ Cambios de cronograma
- ☐ Otro

Medidas implementadas

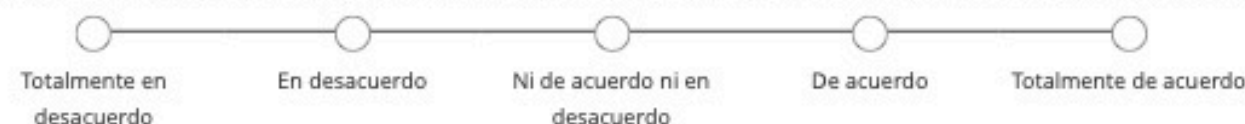
Reprogramación, trabajo remoto, bioseguridad, canales digitales, rediseño técnico, reasignación, alianzas locales.

- ☐ Reprogramación de actividades
- ☐ Trabajo remoto / coordinación virtual
- ☐ Protocolos de bioseguridad
- ☐ Canales digitales / capacitación virtual
- ☐ Rediseño técnico de actividades
- ☐ Reasignación de presupuesto
- ☐ Alianzas locales para continuidad
- ☐ Otro

¿Hubo ajustes de presupuesto aprobados?

- ☐ Sí
- ☐ Parcialmente
- ☐ No

Describe brevemente los ajustes aprobados

Las prácticas o modelos implementados tienen potencial de replicarse en otras cuencas o territorios de gestión hídrica.

¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo)

¿Usan actualmente los materiales de conocimiento desarrollados en el marco del proyecto?

(manuales, guías, módulos, fichas técnicas, videos, etc.)

- ☐ Sí, de forma regular
- ☐ Parcialmente / en algunas actividades
- ☐ No los usan actualmente

¿Con quién comparten estos materiales?

- ☐ Solo dentro de la organización
- ☐ Con organizaciones socias
- ☐ Con productores/as
- ☐ Con instituciones externas (municipalidades, ONGs, empresas)
- ☐ Con el público general
- ☐ No los han compartido
- ☐ Otro (especifique)

Si eligió 'Otro', por favor especifique

¿Los materiales desarrollados han sido adaptados, ampliados o utilizados como base para nuevos productos o procesos de formación?

- ☐ Sí, ampliados internamente
- ☐ Sí, utilizados como base para desarrollar nuevos materiales
- ☐ Sí, adaptados para otros territorios o públicos
- ☐ No han sido modificados
- ☐ Otro (especifique)

Si eligió 'Otro', por favor especifique

En su opinión, los procesos de formación y desarrollo de capacidades fortalecieron de manera sostenible las competencias de su organización o equipo técnico.

- ☐ Sí, de manera significativa (las capacidades se fortalecieron claramente, se aplican y se mantienen en el tiempo)
- ☐ Sí, en cierta medida (hubo mejoras relevantes, pero no en todas las áreas o no totalmente sostenibles)
- ☐ Parcialmente (mejoras puntuales o limitadas; solo algunos temas o personas fortalecidas)
- ☐ No (no se observó fortalecimiento sostenible)

Comentarios o recomendaciones generales (opcional). ¿Si se repitiera el programa, qué haría diferente?

Opcional

Enlaces a documentos o carpetas (opcional)

Google Drive, DropBox, NextCloud, repositorio institucional

Confirmando que la información suministrada puede usarse para fines de evaluación del Programa Adapta2+.

- ☐ Acepto

¡Muchas gracias por su participación! Todos sus aportes son muy valiosos.

Surveys

Questionnaire – Agricultural Sector

CUESTIONARIO - SECTOR AGRO

EVALUACIÓN PROGRAMA ADAPTA2+ | Dirigido a entidades ejecutoras de proyectos - Componente 1 Sector Agropecuario

Esta evaluación, a cargo de la empresa HEDERA Sustainable Solutions, tiene como propósito conocer los avances, aprendizajes y desafíos del Programa Adapta2+, así como las contribuciones y necesidades de las instituciones académicas que colaboraron en investigación, formación o asistencia técnica.

Las respuestas serán utilizadas únicamente para fines de evaluación y mejora del programa, de forma confidencial y agregada. La información que usted proporcione será tratada conforme a la Ley N.º 8968 de Costa Rica y no se divulgarán datos individuales. HEDERA procesa esta información únicamente en nombre de Fundecooperación.

Agradecemos su tiempo y colaboración. Su experiencia es fundamental para aprender y avanzar juntos hacia una mayor resiliencia climática.

Nombre de la persona que responde.

Correo electrónico

Nombre del proyecto que ejecutó en el marco del Programa Adapta2+

Indique las organizaciones socias del proyecto

Nombre de la organización / finca

Cantón

Tipo de organización que responde

Seleccione una opción.

- ☐ Cooperativa / Asociación productiva
- ☐ ONG / Fundación
- ☐ Empresa agro / prestador
- ☐ Municipalidad / Gobierno local
- ☐ Instituto / Ministerio
- ☐ Otro
- ☐ Universidad / Centro Académico
- ☐ Comité / Red / Plataforma multiactor

Si eligió 'Otro', por favor especifique

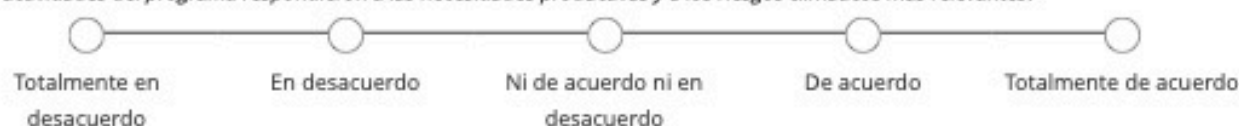
Rol de la persona que responde

- ☐ Técnico/a
- ☐ Productor/a
- ☐ Dirigente / Gerencia
- ☐ Otro

Valoración según criterios del Fondo de Adaptación

En su opinión, la intervención del Programa Adapta2+ fue pertinente frente a las necesidades y prioridades de su organización y de las personas productoras con las que trabaja.

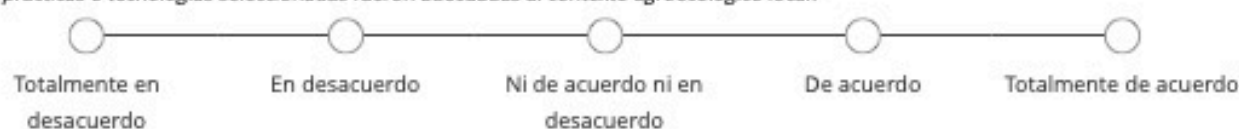
¿Las actividades del programa respondieron a las necesidades productivas y a los riesgos climáticos más relevantes?



Explique brevemente su valoración sobre este criterio (opcional).

Medidas implementadas

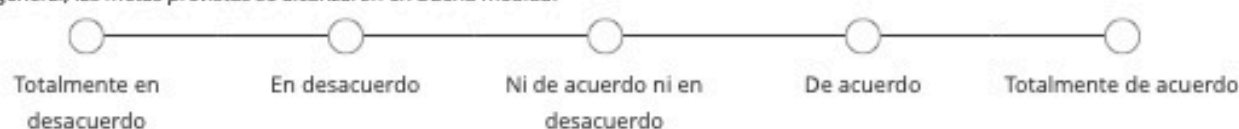
¿Las prácticas o tecnologías seleccionadas fueron adecuadas al contexto agroecológico local?



Explique brevemente su valoración sobre este criterio (opcional).

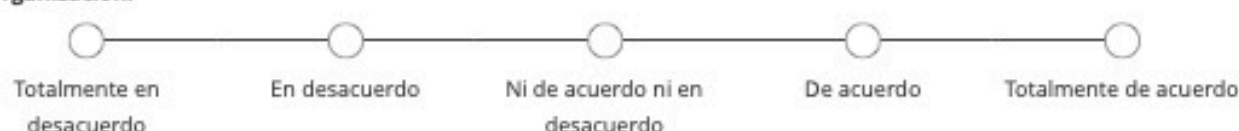
Las actividades y productos del Programa Adapta2+ fueron eficaces para lograr los resultados de adaptación previstos en su organización o territorio.

¿En general, las metas previstas se alcanzaron en buena medida?



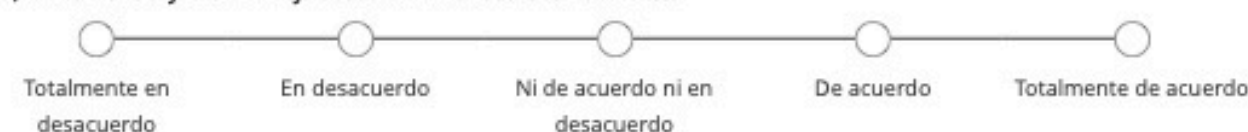
Explique brevemente su valoración sobre este criterio (opcional).

