



FUNDACIÓN CIUDADANÍA ACTIVA RESUME APRIL 2023

Fundación Ciudadanía Activa (*Active Citizens Foundation*) is a non-profit organization created in 2000 in Costa Rica. Since then, FCA has supported diverse social actors in Latin America, particularly in Central America, mainly in highly vulnerable communities, by strengthening local management capacity. It has a multi-professional team with ample experience in economic and social growth.

The organization promotes social participation and development plans and projects with a sustainable perspective, providing training to Government and Municipal personnel and grass-roots organizations. FCA also focuses on project formulation, monitoring, and evaluation and actively participates in disseminating lessons learned. The organization currently has a group of 21 professionals of diverse disciplines: Economics; Business Administration; Social Management; Social Studies (History; Sociology); Agriculture; Environment; Drinking Water; Health, and Nutritional Security.

ACCUMULATED EXPERIENCE

FCA has worked in five Central American countries¹ as well as in Panamá, Paraguay², Ecuador, and the northeastern region of Argentina. From 2005 to 2009, FCA coordinated the Program *Development of Border Municipalities in Central America (ZONAF)*. This 54-million-euro Program was sponsored by the European Union and was administered by CABEI (*Central American Bank for Economic Integration*).

Working in 57 municipalities of five countries presented many strategic and social challenges³. During the first year of implementation, ZONAF was directly managed by CABEI and obtained limited results. Because of this, CABEI decided to contract a specialized organization with proven experience to reactivate the process and maximize its impact. Fundación Ciudadanía Activa was selected and, after four years managing ZONAF, it accomplished all the established objectives.

Fundación Ciudadanía Activa has sought to significantly improve the living conditions of poor communities through the promotion of the *Shared Social Responsibility Strategy*, which is based on three pillars: the development of capacities and the reinforcement of social capital and gender equity; the promotion of social infrastructure works and basic services; the generation of conditions to foster sustainable development.

FCA has worked with government institutions, such as the National Rural Development Institute (INDER); the Water Institute (AyA); the Electricity Institute, (ICE); the Social Institute for Social Welfare (IMAS) and the South Development Board, (JUDESUR). It has also worked closely with Municipalities, particularly those located at the north and south borders.

FCA´s MAIN PILLARS AND BASIC PROCESSES:

FCA skills train Municipal personnel and grass-roots organizations, and civil society in general to:

- Guarantee transparency and accountability for donors and government institutions.
- Elaborate and implement projects.
- Rationalize the use of limited resources by establishing priorities and joint efforts.
- Transform citizens from passive receivers into active protagonists of their welfare.

¹ Guatemala; El Salvador; Honduras; Nicaragua and Costa Rica.

² The Program was called *Paraguay en Desarrollo* was developed with financial support from the Japanese Fund/World Bank.

³ Projects were distributed as follows: Guatemala: 11; El Salvador: 9; Honduras: 20; Nicaragua: 14 and Costa Rica 3.

- Strengthen civic awareness.
- Increase individual and collective self-esteem.
- Promote social networks among national and local social actors.
- Facilitate strategic alliances among government institutions, local actors, and the private sector.
- Monitor and follow up on projects.
- Learn and apply negotiation skills.

FCA relies on three basic processes:

- **Training and Technical Assistance**
 - Skill training and support for each project executor in identifying, planning, and formulating projects⁴.
 - Support the process of a formal presentation to the financial entities following specific requirements and procedures.
 - Assistance in the preparation of bids, procurement, and formalization of contracts.
 - Preparation of periodic reports to sponsors and financial entities about the implementation of each project.
 - Recommendations to financial entities about approving disbursements to the organizations that comply with the established requisites.
 - Compliance with norms established by the sponsor organizations.
 - Didactic material and publications
- **Social Maps and Integrated Information System**
 - Elaborates social maps and baselines.
 - Registers social maps or baselines made by FCA for each Municipality or beneficiary community to measure the results of the various interventions⁵.
 - Determines the commitments and timetable assumed by the organizations participating in any project.
 - Ensures transparency and accountability.
- **Execution and Monitoring Strategies**
 - Strictly follows the established timelines, work plans, and accountability defined by donors and/or government institutions.
 - Does the follow-up of each project per the implementation stages and registers activity in the Information System.
 - Carries out on-site verification of the financial and physical evolution of each project.
 - Identifies and suggests possible adjustments in the process of implementation.
 - Designs and implements various actions to systematize learned lessons and report on the outcomes of the process.

