



FOREVER
COSTA RICA
ASSOCIATION

Our Mission



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.



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Our Vision



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.

The Conservation Goal: **Forever Costa Rica**



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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:
 - Creating or expanding **12 marine protected areas**, at least doubling areas under protection (*from 530,000 ha to over 1.5 M ha*)
 - 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



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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



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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



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Association's Legal Structure



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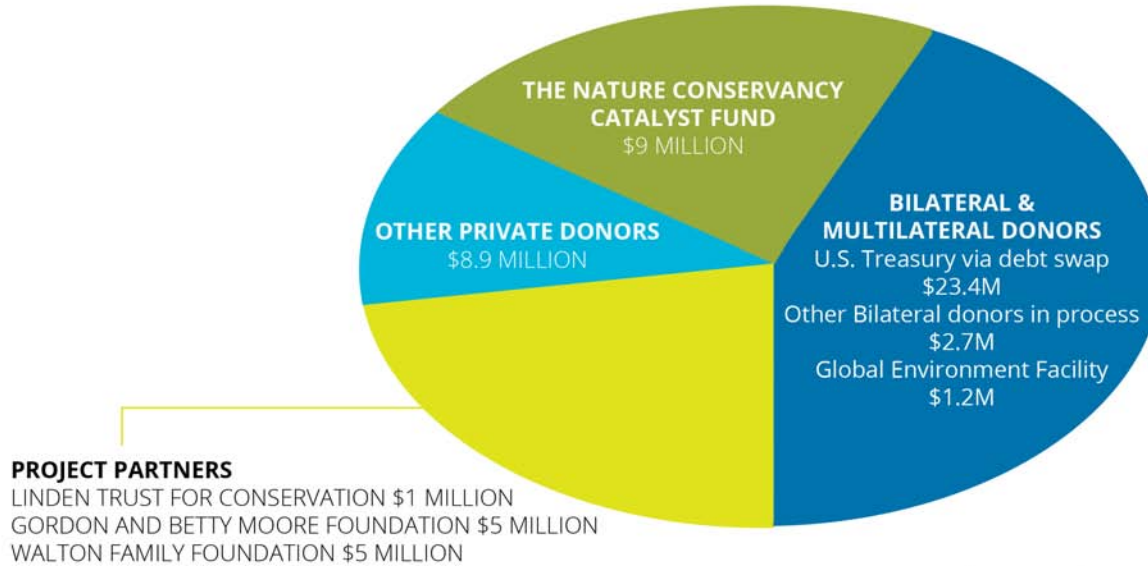
- **Incorporated:** November 2009, operational August 3, 2010
- **Funding mechanism:** Trust agreement between trustee (Association) and trustors (TNC and the Linden Trust for Conservation)
- **Trust Beneficiary:** Governmental protected areas represented by SINAC.
- **Board of Directors:** Seven members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



Sources of Funds



TOTAL FUNDS RAISED 56 MILLION (NOMINAL DOLLARS)