En su opinión, los recursos (tiempo, personal, financiamiento) se utilizaron de manera eficiente en la colaboración con su organización.



Explique brevemente su valoración sobre este criterio (opcional).

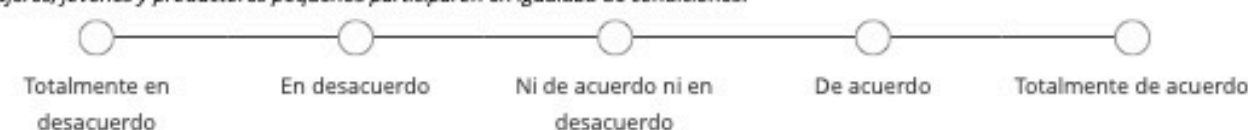
La intervención en el marco del Programa Adapta2+ tiene potencial de generar impactos relevantes en los medios de vida, la resiliencia y/o el manejo sostenible de recursos naturales.



Explique brevemente su valoración sobre este criterio (opcional).

La intervención incorporó de manera adecuada aspectos de equidad, género u otras consideraciones sociales.

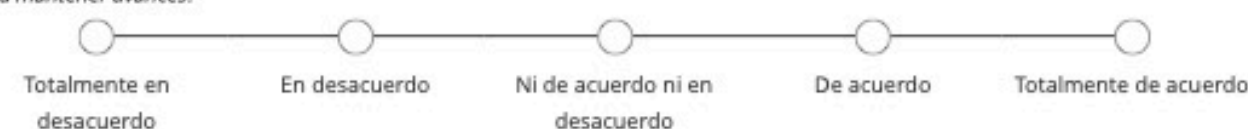
¿Mujeres, jóvenes y productores pequeños participaron en igualdad de condiciones?



Explique brevemente su valoración sobre este criterio (opcional).

Ante la pandemia u otro evento que interrumpió la continuidad de actividades, la gestión del Programa fue flexible y permitió ajustes basados en el aprendizaje y la evidencia (gestión adaptativa).

¿El proyecto **ajustó oportunamente** sus actividades (reprogramaciones, trabajo remoto/canales digitales, bioseguridad, reasignaciones) para mantener avances?



Explique brevemente su valoración sobre este criterio (opcional).

Impactos principales observados

Suspensión, retrasos, restricciones de campo, afectación a beneficiarios, costos, cambios de cronograma.

- ☐ Suspensión temporal de actividades
- ☐ Retrasos en compras/contrataciones
- ☐ Restricciones de trabajo de campo
- ☐ Afectación a beneficiarios/as
- ☐ Incremento de costos
- ☐ Cambios de cronograma
- ☐ Otro

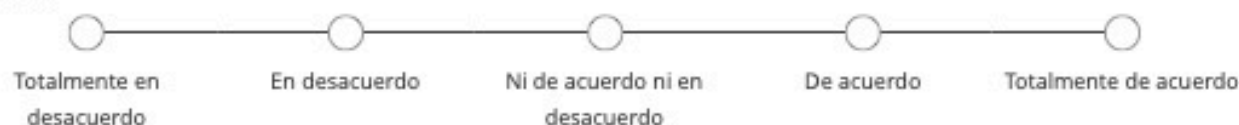
Medidas implementadas

Reprogramación, trabajo remoto, bioseguridad, canales digitales, rediseño técnico, reasignación, alianzas locales.

- ☐ Reprogramación de actividades
- ☐ Trabajo remoto / coordinación virtual
- ☐ Protocolos de bioseguridad
- ☐ Canales digitales / capacitación virtual
- ☐ Rediseño técnico de actividades
- ☐ Reasignación de presupuesto
- ☐ Alianzas locales para continuidad
- ☐ Otro

Los resultados de la intervención tienen potencial de ampliación, replicabilidad o escalamiento en otros contextos, organizaciones o territorios.

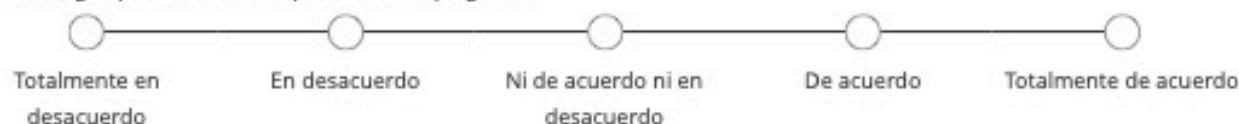
Los resultados de la intervención tienen potencial de ampliación, replicabilidad o escalamiento en otros contextos, organizaciones o territorios.



Explique brevemente su valoración sobre este criterio (opcional).

Los resultados de la intervención tienen probabilidades de ser sostenibles en el tiempo (institucional, financiera y técnicamente).

¿Existen arreglos para mantener las prácticas sin el programa?

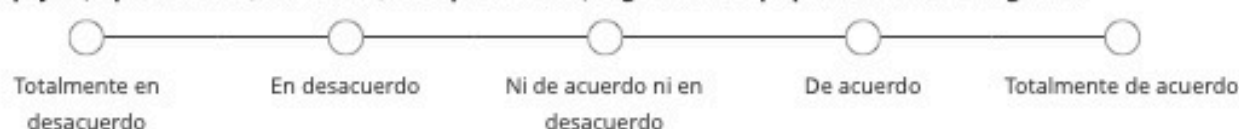


Explique brevemente su valoración sobre este criterio (opcional).

Indique un resultado concreto importante logrado (opcional).

Opcional.

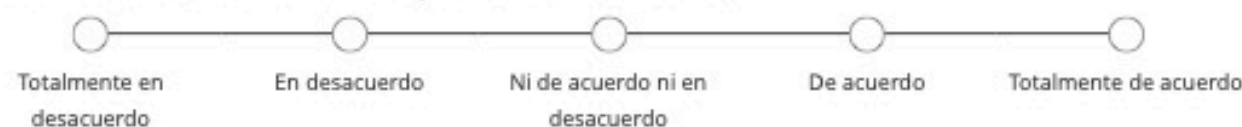
Los apoyos (capacitaciones, materiales, acompañamiento) llegaron a tiempo para el calendario agrícola.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

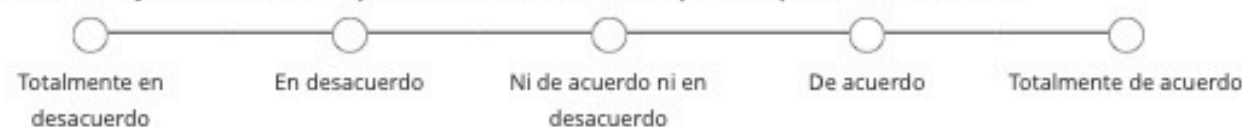
La relación costo–resultado fue razonable para los beneficios obtenidos.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba 1–2 frases. Opcional si su respuesta fue 4 o 5.

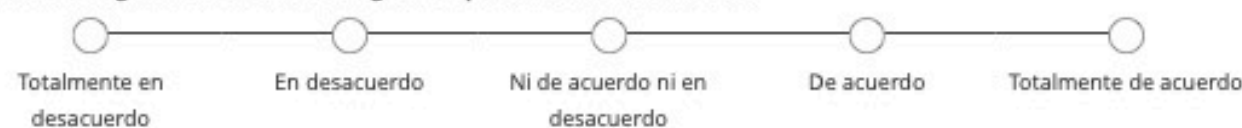
Observamos mejoras sostenibles en productividad o reducción de pérdidas por eventos climáticos.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Las acciones agro se articularon con agua/bosques/suelos en el territorio.



¿Podría explicar brevemente por qué dio esa valoración?

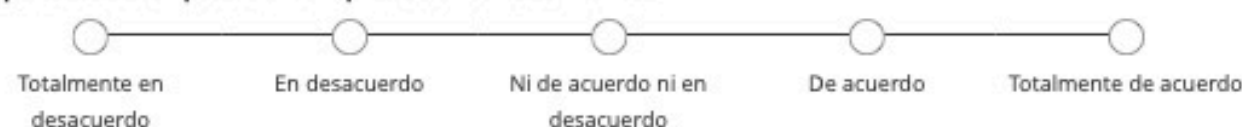
Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

¿Hubo ajustes de presupuesto aprobados?

- ☐ Sí
- ☐ Parcialmente
- ☐ No

Describa brevemente los ajustes aprobados

Las prácticas tienen potencial de replicarse en otros territorios.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).sta fue 4 o 5.

