

Addressing Social Concerns through the Corporate Social Responsibility Activities of the Centro Científico Tropical

An Interactive Qualifying Project

Submitted to the Faculty of
WORCESTER POLYTECHNIC INSTITUTE
In partial fulfillments of the requirements for the
Degree of Bachelor of Science

Submitted on:

Thursday, March 2, 2017

Sponsoring Agency: Centro Científico Tropical

Submitted to:

On-site Liasion: Srta. Damaris Chavez

Project Advisors: Professor Seth Tuler, Professor Fabienne Miller

Submitted by:

Mathew Carnein, Robotics Engineering

Alexandra Emrick, Robotics Engineering

Brendan Nemes, Industrial Engineering

Taylor Venter, Civil Engineering

This report represents the work of 4 WPI undergraduate students submitted to the faculty as evidence of completion of a degree requirement. WPI routinely publishes these reports on its website without editorial or peer review. For more information about the projects program at WPI, please see

<http://www.wpi.edu/Academics/Projects>

Abstract

Companies can negatively and positively impact the quality of life of communities in Costa Rica's biological corridors. While biological corridors protect migration paths for species, they also form a network of farms, community centers, and villages whose actions affect the ecosystem of the corridors. Corporate Social Responsibility (CSR) is a voluntary way for companies to manage their environmental, social, and economic impacts. The Centro Científico Tropical's (CCT) goal is to improve its CSR program and positively impact the Costa Rican biological corridors. Through community and expert interviews and observations in biological corridors, we developed recommendations for the CCT to improve its CSR program to strengthen the economic and social environments of the local communities.

Executive Summary

Introduction

All companies positively and negatively impact their surroundings (Slaper & Hall, 2011). There are various strategies that affect the ways companies manage their impacts, including mandatory government regulations and voluntary certifications. A strategy used by 92% of the world's 250 largest companies is Corporate Social Responsibility (CSR) ("About GRI", n.d.). CSR models can help companies mitigate the negative impacts they have on their environment and contribute additional positive actions (Idowu & Leal Filho, 2009; Chinchilla, 2012). A CSR model is structured with long term missions, short term measurable goals, evaluation measures for the future, and immediate actions steps to continue progress in various categories. CSR models contain specific categories that help companies define social, environmental, and economic responsibility (INTECO, 2016; Acera de AED, 2017). Although they are voluntary, CSR models can go beyond government regulations and are more comprehensive than certifications, incorporating guidelines for economic, environmental, and social responsibility into a company's business operations. However, there are multiple categories of CSR and it is difficult for a company to address them all. Therefore, companies with CSR programs still may not positively contribute to their economy, environment, and society equally (Jamali & Mirshak, 2007).

Different CSR models, reporting guidelines, and performance indicators are available, but some countries, such as Costa Rica, have their own national CSR models (ISO26000, n.d.;AED, 2017). National CSR models encompass the values of a specific country while being malleable enough to allow individual companies autonomy over their CSR activities (Gjølberg, 2009). There are two prevalent CSR models in Costa Rica: the ISO35 model and the Asociacion Empresarial para el Desarrollo (AED) model. The ISO35 model is based on management strategies and has the following categories:

- Organizational governance
- Human rights
- Labor practices
- Environment
- Fair operating practices
- Consumer issues
- Community involvement and development

The AED model consists of eight main categories that represent areas of corporate actions which have direct impacts on the company's community, environment, and economy. These categories can be summarized as: transparency and anti-corruption, employee satisfaction, consumers, suppliers, community development, environmental preservation, collaboration with the government, and economic sustainability. Organizations and companies have different motivations for applying CSR models to their business practices. Our sponsor, the Centro Científico Tropical (CCT), is a non-governmental organization that operates three biological corridors in Costa Rica with the goal of creating harmonious relationships between people and nature (CCT, 2016). Our goal is to analyze the activities the CCT implements and opportunities the CCT can take to generate positive outcomes from its CSR program. This project is the first phase of a five year effort to progress the CCT's CSR program using the AED model because it is the model the CCT is most familiar with. Later phases will work on implementation, but this project aims to determine actions that the CCT can take to increase positive outcomes from its CSR program.

Methods

To improve the CCT's applications of CSR, we:

1. Applied the AED Diagnostic tool to analyze the CCT's CSR performance
2. Determined social problems that exist in biological corridors related to the eight categories of the AED CSR model
3. Created evaluation methods for potential projects and potential partners for the CCT in CSR activities

To accomplish the first objective, we interviewed CCT staff members to learn about their current operations and assess the CCT's performance in the CSR categories of employee satisfaction, community development, and environmental preservation. These responses, analyzed using the AED Diagnostic, provided numeric information on the CCT's performance.

To accomplish the second objective, we traveled to the Pájaro Campana and Alexander Skutch biological corridors to observe activities of the CCT, community members, and other organizations. We learned about social problems where the CCT works and associated them with the categories of CSR. We then used our observations and interviews with other actors in the corridors to determine what social problems can be addressed by activities in those categories of CSR.

To accomplish our final objective, we identified successful attributes of the CCT's current projects and partnerships. We used our observations of successful CCT projects and our research about evaluation methods to develop evaluation criteria. We separated these criteria into a decision-making tree and a decision-making matrix to aid the CCT in evaluating potential projects. Finally, we learned about the attributes of successful partnerships from CSR specialists in Costa Rica and examples of the CCT's successful partnerships.

Results and Recommendations

Our analysis of the data we gathered and application of the AED diagnostic led to 5 major findings:

1. The CCT performs well in the category of employee satisfaction, weak in the category of community development, and is attempting to grow in both categories.
2. Projects are evaluated on their feasibility, relevance, and sustainability using multiple methods.
3. Communities within a corridor must collaborate to advance the biological corridor's value chain.
4. The CCT has connections to actors in environmental education and research throughout the corridors that could collaborate with the CCT in other capacities.
5. The Pájaro Campana biological corridor would benefit from a cohesive rural tourism program.

The only category that was both a priority of the CCT and a category we determined to be weak using the AED Diagnostic was community development. As a result, we focused our recommendations in the community development category. We have three types of recommendations: themes for suggested CSR, evaluation techniques for potential partners and potential projects, and suggestions for future work on the CCT's CSR program.

First, *we recommend that the CCT implement projects that economically empower the local communities in biological corridors.* To accomplish this recommendation, *we recommend the CCT focus on strengthening value chains in communities and helping form rural tourism initiatives.* The value chain

of a biological corridor as it pertains to our project is how the actions of one community in the corridor affect another. We found that for a value chain to be successful, each community should positively contribute to the economic sustainability and environmental conservation of the corridor. CSR activities of the CCT can help connect communities to strengthen value chains. The CCT can also help strengthen communities by developing rural tourism initiatives. These initiatives can increase tourist traffic and drive competition between businesses. The increase in tourists and competition can help the community develop economically and increase environmental conservation awareness. Based on our analysis of the communities in different corridors, the Pájaro Campana corridor could benefit from a rural tourism initiative similar to the cohesive plan we observed in the Alexander Skutch corridor.

Second, *we recommend the CCT use its current relationships with different actors to implement new initiatives as well as increase its partnerships with other private companies, NGOs, and government organizations.* As part of our study we found that the CCT has productive relationships with actors in biological corridors. The organizations the CCT has relationships with share similar environmental and social values with the CCT and perform similar activities to the CCT in the fields of biological conservation, research, and environmental education.

Third, *we recommend that the CCT systemize the decision making process when evaluating potential projects with a decision tree and matrix.* We studied GRI and ISO26000 indicators and consulted experts in CSR from RSE Consultores and ALIARSE to learn how CSR projects are evaluated. We learned that projects are evaluated on their feasibility, relevance, and sustainability using multiple methods. The project must be sustainable in the long term, and *we recommend that each project implemented by the CCT fulfill the following sustainability requirements:*

- Environmentally sustainable - minimal negative environmental impacts
- Economically sustainable - supported by the local community
- Managerially sustainable - project must be able to be managed by other actors in the community

We developed three recommendations regarding partnerships to help the CCT implement managerially sustainable projects:

1. *We recommend the CCT create new partnerships with organizations that have resources the CCT needs and similar priorities to the CCT.*
 - The CCT can build upon its existing partnerships as well as establish new partnerships in order to combine efforts, resources, and expertise to maximize the feasibility of their CSR projects in biological corridors.
2. *We recommend the CCT use the potential and current partner survey as a tool to learn about CSR activities and priorities of other companies.*
 - This survey will allow them to gather research on the CSR activities of companies in the biological corridors they operate. We developed the survey and list of recipients with CCT employees
3. *We recommend that the CCT interview interested survey recipients about their CSR activities and partnerships.*
 - Interviews can allow for the CCT to learn from the successes of other companies and organizations on their CSR activities and establish connections with these actors to possibly form partnerships.

In addition to actions the CCT should take, we also have a recommendation for future researchers that will work to improve the CCT's CSR program. This project focused on the first phase of the CCT's CSR program, by determining actions that the CCT can take to improve their application of the AED's

national CSR model throughout biological corridors. The next phases involve implementing the CSR actions and applying the AED CSR model to new levels of the CCT's operations.

We recommend the future researchers evaluate the new partnerships and projects of the CCT. To evaluate the projects and partnerships, we suggest actors in future phases:

- Review the successes and failures of new relationships to see if they follow the recommendations on successful partnerships
- Review the successes and failures of each implemented CSR project to see what contributed to the project's success/failure.
- Review the effectiveness of the decision making processes developed to evaluate if new criteria should be added/removed based on the results of the reviews done as listed above.

These evaluations can help future researchers and the CCT determine if the evaluation criteria for projects and partners were useful or if they need to be revised.

Finally, *we recommend the CCT, in its future work of CSR programs, repeat the diagnostic to track their growth over the next four phases of the project to provide feedback on the CSR activities initiated.* A limitation of our project was being unable to evaluate the CCT's activities in the categories of economic sustainability, transparency and anti-corruption, and institutional strengthening using the AED Diagnostic. Future work could evaluate the CCT's overall CSR performance using other indicators and track changes in the CCT's CSR performance over time. Since the indicators give numeric scores, answering them will be a consistent way to compare the CCT's overall CSR performance from year to year. These recommendations can help the CCT improve its CSR performance and have more positive impacts to the communities of biological corridors and San José.

Authorship

Section	Primary Author(s)	Primary Editor(s)
Introduction	Alex, Brendan	Brendan, Alex
Background		
2.1	Taylor	Alex, Brendan
2.2	Matt	Alex, Brendan
2.3	Alex	Taylor, Brendan
Methods		
3	Taylor	Alex
Results		
4.1	Alex	Taylor, Matt
4.2	Alex	Taylor
4.3.1	Taylor	Alex, Brendan
4.3.2, 4.3.3	Taylor	Alex
4.4	Taylor	Brendan
Recommendations		
5.1.1	Taylor	Alex
5.1.2	Alex, Taylor	Taylor, Alex
5.2	Brendan, Matt	Alex
5.3.1,5.3.2	Brendan	Matt
Conclusion	Brendan	Matt
Abstract	All	All
Summary	Matt, Brendan	Taylor, Alex

Acknowledgements

We would like to thank the following individuals and organizations for their dedication to our project. Without their help and support, this project would not have been possible.

Centro Científico Troical

Damaris Chavez, Director of Programs

Raquel Gomes, Assistant Director of Programs

Alexander Gonzáles, Coordinator of Biological Corridors

Ana Baez Rojas, President

All other employees who participated in interviews

Worcester Polytechnic Institute

Prof. Seth Tuler, Advisor

Prof. Fabienne Miller, Advisor

Prof. Melissa Belz, Site Director- Costa Rica

IGSD, Interdisciplinary & Global Studies Division of WPI

Cecila Mora, Costa Rican CSR Specialist

Aitor Llodio, Executive Director of ALIARSE

Contents

Abstract.....	ii
Executive Summary.....	iii
Authorship.....	vii
Acknowledgements.....	viii
Glossary.....	xi
List of Figures.....	xiii
List of Tables.....	xiv
Chapter 1: Introduction.....	1
Chapter 2: Background.....	3
2.3 Costa Rican CSR.....	7
Chapter 3: Methods.....	12
3.1 Objective #1: Apply the AED Diagnostic tool to analyze the CCT's CSR performance.....	12
3.2 Objective #2: Determine what social problems exist in biological corridors related to the eight categories of the AED CSR model.	13
3.3 Objective #3: Create evaluation methods for potential projects and potential partners for the CCT in CSR.	13
3.4 Chapter Summary.....	14
Chapter 4: Results and Analysis.....	15
4.1 CCT: Current Applications and Limitations of CSR Activities.....	15
4.2 Criteria of a Successful Project.....	16
4.3 Opportunities for CSR Activities in Communities in Biological Corridors.....	17
4.3.1 Value Chains and Community Involvement.....	18
4.3.2 Environmental Education and Research.....	18
4.2.3 Rural Tourism.....	21
4.4 Chapter Summary.....	23
Chapter 5: Recommendations.....	24
Chapter 6: Conclusion.....	30
References:.....	31
Appendices:.....	35
Appendix A: Subcategories of AED CSR model.....	35
Appendix B: AED Diagnostic Questions.....	36
Appendix C: Principles, categories, and indicators of CSR models in Costa Rica (Osorio, 2015).	56

Appendix D: Issue Matrix of Observations in Biological Corridors	57
Appendix E: Interview with Aitor Llodio.....	64
Appendix F: Initial Interview with Cecilia Mora.....	65
Appendix G: Involving Communities in local Blue Flag Certifications.....	66
Appendix H: Expanding Environmental Education Initiatives to Include Social Programs	67
Appendix I: Connecting Environmental Education through the Urban Corridor to Natural Areas.....	68
Appendix J: Cultural Heritage Preservation	69
Appendix K: Marketing Analysis of Tourism	70
Appendix L: Costa de Pájaros Fisherman Initiative	71
Appendix M: Supporting Sendero Pacífico	72
Appendix N: Permaculture Initiatives.....	73
Appendix O: Decision-Making Tree.....	74
Appendix P: Decision-Making Matrix.....	75
Appendix Q: Potential/Current Partner Survey.....	76
Appendix R: Interested Potential Partner Sample Interview Questions	79
Appendix S: Activities of Community Centers in Biological Corridors	80

Glossary

Glossary A: Definitions of CSR Categories

Transparency and anti corruption - The code of ethics and values of a company is the support for the fulfillment of its vision and mission, since it guides and makes explicit their positions to develop their business relationships. More than simple statements, the values and principles of a company should be live codes of conduct, which regulate the daily conduct of shareholders and at all levels. To reach this goal is necessary to have mechanisms for communication and discussion channels that are accessible and effective. It is also important to avoid situations involving preferential treatment by government or private agents, bribery or other corrupt practices, and incorporate specific control procedures for this purpose.

Contributors - The success of any organization depends on the quality and commitment of its human resources and conditions in which they perform their duties. Ensure the health and safety of its employees, promote equal opportunities, encourage professional development and participatory management and ensure fair remuneration, among other actions, constitute the main pillars for the development of an organizational culture to ensure the full satisfaction of all employees within a company.

Consumers - Customers are the *raison d'être* of every business. Under this premise, the responsibility of companies goes from the very beginning of offering products and services that generate value to consumers to providing them with clear and precise information about their characteristics. Also, products and services must meet health standards and insurance authority; requests and complaints must be addressed in time; and fair competition should be guaranteed, avoiding unfair practices detrimental to the consumer.

Suppliers - Contribute to the development of providers -especially micro, and small enterprises- through technical assistance, training and mutual transfer of knowledge and technology; the definition of selection criteria prooverseers consider aspects of CSR as an important component of corporate responsibility.

Community - The responsibility of the company's community translates into respect for local norms and customs, and their contribution to improving the quality of life of its members.

Environment - The corporate responsibility in caring for the environment and the conservation of the planet begins with the commitment of the organization to the environmental cause, manifested in concrete actions in the areas of assessing environmental impact of its production activities, responsibility for the product life-cycle management, associations and alliances to carry out environmental initiatives, promoting the use of environmentally friendly technologies and environmental education.

Institutional strengthening - Given the macroeconomic and political context of Costa Rica, characterized by a public sector lacking resources, public institutions with large doses of bureaucracy and the need for greater confidence in politics, the contribution of the private sector to improve this situation becomes imperative. Under this premise, companies must contribute to the strengthening of public institutions through the timely and transparent payment of their taxes and ensuring their neutrality and political transparency. Likewise, companies can contribute to improving the work of public entities by participating in projects with the Government or by supporting the development of public policies.

Economic Sustainability - The condition *sine qua non* of every business is to be profitable economically. Once this condition, which is a basic requirement to ensure the sustainability of enterprises in time, the resources necessary to put towards social and environmental programs is available. Companies should be aimed at generating shareholder value and focusing on obtaining solid results, which parallel the improvement of quality of life of its employees and communities and the protection of the environment. With this purpose in mind, the responsibility for companies also is to consider aspects of strategic planning, monitoring the economic performance, economic and financial crisis and risk management, development, transfer and dissemination of science and technology, and policy reinvestment of profits.

