

Joint SDG Fund  
PORTOFLIO ON INTEGRATED POLICY AND LNOB

## Joint Programme 2021 Annual Progress Report

### Template

## Cover page

**Country: COSTA RICA**

**Joint Programme title:** Strengthening of the National Social Protection Strategy *Puente al Desarrollo* to break the cycle of poverty at the local level with a gender and environmental perspective

**Short title:** Women: motor for poverty reduction

**Start date** (day/month/year): 01.02.2020

**End date** (day/month/year): 31.03.2022

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**Budget** (Joint SDG Fund contribution): \$2,000,000.00

**Total estimated expenditure** (in USD, for the whole JP by 31 Dec 2021): **1 650 354,15**

**Total estimated commitments** (in USD, for the whole JP by 31 Dec 2021): **217 435,29**

**Short description of the Joint Programme** (max 1 paragraph):

The Joint Program (JP) in Costa Rica seeks to strengthen national and local implementation of the government's main social protection strategy to combat poverty *Estrategia Puente al Desarrollo* (EPD)<sup>1</sup>. The JP is implemented by UNDP, ILO, FAO and UN Women, together with the Ministry of Human Development/National Social Development Institute (IMAS) as leading national counterpart. The JP's first objective aims to strengthen the capacities and coordination of the social protection system entities, with emphasis on the welfare, agro and labor components of the Strategy. Its second objective is to increase income generating opportunities to women in three selected cantons (Puntarenas, Limón, and Buenos Aires) as a consequence of participatory, innovative, gender-sensitive and environmentally friendly local initiatives. One of the key assets of the JP in Costa Rica is that it enhances synergies and coordination between the national economic, social, agricultural, and environmental policies.

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<sup>1</sup> Bridge to Development Strategy

## Executive summary

The JP made significant progress to complete all the activities foreseen in its PRODOC. An integrated intervention model was implemented to strengthen the entrepreneurial opportunities and capacities of women in conditions of poverty and economic vulnerability. The JP served as a catalyst for the identification and support of enterprises led by women's groups, who received non-reimbursable seed capital funds and training, as well as inter-agency support from the PUNOs and government institutions in charge of various social protection programs. This model has allowed the insertion of twenty enterprises (with a gender and environmental sustainability approach) in the formal sector of the economy and thus access to financing and support services from government institutions and private companies.

A technological solution was designed and implemented for women artisans and entrepreneurs living in poverty and socioeconomic vulnerability, through a new electronic commerce platform, in a process that has allowed them to develop personal, business, and digital literacy skills, sell directly to consumers, and thus better cope with the impacts of the COVID-19 pandemic on their businesses. This platform, with growth capacity and support from government institutions, was built with an intersectional gender approach and contributes directly to the empowerment and economic autonomy of women in vulnerable conditions.

The Puente al Desarrollo (EPD) social protection strategy was improved by strengthening the capacities of the government institutions responsible for its implementation. Several resources and tools were developed, as well as, policies and procedures were reviewed to include an intersectional gender perspective, considerations of environmental impact, interculturality, and care for populations with conditions of vulnerability (with disabilities, in poverty, migrants, indigenous populations, afro-descendants, older people, etc.). These changes, together with the updated training programs or those created with the participation of the JP, will allow the expansion and improvement of social protection for vulnerable populations at the local and national levels.

The JP has contributed to the improvement of the *Sistema Nacional de Información y Registro Único de Beneficiarios del Estado* (SINIRUBE)<sup>2</sup>, through the creation and adaptation of modules to serve populations that use social protection programs, as well as the creation of a training program for government officials. The contributions of the PC will allow a better use of data to increase the effectiveness of government programs and will also favor transparency and accuracy in the use of private data of citizens.

**Result 1:** By 2022, 3 cantons will implement new models of intervention and increase income generating opportunities for women as a consequence of participatory, innovative, gender-sensitive and environmental-friendly initiatives aimed at strengthening key areas for women's economic empowerment, including greater access to resources and markets, improved skills and higher levels of associativity.

Estimated rate of completion as of 31 Dec 2021: **95%**

**Result 2:** Supported by an efficient use of SINIRUBE and the procedures of the *Sistema Nacional de Empleo* (SNE)<sup>3</sup>, institutions responsible for the welfare, labor and agricultural components of the EPD work more cohesively and integrate, both at the central and local level, the intersectional gender and environmental sustainability perspectives in their respective protocols, tools and procedures, directly benefiting 3000 female-led households and their families through extended and more comprehensive programs and services representing a government investment of over 4.7 million USD.

Estimated rate of completion as of 31 Dec 2021: **95%**

**Result 3:** Established innovative public and private inter-institutional partnership schemes, including the academia, at the local and central level, to support women's entrepreneurship and/or participation in the labor force.

Estimated rate of completion as of 31 Dec 2021: **90%**

## I. Overall progress and priority, cross-cutting issues

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<sup>2</sup> National Information System and Unique Registry Beneficiaries of the State

<sup>3</sup> National Employment System

## I.1 Context and the overall approach

### *Ensuring an adaptive and strategic JP*

- The JP has been carried out during the unavoidable context of the COVID-19 pandemic, which has required to adapt procedures and approaches to health restrictions and the changing needs of the target population (women in poverty and state institutions in charge of social protection programs).
- The processes of coordination and joint work between PUNOs, government institutions, suppliers, consultants, and other stakeholders were carried out for the most part through digital communication platforms. This change has been accelerated and has shown that it is possible to adopt new technologies with different audiences and reduce operating costs (including transportation). Special consideration was given to people from rural communities and indigenous territories where access to telecommunications and technology is limited, who therefore required in person support.
- In May 2021, the UN in Costa Rica implemented the COVID19 vaccination of frontline personnel. This included all PC staff, allowing for better implementation of actions in the field, both for the JP personnel and for the project's partners and beneficiaries.
- Even so, creative actions were required to maintain a high level of performance (in working with government personnel who -in many cases- worked from their homes during this period) and maintain a constant presence of JP personnel in local communities where the actions of the program were implemented.
- Likewise, the investment of government resources shifted to the attention of the pandemic and the mitigation of its effect; for this reason, the JP adjusted its plans to support the new focus of response to the emergency (see section COVID-19 impact).
- The principles of the Theory of Change and expected results have remained largely unchanged, but it was necessary to adjust the scope of the government's counterpart investment (due to lack of funds, the local intervention experience was not replicated in two additional cantons, as originally planned).

### *Link with UNDAF/ UNSD Cooperation Framework*

- UN 2018-2022 UNDAF focuses on accelerating the 2030 Agenda by highlighting the critical importance of multisectoral collaboration among national partners and UN agencies, the efficiency of the State institutions and focus on excluded groups, to respond more effectively and innovatively to national priorities. Through the JP, the UN facilitated solutions to problems and gaps not been able to overcome. The JP made it possible to generate added value to the social protection strategy by focusing on vulnerable populations in an inter-agency manner, leveraging the expertise of each agency, mobilizing international experience and good practices, and acting as a facilitator of inter-agency coordination and social dialogue, while integrated a comprehensive gender and environmental perspective.
- One of the most outstanding aspects of the JP is that it has aligned the work and resources of the international cooperation with the work and resources of the Costa Rican government to promote the development of social protection programs aligned with the SDGs and with the 2030 Agenda.
- The JP was born from a shared interest in aligning the efforts of multiple stakeholders to promote the economic empowerment of women in vulnerable conditions and to expand the scope of the national social protection policies, and seek alliances between private sector, academia, and institutions for a common purpose. e.
- This JP aimed to overcome structural problems, seeking to optimize the use of resources and integrate the participation of the beneficiaries in decision-making on the implementation of public policy. This made it possible to strengthen the local appropriation of the activities and guarantee sustainability of efforts once the JP has finished its work.
- The capacity for rapid adaptation to unforeseen circumstances (in this case, the significant economic, social and health impacts of the COVID-19 pandemic) was another characteristic of the JP. This adaptative capacity has been supported by the Joint SDG Fund.
- Other of the achievements is the strengthening of effective synergies between the PUNOs (UNDP, ILO, UNW and FAO), together with the Resident Coordinator Office, focusing on the SDG integration. The work carried out under the umbrella of the Joint SDG Fund has made it possible to break down barriers to joint work and has allowed a greater integration of knowledge, expertise, and specialized work, which contributes to the formulation of comprehensive proposals that meet the needs of the populations from an interdisciplinary perspective. The joint work with the government of Costa Rica made it possible to support the strengthening of governance mechanisms and the implementation of the social

protection policy from the common perspective of the 2030 Agenda. Likewise, the JP had a catalytic function for the mobilization of additional funds from each of the agencies involved as well as from other UN Agencies, while supporting the articulation of the different projects and actions linked to the social protection system.

- For the Costa Rican government, this JP has positioned itself as one of the benchmarks for the coordinated action that the state and the UN can develop together to promote the 2030 Agenda and the SDGs in an effective and visible way. The effective participation of the government JP focal point, the Vice minister of Human Development and Social Inclusion, as well as the support authorities in the Steering Committee were key factors for the good coordination of the program.