¿Usan actualmente los materiales de conocimiento desarrollados en el marco del proyecto?*(manuales, guías, módulos, fichas técnicas, videos, etc.)*

- ☐ Sí, de forma regular
- ☐ Parcialmente / en algunas actividades
- ☐ No los usan actualmente

¿Con quién comparten estos materiales?

- ☐ Solo dentro de la organización
- ☐ Con organizaciones socias
- ☐ Con productores/as
- ☐ Con instituciones externas (municipalidades, ONGs, empresas)
- ☐ Con el público general
- ☐ No los han compartido
- ☐ Otro (especifique)

Si eligió 'Otro', por favor especifique

¿Los materiales desarrollados han sido adaptados, ampliados o utilizados como base para nuevos productos o procesos de formación?

- ☐ Sí, ampliados internamente
- ☐ Sí, utilizados como base para desarrollar nuevos materiales
- ☐ Sí, adaptados para otros territorios o públicos
- ☐ No han sido modificados
- ☐ Otro (especifique)

Si eligió 'Otro', por favor especifique

En su opinión, los procesos de formación y desarrollo de capacidades fortalecieron de manera sostenible las competencias de su organización o equipo técnico.

- ☐ Sí, de manera significativa (las capacidades se fortalecieron claramente, se aplican y se mantienen en el tiempo)
- ☐ Sí, en cierta medida (hubo mejoras relevantes, pero no en todas las áreas o no totalmente sostenibles)
- ☐ Parcialmente (mejoras puntuales o limitadas; solo algunos temas o personas fortalecidas)
- ☐ No (no se observó fortalecimiento sostenible)

Comentarios o recomendaciones generales (opcional). ¿Si se repitiera el programa, qué haría diferente?*Opcional.***Enlaces a documentos o carpetas (opcional)***Google Drive, DropBox, NextCloud, repositorio institucional***Confirmando que la información suministrada puede usarse para fines de evaluación del Programa Adapta2+.**☐ Acepto

¡Muchas gracias por su participación! Todos sus aportes son muy valiosos.

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CUESTIONARIO - ZONAS COSTERAS

CUESTIONARIO - ZONAS COSTERAS

EVALUACIÓN PROGRAMA ADAPTA2+ | Dirigido a ejecutores de proyectos

Componente 2 zonas costeras

Esta evaluación, a cargo de la empresa HEDERA Sustainable Solutions, tiene como propósito conocer los avances, aprendizajes y desafíos del Programa Adapta2+, así como las contribuciones y necesidades de las instituciones académicas que colaboraron en investigación, formación o asistencia técnica.

Las respuestas serán utilizadas únicamente para fines de evaluación y mejora del programa, de forma confidencial y agregada. La información que usted proporcione será tratada conforme a la Ley N.º 8968 de Costa Rica y no se divulgarán datos individuales. HEDERA procesa esta información únicamente en nombre de Fundecooperación.

Agradecemos su tiempo y colaboración. Su experiencia es fundamental para aprender y avanzar juntos hacia una mayor resiliencia climática.

Nombre de la persona que responde

Correo electrónico

Nombre del proyecto que ejecutó en el marco del Programa Adapta2+

Indique las organizaciones socias del proyecto

Cantón

Nombre de la organización

Tipo de organización que responde

Seleccione una opción.

☐ Cooperativa / Asociación de pescadores

☐ ONG / Fundación ambiental o social

☐ Empresa de servicios costeros / turismo / consultora

☐ Municipalidad / Gobierno local costero

☐ Instituto / Ministerio (e.g. INCOPESCA, SINAC, IMN)

☐ Asociación comunal / grupos locales costeros

☐ Universidad / Centro Académico

☐ Comité / Red / Plataforma multiactor costera

☐ Otro

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CUESTIONARIO - ZONAS COSTERAS

Si eligió 'Otro', por favor especifique

Rol de la persona que responde

☐ Técnico/a

☐ Productor/a

☐ Dirigente / Gerencia

☐ Otro

Valoración según criterios del Fondo de Adaptación

Las actividades del programa respondieron a las necesidades del territorio costero y a los riesgos climáticos más relevantes (p. ej., erosión, inundaciones, mareas, pérdida de arrecifes/manglares, impactos sobre pesca).

Totalmente en desacuerdo

En desacuerdo

Ni de acuerdo ni en desacuerdo

De acuerdo

Totalmente de acuerdo

¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Las prácticas o acciones seleccionadas fueron adecuadas al contexto costero local (p. ej., restauración de manglares, pesca sostenible, protección de playas/dunas, monitoreo marino, turismo sostenible).

Totalmente en desacuerdo

En desacuerdo

Ni de acuerdo ni en desacuerdo

De acuerdo

Totalmente de acuerdo

¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

En general, las metas previstas se alcanzaron en buena medida.

Totalmente en desacuerdo

En desacuerdo

Ni de acuerdo ni en desacuerdo

De acuerdo

Totalmente de acuerdo

¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Indique un resultado concreto importante logrado (opcional).

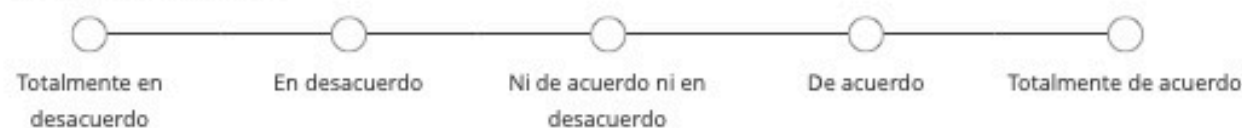
Opcional.

[https://odk-central.hedera.online/~single/DUKAU9OL8FpHFpHfRa0oi2Rs3N9II?st=dl1\\$qlQSFEBcXGfL!MSUJBrf9HZHJldiMNMWphQKXfrHNhiiJN...](https://odk-central.hedera.online/~single/DUKAU9OL8FpHFpHfRa0oi2Rs3N9II?st=dl1$qlQSFEBcXGfL!MSUJBrf9HZHJldiMNMWphQKXfrHNhiiJN...) 2/6

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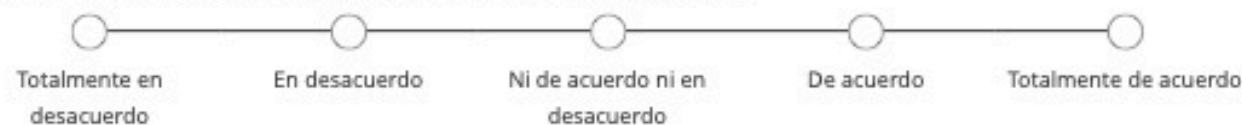
Los apoyos (capacitaciones, materiales, acompañamiento) llegaron a tiempo para el calendario operativo de las acciones costeras o turísticas.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

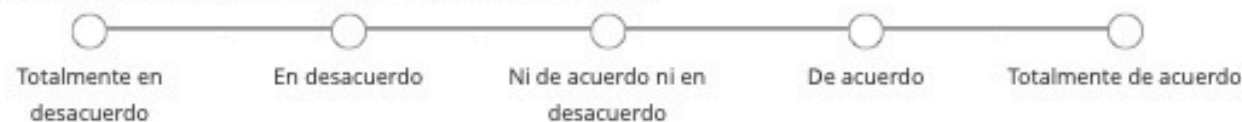
La relación costo–resultado fue razonable para los beneficios obtenidos.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba 1–2 frases. Opcional si su respuesta fue 4 o 5.

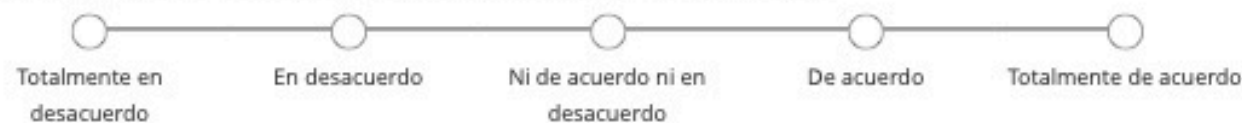
Observamos mejoras sostenibles en medios de vida costeros, ecosistemas marino-costeros, o servicios ambientales (p. ej., pesca, turismo, manglares, arrecifes, seguridad alimentaria).



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Existen arreglos para mantener las prácticas, acciones o infraestructura costera una vez finalizado el apoyo (p. ej., viveros de manglar, monitoreo, boyas, señalización, patrullajes, equipamiento).