PHILOSOPHICAL AND METHODOLOGICAL ROOTS

Fundación Ciudadanía Activa has philosophical and methodological roots in the participatory strategy, *The Triangle of Solidarity*, implemented in Costa Rica during Miguel Ángel Rodríguez Echeverría Government Administration (1998-2002). *The Triangle of Solidarity* constituted one of the main pillars of the social policy. It was developed in 73% of the territory and covered 41% of the population living in the least developed Municipalities⁶.

⁴ FCA has developed specialized didactic materials to support training.

⁵ To prepare the social maps or baselines, FCA relies on official and local sources.

⁶ From 1998 to 2002, the *Triangle of Solidarity* developed more than 2,700 social projects.

FCA was founded in August 2000 by Astrid Fischel, the First Vice President of Costa Rica⁷. The private sector promoted the idea of ensuring the continuation of philosophical and methodological parameters of the *Triangle of Solidarity* beyond a Government administration. The main objective of *The Triangle of Solidarity* was to improve the population's quality of life, particularly the neediest, by promoting teamwork among Government institutions, Municipalities, and grass-roots organizations. The joint efforts reflected themselves in the definition of priorities, the allocation of resources, and the development of community projects.

The *Triangle of Solidarity* demonstrated that participatory methodologies are highly effective because citizens assume a leading role in decision-making. The latter promotes feelings of solidarity and responsibility and facilitates transparency and accountability. The impact of the *Triangle of Solidarity* was measured through various studies:

- Research International (UNIMER) (2001)
- Inter-American Development Bank (IDB) (2001)
- WHO Kobe Centre, Japan (2001)
- INCAE Business School (1999)

THE MOST IMPORTANT PROJECTS IMPLEMENTED BY FUNDACIÓN CIUDADANÍA ACTIVA FROM 2016 TO 2022				
COUNTRY	PERIOD OF EXECUTION	NAME OF PROJECT	AGENCY/ FUNDS	MAIN PRODUCTS/ RESULTS
Costa Rica	2022	<i>Human empowerment of health promoters, vaccination against Covid-19, and sustainable livelihoods in host communities, informal settlements, and cross-border areas.</i>	PAHO Pan-American Health Organization/ OPS/USAID	<ul style="list-style-type: none"> ● 100 women selected from 10 cantons with strengthened management capacities, with the knowledge to promote and disseminate safe practices and behavior changes to prevent disease and physical, social, and emotional health. ● 500 families with key health information.
Costa Rica	2022	<i>Promotion of economic and social well-being conditions of people in situations of vulnerability in the following cantons:</i> <ul style="list-style-type: none"> ● <i>Corredores: districts of Canoas, La Cuesta and Laurel</i> ● <i>Upala: districts Las Delicias and San José</i> ● <i>Limón: districts Valle de la Estrella and Matama</i> ● <i>San Carlos: districts Aguas Zarcas, La Palmera, and Venecia</i> 	MTSS/Pronae	<ul style="list-style-type: none"> ● 700 beneficiaries with strengthened organizational, operational, business, and digital management capacities, working associatively, developing agricultural, poultry, and service ventures, and marketing their products in different markets.

⁷ Astrid Fischel is President of Fundación Ciudadanía Activa and Instituto de Altos Estudios en Gerencia Social (Costa Rica). Both organizations promote sustainable development in Latin America, particularly in poor communities of Central America. Ms. Fischel has a Ph.D. in History from the UK and graduated from the *Higher Management Program* at the Central American Institute of Business Administration (INCAE). She has held senior political, business, and academic positions in Costa Rica and abroad. She was the First Vice President of the Republic of Costa Rica during the 1998-2002 Administration and Minister of Culture, Youth, and Sports from 1998 to 1999. She was also Minister of Education from 2002 to 2003. Dr. Fischel was also the national coordinator of *The Triangle of Solidarity*.

