



FOREVER  
COSTA RICA  
ASSOCIATION



# 2021 ANNUAL REPORT

**FOREVER COSTA RICA ASSOCIATION**  
Biodiversity conservation and human well-being



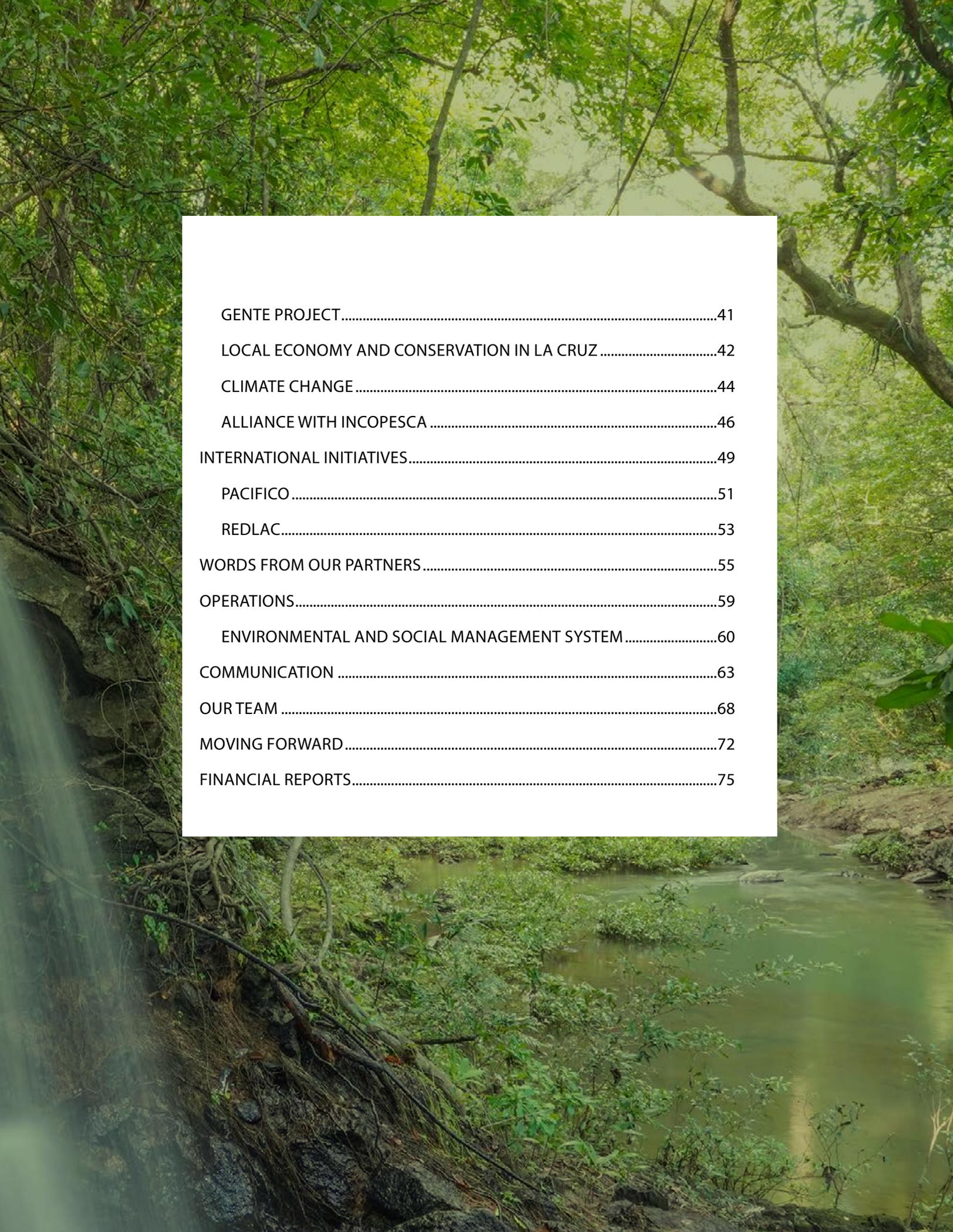
# 2021 | ANNUAL REPORT 2021

Biodiversity conservation  
and human well-being



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## Abbreviations

ACG	Guanacaste Conservation Area
ACLA-C	La Amistad Caribe Conservation Area
ACT	Tempisque Conservation Area
AFD	French Development Agency
AMM	Marine Management Area
ASOMOBI	Biolley Organized Women's Association
CAFE	Consortium of African Funds for the Environment
BC	Biological Corridor
CBD	United Nations Convention on Biological Diversity
CMAR	Tropical East Pacific Marine Corridor
COP26	Conference of the Parties to the UN Framework Convention on Climate Change
CTC	La Cruz Coastal Tourist Corridor
FAO	Food and Agriculture Organization of the United Nations
FCRXS	Forever Costa Rica Trust
FFEM	French Facility for Global Environment
FUNDEPREDI	Foundation of the State Distance University for the Development and Promotion of Distance Education
ICD	I Debt for Nature Swap between the United States and Costa Rica
IICD	II Debt for Nature Swap between the United States and Costa Rica
INCOPESCA	Costa Rican Institute of Fisheries and Aquaculture
MAG	Ministry of Agriculture and Livestock
MINAE	Ministry of Environment and Energy
MOPT	Ministry of Public Works and Transportation
NAMA	Nationally Appropriate Mitigation Action
PCRXS	Protected Wildlife Areas Program
ETP	Eastern Tropical Pacific
PND	National Decarbonization Plan
RedLAC	Latin American and Caribbean Network of Environmental Funds
ESMS	Environmental and Social Management System
SINAC	National System of Conservation Areas



# MESSAGE FROM THE PRESIDENT OF THE BOARD OF DIRECTORS

2021 was a year of transition for the Forever Costa Rica Association. We had to continue adjusting our protocols and work systems to the requirements imposed by the covid-19 pandemic. We also faced the departure of our previous executive director, who had been with the Association since its beginnings in 2010.

During the months-long search for candidates, the Association carried out a transparent recruitment process that complied with the rigor of good international practices. To ensure this, we hired the consulting firm Aligning Visions, recognized for its track record in preparing proposals and executing similar projects internationally.

The Board of Directors had a very active participation hand in hand with the management team throughout the process and the operation of the organization. In September, we welcomed our new and long-awaited executive director, Katy de la Garza, who immediately met the staff, introduced herself to our partner organizations and delved into programs, projects, finances, achievements, and challenges.

From the Board of Directors, we supported the formulation of a new strategic plan for 2022-2026 and the creation of a renewed mission that articulates our work: "Promote partner-

ships and resource management to enhance partnerships and resource mobilization for the conservation of biodiversity and human well-being."

The two main areas of our technical work in conjunction with our partner organizations and the oversight committees of our trusts continued. The first area focused on supporting the National System of Conservation Areas (SINAC) to promote the fulfillment of national and international goals that contribute to biodiversity conservation, adaptation, mitigation of climate change, and sustainable development. In harmony with this task, the second area is the promotion of green and blue economy initiatives, fostering sustainable livelihoods and enhancing collaborations between local communities and the productive, private, and government sectors.

Forever Costa Rica successfully managed 127 projects through its trusts representing around \$6.6 million at the national level. Additionally, 2021 was the first execution year of the GENTE project, which promotes green and blue economy initiatives in Guanacaste, the South Pacific, and the North Caribbean (a project funded by the Moore Foundation); the first year of the French Development Agency (AFD) project, which supports the implementation of the National Decarbonization Plan; as well as the second year of an initiative that promotes



local economy growth and conservation in La Cruz, Guanacaste (funded by the WAITT Foundation).

We cannot ignore the contributions made within the scope of economic reactivation in different communities with the *CRX10 Challenge*, where 1,000 teams gathered and registered 5500 visits to protected areas, contributing more than \$265,000 to local businesses, while complying with health protocols.

As an organization entering our maturity stage, I am pleased to learn that we are making determined progress in implementing an Environmental and Social Management System (ESMS). It contains safeguards and procedures to integrate international standards into our work and mitigate the eventual impacts of our activities and those of our partners.

We also had the opportunity to facilitate and share spaces with relevant international conservation actors during COP26 in Glasgow, as we supported the Government of Costa

Rica. At the international level, as members of PACIFICO Foundation, we are actively promoting the articulation of Governments, donors, and civil society to conserve the Eastern Tropical Pacific. Likewise, this year we successfully finished our presidency in the Latin America and the Caribbean Network of Environmental Funds (RedLAC) after celebrating its annual congress.

In this way, I am pleased to finish my term as Chair of the Board of Directors of Forever Costa Rica, leaving a more mature and strengthened organization that will continue to work with our partners to conserve biodiversity and human well-being.

Before concluding, I would like to thank the staff for their hard work in the last period; for their teachings and their support as I had to learn an essential part of the internal functioning of the organizational processes. I appreciate the patience and affection shown over the years that I had the privilege of being part of this Board of Directors. Thank you all very much.



**MARCELA CHACÓN**

Chair of the Board of Directors  
Forever Costa Rica Association

# MESSAGE FROM THE EXECUTIVE DIRECTOR OF THE FOREVER COSTA RICA ASSOCIATION

In the last two years, we have witnessed how interconnected our health and well-being are with our planet. 2021 had important milestones in conservation issues. Interest in nature-based solutions has intensified, mitigation and adaptation to climate change impacts have become prioritized, and the availability of financial resources to address the three environmental crises of climate, biodiversity, and pollution has increased. This year, more private sector companies are seeking and are demanding to transform their supply chains to become more responsible in environmental, social, and governance aspects. Nine philanthropic organizations pledged to give \$5 billion (USD) for nature conservation over the next ten years. More than 80 countries joined the High Ambition Coalition for Nature to achieve the conservation of at least 30% of the world's land and oceans by 2030. Costa Rica is one of the coalition leaders and managed to expand the protection of its seas from 2.7% to 30%.

The Forever Costa Rica Association was born to support the government in meeting its national and international goals through collaborative financial models for conservation. Today, our work in mobilizing financial resources remains more relevant than ever and as well as working in partnerships to support the achievement of

ambitious biodiversity conservation goals.