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

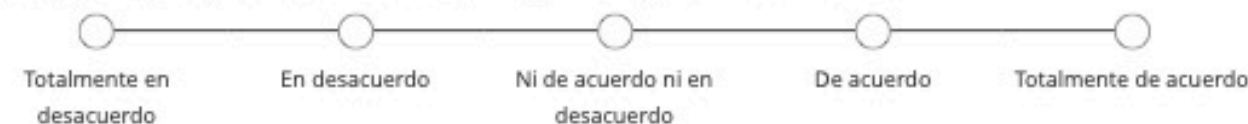
Las acciones se articularon con municipalidades, INCOPESCA, SINAC-ACLAC, IMN, Comités de Vigilancia, Cooperativas de pescadores, u otras organizaciones costeras.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

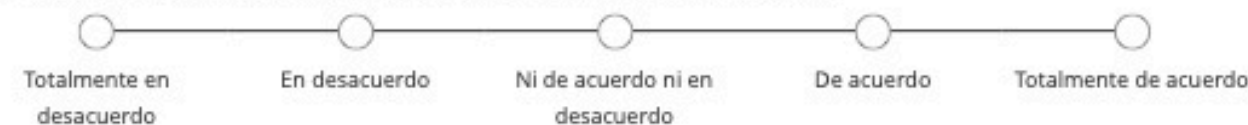
Mujeres, jóvenes y las personas beneficiarias participaron en igualdad de condiciones.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Frente a la pandemia u otros shocks, el proyecto ajustó oportunamente sus actividades (reprogramaciones, trabajo remoto/canales digitales, bioseguridad, reasignaciones) para mantener avances.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo).

Impactos principales observados

Suspensión, retrasos, restricciones de campo, afectación a beneficiarios, costos, cambios de cronograma.

- ☐ Suspensión temporal de actividades
- ☐ Retrasos en compras/contrataciones
- ☐ Restricciones de trabajo de campo
- ☐ Afectación a beneficiarios/as
- ☐ Incremento de costos
- ☐ Cambios de cronograma
- ☐ Otro

Medidas implementadas

Reprogramación, trabajo remoto, bioseguridad, canales digitales, rediseño técnico, reasignación, alianzas locales.

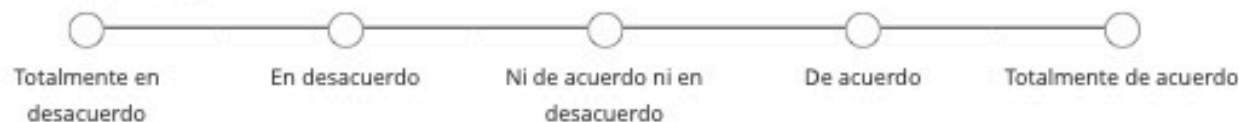
- ☐ Reprogramación de actividades
- ☐ Trabajo remoto / coordinación virtual
- ☐ Protocolos de bioseguridad
- ☐ Canales digitales / capacitación virtual
- ☐ Rediseño técnico de actividades
- ☐ Reasignación de presupuesto
- ☐ Alianzas locales para continuidad
- ☐ Otro

¿Hubo ajustes de presupuesto aprobados?

- ☐ Sí
- ☐ Parcialmente
- ☐ No

Describa brevemente los ajustes aprobados

Las prácticas o modelos implementados tienen potencial de replicarse en otras comunidades, cuencas marino-costeras o territorios similares.



¿Podría explicar brevemente por qué dio esa valoración?

Escriba de 1 a 2 frases. Es opcional responder si su respuesta fue 4 (de acuerdo) o 5 (muy de acuerdo)

¿Usan actualmente los materiales de conocimiento desarrollados en el marco del proyecto?

(manuales, guías, módulos, fichas técnicas, videos, etc.)

- ☐ Sí, de forma regular
- ☐ Parcialmente / en algunas actividades
- ☐ No los usan actualmente

¿Con quién comparten estos materiales?

- ☐ Solo dentro de la organización
- ☐ Con organizaciones socias
- ☐ Con productores/as
- ☐ Con instituciones externas (municipalidades, ONGs, empresas)
- ☐ Con el público general
- ☐ No los han compartido
- ☐ Otro (especifique)

Si eligió 'Otro', por favor especifique

¿Los materiales desarrollados han sido adaptados, ampliados o utilizados como base para nuevos productos o procesos de formación?

- ☐ Sí, ampliados internamente
- ☐ Sí, utilizados como base para desarrollar nuevos materiales
- ☐ Sí, adaptados para otros territorios o públicos
- ☐ No han sido modificados
- ☐ Otro (especifique)

Si eligió 'Otro', por favor especifique

En su opinión, los procesos de formación y desarrollo de capacidades fortalecieron de manera sostenible las competencias de su organización o equipo técnico.

- ☐ Sí, de manera significativa (las capacidades se fortalecieron claramente, se aplican y se mantienen en el tiempo)
- ☐ Sí, en cierta medida (hubo mejoras relevantes, pero no en todas las áreas o no totalmente sostenibles)
- ☐ Parcialmente (mejoras puntuales o limitadas; solo algunos temas o personas fortalecidas)
- ☐ No (no se observó fortalecimiento sostenible)

Comentarios o recomendaciones generales (opcional). ¿Si se repitiera el programa, qué haría diferente?

Opcional.

Enlaces a documentos o carpetas (opcional)

Google Drive, DropBox, NextCloud, repositorio institucional

Confirmando que la información suministrada puede usarse para fines de evaluación del Programa Adapta2+.

- ☐ Acepto

¡Muchas gracias por su participación! Todos sus aportes son muy valiosos.



13.4 Evaluation Schedule

Table 29 - Evaluation Schedule

Phase	Main Activity	Output / Deliverable	Week
1. Preparation and Design	Preliminary document review and kick-off meeting with Fundecooperación	Initial report with participatory methodological design	Oct 20 – Nov 2
	Design of tools, guides, and digital forms	Adapted and operational tools (digitized if applicable)	Oct 27 – Oct 31
2. Data Collection	Institutional interviews and in-depth document review	Digitized and structured records	Nov 3 – Nov 7
	Fieldwork with direct observation and use of mobile forms	Data coded by criteria; field notes	Nov 17 – Nov 21 (Costa Rica)
3. Results Analysis	Systematization using criteria-based matrix and mapping of adaptive capacities	Findings matrix with strategic linkage	Dec 8 – 11
	Preparation of preliminary progress report focused on institutional usefulness	Progress report with initial strategic findings	Jan 5 – 9
4. Drafting and Validation	Drafting of report with clear recommendations and future action	Draft report in Spanish	Jan 19 – 23
	Review and validation with Fundecooperación team	Feedback incorporated	Jan 26 – 30
5. Final Delivery	Adjustments, visual editing, and delivery in Spanish and English in accessible format	Final report in both languages (Spanish and English), including visualizations and executive summary	Final delivery: February 9



13.5 List of documents reviewed

Table 30 - List of documents reviewed for the final evaluation

Nº	Document / Input Reviewed	Document Type	Period / Date	Main Use in Evaluation
1	Final PPR – Fundecooperación – 7-Year (Apr 2024 rev. Oct 2024.xlsx)	Progress Report to the Fund (PPR)	2015–2024	Consolidated evidence of results, AF indicators, efficiency and closure
2	Financing agreement and annexes	Contracts	2014–2024	Scope, obligations, role of AF–NIE
3	Extension requests	Contract management	2020–2023	Adaptive management, efficiency
4	Costa Rica Full Proposal – FINAL (2015)	Design document	2015	Relevance, coherence, theory of change
5	Concept Proposal – FINAL (2014)	Design document	2014	Intervention logic
6	Inception Report	Program inception	2015	Design–implementation coherence
7	Inception agenda and participant list	Program management	2015	Governance and stakeholders
8	Costa Rica Mid-Term Evaluation (ESVEN)	External evaluation	2018	Baseline/reference, follow-up of recommendations
9	Annual PPRs, AF checklists and templates	Reports to donor	2015–2024	Effectiveness, efficiency, M&E, adaptive management
10	Administrative Closure Reports (by project)	Administrative closure	2017–2024	Efficiency, sustainability, resource use
11	Technical Reports (by project)	Technical reports	2016–2024	Results, impact, replicability
12	Project documents by component (proposal, contract, final financial report, final admin report)	Compiled by component	2015–2024	Document traceability
13	Project Management Report – September 2023 v2.docx	Program management	2023	Governance, coordination
14	Knowledge products C1, C2	Technical products	2016–2024	Capacities, scaling
15	Case Studies – Adapta2+	Systematization	2023–2024	Lessons learned
16	Fact sheets (summary sheets)	Technical dissemination	2016–2024	Communication and scaling
17	Project Completion Summary – v1 and v2	Final report to AF	2024–2025	Official program closure