COUNTRY	PERIOD OF EXECUTION	NAME OF PROJECT	AGENCY/ FUNDS	MAIN PRODUCTS/ RESULTS
Costa Rica	2021-2022	<i>Development of capacities to enhance tourism and agricultural management.</i>	MTSS/Pronae	275 indigenous scholarship holders from the Bribri, Cabécar, Keköldi Indigenous Territories and Afro descendants from Cahuita and Sixaola with the skills to develop productive enterprises within a framework of environmental sustainability and conservation of their cultural heritage.
Costa Rica	2021	<i>Integrated health and socioeconomic recovery support focused on local women, migrants, and asylum seekers in vulnerable conditions.</i>	United Nations System Agencies: PAHO; ILO; IOM AND UNHCR	195 beneficiaries, 1,000 families, and 850 commercial establishments in border and reception cantons with practical knowledge about the protocols for the prevention and control of Covid-19 and human and labor rights of migrants, and information to reduce xenophobia, discrimination, and sexual and gender violence.
Costa Rica	Oct 2017- June 2020	<i>Human and productive empowerment for indigenous and Afro-descendant peoples of Costa Rica.</i>	BID/Fondo Japonés	<ul style="list-style-type: none"> • 231 beneficiaries with new tools and knowledge to generate productive enterprises. • 7 orchards operating in educational centers. • Pork and cocoa production strengthened. • Formalization and development of 5 new organizations • regioncaribecr.com website created to promote tourist visitation. • Information system for indigenous and Afro-descendant peoples of Costa Rica. (<i>Sipiac</i>): baseline; geo reference and conditions of essential services.
Costa Rica	May 2018- 2020	<i>Consulting to carry out the linkage processes between supply and demand of the Regional Wholesale Market of the Chorotega Region.</i>	BCIE/PIMA	<ul style="list-style-type: none"> • 56 organizations trained by FCA. • Fresh product offer and demand studies (volumes, qualities, presentations) • Products of most and least interest by market segment. • Geo reference of potential clients. • Conditions of sale, purchase, prices, qualities, and terms. • Strategic, business, and operational plans • Financial resource management. • Meetings and get-togethers to articulate offer with demand. • Model for the consolidation and distribution of orders.
Costa Rica	2018	<i>Strengthening of human, organizational, and productive capacities of indigenous families of Turrialba</i>	IMAS	<ul style="list-style-type: none"> • 38 indigenous families with strengthened human, social, and productive capacities. • New opportunities for social and economic inclusion within a framework of respect for Indigenous worldview.

COUNTRY	PERIOD OF EXECUTION	NAME OF PROJECT	AGENCY/ FUNDS	MAIN PRODUCTS/ RESULTS
Costa Rica	Sept 2018- Aug 2019	<i>Specialized and expedited attention to demands for training and technical assistance from independent agricultural producers and organized groups in the Chorotega Wholesale Market's intervention area.</i>	IMAS	<ul style="list-style-type: none"> • 128 Beneficiaries with soft skills and strong administrative, operational, productive, and commercial management capacities • Protected environments built and operating.
Costa Rica	Sept 2018-to May 2019	<i>Opening opportunities for production and self-employment to improve families' economic condition in Puntarenas.</i>	MTSS/Pronae	<ul style="list-style-type: none"> • 130 beneficiaries with soft skills and strengthened administrative, operational, and commercial management capacities. • Basic knowledge of Microsoft Office and electronic billing
Costa Rica	April-Oct 2017	<i>Opportunities for insertion into the labor market through the development of skills for employability.</i>	IMAS	<ul style="list-style-type: none"> • 194 women and one man with developed employability skills (personal and social skills) • Local job and academic offer identified. • Basic knowledge of Microsoft Office and digital platforms. • Training skills to enhance the possibilities of insertion into the labor market.
Costa Rica	Aug 2017- Dec 2018	<i>Organizational and business strengthening of small producers aimed at territorial development and the optimal use of the local and wholesale markets of the Chorotega Region.</i>	Convenio INDER/FCA	<ul style="list-style-type: none"> • 32 participating organizations with state-of-the-art situation, trained and with strategic, operational, and business plans. • 841 organizations with geo reference points and productive offer identified. • Tables with training and investment needs. • Trust proposal with its respective regulations. • Management model to ensure the inclusion of small organizations in the Chorotega market.
Costa Rica	Aug 2014- Dec 2016	<i>Strengthening of agricultural groups on the Pacific coast of Costa Rica.</i>	BID/Fondo Japonés	<ul style="list-style-type: none"> • 202 families from Corredores, Coto Brus, and Osa with socio-productive characterization. • 157 families producing vegetables in macro tunnels and selling surpluses in the local market. • Website for Osa tourism promotion • Tourist route and informative map.