In September 2021, I had the great honor of joining the Association as its new executive director. After an initial scan, I found a solid organization composed of 22 multidisciplinary and committed professionals. I also found an active and involved Board of Directors, transparent and healthy finances, an operation that invests in social and environmental safeguards, and projects designed and executed with the highest quality standards and experts in biodiversity conservation, climate change, and sustainable development. Changes in executive direction are never easy, especially with the global pandemic's complexities. The four months without organizational leadership, and my first few months experiencing a learning curve, required many overtime hours from our management team, board of directors, and staff, to keep the multiple projects and operations moving forward successfully and orderly.

In this report, the reader can learn about progress in our two main programs (Protected Areas Program- Forever Costa Rica Program and Green and Blue Economy Program) and our international initiatives. These achievements have been possible due to the joint work with our principal ally, SINAC, and our implementing partners. These include the organizations in



the oversight and cooperation committees of the trusts we manage (the United States and Costa Rican governments, TNC, Conservation International, Earth University, Organization of Tropical Studies- OTS), the trust placed on us by international organizations such as the French Development Agency, and for the generous donations from the Moore and Waitt Foundations.

At 11 years old, the Forever Costa Rica Association enters a stage of maturity, and changes bring great opportunities. I joined just in time to finalize our 2022-2026 strategic plan and to fine-tune of our mission that seeks to “enhance partnerships and resource mobilization for the conservation of biodiversity and human well-being.” In the new strategy, we will continue to work hand in hand with the government, promoting innovative financial mechanisms, improving our organizational capacity, and strengthening our human talent. Nevertheless, we will also focus on measuring impact, promoting diversity and inclusion in our actions, adapting

mitigation initiatives to climate change, and creating alliances with the private and productive sectors.

I feel very honored to lead the Association in this new stage, to be part of this great team and community, and to have the support of the government and partner organizations. Together, we will continue working inside and outside protected areas to conserve biodiversity, for sustainable development, and to achieve our vision of promoting a Costa Rica where human beings prosper in harmony with nature. I take this opportunity to thank Zdenka Piskulich, former executive director of the Association for 11 years, since five months of 2021 were under her leadership. Many seeds she sowed will germinate in the coming years.

Thank you all for your support. We look forward to enjoying the achievements announced in this 2021 Annual Report, and our doors are always open to continue working and innovating together.



**KATY DE LA GARZA**

Executive Director  
Forever Costa Rica Association

## MESSAGE FROM THE EXECUTIVE DIRECTOR OF SINAC

In the seventies, Costa Rica began a process to consolidate a system of protected areas throughout its national territory. As a result, today, 25.5% (land area) and 30% (marine area) of the country is covered under different management categories and is recognized worldwide as one of the leading countries in the conservation and sustainable management of natural resources. Such efforts place the country close to reaching ambitious scenarios for biodiversity conservation at the global level towards 2030. Furthermore, the Convention on Biological Diversity (CBD) parties are actively negotiating for its final ratification at COP 15 in 2022.

The National System of Conservation Areas (SINAC) has implemented innovative mechanisms to ensure biodiversity and natural resources conservation and sustainable use throughout its history. The Forever Costa Rica Institutional Program (PCRXS) is one of the mechanisms that SINAC managed to establish with the support of several entities and has already reached 11 years of history. PCRXS is a public-private alliance (SINAC- Forever Costa Rica Association) that has led the support to fulfill the goals of the Program of Work of Protected Areas of the country before the International Convention on Biological Diversity (CBD).

Through PCRXS and within the framework of the development of the III Five-Year Implementation and Monitoring Plan 2021-2025, in

2021, SINAC received financing for 30 projects aimed at improving the effective management of Terrestrial Protected Wilderness Areas and Marine Coastal Areas managed by the institution and contributed to the country's compliance with international commitments and in parallel, the fulfillment of the goals of the National Biodiversity Strategy 2016-2025.

The donated resources amount to \$1.2 million from the II U.S.-CR Debt for Nature Swap and the Forever Costa Rica Irrevocable Trust (FCRXS). These resources contribute to the three main thematic axes of the PCRXS: effective management of protected areas, ecological representativeness, and adaptation to climate change.

Likewise, PCRXS has provided resources of the II Debt for Nature Swap for projects with national scope that have an essential impact on the strengthening of three of SINAC's areas of management, vital in its institutional work. These include: Prevention, Protection and Control, Human Resources and Organizational Structure, and the National Ecological Monitoring Program (PRONAMEC).

In 2021, began the preparation of the National Environmental Security Strategy (ENSA). Its goal is to more effectively address the country's environmental problems, inside and outside of protected wildlife areas, while linking efforts with institutions such as the Ministry of Security, Public Ministry, and the Judicial In-



vestigation Agency, among other relevant actors. The expectation is to complete this planning process in the first half of 2022.

In the same way and no less critical is the participatory process currently being developed and facilitated by an external consulting firm. The goal is to address Institutional Human Resource Management issues based on requirements defined by the governing bodies, mainly the Ministry of Planning and the Civil Service. It seeks essential improvements in the development of institutional human resources and the structural organization of SINAC, and this way tend more efficiently and effectively to the legal mandates assigned by the current legislation.

Historically, the PCRXS has contributed to strengthening PRONAMEC. For example, in 2021, the II Debt for Nature Swap provided resources to define local ecological integrity indicators for 32 prioritized terrestrial protected areas. As a result, the effort produced an equal number of specific environmental monitoring plans, plus the standardized monitoring protocols, for the management of the focal elements

defined in SINAC planning instruments. This contribution seeks to strengthen systematic monitoring with vital scientific information, allowing and supporting the management decision-making of protected areas.

By 2022, the sources of financing that support SINAC, through PCRXS, will continue to develop projects in the 32 terrestrial and 15 marine-coastal protected areas prioritized with an external budget injection of more than \$1.2 million, a product of the public-private partnership.

I must express my complete gratitude to all the internal and external actors of SINAC. They have built and strengthened this initiative over time in one way or another. The initiative has proven to be one of the most influential models in achieving a country's conservation goals through the effective and comprehensive management of its national protected area system. Likewise, I hope that these mechanisms will serve as an example to other countries to consolidate a similar global network of successful initiatives in the service of the conservation of biodiversity in all its forms and surfaces.



**RAFAEL GUTIÉRREZ ROJAS**

Executive Director  
SINAC-MINAE

## ABOUT US



We are the Forever Costa Rica Association, a private, non-governmental organization created in 2010. We seek to enhance partnerships and mobilize resources for biodiversity conservation and human well-being.

We are dedicated to manage, invest, and mobilize resources from governments, international organizations, and private foundations that work for biodiversity conservation. We manage funds by providing technical support to projects, executing projects, and building long-term planning tools in conjunction with multiple partners to ensure the financial sustainability of our actions.

We work throughout the Costa Rican territory in the marine, coastal, and terrestrial areas through our Protected Areas and Green and Blue Economy programs. In addition, we are part of international initiatives such as the PACIFICO Foundation, where we collaborate for the conservation of the Eastern Tropical Pacific; and the Latin America and the Caribbean Network of Environmental Funds (RedLAC), a learning community of 27 environmental funds.

Our team is multidisciplinary, prepared, and committed. We believe in working in partnerships with diverse sectors. Together, we are looking for innovative ideas to meet the ambitious national and international goals of biodiversity conservation and adaptation to climate change.



## PURPOSE

Reduce biodiversity loss and foster resilience to climate change.



## MISSION

“Enhance partnerships and mobilize resources for biodiversity conservation and resource management for the conservation of biodiversity and human well-being.”



## VISION

Be a key agent to encourage a Costa Rica where human beings thrive in harmony with nature.



## STRATEGIC VALUES

Innovation  
Transparency  
Quality  
Respect



## STRATEGIC PILLARS

Biodiversity and climate change  
Partnerships  
Finance and Operations  
Organizational capacity





# OUR WORK

# PROJECT MAP 2021

## MAP KEY

-  Marine-coastal conservation
 
-  Terrestrial Conservation
 
-  I Debt for Nature Swap between the United States and Costa Rica
 
-  Economy and conservation in La Cruz
 
- GENTE Project

  -  North Caribbean 
  -  North Pacific
  -  South Pacific
- Climate Change (National Scope)

  - 
  - 





**PROTECTED AREAS  
PROGRAM**

# FOREVER COSTA RICA PROGRAM

## PROJECTS IN PROGRESS 2021:

91 PROJECTS, \$4.247.181,37 (USD)

## PROJECTS COMPLETED 2021:

58 PROJECTS, \$1.748.539,41(USD)

## NEW PROJECTS IN THE 2021

### CALL FOR PROPOSALS:

30 PROJECTS, \$1.227.492 (USD)



## FOREVER COSTA RICA PROGRAM

The Protected Areas - Forever Costa Rica Program (PCRXS) has been operating since 2010. It was developed by the Government of Costa Rica, through the National System of Conservation Areas (SINAC), in alliance with external partners Linden Trust for Conservation, Gordon and Betty Moore Foundation, Walton Family Foundation, and The Nature Conservancy.

Its objective is to consolidate a system of ecologically representative protected areas, effectively managed, adapted to climate change, and with a sustainable source of financing.

This program is part of the national strategy to meet the country conservation goals declared before the Convention on Biological Diversity (CBD) and its Program of Work for Protected Areas.

The Forever Costa Rica Program includes the Forever Costa Rica Trust (FCRXS) which focuses on supporting conservation in marine protected areas, and the II Debt for Nature Swap between the United States and Costa Rica (IICD), focused on conservation actions in terrestrial protected areas.