### COVID-19 impact

During the implementation of the JP, budget allocations and work plans were adjusted to support:

- The *Sistema Nacional de Información y Registro Único de Beneficiarios del Estado* (SINIRUBE) with technological infrastructure that allowed an adequate response to the increased number of requests for economic and programmatic assistance from people affected by the socioeconomic effects of the COVID-19 pandemic.
- The creation of protocols, guidelines, and educational materials for the prevention of the spread of COVID-19 in two of the main institutions that implement programs for people in situations of vulnerability: the *Instituto Mixto de ayuda Social* (IMAS)<sup>4</sup> and the *Ministerio de Agricultura y Ganadería* (MAG)<sup>5</sup>; these actions contributed to the possibility of continued implementation their programs without interruptions during the pandemic.
- The development of an e-commerce platform (*Hecho por Mujeres*)<sup>6</sup> for women entrepreneurs and businessowners living in poverty or economic vulnerability, so they could continue selling their products even if affected by the closure of shops, businesses, and restrictions on the movement of people. This is a transformational process that is not only mitigating the economic effects of the COVID-19 pandemics in this segment of the population, but that will offer an opportunity for economic growth in the age of digital markets.
- The JP supported the *Consejo Nacional de la Producción* (CNP)<sup>7</sup> in the development of an economic reactivation plan aimed at mitigating the production and trade effects of the COVID-19 in the indigenous territory of China Kichá. This plan included gender and intercultural perspectives to increase its effectiveness and appropriation in the community.
- Budget allocations were adjusted to support the economic reactivation of small companies led by women in areas of greatest poverty, including women of afro-descendants, from rural coastal populations, women with disabilities and from indigenous territories, with an intersectional gender and environmental sustainability approach.

## I.2 Update on priority cross-cutting issues

### UN Development System reform - UN coherence at the country level

- The permanent coordination of the PUNOs and the RCO has been key to the success of the JP. The core team of the JP met biweekly during the implementation of the program to coordinate and monitor compliance of the work plan, which allowed the permanent interaction and collaboration between the organizations. Regular meetings with the RC were held in this same context.
- The RCO has played a very important role in building and strengthening relationships with the national political leadership and with the SDG Fund donors. The RC connected donors and the highest political counterparts of the JP with the work done at the community level. These actions had a positive impact on the communication and public positioning of the key messages of the UN and the Joint SDG Fund.
- The coordination within the Steering Committee between the UN and the authorities of the Costa Rican government has allowed the prioritization and high-level support for the objectives of the JP. The instructions issued from this governing body have accelerated the implementation of actions at the local level and have promoted increased collaboration by various institutions.

<sup>4</sup> Mixed Institute for Social Assistance

<sup>5</sup> Ministry of Agriculture and Livestock

<sup>6</sup> *Hecho por Mujeres* is an adaptation of Buy from Women

<sup>7</sup> National Production Council

- For the work carried out in the grassroots communities, the JP has been effective in building cooperative relationships with local governments, state institutions, private sector, and universities to work together and support the projects and beneficiaries of the JP. These collaborative relationships have strengthened the impact and ownership of actions at the local level.

### *Going beyond "business as usual" to produce catalytic results at scale*

- The JP has focused on offering innovative, quick-impact and scalable solutions to overcome complex challenges in social protection models in Costa Rica. The JP has worked aligned and in direct coordination with the *Puente al Desarrollo* strategy (EPD), the main strategy for the eradication of poverty carried out by the government of Costa Rica. Specifically, the JP works with three components of this strategy: *Puente al Bienestar*<sup>8</sup> (people in poverty), *Puente al Agro*<sup>9</sup> (farmers and rural communities) and *Puente al Trabajo*<sup>10</sup> (employment). This has allowed the JP's resources and efforts to focus on driving levers of change that support transformations that can grow organically and impact more people.
- The JP incorporated a very strong understanding women's particular needs in developing strategies to combat poverty from an intersectional gender perspective, and therefore, has developed tools to support public institutions in the inclusion of such a perspective to effectively address women's needs, reduce gender barriers, and increase efficacy of public services. The JP has supported the inclusion of gender-based violence against women as one of the leading causes of the feminization of poverty in IMAS Family Plan 2.0. This has allowed for the creation of a protocol between the *Instituto Mixto de Ayuda Social* (IMAS) and the *Instituto Nacional de las Mujeres* (INAMU)<sup>11</sup> to address, prevent, and eliminate gender-based violence against women. Since July 2021, IMAS has implemented the new Family Plan 2.0 with 33,148 families (including 13,609 new families since its implementation and previously included families which were transferred), and in 2022 is expected to implement this new plan with 19,000 families. These means that the protocol will allow IMAS and INAMU to work together to the address, prevent, reduce gender-based violence against women in more than 52,000 families in poverty and extreme poverty. A Protocol for Women's Empowerment, IMAS-INAMU, was also elaborated to facilitate the articulation of services for the women users of "*Formación Humana*", the women's empowerment course implemented by INAMU to approximately 10,000 women users of the EPD. A better coordination among these entities will allow for an adequate provision of services to women, in particular to respond to their specific needs and interests, as they gain knowledge of their women's human rights and gender equality.
- To promote the necessary transformations in the institutions responsible for the implementation of social protection policies, the JP developed training courses for public servants, both at the administrative level and technical and professional personnel. An introductory training program was developed with topics such as the 2030 Agenda, the SDGs, inter-institutional articulation, intersectional gender approach, environmental conservation, carbon-neutral production, social inclusion and interculturality, among others. This program was taught in 2021 as a pilot project with officials from ten different institutions and from 2022 it will be part of their basic training tools, which will allow a significant scope. New training programs were also developed for the care and integration of people with disabilities within national social protection strategies; this action contributes to the awareness and inclusion of this population within state programs, so that their needs are considered and addressed. In addition, a training program was developed for officials of the agriculture programs; this program aims to contribute to the incorporation of the gender and intercultural perspective in the planning, plans and projects of the agricultural, fishing, and rural sectors, promoting sensitive proposals, with a gender focus and attending the needs of vulnerable populations. This training program will also be included in the basic education plan for the agricultural sector starting in 2022.
- The JP also participated in the implementation of the *Política Nacional de Cuidados 2021-2031*<sup>12</sup> and the *Sistema Nacional de Empleo* (SNE) to promote the integration of the beneficiaries of the EPD. Therefore, the JP contributed to the development of proposals to reduce the burden faced by caregivers who take care of persons in a situation of dependency (older persons and people with disabilities) at

<sup>8</sup> Welfare programs

<sup>9</sup> Agro and rural programs

<sup>10</sup> Labor programs

<sup>11</sup> National Institute for Women

<sup>12</sup> National Care Policy 2021-2031

home. The technical assistance to the *Política Nacional de Cuidados* is aimed at making the caregiver population visible, improving the budget programming of the policy, and strengthening the inclusion of the caregiver population within public policies (including a communication campaign), the latter to clarify the requirements of the care population within the SNE. In addition, new opportunities were created so that people from vulnerable groups (migrants, refugees, older people, ethnic minorities, and others) can have better opportunities to participate and be trained by the state to search for formal jobs. These are state policy changes, so their potential impact reaches tens of thousands of people each year.

- Another key element was the local coordination achieved by the JP. The actions carried out in rural communities had the support and participation of local governments, regional offices of government institutions, academia, and private sector. This procedure allowed the permanent exchange of information and the creation of synergies, but also contributed to reaching commitments from the institutions to follow up on the projects and beneficiaries of the JP in 2022 and beyond.
- For the first time in Costa Rica, the contents of the *Estrategia Nacional de Educación Financiera*<sup>13</sup> were implemented in indigenous territories. This action involved inter-institutional coordination carried out from the JP, the direct participation of the *Ministerio de Economía, Industria y Comercio* (MEIC)<sup>14</sup> and the support of entities from the cooperative sector. The contents and methodologies of education were adapted to the characteristics and needs of indigenous people, which allows it to be implemented effectively and replicated in other indigenous territories of the country.
- The JP has also gone beyond “business as usual” in the development of an e-commerce platform with a women-centered design. A total of 52 women entrepreneurs who live in conditions of poverty and users of public services, were interviewed to understand their main challenges to reach economic autonomy and their main needs to sell online and overcome the digital divide. The women-centered design has allowed for the creation of *Hecho por Mujeres*, an e-commerce platform whose objective is to promote the economic autonomy of women, and which provides women entrepreneurs and businessowners access to information, training, follow-up, and markets. *Hecho por Mujeres* aims to support women so that they can sell more and better by increasing their capacities, promoting, and expanding their businesses, as well as access to finance opportunities. *Hecho por Mujeres* caters to a very diverse group of women, who have good quality products but who need access to markets as well as to information, training, and support to succeed at an e-commerce. The JP developed this e-commerce with the *Fideicomiso del IMAS* (FIDEIMAS)<sup>15</sup>, understanding its interest and needs to administer, maintain, and sustain the platform. This has also been critical in ensuring the ownership of the platform by such a strong counterpart, who is currently operating the platform with 60 women, 3 women and indigenous people's organizations, and more than 300 products. *Hecho por Mujeres* was also developed in partnership with the private and financial sectors, which strengthened the business model focused on a segment traditionally excluded from the focus of these sectors, while supporting its sustainability.

