We are a non-governmental organization that conserves marine and terrestrial ecosystems in perpetuity through the management of environmental funds and alliances with governments, the private sector, and civil society.
To serve as a convener at a national and international level on issues of biodiversity conservation by driving collaborative models, generating knowledge and promoting innovation in natural resource management.

Our Vision
Establish a complete network of terrestrial and marine protected areas, resilient to climate change, with a stable source of funding, thus enabling Costa Rica to be one of the first developing countries to meet protected area goals under the United Nations Convention on Biological Diversity by 2015.
What are Costa Rica’s UN CBD protected area goals?

• Improve ecological representation by:
  o Creating or expanding **12 marine protected areas**, at least doubling areas under protection (*from 530,000 ha to over 1.5 M ha*)
  o Expanding terrestrial protected areas, from **26 to 26.5%** of the nation’s land mass

• Improve management of protected area system

• Fill financial gaps & establish a stable source of income

• Address climate change impacts on protected areas through monitoring & adaptation
Milestones Required before Closing

Independent trust created, and donors’ funds released into trust only when:

• SINAC set conservation targets to meet CBD goals
• Approximately **$50 million** of funding raised
• SINAC approved costing analysis showing funds raised sufficient to cover conservation goals
• Government pledged best efforts to maintain budget appropriations for protected areas
• Private, independent Costa Rican NGO trustee established
Milestones Required before Closing

• SINAC completed first stage of institutional strengthening, and prepared 5 year and 1 year plans

• Cooperation agreement between new private trust and SINAC agreed upon

• Detailed list of conditions for future disbursements from trust agreed upon
Protected Area Management Improvements

1. Continue government protected area funding
2. Improve procurement in park system
3. Decentralize administration
4. Create marine department
5. Improve information technology
6. Improve capacity at regional level
7. Improve role of regional councils
8. Develop management plans
Association’s Legal Structure

- **Incorporated:** November 2009, operational August 3, 2010
- **Funding mechanism:** Trust agreement between trustee (Association) and trustors (TNC and the Linden Trust for Conservation)
- **Trust Beneficiary:** Governmental protected areas represented by SINAC.
- **Board of Directors:** Seven members and one fiscal/legal controller
- **Staff:** Four permanent professional staff
- **Location:** San José, Costa Rica
TOTAL FUNDS RAISED 56 MILLION (NOMINAL DOLLARS)

- The Nature Conservancy Catalyst Fund: $9 million
- Bilateral & Multilateral Donors:
  - U.S. Treasury via debt swap: $23.4M
  - Other Bilateral donors in process: $2.7M
  - Global Environment Facility: $1.2M
- Other Private Donors: $8.9 million
- Project Partners:
  - Linden Trust for Conservation: $1 million
  - Gordon and Betty Moore Foundation: $5 million
  - Walton Family Foundation: $5 million

*Estimated
GOVERNMENT ROLE IN THIS ALLIANCE

1. Define conservation goals according to international commitments
2. Define action plan for 5 years
3. Dictate policies
4. Develop terms of reference and participate in the project’s implementation and technical supervision
5. Receive all goods and services donated
## PRIVATE TRUST CONTRACT SECTIONS

<table>
<thead>
<tr>
<th>SECTIONS</th>
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</thead>
<tbody>
<tr>
<td>Trustors</td>
</tr>
<tr>
<td>Principal agent</td>
</tr>
<tr>
<td>Fiduciary = Fund Administration</td>
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<tr>
<td>Beneficiary</td>
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</tbody>
</table>

## FUNDS ADMINISTRATION

### FUNDS TYPE

<table>
<thead>
<tr>
<th>FUNDS TYPE</th>
<th>INVESTMENT INDICATORS and/or ADMINISTRATION FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENDOWMENT FUND</td>
<td><strong>FCR can annually</strong> spend up to five percent (5%) of the Endowment fund’s average balances of the past three years in dollars.</td>
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<tr>
<td></td>
<td>According to the Cooperation agreement, it is FCR’s responsibility to annually inform SINAC about the estimated amount that will be allocated for financing the Anual Working Plans for the implementation and monitoring plan, according to the returns, to prevent the trust erosion.</td>
</tr>
<tr>
<td>SINKING FUND</td>
<td><strong>Invest in low-risk and short term instruments. Funds will be implemented to meet the projects initial costs. (Cost of new protected marine areas).</strong></td>
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### USE RESTRICTION

Projects that are exclusively government responsibility.
The government of Costa Rica maintains SINAC’s budget for 2008, adjusted for inflation, plus an additional revenue for marine protection of at least one million U.S. Dollars (1,000,000) annually starting in 2009.