Components of the Protected Areas- Forever Costa Rica Program include:

1. Ecological representativeness of terrestrial and marine-coastal biodiversity
2. Management Effectiveness
3. Adaptive capacity to climate change

The lines of work to strengthen and improve the management of protected areas are:

- Quality control and protection
- Research
- Climate change adaptation
- Natural resource management
- Ecological integrity monitoring

### **PCRXS Cooperation Committee:**

#### **National System of Protected Areas**

- Mauricio Arias
- Giselle Mendez

#### **Forever Costa Rica Association**

- Pia Paaby
- Monica Gamboa

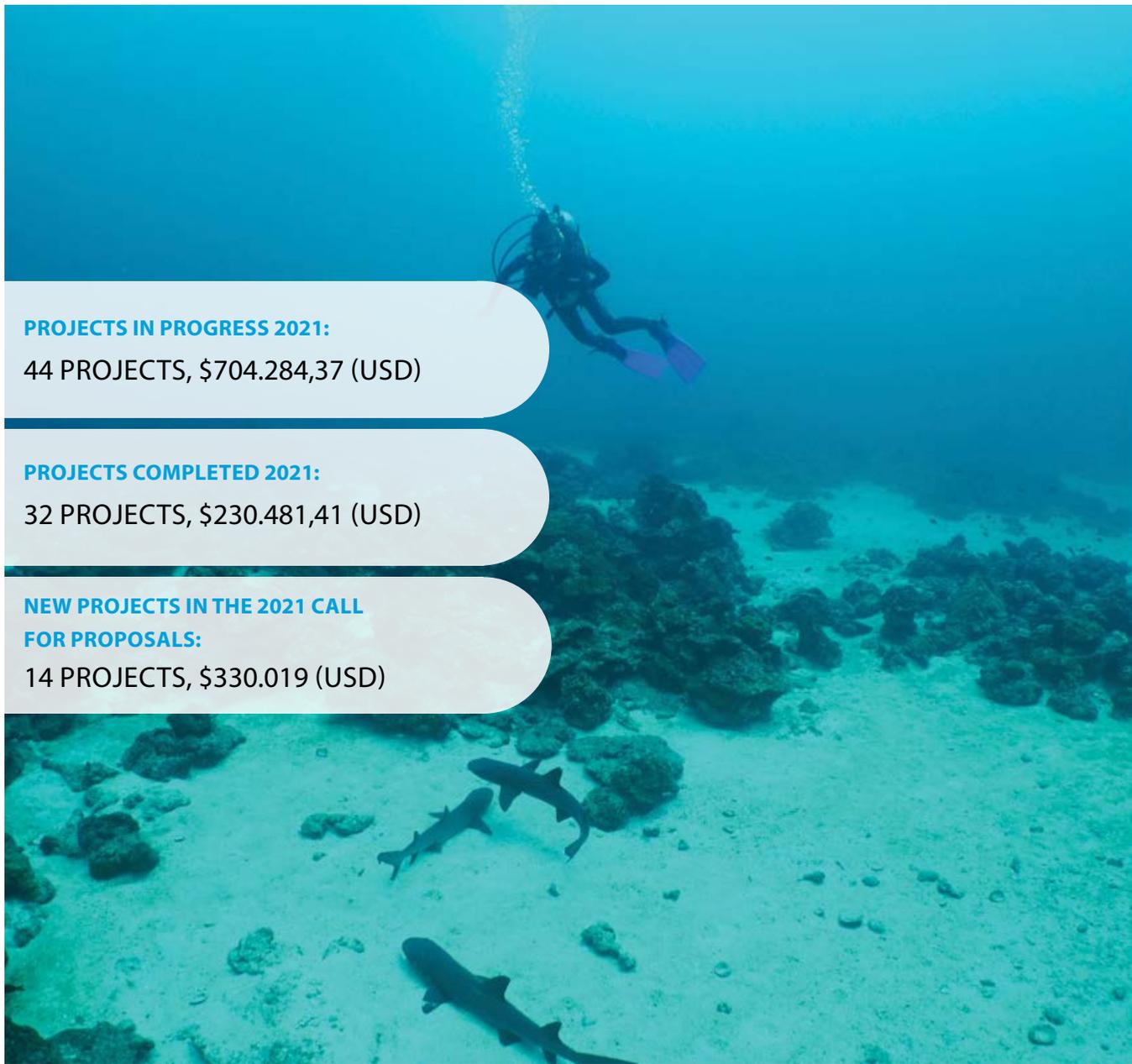
## MARINE-COASTAL CONSERVATION (FOREVER COSTA RICA TRUST)



FIDEICOMISO  
COSTA RICA POR SIEMPRE

### Forever Costa Rica Trust

PCRXS has the Forever Costa Rica Trust (FCRXS), whose primary objective is to address threats to biodiversity and coastal and marine ecosystems within protected areas.



**PROJECTS IN PROGRESS 2021:**

44 PROJECTS, \$704.284,37 (USD)

**PROJECTS COMPLETED 2021:**

32 PROJECTS, \$230.481,41 (USD)

**NEW PROJECTS IN THE 2021 CALL  
FOR PROPOSALS:**

14 PROJECTS, \$330.019 (USD)



## These are some of the projects from 2021



### 1. GENERAL SHARED MANAGEMENT PLAN FOR THE RESPONSIBLE FISHING MARINE AREA AND THE MARINE MANAGEMENT AREA

**Location:** Barra del Colorado

**Execution:** Association LAST

**Investment:** \$50.000

This project promoted an innovative and participatory governance model to provide the Tortuguero Conservation Area of SINAC and INCOPECA with a General Shared Management Plan in Barra del Colorado for the Marine Area of Responsible Fisheries and the Marine Management Area.

Both institutions developed the first General Management Plan jointly, maximizing their human and financial resources. In addition, the National Coast Guard Service, the Municipality of Pococí, and residents of Barra del Colorado participated.

A Management Plan is the management tool of an area, which indicates the type of activities allowed and not allowed for users. So, for example, which are the zones for tourism and recreation, conservation, and the areas where extractive activities are allowed, among others.

Neighbors showed a firm commitment throughout the process to conserve and sustainably use ecosystem resources and services (fisheries and ecotourism) that are the basis of their livelihoods.



## 2. NEW TREATMENT PLANT ON SAN JOSÉ ISLAND

**Location:** San Jose Island, Santa Rosa National Park

**Execution:** Salvagua Limited

**Investment:** \$33.500 (Forever Costa Rica \$27,500 and Guanacaste Dry Forest Conservation Fund \$6,000).

The project protects the primary aquifer of San José Island, in the Santa Rosa National Park, from contamination by installing a wastewater treatment plant in its Biological Station.

The treatment plant made it possible to eliminate the septic tank system that caused the risk of contamination of the natural water well. This well is the primary water source for consumption by officials of the Guanacaste Conservation Area (ACG) and users of the Biological Station.

The system is powered energetically by a battery of solar panels.

The new plant is one of the first actions to implement the San Jose Island Infrastructure Master Plan, also funded by Forever Costa Rica. At the same time, it contributes to climate change adaptation.



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### 3. DESIGN AND IMPLEMENTATION OF MONITORING PLANS IN 9 MARINE PROTECTED AREAS

**Location:** Various marine protected areas

**Execution:** LAST Association

**Investment:** \$155,000

This project monitored the ecological integrity of ecosystems or groups of species that are usually indicators of conservation status (known as management focal elements) in 7 marine protected areas. In addition, the project created monitoring plans for two other sites.

Focal elements included coral formations, sea turtle nesting beaches, aggregation of aquatic mammals (whales, dolphins, manatees), and rocky and sandy beaches. Monitoring these indicators is vital for designing and implementing strategies for managing marine protected areas.

The first phase of this project began in 2016 with the development of ecological integrity monitoring plans in 14 marine protected areas and implementing the programs in 7 of them.

In this second phase, implementation was possible for programs in the Santa Rosa, Marino Las Baulas, Manuel Antonio, Corcovado, and Tortuguero Nation-

al Parks; the Cabo Blanco Absolute National Reserve and Marine Management Area (AMM); the Caño Island Biological Reserve; the Ostional National Wildlife Reserve; and the Santa Elena Bay AMM.

In addition, it was possible to create monitoring plans for the AMM Cabo Blanco and Santa Elena Bay.

The project also used inputs from its first phase to review and update existing monitoring protocols in conjunction with the National Ecological Monitoring Program.

The data collection was carried out in its entirety by the staff of these marine protected areas with the technical support of LAST Association. In addition, the implementation of the plans provided training for at least 15 officials from the 5 Conservation Areas.





## TERRESTRIAL CONSERVATION



II CANJE POR NATURALEZA  
E.U.U. - C.R.

### II US-CR Debt for Nature Swap

As part of the Support for Protected Areas Program, in the Forever Costa Rica Association, we carry out terrestrial conservation efforts through the administration and technical support of the II Debt for Nature Swap between the United States and Costa Rica (IICD).

This bilateral agreement seeks to finance the consolidation of the prioritized terrestrial Protected Areas of SINAC within the framework of the commitments made by the Government of Costa Rica to the United Nations Convention on Biological Diversity (CBD).



#### PROJECTS IN PROGRESS 2021:

47 PROJECTS, \$3,542,897 (USD)

#### FINISHED PROJECTS 2021:

26 PROJECTS, \$1,518,058 (USD)

#### NEW PROJECTS IN THE 2021 CALL FOR PROPOSALS:

14 PROJECTS, \$330.019 (USD)

## OVERSIGHT COMMITTEE - II DEBT FOR NATURE SWAP

### SINAC National System of Conservation Areas

Sandra Jimenez  
Jenny Asch

### The Nature Conservancy

Ivan Gil  
Iván Andrés Zuluaga

### Embassy of the United States of America in Costa Rica

Meredith Ryder-Rude  
Geoffrey Thomas  
Thalía Santisteban

### Organization of Tropical Studies

Orlando Vargas Rua  
Enrique Castro

### EARTH University

Amanda Wendt - **Chair of the Oversight Committee**  
Víctor Morales

## These are some of the projects from 2021:



### 1. MONITORING OF NATIVE AND INVASIVE FISH IN CAÑO NEGRO

**Location:** Caño Negro Mixed National Wildlife Refuge

**Execution:** PROPARQUES

**Investment:** ₡22,000,000



The project monitored native and invasive fish species in the Caño Negro National Wildlife Refuge to encourage rational use of resources and, at the same time, boost the local economy.

The initiative will provide information to support temporary closures on fishing for native species such as tropical gar, common snook, mojarra, and jaguar cichlid, among others. At the same time, fishing for invasive alien species such as tilapia, Suckermouth catfish, and pangasius will be encouraged.

These measures will allow the maintenance of fish stocks and wetlands in ecologically healthy conditions.

All the surrounding communities immersed in the refuge, such as San Antonio, Pénjamo, Caño Negro, and San Emilio, develop commercial activities around the fishing of these species. Therefore, the maintenance of the resource is fundamental for promoting a local sustainable economy.



## 2. BIOLITERACY FOR COEXISTENCE BETWEEN PEOPLE AND WILDLIFE

**Location:** La Amistad Caribe Conservation Area

**Execution:** Association of Organizations of the Tamanca Caribbean Biological Corridor

**Investment:** ₡42,410,907

The project developed and implemented a biology education strategy with public officials, indigenous communities, and students in the La Amistad Caribe Conservation Area and contributed to improved interactions between people and wildlife in the central and southern Caribbean.