### SDG acceleration

- SDG 1 (No Poverty): SDG Targets 1.2 and 1.3: The JP supported the strengthening of the largest initiative to reduce poverty in the country (*Puente al Desarrollo*), with a direct impact on more than 33.000 families in 2020-2021.
- SDG 2 (Zero Hunger): SDG Target 2.3: The JP worked with the main institutions of the Agro Sector in the country and through technical advice to the institutions and direct support to women in the communities, the JP guided multiple initiatives with the objective of strengthening the food security of vulnerable populations, including indigenous women, rural farmers, coastal and small islands communities, among others.
- SDG 5 (Gender Equality): SDG Target 5.1: This is one of the key components of the JP, which was addressed directly through the review and implementation of policies and tools to promote the inclusion of an intersectional gender perspective to eliminate gender barriers in the access to and efficacy of social programs to combat poverty, as well as through specific projects to strengthen opportunities for personal, economic, and social empowerment of women in vulnerable conditions.

<sup>13</sup> National Financial Education Strategy

<sup>14</sup> Ministry of Economy, Industry and Commerce

<sup>15</sup> Trust Fund of IMAS

- SDG 8 (Decent Work and Economic Growth): SDG Target 8.5: The JP developed specific projects to promote entrepreneurship and employability in the vulnerable communities and populations, including women, people with disabilities, young people, older people, indigenous women, afro-descendants, and others. It also developed the e-commerce platform *Hecho por Mujeres* to increase income generating opportunities for women. Simultaneously, support was given to strengthening the policies and tools of the *Sistema Nacional de Empleo (SNE)*, which integrates the programs of multiple government institutions for the promotion of employment in the country.
- SDG 10 (Reduced Inequality): SDG Target 10.2: The actions of the JP have focused on creating opportunities for the most vulnerable populations and those with fewer development options. This includes considerations of intersectional gender, ethnicity, socioeconomic level, place of residence, immigration status, older age, and disability conditions, among others, to reduce inequalities.
- SDG13 (Climate Action): Additional to the SDG Targets mentioned in the JP ProDoc: The environmental perspective and the concepts of environmental sustainability are core components of the JP. Economic solutions based on nature, with low carbon footprint and environmental impact are promoted, and officials from government institutions and beneficiaries in the communities are trained to consider climate action as a priority.
- SDG 17 (Partnerships to achieve the Goal): Additional to the SDG Targets mentioned in the JP ProDoc: Public-private partnerships, as well as coordination between international cooperation, government institutions (national and local), academia, companies and women-lead grassroots organizations have been a fundamental element of the JP.

#### *Policy integration and systems change*

- A key component of the JP is the integration in its Steering Committee of high-level political authorities, including the Ministries of Human Development and Social Inclusion, Labor and Social Security, the Condition of Women, Agriculture and Livestock, and Planning and Economic Policy. Likewise, the JP worked with the Ministries of Education, and Environment and Energy, and the National Learning Institute, in the coordination of various projects. These collaborations were extended to other institutions, offices, and regional government teams, which made it possible to integrate goals and actions linked to the JP.
- A significant contribution of the JP is the analysis of women's main barriers to achieve economic autonomy from an intersectional gender perspective, which has led to the development of gender specific tools for public institutions that address multiple inequalities confronted by women in poverty and extreme poverty. These new tools aim to provide public officials with increased knowledge to identify specific needs of women and their families, and thus provide appropriate services. These tools aim to diminish gender barriers in the access to social programs, increase necessary articulation of programs and institutions, and therefore increase their efficacy.
- An important example of inter-institutional integration is the work carried out by the JP with SINIRUBE, one of the main tools for the collection, storage, and analysis of data on people living in poverty and economic vulnerability. This is one of the largest databases of beneficiaries of social protection programs in the country and the JP contributed to the strengthening of information systems, the creation of information modules, user interfaces, integration of inter-institutional data, and training courses with the integrated participation of dozens of institutions.
- The JP developed four innovation laboratories with the interest to integrate the participation of multiple institutions and stakeholders. Taking advantage of existing coordination spaces and creating new ones, the JP managed to integrate diverse organizations that work on issues of women's rights, poverty alleviation, support for the agricultural, fishing and tourism sectors, promotion of economic development and investment, banks, universities and others, in projects that showed the effectiveness of a coordinated and integrated approach to solving structural problems, The innovation laboratories had different scopes, but all generated new collaboration schemes and helped break traditional silos.

#### *Contribution to improvement of the situation of vulnerable groups*

- Women: The main population for this JP. The JP invested in the inclusion of the intersectional gender perspective in the country's social protection programs, including the *Política Nacional de Cuidados*, the *Política de Igualdad de Género del IMAS*<sup>16</sup>, and the *Sistema Nacional de Empleo (SNE)*. This includes

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<sup>16</sup> Policy for Gender Equality of IMAS

the development of multiple tools for the Welfare, Agro and Labor components of the EPD. Investments were made in support of productive projects led by women (through non-reimbursable seed capital funds), a new e-commerce platform was created for women entrepreneurs living in poverty (*Hecho por Mujeres*), new opportunities were identified and promoted for business, including financing and credit aimed specifically at women, among other initiatives. The actions with the *Política Nacional de Cuidados* were aimed at supporting the incorporation into the labor market of women who have care roles in the home. The JP focused on the fulfillment of the economic rights of women and promoting real opportunities for their empowerment and well-being.

- Youth: Projects for the promotion of women's economic autonomy included the participation of young women. In the initiatives supported with seed capital and in the e-commerce platform *Hecho por Mujeres*, specific actions were carried out to promote intergenerational participation and respect for young women within the productive processes, as well as their inclusion in the training processes for entrepreneurship and employability.
- Indigenous populations: The JP worked with populations from 8 Costa Rican indigenous territories (Boruca, Cabagra, China Kichá, Rey Curré, Salitre, Tayní, Térraba, Ujarrás - including more than 87 women entrepreneurs from the bribri, brorán, brunca y cabécar peoples), an important achievement due to cultural differences and legal requirements to carry out actions in these communities. Actions were promoted for business development, food safety, agrotourism, training, innovation in agricultural processes, access to credit and financing, development of personal skills for indigenous women, legal formalization and strengthening of local groups, financial education, networking for business activities and community relations and other activities for local development. Also, the JP to establish bridges of cooperation between government institutions and indigenous peoples, facilitating communication processes and explaining ways of working together.
- Rural women workers: The JP chose three rural cantons with low levels of human development to grant non-reimbursable seed capital funds and implement inter-institutional models of intervention and support for women in poverty. These cantons include inland communities as well as rural coastal and island communities linked to the ecotourism, agriculture, fishing, and oyster farming sectors of the economy, among others. The actions carried out favored the economic reactivation of these communities in the context of the COVID-19 pandemic, contributed to job creation, the strengthening of local businesses as well as connecting local productive initiatives.
- Afro-descendant people: One of the cantons where the JP carried out local actions is the cradle of afro-descendant culture in Costa Rica (Limón). Intentionally, the Joint Program supported businesses led by afro-descendant women, mainly with projects that highlight Afro-descendant art, crafts, and culture. The JP also promoted the use of local products typical of afro-descendant cultures, as well as carried out actions to strengthen the connection between productive initiatives. Activities also promoted the circular economy in companies led by afro-descendant women. The JP also contributed to the creation or strengthening of relations between the local offices of government institutions and afro-descendant businesswomen.
- People with disabilities: The JP created and implemented a new training program for officials of the EPD to promote the inclusion and participation of people with disabilities in social protection programs. The joint program actively searched for organizations of people with disabilities to invite them to participate as beneficiaries of the seed capital fund. An association of deaf people in the canton of Limón (ASORLI) was identified that presented a green entrepreneurship project with the use of bamboo for the manufacture of products. The Joint Program provided them with financing and technical assistance.