Nº	Document / Input Reviewed	Document Type	Period / Date	Main Use in Evaluation
18	Project sheets (C1 Agriculture, C2 Water Resources and Coasts, C3 Capacity Building)	Technical sheets	2024	Evidence by project
19	Adapta2+ Indicators (Aug 2024)	Indicator database	2015–2024	Results, AF Core Indicators
20	Indicators-organized.xlsx	Consolidated database	2024	Cross-cutting analysis
21	Adapta2+ Project Matrix (master table)	Project database	2015–2024	Coverage and portfolio
22	Adapta2+ Program Case Study.pdf	Systematization	2023	Lessons learned
23	Adapta2+ Results Presentations (.pptx)	Communication	2023–2024	Validation of findings
24	Adaptation Measures Videos – Fundecooperación	Audiovisual product	2024	Dissemination and uptake



13.6 Visual evidence of the field visit



13.7 Detailed matrices by criterion

Table 31 - Matrix of findings by criterion

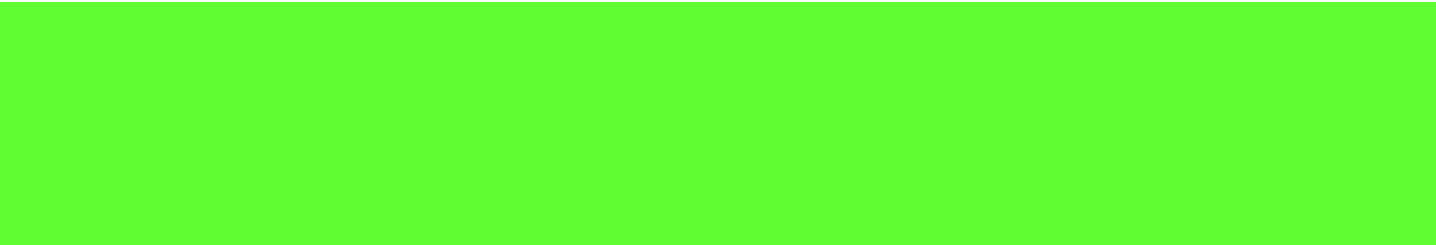
Finding by criteria	Main Evidence	Analysis	Implications and Recommendations
Relevance 			
The Program was highly relevant to the climate adaptation needs of the target territories and populations, as well as to national priorities in adaptation, maintaining its relevance throughout the entire implementation cycle. Rating: HIGHLY SATISFACTORY	Documentary review of the Program's formulation and logical framework (proposal and design documents), annual progress reports, mid-term evaluation, technical and administrative closure reports by subproject, knowledge products and developed tools (guides, methodologies), as well as interviews and field evidence with implementing entities, partner institutions, and beneficiaries.	The Program design responded appropriately to the main climate risks of the country and to institutional gaps in the intervention territories. This relevance was maintained over time, even under changing contexts, without losing alignment with national and sectoral priorities. In water-related subprojects, operational and planning improvements responded to the need for service continuity under droughts and extreme events. In agricultural interventions, actions related to soil and water management and technical strengthening addressed needs reported by producers and extension agents facing climate variability. Additionally, analytical and planning tools helped address information gaps for decision-making in institutions and local governments.	Maintain and replicate the articulation approach with subnational government entities and technical actors through inter-institutional coordination spaces that allow updating priorities and sustaining territorial relevance. Preserve alignment with national goals as a pillar of legitimacy, capitalizing on coordination practices already developed by Fundecooperación and formalizing agreements and thematic working groups where applicable.

Finding by criteria	Main Evidence	Analysis	Implications and Recommendations
Coherence 			
The Program showed high internal coherence between its components (field interventions and institutional/capacity strengthening) and strong external coherence with policies, frameworks, and national adaptation initiatives. Overall, the portfolio prioritized complementarity and articulation to avoid duplication. For future programs, formalizing and institutionalizing interoperability mechanisms and early coordination among similar initiatives would be advantageous. Rating: HIGHLY SATISFACTORY	Analysis of the intervention logic, review of proposals and technical and administrative reports, mid-term evaluation, field interviews, and survey results. Evidence of exchange/learning mechanisms and communities of practice (EXPO Adapt+ videos, knowledge products).	The articulation among components facilitated complementary actions at institutional, territorial, and community levels. Externally, the Program avoided duplication and consistently sought to generate synergies, aligning with existing initiatives. The approach of involving different organizations without duplicating activities was key, highlighting strong inter-institutional coordination practices that can be replicated in other territories and programs.	Maintain and strengthen joint planning spaces and communities of practice to sustain synergies and avoid duplication across projects and territories. Formalize thematic technical working groups (agriculture, water, risk/information, soils) with agendas, minutes, responsibilities, and operational agreements for follow-up. Establish interoperability mechanisms for tools and data and ensure their integration into institutional routines. To preserve internal know-how within Fundecooperación, document and systematize coordination processes (how, with whom, and for what purpose) as transferable outputs for future cycles (Scaling Up Adapta2+) and as an international reference model.
Effectiveness 			
The Program achieved substantial progress in implementing adaptation actions and strengthening technical and institutional capacities, with concrete results across all three components. Rating: SATISFACTORY	Progress reports, field interviews, review of delivered products, and the Program's indicator matrix.	The Program advanced consistently across its different components and territories, within a context where climate adaptation processes require gradual consolidation over time. Adjustments made during the COVID-19 pandemic allowed continuity without compromising the quality of the results achieved.	Strengthen differentiated technical support mechanisms according to the maturity level of executing entities, prioritizing those with lower operational capacities. It is also recommended to consider, from the early stages of implementation, realistic timelines that emphasize the progressive nature of climate adaptation processes and the diversity of territorial contexts, while systematically monitoring the achievement of long-term results (and impact). Incorporate early and periodic verification points to confirm adoption (for example, at 60–90 days and subsequently on a semi-annual basis), particularly for practices that require behavioural changes or ongoing maintenance. Complement indicators on adoption/sustained use and review at MTE exit mechanisms, O&M, and technical support mechanisms by intervention type

Finding by criteria	Main Evidence	Analysis	Implications and Recommendations
Efficiency 			
Financial and technical resources were used appropriately to achieve the planned outputs, despite external and institutional constraints that required adjustments during implementation. Rating: HIGHLY SATISFACTORY Key strength: Efficient management of a large and diverse program, combining operational flexibility with high accountability standards (customized by Fundecooperación), internal motivation, and responsible use of Adaptation Fund resources, enabling support for a greater number of projects.	Financial analysis, review of timelines and administrative reports, interviews with the Adaptation Fund and Fundecooperación. The Program executed nearly the entire approved budget (99.97%) and managed additional co-financing, demonstrating capacity for reprogramming and adjustment in complex contexts.	Operational management allowed prioritization of key activities and reprogramming of actions without compromising strategic objectives. Different financing “windows” were used according to needs identified by Fundecooperación. At times, reporting and validation requirements generated additional administrative burdens, inherent to accountability processes and necessary for detailed monitoring of the scale of projects involved.	To strengthen and optimize management and monitoring of results, it is recommended to consolidate and simplify administrative and reporting processes by incorporating standardized digital tools that reduce the operational burden on implementing entities without affecting accountability standards required by the Adaptation Fund. This would improve operational efficiency in future programs of similar scale. It is also recommended to institutionalize document management systems and an operational risk management plan to reduce reporting delays, avoid disruptions due to staff turnover, and improve procurement follow-up.
Impact 			
The program made a positive contribution to strengthening resilience and adaptive capacities, although it did not include a specific strategy for measuring long-term impact. The results show sustained improvements in adaptive capacities and resilience across the intervention areas. In several cases, field evidence revealed effects that went beyond the initially expected outcomes, reflecting the program’s significant contribution. Rating: HIGHLY SATISFACTORY	Interviews, qualitative analyses of perceived changes reported by beneficiaries, and reviews of the results matrix and monitored indicators were used to assess effectiveness throughout implementation. Representative cases documented in closure reports and testimonies further demonstrated changes and the adoption of lessons learned across different territorial contexts.	Interviewed projects reported positive changes and relevant contributions to resilience and adaptive capacities, in addition to results that substantially exceeded initial expectations. However, the absence of a systematic impact measurement strategy limited the attribution and quantification of effects. Given the broad scope of the program, some limitations in deep territorial targeting may also have affected the ability to identify differentiated impacts in the most structurally vulnerable areas.	It is recommended that future programs integrate an explicit impact measurement strategy from the design stage onward, including clear baselines, medium- and long-term outcome indicators, and ex post monitoring mechanisms. These measures would strengthen attribution processes and improve the quantitative evidence available on adaptation impacts achieved. The evaluation also recommends consolidating and systematizing progress through the development of a formal impact measurement strategy.