Workshops took place in 10 educational centers for the Ministry of Public Education staff and more than 150 students and training sessions in 6 indigenous territories on interactions with wild animals such as snakes, insects, spiders, and bats.

The project also developed an action and care protocol for cases of predation of livestock by wild cats.



### 3. IMPLEMENTATION OF PREVENTION, PROTECTION, AND CONTROL PLANS OF 2 PROTECTED AREAS

**Location:** Chirripó National Park and La Amistad International Park

**Execution:** Corcovado Foundation

**Investment:** €27,959,786

The project collaborates with implementing the prevention, protection, and control plans to reduce threats to biodiversity in La Amistad International Park, Chirripó National Park, and its buffer zones.



A practical guide was developed for identifying and dealing with environmental crimes and a tool to evaluate the impact achieved by implementing these plans.

Likewise, 136 people from the parks' communities held eight training workshops on the subject. These efforts were complemented by 52 informative signs from San Gerardo de Rivas to Tres Colinas de Buenos Aires.



#### 4. MANAGEMENT OF SUCCESSFUL EXPERIENCES OF SINAC

**Execution:** University for International Cooperation

**Investment:** €26,399,554

With the participation of more than 100 SINAC staff members, the project systematized successful experiences for the management of biodiversity and natural resources. The 13 topics covered included coexistence with felines, tourist visitation, restoration and forestry, fire management, and indigenous participation. This systematization allows us to learn from the past and replicate good practices to support the entry of new personnel into the institution.

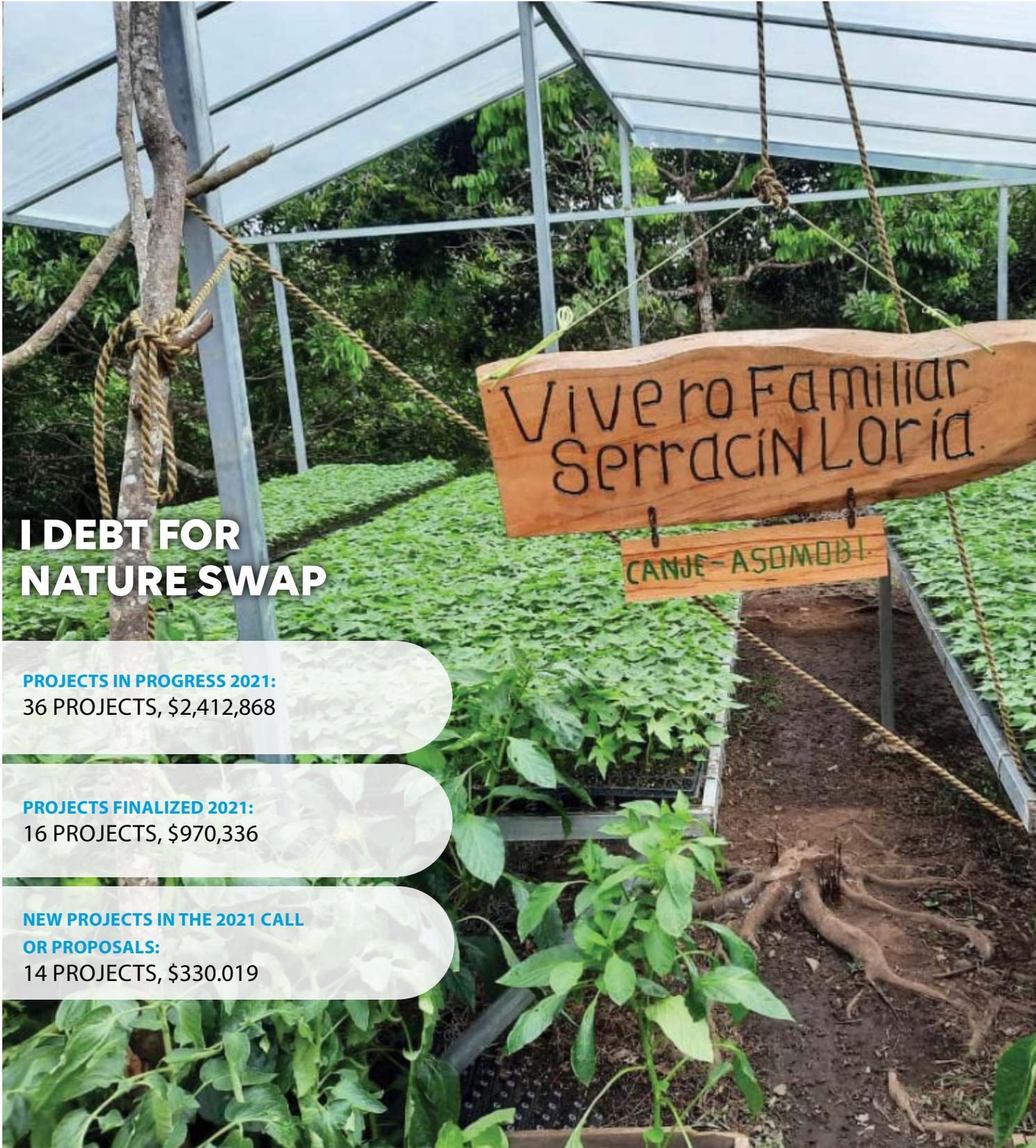


# GREEN AND BLUE ECONOMY PROGRAM

Our Blue and Green Economy Program aims to decrease the loss of marine and terrestrial biodiversity by promoting sustainable livelihoods and empowering collaborations between local communities and the productive, private, and government sectors.

The Program consists of several projects, such as the I Debt for Nature Swap between the United States and Costa Rica (of which we are administrators), the GENTE project, and the project to boost the local economy through conservation in La Cruz, Guanacaste.

Likewise, it includes administering a climate change project for the French Development Agency (AFD) and enhancing the partnerships with INCOPECA to conserve and sustain marine and aquaculture resources.



# I DEBT FOR NATURE SWAP

**PROJECTS IN PROGRESS 2021:**  
36 PROJECTS, \$2,412,868

**PROJECTS FINALIZED 2021:**  
16 PROJECTS, \$970,336

**NEW PROJECTS IN THE 2021 CALL  
OR PROPOSALS:**  
14 PROJECTS, \$330.019



## I Debt for Nature Swap

I Debt for Nature Swap U.S.-C.R. (ICD) has as its primary objective to facilitate the conservation, protection, restoration, and sustainable use of Costa Rica's tropical forests outside of state-protected wildlife areas, specifically in six prioritized geographic areas:



1. Northeast Area of Rincon de la Vieja
2. Maquenque
3. Tortuguero
4. La Amistad
5. Osa
6. Nicoya

### OVERSIGHT COMMITTEE

#### **SINAC National System of Conservation Areas**

Ruben Munoz

Patricia Marin

#### **Embassy of the United States of America in Costa Rica**

Meredith Ryder-Rude

Geoffrey Thomas

Thalía Santisteban

#### **The Nature Conservancy**

Ivan Gil

Iván Andrés Zuluaga

#### **Conservation International**

Marco Quesada – **Chairman of the Supervisory Committee**

Ricardo Ulate

#### **EARTH University**

Víctor Morales

Amanda Wendt

## These are some of the projects from 2021:



### 1. STRENGTHENING OF THE LOCAL COMMITTEE OF THE AMISTOSA BIOLOGICAL CORRIDOR

**Location:** Amistosa Biological Corridor

**Execution:** National Parks Foundation

**Investment:** ₱49,996,100

The project equipped and trained the Local Committee of the Amistosa Biological Corridor (CB), allowing a more efficient implementation of the 2018-2027 management plan to manage a territory that goes from the coast and forests of Golfito to the highlands of San Vito.

After conducting a forest fragmentation analysis, the project planted 82,400 trees of 148 native species in 5 critical areas for restoration and connectivity. The initiative also carried out a fauna sampling that evidenced the presence of 15 species of mammals, 417 birds, and 124 species of flora of ecological and ethnobotanical importance.



## 2. IMPROVING ECOLOGICAL CONNECTIVITY BETWEEN DIRIÁ AND MARINO LAS BAULAS NATIONAL PARKS

**Location:** Santa Cruz

**Execution:** UNED Foundation for the Development and Promotion of Distance Education (FUNDEPREDI).

**Investment:** €81,914,030

This project improved ecological connectivity between Las Baulas National Marine Park and Diriá National Park. It carried out monitoring actions of dispersing and pollinating fauna and fostered collective capacities and the recovery of native flora.

The initiative reforested the river banks of 4 cattle farms with 64 native species, favoring ecological connectivity. There were also five training sessions for approximately 180 people on biodiversity, environmental connectivity, climate change in agriculture, and agroecology.

Finally, 17 aerial passages for fauna were installed, mainly used by monkeys, reducing electrocution mortality as part of the project.



### 3. STRENGTHENING PRODUCTIVE CAPACITIES OF ASOMOBI DURING THE PANDEMIC

**Location:** Biolley, Buenos Aires

**Execution:** UNED Foundation for the Development and Promotion of Distance Education (FUNDEPREDI).

**Investment:** ¢25,000,000

This project strengthened the Association of Organized Women of Biolley (ASOMOBI) to confront the new reality caused by the COVID-19 pandemic. In addition, the project led for 16 women beneficiaries to receive materials, equipment, and inputs to strengthen their productive units (greenhouses, poultry farms, and flour production, among others).

ASOMOBI has a small coffee processing plant managed by women and offers several services for visitors, such as accommodations and guided visits to local attractions. The Association also received training from MAG in primary production, food processing, and marketing.

The initiative supported by the financing of the ICD created a “virtual market” to put on sale its products and services. In addition, it built two recyclable waste collection centers to benefit the community.



#### 4. STRENGTHENING OF CULTURAL AND NATURAL CENTER IN INDIGENOUS TERRITORY KÉKÖLDI

**Location:** KéköLdi Indigenous Territory in La Amistad

**Execution:** Talamancan Association of Ecotourism and Conservation (ATEC)

**Investment:** €15,000,000

This project contributed to the comprehensive forest regeneration of La Amistad prioritized geographical area, by strengthening the cultural and natural center in the KéköLdi Indigenous Territory.

Additionally, the protection of the forest included the restoration of a breeding ground of cultural and environmental importance. A nursery of native ancestral plants was built, with rainwater harvesting and a seed bank to promote genetic preservation and the use of plants of cultural interest, whose availability and service have been reduced.

Likewise, the project developed eight information signs and three audiovisual productions on Bribri knowledge to consolidate the cultural transfer processes.