**Estimated number of individuals that were reached through JP efforts in 2020-2021:**

Total number **787 (community-based initiatives) 33.000+ families (national initiatives)**

Percentage of women and girls: **95% (community-based initiatives)**

*Mainstreaming Gender equality and women empowerment*

- This is a GEN3 project with an explicit focus on gender; hence, all actions and resources are directly aimed at accelerating gender equality, women's economic empowerment and preventing/ending discrimination against women. The JP has significantly contributed to the integration of Gender equality and Women's empowerment by:

- Creating four new tools for public officials that include an intersectional gender perspective to identify and address women's specific needs in poverty reduction programs, to reduce gender barriers in the access to and efficacy of social programs.
- Developing and launching an e-commerce platform for women entrepreneurs and business owners who live in conditions of poverty and extreme poverty, for the sale of their products, aiming to address directly women's specific challenges to reach economic autonomy and to reduce the digital divide. The platform provides women access to information, training, follow-up, and markets, with the objective of promoting women's economic autonomy.
- Implementing a training process for women-led organizations where women gained and strengthened abilities to incorporate gender equality in their businesses, implement transformative leadership, practice assertive communication, and strengthen female associativity. This also included a connection with INAMU to provide individual and group support to women suffering different kinds of violence.
- Designing a credit articulation system for women in vulnerable conditions who don't have guarantees or collateral to apply for credit in the traditional banking system, and therefore are excluded from financial products. The articulation system allows these women to apply for credit and receive financing considering their specific conditions.
- Financing and technical assistance for productive and innovation initiatives led by women from rural, coastal, and island communities, through projects built with an intersectional gender perspective that allowed economic empowerment and access to markets and product distribution chains.
- Designing and implementing a training program for the inclusion of intersectional gender analysis in the country's public and welfare policies. This program covers more than ten government institutions in charge of designing and implementing social protection policies.
- Designing a course for civil servants in the agricultural sector to incorporate the gender and intercultural perspective in planning, programs, and projects that take into consideration the particularities, needs, and productive systems of women in their diversity.
- The *Ficha de Información Agro*<sup>17</sup> was reviewed from the perspective of gender and interculturality to make visible the contributions that women make to agricultural, fishing, and rural production in the country and to identify their needs for technical and financial assistance from government agencies.

Estimated % of overall disbursed funds spent on Gender equality and Women empowerment by the end of 2021: **100%**

### Human rights

- The JP was designed with a human rights-based approach, recognizing that, in order to accelerate progress towards the 2030 Agenda, Costa Rica needs to continue advancing in gender equality and women's socioeconomic inclusion. Women's human rights have been a priority throughout the implementation of the JP. Understanding and promoting the fulfilment of the rights of women in poverty, extreme poverty, women who are part of groups in vulnerability such as indigenous women, afro-descendant women, rural and coastal women, women with disabilities, older women, youth, and face interlocking structural inequalities, have been the priority. As such, tools for public officials have been designed from an intersectional gender perspective to help them understand and address women's specific needs in social protection programs.
- Indigenous population human rights have been promoted, including information and consultation processes with indigenous peoples (bribri, brorán, brunca y cabécar) in 8 indigenous territories, free decision-making and participation, and respect for their cosmovision and beliefs.
- Respect for the labor rights of female workers has been promoted by adapting policies and materials for inclusiveness and guaranteeing compliance with the law under the equality principle.
- The right to privacy has been considered in the collection and storage of personal data through the information systems and databases of SINIRUBE.
- The Program has promoted the right to work and the economic autonomy of people with disabilities, through the financing of a productive initiative for deaf people in Limón.
- The right of women to a life without violence has been promoted, both in public and private spaces, through the awareness and education of the people participating in the initiatives of the JP, as well as through the inclusion of gender violence against women as a leading cause of the feminization of

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<sup>17</sup> Agro Information Sheet

poverty in the IMAS Family Plan 2.0 and development of a *Protocolo para la Atención de Violencia de Género contra las Mujeres*<sup>18</sup> for IMAS and INAMU.

- Representation of different groups of women (afro-descendants, women with disabilities, women from rural and coastal communities, indigenous women, women with disabilities, older women, young women, and others) who were able to share their experiences throughout a peer-learning process and exchange of testimonies and experiences to increase their motivation and knowledge.

### Partnerships

Relevant partnerships that the JP has maintained during its implementation:

- Joint work with the *Ministerio de Desarrollo Humano e Inclusión Social*<sup>19</sup>, *Ministerio de Condición de la Mujer*<sup>20</sup>, *Ministerio de Agricultura y Ganadería* (MAG), *Ministerio de Trabajo y Seguridad Social* (MTSS)<sup>21</sup>, *Ministerio de Planificación y Política Económica* (MIDEPLAN)<sup>22</sup>. These relationships have been of paramount importance for high-level political coordination.
- Coordination of actions and joint work with the *Instituto Nacional de Aprendizaje* (INA)<sup>23</sup>, *Ministerio de Trabajo y Seguridad Social* (MTSS)<sup>24</sup>, and *Ministerio de Educación Pública* (MEP)<sup>25</sup>, to strengthen and adapt the programs offered by these institutions, within the *Sistema Nacional de Empleo* (SNE), to better serve the beneficiary populations of the EPD
- Coordination and joint work with IMAS and INAMU for the inclusion of the intersectional gender and human rights perspective in the country's social protection programs.
- Joint work with *Universidad de Costa Rica* (UCR)<sup>26</sup>, *Universidad Nacional* (UNA)<sup>27</sup>, *Instituto Tecnológico de Costa Rica* (ITCR)<sup>28</sup>, and *Escuela de Agricultura de la Región Tropical Húmeda* (EARTH University) to support production initiatives led by women entrepreneurs in rural areas and cantons with low human development, through technical cooperation and business support.
- Co-management with FIDEIMAS on the development, launch and operation of the *Hecho por Mujeres* e-commerce platform. FIDEIMAS is the current owner of the platform, and has committed to support its administration, maintenance, and sustainability. Public-private alliances have been developed to support women sellers, including alliances with TIGO, a telecommunications company, public universities, and NGOs.
- The credit articulation system for women in vulnerable conditions has been supported by FIDEIMAS and *Banco Nacional de Costa Rica* (BNCR), opening new opportunities for women entrepreneur and businessowners.
- The projects to support women entrepreneurs in three cantons with low human development were supported by the regional offices of government institutions. The coordination with these institutions and with the local governments allowed an effective execution of actions in the field.
- For the innovation laboratories, the JP worked jointly with strategic partners such as Impact Hub, Agirre Center and *Ministerio de Agricultura y Ganadería* (MAG). The experience of these organizations made possible to use methodologies (ILO's LABOR, and Design Thinking) and innovation processes adapted to the needs of specific target audiences and generate effective results in a short time.

### Mobilizing additional funding and/or financing

- FIDEIMAS has invested a total of \$69,000 in hosting and operations of the platform, as well as in the provision information, training, and follow-up to women entrepreneurs and businessowners. \$15,000 have been provided by the *Banco Nacional de Costa Rica* (BNCR) for advertising and social media

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<sup>18</sup> Protocol for Addressing Gender-Based Violence Against Women for IMAS and INAMU

<sup>19</sup> Ministry of Human Development and Social Inclusion

<sup>20</sup> Ministry of the Condition of Women

<sup>21</sup> Ministry of Labor and Social Security

<sup>22</sup> Ministry of Planning and Economic Policy

<sup>23</sup> National Learning Institute

<sup>24</sup> Ministry of Labor and Social Security

<sup>25</sup> Ministry of Public Education

<sup>26</sup> University of Costa Rica

<sup>27</sup> National University

<sup>28</sup> Costa Rica Institute of Technology

marketing, this amount is added to the grand total under FIDEIMAS as it is a sponsorship provided to FIDEIMAS for the support of its entrepreneurs.

- Multiple institutions and counterparts have invested resources and dedicated personnel to support, complement and follow up on the JP initiatives. These institutions include government regional and community offices, universities, local entrepreneurs, and others. As previously explained the JP is aligned with the national strategy for poverty reduction in Costa Rica and, as such, there is a significant investment from the national government that not been quantified yet.

### Strategic meetings

Type of event	Yes	No	Description/Comments
Annual JP development partners'/donors' event*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>A field visit with the participation of SDG Fund donor countries took place in Limón (April 6-7, 2021). The Ambassadors of Switzerland (Mr. Gabriele Derighetti) and the Netherlands (Ms. Christine Pirenne) participated in the 2-days event, which included a high-level meeting with the Second Vice President of the Republic and coordinator of the multisectoral platform "Mesa Caribe", the Minister of Human Development and Social Inclusion, and the Minister of Minister for the Condition of Women, among others. The UN Resident Coordinator and resident representatives from two UN agencies (FAO and UNOPS) also took part. The announcement of the socio-productive initiatives selected for seed funding in Limon was jointly led by the Ambassadors, the RC and authorities.</i>
Other strategic events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>A visit was made to the indigenous communities of Buenos Aires, between November 15 and 17 2021, with the participation of representatives of the German Embassy, the Minister and the Vice Minister of Human Development and Social Inclusion, representatives of the local offices of institutions of the government, the Resident Coordinator, and representatives of UNFPA and FAO. During the field visit, the indigenous women participating in the JP were connected by videoconference with the President of Costa Rica, Mr. Carlos Alvarado, for the Special Meeting of the SDGs High-Level Council and the SDGs Consultative Committee of Costa Rica, where they explained the impact that the JP has had in their communities.</i>

### Innovation, learning and sharing

- A consultancy to systematize the JP's strategic collaborations was implemented. Its deliverables include a) info sheets to convey the JP's main results and innovative practices, and b) lessons learnt and recommendations, for internal interagency use. The lessons learned are expected to also serve as relevant input for future initiatives.
- Four innovation labs have been developed to solve structural issues with local or national impact. Methodologies of Design Thinking and ILO's LABOR have been implemented to increase effectiveness and the lessons learnt have been presented in their reports. The results of the labs have been presented to panels with representatives of relevant institutions and stakeholders.
- Regular communication has been maintained with institutions, both at the central and local level, to review progress and adopt corrective measures. The JP's governance mechanisms (Steering and Technical Committee) have working as intended.
- Interinstitutional coordination among EPD officials in the three cantons has been promoted to validate processes (e.g, selection of seed capital initiatives), ToRs, tools, and training materials, as well as to encourage discussions around EPD coordination and challenges.
- The JP has developed learning manuals, courses, video tutorials, info sheets and other educational resources to increase awareness and develop competencies among EPD officials. Various pilots were implemented to test the contents and training for trainers have been implemented.