Finding by criteria	Main Evidence	Analysis	Implications and Recommendations
Equity 			
The Program incorporated a gender and social inclusion approach across projects and specific components, contributing to generating relevant learning and identifying concrete opportunities for strengthening and more systematic application in future phases. However, the integration of gender and social inclusion was not homogeneous across the portfolio, and its depth varied between projects, components, and territories. Qualitative evidence from field visits shows clear positive effects in the empowerment of women beneficiaries; however, these results were not systematically captured, analyzed, or reflected in the Program’s annual reports. Rating: SATISFACTORY	Review of design documents and proposals, annual progress reports, interviews with implementing entities, and records of differentiated participation in activities, with variations across projects and contexts.	The approach helped make visible gender and exclusion gaps in local contexts, particularly in indigenous communities, and strengthened capacities to address them within climate adaptation actions. However, the depth of integration varied depending on the component and territorial context, reflecting the heterogeneity of the portfolio. Risks: Given the diversity of projects, the main trade-off was the inability to ensure consistent depth in the application of the gender approach across all projects.	It is recommended to deepen the integration of gender and social inclusion through specific operational guidelines by project type. This includes incorporating role analysis, identification of risks and additional burdens in design criteria. During implementation, replicate good practices such as including women in training processes, adapting schedules, and promoting participation in decision-making spaces at community or household levels. For measuring benefits, monitor reduction of workload, improvements in food security, access to complementary income, and use differentiated indicators across all projects.
Adaptive Management 			
The Program demonstrated a strong capacity for adaptive management in response to the pandemic, adjusting approaches, implementation modalities, and timelines as needed without compromising strategic objectives. Rating: SATISFACTORY	Review of annual progress reports, documented methodological adjustments (extension requests), interviews with the Program team and the Adaptation Fund.	Adaptive management enabled the Program to maintain relevance and continuity of interventions despite external constraints and diverse territorial contexts. Adjustments introduced were aimed at improving operational effectiveness and the quality of results rather than correcting design flaws. These learnings will be key for the successor program, Escalar Adapta2+.	Document best practices to replicate them in future similar situations, including decision-making processes, associated learnings, innovations implemented, and the adaptability required to achieve objectives.

Finding by criteria	Main Evidence	Analysis	Implications and Recommendations
Scalability / Replicability 			
The Program developed approaches, tools, and intervention models with high potential for scalability and replicability in other territories and institutional contexts. Rating: HIGHLY SATISFACTORY Key strength: Fundecooperación achieved strong multi-sectoral and multi-level articulation as a mechanism to translate national adaptation policies into concrete actions at the local level.	Review of developed methodologies and tools, interviews with institutional stakeholders, and evidence of adoption or interest in replicating practices beyond pilot territories.	The modular nature of the interventions, their adaptability to local contexts, and the strengthening of institutional capacities favor the Program's replicability. However, scalability depends on the availability of resources, continued technical support, and integration into existing policies and programs.	Disseminate lessons learned across different contexts, document methodologies in replicable formats involving multiple stakeholders, and link Program results with initiatives and funding sources that enable progressive scaling.
Sustainability 			
The program established solid foundations for the sustainability of its results through institutional and community capacities, applicable tools, and territorial ownership. At the programmatic level, robust conditions for continuity are observed, particularly in agricultural practices, organizational capacities, and institutional integration. Residual risks remain in some interventions related to operation, maintenance, local financing, and asset custody. Rating: HIGHLY SATISFACTORY	Interviews, progress reports, final reports, and knowledge products confirm institutional ownership, use of tools, and continuity of field practices. Some effects in mangroves and water management require ex post follow-up to verify cumulative effects.	Institutional and territorial ownership constitutes a central pillar of the program's sustainability. In several cases, results were incorporated into technical practices, organizational dynamics, and institutional processes, supporting continuity. Residual risks do not compromise programmatic sustainability, but require medium-term follow-up.	Review and update exit and continuity strategies during implementation (at the Mid-Term Evaluation) and prior to project closure, ensuring that they integrate operation and maintenance, local financing, asset custody, institutional arrangements, and ex post follow-up. Consolidate the local and institutional capacities already installed.



13.8 Glossary

Table 32 – Glossary of Acronyms and Abbreviations

Acronym / Abbreviation	Full name
ACCS	Costa Rican Association of Soil Science
ACEPESA	Central American Association for Economy, Health and Environment
AF	Adaptation Fund
AF Core Indicators	Adaptation Fund Core Indicators
ALIARSE	Fundación ALIARSE (ALIARSE Foundation)
ASADA	Rural Water Supply Associations
APREMAA	Asociación APREMAA
APROCO	Association of Organic Producers and Consumers of Costa Rica
AyA	Costa Rican Institute of Aqueducts and Sewers
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza (Tropical Agricultural Research and Higher Education Center)
CBTC	Talamanca–Caribbean Biological Corridor
CEDARENA	Center for Environmental Law and Natural Resources
CFIA	Colegio Federado de Ingenieros y de Arquitectos de Costa Rica
CIEDES	CIEDES Foundation (Center for Strategic Research and Economic and Social Development)
CNE	National Commission for Risk Prevention and Emergency Response
COVID-19	Coronavirus disease 2019
CNPL	National Chamber of Milk Producers
CTP	Technical Professional College
DCC	Climate Change Directorate
NIE	National Implementing Entity
FAIR	Data management principles: Findable, Accessible, Interoperable and Reusable
FAO	Food and Agriculture Organization of the United Nations
FUNDECOR	Foundation for the Development of the Central Volcanic Range
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (cooperación alemana)
ICICOR	ICICOR Costa Rica S.A. - Ingeniería Civil, Arquitectura, Inspección de Obras en Construcción
IGN	National Geographic Institute
INDER	Rural Development Institute
IMN	National Meteorological Institute
INTA	National Institute for Agricultural Innovation and Technology Transfer

Acronym / Abbreviation	Full name
LLA	Locally Led Adaptation
MAG	Ministry of Agriculture and Livestock
M&E	Monitoring and Evaluation
MERCI-CR	Climate Risk Assessment Methodology for Infrastructure in Costa Rica
MINAE	Ministry of Environment and Energy
MTE	Mid-Term Evaluation
NAMA	Nationally Appropriate Mitigation Actions
NDCs	Nationally Determined Contributions
NGO	Non-governmental organization
ODK	Open Data Kit
O&M	Operation and Maintenance
ONS	National Seed Office
PIEVC	Protocol for the Assessment of Infrastructure Vulnerability to Climate Change
PNA	National Adaptation Plan
PNACC	National Climate Change Adaptation Policy 2018-2030
UNEP	United Nations Environment Programme
PPR	Project Performance Report
QGIS	Open-source Geographic Information System software
SARACC	Climate Change Risk and Threat Warning System
SAT	Early Warning Systems
SDCR	Sustainable Design and Construction Regulation
SENARA	National Groundwater, Irrigation and Drainage Service
SETENA	National Environmental Technical Secretariat
SFE	State Phytosanitary Service
SICOP	Integrated Public Procurement System
SINAC	National System of Conservation Areas
SINAMECC	National Climate Change Metrics System
SNIT	National Territorial Information System
ToR	Terms of Reference
ToC	Theory of Change
TPRH	Water Resource Protection Tariff
UCR	University of Costa Rica
USD	United States dollars
ZAE	Agroecological Zoning

13.9 Official response from the national implementing entity – Fundecooperación

OFFICIAL RESPONSE FROM FUNDECOOPERACIÓN TO THE FINAL EVALUATION OF THE ADAPTA2+ PROGRAM

1. General statement of response

Fundecooperación para el Desarrollo Sostenible (Fundecooperación for Sustainable Development) has received the findings and recommendations of the Adapta2+ Program's Final Evaluation Report and recognizes the value of the recommendations issued for strengthening institutional management, sustainability, scaling up, and the inclusion of climate adaptation actions. In addition, and following a technical analysis of the findings with a commitment to using them as a basis for continuous improvement, the organization has defined an institutional response that incorporates improvement actions aligned with the Adapta2+ Scaling Up Program and other institutional management tools. The institution **accepts all the recommendations received**, most of which are already underway, and those not yet addressed will be integrated into project planning and monitoring. Within a framework of institutional coherence, the Foundation accepts the recommendations aimed at expanding and strengthening the program's thematic scope in the medium and long term. The matrix presents proposals for directly addressing each of the identified findings, with a commitment to implementation, specifying responsible parties, execution timelines, indicators, and deadlines for measuring achievement.