## GENTE PROJECT



GORDON AND BETTY  
**MOORE**  
FOUNDATION

The GENTE project, launched in 2021, seeks to enhance the recovery of at least 30 rural and coastal communities in the face of the challenges generated by COVID-19. These communities are in areas of influence of 15 protected areas in the North Pacific (Guanacaste), the North Caribbean, and the South Pacific of Costa Rica. The project is made possible through the financial support of the Moore Foundation.

### 1. STRENGTHENING BUSINESS CAPACITIES

More than 180 people received training to support livelihoods and diversification opportunities, including indigenous development associations, in topics such as strategic thinking, farm finance, and business formalization.

### 2. CALLS FOR ENTREPRENEURSHIP

In 2021, three calls for green and blue enterprises to opt for seed capital were carried out. As a result, 304 business proposals were received, of which 12 obtained financing in Guanacaste (7 of them led by women). Another 15 proposals from the South Pacific are in the formalization stage to receive the capital during 2022.

Some of the funded business ideas include restoring corals in Sámara; marketing products from a fishermen's Association in Nicoya; a cultural tourist route in Santa Cruz; and a

network of family inns in Cuajiniquil La Cruz.

### 3. BUSINESS TECHNOLOGY TRANSFORMATION

The GENTE project also identified small businesses to promote sustainable alternative technological solutions. As a result, together with the Ministry of Agriculture and Livestock (MAG), three farms in La Cruz and Santa Cruz changed towards rational grazing systems with electric fences.

These systems increase livestock productivity by reducing unnecessary displacements and carbon dioxide emissions and protecting natural resources.

### 4. INCREASE VISITATION OF BARBILLA NATIONAL PARK

The GENTE project has also promoted a tourism business model around Barbilla National Park to encourage the local economy, with the participation of indigenous communities, such as Nairi Awari, and non-indigenous communities, such as Las Brisas de Siquirres.

The project works to promote ventures and, in the medium term, develop tourist attractions managed by the communities at the entrance to the park. To this end, together with SINAC, they have developed training for naturalist guides and digital marketing and business models.



## LOCAL ECONOMY AND CONSERVATION IN LA CRUZ, GUANACASTE

The initiative “Driving the local economy through conservation: The model of La Cruz, its communities and protected areas “ was born in 2018 to create the Santa Elena Bay Marine Management Area. The project was developed through a participatory governance model with the participation of government authorities, organizations, and coastal communities.

This project promotes a 5-year regional vision (2020-2024) with the support of the WAITT Foundation to position La Cruz as a tourist destination, promoting community associativity and environmental, social, and economic sustainability. The following are project-specific updates in its four goals.

### TOURISM TO CREATE OPPORTUNITIES

La Cruz has a Regional Business Plan to encourage creating a local tourism business environment. The project developed five business plans for local organizations and granted seed capital to initiate implementation.

### LA CRUZ COASTAL TOURIST CORRIDOR (CTC)

A marketing plan to position the La Cruz Coastal Tourism Corridor (CTC) is being implemented with media coverage, digital promotion, and fairs with national and foreign agencies. The CTC is a territorial route with natural, cultural, historical, experiential, and geological attractions from La Cruz to Cuajiniquil. Rural tourism, marine tours, sport fishing, whale watching, and local gastronomy are among its attractions.



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## COMMUNITY LEADERSHIP

Trainings on business and human resources, involving 23 women from 4 organizations, were carried out. Experience based exchanges were organized between the Cuajiniquil Family Inn Network, a family hotel in Rincón de la Vieja, the Association of Recyclers of El Jobo, and an artisan of recycled materials in San Carlos.

Finally, the process to create a community fund for the canton, an initiative of local leaders, the mayor's office, and the business sector, is underway. The project supported local leaders in an exchange with the Monteverde Community Fund, with more than 12 years of experience.

## SUSTAINABLE INVESTMENT FOR COMMUNITIES

Mechanisms for granting tourism and non-essential services associated with protected areas were identified, such as the case of Asojunquillal, which administers tourism services in the Junquillal National Wildlife Reserve for the Guanacaste Conservation Area (ACG).

A study was carried out to estimate the number of visitors that Bolaños Island (Santa Rosa National Park sector) can receive without putting the seabirds' nests there at risk. Also, 25 people, guides, and tourism entrepreneurs participated in an island geology and biology workshop with the cooperation of the University of Costa Rica and ACG.



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## CLIMATE CHANGE

Forever Costa Rica administers the technical cooperation of the French Development Agency (AFD) to the Public Policy Program for the National Decarbonization Plan of Costa Rica (PND). This plan contributes to the transformation of various sectors to ensure a transition toward zero greenhouse gas emissions and comply with the Paris Agreement.

There are the three components of the technical cooperation program:

### 1. STRENGTHENING THE MANAGEMENT AND MONITORING OF CLIMATE ACTION

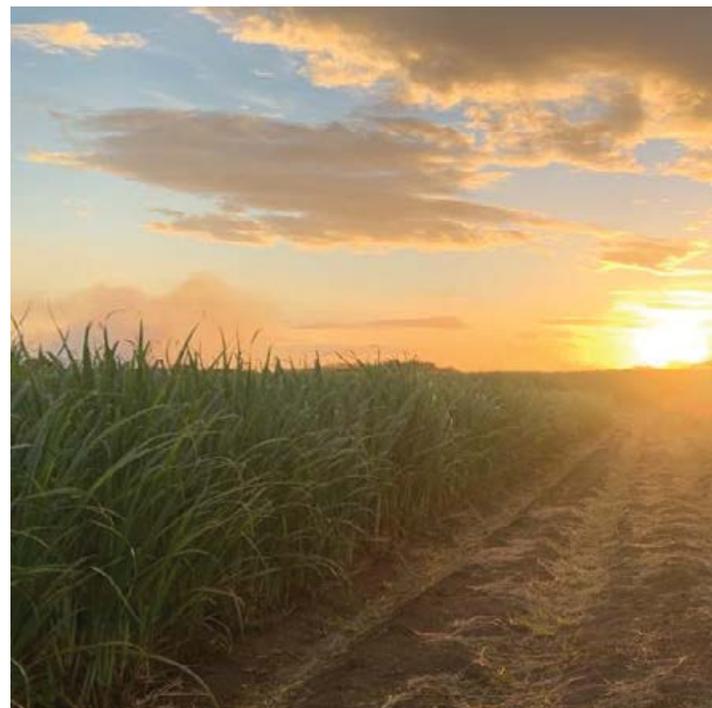
The objective is to strengthen the capacity of institutions to manage and monitor climate action, both at the technical level of the National Climate Change Metrics System and the institutional and organizational level (MINAE and Ministry of Public Works and Transport, MOPT). This component has 13 projects in progress.

### 2. NATURE-BASED SOLUTIONS AND CLIMATE-SMART AGRICULTURE

To contribute to increasing the country's forest cover and the preservation of wetlands and mangroves. It also aims to the promotion of low-carbon agricultural production or carbon-fixing. Six projects in progress benefit SINAC, MINAE, and MAG.

### 3. ELECTRIFICATION OF ENERGY USE

To support an efficient management strategy of the batteries of electric vehicles at the end of their life cycle. Likewise, it proposes strengthening the monitoring, reporting, and verification scheme for greenhouse gas emissions from the transportation sector. Two projects in progress benefit the Ministry of Health and the MOPT.





## Some specific projects developed in 2021 include:

### 1. SUPPORT FOR THE ESTABLISHMENT OF A SYSTEM FOR MANGROVE ECOSYSTEM MONITORING

**Location:** Gulf of Nicoya

**Execution:** Tropical Agricultural Research and Training Center (CATIE)

**Financing:** \$70.000

This project will intensify the representativeness of the mangroves of the Gulf of Nicoya within the National Forest Inventory of SINAC, which will guide the conservation and restoration efforts of their ecosystems. The project also includes personnel training on the protocols and tools for mangrove monitoring.

### 2. DESIGN OF THE NAMA SUGARCANE AND ITS PILOT PLAN

**Executor:** Industrial Agricultural Sugarcane League

**Financing:** \$171.000

The project drives the design of a Nationally Appropriate Mitigation Action (NAMA) for sugarcane production, which will contribute to reducing the carbon footprint of the activity. About 200 people linked to the sector received training to understand a sectoral NAMA's objectives, experiences, and benefits.





## ALLIANCE WITH INCOPESCA

The Forever Costa Rica Association and INCOPESCA signed an alliance in 2020 to promote the conservation and sustainable use of marine and aquaculture resources, based on institutional strengthening, technical and financial cooperation, and for the development of the National Fisheries and Aquaculture Development Plan.

In 2021, inter-institutional work with SINAC and participatory actions with coastal communities seeking a balance between conservation and sustainable use was promoted. Among the main results, the following stand out:

### PROMOTION OF SUSTAINABLE FISHING AND BIOLOGICAL MONITORING OF FISHERIES

The Fisheries Resources Development Plan of the Responsible Marine Fisheries Area and the Barra del Colorado Marine Management Area was created. This was a joint effort between the Tortuguero Conservation Area and INCOPESCA, with a biological fisheries monitoring program that has been developed continuously since 2020.





In 2021, a study was also carried out on the ecology and conservation of shrimp species to evaluate their fishing potential in Barra del Colorado. This initiative was carried out as part of the inter-institutional collaboration and with local artisanal fishing associations.

A biological fisheries monitoring program was implemented in ten collection centers of neighboring artisanal fishing communities in the Nicoya Peninsula. The initiative had the collaboration of ACT, Universidad Nacional, the Chamber of Fishermen of Guanacaste, and INCOPECA.

Likewise, in collaboration with the ACT and INCOPECA, the incorporation of technology in the artisanal fishing sector was supported by a traceability scheme. Such is the case in the communities of Tambor and Cabuya in the Cabo Blanco Marine Management Area.

## MARITIME CONTROL AND SURVEILLANCE

In collaboration with the Food and Agriculture Organization of the United Nations (FAO) and INCOPECA, the National Inspection Plan for the Port of Disembarkation was elaborated. It is one of the technical instruments to combat illegal, unregulated, and unreported fishing. Furthermore, it is a requirement requested in order for Costa Rica join the Organization for Economic Cooperation and Development. This plan supports the National Maritime Control and Surveillance Strategy, which currently being updated.







The activities of the Forever Costa Rica Association for the conservation of biodiversity and human well-being extend beyond the borders of Costa Rica.