COUNTRY	PERIOD OF EXECUTION	NAME OF PROJECT	AGENCY/ FUNDS	MAIN PRODUCTS/ RESULTS
Costa Rica	2016-2017	<i>Strengthening of human, organizational, and productive capacities of 452 indigenous families in Buenos Aires, Talamanca, and Turrialba within a framework of respect for their worldview and traditions.</i>	IMAS	<ul style="list-style-type: none"> • 452 indigenous families with productive, administrative, and commercial management capacities within a framework of respect for the worldview and indigenous traditions. • Specialized teaching material. • 7 demonstrative nurseries in educational centers • New income generation alternatives. • 16 IMAS Productive Ideas funding application forms filled. • Indigenous families growing vegetables for family consumption and local sale. • Specialized teaching materials
Costa Rica	2016	<i>Strengthening of human, organizational, and productive capacities of 325 indigenous families in Buenos Aires, Talamanca, and Turrialba within a framework of respect for their worldview and traditions.</i>	IMAS	<ul style="list-style-type: none"> • 325 indigenous families with productive, administrative, and commercial management capacities. • Specialized teaching material. • Practical application of knowledge in the plots of beneficiaries • Identification of income generation alternatives. • IMAS <i>Productive Ideas</i> funding application forms filed. • Indigenous families growing vegetables for family consumption and local sale. • Specialized teaching materials elaborated.
Costa Rica	2015	<i>Individualized technical assistance and accompaniment for 50 agricultural families of the Perez Zeledón Canton.</i>	IMAS	<ul style="list-style-type: none"> • 50 families with new organization, administrative and productive capabilities, selling products at the local markets.
Costa Rica	2015-2016	<i>Opening of opportunities for sustainable income and promotion of social welfare for 200 families, through agricultural development in the Perez Zeledón.</i>	IMAS	200 families with new organization, administrative and productive capabilities, selling products at the local markets.
Costa Rica	2014-2016	<i>Economic strengthening of agricultural groups on the Pacific Coast of Costa Rica (Corredores, Coto Brus, and Osa).</i>	IDB/ Japan Funds	<ul style="list-style-type: none"> • 200 beneficiaries with organization, administrative and productive capabilities, selling their products at the local market. • One hundred sixty greenhouses producing vegetables. • Information System oriented to commercialization developed.
Costa Rica	2014	<i>Action Plan for the implementation of the Development Plan of 7</i>	MIDEPLAN/ AECID	<ul style="list-style-type: none"> • Government matrices with specific needs and demands per institution and Indigenous Territory.

COUNTRY	PERIOD OF EXECUTION	NAME OF PROJECT	AGENCY/ FUNDS	MAIN PRODUCTS/ RESULTS
		<i>Indigenous Territories of Buenos Aires, and Perez Zeledón.</i>		<ul style="list-style-type: none"> Action Plan for implementing the Development Plan of 7 Indigenous Territories of Buenos Aires and Perez Zeledón elaborated according to each government institution linked.
Costa Rica	2014	<i>Development of management skills for the implementation of the cycle of projects among community-based organizations, municipalities, and institutional representatives of the Brunca Region.</i>	MIDEPLAN/ AECID	30 institutional officials with new organizational capabilities, with the knowledge to implement the project cycle.
Costa Rica	2014	<i>Entrepreneurship, territorial, and democratic institutional development along the Northern border.</i>	IMAS	<ul style="list-style-type: none"> Beneficiaries with new organization, administrative and productive capabilities, and new opportunities to sell the local markets. Beneficiaries with enhanced patriot feelings, willing to protect Costa Rican sovereignty.
Costa Rica	2013-2014	<i>Policy design for the Orderly Regulation of the Community Water Sector, and its implementation strategy.</i>	AyA	<i>National Policy for the Orderly Regulation of the Community Water Sector and the implementation strategy designed.</i>
Costa Rica	2012-2014	<i>Promotion of dignified living conditions in the North Huetar, and Heredia regions of Costa Rica.</i>	IADB/ Japanese Fund	<ul style="list-style-type: none"> 200 beneficiaries with new organization, administrative and productive capabilities and opportunities to sell the local market. Large nursery and 39 small greenhouses constructed in Cariblanco.
Costa Rica	2011	<i>Design and writing of didactic material for the use and registration in the Mer-link system.</i>	Digital Government/ ICE	19 modules
Costa Rica	2011	<ul style="list-style-type: none"> <i>Consultancy in Social and Economic Sciences for the elaboration of the Strategic Plan.</i> <i>Addendum</i> 	South Region Development Board (JUDESUR)	<p>Documents elaborated, analyzed, and validated:</p> <ul style="list-style-type: none"> Strategic Plan Operative Plan Procedures Manual Technical Guidelines for the presentation of financing requests for socioeconomic proposals.
Central America: Guatemala, El Salvador, Honduras, Nicaragua, and Costa Rica	2004-2009	<p>Program Development of Border Municipalities in Central America. (ZONAF)</p> <p>Number of Municipalities: 57</p> <ul style="list-style-type: none"> Guatemala: 11 El Salvador: 9 Honduras: 20 	<p>Sponsorship: European Union</p> <p>Funds Administration CABEI</p>	<ul style="list-style-type: none"> 7337 local actors from Guatemala, El Salvador, Honduras, Nicaragua and Costa Rica strengthened, with new social and technical skills. 157 projects elaborated and presented to CABEI for funds. 109 projects approved by CABEI and implemented:

COUNTRY	PERIOD OF EXECUTION	NAME OF PROJECT	AGENCY/ FUNDS	MAIN PRODUCTS/ RESULTS
		<ul style="list-style-type: none"> • Nicaragua (directly coordinated by CABEI): 14 • Costa Rica: 3 		<ul style="list-style-type: none"> ○ Health (clinics; hospitals; primary attention units) ○ Infrastructure (roads; bridges; aqueducts; schools) ○ Environment (water sources, forests, basins) ○ Income generation • Regional integration (teamwork and synergies) strengthened. • Information System oriented to monitoring and evaluation.
Paraguay Municipalities: Ñemby and Carapeguá	2008	Program <i>Paraguay en Desarrollo</i> .	World Bank/Japanese Fund/Instituto Desarrollo of Paraguay	<ul style="list-style-type: none"> • 200 participants, 100 hundred from each Municipality • Networks and strategic alliances (government, municipal, and community sectors). • Community leaders trained in Social Management. • Information and evaluation system, implemented.
Costa Rica	2008	<i>Consultancy Training Services in Administrative Management oriented to Processing and Marketing Centers at the national level</i>	Institute of Rural Development (IDA)	<ul style="list-style-type: none"> • 28 Board of Directors of rural settlements, trained. • Teaching material
Guatemala	2005	<i>Initiative Manos a la Obra A participatory strategy to strengthen the decentralization processes.</i>	Secretariat of The Presidency	Proposal to promote the decentralization processes elaborated.
Central America		Initiative <i>United Borders for Development</i> (Implementation of the lessons learned from <i>The Triangle of Solidarity</i> of Costa Rica by the private sector)	FECAMPO	Proposal to promote social responsibility programs and actions.
Argentina Tucumán, Salta, Jujuy, Catamarca, La Rioja, Santiago del Estero	2004-2005	<i>El NOA en Solidaridad: Implementation of the lessons learned from The Triangle of Solidarity of Costa Rica</i>	Tucumán Foundation/ Municipalities of the Northwest (NOA)	100 community leaders and Municipal authorities of 6 Argentinian provinces with new skills regarding participatory strategies and negotiation.
Costa Rica/ Nicaragua	2002	Initiative <i>Poverty has no borders</i> . Implementation of the lessons learned from <i>The Triangle of Solidarity</i> of Costa Rica in border Municipalities of Costa Rica and Nicaragua	Rockefeller Foundation	<ul style="list-style-type: none"> • Major shared social and economic problems and solutions identified. • 34 project socioeconomic profiles elaborated and validated.

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Ecuador	2002	<i>Implementation of the lessons learned from The Triangle of Solidarity of Costa Rica in Samborondón</i>	Municipality of Samborondón	<ul style="list-style-type: none"> • Social diagnosis of vulnerable populations • Social Development Commissions organized. • Priority projects identified. • Projects implemented in the health, education, and income generation areas
El Salvador	2001	<i>The Triangle of Solidarity of Costa Rica as a model to reconstruct the earthquake-ridden Municipality of San Pedro de Masahuat</i>		<ul style="list-style-type: none"> • National and local leaders with new skills oriented to the physical and emotional reconstruction of Masahuat.