- Learning sessions and peer sharing meetings have been organized by the JP to increase the knowledge and competences of women beneficiaries of the JP activities. Learning activities were implemented in Buenos Aires, Limón, and Puntarenas.
- The e-commerce platform, *Hecho por Mujeres*, fosters continued learning and sharing amongst the women entrepreneurs and businessowners. *Hecho por Mujeres* is more than e-commerce, it is becoming a community of women entrepreneurs who sell in a common marketplace, participate in training sessions, and promote business opportunities amongst themselves.

## II. Annual Results

### Overall progress

- On track (expected annual results achieved)  
 Satisfactory (majority of expected annual results achieved)  
 Not-satisfactory (majority of expected annual results not yet achieved)  
 Please, explain briefly:

The field actions for Results 1 and 2 have been completed, fulfilling the proposed objectives. Of these, some closing reports of local initiatives and the final evaluation are pending. Regarding Result 3, most of the actions and objectives have been successfully completed. The formalization of commitments by the national government to close the JP is pending. The official quantification of people reached through institutional programs (impacted by the JP) still needs to be completed.

### Contribution to Fund's global results

- ⇒ **Contribution to Joint SDG Fund Outcome 1 (as per annual targets set by the JP)**
  - Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale
- SDG Target 1.3: The JP supported the implementation of the *Política Nacional de Cuidados 2021-2031*<sup>29</sup>, which aims to progressively implement a care system for people in a situation of dependency, that is, people who need support and care to carry out their daily activities. This public policy is designed to provide well-being to older adults, people with disabilities or chronic illnesses who need support and care to carry out their daily activities. With this Policy, the aim is to expand the coverage of benefits already existing in the country and add new care modalities that combine the family environment and the use of technology. Services such as telecare, home care, day centers, long-stay residences, and the *Red de Cuido de Personas Mayores*<sup>30</sup> will bring well-being to people who require care and their families. Avoiding institutionalization, emphasis is placed on home-based services that enable people in a situation of dependency to remain in their home for as long as possible. It also incentivizes the incorporation into the labor market of women who have care roles in the home.
- SDG Target 5.1: The *Política de Igualdad de Género del IMAS 2022-2031*<sup>31</sup> responds to the international commitments ratified by Costa Rica in terms of women's human rights and the challenges towards the search for equality between women and men. It incorporates the demands expressed by users and civil servants, adopting the commitment to eliminate the main gender gaps identified in the *Instituto Mixto de Ayuda Social (IMAS)*<sup>32</sup>, through the definition of two strategic areas that will guide the institution towards the mainstreaming of gender equality in the next 10 years. One is personnel management and organizational culture, which places civil servants and workers as people with rights, and which responds to their needs for personal balance and social co-responsibility of care, moving towards a work environment free of all types of discrimination. The other is management of the inclusive and articulated programmatic offer of services, sensitive to diversity, oriented towards empowerment for the development of capacities with a cross-cutting approach to gender equality and intersectionality.
- ⇒ **Contribution to Joint SDG Fund Output 3 (as per annual targets set by the JP)**
  - Integrated policy solutions for accelerating SDG progress implemented
- SDG Targets 1.2, 2.3, 5.1, 8.5 and 10.2: The JP developed and implemented 5 innovative solutions for accelerating SDG progress. 1. The creation of a community-based organization to secure access to markets and commercialization of oysters produced through artisanal processes on the coasts and islands of the Gulf of Nicoya. This is an innovative model, with a gender and environmental perspective, that allows local organizations led by women to retain ownership of the means of production and to

<sup>29</sup> National Care Policy 2021-2031

<sup>30</sup> Care Network for Older Persons

<sup>31</sup> Policy for the Gender Equality of IMAS 2021-2031

<sup>32</sup> Mixed Institute for Social Assistance

have greater control over the prices and distribution chains of their products. 2. The creation of a community-based organization for the protection, exchange, and commercialization of traditional seeds on the Caribbean coast of Costa Rica. This initiative, led by local small-farmer women, promotes food security in their communities, the conservation of native plant species and the protection of traditional agricultural processes and products of their cultures. 3. An innovative system for the production and commercialization of organic food for farm animals in indigenous territories. This initiative allows the use of local products, increases the economic and food autonomy of the communities, and offers an environmentally sustainable and nutritionally adequate alternative for local agricultural production. 4. A technological solution for the access and update of information of users in SINIRUBE. This tool will favor the processes of service delivery and transparency to the users of the state's social protection services. 5. The *Hecho por Mujeres* e-commerce platform, which transforms the way in which women in poverty and economic vulnerability can market their products and increase their economic autonomy with the support of state institutions through an online trading platform.

### JP Outputs and Outcomes

#### ⇒ Achievement of expected JP outputs

- Outcome 1: National institutions responsible for the EPD adopt people-centered, gender and environmentally sensitive institutional arrangements to close gaps in the social protection floor and promote women's economic empowerment.
  - The JP has promoted the development and implementation of policies, procedures, and tools in government institutions that have allowed the strengthening and expansion of social protection services, and the reduction of gaps for women and vulnerable populations, as well as the identification of forms of violence against women and the development of tools to prevent and attend the issue.
  - Initiatives such as the National Care Policy, the Policy for Gender Equality Policy of IMAS, the new guidelines of the *Puente al Trabajo* component of the EPD, the Family Plan 2.0, the Guide to incorporate the gender perspective in the Family Plan, the revised Agro File incorporating the intersectional gender perspective, the database on access to financing for women living in poverty and extreme poverty, the articulation system for credit aimed at women in vulnerable conditions, the training program on Inclusion, protection and employability of people with disabilities, the Training Program for EPD officials, and others, promoted the reduction of inequalities, women's human rights, decent employment opportunities, poverty reduction, inclusion of vulnerable people and food security.
- Outcome 2: Women and their households in the selected cantons increase their income-generating opportunities as a direct consequence of the participatory, innovative, gender-sensitive and environmentally friendly local initiatives promoted by the EPD.
  - In the cantons of Buenos Aires, Limón and Puntarenas, the JP managed to directly support more than 245 women, grouped in 20 organizations, and their families, through non-reimbursable seed capital financing initiatives and innovation laboratories to strengthen the associativity, capabilities, and empowerment of local women leaders.
  - In the canton of Buenos Aires, the JP worked in seven indigenous territories (Boruca, Cabagra, China Kichá, Rey Curré, Salitre, Térraba, Ujarrás), with people from the Bribri, Brorán, Brunca and Cabécar peoples. The organizations led by women received financing, training, and technical support to develop their businesses and generate income and well-being for their families. Productive initiatives included agriculture projects, farm animals, production of traditional textiles, art with cultural identity, and cultural rural ecotourism. Their organizations were formalized or renewed, their productive activities were strengthened, and they contributed to the individual and collective empowerment of local women.
  - In the canton of Limón, work was carried out with afro-descendant populations, indigenous people from the Taynít territory (Cabecar people) and people with disabilities (the association of deaf people of Limón). In these communities, chains were generated for the production and marketing of cocoa, coconut, bamboo, and traditional plants (medicinal and ornamental). In addition, arts and crafts initiatives with cultural identity, natural cosmetic products, rural ecotourism, and conservation of traditional seeds were promoted. All these women participated in training processes for their businesses and received support from various state institutions,

academia, and the private sector, strengthening the business ecosystem and creating opportunities for their economic autonomy and empowerment.

- In the canton of Puntarenas, the JP worked with women from rural coasts and inhabitants of small islands, including older women, young women, immigrant women, and others. The initiatives supported in these communities included organic farming projects, rural coastal ecotourism, mangrove conservation, environmental education, poultry production, production and marketing of oysters, and production of ecological sport fishing baits. The women of Puntarenas received training and support on multiple topics, including business development, carbon footprint measurement, women's empowerment, SDGs, marketing of products and services, and others. Despite the difficulties due to violence and poverty in this canton, the women supported by the JP were able to strengthen their businesses, the economy of their communities and improve their living conditions.