*Estimated

GOVERNMENT ROLE IN THIS ALLIANCE



Define conservation goals according to international commitments



Define action plan for 5 years



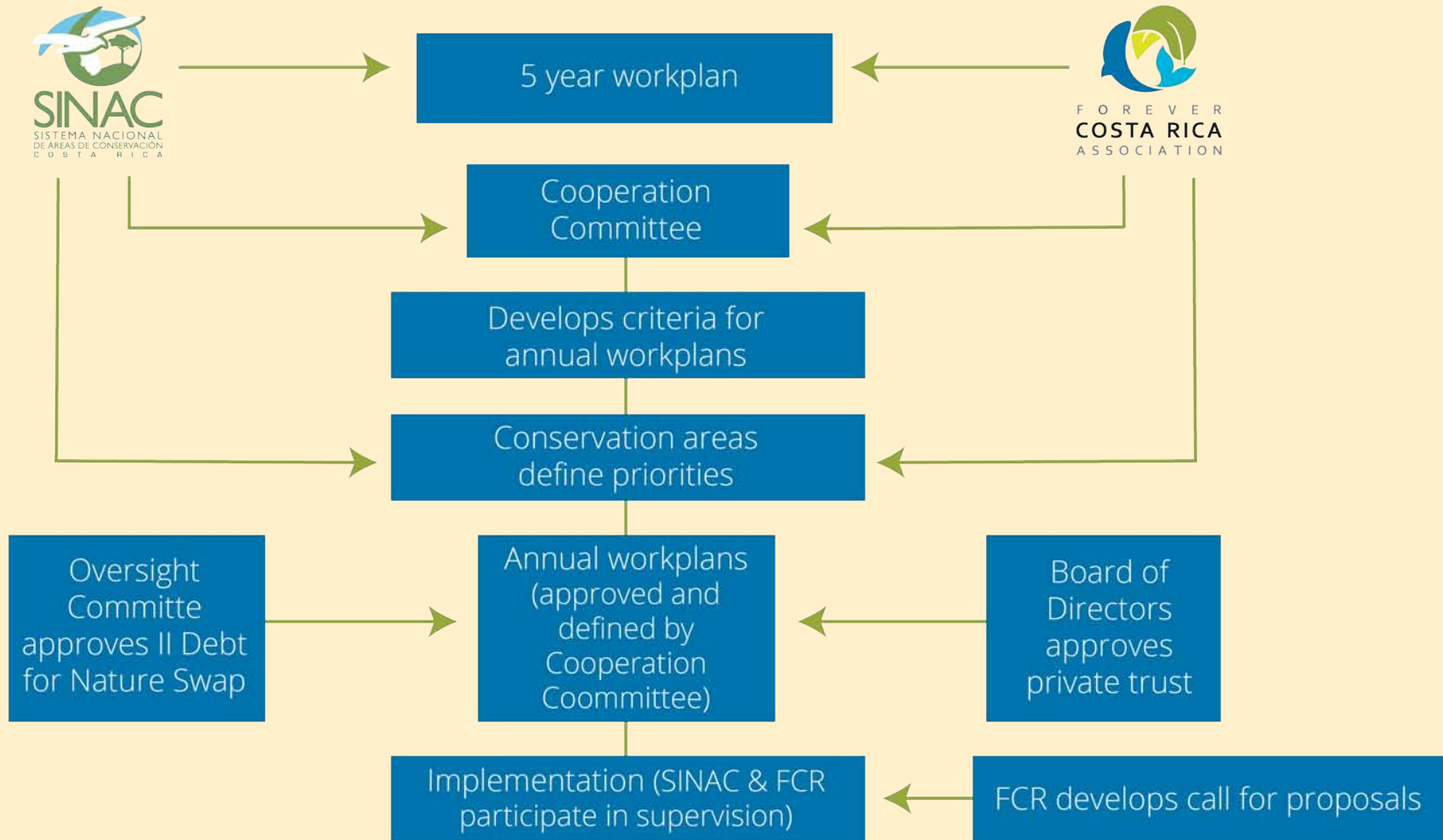
Dictate policies



Develop terms of reference and participate in the project's implementation and technical supervision



Receive all goods and services donated



TRUST

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OBJECTIVE →



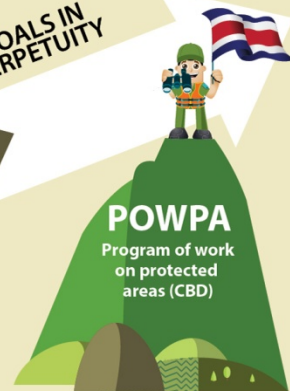
Costa Rican
terrestrial and
marine PROTECTED
AREAS system



IMPLEMENTATION
AND MONITORING
PLAN

AICHI goals

GOALS IN
PERPETUITY



POWPA

Program of work
on protected
areas (CBD)

PRIVATE TRUST CONTRACT SECTIONS

SECTIONS	
Trustors	
Principal agent	
Fiduciary = Fund Administration	
Beneficiary	

FUNDS ADMINISTRATION

FUNDS TYPE	INVESTMENT INDICATORS and/or ADMINISTRATION FUNDS
ENDOWMENT FUND	Invest in a diversified global portfolio.
	Maintain the real value (adjusted to inflation) in perpetuity and obtain average returns over periods of ten (10) years in dollars of at least five percent (5%) per year.
	FCR can annually spend up to five percent (5%) of the Endowment fund's average balances of the past three years in dollars.
SINKING FUND	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 Annual Working Plans for the implementation and monitoring plan, according to the returns , to prevent the trust erosion.
	Invest in low-risk and short term instruments. Funds will be implemented to meet the projects initial costs. (Cost of new protected marine areas).