Through our participation in the **Pacifico Foundation**, we mobilize financial resources to ensure the sustainable management of the Eastern Tropical Pacific (ETP). The highly biodiverse and productive marine corridor includes Coco's Island (Costa Rica), the Galapagos Archipelago (Ecuador), Coiba Island (Panama), Malpelo Island (Colombia), and Gorgona Island (Colombia).

We are also part of the **Latin American and Caribbean Network of Environmental Funds (RedLAC)**, composed of 27 environmental funds from 20 countries. RedLAC is a learning community that promotes the strengthening of capacities and knowledge management that favor the conservation of biodiversity and the region's sustainable development.



## PACÍFICO

Pacifico Foundation is made up of the environmental funds Patrimonio Natural, Fondo Accion, Natura Foundation, and the Forever Costa Rica Association. In addition, the foundation mobilizes financial resources by working in partnership with the governments of Panama, Colombia, Ecuador, and Costa Rica, the Eastern Tropical Pacific Marine Corridor (CMAR), MigraMar, and other organizations in the region.



### 1. COCO-GALAPAGOS, COIBA-MALPELO SWIMWAYS AND SUPPORT FOR CMAR

Pacífico, together with the CMAR and MigraMar, has promoted actions for adequate protection of the existing migratory routes in the PET, known as swimways. In 2021, the second expedition took place between the Coco's Island and the Galapagos archipelago to gather scientific information to support the protection of the swimways, where 15 scientists and staff of the Coco's Island National Park and the Galapagos Marine Reserve participated.

Forever Costa Rica also worked with CMAR and the Ministries of Environment of Colombia and Panama to agree on joint actions for the integral conservation of the Coiba-Malpelo swimway. This coordination includes technical support and spaces for dialogue and coordination between the teams of both countries.

The support provided by Pacífico in recent years paid off during COP26 in Glasgow, where the presidents of Colombia, Costa Rica, Ecuador, and Panama signed the “Declaration for the conservation and management of ecosystems in the Eastern Tropical Pacific Marine Corridor and Cocos-Galapagos-Malpe-lo-Coiba Swimways.”

The leaders committed to promoting a joint model of conservation and sustainable use of existing marine protected areas and migratory routes by signing the declaration of a Biosphere Reserve in the PET.

As a result of this presidential statement, in November 2021, Pacífico supported a workshop in Panama City with representatives of the environment ministries of the four countries, CMAR, UNESCO, MigraMar, and the member funds, which provided the inputs for the implementation roadmap for the presidential statement.



## 2. CONTROL AND SURVEILLANCE

In 2021, together with the International Maritime Network for Monitoring, Control and Surveillance, we supported the study “Regional analysis of the risks associated with illegal fishing in the Pacific of Costa Rica, Ecuador, and Panama.” This study provided vital inputs to fisheries and environment authorities in the three countries to take action at both national and regional levels. The study had the support of INCOPECSA of Costa Rica, the Aquatic Resources Authority of Panama, and the Ministry of Foreign Trade, Industries, Fisheries, and Competitiveness of Ecuador, and was led by the organization Ocean Mind.



## REDLAC

In 2021, the Forever Costa Rica Association completed its two years in charge of the Presidency and Executive Secretariat of the Network of Environmental Funds of Latin America and the Caribbean (RedLAC).



One of the milestones of this period is the launch of the Conserva Aves project, with a grant of more than \$12 millionUSD and with five-member funds actively involved.

Likewise, the BRIDGE project, that seeks to collaborate with the private sector, raised approximately €2.7 million. This initiative will begin its implementation in 2022 with funding from the French Global Environment Facility (FFEM) and the MAVA Foundation.

In addition, the XXIII RedLAC 2021 Congress was held virtually and led by Costa Rica, with the participation of 1,245 people from 82 countries. Seventeen webinars were also held, with about 100 participants each.

Another critical achievement of the network was the maintenance of five active learning communities with more than 40 participants from member funds on issues of environmental and social safeguards, relations with the private sector, and financial mechanisms.

The new Presidency and Executive Committee of RedLAC will pass to the Environmental Investment Fund of El Salvador (FIAES) in 2022.





# WORDS FROM OUR PARTNERS



The partnership with Forever Costa Rica has been consolidated as one of the most relevant mechanisms for INCOPECSA, aimed at the conservation and sustainable use of marine and aquaculture resources, and based on institutional strengthening and technical and financial cooperation.

We share the interest in making progress on strategic issues to achieve the Sustainable Development Goals as well as working towards compliance of the recommendations on fisheries and aquaculture issued by the Organization for Economic Cooperation and Development (OECD).



**DANIEL CARRASCO SÁNCHEZ**  
Executive President  
INCOPECSA



**ELENA VARGAS RAMIREZ**  
Tortuguero Conservation Area  
SINAC

In the last 11 years, the partnership between SINAC and Forever Costa Rica has been fundamental for managing protected areas. We have managed to advance and improve in the production of technical information that allows us to make decisions to achieve the country's conservation objectives.

At the same time, we have achieved greater involvement of communities, organizations, and institutions to balance conservation decisions with people's welfare and development needs.

For the Biolley Organized Women's Association, working with Forever Costa Rica has been very important because it has helped us understand that everything has a connection. With the project, we develop more sustainable alternatives for our farms, which has helped biodiversity and livelihoods. Economic sustainability is now possible through enterprises that give us food security, protect our resources, make rational use of them, and believe that everything on the planet is a symbiosis. Harming our biodiversity is equivalent to hurting ourselves.



**ANA LAURA QUIRÓS**  
ASOMOBI



The partnership between SINAC and Forever Costa Rica, through the PCRXS, is one of the most successful decisions of the country to achieve its biodiversity conservation goals. The support of this program is invaluable to improve the management effectiveness of our protected areas and achieve objectives that were previously very complex. One of the beautiful challenges within the Tempisque Conservation Area is to identify the investment projects with which we can achieve more meaningful goals.

Costa Rica is privileged; I don't know how many countries have an alliance like this, but we hope it will be forever. We will add our contribution to biodiversity conservation in the world with it.



**ROTNEY PIEDRA**  
Tempisque Conservation Area  
SINAC



**LAURA CAMACHO  
JARAMILLO**  
CMAR technical liaison  
National Natural Parks of Colombia

In five years of relationship with Forever Costa Rica and the environmental funds of Fundación PACÍFICO, we have strengthened regional public-private cooperation actions for the comprehensive management of the ecosystems of the Eastern Tropical Pacific Marine Corridor (CMAR), an initiative of the Governments of Ecuador, Costa Rica, Panama and Colombia for the conservation and sustainable use of marine biodiversity in the Eastern Tropical Pacific and its marine protected areas.

The support of Forever Costa Rica has been fundamental in the establishment and consolidation of the CMAR-PACÍFICO alliance, and the fulfillment of international commitments in terms of conservation and marine protected areas.



# OPERATIONS

# ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM

Forever Costa Rica began the implementation of an Environmental and Social Management System (ESMS), as part of our commitment to sustainability. We elaborated policies, procedures, and standards to identify and address the risks and impacts on nature and society linked to our activities and those of our partners. to meet the criteria established by environmental and social safeguards.

The ESMS has allowed us to develop capacities within the organization to apply environmental and social due diligence, evaluate our performance in these matters, and thus generate continuous improvement processes.

## **During the year, we executed nine processes for the implementation of the ESMS:**

### 1. COMMITMENT TO SUSTAINABILITY

We established our commitment through a Sustainability Policy, in which compliance criteria were defined that allow us to manage environmental, social, and governance risks. In addition, the policy on our website seeks to ensure equitable benefits and development promotion in areas where our projects are carried out .

### 2. RELATIONSHIP WITH STAKEHOLDERS

Due to the importance of respecting stakeholders' interests, we carried out extensive mapping of people or groups that our activities may positively or negatively impact, and that can influence our work. It has allowed us to identify the types of links (information, consultation, and involvement) and thus consider the needs and expectations related to our organization.

### 3. RISKS AND IMPACTS

To prevent, mitigate, or compensate for potential adverse effects, we identify and prioritize the possible risks of our activities and projects in social, environmental, and economic areas.

In addition, we identified the legal and regulatory requirements and commitments that we subscribe to in terms of sustainability to carry out due diligence and avoid risks due to non-compliance or ignorance of regulations.

### 4. MANAGEMENT PROGRAMS

We generated management programs to identify the causes of risks and impacts, the lines of action to be developed, the indicators to be monitored, the people responsible, resources, and budgets for implementation.



## 5. SKILLS AND COMPETENCIES PLAN

We established a plan for the development of capacities and competencies of our staff to facilitate the application of international standards, policies, and procedures of the organization and to be able to perform due diligence in view of social and environmental impacts.

## 6. EMERGENCY PREPAREDNESS

As part of the ESMS, we implemented an emergency preparedness plan and occupational health and safety standards to safeguard the integrity of our collaborators and the associated stakeholders in our projects.

## 7. COMMUNICATION AND COMPLAINTS

On our website we activated a mechanism to receive suggestions, alerts, claims, or complaints regarding our activities and projects, coming from communities, staff, or interested parties.

## 8. ACCOUNTABILITY MECHANISMS

Through this Annual Report and financial reports, we provide timely and transparent information on our performance, the use of funds, our commitment to sustainability, and the results obtained.

## 9. SYSTEM MONITORING AND EVALUATION

In our ESMS, we established guidelines to ensure compliance and updating of these nine processes, the efficient execution of action plans, the advancement of strategic objectives, and the verification of our organization's performance in environmental and social matters with care in view of risks and impacts.

Monitoring involves collecting qualitative and quantitative information with control indicators, corrective action plans, and continuous improvement.



# COMMUNICATION

In 2021, we carried out two communication initiatives with national impact: the CRX10 Challenge and the Country of Sea campaign. In addition, we completed new infrastructure in the Palo Verde National Park with the funds of a communication campaign.

## CRX10 CHALLENGE

The 2021 CRX10 Challenge was the third edition of the contest that promotes visitation to protected areas. This year, the emphasis was on the responsible visitation of 10 National Parks, compliance with health protocols, and the economic reactivation of surrounding communities.

A total of 1000 teams signed up to participate in less than 24 hours. During the two months of the Challenge, nearly 5,500 people visited the ten participating protected areas, and an estimated \$265,000 of support went to the economies of surrounding communities.