Glossary B: Functional Definitions of CSR Components

CSR model – Contains categories of activities that encompass social, environmental, and economic responsibility values

CSR program – An enterprises' specific application and interpretation of a CSR model

CSR activity – An activity within an enterprise's CSR program that helps an enterprise achieve a CSR goal

List of Figures

Figure 1: Index of CSR Performance of Costa Rica on a Global Scale.....	6
Figure 2: CCT Biological Corridor: Pájaro Campana.....	9
Figure 3: CCT Biological Corridor: Alexander Skutch	10
Figure 4: CCT Biological Corridor: San Juan La Selva	10
Figure 5: AED Diagnostic Community Results.....	15
Figure 6: AED Diagnostic Contributor Results	16
Figure 7: AED Diagnostic Environmental Results	16
Figure 8: Santa Elena Reserve Entrance Sign.....	20
Figure 9: Guacimal Sustainability Demonstration Center	22
Figure 10: Butterfly Garden in Costa de Pájaros	22
Figure 11: The CCT’s Priority and Weak Categories Overlap	24
Figure 12: Overlapping Goals and Resources.....	28

List of Tables

Table 1: Global CSR Models	5
Table 2: Current CSR Initiatives by Corridor	19
Table 3: Tourism Initiatives by Corridor	21

Chapter 1: Introduction

All companies, or enterprises, positively and negatively impact their surroundings (Slaper & Hall, 2011). A corporate social responsibility (CSR) model incorporates guidelines for economic, environmental, and social responsibility into an enterprise's operations. CSR models can help enterprises mitigate negative impacts and contribute additional positive actions (Idowu & Leal Filho, 2009; Chinchilla, 2012). However, the multiple categories of a CSR model can be overwhelming for an enterprise to address. Therefore, many enterprises that implement CSR models do not positively contribute to the economy, environment, and society equally (Jamali & Mirshak, 2007).

In Costa Rica, CSR specialists and consulting firms have been developing national CSR models since 2004 (AED, 2014). There are two prevalent CSR models in Costa Rica: the ISO35 model and the Asociación Empresarial para el Desarrollo (AED) model. Both models contain specific categories that help enterprises define social, environmental, and economic responsibility (INTECO, 2016; "Acera de AED", 2017). When organizations developed the CSR models, they also created other CSR resources such as consulting specialists, reporting guidelines, and evaluation criteria. For example, AED is a consulting firm comprised of representatives from 140 enterprises in Costa Rica that promotes CSR in a variety of ways. AED developed the CSR model, designed a diagnostic tool for enterprises to evaluate their CSR performance, and continues to advise enterprises on how to improve their CSR performance (AED, 2014).

Other organizations promote CSR in similar ways around the world. International Standards Organization (ISO) created the ISO26000 CSR model which includes categories like the Costa Rican models, but also contains management, reporting, and evaluating guidelines ("ISO 26000 - social responsibility," n.d.). There are other international CSR models, such as the model of the United Nations Global Compact, and evaluation criteria, such as the Global Reporting Initiative. International evaluation criteria can be for evaluating one enterprise's CSR performance in one country but also the CSR performance of a country overall ("About GRI: Pioneer of Sustainability Reporting," n.d.). International models contain broader categories because they do not factor in the socio-economic factors of a specific country (Gjølberg, 2009).

Despite the availability of CSR models and resources such as CSR specialists and evaluation guidelines, Costa Rican enterprises do not consistently or fully implement CSR models. Only five Costa Rican enterprises globally report on their CSR programs (Mora, 2017). The lack of prevalent reporting shows the immaturity of CSR in Costa Rica. Two common weaknesses of CSR programs in Costa Rica are philanthropy and environmental focuses. Enterprises with weak CSR programs may attempt to have positive impacts by developing philanthropic programs, but philanthropic programs create dependency, damaging the community in the long term (Dacin, 2013). Because of the strict environmental protection laws, enterprises in Costa Rica typically focus on environmental protection in their CSR programs. Enterprises also achieve the abundance of environmental certifications in Costa Rica as part of CSR programs (Jampol, 2013). However, few incentives such as certifications or laws, encourage enterprises to positively impact society. In order to impact society in a positive way, Costa Rican enterprises should implement CSR programs that include more activities than philanthropy and environmental protection.

The Centro Científico Tropical (CCT) is a non-governmental organization that operates three biological corridors with the goal of creating harmonious relationships between people and nature (CCT, 2016). Biological corridors form migration paths for species, but are also part of a larger network of farms, community centers, and villages whose actions affect the overall ecosystem of the biological corridors (Rosenberg, Noon, & Meslow, 1997). The CCT aims to protect and advance the unique ecology

and societies in the biological corridors. The CCT currently has no specific CSR program although some activities it performs relate to the environment category of CSR. The CCT is seeking to improve its CSR program by implementing new, innovative CSR initiatives to support the communities in the biological corridors and San José. Our goal is to analyze the activities the CCT implements and opportunities the CCT can take to generate positive outcomes from its CSR program.

This project is the first phase of a five-phase plan aimed at developing a CSR program: this phase focused on planning while future stages will include implementation of the plan at different levels and in different locations. To suggest CSR activities that benefit the communities and ecosystems where the CCT acts, we completed the following objectives:

1. Apply the AED Diagnostic tool to analyze the CCT's CSR performance.
2. Determine social problems that exist in biological corridors related to the eight categories of the AED CSR model.
3. Create evaluation methods for potential projects and potential partners for the CCT in CSR activities.

First, we used the AED Diagnostic tool to analyze the CCT's current CSR performance and see where it is weak and strong in CSR application. Then, we determined the social problems in biological corridors that relate to the eight CSR categories that could provide opportunities to the CCT for new CSR activities. We determined the characteristics of a successful CSR project based on the CCT's current projects and advice from experts. Next, we developed a decision-making tree and decision-making matrix to assess the feasibility, relevance, and sustainability of the potential projects of the CCT. Finally, we identified positive qualities of a partner for a CSR project that the CCT can use to guide its future partnerships. The results and recommendations produced by our project can help the CCT have positive outcomes from its CSR program.

Chapter 2: Background

Enterprises can be unaware of the positive and negative effects they have on society and the environment. These negative effects have insignificant repercussions on the enterprises themselves and thus are often unmanaged. However, these impacts cost enterprises \$6.6 trillion of damages, so there is an indirect incentive for enterprises to address their negative impacts and contribute positive impacts (Mankikar, 2011). To help minimize social and environmental negative impacts while having additional positive impacts and remaining financially stable, enterprises use corporate social responsibility models to guide their actions. This chapter discusses corporate social responsibility models, the motivations behind creating them, and the variety of implementations.

2.1 Definition, Benefits, and Limitations of CSR

Corporate social responsibility (CSR) is the idea that any enterprise with a specific mission will operate to mitigate its negative impacts and contribute positive impacts that benefit society. This section describes the structure, assets, benefits, and barriers of CSR models and applications.

2.1.1 Structure and Assets of CSR Models

Corporate social responsibility (CSR) models incorporate the economic, legal, and ethical responsibilities of an enterprise, and combine them with guidelines to extrapolate an enterprise's goals into its internal and external community. A CSR model has four main components (Geva, 2008):

- Key principles, such as long term, overarching goals
- Short term, quantitative goals
- Immediate actions steps
- Evaluation criteria

The long and short term goals are incorporated into categories. The categories of a CSR model are specific topics within the themes of environmental, social, and economic responsibility. While every CSR model is designed to address environmental, social, and economic problems, different models contain different categories.

In addition to the four components, all CSR models have multiple assets for enterprises globally (McWilliams, Siegel, & Wright, 2006):

- Greater employee involvement - can achieve economic, environmental, and social goals efficiently
- Variability - CSR models can be unique to an enterprise or can be the same over an industry or region
- Paths to achieving economic, environmental, and social goals - help an enterprise organize actions outside of their normal operations to improve CSR

These assets are shown by four main benefits to implementing CSR models.

2.1.2 Benefits to Implementing CSR Models

A well-established CSR program can have positive impacts on the internal workings of an enterprise. There are four benefits to an enterprise that implements a CSR program. First, a CSR program can increase staff commitment (Corporate Watch, 2006). A program that includes additional benefits for employees, such as professional development workshops, can increase employee satisfaction and enhance staff commitment to the enterprise's mission (Du, Bhattacharya, & Sen, 2010). Second, lower operational

costs can arise from a CSR program (Corporate Watch, 2006). Third, for enterprises that report their CSR programs, media attention can give that enterprise an advantage over competitors. This increased attention could lead to a better financial performance for the enterprise (Lii & Lee, 2012). Fourth, CSR programs can require an enterprise to create higher quality products or hold their suppliers to higher quality standards, and consumers are more likely to choose products from corporations known for good social responsibility (CONE Communications, 2015). These higher quality standards could add value to products to make them more appealing to consumers (Lii & Lee, 2012). Therefore, applying a corporate social responsibility model could financially benefit an enterprise.

2.1.3 Barriers to Implementing CSR Models

Despite the potential benefits, several barriers can prevent enterprises from implementing CSR models. First, lack of funds can hinder an enterprise's ability to execute a CSR program. In a study conducted in the UK of over 400 small and medium enterprises (SMEs), 49% of the companies indicated that they lacked the financial capital to invest in more socially responsible practices, such as new equipment to upgrade processes or increased community outreach programs (Crocker, 2012). Second, lack of staff can limit an enterprise's ability to have a successful CSR program. CSR programs normally require a committee to organize and evaluate the CSR for the enterprise, monitor progress, and develop actions to make sure the enterprise's operations follow the CSR model (McEwen, 2013). Third, lack of knowledge about CSR in general or how to select CSR program categories to focus on can challenge enterprises when they attempt to implement CSR programs (McEwen, 2013). Furthermore, CSR requirements and models can lack specificity, causing some enterprises with a lack of experience to support unsustainable practices (MacGregor, 2008). If an enterprise does not know what actions to take or how to structure their CSR program, it will be difficult for an enterprise to implement a CSR program successfully.

2.2 The Growing Role of CSR Worldwide

CSR has existed in the world of business for decades, and countries and enterprises across the globe have adopted, practiced, and reported on CSR activities. This section discusses worldwide CSR authorities, models, and evaluations as well as the impact of local contexts on CSR programs.

2.2.1 Global CSR Authorities

The International Organization for Standardization (ISO) is one example of a global CSR authority. ISO developed management standards for enterprises to implement and communicate socially responsible business practices. The standards supplement existing CSR activities in order to encourage companies to go beyond basic government requirements ("ISO 26000 - social responsibility," n.d.). Another committee that developed CSR standards is the United Nations (UN) Global Compact. Their main focus is promoting voluntary reporting and participation of enterprises and organizations in upholding principles of human rights, labor, environment, and anti-corruption practices. Thus, the requirements of the UN are broader and more fluid than other standards such as the ISO standards. The Global Reporting Initiative (GRI) is another international organization which provides companies a framework to report on CSR performance ("About GRI: Pioneer of Sustainability Reporting," n.d.). These authorities help encourage CSR by developing CSR models, evaluation guidelines, and reporting protocols.

2.2.2 Examples of Global CSR Models

Among the CSR models around the globe, two models are the ISO26000 set of social responsibility standards and the UN Global Compact model. The categories included in these models are shown in Table 1.

Table 1: Global CSR Models

Model	Categories
ISO26000	<ul style="list-style-type: none"> ○ Organizational governance ○ Human rights ○ Labor practices ○ Environment ○ Fair operating practices ○ Consumer issues ○ Community involvement and development
UN Global Compact	<ul style="list-style-type: none"> ○ Human Rights <ul style="list-style-type: none"> ● Support internationally proclaimed human rights ● Not complicit in human rights abuses. ○ Labor <ul style="list-style-type: none"> ● Uphold the freedom of association and the right to collective bargaining ● Eliminate forced and compulsory labor ● Abolition of child labor ● Eliminate discrimination of employment ○ Environment <ul style="list-style-type: none"> ● Support precautions to environmental challenges ● Promote environmental responsibility ● Encourage environmentally friendly technologies ○ Anti-Corruption <ul style="list-style-type: none"> ● Work against corruption

("UN global compact the ten principles", n.d.)

The ISO26000 categories are broad and have multiple methods for achievement. In contrast, the UN Global Compact categories are more specific values pertaining to corporate social responsibility. The categories of these two models demonstrate the fact that global models are very different and address social, environmental, and economic impacts in different ways but have similar goals. For example, three themes shown in both models are human rights, labor, and the environment. These themes relate to social, economic, and environmental responsibility, respectively. Global models not only have different categories of CSR but also have different evaluation guidelines.

2.2.3 Global CSR Reporting and Evaluation Guidelines

When an enterprise adopts a CSR program, it is important that it reports its progress to compare its operations to the operations of other enterprises and offer examples for other enterprises trying to improve their CSR performance (Kassoy, 2011). In order to compare enterprises around the world, there are standards for evaluating CSR performance. The evaluation criteria of the UN Global Compact model are based off of ten key categories of the Global Reporting Initiative (GRI). Worldwide, enterprises have published 43,142 reports using these criteria ("UN global compact homepage," n.d.). The GRI offers another set of evaluation and reporting guidelines independent of a specific CSR model, which have been used in over 90 countries to help enterprises make informed decisions centered around public interest ("About GRI: Pioneer of Sustainability Reporting," n.d.).

Using a standardized reporting method can allow enterprises to be compared on a global scale. However, not all enterprises report with the same guidelines, making it difficult to compare the success of CSR programs of different enterprises. Evaluating the CSR program of all enterprises within a country makes it possible to evaluate the CSR performance of a country overall. To compare CSR performances of countries despite differences in standards, Maria Gjølberg of the University of Oslo in Norway developed a methodology using numeric indexing. Gjølberg's methodology combined global guidelines from GRI, ISO, UN, six other global indexes, and country size based on GDP (Gjølberg, 2009). The data presented in Figure 1 shows the CSR performance of 21 countries using Gjølberg's methodology. Figure 1 shows that Costa Rica ranks sixth out of the 21 countries evaluated.

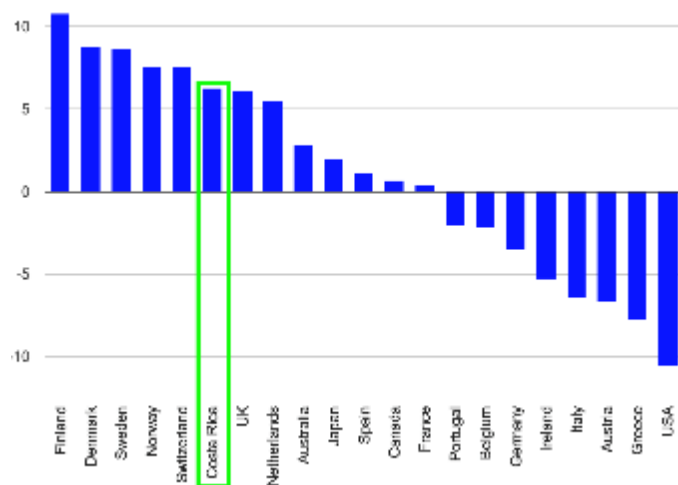


Figure 1: Index of CSR Performance of Costa Rica on a Global Scale

("Gross domestic product", 2016; Levi, 2006; CK Staff, 2015; "Sustainability Disclosure Database GRI", n.d.; Sudhoff, 2011; "2006 Survey of Corporate Sustainability Reporting", 2016; "UN Global Compact – Our Participants", n.d.)

Global CSR models and evaluation criteria can apply to all enterprises across the world but fail to account for local factors that affect corporate social responsibility.

2.2.4 Adapting Global CSR Models Based on Local Factors

National CSR models encompass the local factors of a country while being malleable enough to allow each enterprise autonomy over their CSR activities (Gjølberg, 2009). In fact, a study conducted on car manufacturer subsidiaries in Mexico found that subsidiaries with more authority over their respective CSR programs showed a higher degree of success than enterprises that followed international corporate policy (Muller, 2006). Thus, the success of CSR programs on a country scale is related to how well global CSR models are decentralized and adapted to fit national social, political, economic, and enterprise-specific characteristics.

Additionally, the differences in political systems of countries can impact a country's CSR performance. For instance, Denmark provides its citizens with comprehensive social rights and welfare services and implements a CSR program centered on strong partnerships between enterprises, government and society (Ellis & Eder-Hansen, 2010). These partnerships help the country rank highly on CSR performance as shown in Figure 1. In contrast, enterprises in Italy have weak relationships with the government due to a historic separation of the government and the corporate sector (Nidasio, 2004). These weak relationships help explain why Italy ranks lower than Denmark in CSR performance (see Figure 1). Even though individual enterprises in both countries may perform well in CSR, the overall trend of CSR performance is influenced by national social and political circumstances. The success of enterprises' CSR programs in Costa Rica, as in the rest of the world, depends on how well the CSR model coincides with the government's policies.