2. Implementation and monitoring approach

The monitoring and execution of the actions agreed upon in the matrix will be carried out through the institutional mechanisms of Fundecooperación under the defined action plan, taking into consideration the following aspects:

1. **Implementation Managers:** roles are designated that will allow the execution of activities, coordination with external actors and follow-up for proper compliance.
2. **Frequency and Deadlines Objectives:** The monitoring schedule will be guided by the time horizons defined for each goal, for example
 - **Short Term (First and Second Half 2026):** An approach is addressed priority. For example, in relation to the recommendation to *"Institutionalize a unified system for document systematization and management"* is currently being developed a consultancy that attends bliss recommendation through the implementation of an information management procedure documented applied to the Foundation, as product specific to the consultancy.
 - **Medium and Long Term (2027-2028 periods):** Development of the Biological Supplies Strategy and expansion of indigenous territorial coverage.

3. **Mechanisms for Documenting Progress and Evidence:** Verification of compliance with the matrix will be validated through the technical indicators explicitly stated in the action plan, for example:
 - **For Document Management:** Document of the Procedure for the Management of Documented Information of Fundecooperación approved by the Executive Directorate.
 - **For the Biological Supplies Strategy:** Formalized instruments for Biological Supplies and the alliances/resources managed for their implementation.
 - **For Indigenous Peoples:** The projects formulated and formalized with the linked organizations, reflected in the increase in territorial coverage and in compliance with the indicators of the Adapta2 Scaling Program.

4. **Systems Integration (M&E Status):** The progress of each line of action will be indexed and monitored directly in the institutional control matrix using the "status" column to indicate its progress, faithfully reflecting the real status of the Foundation's commitments.

3. Response matrix and action plan

Nr.	Horizon	Priority	Theme	Recommendation (based on Final Evaluation)	Fundecooperación's Position	Agreed actions	Suggested responsible party(ies)	Target deadline / date	Indicator / evidence of compliance	Status (Not started / In progress / Completed)
1	Short	Very high	Institutional management / M&E / traceability	Institutionalize a unified system for systematizing and managing documents.	Accepts	A consultancy was contracted, the final result of which is the strengthening of a documented institutional methodology for the management of programs, projects, and initiatives. One of the products of this methodology is the establishment of a procedure for managing documented information applied to the foundation. -Training on the application of documented methodologies.	Executive Director + Consultant	Third quarter 2026	-Document of the Procedure for the Management of Documented Information of Fundecooperación approved by the Executive Directorate.	In progress

2	Short (continuous)	Very high	Adaptive management / operational risks	Strengthen the periodic management of risks and operational anticipation.	Accepts	As in the previous point, the consultancy will cover the following activities: -Review the M-GR-01 – Operational Risk Manual and determine if it can be aligned with the risk management of projects, programs, and initiatives, or develop an updated proposal. This proposal should incorporate guidelines for the periodic monitoring of identified risks. -Review the I-PRY-02 Project and Program Risk Management document to update it and ensure its alignment with the institutional methodology. -Train project staff with the established methodological improvements.	Executive Director + Consultant	Third quarter 2026	-Approved risk management methodology.	In progress
3	Short	Very high	Governance / coordination / escalation	Consolidate multi-sectoral coordination with technical working groups for each topic.	Accepts	- Continue strengthening the identification of strategic partners and allies from the project formulation stage. - Maintain technical coordination mechanisms according to the needs of each project. - Systematize successful experiences of multi-sectoral coordination. - Annual meetings with partners and allies on a topic-by-topic basis to align future projects with real opportunities and needs.	Executive Director, Program and Project Coordination and Management Personnel	Permanent	- Registration of allies and strategic actors by project. - Documented technical articulation spaces. - Active agreements or alliances linked to projects. - Number of annual meetings with partners.	In progress
4	Short	High	Operation / coordination / document flow	Assign dedicated links per institution/project as focal points.	Accepts	- Maintain definition of focal points from the project planning stage. - Maintain a single database of the focal points for each institution identified in the corresponding PIP matrix for each project. Contacts must be updated/verified semi-annually. For this purpose, it is proposed to use Inspire Planner in Salesforce, in accordance with the institutional process of systematizing information.	Project managers	Permanent	- Updated PIP matrix with focal points per project. - Registering focal points in Salesforce.	In progress

5	Short	High	Inclusion / LLA / fiduciary compliance	To guide gradual paths for organizations that are not yet formalized.	Accept.	The Foundation has been adjusting internal mechanisms to facilitate the participation of non-formalized individuals and organizations, respecting the national regulatory framework and promoting gradual processes of organizational and financial strengthening. - Ensure that informal populations are taken into account in project management. - Develop financial and organizational training processes for the implementing entities. - Strengthen support in the formulation of business plans and access to financing.	Program and Project Coordination, Administrative Coordination	Second semester 2026	- Streamlined internal procedures. - Training sessions conducted. - People or organizations accompanied through gradual routes.	In progress
6	Short	High	Knowledge management / scaling	Strengthen strategic communication and technical dissemination through a national repository of materials.	Accept.	Fundecooperación has been working since 2023 on the development of "DiFunde" as an institutional knowledge management repository. Currently, the platform is offline, and the following action is proposed: - Implement a DiFunde relaunch plan. This Plan will cover the development of the platform, preparation of a budget, definition of the platform's sustainability strategy, incorporation of knowledge products, and generation of a communication strategy for the dissemination of the platform.	Project Coordination and Executive Director	Second semester 2026	- Difunde platform relaunched and enabled. - Approved sustainability and communication strategies. - Number of materials added to the repository.	In progress
7	Short - Medium	Medium-high	Education / skills	Articulate climate education content for rural youth (replicable educational kits).	Accepts	The Escalar program is expected to continue projects or initiatives such as Soil Doctors and links with Technical Professional Colleges (CTPs). In addition, the creation of practical guides, manuals and other educational materials will be guaranteed, which will be accessible to direct and indirect beneficiaries of the program. On the other hand, outside of the Escalar Program, climate education content will also be developed for	Coordination of the Escalar Program and Managing Personnel.	Permanent for the duration of the Escalar Program and the Harvesting Project Resilience.	-Technical materials disclosed. -Number of people with access to kits -Number of people with access to informational material (manuals, guides, among others).	In progress

						rural youth, specifically through the project "Harvesting Resilience and Innovation: Youth and Women Leading Climate Adaptation in Costa Rica", which aims to close the generational and technological gap, and promote a comprehensive innovation model that combines ancestral knowledge and emerging technologies to strengthen the resilience and competitiveness of the agricultural sector in the face of climate change, empowering young people and women as protagonists of adaptation.				
8	Short - Medium	Medium-high	Infrastructure for capabilities	Continue the minimum equipment for rural agroecological laboratories (in partnership with INTA/INA/CTP).	Accepts	The program supports the acquisition of appropriate materials for equipping laboratories focused on the production of biological supplies and micropropagation, in conjunction with the CTPs. It also continues to support various projects that will facilitate access to this equipment, such as the INTA (National Institute of Agricultural Technology) project, which includes the acquisition of materials such as genetically improved cattle, swine, and poultry, improved vegetable production, and equipment for demonstrating fertigation methodologies and vertical farming towers, so that these can be replicated by producers in the agricultural sector. The above demonstrates how Adapta2+'s Escalar will manage program resources to support the acquisition of materials and equipment for laboratories.	Coordination of the Escalar Program and Managing Personnel.	In progress	-Materials acquired and available at the corresponding facilities. -Equipment available at the corresponding facilities. -Number of people who benefit directly and indirectly.	In progress
9	Short - Medium	Medium-high	Learning / exchange / dissemination	Replicate ExpoAdapta2+ and local spaces for exhibition and peer exchange.	Accepts	The Escalar Program includes the development of activities for the exchange and dissemination of learning, following a model similar to that of <i>ExpoAdapta2+</i> , with the purpose of promoting spaces for articulation between actors and projects.	Coordination of the Escalar Program and Managing Personnel.	2029-2030	-Fairs, meetings, showcases of results, implemented exchange. - Documented participation of territorial actors and	Not started