USE RESTRICTION

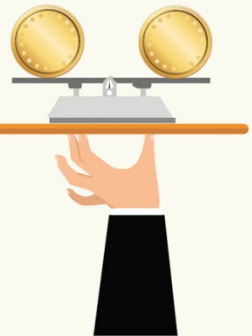


Projects that
are exclusively
government
responsibility.

2010

ASSUMPTIONS FOR THE IMPROVEMENT OF PROTECTED AREAS 2010 - 2015

2015



2008

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



2009

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.



2010



2012

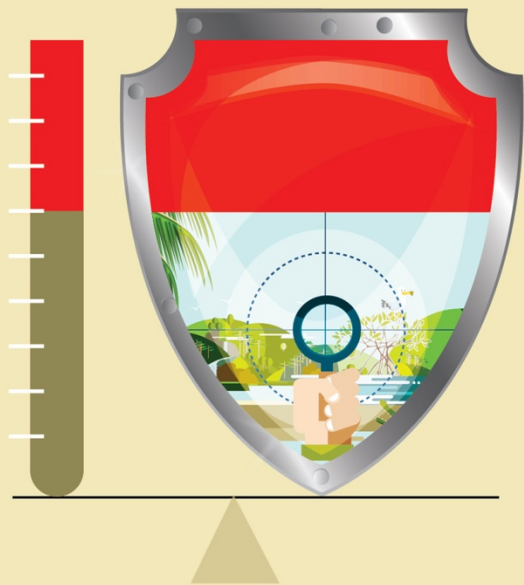


SINAC improves its annual underspending for protected areas. From 2012 and in future years it should spend at least 95% of its Protected Areas's budget.

2010

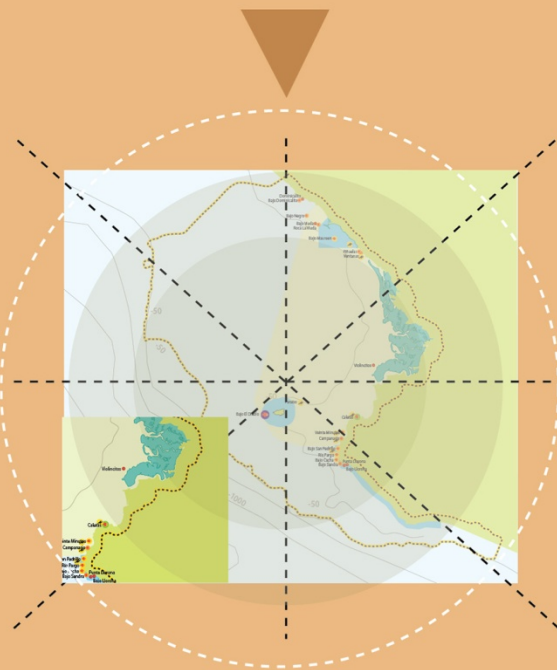
ASSUMPTIONS FOR THE IMPROVEMENT OF PROTECTED WILDLIFE AREAS
2010 - 2015

2015



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

Marine Protected Areas expanded significantly.