2.3 Costa Rican CSR

There are varying levels of implementation of CSR programs throughout Costa Rica; some enterprises have very advanced CSR programs but other enterprises have none whatsoever (Prado, Ogliastrri, Flores, & Pratt, 2005). This section explores the actors in Costa Rican CSR, the models implemented nationally, and what social and environmental factors influenced the need for CSR programs.

2.3.1 Costa Rican CSR Authorities and Models

In Costa Rica, several organizations have participated in creating CSR models. One organization is the Asociación Empresarial para el Desarrollo (AED), a non-profit organization that developed a national CSR model to encourage positive impacts on the country, increase competition between enterprises, and stimulate innovation in the private sector (Acerca de AED, 2017). The AED developed a model with the following eight categories of CSR:

- Transparency and anti-corruption
- Contributors
- Suppliers
- Consumers
- Community
- Environment
- Institutional Strengthening
- Economic Sustainability

Definitions for the categories are in Glossary A (see Appendix A for categories and subcategories) (AED, 2012; ISO, 2012; Villafranca, 2016). In addition to a CSR model, the AED also developed a diagnostic tool for an enterprise to use to evaluate its CSR activities. The AED Diagnostic is a list of questions and indicators in each category of the ISO26000 CSR model. The AED compiled these

questions to produce a numeric score on CSR performance (see Appendix B). Each question can be answered 'yes', 'no', or 'in process' relating to the existence of the project in question. For example, one question is "Do you identify potential negative impacts of all your activities on biodiversity and ecosystems?". If an enterprise answered yes, it identifies potential negative impacts of its activities on biodiversity and ecosystems. If an enterprise answered no, it does not. If an enterprise answered in process, it has begun to implement the project but has not fully implemented the project yet.

Because the AED created the diagnostic based on the indicators of ISO26000, the questions of the diagnostic are divided based on the categories of the ISO26000 model shown in Table 1 and not the eight categories of the AED model. However, the categories of community and environment are common to both models and the organizational governance, labor practices, and fair operating practices categories of the ISO26000 model relate to subcategories of the contributors category of the AED model. Therefore, the organizational governance, labor practices, and fair operating questions can be considered indicators for the contributor category.

Another organization that developed a CSR model in Costa Rica is the Costa Rican Technical Standards Institute (INTECO). INTECO developed the ISO35 model, an adaptation that expands upon the regulations of ISO26000 to include more stipulations on the management of a CSR program. The ISO35 model has the following seven categories:

- Organizational governance
- Human rights
- Labor practices
- Environment
- Fair operating practices
- Consumer issues
- Community involvement and development

One important similarity in the development of the AED and ISO35 models is that the organizations AED and INTECO collaborated with multiple enterprises. Collaboration helps to ensure that the models represent the concerns of enterprises of all sizes and economic sectors (INTECO, 2016; Acera de AED, 2017). Yet, the models they propose differ because the AED has an action based CSR model while INTECO has a management based CSR model (see Appendix C for comparison between the two models).

Other organizations focus on the implementation of CSR models as opposed to their development and act as consultants for companies. One example is ALIARSE, a consultant organization that assists enterprises in identifying and forming public-private partnerships to accomplish CSR programs (ALIARSE, 2013). These collaborations are crucial in accomplishing CSR initiatives because an alliance of enterprises putting their resources into one project is more impactful than each enterprise putting its own resources into different projects (Peloza & Falkenberg, 2009). Another important consultant organization in Costa Rican CSR is RSE Consultores. Representatives from this organization are experts in strategic planning, social projects, and environmental management, and they help enterprises implement these ideals (RSE Consultores, 2017). These organizations are instrumental in assisting enterprises in applying a CSR model in order to produce CSR programs.

2.3.2 Costa Rican Influences in Development of CSR Programs

The development of Costa Rican CSR models was influenced by the local society and environment. For example, the country disbanded its standing army in 1948 to allow more funds for

social and environmental development programs (Blasiak, 2011). Because the government made funds available for those programs, Costa Rican enterprises began implementing social or environment CSR programs, like reforestation efforts. Reforestation efforts were necessary after unregulated logging decreased tree coverage from 75% to 26% in the mid-1900s. Costa Rican policy makers realized that their entire economy and well-being depended on the health of the environment after unregulated logging damaged financial performances of enterprises across multiple economic sectors (Gössling, 2009). This observation led legislators to change policies, such as including the right to a healthy environment in their constitution. Developed countries such as the United States and Canada, however, do not recognize this right in their constitutions (Burns, 2016; Boyd, 2012). Thus, Costa Rica cannot use CSR models from countries that do not include the right to a healthy environment in their constitution because they do not share the same values.

Not only does Costa Rica have different values, but it also has different problems that could be addressed by CSR programs. An example of Costa Rica's current unique environmental characteristics is greenhouse gas emissions. Globally, about 35% of greenhouse gas emissions come from electricity production compared to only 10% in Costa Rica (Allianz, 2014; CAIT, 2012). Since global environmental CSR programs cannot address the problems faced by Costa Rican enterprises, Costa Rican organizations constructed specific CSR models. These models are implemented by different actors to accomplish their respective goals and missions.

2.3.3 Unique CSR Activities: Centro Científico Tropical

The Centro Científico Tropical, or CCT, is a non-governmental organization with the overall goal of creating harmony between people and tropical nature ("Tropical science center," n.d.). The CCT participates in many CSR activities throughout Costa Rica such as collaborating with the government to protect Costa Rican National Parks and monitoring the green macaws. The CCT's projects help encourage biological conservation as well as support the communities in biological corridors where it acts. The CCT operates three biological corridors: Pájaro Campana, Alexander Skutch, and San Juan La Selva shown in Figures 2-4.



Figure 2: CCT Biological Corridor: Pájaro Campana

(Centro Científico Tropical, 2009)

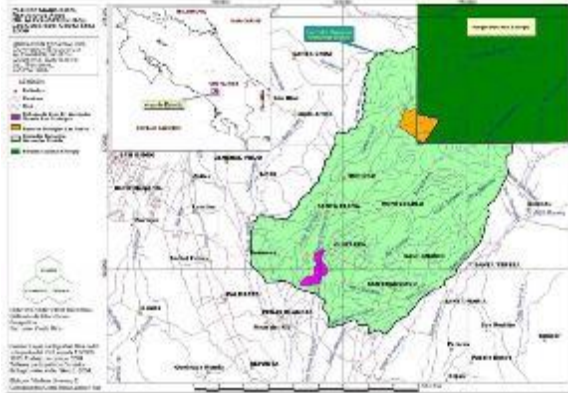


Figure 3: CCT Biological Corridor: Alexander Skutch
(Centro Científico Tropical, 2009)



Figure 4: CCT Biological Corridor: San Juan La Selva
(Centro Científico Tropical, 2001)

These biological corridors are migration paths for plants and animals, and organizations and individuals work to protect them to ensure the conservation of these species. The CCT also operates four biological reserves, protected areas of land with little development that are inside of or bordering the biological corridors: Monteverde Cloud Forest, Los Cusungos Bird Sanctuary, San Luis Biological Reserve, and Kelady Forest Reserve (R., & S., n.d.). The CCT has over 50 years of experience in environmental activities, but less experience in other categories of CSR that help it address its impacts on local communities.

2.4 Chapter Summary

Enterprises often place financial goals over the impacts they may have on the community or environment from their operations and products. An enterprise's ignorance to its negative repercussions leads to problems related to corporate social responsibility in Costa Rica. If this ignorance is not

addressed, potential negative implications may arise for the community and environment in and around the biological corridors where the CCT operates. In order to address this problem, the CCT should increase its application of the AED's national CSR model. The CCT has some CSR initiatives at the moment but lacks CSR projects related to the community category of CSR. The CCT aims to promote sustainable practices by developing community related CSR projects through relationships with enterprises in the communities in the biological corridors. Enterprises around the world implement corporate social responsibility programs to benefit their internal structure and external community relationships. CSR models can vary in types of activity and categories of subjects. Indicators and evaluation guides exist for different CSR models; however, not all models or indicators can apply to all enterprises universally. In Costa Rica, the particular environmental and social situation create the possibility for new applications of CSR programs to be successful.

Chapter 3: Methods

The goal of our project is to analyze the activities the CCT implements and opportunities the CCT can take to generate positive outcomes from its CSR program. This project is the first phase of a five-phase plan to develop a CSR program: this first phase focuses on planning while future stages will include implementation of the plan at different levels and in different locations. To suggest CSR activities that benefit the communities of biological corridors, we completed the following objectives:

1. Apply the AED Diagnostic tool to analyze the CCT's CSR performance.
2. Determine social problems that exist in biological corridors related to the eight categories of the AED CSR model.
3. Create evaluation methods for potential projects and potential partners for the CCT in CSR activities.

The methods taken to achieve each of these research objectives can be found in illustrated in Figure 5 below.

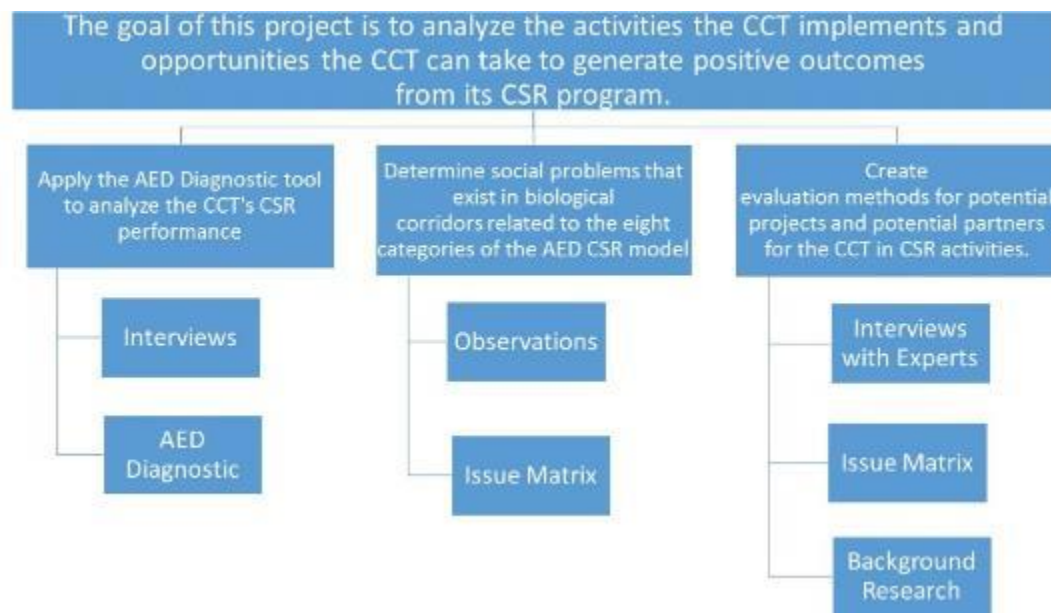


Figure 5: Goal Statement with Objective and Method to Achieve Each

3.1 Objective #1: Apply the AED Diagnostic tool to analyze the CCT's CSR performance.

Our first objective was to identify categories where the CCT lacks activity and excels at activity within the framework of the AED CSR model. We obtained the AED Diagnostic questions from Maria Perez, Economic Director of the AED. As described in section 2.3.1, the AED Diagnostic questions relate to three of the categories of the AED CSR model. To answer the questions on the CCT's projects in community and environment, we interviewed Damaris Chavez, Director of Programs for the CCT, and Raquel Gomez, Assistant Director of Programs for the CCT. To answer the questions on the CCT's projects in contributors, we interviewed Laura Mariena, Financial Director of the CCT. The AED Diagnostic helped us identify in which CSR categories the CCT is weak and strong.

3.2 Objective #2: Determine what social problems exist in biological corridors related to the eight categories of the AED CSR model.

We gathered more information about the social problems that exist related to the eight categories of the AED CSR model through visits to biological corridors. We used observations and interviews with different actors in two corridors, Alexander Skutch and Pájaro Campana, to learn about existing projects and opportunities for new projects. On our visits to the corridors, we spoke to other stakeholders about how being located in a biological corridor affects the community. Throughout Pájaro Campana, we spoke with representatives of reserves located near the CCT's Monteverde Reserve, as well as other stakeholders in various communities throughout the corridor. At the Los Cusingos Reserve in Alexander Skutch, we attended a local council meeting to observe the interactions of various community members and learn about the different roles each actor takes in managing the reserve. We conducted informal interviews similar to those used in the participant observation method (Knight 2001). We wanted to learn about the culture and daily lives of community members in biological corridors in order to understand how to advise the CCT on how to interact with the communities. We looked for themes of information from the community members such as if they were aware that they lived in a biological corridor. We identified the types of projects that related to both the social problems and the eight categories. We compiled a chart of the type of information gathered through interactions and observations from the trips to the corridors (see Appendix D).

We collected the information about the CCT operations and interviews with local stakeholders in online word documents. We coded the notes, observations, and meeting minutes using axial coding. Axial coding puts lots of smaller codes into larger themes (Thomas 2006). In the case of our research, we organized our codes into 8 themes, one for each category of the AED model of CSR. We used independent coders to investigate the differences in our interpretation of the information; however, each of the categories of the model are clearly defined so there were few discrepancies. Then, we put the information into an issue/stakeholder matrix for visual organization of the information (ISO Best Practices, n.d.) (see Appendix D). Organizing our information in the issue matrix by category allowed us to see what categories the CCT lacks activity in compared to the limitations in the work of other stakeholders. One of the most important columns in the matrix contains possible future actions, which helps to show how the CCT's desire to expand its CSR program coincides with the goals of other stakeholders in the corridors.

3.3 Objective #3: Create evaluation methods for potential projects and potential partners for the CCT in CSR.

Our third objective was to create evaluation methods for potential projects and potential partners for the CCT in CSR activities. We identified themes of successful projects using the issue/stakeholder matrix discussed above and our research about CSR indicators to develop decision-making criteria to help systemize how the CCT decides what projects to pursue.

For successful projects, we separated the decision making process into two types of questions: yes and no questions, and questions that have a range of answers. Many of the indicators and evaluation methods we encountered in our research about CSR models use both types of questions (ISO Best Practices, n.d.). The use of yes or no questions can streamline the decision making process and clearly identify the most critical priorities of the projects the CCT implements. Questions that have a range of answers show risks and rewards of CSR activities. We used lists of each type of question to structure our evaluation method.

For successful partnerships, we interviewed experts about their experiences with creating successful partnerships. First, we interviewed Aitor Llodio, Executive Director of ALIARSE, to learn about his experiences with innovative partnerships and applications of CSR programs (see Appendix E). Then, we interviewed Cecilia Mora, Costa Rican CSR specialist, to gain a better understanding of successful CSR projects nationally that use partnerships (see Appendix F). We looked at our observations of current stakeholders and the projects stakeholders execute in the biological corridors to identify themes in what each actor is looking for in a partnership. Information from biological corridors can be found in our issue/stakeholder matrix (see Appendix D).

3.4 Chapter Summary

Through our methods, we identified recommendations for the CCT to improve their involvement in CSR projects throughout the biological corridors in Costa Rica. We completed the AED Diagnostic to gain a numeric evaluation of the CCT's CSR performance. We determined social problems that exist in biological corridors through interviews and observations of the projects by the CCT and other actors in those locations. We created evaluation methods based on CSR indicators and common evaluation techniques. Our recommendations will form themes for projects in the categories identified that need an increased involvement, kinds of partnerships that will benefit the CCT in their CSR activities, and decision making methods for evaluating projects and partners.

Chapter 4: Results and Analysis

We analyzed the information gathered through observations in the biological corridors and interviews with the CCT employees about the CCT's application of CSR to determine where it should direct its future CSR activities. In this chapter, we identify where the CCT is weak in its CSR program based on its current activities. Then, we evaluate the criteria of a successful CSR project. Finally, we discuss the activities of different actors within the communities in biological corridors that complement the activities of the CCT.

4.1 CCT: Current Applications and Limitations of CSR Activities

Finding #1: The CCT performs well in the category of contributors, weak in the category of community, and is attempting to grow in both categories.