The CRX10 Challenge was made possible by partnerships with the Ministry of Environment and Energy and the National System of Conservation Areas, plus the sponsorship of the National Bank of Costa Rica.

## COUNTRY OF SEA

Together with the Ministry of Environment and Energy, we carried out a national communication campaign to raise awareness about the importance of marine conservation and the increase in the protection of our ocean to 30%. The central message highlighted the en-



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EMPRENDIMIENTOS Y COMUNIDADES



Congreso Virtual #COP26  
**Integrando el poder de la naturaleza  
 para la adaptación y resiliencia al cambio climático**

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 Adaptation and Resilience**  
 #COP26 Virtual Congress

Anne-Marie Trevelyan  
 COP26 Champion for  
 Adaptation

Lord Zac Goldsmith  
 UK Minister  
 of Environment

Andrea Meza  
 Costa Rica Minister  
 of Environment

Dr. Sir Partha Dasgupta  
 The Economics of  
 Biodiversity

**Mar. 24-25**  
 RSVP: [eba-uk-latam.org](http://eba-uk-latam.org)

El mar es empleo



environmental, economic, and sustainable tourism benefits of marine protected areas.

The initiative included a radio and television advertisement that was on air for more than three months and reached 53,000 views on digital channels. Likewise, the digital campaign reached 650,000 people with testimonies of people who benefit from the sea.

## NEW KIOSK IN PALO VERDE NATIONAL PARK

In 2021 a visitor information kiosk was inaugurated at the entrance of Palo Verde National Park for educational, tourism, and rest purposes. The initiative was part of the communication campaign Let's Save Palo Verde, carried out with MINAE, SINAC, and Teletica.

The new structure represents an investment of €11,500,000, with a contribution of €2,000,096 from the Organization for Tropical Studies, and the remaining amount from the Let's Save Palo Verde campaign. The kiosk is adapted to its environment since its design contemplates flood incidents, and its construction is anti-seismic and resistant to the region's climate.

The funds collected with the Let's Save Palo Verde campaign have allowed the eradication of the Cattail invasive plant from the water mirrors of the park, for more than nine years.



# OUR TEAM

The interdisciplinary team of Forever Costa Rica increased to 22 people in 2021. This growth led us to strengthen human talent processes, focusing on training and development, talent management, and staffing.

We invest in activities to provide staff with technical and practical knowledge that enhances their productivity and performance. For example, in 2021, collaborators received training in creating maps, labor law, spokespersons, and assertive communication. In addition, preventive measures were reinforced in the care of personnel in the face of the pandemic, maintaining a hybrid modality of work. We also applied an organizational climate survey based on international standards according to Great Place To Work. The survey resulted with rating of "Very Good."

## CORE TEAM



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Katy de la Garza  
Chamberlain  
**Executive Director**



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Pia Paaby Hansen  
**Terrestrial Conservation  
Manager**



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Jean Paul Rugama  
Ledezma  
**Financia and Operations  
Manager**



---

Mónica Gamboa  
Poveda  
**Marine Conservation  
Manager**



---

Nash Ugalde Hidalgo  
**Communications and Public  
Relations Coordinator**



---

Adriana Baltodano  
Fuentes  
**Programme Officer**



---

Adolfo Artavia  
Rodríguez  
**Programme Officer**



---

Luis Fonseca López  
**Programme Officer**



---

Carolina Álvarez  
Vergnani  
**Climate Change  
Coordinator**



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Leonardo García  
Molina  
**BRIDGE Project  
Coordinator**



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Pierre Morales Aymerich  
**Coordinator of Blue and Green  
Economy Program**



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Marcia Carranza  
**Community Outreach  
Officer**



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Natalia Batista Mora  
**Programme Officer**



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Andrea Sécola Villasmil  
**Development Officer**



---

David Quirós León  
**Communication and  
Content Officer**



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Joseph Lacayo  
Castrillo  
**Process Analyst**



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Dorian Mora Arauz  
**Financial Specialist**



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Shirley Ellis Mora  
**Financial Specialist**



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Daniel Oporta  
Marchena  
**Accountant**



---

German Brenes  
Jamieson  
**Program Assistant**



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David Alvarado  
Serrano  
**Human Development  
Manager**



---

Elinor Marín Trejos  
**Management Assistant**



---

Rafael Molina Fuentes  
**Administrative Assistant**

## FCR ASSEMBLY

- Francisco Alpízar Rodríguez
- Esteban Brenes
- Silvia Charpentier Brenes
- Javier Cháves Bolaños
- Neftalí Garro Zúñiga
- María Gutiérrez
- Tania López
- Luciana Pineda
- Lawrence Pratt
- Manuel Ramírez
- Pedro Raventós Vorst
- Manrique Rojas
- Michael Rothschild Vargas
- Luis Fernando Salazar
- Carlos Manuel Uribe Sáenz



## BOARD OF DIRECTORS



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Castro  
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Eduardo Ulibarri Bilbao  
**Vice President**



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José Zaglul Slon  
**Secretary**



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Thomas Alvarado  
Acosta  
**Treasurer**



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Azofeifa  
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Jorge Volio  
Pérez  
**Member 2**



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Margo Burnham  
**Member 3**



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Mauricio Salas  
Villalobos  
**Attorney**



# MOVING FORWARD



## NEW STRATEGIC PLAN

In 2021 we carried out a participatory process to develop a new strategic plan for 2022-2026. The planning document includes four strategic lines (biodiversity and climate change, partnerships, finance and operations, and organizational capacity) with specific objectives for the period.

Over the next five years, we will continue to work with partner organizations and the Government of Costa Rica to fulfill biodiversity conservation, climate change, and sustainable development goals. In addition, we commit to generating new alliances with the private and productive sectors to foster initiatives where humans thrive in harmony with nature.

## BRIDGE PROJECT

The BRIDGE Project will promote strategic partnerships for the Environmental Funds for Conservation in Latin America, the Caribbean, and Africa towards the 2030 action goals through the participation of the private sector in conservation financing.

The project is an initiative of RedLAC and Consortium of African Funds for the Environment (CAFÉ). The main components include supporting and testing the feasibility of innovative financial mechanisms with the private sector, creating learning communities to exchange experiences and capacity building in private finance, and encouraging the creation and management of long-term knowledge to strengthen the networks created among environmental funds.

The project represents an investment of €4,830,000 from various sources: the French Global Environment Facility (FEEM) with €2,227,599, the Mava Foundation with €357,500, in-kind contributions, and leveraged funds by the environmental fund's members of RedLAC and CAFÉ (€2,245,000).

Forever Costa Rica is the administrator of the BRIDGE working closely with RedLAC and CAFÉ.



# FINANCIAL REPORTS

# FINANCIAL REPORT

**Asociación Costa Rica por Siempre  
(A Costa Rican Entity)  
Statements of Financial Position  
As of December 31, 2021 and 2020**
*(amounts in US dollars)*

	Notes	December 31, 2021			December 31, 2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
<b>ASSETS</b>							
Current assets:							
Cash and cash equivalents	5	\$ 1,101,323	\$ 5,501,316	\$ 6,602,639	\$ 1,422,664	\$ 3,819,681	\$ 5,242,345
Investments in financial assets	6	1,718,738	72,752,739	74,471,477	419,724	69,247,817	69,667,541
Accumulated interest receivable		25,439	317,609	343,048	1,551	210,577	212,128
Accounts receivable from projects	7.1	98,661	1,009,034	1,107,695	115,916	280,002	395,918
Other accounts receivable		3,581	462	4,043	38	124	162
Prepaid expenses		33,078	-	33,078	22,589	-	22,589
<b>Total current asset</b>		<b>2,980,820</b>	<b>79,581,160</b>	<b>82,561,980</b>	<b>1,982,482</b>	<b>73,558,201</b>	<b>75,540,683</b>
Non-current assets:							
Furniture and equipment, net	8	69,718	-	69,718	31,003	-	31,003
Right-of-use assets	18	143,658	-	143,658	209,886	-	209,886
Investments in financial assets	6	-	1,000,000	1,000,000	-	1,000,000	1,000,000
Other financial assets		4,944	-	4,944	4,943	-	4,943
<b>Total non-current assets</b>		<b>218,320</b>	<b>1,000,000</b>	<b>1,218,320</b>	<b>245,832</b>	<b>1,000,000</b>	<b>1,245,832</b>
<b>Total assets</b>		<b>\$ 3,199,140</b>	<b>\$ 80,581,160</b>	<b>\$ 83,780,300</b>	<b>\$ 2,228,314</b>	<b>\$ 74,558,201</b>	<b>\$ 76,786,515</b>
<b>NET ASSETS AND LIABILITIES</b>							
Current liabilities:							
Accounts payable on projects	7.2	\$ 873,852	\$ 237,799	\$ 1,111,651	\$ 136,054	\$ 262,122	\$ 398,176
Trade accounts payable		31,114	113,403	144,517	21,529	22,481	44,010
Leases	19	47,980	-	47,980	48,107	-	48,107
Accrued expenses payable	9	72,312	-	72,312	52,197	-	52,197
Deferred income	10	1,279,635	(1,279,635)	-	1,045,943	(1,045,943)	-
<b>Total current liabilities</b>		<b>2,304,893</b>	<b>(928,433)</b>	<b>1,376,460</b>	<b>1,303,830</b>	<b>(761,340)</b>	<b>542,490</b>
Non-current liabilities:							
Non-current leases	19	108,331	-	108,331	176,089	-	176,089
<b>Total non-current liabilities</b>		<b>108,331</b>	<b>-</b>	<b>108,331</b>	<b>176,089</b>	<b>-</b>	<b>176,089</b>
<b>Total liabilities</b>		<b>2,413,224</b>	<b>(928,433)</b>	<b>1,484,791</b>	<b>1,479,919</b>	<b>(761,340)</b>	<b>718,579</b>
Net assets:							
Accumulated surplus		817,796	81,509,593	82,327,389	714,109	75,319,541	76,033,650
Reserve for severance pay		(31,880)	-	(31,880)	34,286	-	34,286
<b>Total net assets</b>		<b>785,916</b>	<b>81,509,593</b>	<b>82,295,509</b>	<b>748,395</b>	<b>75,319,541</b>	<b>76,067,936</b>
<b>Total net assets and liabilities</b>		<b>\$ 3,199,140</b>	<b>\$ 80,581,160</b>	<b>\$ 83,780,300</b>	<b>\$ 2,228,314</b>	<b>\$ 74,558,201</b>	<b>\$ 76,786,515</b>