The government of Costa Rica shows an increase in collecting the Forestry Funds and Wildlife Funds starting in 2010.

SINAC improves its annual underspending for protected areas. From 2012 and in future years it should spend at least 95% of its Protected Areas’ budget.
2010 - 2015

ASSUMPTIONS FOR THE IMPROVEMENT OF PROTECTED WILDLIFE AREAS

There is no decrease in the level of protection of Protected Areas.

Marine Protected Areas expanded significantly.

A validated strategy is designed, including a mechanism for incorporating the monitoring results into the decision making process of SINAC's Protected Areas management.
Success factors of prior large-scale conservation initiatives

- Important biodiversity targeted for conservation
- Strong government support, and ability to create new laws if necessary
- Significant new protected areas created
- A comprehensive financial plan that is detailed and based on solid assumptions
- A strong group of fundraisers
- Private, independent endowments (in cases that used this financial mechanism)

*Based on analysis by Redstone Strategy Group, LLC.*
FCR benefited from project-specific factors, including:

- Presidential sponsorship
- Ambitious targets: nationwide project, covering all ecosystems, in perpetuity
- Project goals fully costed before closing and fully funded at closing
- “Deal” between government and external partners- each does its share to achieve one objective
FCR benefited from project-specific factors, including:

• “Single closing” provided strong incentive for donors and government to deliver needed funds and conservation actions
• Aggressive project management-fast execution of the deal
• Commitment by core donors to funding strong project team
Management and Mainstreaming of the FCR Program

- FCRA has maintained successful collaborative structures to coordinate goals and ensure quality of results.
  - Collaboration Committee - Trust Fund (SINAC)
  - Oversight Committees - Debt Swap
  - Coordination Committees
  - Progress and Quality Committees
  - Regular outreach to SINAC Field Managers
Management and Mainstreaming of the FCR Program

- Clear and respected agreements in place.
  - Legal Agreements with SINAC; Operations Manual, Monitoring and Implementation Plan and 5-year Work Plans
- Well-positioned, independent NGO with a strong, committed Board and staff establishing sound policies and procedures.
The organization has maintained its mission

Additional funds raised: $34,100,000

94% of the program’s goals have been met

460 projects implemented with 97.5% success rate

$23 million implemented

Nearly 500 communities benefitted

Work with 386 organizations

Over 4000 people trained

146 PAs have benefitted
10 Year Review

• 75 PAs have improved effectiveness
• Work with over 50 regional and local committees
• 456 project committees created
• Development of 18 planning and monitoring tools:
  o Climate change adaptation and vulnerability guides
  o Ecological monitoring indicators
  o Guides for management plans
  o Environmental crime research guidelines
  o Ecological monitoring indicators
  o National research strategy
  o National biodiversity strategy
  o Budgetary guidelines
Innovation

- Program Related Investment Schemes
- Blue Economy Programs: business plans
- New Alliances
  - INCAE
  - Global Fishing Watch
  - National Stock Exchange
  - Ministry of Security
  - National Fisheries Institute
  - 10 private sector alliances
Innovation

- Innovative Participatory Models in MPA Creation
  - Over 11,000 km² of new MPAs
  - Marine Control and Surveillance Strategy
  - Leadership strengthening
  - 18 awareness campaigns
  - First Debt for Nature Swap
Going Regional

• PACIFICO
• Blue Challenge
• Redlac
• Work with 37 countries
Lessons Learned

• Importance of public-private alliance
  o Focal point within government
  o Cooperation agreement reviewed every 5 years
• Project management is expensive and needs to be budgeted
• Clear milestones

• Work with mid level managers
• A flexible structure allows for more subaccounts with their own governance structures
• Strengthening partners is necessary and needs to be budgeted
Success Factors

- Science is key: strong monitoring component
- Government involvement at all levels: **over 376 SINAC** officers directly involved in project follow-up and implementation
- Greater emphasis on green and blue economy and private sector involvement
- Public-private Alliance
- Paradigm Shift
- Participatory management
- Community engagement
FCR is the **only** organization in Costa Rica that has funds earmarked exclusively and permanently for Protected Areas.
Estela Alemán Lobo.

Cuajiniquil, Guanacaste.