#### ⇒ **Achievement of expected JP outcomes**

- Within the objective of strengthening the institutions that implement the EPD, the JP developed and implemented several training programs for officials during the year 2021. These trainings included topics such as inter-institutional articulation; concepts and tools for the management and improvement of processes; 2030 Agenda for Sustainable Development; incorporation of the intersectional gender perspective in public policies; social protection; transition to low carbon footprint economies; environmental sustainability; reduction of inequities and vulnerabilities; inclusion, employability and social protection of people with disabilities; gender and interculturality in the agricultural sector; and others.
- These training processes sought to improve inter-institutional and multi-level coordination mechanisms to implement the EPD components with gender and environmental sustainability perspectives.
- Computer systems and modules were also developed or improved for the collection, transmission, visualization, and analysis of data from the EPD's social protection programs, such as the Puente al Agro module, the Puente al Trabajo module, the training modules for EPD officials using SINIRUBE, the SINIRUBE data visualization dashboards, and the interoperability module that connects the different modules. These trainings, modules and management tools for social protection policies were developed or modified to include the intersectional gender perspective and the perspective of environmental sustainability.
- The JP contributed to the strengthening of programs of the National Employment System, in the National Care Policy, the Gender Equality Policy of the IMAS, the credit systems for businesses led by women in vulnerable conditions, and others.
- The JP incorporated an intersectional gender perspective to develop strategies and tools to combat poverty and to support public institutions in the inclusion of such a perspective to effectively address women's needs, reduce gender barriers, and increase efficacy of public services. The JP has supported the inclusion of gender-based violence against women as one of the leading causes of the feminization of poverty in IMAS Family Plan 2.0. This has allowed for the creation of a protocol between IMAS and INAMU to address, prevent, and eliminate gender-based violence against women.

#### ⇒ **Monitoring and data collection**

- The monitoring process of the JP was carried out with the support of the inter-agency team of the PUNOs, with the collaboration of the liaisons of the partner institutions of the EPD and the reports of the local organizations that implemented projects. In addition, the compliance of the JP's technical and professional services contractors and consultants was monitored.
- The basic monitoring and control process was carried out in the biweekly meetings of the JP core team (PUNOs' staff), where each project owner presented their progress, results, and reported the coming actions. In this space, reports from consultants and project beneficiaries were also received and analyzed, and corrective actions or changes to work plans were agreed upon. The RC participated regularly in this space to monitor progress and discuss proposals to be addressed at the political level.
- The next level of monitoring and data collection was the Technical Committee, with the liaisons of the EPD institutions. In this space, technical coordination was carried out to contribute to the effectiveness and agility of the JP's actions, identifying the needs and cooperation channels and generating alternative solutions to issues.

- In the Steering Committee, high-level monitoring was carried out and the political advocacy actions necessary for the advancement of the JP were managed. This was an executive space with government officials, the PUNOs and the RCO, to facilitate communication and strategic coordination of the JP.
- A consultancy to systematize the JP's strategic collaborations was implemented. Its deliverables included summaries of the JP's main results and innovative practices, lessons learned and recommendations, for internal interagency use. The lessons learned are expected to also serve as relevant input for future initiatives.
- A digital monitoring dashboard for the JP was created (with Power BI). This tool has been fed using multiple digital questionnaires (forms), filled out by project owners, personnel of the EPD institutions and beneficiaries of the JP. Then information dashboards correspond to each of the JP indicators.
- In terms of what could have been done better, the alignment between the JP indicators and the standardized Joint SDG Fund report questionnaires is an area of improvement. The categories and details of data collection and analysis can differ, which may cause inaccuracies. Another challenge is the quantification of beneficiaries of public policies, processes and tools impacted by the JP. That information is not always readily available for collection and analysis, which can cause difficulties.

### *Lessons learned and sustainability of results*

- The successful implementation of a JP requires active and close collaboration between PUNOs. When "agency borders" are erased (as in the case of this JP) the interdisciplinary collaborations favor the creation of synergies that produce positive impacts in the processes and results of the JP.
- The involvement of the Resident Coordinator and the RCO team is very important for the success of the JP. The vision and leadership of the RC (as in the case of this JP) supports in the integration of the JP team and the strategic direction. This also opens doors for high-level political coordination and influence with the national government authorities. The communication and public awareness of the JP also get a boost when the RC participates in public events and/or field activities. The RC was also key to engaging donors with the JP at the country level.
- The short length of the JP (two years) is a challenge to produce significant structural transformations in the systematical issues of the social protection policies and programs of a country. In these circumstances, the selection and scheduling of the JP actions are limited by the time constrains and bureaucratic or operational realities. Complex processes involving multiple stakeholders may be avoided or limited in order to secure the necessary short-term results.
- In relation to the sustainability of the results, one of the main efforts of the JP team has been to secure the integration of the JP initiatives into the permanent social protection programs of the government and to create alliances with local institutions, academia, and private sector to give support to the women entrepreneurs and their businesses.
- The policies, procedures and tools created or improved as part of the JP initiatives have been appropriated by the institutions of the EPD, and the more complex or costly initiatives (as the *Hecho por Mujeres* e-commerce platform) have been transferred to the ownership of government institutions for its sustainability and further development.
- One of the concerns for the sustainability of the results is the political moment of the country, as the JP will conclude just two months before the change of the Executive and Legislative administrations, which includes a risk for the continuity of previous social protection programs and initiatives. However, there is a clear understanding in the RCO and the PUNOs regarding the necessary political communication with the incoming administration to explain the importance and benefits of the results of the JP and support proper transition and continuity.

### III. Plan for the final phase of implementation

#### *Towards the end of JP implementation*

The final actions towards the end of the JP include:

- Complete the final record of experiences and testimonies of beneficiaries of the JP projects. This includes the preparation of videos, info sheets and reports that allow keeping a record of the achievements, challenges and learning in this experience.
- Complete the financial and operational closure of seed capital projects and innovation laboratories that are in their final stage.
- Implement the final phase of the SINIRUBE public interface innovation project, including the development of the IT solution in the delivery of the finished product to the institution.
- Carry out the launch of the communication campaign to promote the labor rights of caregivers, including the participation of government institutions.
- Compile, systematize and analyze the complete information on the management of the JP throughout the two years of execution. As a later step, a program memory will be produced.
- Publish online the documents, videos and other relevant materials produced in the context of the JP to ensure public access to the knowledge generated.
- Share and analyze the results and lessons learned from the JP with the PUNOs, RCO, government institutions, donors of the Joint SDG Fund and other stakeholders. This will be done through work sessions and digital meetings.
- Ensure the political and operational commitments that will give continuity and sustainability to the JP achievements. This includes negotiations and agreements with government institutions and other stakeholders.
- The *Política de Igualdad de Género del IMAS* will be validated in February 2022. The public presentation will take place within the context of the International Women's Day in March.
- Support the validation and approval of the *Protocolo para la Atención de Violencia de Género contra las Mujeres* and to promote women's empowerment by the authorities of IMAS and INAMU. Implementation of these protocols is expected to begin in Q1 2022. The implementation of Family Plan 2.0 is expected to continue with the inclusion of 19,000 new families in 2022. This will allow for the institutional sustainability of the Family Plan 2.0 and of the aforementioned Protocols.
- Supporting FIDEIMAS with the marketing strategy and definition of commercial goals for the e-commerce platform *Hecho por Mujeres*.
- The database on the financial opportunities (grants and credits) available for women entrepreneurs and businessowners will be uploaded to IMAS website to make it easily available to women entrepreneurs and businessowners.
- To implement the external evaluation of the JP, carried out by an independent consultant, in coordination with the RCO and UNDP planification and evaluation focal points.

#### *Risks and mitigation measures*

As most field activities and deliverables have been completed at this moment and risk and mitigation measures include a period of 3 months, the risk assessment is reduced in comparison with previous phases of the JP.

As contextual risks, there are three main concerns:

- Presidential and Legislative national elections in the country will take place on February 6th, 2022 (with the more likely scenario being the necessity to have a second round of voting in the month of April with the two candidates who have the most votes in February). The democratic stability and usually civil process of Costa Rican political elections portends a peaceful process, with respect for the electoral results and orderly transition of political power. The risk, in this case, is that the electoral campaigning may slow the institutional responses and performance, because of the ongoing political distractions. Close communication and a rigorous monitoring of the JP work plan and schedule is recommended to mitigate the risk.
- The transition of political power could also cause unexpected turnovers of government officials and institutional liaisons due to the proximity of the end of the current government administration causing delays and/or loss of information and support for the continuity commitments or closure processes of the JP. Resignations or relocations of political leaders are usual in this phase of the political process, and that is why the JP must collect of all available information as early as possible and expand its

- network of contacts in each relevant institution to diversify the possible sources of information and collaboration if necessary.
- The COVID-19 pandemic is ongoing, and its effects are difficult to predict. Health restrictions may vary depending on the epidemiologic changes and other factors, which introduces uncertainty in the workplan and schedules. Strict compliance with COVID-19 preventive restrictions and recommendations, reducing in-person gathering and meetings as much as possible and close monitoring and quick adjustments of the program's schedule when necessary are the recommended mitigation actions. Regarding programmatic and operational risks, the COVID-19 pandemic is an issue that needs monitoring, because of the possibility of contagion in JP staff or increased mobility restrictions. As mitigation actions, the JP will have strict compliance with COVID-19 preventive restrictions and recommendations, reducing in-person gathering and meetings as much as possible and close monitoring and quick adjustments of the program's schedule when necessary. As the JP is coming to an end, information loss or incomplete results due to end-of-contract of JP staff is also a risk. Although the JP is working with a reduced staff in its final phase, it is recommended to collect all available information as early as possible and create digital backups of all relevant reports, deliverables y resources produced during years one and two of the JP. Regarding institutional risks, the main concern is the lack of commitment or power from government authorities to give continuity to initiatives developed in the JP, due to the national regulatory context or the change in government administration. Although most commitments for follow up or continuity have been secured, this final phase of the JP is a critical moment to guarantee the future sustainability of the JP results. Regarding fiduciary risks, although very unlikely, there is a risk of finding inaccuracies or inconsistencies in financial or compliance reports during the closure processes. The mitigation action is to secure a timely and rigorous process of review of all documents available for the closure of the program.