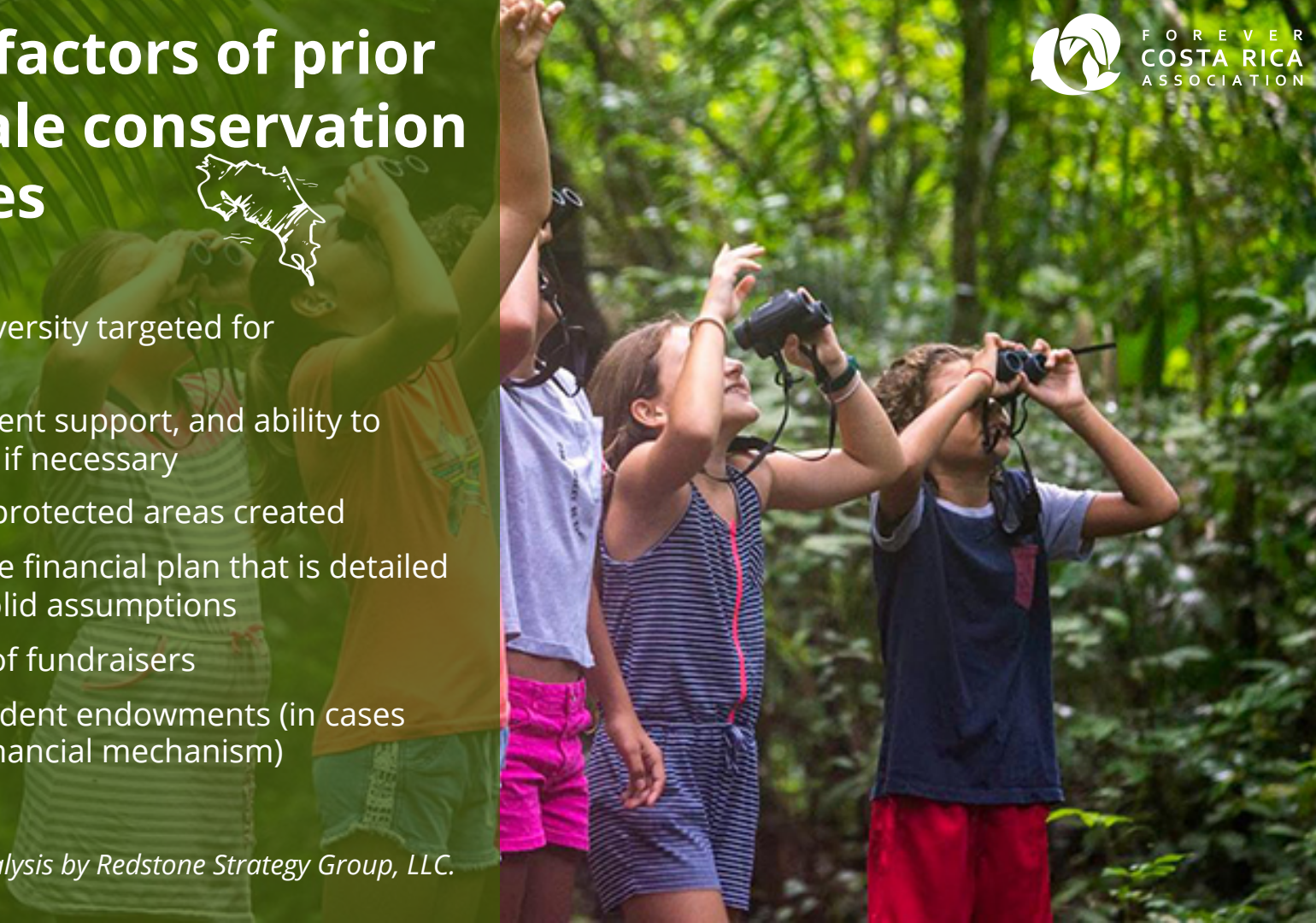


A validated strategy is designed, including a mechanism for incorporating the monitoring results into the decision making process of SINAC's Protected Areas management.