We answered the questions from the AED Diagnostic to determine if the CCT was weak in the three categories of contributors, community, and environment as described in section 2.3.1. The results of the AED Diagnostic questions are shown in Appendix B. We interviewed Laura Mairena to answer the questions in the contributor category (labor practices, organizational governance, and fair operating practices categories of the diagnostic). We also interviewed Raquel Gomez, and Damaris Chavez to answer the questions in the categories of community and environment. The graphs in Figure 5 and Figure 6 illustrate the distribution of the CCT's responses to community and contributor diagnostic questions. Based on these graphs we found three things:

1. The CCT has few actions in the community category of CSR (10.7% of potential programs)
2. The CCT has many actions in the contributor category of CSR (63.5% of potential programs)
3. The CCT is attempting to grow both its community and contributor CSR activities (17.98% and 10.4% of programs are in process, respectively)

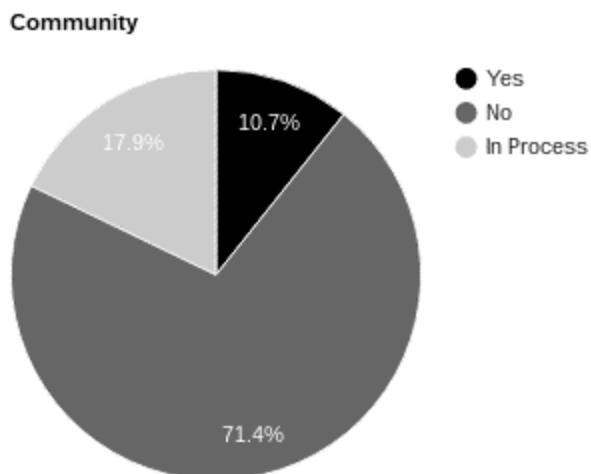


Figure 5: AED Diagnostic Community Results

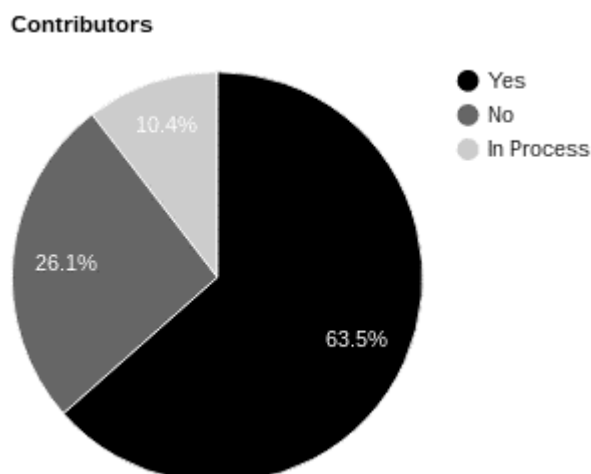


Figure 6: AED Diagnostic Contributor Results

Raquel and Damaris answered the diagnostic questions under the environment category for the CCT's operations overall, not specific to a location. The graph in Figure 7 illustrates the distribution of the CCT's responses in the environment category. From the environmental diagnostic, we found the CCT has some actions in the environment category, although the majority of questions regarding environmental projects were not answered 'yes' (48.1% of potential programs).

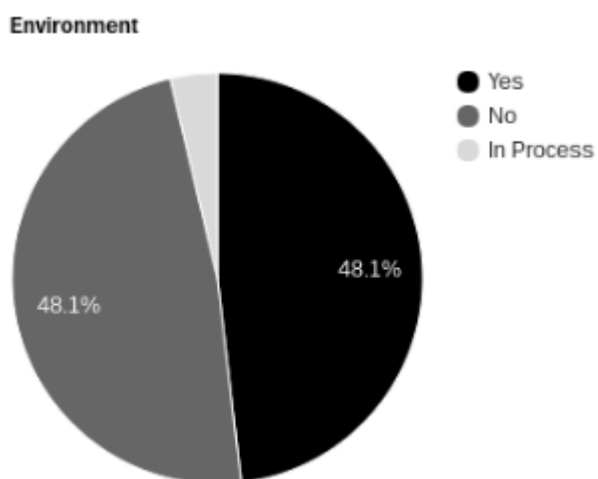


Figure 7: AED Diagnostic Environmental Results

Overall, the diagnostic results showed that the CCT performed very well in the category of contributors, performs weakly in the category of community, and is neutral in the category of the environment.

4.2 Criteria of a Successful Project

Finding #2 - Projects are evaluated on their feasibility, relevance, and sustainability using multiple methods.

We consulted GRI and ISO26000 indicators as well as experts in CSR consulting such as Cecilia Mora from RSE Consultores and Aitor Llodio from ALIARSE to learn how CSR projects are evaluated.

Based on the information from our interviews with these experts, we found that projects are evaluated on their feasibility, relevance, and sustainability using multiple methods.

Aitor Llodio and Cecilia Mora identified feasibility, relevance, and sustainability as three important aspects of successful projects they observed or consulted in Costa Rica. Based on our analysis of current and past projects of the CCT and the focus of our proposal, we deconstructed the feasibility, relevance and sustainability of CCT projects into the following requirements:

- Feasibility
 - Sufficient resources are available - money, knowledge, people
- Relevance
 - Pertains to the CCT's mission - supports people and the environment
 - Pertains to community, contributors, or economic sustainability
 - Pertains to one of the CCT's main locations - Pájaro Campana, Alexander Skutch, San Juan La Selva, or San José
- Sustainability
 - Economically - Promotes financial performance or strategic economic planning
 - Environmentally - Promotes environmental conservation
 - Managerially - The CCT cannot be main management actor for the entire lifetime of project

We used several established indicators and evaluations to inform the development of our decision-making methods to determine if a project is worth pursuing. We observed one common theme between the GRI, ISO26000, and Association of Christian Entrepreneurs of Paraguay (ADEC) indicators: each set of indicators included specific questions answered with yes or no and open ended questions that contain a range of answers. Based on the recurring theme of two types of questions, we developed a list of yes or no questions and a list of open ended questions to be used as indicators to evaluate a project's feasibility, relevance, and sustainability.

4.3 Opportunities for CSR Activities in Communities in Biological Corridors

We investigated the current community development activities in the biological corridors. We spoke to community members, CCT employees, and representatives from other partners of the CCT in the biological corridors to see what community development activities they are doing. From our research, we found three areas where current initiatives could be innovated into community development projects: advancing the value chains throughout the corridor to connect communities, environmental education and research programs, and rural tourism initiatives. The potential benefits of projects that follow themes of advancing value chains, environmental education, and rural tourism can be illustrated with examples from the different biological corridors. The findings supporting our determination of project themes are discussed in the following sections.

4.3.1 Value Chains and Community Involvement

Finding #3 – Communities throughout a corridor must collaborate to advance the biological corridor's value chain.

In terms of our project, the value chain of the biological corridor relates to how the actions of one community in the corridor affect other communities. To have a successful value chain, each community should contribute something to the economic sustainability and environmental conservation of the corridor. CSR activities help connect communities to form a successful value chain that can encompass multiple CSR categories. One initiative currently in place to advance the value chain of Alexander Skutch biological corridor is the local council of community members.

While attending a local council meeting, we learned that the participating community members have varying professions but are united in protecting the corridor. Each member plays a role in educating others about connectivity conservation and empowering the community by creating more business opportunities. One year ago, the local council divided its members into committees that meet monthly to discuss projects and initiatives. A representative from each committee must attend the monthly local council meeting and present their committee's work over the past month. Using local councils to report encourages committees to advance their projects and spurs collaboration between different committees.

The San Juan La Selva corridor also has a governing local council that consists of four subcommittees for different regions of the corridor. Since we were not able to visit San Juan La Selva, Alex González told us in an interview about this corridor's local council and other connectivity initiatives there. The CCT has been working in San Juan La Selva since its formation 15 years ago; however, one year ago the CCT decided to withdraw from the managerial role it had in the corridor and give the management responsibility to the other local organizations. González said, "The point of a biological corridor is that it is a participatory process, not the actions of one organization" (2017). For the past year, the corridor has benefited in terms of ecotourism, collective research efforts, and connectivity. These benefits illustrate that collaboration in a corridor is essential to developing a successful value chain.

4.3.2 Environmental Education and Research

Finding #4 – The CCT has many connections to actors in environmental education and research throughout the corridors that could collaborate with the CCT in other capacities.

Many environmental actors exist in the biological corridors that perform activities related to biological conservation, research, and environmental education. We spoke to several representatives of different organizations to learn about their existing projects. Important actors and projects in biological corridors are summarized in Table 2.

Table 2: Current CSR Initiatives by Corridor

Biological Corridor	Actors Identified	Existing Projects	Lessons Learned
Pájaro Campana	<ul style="list-style-type: none"> ○ Children's Eternal Rainforest ○ Santa Elena Cloud Forest Reserve ○ U. of Georgia 	<ul style="list-style-type: none"> ○ Agriculture research ○ High School Volunteers ○ Reforestation ○ Environmental Education ○ Sustainability 	<ul style="list-style-type: none"> ○ Lack of endowment funding ○ Valuable volunteer program ○ Little to no conservation research projects
Alexander Skutch	<ul style="list-style-type: none"> ○ York U. of Canada ○ SINAC 	<ul style="list-style-type: none"> ○ Eco-campus, community eco-tourism ○ Environmental Edu. ○ Local Council 	<ul style="list-style-type: none"> ○ Smallest corridor ○ Include government agencies ○ Committees help make council more effective ○ Council allows communication through corridor
San Juan La Selva	<ul style="list-style-type: none"> ○ SCLC ○ Selva Verde 	<ul style="list-style-type: none"> ○ Computer skills ○ English classes ○ Environmental Education ○ Green Macaw Program 	<ul style="list-style-type: none"> ○ The CCT has very few activities ○ Education aside from environmental ○ No one manager; responsibilities shared with organizations

Pájaro Campana

The Children's Eternal Rainforest operates the largest wildlife reserve in the country, which borders the CCT's Monteverde Reserve. After speaking with the executive director of the Children's Eternal Rainforest, we learned its environmental education program has one full time educator who works with 20 local schools. While the CCT and the Children's Eternal Rainforest do not collaborate on projects, they are both integral actors in protecting the reserves and disseminating environmental information. The Children's Eternal Rainforest is interested in expanding its endowment fund and beginning conservation research in the reserve.

The Santa Elena Cloud Forest Reserve is another reserve on the border of Monteverde that works in environmental education and conservation. While ecosystem protection is the main goal of the reserve, the organization is very active in environmental education. Their motto is “Conservación para la Educación” or “Conservation for Education”, shown in Figure 8. The local high school in the town of Santa Elena has a strong relationship with the reserve and we spoke to past and present students of the high school about their experiences working in the reserve. The students informed us of a few ways in which students get involved in the corridors, including helping maintain the trails, working with younger students on environmental projects such as recycling programs, and helping inform the community on the need for reforestation in the biological corridor. The Santa Elena Cloud Forest Reserve provides a

different type of environmental education than both the Children's Eternal Rainforest and Monteverde because it includes both high school and primary school students, and has little classroom presence. The CCT also does not work directly with the Santa Elena Cloud Forest Reserve but acts in the same corridor.



Figure 8: Santa Elena Reserve Entrance Sign

In Pájaro Campana, the University of Georgia has a campus just south of the Monteverde Reserve that teaches programs on sustainability. We learned that the students do research on agriculture and cattle raising along with limited biological conservation research in the reserve. University of Georgia is an important actor in Pájaro Campana because the main economic activity of the corridor is agriculture. The CCT has no established relationship with the University of Georgia.

Alexander Skutch

Through visiting the Alexander Skutch biological corridor we learned about Costa Rica's National System of Conservation Areas (SINAC), a government department that works in the corridor on environmental education and other conservation projects. SINAC works independently of the CCT even though the education facility is located within Los Cusingos Reserve. Despite SINAC's educational efforts, the education is limited to the reserve and only about 30% of residents in the corridor are aware they live in a biological corridor. The CCT and SINAC have similar ideals of maintaining the integrity of biological corridors and providing environmental education. SINAC's legislative jurisdiction extends to all of the biological corridors and reserves, so it could be important that the CCT have a strong relationship with SINAC.

York University of Canada has a small eco-campus to give their students hands on experience working with environmental studies in Los Cusingos and Las Nubes Reserves. We learned about its rural tourism project proposal along with other conservation research the students perform and their goals for local community engagement. The relationship the CCT has with the York University of Canada in the Alexander Skutch biological corridor is in its beginning stages. The CCT began working with the university on a rural tourism initiative project in 2014 when the eco-campus was completed and the rural tourism project is the only project they have collaborated on together.

San Juan La Selva

In San Juan La Selva, the local council developed a different kind of education initiative at the Sarapiquí Conservation Learning Center (SCLC). The learning center started as a public library and is now dedicated to environmental education. It also teaches other topics such as computer skills and English that aim to improve the communities in the corridor. While the CCT does not participate in social education, there are many other actors that assist the SCLC in its environmental and community education programs.

In summary, we observed that environmental education and outreach programs exist throughout the corridors, but there is no central record of all of the outreach or education programs. The environmental education programs and actors are disconnected. Each actor could be a potential partner for future CSR activities of the CCT. The existing projects could be used as examples for new initiatives in other communities. The lessons from corridors show what recurring needs we observed throughout the corridors and important local factors.

4.2.3 Rural Tourism

Finding #5 – The Pájaro Campana biological corridor could benefit from a cohesive rural tourism program.

We observed different rural tourism initiatives that illustrated the benefits of rural tourism for the communities in biological corridors. The rural tourism initiatives are summarized in Table 3.

Table 3: Tourism Initiatives by Corridor

Biological Corridor	Rural Tourism Initiative
Pájaro Campana	<ul style="list-style-type: none"> ○ Sendero Pacífico starting in San Luis ○ Guacimal Sustainability Demonstration Center ○ Butterfly garden in Costa de Pájaros
Alexander Skutch	<ul style="list-style-type: none"> ○ One overarching marketing plan for all trails and rural tourism spots in the corridor
San Juan La Selva	<ul style="list-style-type: none"> ○ Ecotourism very common in Sarapiquí region of corridor ○ Eco-lodges and other accommodations

One benefit to rural tourism is the economic growth and development it can provide to local communities. In Alexander Skutch, we learned about the comprehensive rural tourism proposal made by York University. It includes individual tours of separate themes such as coffee plantation tours. According to the proposal, a group of tourists could enter the corridor and participate in multiple coffee plantation tours, encouraging competition between the multiple coffee plantations. The marketing plan included in the Alexander Skutch rural tourism project could help advertise these coffee tours and hopefully bring more visitors into the communities. Similarly, the Sendero Pacífico initiative organized by Nat Scrimshaw in the Pájaro Campana community of San Luis is a project that will create a linkage of hiking trails from Monteverde, through the biological corridor, and ending on the Pacific Coast. Sendero Pacífico aims to entice visitors to explore communities other than just Monteverde. The trail is designed to have hikers stay in local homes or community lodgings, where they would be supporting the local economy.

Another benefit to rural tourism is the promotion of environmental conservation. In Guacimal, a community about halfway through the Pájaro Campana corridor, we spoke with the manager of the Sustainability Demonstration Center. His community center promotes sustainable practices and we learned about many programs it hosts that incorporate sustainability with children's activities, local entrepreneurs, and farmers throughout the community. The owner of the Sustainability Demonstration Center described that it is hard for a community to focus on sustainability if it also has a struggling economy by saying "You can't worry about conservation if you can't put food on the table." The owner of the sustainability center hopes the center's existence will combine sustainability interests for locals while

simultaneously interesting more tourists to come to Guacimal to learn about the center's sustainability projects and help improve the local economy. The image in Figure 9 is a sign outside of the Sustainability Demonstration Center that lists all of the activities at the center.



Figure 9: Guacimal Sustainability Demonstration Center

We visited one rural tourism initiative in the community of Costa de Pájaros: a butterfly garden run by a group of local women with the goal of bringing more visitors into the community. The woman who runs the butterfly garden aims to promote ecotourism and the unity of the biological corridor. As shown in Figure 10 below, the sign for the butterfly garden also advertises the symbol for the Pájaro Campana corridor. While the people in Costa de Pájaros, a poor and rural fishing community, may not be educated about the conservation efforts of the biological corridor, she hopes to bring some sustainability awareness to the people in the community and any other visitors that come to the butterfly garden.



Figure 10: Butterfly Garden in Costa de Pájaros

Throughout Pájaro Campana there are independent rural tourism projects, and community members acknowledged the need for expansion. Each initiative supports the local economy which helps the community develop, or increases the awareness of environmental conservation in the biological corridors. However, there is no project that connects each activity into one structured movement for rural tourism in the corridor. The benefits could be enhanced if one collective plan organized all of the initiatives into one plan.

4.4 Chapter Summary

From our objectives and methods, we learned about the CCT's operations in biological corridors and the CCT's current application of CSR. After we applied the AED Diagnostic to the CCT in the categories of community, environment and contributors, we identified patterns in the biological corridors of social problems that could apply to CSR activities. Then, we compiled common themes of successful projects we observed from our interviews, research, and observations through the biological corridors.

Chapter 5: Recommendations

In order to form recommendations for the CCT's CSR activities, we needed to decide in which category of CSR we were going to focus. Raquel Gomez said the CCT's current priority categories of CSR are community, contributors, and economic sustainability. We identified in which categories the CCT has weak performance based on the AED Diagnostic results in section 4.1.1. We chose to focus our recommendations on the CSR category of community because this category is both a priority of the CCT and a category where the CCT is weak. This overlap is shown in Figure 11.