**Asociación Costa Rica por Siempre**  
**(A Costa Rican Entity)**  
**Statements of Comprehensive Income**  
**For the year ended December 31, 2021 and for the fifteen-months period ended December 31, 2020**

(amounts in US dollars)

	Notes	December 31, 2021			December 31, 2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
<b>INCOME</b>							
Donations	11	\$ -	\$ 6,246,616	\$ 6,246,616	\$ 4,000	\$ 9,632,493	\$ 9,636,493
Gains from fair value measurement of financial assets	12	-	5,650,015	5,650,015	-	5,918,088	5,918,088
Interest on investments in financial assets		57,297	1,155,145	1,212,442	47,981	1,585,659	1,633,640
Interest on available cash in banks		952	5,829	6,781	345	20,479	20,824
Trust management services	13	1,019,609	(1,019,609)	-	1,139,690	(1,139,690)	-
Other income		175,112	20,884	195,996	280,759	(12,847)	267,912
Total income		<u>1,252,970</u>	<u>12,058,880</u>	<u>13,311,850</u>	<u>1,472,775</u>	<u>16,004,182</u>	<u>17,476,957</u>
<b>PROJECT EXPENSES</b>							
Expenses of Asociación Costa Rica por Siempre Program	14	-	1,620,726	1,620,726	-	2,208,271	2,208,271
Expenses on projects approved for Irrevocable Trust	15.1	-	662,000	662,000	-	625,000	625,000
Expenses on projects approved for Canje I	15.2	-	503,882	503,882	-	1,180,085	1,180,085
Expenses on projects approved for Canje II	15.3	-	897,474	897,474	-	1,658,103	1,658,103
Donation agreements Canje I	16	-	788,666	788,666	-	953,939	953,939
Total project expenses		<u>-</u>	<u>4,472,748</u>	<u>4,472,748</u>	<u>-</u>	<u>6,625,398</u>	<u>6,625,398</u>
<b>OPERATING EXPENSES</b>							
Expenses related to Canje I	17.1	11,874	-	11,874	20,556	-	20,556
Expenses related to Canje II	17.2	34,369	-	34,369	29,062	-	29,062
Expenses related to Palo Verde		-	26,649	26,649	-	5,097	5,097
Expenses related to other Projects	17.3	-	623,048	623,048	549	664,917	665,466
Salaries and employee benefits	18	797,600	313,935	1,111,535	952,346	197,531	1,149,877
Professional services		44,039	7,210	51,249	47,069	-	47,069
Consulting		50,916	-	50,916	73,688	-	73,688
National and international tours		17,303	-	17,303	27,432	-	27,432
Communication		45,427	-	45,427	25,816	-	25,816
Representation and other expenses		7,663	-	7,663	5,524	-	5,524
Board of Directors session and annual tour		2,841	-	2,841	653	-	653
Fees for brokerage services		-	307,765	307,765	-	357,178	357,178
Exchange differences		200	115,455	115,655	1,745	152,484	154,229
Rental and maintenance		11,583	-	11,583	15,681	226	15,907
Fundraising		55,048	-	55,048	85,021	10,000	95,021
Depreciation	8	12,908	-	12,908	13,026	-	13,026
Subtotal operating expenses (go to the next page)		<u>\$ 1,091,771</u>	<u>\$ 1,394,062</u>	<u>\$ 2,485,833</u>	<u>\$ 1,298,168</u>	<u>\$ 1,387,433</u>	<u>\$ 2,685,601</u>

**Asociación Costa Rica por Siempre  
(A Costa Rican Entity)**
**Statements of Comprehensive Income**
**For the year ended December 31, 2021 and for the fifteen-months period ended December 31, 2020**
*(amounts in US dollars)*

Notes	December 31, 2021			December 31, 2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Subtotal operating expenses (continued from previous page)	\$ 1,091,771	\$ 1,394,062	\$ 2,485,833	\$ 1,298,168	\$ 1,387,433	\$ 2,685,601
Depreciation of Right-of-use assets	43,838	-	43,838	66,985	-	66,985
Financial expenses	15,268	1,149	16,417	6,840	61,274	68,114
Other expenses	64,572	869	65,441	135,204	29,831	165,035
Total operating expenses	<u>1,215,449</u>	<u>1,396,080</u>	<u>2,611,529</u>	<u>1,507,197</u>	<u>1,478,538</u>	<u>2,985,735</u>
Total expenses	1,215,449	5,868,828	7,084,277	1,507,453	8,103,936	9,611,389
Surplus (deficit) for the year, net	37,521	6,190,052	6,227,573	(34,422)	7,900,246	7,865,824
Other comprehensive income	-	-	-	-	-	-
Total comprehensive income for the year	<u>\$ 37,521</u>	<u>\$ 6,190,052</u>	<u>\$ 6,227,573</u>	<u>\$ (34,422)</u>	<u>\$ 7,900,246</u>	<u>\$ 7,865,824</u>

**Asociación Costa Rica por Siempre  
(A Costa Rican Entity)**
**Statements of Changes in Equity**
**For the year ended December 31, 2021 and for the fifteen-months period ended December 31, 2020**
*(amounts in US dollars)*

Notes	Unrestricted			Accumulated surplus	Restricted Financial instrument valuation	Total restricted	Total net assets
	Accumulated surplus	Reserve for severance pay	Total unrestricted				
Net assets as of October 1, 2018	\$ 755,525	\$ 27,292	\$ 782,817	\$ 67,419,295	\$ -	\$ 67,419,295	\$ 68,202,112
Comprehensive income of the year:	(34,422)	-	(34,422)	7,900,246	-	7,900,246	7,865,824
Transfer to reserve for severance payment	(6,994)	6,994	-	-	-	-	-
Net assets as of December 31, 2020	714,109	34,286	748,395	75,319,541	-	75,319,541	76,067,936
Comprehensive income of the year:	37,521	-	37,521	6,190,052	-	6,190,052	6,227,573
Transfer to reserve for severance payment	66,166	(66,166)	-	-	-	-	-
Net assets as of December 31, 2021	<u>\$ 817,796</u>	<u>\$ (31,880)</u>	<u>\$ 785,916</u>	<u>\$ 81,509,593</u>	<u>\$ -</u>	<u>\$ 81,509,593</u>	<u>\$ 82,295,509</u>


**Asociación Costa Rica por Siempre  
(A Costa Rican Entity)**
**Statements of Cash Flows**
**For the year ended December 31, 2021 and for the fifteen-months period ended December 31, 2020**
*(amounts in US dollars)*

Notes	December 31, 2021			December 31, 2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Cash flows from operating activities:						
Surplus (deficit) for the year, net	\$ 37,520	\$ 6,190,052	\$ 6,227,572	\$ (34,422)	\$ 7,900,246	\$ 7,865,824
Adjustments for:						
Gains for the measurement of financial assets at fair value	12 -	(5,650,015)	(5,650,015)	-	(5,918,088)	(5,918,088)
Income from third-party donations	11 -	(4,187,775)	(4,187,775)	(4,000)	(6,173,407)	(6,177,407)
Interest income	(58,249)	(1,160,974)	(1,219,223)	(48,326)	(1,606,138)	(1,654,464)
Depreciation furniture and equipment	8 12,908	-	12,908	13,026	-	13,026
Depreciation expense of right-of-use assets	19 43,838	-	43,838	66,985	-	66,985
Interest expense on lease liabilities	19 12,632	-	12,632	26,873	-	26,873
Loss on disposal of furniture and equipment	-	-	-	9,823	-	9,823
	48,649	(4,808,712)	(4,737,042)	29,959	(5,797,387)	(5,767,428)
Changes in:						
Accounts receivable	17,255	(698,401)	(681,146)	6,423	22,192	28,615
Other accounts receivable	(27,431)	(107,370)	(134,801)	8,711	59,675	68,386
Other financial assets	-	-	-	(325)	-	(325)
Prepaid expenses	(10,489)	-	(10,489)	4,172	-	4,172
Accounts payable on projects	737,798	(54,954)	682,844	(140,536)	113,623	(26,913)
Trade accounts payable	9,585	90,922	100,507	(45,855)	(72,869)	(118,724)
Accrued expenses payable	20,115	-	20,115	(73,471)	-	(73,471)
Deferred income	233,692	(233,692)	-	925,943	(925,943)	-
Donations received from third parties	11 -	4,187,775	4,187,775	4,000	6,173,407	6,177,407
Interest received	58,249	1,160,974	1,219,223	48,326	1,606,138	1,654,464
Cash flows provided by (used in) operating activities	1,087,423	(463,458)	623,965	767,347	1,178,836	1,946,183
Cash flows from investment activities:						
Investments in financial instruments	(1,299,014)	2,145,093	846,079	472,130	(318,716)	153,414
Additions of furniture and equipment	8 (51,623)	-	(51,623)	(16,869)	-	(16,869)
Cash flows provided by (used in) investment activities	(1,350,637)	2,145,093	794,456	455,261	(318,716)	136,545
Cash flows from financing activities:						
Payment of lease obligations	19 (58,127)	-	(58,127)	(79,548)	-	(79,548)
Cash flows provided by (used in) investment activities	(58,127)	-	(58,127)	(79,548)	-	(79,548)
Go to the next page	\$ (321,341)	\$ 1,681,635	\$ 1,360,294	\$ 1,143,060	\$ 860,120	\$ 2,003,180

**Asociación Costa Rica por Siempre  
(A Costa Rican Entity)**
**Statements of Cash Flows**
**For the year ended December 31, 2021 and for the fifteen-months period ended December 31, 2020**
*(amounts in US dollars)*

Notes	December 31, 2021			December 31, 2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Continued from previous page	\$ (321,341)	\$ 1,681,635	\$ 1,360,294	\$ 1,143,060	\$ 860,120	\$ 2,003,180
Net increase (decrease) in cash and cash equivalents	(321,341)	1,681,635	1,360,294	1,143,060	860,120	2,003,180
Cash and cash equivalents at the beginning of the year	1,422,664	3,819,681	5,242,345	279,604	2,959,561	3,239,165
Cash and cash equivalents at year end	\$ 1,101,323	\$ 5,501,316	\$ 6,602,639	\$ 1,422,664	\$ 3,819,681	\$ 5,242,345
Transactions that did not require cash:						
Transfer to reserve for severance payment	\$ (66,166)	\$ -	\$ (66,166)	\$ (6,994)	\$ -	\$ (6,994)





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