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



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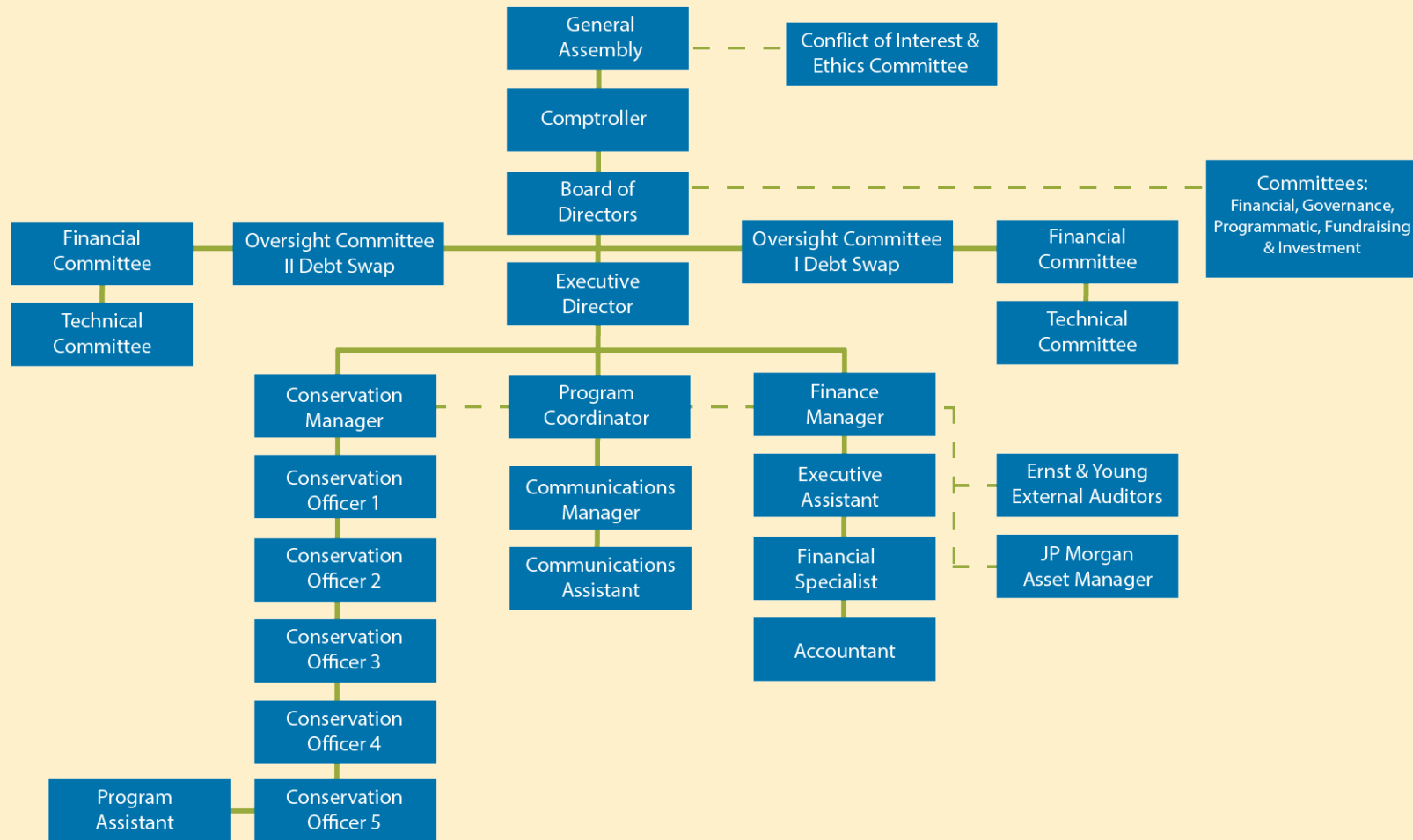


Management and Mainstreaming of the FCR Program



- 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.