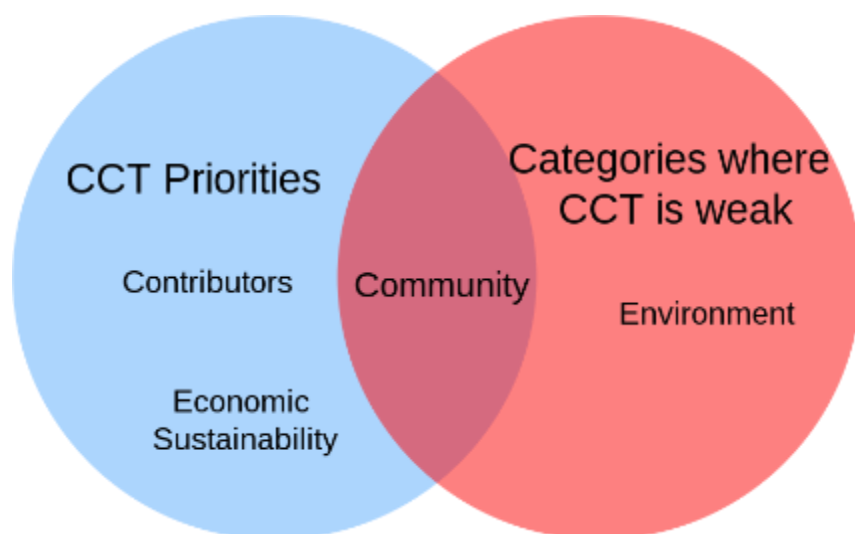


Figure 11: The CCT's Priority and Weak Categories Overlap

As shown in Figure 11, the only category that is both a priority of the CCT and is a CSR category where the CCT is weak is community. Therefore, our recommendations of potential activities focus on the CSR category of community. We also considered the importance of collaboration in CSR activities and recommend attributes of a quality partner. This chapter includes recommendations for project themes and attributes of potential partners, a decision-making processes for evaluating potential projects, and suggestions for future phases of innovating the CCT's CSR program.

5.1 Recommendations of Innovative CSR Activities

The goal of this project was to analyze the activities the CCT implements and opportunities the CCT can take to generate positive outcomes from its CSR program. This section consists of recommendations on community development project themes and recommendations for a successful project.

5.1.1 Community Projects Recommended Themes

Based on our observations and interviews in the biological corridors, many activities exist that the CCT could participate in to improve its performance in the category of community development. This section describes three themes of project recommendations: empowering local communities, providing self-sustaining tools, and utilizing partnerships. We also suggest specific projects based on the three themes. The titles of these projects are:

- Involving Communities in Local Blue Flag Certifications
- Expanding Environmental Education Initiatives to Include Social Programs

- Connecting Environmental Education through the Urban Corridor to Natural Areas
- Cultural Heritage Preservation
- Marketing Analysis of Tourism
- Costa de Pájaros Fishermen Initiative
- Supporting Sendero Pacífico
- Permaculture Initiatives

(see Appendices G-N for suggested project descriptions)

Empower Local Communities

We recommend that the CCT implement projects that economically empower the local communities in biological corridors.

These projects should stimulate the local economy by expanding current activities in the community to new markets or developing new activities based on the resources available to the community. Projects that help develop the economy of a community can allow for a greater quality of life and a greater ability to protect the ecology of the biological corridors.

The results in Finding #3 in section 4.3.1 showed us the need for development in the local economy and connectivity between all of the communities in a corridor. We observed the need for local empowerment in the Guacimal Sustainable Demonstration Center, the city of Costa de Pájaros, schools in corridors, and other communities in the Pájaro Campana corridor. Suggested projects encourage current activities to expand to new markets and economic activity development (see Appendices K-N). For example, Costa de Pájaros is a small, rural fishing community on the coast of the Pájaro Campana corridor. Since the community members' economy in this location relies solely on the fishing industry, a project could involve helping the fishermen expand beyond their current markets with better merchandising techniques. A project in Costa de Pájaros could also be helping the fishermen create better quality products that more appealing to more markets. Both expanding markets and making higher quality products could increase the local economy for the fishermen in a sustainable way (see Appendix L for full project description).

Self-Sustaining Tools

We recommend that each project implemented by the CCT fulfill the following sustainability requirements:

- Environmentally sustainable - project has minimal negative environmental impacts
- Economically sustainable - project is supported by the local community
- Managerially sustainable - project must be able to be managed by other actors in the community

Shown in Finding #4, we learned that the environmental sustainability of the CCT's projects is an important factor in preserving the ecology of a biological corridor through meetings with representatives from reserves. Environmental sustainability also relates directly to the CCT's mission in operating biological corridors. The project titled "Involving Communities in Local Blue Flag Certification" is an example of a community development project that also promotes environmental sustainability by educating the community members about the requirements of the certifications.

Research for Finding #5 involved us speaking with community members in biological corridors who expressed to us the importance of involving the communities in projects that increase their financial performance. An increased financial performance is important because it can improve the quality of life

of community members and improve their ability to practice environmentally sustainable practices. The "Marketing Analysis of Tourism" project suggests using the local initiatives and tourist markets to use the advantages of each community to improve their economies (see Appendix K for project details).

Due to the limited resources expressed to us by the CCT employees throughout biological corridors, *we recommend the CCT prioritize pursuing projects that do not involve long term use of its human or financial resources.* Each of the projects suggested could be sustained by different actors after the CCT initiates the project. For example, the project titled "Expanding Environmental Education Initiatives to Include Social Programs" consists of the CCT using its contacts with local schools in the biological corridors and San José from environmental education programs, and partnering with other NGOs to bring social programs to those schools (see Appendix H for project description). Once contact between the school and the NGO is established, the CCT could play a minimal role in the actual social programs implemented, so the project could not strain the CCT's resources but could still be benefiting the community.

Utilize Current Partnerships

We recommend the CCT uses its current relationships with different actors to implement new initiatives.

As shown in Table 2 under Finding #4 in section 4.3.2, the CCT has relationships with different actors in different sectors, such as government departments, other NGOs, universities, and private enterprises. We suggest that the CCT use its variety of partnerships and create relationships between those actors for more successful and self-sustaining projects. Each of the suggested projects uses a relationship the CCT has already established. Projects in Appendices H and I use relationships the CCT has with local schools to create new projects between those schools and other organizations. Research initiatives such as projects in Appendices J, K, and M use university students to do research projects the CCT may not have the staff to do, providing experience to the university students and human resources to the research staff.

5.1.2 Recommendations for Successful Projects

We recommend that the CCT systemize the decision-making process for evaluating potential projects with a decision-making tree and matrix.

In order for the CCT to consistently determine if it should pursue a project, we developed a decision-making tree and decision-making matrix we recommend the CCT use. Based on Finding #5 in section 4.3, we suggest the CCT evaluate potential projects based on their feasibility, relevance, and sustainability. The information from our interviews with Cecilia Mora and Aitor Llodio supports that successful projects contain these three components. Damaris Chavez expressed to us that currently the CCT has no system for evaluating projects. Using feasibility, relevance, and sustainability as evaluation criteria will help the CCT implement projects more efficiently with greater positive impact.

To apply this evaluation criteria, we developed a decision-making tree and matrix for the CCT to use based on our research of other CSR indicator methods in sections 2.2.3 and 2.3.1 and observations of attributes of successful projects in the corridors. The decision-making tree is modeled after the yes or no indicator questions used to determine if an enterprise follows a certain CSR program (see Appendix O for tree). This structure will help the CCT focus on the feasibility, relevance, and sustainability.

After a project is evaluated using the decision-making tree, the CCT can use the decision-making matrix to compare the risks and rewards of each project (See Appendix P for matrix). Since each project is different, the matrix has open-ended questions answered with a range of 1-10. The open-ended questions allow the CCT to weigh questions differently and calculate a numeric score for the project. Our

recommendations based on our analysis of ISO26000 indicators and the Association of Christian Entrepreneurs of Paraguay indicators showed that other CSR assessments contained weighted values that gave the flexibility to the score calculated. Since every project has different tradeoffs and weights per question, we cannot recommend a numeric cutoff for pursuing a project. For example, the first question in the matrix asks "How much of the required resources does the CCT have to complete the proposed project vs how much does it need? 10 being the CCT owns them all, 1 being the CCT needs to acquire them all." In this question, just because the CCT may need to use resources from a partnership to execute the project does not mean it could not be a successful project. The matrix has questions such as the example above to help the CCT to think about tradeoffs before implementing a project.

We recommend the CCT increase partnerships with other private enterprises, NGOs, and government organizations.

Our research from CSR specialists and projects in biological corridors showed that public and private partnerships as a form of collaboration can help accomplish goals that one actor alone could not. The CCT's relationship with SINAC in Alexander Skutch can be an example of working well with a government organization. Our research for Finding #4 provided us with many examples of partnerships the CCT has in working on successful projects in biological corridors. Increasing these partnerships to local governments could result in a similar involvement and funding assistance for environmental education expansion in other areas. We recommend the CCT increase its partnerships with these organizations to provide the resources it lacks to implement a project.

5.2 Recommendations of Potential Partners

We recommend the CCT create new partnerships with organizations that have resources the CCT needs and similar priorities to the CCT.

To identify partners with similar missions and complimentary resources, we first developed a partner interest survey and follow-up interview questions for particularly interested organizations (see Appendix Q and R). This survey and interview can help the CCT establish relationships to complete CSR projects.

Next, project proposals should take into account the unique factors of a potential partner such as its strategic goals, operations, and available resources. Aitor Llodio supported that potential partners are more likely to contribute resources if they have a clear view of where the resources are going. Our research on NGOs in Costa Rica other than the CCT showed that these NGOs often do not propose projects with an economic agenda. Because of the varying priorities of NGOs and enterprises, we suggest the CCT do more research into how to market its CSR projects to individual actors. Since every organization will have different expectations in a partnership, it is not feasible for us to speculate on every aspect of an economic agenda.

Then, based on the criteria we found in Finding #2 for a successful project, we determined beneficial partnerships for the CCT would be with partners that can provide resources the CCT lacks, making the project feasible. A beneficial partner for the CCT would also be one that has the same priorities, relating to the project's relevance. From our interviews with Cecilia Mora and Aitor Llodio, we found that partnerships are crucial in executing CSR activities because collaboration through different sectors of enterprises allows for more successful projects. It is important for the CCT to find partners with a similar mission of supporting the relationship between people and the environment but that also have resources the CCT needs so all parties can benefit. This overlap is depicted below in Figure 12.

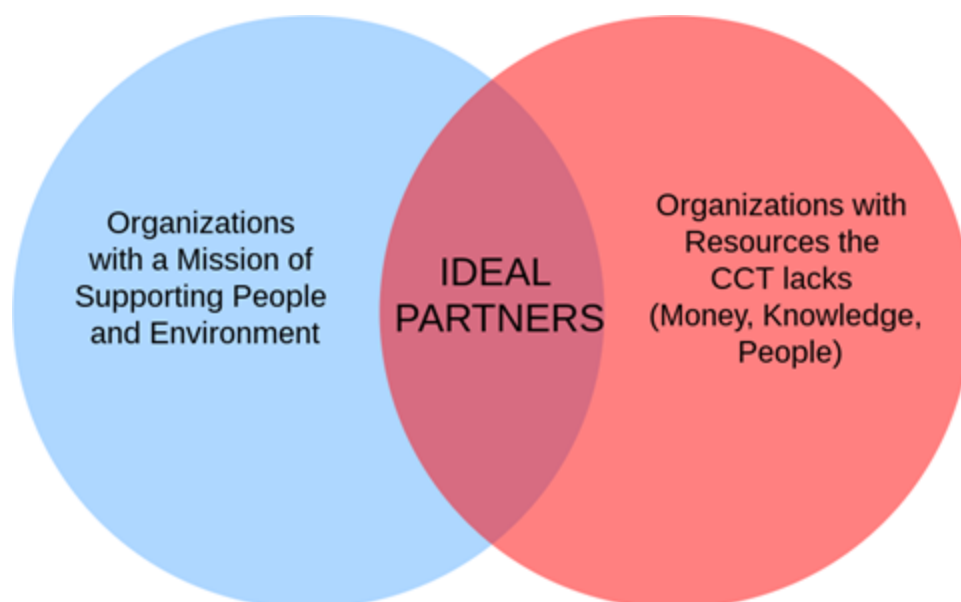


Figure 12: Overlapping Goals and Resources

These recommendations of potential partners can help the CCT implement more effective CSR activities by collecting necessary resources and working towards common goals.

5.3 Limitations of the Project and Recommendations for Further Research

Our project is the first phase of a five-phase project related to the CCT's CSR. Our phase is focused on community development because we determined it as a category where the CCT is weak in its application and a high priority for the CCT to address. The next phases are:

- Phase II - implement the actions developed for CSR activities at the community level
- phase III - implement the actions for the CSR model at a municipality level
- phase IV - apply the CSR model at the biological corridor level
- phase V - systemization of the experience

Future work could address other categories where the CCT is weak in its application of CSR that were lower priority during this phase. Being phase one, we have seven recommendations for the CCT and any researchers who will be continuing the implementation of innovative CSR practices for the CCT. Our recommendations for analysis of CSR activities of the CCT fall under two categories: recommendations for the CCT to do immediately and recommendations for future researchers.

5.3.1 Immediate and Future Action Recommendations

We recommend the CCT use the potential and current partner survey as a tool to learn about CSR activities and priorities of other enterprises (see Appendix Q for survey). The survey will allow the CCT to gather research on the CSR activities of enterprises in the biological corridors the CCT operates. We developed the survey with Damaris Chavez and Raquel Gomez.

Next, we recommend that the CCT interview interested survey recipients about the recipients' CSR activities and partnerships. Interviews can allow for the CCT to learn from the successes of other enterprises and organizations on their CSR activities and establish relationships with these different actors to possibly utilize in later partnerships.

For future research teams, *we recommend they evaluate the new partnerships and projects of the CCT*. To perform an evaluation, we suggest they do the following:

- Review the successes and failures of each newly established relationship to see if the CCT followed the recommendations in 5.2.
- Review the successes and failures of each implemented CSR project to see what contributed to the project's success/failure.
- Review the effectiveness of the decision-making processes developed to evaluate if criteria should be added/removed based on the results of the reviews listed above.

These evaluations will allow future teams to determine if the criteria presented in 5.2 was useful in creating partnerships or if it should be revised.

5.3.2 Further Application of AED Diagnostic

We recommend the CCT, in its future work of CSR programs, repeat the diagnostic to track its growth over the next four phases of the project to provide feedback on the CSR activities initiated.

A main limitation of our project was being unable to evaluate the CCT's activities in all eight categories of the AED CSR model because no evaluation questions exist in for every category in the AED model. Future work could evaluate the CCT's overall CSR performance using other indicators. Since the indicators give numeric scores from specific questions, it will be a consistent way to compare the CCT's CSR performance from year to year. Collecting diagnostic data each year would allow the CCT to compare the responses in the 'yes', 'no', and 'in process' categories to see how its operations are improving. For example, more questions answered 'in process' would indicate the CCT is creating more projects to address CSR concerns, but has not fully implemented them yet. An increase in 'in process' projects would show positive progress, and future research could assess the progress to make more recommendations.

5.4 Chapter Summary

Based on our previous research and interviews with CSR specialists and the CCT staff, we developed three overarching recommendations. The first recommendation suggested the CCT focus its CSR activities on projects that economically empower communities, can be self-sustained, and use the CCT's partnerships in innovative ways. The second recommendation described evaluation techniques for potential partners and potential projects. The third recommendation is for future teams working on the CCT's CSR program and the actions the CCT should take now to implement CSR projects. These recommendations can help the CCT analyze the activities it implements and opportunities it can take to generate positive outcomes from its CSR program.

Chapter 6: Conclusion

All enterprises positively and negatively impact their surroundings (Slaper & Hall, 2011). In Costa Rica, the abundance of environmental laws and optional certifications are insufficient for addressing all social, environmental, and economic problems related to corporate social responsibility. Based on the CCT's priorities and its overall mission, we concluded that the Centro Científico Tropical should implement new CSR activities in the category of community. Focusing on the category of community could help the CCT in advancing its overall CSR performance and justifying the positive impacts of a potential project. Our recommendations include how the CCT can evaluate potential partners and projects regarding CSR. The purpose is to ensure that these CSR partnerships and projects can have positive effects for not only the environment of Costa Rica, but also the people in the local communities of the biological corridors.

By using CSR indicators, we developed a decision-making tree and decision-making matrix to analyze the benefits and limitations of a potential project. If the CCT uses this method in the future, the CCT can better analyze the tradeoffs of different projects and select projects that have a greater positive impact on the communities. By using the decision-making tree and matrix for analysis of potential projects, the CCT can implement more projects with more positive impacts and monitor the CCT's CSR performance for the future. Currently, the CCT aims to focus more CSR activities in the community category, but as the CCT's community projects advance, the CCT's CSR needs may change. A main limitation of our project is being unable to evaluate the CCT's activities in all categories of the AED CSR model, because no diagnostic questions exist for the categories of institutional strengthening, transparency and anti-corruption, suppliers, or economic sustainability. Future work could evaluate the CCT's overall CSR performance using indicators other than those on the diagnostic. In addition to answering more indicator questions, the diagnostic we performed should be completed annually to monitor the CCT's CSR progress over time. Our findings and recommendations enable the CCT to take actions to improve its application of the AED's national CSR model to help create positive impacts on the communities of biological corridors. If these CSR projects are not implemented by the CCT, potential negative impacts, such as poverty, unemployment, or crime, in and around the biological corridors may arise or worsen.