## Annex 1: Consolidated Annual Results

### 1. JP contribution to global Fund's programmatic results

#### Global Impact: Progress towards SDGs

Select up to 3 SDG *indicators* that your Joint Programme primarily contributed to (in relation to SDG targets listed in your JP ProDoc)

- SDG:1
- SDG:5
- SDG:8

#### Global Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale

Outcome indicators	Expected 2021 target	2021 result	Reasons for variance from planned target (if any)	Expected final target
1.1: Number of integrated multi-sectoral policies that accelerated SDG progress in terms of scope <sup>33</sup>	1	2	Additional opportunity to strengthen the social protection policies in the country.	2
<i>List the policies:</i>				
<ul style="list-style-type: none"> <li>• National Care Policy 2021-2031</li> <li>• Policy for the Gender Equality of IMAS 2021-2031</li> </ul>				
1.2: Number of integrated multi-sectoral policies that accelerated SDG progress in terms of scale <sup>34</sup>	0	0	N/A	0
<i>List the policies:</i>				
<ul style="list-style-type: none"> <li>• N/A</li> </ul>				

#### Global Output 3: Integrated policy solutions for accelerating SDG progress implemented

Output indicators	Expected 2021 target	2021 result	Reasons for variance from planned target (if any)	Expected final target
3.1 Number of innovative solutions that were tested (disaggregated by % successful-unsuccessful)	3	5 (successful)	The COVID-19 pandemic required innovation in various areas unforeseen before the start of the JP	5
3.2: Number of integrated policy solutions that have been implemented with the national partners in lead	1	1	N/A	1

Did your Joint Programme contribute to strengthening of national capacities to implement integrated, cross-sectoral SDG accelerators in 2020-2021?

- Yes  
 No

<sup>33</sup>Scope=substantive expansion: additional thematic areas/components added, or mechanisms/systems replicated.

<sup>34</sup>Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

Explain briefly: As per targets defined in the JP document, it is not anticipated that the local solutions implemented by the program could be scaled and adopted in one or more countries, but instead within the country in other cantons. Nevertheless, the experience developed to transform *Hecho por Mujeres* into a business-to-consumer e-commerce platform, which is a different model from that used in other countries up until now, has the potential of being replicated in other Latin American countries. Also, SINIRUBE has been recognized by OAS at the regional level for its innovative approach and significant progress in integrating all registries from social programs into a common database, enabling better targeting, increased coverage of eligible beneficiaries, and reduction of overlaps/duplications of transfers, among other improvements. The successful experience of SINIRUBE may be used as a reference for peer countries, contributing to knowledge sharing and capitalization of good practices.

## 2. Results as per JP Programmatic Results Framework

Result / Indicators	Baseline	Expected 2021 target	2021 Result	Reasons for variance from planned target (if any)	Expected final target
Outcome 1: National institutions responsible for the EPD adopt people-centered, gender- and environmentally sensitive institutional arrangements to close gaps in the social protection floor and promote women's economic empowerment.					
Indicator 1.1. Number of institutional barriers eliminated to ensure women's economic empowerment.	0	3 (access to markets, social protection, access to financial sector)	3	N/A	3
Indicator 1.2. Number of procedures adopted by the EPD components to strengthen coordination and close gaps in the social protection floor at the local level.	0	6 (Agriculture and Labour components)	6	N/A	TBD
Output 1.1 Improved inter-institutional and multi-level coordination mechanisms to implement the EPD components with gender and environmental sustainability perspectives.					
Indicator 1.1.1. Percentage of targeted public servants that demonstrate improved inter institutional coordination capacities in case management (disaggregated by sex)	0%	70%	93%	Training process with satisfactory results	93%
Indicator 1.1.2. Number of information system modules integrated in EPD with gender perspective and environmental considerations to track progress on the family action plans.	0	2	3	A third "integration" module was developed to show information through easy visualization dashboards	3

Output 1.2. Generated tools and capacities in the institutions responsible for the EPD's components, to incorporate intersectional gender and environmental-sustainability perspectives.					
Indicator 1.2.1. Number of tools adopted with intersectional gender perspective and environmental sustainability perspective.	0	4	4	N/A	4
Indicator 1.2.2. Percentage of public servants trained integrating the intersectional gender and environmental sustainability tools in the beneficiaries' case management (disaggregated by sex)	0%	70%	87,5%	More public servants report a positive answer to this question	87,5%
Output 1.3. Established an institutional model to improve EPD institutional capacities to promote employability and entrepreneurship to facilitate the just transition to the formal economy, including intersectional gender and environmental-sustainability perspectives.					
Indicator 1.3.1. Number of procedures adapted to target EPD beneficiaries that include intersectional gender and environmental sustainability perspectives.	0	4	4	N/A	4
Indicator 1.3.2. Road map designed, based on local intersectional gender and environmental sustainability perspectives.	0	1	1	N/A	1
Outcome 2: Women and their households in the selected cantons increase their income-generating opportunities as a direct consequence of the participatory, innovative, gender-sensitive and environmentally-friendly local initiatives promoted by the EPD.					
Indicator 2.1. Number of value chains for women's economic empowerment opportunities environmentally sustainable, identified and improved.	0	3	10	Multiple value chains (and subcategories within each of them) were identified and improved in the 3 cantons and the e-commerce platform supported by the JP	10
Indicator 2.2. Number of additional cantons replicating the models.	0	2	0	Because of budget relocations due to the health and economic crisis produced by the COVID-19 pandemic, the CRI government was not able to finance the process in other cantons	0

Output 2.1 Women in poverty in the selected cantons have increased access to tailor-made services from local, innovative, gender-sensitive and environmentally friendly laboratories.					
Indicator 2.1.1. Number of local innovative laboratories for promoting women's economic empowerment with environmental sustainability perspective developed thorough local participatory process.	0	3	3	N/A	3
Indicator 2.1.2. Number of ( <del>women</del> ) families with integral family plan within the EPD.	0	225	33.148	The full national implementation of the Family Plan 2.0 allowed to reach a significantly bigger population than originally planned (as in a limited pilot implementation)	TBD
Indicator 2.1.3. Percentage of women targeted that report increased capacities for employability or entrepreneurship.	0%	80% (economic empowerment, violence prevention, finance, business, access to markets, value chain)	90%	Most women targeted considered that their capabilities increased	90%
Output 2.2. Productive initiatives led by women in the selected cantons have increased access to gender-sensitive and environmentally friendly financial instruments to sustain their livelihoods.					
Indicator 2.2.1 Number of gender-sensitive and environmentally friendly financial mechanisms designed or adapted and compiled.	0	2	3	N/A	3
Indicator 2.2.2. Number of productive initiatives led by women with increased access to financing.	0	9	19	The financing was distributed in three cantons through small grants that supported more initiatives than originally planned.	19

## Annex 2: Strategic documents

### 2.1. Contribution to social protection strategies, policies and legal frameworks

#### Strategic documents developed or adapted by JP

Title of the document	Date when finalized (MM/YY)	Focus on extending social protection coverage (Yes/No)	Focus on improved comprehensiveness of social protection benefits (Yes/No)	Focus on enhancing adequacy of social protection benefits (Yes/No)	Focus on improving governance, administration and/or implementation of social protection system (Yes/No)	Focus on cross-sectoral integration with healthcare, childcare, education, employment, food security, etc. (Yes/No)	If published, provide the hyperlink
Technical note to promote common understanding and provide guidance on how to integrate an intersectional gender perspective during the JP 's implementation.	Oct 2020	N	N	Y	N	N	
Consultoría para brindar orientaciones para la incorporación de la perspectiva de género, en el marco del programa conjunto para el fortalecimiento de la Estrategia Puente al Desarrollo	Sep 2020	N	N	Y	N	N	
Conversatorios técnicos: Protección social con perspectiva de género e interseccional: fortalecimiento de las políticas de corresponsabilidad de cuidados en Costa Rica	Aug 2020	Y	Y	Y	N	N	
Design Thinking, a manual.	Dec 2021	N	N	N	Y	N	