10 Year Review



- 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:
 - Climate change adaptation and vulnerability guides
 - Ecological monitoring indicators
 - Guides for management plans
 - Environmental crime research guidelines
 - Ecological monitoring indicators
 - National research strategy
 - National biodiversity strategy
 - Budgetary guidelines



Innovation



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- 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

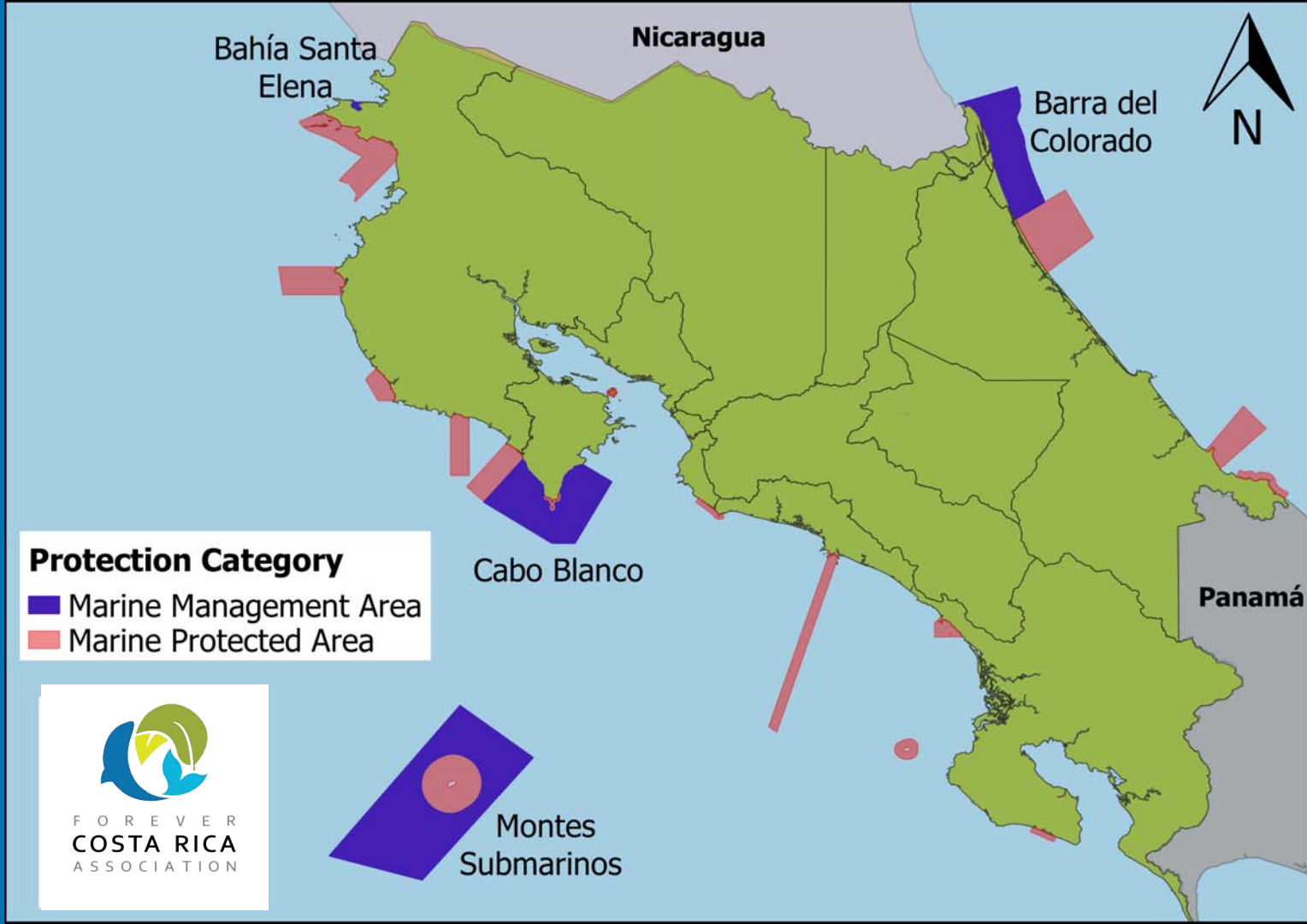


Innovation



- 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





RED LAC
CONGRESO 21 MÉXICO 2019

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Going Regional



- PACIFICO
- Blue Challenge
- Redlac
- Work with 37 countries



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Lessons Learned



- Importance of public-private alliance
 - Focal point within government
 - 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



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Cuajiniquil, Guanacaste.