						To this end, event logistics will be designed at the national and regional levels to facilitate these exchange spaces. Participating stakeholders and projects will be identified, and resources and strategic alliances will be secured for the implementation of the activities.			projects. - Detailed memory or systematization. -Dissemination through networks and media.	
10	Medium	High	Livelihoods / Climate finance	Continue to facilitate financial mechanisms and strengthen economic resilience (credit, revolving funds, blended finance, insurance, financial education, formalization).	Accepts	Within the components that make up Escalar Adapta2+, one focuses directly on climate finance for food systems (Component 2). This component manages projects and initiatives to strengthen access to climate credit mechanisms for food systems and vulnerable populations. For example, the Pro+Climate initiative aims to promote access to credit for vulnerable populations and strengthen the financial capacities of direct and indirect beneficiaries. The following are some specific actions: Pro+Climate initiative by analyzing the value proposition of credit products to adapt the terms to the real needs of the target audience, thereby making climate finance more accessible. -Promote financial literacy through free, asynchronous online courses to improve credit management and foster greater economic stability. -A study will be conducted to explore the inclusion of potential credit products focused on vulnerable indigenous populations.	Coordination of the Escalar Program and Managing Personnel.	Currently underway and during the term of the Escalar Program until 2029.	-Credit product available with features adapted to the real needs of the target audience. -Financial education course available for direct and indirect beneficiaries. -Report on potential credit products. -Compliance with indicators of the Adapta2 Scaling Program.	In progress
11	Medium	High	Digital / data / sustainability	Promote the continuity and scaling up of digital tools (e.g., SARACC, sensors), including operation and maintenance.	Accepts	Escalar Adapta2+ manages resources and alliances for the implementation of activities within ProClimate, including the Agroclimática and Climática App applications as tools to support technical assistance in agriculture and livestock. Within the framework of the program, spaces for	Coordination of the Escalar Program and Managing Personnel.	Currently underway and during the term of the Escalar Program until 2029.	-Agroclimatic and Climate App applications available for direct and indirect beneficiaries. -Compliance with indicators of the Adapta2 Scaling Program.	In progress

						innovation and co-creation have also been facilitated . On August 11 and 12, 2026, a technological co-creation workshop was held at the IICA FabLab with program beneficiaries, addressing topics such as 3D printing, geospatial tools in rural and agricultural areas, and electronic prototyping, in order to identify application opportunities in their projects. Additionally, between May 15 and 17, 2026, the Innovation Lab for Adaptation to Climate Change was held, bringing together 42 young women from all provinces of Costa Rica. For three days, the participants explored tools and approaches for climate change adaptation, with an emphasis on agricultural production systems , the impacts on food production and rural livelihoods, and identified innovation strategies that integrate intergenerational and gender perspectives.				
12	Mediu m	Avera ge	Climate finance / scaling	Strengthen the "donation + credit" model (blended) finance) for rural scaling.	Accepts	Escalar's ongoing projects utilize a model based on non-reimbursable funds and climate credit from ProClima to strengthen productive units in a timely manner. Specific actions include: Proclima credit to the beneficiaries of the projects being carried out by Escalar Adapta2+.	Coordina tion of the Escalar Program and Managin g Personne l.	Currently underway and during the term of the Escalar Program until 2029.	-Number of people with access to climate credit and access to non-refundable funds from the Escalar Adapta2 program.	In progress
13	Mediu m	Avera ge	Gender / inclusio n / liveliho ods	Expand support for ventures led by rural and indigenous women (seed capital, formalization, markets, credit).	Accepts	Escalar Adapta2 is developing a proposal in collaboration with UNDP for the design of climate credit products for vulnerable populations, focusing on women, youth, and indigenous communities, based on participatory consultation processes. The specific action involves: -Manage resources and partnerships for the implementation of activities within projects, for example, a proposal for the design of credit	Coordina tion of the Escalar Program and Managin g Personne l.	Currently underway and during the term of the Escalar Program until 2029.	-Proposal for the design of credit products focused on vulnerable populations. -Platform Made by Women managed and administered by Fundecooperación.	In progress

						products focused on vulnerable populations. Beyond the Escalar Program, Fundecooperación is committed to expanding its support for businesses led by rural and indigenous women by strengthening initiatives such as "Hecho por Mujeres" (Made by Women). The Foundation is currently in negotiations to manage this e-commerce platform exclusively for Costa Rican women entrepreneurs, which guarantees 100% direct payment for their products. This expands our ecosystem to empower women's economic autonomy and accelerate the disbursement of our Tailored Credit program.				
14	Mediu m	Avera ge	Food systems / resilien ce	Scaling up the "food security + agroecolog y + income" approach, with phased design and gradual support.	Accepts	The Escalar Adapta2+ program will design project proposals focused on actions to guarantee food security for vulnerable populations. This directly addresses the program's objective: to increase the resilience of vulnerable populations in Costa Rica, particularly women, by expanding adaptation actions and strengthening climate finance, value chains, and community-based food systems organizations. Specifically, it will be addressed in the actions of component 1: Improving the adaptive capacity of food systems and communities involved in the development of the territory, with a gender perspective.	Coordina tion of the Escalar Program and Managin g Personne l.	Starting in the second half of 2026 and during the imple mentation of the program	-Number of beneficiaries who scale up actions focused on food security. -Compliance with indicators of the Adapta2 Scaling Program	In progress
15	Mediu m	Avera ge	Product ive packag es / market	Design scaling routes for greenhouse s, organic fertilizers and beekeeping /meliponicu lture, integrating financing, permitting and market	Accepts	From Escalar Adapta2+, project proposals will be designed that focus on actions to guarantee scaling up for greenhouses, organic fertilizers and beekeeping/meliponiculture, integrating financing requirements, permits and market in vulnerable populations.	Coordina tion of the Escalar Program and Managin g Personne l.	Starting in 2027 and during the imple mentation of the program	-Number of people who benefited -Compliance with indicators of the Adapta2 Scaling Program	Not started

				requirements.		Resources and partnerships will be managed for the implementation of activities within the projects.				
16	Medium	Average	Administrative enablers / formalization	Create a support component for production permits and municipal procedures for rural communities and businesses.	Accepts	The Escalar Adapta2 program establishes partnerships with organizations such as local governments (municipalities), SINAC (National System of Conservation Areas), and others as required by the nature of the project; these partnerships may require certain procedures or permits to implement the proposal. Specifically, the program will carry out the following action: Preparation of agreements, contracts, permits and other legal instruments with the corresponding organizations prior to the execution of the project for compliance with the national regulatory framework.	Coordination of the Escalar Program and Managing Personnel.	Permanent for the duration of the Escalar Program	-Number of formalized documents	In progress
17	Long	Average	Regulation / innovation / scaling	Reduce certification and registration barriers for biological supplies (regulatory route and support before SFE/MAG).	Accepts	Through the Escalar Program, the Ministry of Agriculture and Livestock (MAG) is supporting its initiative to include a National Biological Supplies Strategy, with the support of the National Institute of Agricultural Technology (INTA) and the National Council for Biotechnology (CONARE-CENIBIOT). This strategy, along with its action plan and protocols, will simplify regulations and facilitate innovation and the scaling up of biological supplies use in the country. The following actions are proposed: -Collaboration agreements with MAG, INTA and CONARE-CeNIBiot for the preparation of the corresponding documentation. -Manage resources and partnerships for the implementation of the	Coordination of the Escalar Program and Managing Personnel.	Starting in the second semester of 2026-2027-2028	-Formalized instruments for biological supplies.	Not started

						Biological Supplies Strategy .				
18	Long	Average	Territorial equity / indigenous peoples	Expand territorial coverage in indigenous communities through a multi-year and intercultural plan.	Accepts	The Escalar Program will be managing proposals with organizations such as Diwó Ambiental, the National Indigenous Roundtable of Costa Rica, and in collaboration with initiatives developed by UNDP, to expand coverage of Indigenous territories. The specific action involves: -Formulate and formalize projects with related organizations. Manage resources and partnerships for the implementation of activities within the projects.	Coordination of the Escalar Program and Managing Personnel.	Starting in the second half of 2026 and during the implementation of the program	-Compliance with indicators of the Adapta2 Scaling Program. -Increased territorial coverage in indigenous communities where the program's impact is evident.	In progress

4. Additional observations

Fundecooperación believes the evaluation accurately reflects the main achievements, challenges, and opportunities for improvement of the Adapta2+ Program. Several recommendations have already been incorporated into the design of the Adapta2+ Scaling-Up Program, which will ensure the continuity and sustainability of the results achieved. Furthermore, efforts will continue to strengthen knowledge management, the inclusion of vulnerable populations, access to climate finance, and collaboration with public, private, and community stakeholders to maximize the impact of climate adaptation actions undertaken within the Adapta2+ program framework.