Plan Familiar 2.0 con perspectiva de género interseccional	Jul 2021	Y	Y	Y	Y	Y	
Guía para incorporar la perspectiva de género interseccional en el Plan Familiar 2.0	Jul 2021	Y	Y	Y	Y	Y	
Recomendaciones para incorporar la perspectiva de género e interculturalidad en la Ficha Agro	Oct 2021	Y	Y	Y	Y	Y	
Guía para incorporar la perspectiva de género interseccional en la Ficha Agro.	Oct 2021	Y	Y	Y	Y	Y	
Fichas de descripción cantonal: Buenos Aires, Limón y Puntarenas	Mar 2021	N	N	N	N	Y	
Programa de Capacitación para personas funcionarias de la EPD	Jul 2021	Y	Y	Y	Y	Y	
Diseño de un sistema de articulación para crédito dirigido a mujeres en condición de vulnerabilidad: un modelo integral para el desarrollo de oportunidades	Nov 2021	Y	Y	Y	Y	Y	
Informe sobre flujos de atención y tiempos de respuesta de los programas y servicios de la Estrategia Puente al Desarrollo	May 2021	N	N	N	Y	Y	
Política para la Igualdad de Género del Instituto Mixto de Ayuda Social 2021-2031	Dec 2021	Y	Y	Y	Y	Y	
Propuesta para la identificación de opciones	Dec 2021	Y	Y	Y	Y	Y	

para la ampliación del espacio fiscal para la extensión de la cobertura de los programas y servicios contemplados en la Política Nacional de Cuidados (2021-2031)							
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**Strategic documents for which JP provided contribution (but did not produce or lead in producing)**

<b>Title of the document</b>	Date when finalized (MM/YY)	Focus on extending social protection coverage (Yes/No)	Focus on improved comprehensiveness of social protection benefits (Yes/No)	Focus on enhancing adequacy of social protection benefits (Yes/No)	Focus on improving governance, administration and/or implementation of social protection system (Yes/No)	Focus on cross-sectoral integration with healthcare, childcare, education, employment, food security, etc. (Yes/No)	<i>If published, provide the hyperlink</i>

**2.2. Focus on vulnerable populations**

**Strategic documents developed or adapted by JP**

<b>Title of the document</b>	<b>Date when finalized</b> (MM/YY)	<b>Focus on gender equality and women empowerment</b> (Yes/No)	<b>Focus on children</b> (Yes/No)	<b>Focus on youth</b> (Yes/No)	<b>Focus on older persons</b> (Yes/No)	<b>Focus on other group/s</b> (List the group/s)	<b>Focus on PwDs</b> (Yes/No)	<b>Included disaggregated data by disability - and whenever possible by age, gender and/or type of disability</b> (Yes/No)
Buy from Women-Costa Rica: an e-commerce platform for women entrepreneurs and business owners in conditions of poverty and economic vulnerability (White paper)	Dec 2020	Y	N	N	N	Indigenous women Rural women Women in poverty	N	N
Business requirement document to create an e-commerce platform with a women-centered design	Sep 2021	Y	N	N	N	N	N	N
Guía para la implementación del Protocolo de prevención y mitigación de la COVID-19 en los lugares de trabajo del	Nov 2020	N	N	N	N	Women and families in poverty	N	N

Instituto Mixto de Ayuda Social de Costa Rica								
Protocolo para la implementación de medidas de prevención y mitigación de la COVID-19 para los hogares productores en la Estrategia Puente Agro	Mar 2020	N	N	N	N	Rural people Indigenous people	N	N
Recopilación de contenidos del curso sobre educación financiera dirigido a mujeres indígenas	Dec 2021	Y	N	N	N	Indigenous women	N	N
Sistematización de laboratorio de innovación para generar una dieta orgánica alternativa para cerdos y pollos en los territorios indígenas de China Kichá y Rey Curré	Dec 2021	Y	N	N	N	Indigenous women	N	N
Protocolo de Atención a la Violencia de Género contra las Mujeres, IMAS-INAMU	Dec 2021 (in review)	Y	N	N	N	N	N	N
Protocolo de Empoderamiento de las Mujeres, IMAS-INAMU	Nov 2021 (in review)	Y	N	N	N	N	N	N
Plan de capacitación sobre inclusión, protección social y empleabilidad de personas con discapacidad	Nov 2021	Y	N	N	Y	Y	Y	Y
Programa de capacitación asincrónica para mujeres emprendedoras y empresarias (video tutoriales)	Nov 2021	Y	N	N	N	N	N	N
Base de datos sobre las opciones de financiamiento disponibles para empresarias y emprendedoras en situación de pobreza y vulnerabilidad económica.	Aug 2021	Y	N	N	N	N	N	N
Informe sobre las barreras de acceso a mujeres emprendedoras y empresarias a oportunidades de financiamiento públicas y privadas – Estrategia de Inclusión Financiera.	Aug 2021	Y	N	N	N	N	N	N
Hoja de Ruta para la formalización de asociaciones	Aug 2021	Y	N	N	N	Indigenous women Rural women	N	N

**Strategic documents for which JP provided contribution (but did not produce or lead in producing)**

<b>Title of the document</b>	<b>Date when finalized</b> (MM/YY)	<b>Focus on gender equality and women empowerment</b> (Yes/No)	<b>Focus on children</b> (Yes/No)	<b>Focus on youth</b> (Yes/No)	<b>Focus on older persons</b> (Yes/No)	<b>Focus on other group/s</b> (List the group/s)	<b>Focus on PwDs</b> (Yes/No)	<b>Included disaggregated data by disability - and whenever possible by age, gender and/or type of disability</b> (Yes/No)
Pobreza, COVID-19 y su impacto diferenciado en las mujeres	Oct 2020	Y	N	N	N	N	N	N
Después del coronavirus, más protección social	Jun 2020	Y	Y	Y	Y	Y	N	N
Balance de nuestro pacto social	May 2020	Y	N	N	N	N	N	N

### Annex 3: Updated JP Risk Management Matrix

Risks	Risk Level:	Likelihood:	Impact:	Mitigating measures	Responsible Org./Person
<b>Contextual risks (e.g. social, environmental, security and safety risks)</b>					
The 2022 national elections may slow the institutional response and performance in the final trimester of implementation of the JP.	12	4	3	Close communication and monitoring regarding schedule and deliverables for the closure of the JP.	IMAS/Ministry of Human Development (EPD leader), Ministry of Labour and Social Security (EPD Labour component leader); Ministry of Agriculture (EPD Agro component leader); JP
Unexpected turnovers of government officials and institutional liaisons due to the proximity of the end of the current government administration, causing delays and/or loss of information and support for the continuity commitments or closure processes of the JP.	16	4	4	Collecting of all available information as early as possible in the final quarter of the JP. Expansion of the network of contacts in each relevant institution to diversify the possible sources of information and collaboration if necessary.	IMAS/Ministry of Human Development (EPD leader), JP
Vulnerability due to the global epidemics / outbreak of diseases, affecting the availability of government institutions' liaisons, JP personnel and slowing down communications and execution of actions.	15	5	3	Strict compliance with COVID-19 preventive restrictions and recommendations, reducing in-person gathering and meetings as much as possible and close monitoring and quick adjustments of the program's schedule when necessary.	IMAS/Ministry of Human Development (EPD leader), JP

<b>Programmatic/Operational risks</b>					
Information loss or incomplete results due to end-of-contract processes of JP staff.	15	3	5	Collecting of all available information as early as possible in the final quarter of the JP. Digital backup of all relevant reports, deliverables y resources produced during years 1 and 2 of the JP.	RCO, PUNOs
Delays due to adverse health conditions caused by COVID-19 affecting JP staff	9	3	3	The JP team will continue working remotely until clearance is given to return to offices; necessary sanitary precautions will be observed at all times. Close monitoring and quick adjustments of the program's schedule when necessary.	RCO, PUNOs
Delays in the development of field activities due to COVID-19 mobility restrictions	6	3	2	Reduce field activities as much as possible in the work plan for the final quarter of the JP. Prepare a Plan B for every (absolutely necessary) field activity to reduce the possibility of cancelations.	RCO, PUNOs
<b>Institutional risks (e.g. political, regulatory risks)</b>					
Weakness in inter-institutional and intersectoral coordination at the central level jeopardizes articulation and synergies to accelerate compliance with the SDGs and the completion of program's actions.	8	2	4	Secure commitments from the Steering Committee's institutions to complete the closure processes of the JP on time and in a coordinated manner.	IMAS/Ministry of Human Development (EPD leader) and other EPD component leaders, RCO, JP
Lack of commitment or power from government authorities to give continuity to initiatives developed in the JP, due to the national regulatory context or the change in government administration.	12	3	4	Identify core individual initiatives that need to be guaranteed continuity and secure future ownership and commitment from relevant authorities.	IMAS/Ministry of Human Development (EPD leader), RCO, JP
<b>Fiduciary risks (financial risks, fraud &amp; corruption risks)</b>					

Inaccuracies or inconsistencies in financial or compliance reports detected during the closure processes.	3	1	3		RCO, PUNOs
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## Annex 4: Results questionnaire

- *Complete portfolio questionnaire online at: <https://forms.office.com/r/H4eZAkYx9H>*