References:

- 2015 global 100 results. (2015, Jan 21). Retrieved from:
<http://www.corporateknights.com/magazines/2015-global-100-issue/2015-global-100-results-14218559/>
- AED. (2012). About AED. Retrieved February 1, 2017, from
[http://www.csr360gpn.org/uploads/files/event_docs/Textos_PDF_AED_Afiliaci%C3%B3n_IN%C3%89S_\(2\).pdf](http://www.csr360gpn.org/uploads/files/event_docs/Textos_PDF_AED_Afiliaci%C3%B3n_IN%C3%89S_(2).pdf)
- About GRI: Pioneer of sustainability reporting. Retrieved from
<https://www.globalreporting.org/Information/about-gri/Pages/default.aspx>
- Acerca de AED. (2017). Retrieved January 31, 2017, from <http://www.aedcr.com/>
- Aliarse para el Desarrollo. (2013). Retrieved February 01, 2017, from <http://www.aliarse.org/>
- Allianz. (2014). Allianz SE Annual Report 2014. Retrieved February 24, 2017, from
https://www.allianz.com/v_1426595540000/media/investor_relations/en/results_reports/annual_report/ar2014/ar2014_se.pdf
- Boyd, D. R. (2012, August). The Constitutional Right to a Healthy Environment. Retrieved February 22, 2017, from <http://www.environmentmagazine.org/Archives/Back%20Issues/2012/July-August%202012/constitutional-rights-full.html>
- Burns, K. (2016, December 20). Constitutions & the Environment. Retrieved February 22, 2017, from
<https://gelr.org/2016/11/12/constitutions-the-environment/>
- CAIT. (2012). CAIT Climate Data Explorer. Retrieved February 24, 2017, from <http://cait.wri.org/>
- CCT Costa Rica | Investigación de Recursos Biológicos y Físicos del Trópico. (2016). Retrieved February 24, 2017, from <http://cct.or.cr/>
- Centro Científico Tropical. (2009). Corredores biológicos. Retrieved from
<http://www.cct.or.cr/contenido/nuestros-programas/corredores-biologicos/>
- Centro Científico Tropical. (2001). San Juan La-Selva Biological Corridor. Retrieved from
<http://new.learningcentercostarica.org/programs/conservation/111-san-juan-la-selva-biological-corridor-local-office.html>
- Chinchilla, J. (2012). Programa Bandera Azul Ecológica. Retrieved December 15, 2016, from
<http://banderaazulecologica.org/>
- CONE Communications. (2015). *2015 cone ebiquity global CSR report.* (.)
- Corporate Watch (2006) What's Wrong with Corporate Social Responsibility? A Corporate Watch Report [Online]. Corporate Watch. Available From: <http://www.corporatewatch.org.uk/?lid=412>
- Corredores Biológicos -. (n.d.). Retrieved February 15, 2017, from
<http://www.cct.or.cr/contenido/nuestros-programas/corredores-biologicos/>
- Dacin, T. (Writer). (2013, December 18). *The Dark Side Of Social Enterprises.*

- Du, S., Bhattacharya, C. B., & Sen, S. (2010). Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication. *International Journal of Management Reviews*, 12(1), 8-19.
- Ellis, T., & Eder-Hansen, J. (2010). *The world guide to CSR: A country-by-country analysis of corporate sustainability and responsibility* Greenleaf Publishing.
- Geva, A. (2008). Three models of corporate social responsibility: Interrelationships between theory, research, and practice. *Business and Society Review*, 113(1), 1-41. doi:10.1111/j.1467
- Gjølborg, M. (2009). Measuring the immeasurable?: Constructing an index of CSR practices and CSR performance in 20 countries. *Scandinavian Journal of Management*, 25(1), 10-22. doi://dx.doi.org/10.1016/j.scaman.2008.10.003
- Gössling, S. (2009). Carbon neutral destinations: A conceptual analysis. *Journal of Sustainable Tourism*, 17(1), 17-37.
- Gross domestic product 2015, PPP (2016). World Bank.
- Idowu, S. O., & Leal Filho, W. (2009). *Global practices of corporate social responsibility* Springer.
- INTECO (2016). Instituto de Normas Técnicas de Costa Rica. Retrieved February 6, 2017, from <http://www.inteco.or.cr/>
- ISO (2012, October 31). Sistemas de gestión de responsabilidad social. Requisitos. Retrieved February 1, 2017, from [file:///home/chronos/u8411882ce91ec2de4af810dbdbad6ca7efe19514/Downloads/INTE%20350101%202012%20Sistema%20Gestion%20\(1\).pdf](file:///home/chronos/u8411882ce91ec2de4af810dbdbad6ca7efe19514/Downloads/INTE%20350101%202012%20Sistema%20Gestion%20(1).pdf)
- ISO 26000 - social responsibility. Retrieved from <http://www.iso.org/iso/home/standards/iso26000.htm>
- ISO Best Practices 26000 - social responsibility. Retrieved from <http://www.iso.org/iso/home/standards/iso26000.htm>
- Jamali, D. & Mirshak, R. J Bus Ethics (2007) 72: 243. doi:10.1007/s10551-006-9168-4
- Jampol, G. (2013, October 29). Certification of Sustainable Tourism In Costa Rica. Retrieved December 15, 2016, from <https://sustainabledevelopment.un.org/content/documents/4478jampol.pdf>
- Kassoy, A. (2011, August 09). No Sustainability Without Transparency! Retrieved February 01, 2017, from <http://www.forbes.com/sites/csr/2010/06/18/no-sustainability-withouttransparency/#6e7d192a56d0>
- Knight, P. T. (2001). *Small-scale research: pragmatic inquiry in social science and the caring professions*. Sage.
- Levi, M. (2017). Overview costa rica. *Crime, Law and Social Change*, 67(1), 1-2. doi:10.1007/s10611-016-9657-z
- Lii, Y. S., & Lee, M. (2012). Doing right leads to doing well: When the type of CSR and reputation interact to affect consumer evaluations of the firm. *Journal of business ethics*, 105(1), 69-81.
- MacGregor, S. P., & Fontrodona, J. (2008). Exploring the fit between CSR and innovation.

- McEwen, T. (2013). AN EXAMINATION OF THE BARRIERS THAT IMPACT THE IMPLEMENTATION OF ENVIRONMENTAL SUSTAINABILITY PRACTICES IN SMALL BUSINESSES. *Journal of Business and Entrepreneurship*, 25(1), 117-139. Retrieved from <http://ezproxy.wpi.edu/login?url=http://search.proquest.com/docview/1491444145?accountid=212>
- McWilliams, A., Siegel, D. S., & Wright, P. M. (2006). Corporate social responsibility: Strategic implications*. *Journal of Management Studies*, 43(1), 1-18. doi:10.1111/j.1467-6486.2006.00580.x
- Mora, C. (2017, January 23). Corporate Social Responsibility in Costa Rica [Online interview].
- Muller, A. (2006). Global versus local CSR strategies. *European Management Journal*, 24(2-3), 189-198. doi://dx.doi.org/10.1016/j.emj.2006.03.008
- Nidasio, C. (2004). Implementing CSR on a large scale: The role of government. *European Academy of Business in Society 3rd Colloquium*, Retrieved from <https://ssrn.com/abstract=1819304>
- Pelozo, J., & Falkenberg, L. (2009, April). The Role of Collaboration in Achieving Corporate Social Responsibility Objectives. Retrieved February 1, 2017, from <file:///home/chronos/u8411882ce91ec2de4af810dbdbad6ca7efe19514/Downloads/document.pdf>
- Prado, A., Ogliastrì, E., Flores, J., & Pratt, L. (2005, June). Como desarrollar un modelo de responsabilidad social empresarial? La experiencia del Octagono en Costa Rica. Retrieved February 1, 2017, from [file:///home/chronos/u8411882ce91ec2de4af810dbdbad6ca7efe19514/Downloads/Categorias_d_Octagono de la RE Medici%20\(3\).pdf](file:///home/chronos/u8411882ce91ec2de4af810dbdbad6ca7efe19514/Downloads/Categorias_d_Octagono_de_la_RE_Medici%20(3).pdf)
- R., & S. (n.d.). Vacation Planning. Retrieved February 07, 2017, from <http://costa-rica-guide.com/nature/parks-reserves/>
- Robert Blasiak. (2011). Ethics and environmentalism: Costa rica's lesson - our world. Retrieved from <https://ourworld.unu.edu/en/ethics-and-environmentalism-costa-ricas-lesson>
- Rosenberg, D. K., Noon, B. R., & Meslow, E. C. (1997, November). Biological Corridors: Form, Function, and Efficacy. Retrieved December 13, 2016, from <http://bioscience.oxfordjournals.org/content/47/10/677.full.pdf>
- RSE Consultores | Our people. (2017). Retrieved February 01, 2017, from http://www.rseconsultores.com/gente_en.htm
- San Juan- La Selva Biological Corridor (SSBC) Local Office. (n.d.). Retrieved February 15, 2017, from <http://new.learningcentercostarica.org/programs/conservation/111-san-juan-la-selva-biological-corridor-local-office.html>
- Sinac. (2017). Retrieved from <http://www.sinac.go.cr/EN-US/Pages/default.aspx>
- Slaper, T. F., & Hall, T. J. (2011). The triple bottom line: What is it and how does it work? *Indiana Business Review*, 86(1), 4-8. Retrieved from <http://search.proquest.com/docview/861497991/abstract/6B5529BD830C4E24PQ/1>
- Sudhoff, S. D. (2011). Currents of change. *IEEE Power and Energy Magazine*, 9(4), 30-37. doi:10.1109/MPE.2011.941319

Sustainability disclosure database GRI. Retrieved from <http://database.globalreporting.org/search/>

Thomas, D. R. (2006). A general inductive approach for analyzing qualitative evaluation data. *American journal of evaluation*, 27(2), 237-246.

Tomorrow's value the global reporters 2006 survey of corporate sustainability reporting. (2016).
().SustainAbility Ltd.

Tropical science center. Retrieved from <http://www.cct.or.cr/contenido/>

UN global compact homepage. Retrieved from <https://www.unglobalcompact.org/>

UN global compact - our participants. Retrieved from <https://www.unglobalcompact.org/what-is-gc/participants>

UN global compact the ten principles. Retrieved from <https://www.unglobalcompact.org/what-is-gc/mission/principles>

Villafranca, D. (2016, March 4). El verdadero color del oro es verde. Retrieved February 01, 2017, from <http://tedxpuravida.org/expositores/daniel-villafranca/>

Appendices:

Appendix A: Subcategories of AED CSR model

1. Transparency and anti corruption categories and practices
 - Transparent relationship with stakeholders
 - Ethical commitments and communication of enterprise values
 - Does not practice corruption or bribery
 - Corporate governance
 - Free access to information and reports
2. Contributors
 - Participatory management and organizational learning
 - Practices equal opportunities and equity
 - Attracting talent and professional development
 - Promoting the use of local labor
 - Remuneration and working hours
 - Policy layoffs
 - Health and safety
 - Disciplinary practices
 - Child labor
3. Consumers
 - Marketing and advertising practices
 - Safety and quality of products and services
 - Customer guarantees
4. Suppliers
 - Criteria for selection of suppliers
 - Supporting sustainable development of its suppliers
5. Community
 - Investments, donations and participation in social projects
 - Implementation of social projects
 - Volunteer work promoted by the enterprise
 - Cultural heritage
6. Environment
 - Commitment to the environment
 - Environmental education
 - Environmental impact of productive activity
 - Development of environmentally friendly technologies
7. Institutional Strengthening
 - Taxation and respect for national sovereignty
 - Participation in social projects with the government
 - Transparency in the political role of the organization
8. Economic Sustainability
 - Strategic planning
 - Economic and financial performance
 - Development, transfer, and dissemination of science and technology
 - Management of crisis and risk and vulnerability to disasters
 - Policy reinvestment of profits

Appendix B: AED Diagnostic Questions

1. Gobernanza

1.1 Gobernanza de la organización		1.1 Visión general sobre la gobernanza de la organización (ISO 26000: 6.2.1)		Nivel					
				Si	EP	No	NA		
		La empresa/organización							
1	¿Cuenta con un sistema de gobernanza que permita supervisar y poner en práctica los principios de la Responsabilidad Social incorporándolos a la estrategia empresarial?	1	2			x			
2	¿Posee su empresa misión y visión por escrito?	1	2	x					
3	¿Su misión y visión cuenta con aspectos que incluyan la Responsabilidad Social?		2	x					
4	¿Existen mecanismos para comunicar la misión y la visión a sus partes interesadas?		2		x				
5	¿Existe un plan estratégico que oriente la actividad de la empresa?	1	2	x					
6	¿Divulga el concepto de Responsabilidad Social a lo interno de la empresa?	1	2			x			
1.2 Principios y consideraciones		1.2 Principios y consideraciones (ISO 26000: 6.2.2)		Nivel					
				Si	EP	No	NA		
		La empresa/organización							
7	¿Incorpora en su cultura organizacional aspectos de Responsabilidad Social a todos los niveles?	1	2			x			
8	¿Basa la toma de decisiones en los principios de Responsabilidad Social:	a. rendición de cuentas?	2	x					
		b. transparencia?	2	x					
		c. comportamiento ético?	2	x					
		d. respeto a los intereses de las partes interesadas?	2	x					
		e. respeto al principio de legalidad?	2	x					
		f. respeto a la normativa internacional de comportamiento?	2	x					
		g. respeto a los Derechos Humanos?	2	x					
1.3 Procesos		1.3 Procesos y estructuras de la toma de decisiones (ISO 26000: 6.2.3)		Nivel					
				Si	EP	No	NA		
		La empresa/organización							

1.4 Rendición de cuentas	9	¿Existe algún documento que defina los roles y responsabilidades de los propietarios, gerentes y/o administradores?	1	2	x								
	10	¿En relación a sus procesos de gobernanza:	a. los evalúa periódicamente?		2			x					
			b. los adapta en función a los resultados?		2			x					
			c. los comunica a toda la organización?		2			x					
1.4 Rendición de cuentas (ISO 26000: 4.2)								Nivel					
NOTA ACLARATORIA: Por rendición de cuentas se entiende la condición de responder por decisiones y actividades ante los órganos de gobierno de la empresa, autoridades competentes y más ampliamente, ante sus partes interesadas.													
La empresa/organización													
					Si	EP	No	NA					
11	¿Cuenta con un mecanismo para identificar impactos negativos en la sociedad, la economía y el ambiente?	1	2				x						
12	¿Toma acciones preventivas para evitar la repetición de impactos negativos involuntarios e imprevistos?	1	2	x									
13	¿Cuenta con un mecanismo de respuesta ante los impactos negativos identificados?		2				x						
14	¿La empresa informa periódicamente a sus partes interesadas acerca de su desempeño en Responsabilidad Social?		2				x						
1.5 Transparencia	1.5. Transparencia (ISO 26000: 4.3)								Nivel				
	NOTA ACLARATORIA: Transparencia es la apertura respecto a las decisiones y actividades que afectan a la sociedad, la economía y el medio ambiente, y voluntad de comunicarlas de manera clara, exacta, oportuna, honesta y completa.												
	La empresa/organización												
						Si	EP	No	NA				
15	¿Cuenta con mecanismos para garantizar la transparencia en sus decisiones y actividades?	1	2	x									
NOTA ACLARATORIA: El principio de transparencia no exige que la información protegida por derechos de propiedad se haga pública, así como tampoco exige que se proporcione información privilegiada o que pudiera producir incumplimientos de obligaciones legales, comerciales, de seguridad o de privacidad de las personas.													
16	¿Cuáles de los siguientes criterios de transparencia incorpora en su organización:	a. propósito, naturaleza y localización de sus actividades.	1	2	x								
		b. la identidad de quien controla la actividad de la organización.		2	x								

		c. la toma, implementación y revisión de decisiones. (Incluyendo la definición de roles, responsabilidades, formas de rendir cuentas y autoridades en diferentes funciones de la organización)		2	x			
		f. los orígenes y aplicación de sus recursos financieros.		2	x			
17	¿Realiza regularmente auditorías financieras:	a. internas?		2	x			
		b. externas?		2	x			

1.6 Comportamiento ético (ISO 26000: 4.4)

Nivel

NOTA ACLARATORIA: Comportamiento ético es aquel acorde con los principios de correcta o buena conducta aceptados en el contexto de una situación determinada y que es coherente con la normativa internacional de comportamiento.

La empresa/organización				Si	EP	No	NA
18	¿Cuenta con un código de ética por escrito?	1	2	x			
19	¿El código de ética se da a conocer a todos los niveles de la empresa?		2			x	
20	¿Incluye en el código de ética principios que toman en cuenta a sus partes interesadas (colaboradores, proveedores, clientes, gobierno, comunidades y otros)?		2				
21	¿Considera en el código de ética temas como el medio ambiente, Derechos Humanos y anti-corrupción?		2				
22	¿Cuenta con una declaración formal de sus valores y principios?	1	2	x			
23	¿El código de ética se da a conocer a todas las partes interesadas internas y externas?		2			x	
24	¿Cuenta con mecanismos para denunciar violaciones al código de ética? (Asegurando que no haya temor a represalias)		2	x			
25	¿Respeta el bienestar de los animales, cuando se vea afectada su vida y existencia? (Incluyendo condiciones dignas en la conservación, cría, producción, transporte y/o uso de animales)	1	2				
26	¿Posee políticas que prohíban la utilización de toda práctica ilegal (corrupción, soborno, mordidas, doble contabilidad, etc.) para obtener ventajas competitivas?	1	2				

1.7 Respeto a los intereses de las partes interesadas	1.7 Respeto a los intereses de las partes interesadas (ISO 26000: 4.5)							
	NOTA ACLARATORIA: Partes interesadas: individuo o grupo de individuos que tiene interés en cualquier decisión o actividad de la organización.							
	La empresa/organización				Si	EP	No	NA
	27	¿Conoce la empresa cuáles son sus principales partes interesadas?	1	2	x			
28	¿Reconoce y respeta los derechos legales y los intereses de las partes interesadas? (incluso cuando no tengan un rol formal en la gobernanza de la organización)		2	x				
29	¿Atiende inquietudes manifestadas por las partes interesadas?		2	x				
Preguntas opcionales								
G4-24	Elabore una lista de los grupos de interés vinculados a la organización.	1	2					
G4-25	Indique en qué se basa la elección de los grupos de interés con los que se trabaja.	1	2					
1.8 Respeto al principio de legalidad	1.8 Respeto al principio de legalidad (ISO 26000: 4.6)		Nivel					
	NOTA ACLARATORIA: el principio de legalidad se entiende como la base que fundamenta la actividad diaria de la empresa.							
	La empresa/organización				Si	EP	No	NA
	30	¿Está constituida legalmente?	1	2	x			
	31	¿Lleva la empresa contabilidad formal?	1	2	x			
	32	¿Elabora sus estados financieros al menos una vez al año?	1	2	x			
	33	¿Conoce y cumple las leyes y regulaciones aplicables a su actividad económica?	1	2	x			
	34	¿Cuenta con mecanismos para asegurar que sus relaciones y actividades cumplen con el marco legal previsto y aplicable de todas las jurisdicciones en las que opera?		2	x			
35	¿Revisa periódicamente su grado de cumplimiento respecto de las leyes y regulaciones que le aplican?		2	x				

2. Prácticas Laborales

3.1 Trabajo y relaciones laborales (ISO 26000: 6.4.3)			Nive I					
La empresa/organización					S i	E P	N o	N A
1	¿Cuenta con reglamento interno de trabajo?		1	2		x		
2	¿Establece contratos de trabajo por escrito con sus colaboradores?		1	2	x			
3	¿Proporciona aviso razonable, información oportuna a los colaboradores y demás partes interesadas, cuando se plantean cambios en sus operaciones? (Entre ellos cierres de operaciones que afectan el empleo)		1	2	x			
4	¿Cuenta con mecanismos de empleo que estén libres de discriminación por razón de raza, color, género, religión, nacionalidad, origen social, opinión política, edad, discapacidad, estado civil, situación familiar, orientación sexual, el estado de salud, ser portador o padecer VIH/SIDA?			2	x			
5	¿Tiene mecanismos para evitar o eliminar cualquier práctica arbitraria o discriminatoria de despido?			2	x			
6	¿Protege la privacidad y los datos de carácter personal de los colaboradores?		1	2	x			
7	¿Se asegura que la contratación y sub-contratación del personal se hace sólo a organizaciones legalmente reconocidas?		1	2	x			
NOTA ACLARATORIA: Una organización debería usar únicamente aquellos intermediarios laborales que estén reconocidos legalmente y, donde haya otros acuerdos para el desempeño del trabajo, conceder derechos legales para aquellos que realicen esta actividad.								
8	¿Realiza encuestas de clima organizacional de forma periódica?			2			x	
9	¿En su medición de clima laboral incluye los siguientes aspectos:	a. posibilidad de desarrollo personal?		2		x		
		b. otorgar incentivos y reconocimientos?		2		x		
		c. trabajo en equipo y colaboración?		2	x			
		d. estabilidad laboral?		2	x			
		e. balance entre tiempo de trabajo y tiempo libre?		2	x			
		f. ambiente laboral?		2	x			
		g. relación supervisor-colaborador?		2	x			
10	¿Cuenta con mecanismos para conocer e implementar sugerencias, iniciativas u opiniones de los colaboradores?		1	2			x	
11	¿Ofrece flexibilidad de horario para asuntos particulares de sus colaboradores? (eventos de los hijos, emergencias, estudios, etc.)		1	2	x			
Preguntas opcionales								

3.2 Condiciones de trabajo y protección social	Promedio de horas extra trabajadas por colaborador o colaboradora al año.		1	2					
	Proporción salario promedio mensual en posiciones gerenciales (mujeres) / salario promedio mensual en posiciones gerenciales (hombres).		1	2					
	Número de colaboradores por sexo, edad y región		1	2					
	G4-LA1	Indique el número y la tasa de rotación de empleados en el periodo de evaluación, desglosados por:	a. edad	1	2				
			b. sexo	1	2				
			c. región	1	2				
	G4-LA1 2	Indique qué porcentaje de personas pertenecientes a las siguientes categorías de diversidad forma parte de los órganos de gobierno de la organización:	a. sexo	1	2				
			b. edad: menos de 30 años, entre 30 y 50, más de 50	1	2				
			c. grupos minoritarios	1	2				
			d. otros indicadores de diversidad, si procede	1	2				
G4-LA1 3	Indique la relación entre el salario base y la remuneración de las mujeres en comparación con los hombres para cada categoría laboral, desglosado por ubicaciones significativas de actividad					2			
G4-LA1 6	Indique el número total de reclamaciones sobre prácticas laborales que se presentaron antes del periodo objeto de la medición y se resolvieron en dicho periodo	1	2						
3.2 Condiciones de trabajo y protección social (ISO 26000: 6.4.4)					Nive I				
La empresa/organización						S	E	N	N
					i	P	o	A	
12	¿Se asegura que las condiciones de trabajo cumplen las leyes y regulaciones nacionales y que son coherentes con las normas laborales internacionales aplicables?	1	2	x					
13	¿Respetar las disposiciones establecidas en los instrumentos legalmente obligatorios, tales como convenios colectivos, en caso de que existan?	1	2	x					
NOTA ACLARATORIA: Como las establecidas por la Organización Internacional del Trabajo.									
14	¿Asegura brindar condiciones de trabajo decentes y que cumplan con lo establecido por la ley, en relación a:	a. salarios?	1	2	x				
		b. horas de trabajo ordinario?	1	2	x				
		c. horas de trabajo extraordinario?	1	2	x				
		d. descanso semanal?	1	2	x				
		e. vacaciones y permisos?	1	2	x				
		f. salud y seguridad?	1	2	x				
		g. protección de la maternidad?	1	2	x				

3.3 Diálogo social	15	¿Proporciona a sus colaboradores un horario laboral razonable, bajas por paternidad y en la medida de lo posible guarderías u otras instalaciones para conseguir una adecuada conciliación entre la vida familiar y laboral?	1	2	x					
	16	¿Proporciona un pago equitativo con base en el valor del trabajo en relación al mercado?	1	2	x					
	NOTA ACLARATORIA: Una organización debería pagar salarios que, al menos, fueran adecuados a las necesidades de los trabajadores y sus familias. Al hacerlo, debería tomar en cuenta el nivel general de salarios existente en el país, el costo de vida, los beneficios de la seguridad social y los niveles de vida relativos de otros grupos sociales. Debería considerarse factores económicos, incluyendo las exigencias de desarrollo económico, los niveles de productividad y la conveniencia de conseguir y mantener un alto nivel de empleo.									
	17	¿Cumple con el pago de todas las prestaciones laborales contempladas en la ley?	1	2	x					
	18	¿Cumple con las obligaciones concernientes a la protección social de los colaboradores en el país donde opera?	1	2	x					
	19	¿Se compromete formalmente a proporcionar las herramientas y equipo necesarios para desarrollar su trabajo?		2	x					
	20	¿Cuenta con un programa de proyección familiar que promueva el equilibrio trabajo-familia?		2				x		
Preguntas opcionales										
G4-LA3	Indique el número de empleados, desglosados por sexo, que ejercieron su derecho a baja por maternidad o paternidad	1	2							
3.3 Diálogo social (ISO 26000: 6.4.5)										
Nive I										
La empresa/organización										
S i E P N o N A										
21	¿Existen políticas que permitan la libertad de asociación y negociación colectiva de los colaboradores y colaboradoras?	1	2	x						
22	¿Respeto el derecho de los colaboradores de formar sus propias organizaciones o unirse a ellas, reconociendo la importancia que tienen las instituciones de diálogo social evitando cualquier acción coercitiva o discriminatoria?	1	2	x						
NOTA ACLARATORIA: Ejemplo de acciones coercitivas o discriminatorias son: despidos o marginación, a través de represalias o llevando a cabo alguna amenaza directa o indirecta que cree un ambiente de intimidación o miedo.										
23	¿Existe algún tipo de asociación laboral al interior de la empresa?		2	x						
3.4 Salud y seguridad ocupacional (ISO 26000: 6.4.6)										
Nive I										
La empresa/organización										
S i E P N o N A										
24	¿Desarrolla, implementa y mantiene una política de salud y seguridad ocupacional?	1	2							

25	¿Implementa los principios de gestión de la salud y la seguridad?	1	2				
NOTA ACLARATORIA: Esto incluye la jerarquía de controles: eliminación, sustitución, controles de ingeniería, controles administrativos, procedimientos laborales y equipos de protección persona.							
26	¿Analiza y controla los riesgos para la salud y la seguridad derivados de sus actividades?	1	2				
27	¿Incluye en su programa de capacitación los temas de:	a. salud?	2				
		b. higiene?	2				
		c. seguridad ocupacional?	2				
28	Cuando aplique, ¿Proporciona el equipo de seguridad necesario a los colaboradores incluyendo capacitación para su adecuado uso?	1	2	x			
29	¿Proporciona protección equitativa en salud y seguridad a colaboradores tanto de tiempo completo, parcial y temporales, como a los colaboradores sub-contratados?		2	x			
30	¿Posee planes de contingencia y señalización adecuados en todas sus instalaciones?	1	2				

Preguntas opcionales

	Número de accidentes de trabajo durante el último año.	1	2			0	
--	--	---	---	--	--	---	--

3.5 Desarrollo humano y formación en el lugar de trabajo

3.5 Desarrollo humano y formación en el lugar de trabajo		Nive I					
La empresa/organización				S i	E P	N o	N A
31	¿Cuenta con un procedimiento formal de reclutamiento y selección de personal?	1	2		x		
32	¿Posee un programa formal de inducción para los nuevos colaboradores?	1	2		x		
33	¿Proporciona en forma equitativa y no discriminatoria, a los colaboradores en todas las etapas de su experiencia laboral:	a. acceso al desarrollo de competencias?	2		x		
		b. programas de formación?	2		x		
		c. programas de aprendizaje práctico?	2		x		
		d. oportunidades para la promoción profesional?	2		x		
34	¿Cuenta con un mecanismo que contemple que al existir una nueva plaza y/o una vacante, la primera opción es el reclutamiento interno?		2		x		
35	¿Implementa planes de capacitación para todos los y las colaboradoras durante las horas de trabajo?	1	2		x		

36	En caso de tener colaboradores con estudios primarios, secundarios y superiores inconclusos, ¿los ayuda a que concluyan sus estudios dándoles flexibilidad en sus jornadas laborales?	1	2	x			
37	¿Posee un programa de evaluación del desempeño de los colaboradores? (Se debe considerar la retroalimentación en ambas vías a todo nivel de la empresa)		2		x		
38	¿Cuenta con un programa de voluntariado estratégico en la organización?		2				

Preguntas opcionales

G4-LA9	Indique el promedio de horas de capacitación que los empleados de la organización recibieron en el periodo objeto de medición desglosado por:	a. sexo	1	2			
		b. categoría laboral	1	2			
	Porcentaje de colaboradores y colaboradoras contratados en base a un proceso formal de selección.		1	2			
	Porcentaje de colaboradores(as) que reciben un programa de inducción específico para su puesto de trabajo. (Con base en nuevos colaboradores(as) y cambios de puesto).		1	2			
	Porcentaje de colaboradores y colaboradoras que reciben una evaluación de su desempeño.		1	2			

3. Medio Ambiente

4.1 Prevención de la contaminación		4.1 Prevención de la contaminación (ISO 26000: 6.5.3)		Nivel		Si	EP	No	NA
La empresa/organización									
1	¿Cuenta con un mecanismo para conocer y cumplir las leyes nacionales e internacionales que apliquen a su sector?	1	2					X	
2	¿Cuenta con una política de gestión ambiental?	1	2					X	
3	¿Cuenta con un mecanismo para la identificación de los impactos ambientales de sus decisiones y actividades?	1	2					X	
4	¿Tiene mecanismos para identificar las fuentes de contaminación y residuos relacionadas con sus actividades, productos y/o servicios?		2					X	
NOTA ACLARATORIA: La significancia debe ser determinada por cada empresa, utilizando parámetros establecidos por la misma organización, se puede utilizar como referencia las Normas ISO 26000 y 14001.									
5	¿Implementa medidas para la prevención de la contaminación y residuos?	1	2	X					
6	¿Tiene programas de educación ambiental dirigidos a:	a. colaboradores?		2				X	
		c. clientes?		2				X	
		c. proveedores?		2				X	
		d. familias de colaboradores?		2				X	

		e. comunidad inmediata?		2			X	
		f. otras partes interesadas?		2			X	
7		¿Tiene alianzas estratégicas con otras organizaciones con el fin de generar proyectos de impacto ambiental positivo?		2			X	
8		¿Cuenta con mecanismos para reducir progresivamente la contaminación directa e indirecta, a través del desarrollo y promoción de productos y servicios más amigables con el medio ambiente?		2				X
9		¿Cuenta con un un plan de emergencias y de preparación ante accidentes ambientales?	1	2				X
10		¿Revisa y/o actualiza periódicamente el plan de emergencias?	1	2				
11		¿Tiene mecanismos para comunicar y capacitar constantemente a las partes interesadas sobre el plan de emergencia?		2			X	
4.2 Uso sostenible de los recursos (ISO 26000: 6.5.4)								
			Nivel					
La empresa/organización					Si	EP	No	NA
12		¿Cuenta con un mecanismo para identificar las fuentes de energía, agua y otros recursos utilizados?	1	2			X	
13		¿Mide, registra e informa sobre los usos significativos de energía, agua, materias primas y otros recursos?	1	2			X	
14		¿Implementa medidas de eficiencia en los recursos para reducir el uso de energía, agua, materias primas y otros recursos teniendo en cuenta mejores prácticas y niveles de referencia?		2		X		
15		¿Complementa o reemplaza con fuentes alternativas, sostenibles, renovables y de bajo impacto el uso de recursos no renovables?		2	X			
16		¿Utiliza materiales reciclados?	1	2	X			
18		¿Reutiliza el agua lo máximo posible?	1	2			X	
19		¿Envía sus residuos a destinos finales adecuados? (Ej. Centro de acopio, centro de reciclaje certificados o autorizados)	1	2	X			
20		¿Promueve el consumo sostenible?		2	X			
4.3 Mitigación y adaptación al cambio climático (ISO 26000: 6.5.5)								
			Nivel					
La empresa/organización					Si	EP	No	NA
21		¿Conoce los impactos -positivos y/o negativos- puede tener el cambio climático sobre su organización?	1	2			X	
22		¿Cuenta con mecanismos para identificar las fuentes directas e indirectas de acumulación de emisiones de GEI (Gases de Efecto Invernadero) y para definir los límites de sus responsabilidades?	1	2			X	
23		¿Mide, registra e informa sobre sus emisiones significativas de GEI utilizando métodos bien definidos en normas internacionalmente acordadas?		2			X	

4.2 Uso sostenible de los recursos

4.3 Mitigación del cambio climático y adaptación al

4.4 Protección del medio ambiente, biodiversidad y restauración	24	¿Implementa medidas para reducir de manera progresiva las emisiones directas e indirectas de GEI, que se encuentran dentro de su control?	2			X		
	25	Respecto a la pregunta anterior ¿Fomenta acciones similares dentro de su esfera de influencia?				X		
	26	¿Implementa programas para mejorar la eficiencia y eficacia en el uso de combustibles?	2			X		
	4.4 Protección del medio ambiente, biodiversidad y restauración de los hábitats naturales (ISO 26000: 6.5.6)			Nivel				
	La empresa/organización					Si	EP	No NA
	27	¿Identifica impactos negativos potenciales de todas sus actividades sobre la biodiversidad y ecosistemas?	1	2				X
28	¿Toma medidas para eliminar o minimizar dichos impactos?	1	2				X	
29	¿Implementa prácticas de planificación, diseño y operación para minimizar los impactos ambientales resultantes de sus decisiones sobre el uso de la tierra, incluidas aquellas relacionadas con el desarrollo agrícola y urbano?		2				X	
30	¿Incorpora la protección de los humedales, bosques, corredores de vida salvaje, áreas protegidas y terrenos agrícolas durante el desarrollo de trabajos de construcción y edificación?		2				X	
31	¿Adopta prácticas sostenibles en agricultura, pesca y silvicultura, incluyendo aspectos relacionados con el bienestar de los animales? (Ejemplos: las prácticas incluidas en normas reconocidas y en esquemas de certificación)		2				X	
Preguntas opcionales								
	Cantidad de campañas de educación ambiental realizadas en último año.	1	2				0	
	Indique el volumen anual de residuos no orgánicos generados por la empresa (expresado en toneladas métricas).	1	2					
	Indique el volumen anual de agua consumida por la empresa (en metros cúbicos).	1	2					
	Cantidad de proyectos ambientales implementados en forma individual o a través de alianzas.	1	2				0	
	Indique el volumen anual de energía consumida por la empresa (en kilowatt/hora)	1	2					
	Indique el volumen anual de papel (en resmas de papel) consumido por la empresa	1	2					
	Indique el volumen anual de combustibles fósiles (gasolina, diesel, gas lp) consumidos por la empresa en litros	1	2					

4. Prácticas Justas de Operación

5.1	5.1 Anti-corrupción (ISO 26000: 6.6.3)	Nivel					
	La empresa/organización			Si	EP	No	NA

	1	¿Identifica los riesgos de corrupción asociados a su actividad?	1	2	x				
	2	¿Cuenta con políticas y prácticas para combatir la corrupción y extorsión?	1	2			x		
	3	¿Capacita e incentiva a sus colaboradores, representantes, contratistas y proveedores en el tema de corrupción y como combatirla?		2			x		
5.2 Participación política	5.2 Participación política responsable (ISO 26000: 6.6.4)		Nivel						
	La empresa/organización				Si	EP	No	NA	
	4	¿Cuenta con un proceso de formación para la toma de conciencia respecto de la participación política responsable, las contribuciones y cómo manejar los conflictos de interés, a través de la formación para sus colaboradores y representantes?	1	2			x		
	5	¿Cuenta con una política que regula las actividades relacionadas con hacer lobby, sus contribuciones y participación política?		2			x		
5.3 Competencia	5.3 Competencia justa (ISO 26000: 6.6.4)		Nivel						
	La empresa/organización				Si	EP	No	NA	
	6	¿Cumple con las leyes y regulaciones en materia de competencia justa y coopera con las autoridades competentes?	1	2	x				
	7	¿Establece procedimientos y otros mecanismos de salvaguarda para evitar involucrarse o ser cómplice de conductas anti-competencia?		2	x				
5.4 Promover la responsabilidad social en la	5.4 Promover la responsabilidad social en la cadena de valor (ISO 26000: 6.6.6)		Nivel						
	La empresa/organización				Si	EP	No	NA	
	8	¿Integra en sus políticas y prácticas de compra, distribución y contratación, los siguientes criterios:	a. éticos?	1	2	x			
			b. sociales?	1	2			x	
			c. ambientales?	1	2			x	
			d. de igualdad de género?	1	2			x	
			e. de salud y seguridad?	1	2			x	
9	¿Cuenta con una política que fortalezca el desempeño de los proveedores PyMES, en aspectos de Responsabilidad Social?	1	2			x			
10	¿Promueve el trato justo y práctico de los costos y beneficios de la implementación de prácticas socialmente responsables en su cadena de valor, incluyendo:	a. prácticas de compra adecuadas	1	2	x				
		b. pagos de precios justos	1	2	x				

		c. plazos de entrega adecuados	1	2	x			
		d. contratos estables	1	2	x			
5.5 Respeto a los	5.5 Respeto a los derechos de la propiedad (ISO 26000: 6.6.7)		Nivel					
	La empresa/organización				Si	EP	No	NA
	11	¿Implementa políticas y prácticas que promuevan el respeto de los derechos de la propiedad y el conocimiento tradicional?	1	2	x			
	12	¿Lleva a cabo investigaciones apropiadas para asegurarse de que cuenta con el título legal que le permite hacer uso o disponer de una propiedad?		2	x			
13	¿Evita involucrarse en actividades que violen los derechos de la propiedad, incluido el uso indebido de una posición dominante, falsificación y piratería?	1	2	x				

5. Participación Activa de La Comunidad

7.1 Participación activa de	7.1 Participación activa de la comunidad (ISO 26000: 6.8.3)		Nivel					
	La empresa/organización				Si	EP	No	NA
	1	¿Participa en asociaciones locales con el fin de contribuir al bien público y a los objetivos de desarrollo de las comunidades?	1	2			x	
	2	¿Cuenta con mecanismos para garantizar relaciones transparentes (sin sobornos o influencias indebidas) con funcionarios del gobierno local y representantes políticos?	1	2			x	
3	¿Cuenta con un programa de voluntariado para servicios a la comunidad que incluyan a miembros de la comunidad?		2			x		
7.2 Educación y cultura	7.2 Educación y cultura (ISO 26000: 6.8.4)		Nivel					
	La empresa/organización				Si	EP	No	NA
	4	¿Promueve y apoya la educación en todos los niveles y se involucra en acciones que mejoren la calidad de la educación y el acceso a la misma, que promuevan el conocimiento local y ayuden a erradicar el analfabetismo?		2			x	
	5	¿Participa o cuenta con iniciativas que promuevan la incorporación de niños a la educación formal con el objetivo de contribuir a eliminar los obstáculos que impidan obtener a los niños y niñas una buena educación? (Por ejemplo: el trabajo infantil)	1	2			x	
6	¿Reconoce, valora y promueve actividades culturales y tradiciones locales que sean coherentes con el principio de respeto a los Derechos Humanos?		2			x		
NOTA ACLARATORIA: Las acciones para respaldar las actividades culturales que empoderan los grupos históricamente desfavorecidos son particularmente importantes como medio para combatir la discriminación.								

	7	¿Participa en iniciativas que promuevan la educación en materia de Derechos Humanos en sus comunidades?	1	2			x	
	8	¿Promueve el uso del conocimiento tradicional y las tecnologías de las comunidades indígenas?		2				x
7.3 Creación de empleo y	7.3 Creación de empleo y desarrollo de habilidades (ISO 26000: 6.8.5)		Nivel					
	La empresa/organización				Si	EP	No	NA
	9	¿Analiza el impacto de sus decisiones de inversión sobre la creación de empleo?	1	2			x	
	10	¿Participa en programas nacionales y locales de desarrollo de habilidades para el trabajo?		2			x	
NOTA ACLARATORIA: Incluidos los programas de aprendizaje de oficios, aquellos centrados en grupos desfavorecidos concretos, programas permanentes de aprendizaje y esquemas de reconocimiento de habilidades y de certificación.								
	11	¿Cuenta con un programa de inclusión laboral para grupos vulnerables?		2			x	
7.4 Desarrollo y	7.4. Desarrollo y acceso a tecnología (ISO 26000: 6.8.6)		Nivel					
	La empresa/organización				Si	EP	No	NA
	12	¿Contribuye el desarrollo de tecnologías innovadoras que coadyuven a la solución de asuntos sociales y ambientales en comunidades locales? (hacer nota de pobreza y hambre)		2			x	
	13	¿Participa en alianzas con organizaciones tales como universidades o laboratorios de investigación, para mejorar el desarrollo científico y tecnológico?		2		x		
7.5 Generación de	7.5 Generación de riqueza e ingresos (ISO 26000: 6.8.7)		Nivel					
	La empresa / organización				Si	EP	No	NA
	14	¿Evalúa el impacto económico, social y ambiental de ingresar o retirarse de una comunidad?	1	2		x		
	15	¿Su política de compra y contrataciones considera dar preferencia a los productos y servicios de los proveedores locales y contribuir a su desarrollo?	1	2		x		
	16	¿Apoya mediante las vías adecuadas el desarrollo de las asociaciones de emprendedores establecidas en la comunidad?		2			x	
7.6 Salud	7.6. Salud (ISO 26000: 6.8.8)		Nivel					
	La empresa/organización				Si	EP	No	NA
	17	¿Participa o cuenta con iniciativas que promuevan la buena salud, prestando especial atención a la nutrición infantil?	1	2			x	
	18	a. Generación de basura.	1	2	x			

	¿Cuenta con políticas que reducen los siguientes impactos en la comunidad inmediata?	b. Generación de malos olores.	1	2	x			
		c. Tráfico vehicular excesivo.	1	2			x	
		d. Contaminación auditiva (ruido).	1	2			x	
		NOTA ACLARATORIA: La promoción de la buena salud, puede llevarse a cabo contribuyendo al acceso a medicamentos y vacunas, fomentando estilos de vida saludables, el ejercicio y una buena nutrición, detectando de forma temprana las enfermedades, incrementando la toma de conciencia sobre métodos anticonceptivos y desincentivando el consumo de productos y sustancias perjudiciales para la salud.						
19	¿Participa en iniciativas para concientizar acerca de las amenazas para la salud, las principales enfermedades y su prevención, como: el VIH/SIDA, cáncer, enfermedades cardíacas, malaria, tuberculosis y obesidad?		2			x		
20	¿Participa o cuenta con iniciativas que promuevan el acceso duradero y universal a servicios esenciales en materia de salud, agua potable y servicios sanitarios adecuados como medio para prevenir enfermedades?		2			x		
7.7 Inversión social	7.7. Inversión social (ISO 26000: 6.8.9)		Nivel					
	La empresa/organización				Si	EP	No	NA
	21	¿Cuenta con un presupuesto destinado para obras de inversión social?	1	2			x	
	22	¿Para realizar la inversión social toma en cuenta la política local o nacional que establece las principales necesidades de las comunidades donde opera?	1	2			x	
	23	¿Prioriza aquellos proyectos que sean viables en el largo plazo y contribuyan al desarrollo sostenible?	1	2		x		
	24	En caso de tener programas de aportación económica voluntaria, ¿apoya la empresa mediante aportes proporcionales (pareo corporativo)?		2			x	
	25	¿Evita actividades filantrópicas que generen dependencia en la comunidad?		2	x			
	26	¿Informa a sus colaboradores y a la comunidad de iniciativas comunitarias existentes e identifica donde se pueden hacer mejoras?		2		x		

RESULTS FROM LOS CUSINGOS

1. Medio Ambiente

4.1 Prevención	4.1 Prevención de la contaminación (ISO 26000: 6.5.3)		Nivel					
	La empresa/organización				Si	EP	No	NA
	1	¿Cuenta con un mecanismo para conocer y cumplir las leyes nacionales e internacionales que apliquen a su sector?	1	2	x			

4.2 Uso sostenible de los recursos	2	¿Cuenta con una política de gestión ambiental?	1	2	x				
	3	¿Cuenta con un mecanismo para la identificación de los impactos ambientales de sus decisiones y actividades?	1	2			x		
	4	¿Tiene mecanismos para identificar las fuentes de contaminación y residuos relacionadas con sus actividades, productos y/o servicios?		2	x				
	NOTA ACLARATORIA: La significancia debe ser determinada por cada empresa, utilizando parámetros establecidos por la misma organización, se puede utilizar como referencia las Normas ISO 26000 y 14001.								
	5	¿Implementa medidas para la prevención de la contaminación y residuos?	1	2	x				
	6	¿Tiene programas de educación ambiental dirigidos a:	a. colaboradores?		2	x			
			c. clientes?		2	x			
			c. proveedores?		2	x			
			d. familias de colaboradores?		2			x	
			e. comunidad inmediata?		2				
			f. otras partes interesadas?		2				
	7	¿Tiene alianzas estratégicas con otras organizaciones con el fin de generar proyectos de impacto ambiental positivo?		2	x				
	8	¿Cuenta con mecanismos para reducir progresivamente la contaminación directa e indirecta, a través del desarrollo y promoción de productos y servicios más amigables con el medio ambiente?		2	x				
	9	¿Cuenta con un un plan de emergencias y de preparación ante accidentes ambientales?	1	2			x		
10	¿Revisa y/o actualiza periódicamente el plan de emergencias?	1	2			x			
11	¿Tiene mecanismos para comunicar y capacitar constantemente a las partes interesadas sobre el plan de emergencia?		2			x			
4.2 Uso sostenible de los recursos (ISO 26000: 6.5.4)									
La empresa/organización			Nivel		Si	EP	No	NA	
12	¿Cuenta con un mecanismo para identificar las fuentes de energía, agua y otros recursos utilizados?	1	2	x					
13	¿Mide, registra e informa sobre los usos significativos de energía, agua, materias primas y otros recursos?	1	2			x			
14	¿Implementa medidas de eficiencia en los recursos para reducir el uso de energía, agua, materias primas y otros recursos teniendo en cuenta mejores prácticas y niveles de referencia?		2	x					

4.3 Mitigación del cambio climático y adaptación al mismo	15	¿Complementa o reemplaza con fuentes alternativas, sostenibles, renovables y de bajo impacto el uso de recursos no renovables?		2	x				
	16	¿Utiliza materiales reciclados?	1	2	x				
	18	¿Reutiliza el agua lo máximo posible?	1	2			x		
	19	¿Envía sus residuos a destinos finales adecuados? (Ej. Centro de acopio, centro de reciclaje certificados o autorizados)	1	2	x				
	20	¿Promueve el consumo sostenible?		2	x				
4.3 Mitigación y adaptación al cambio climático (ISO 26000: 6.5.5)			Nivel						
La empresa/organización					Si	EP	No	NA	
21	¿Conoce los impactos -positivos y/o negativos- puede tener el cambio climático sobre su organización?	1	2	x					
22	¿Cuenta con mecanismos para identificar las fuentes directas e indirectas de acumulación de emisiones de GEI (Gases de Efecto Invernadero) y para definir los límites de sus responsabilidades?	1	2	x					
23	¿Mide, registra e informa sobre sus emisiones significativas de GEI utilizando métodos bien definidos en normas internacionalmente acordadas?		2				x		
24	¿Implementa medidas para reducir de manera progresiva las emisiones directas e indirectas de GEI, que se encuentran dentro de su control?		2	x					
25	Respecto a la pregunta anterior ¿Fomenta acciones similares dentro de su esfera de influencia?			x					
26	¿Implementa programas para mejorar la eficiencia y eficacia en el uso de combustibles?		2	x					
4.4 Protección del medio ambiente, biodiversidad y restauración	4.4 Protección del medio ambiente, biodiversidad y restauración de los hábitats naturales (ISO 26000: 6.5.6)			Nivel					
	La empresa/organización					Si	EP	No	NA
	27	¿Identifica impactos negativos potenciales de todas sus actividades sobre la biodiversidad y ecosistemas?	1	2	x				
	28	¿Toma medidas para eliminar o minimizar dichos impactos?	1	2	x				
	29	¿Implementa prácticas de planificación, diseño y operación para minimizar los impactos ambientales resultantes de sus decisiones sobre el uso de la tierra, incluidas aquellas relacionadas con el desarrollo agrícola y urbano?		2	x				
30	¿Incorpora la protección de los humedales, bosques, corredores de vida salvaje, áreas protegidas y terrenos agrícolas durante el desarrollo de trabajos de construcción y edificación?		2	x					

31	¿Adopta prácticas sostenibles en agricultura, pesca y silvicultura, incluyendo aspectos relacionados con el bienestar de los animales? (Ejemplos: las prácticas incluidas en normas reconocidas y en esquemas de certificación)	2	x				
	Preguntas opcionales						
	Cantidad de campañas de educación ambiental realizadas en último año.	1	2	o			
	Indique el volumen anual de residuos no orgánicos generados por la empresa (expresado en toneladas métricas).	1	2				
	Indique el volumen anual de agua consumida por la empresa (en metros cúbicos).	1	2				
	Cantidad de proyectos ambientales implementados en forma individual o a través de alianzas.	1	2	o			
	Indique el volumen anual de energía consumida por la empresa (en kilowatt/hora)	1	2				
	Indique el volumen anual de papel (en resmas de papel) consumido por la empresa	1	2				
	Indique el volumen anual de combustibles fósiles (gasolina, diesel, gas lp) consumidos por la empresa en litros	1	2				

2. Participación Activa Comunidad

7.1 Participación activa de	7.1 Participación activa de la comunidad (ISO 26000: 6.8.3)		Nivel					
	La empresa/organización				Si	EP	No	NA
	1	¿Participa en asociaciones locales con el fin de contribuir al bien público y a los objetivos de desarrollo de las comunidades?	1	2	x			
	2	¿Cuenta con mecanismos para garantizar relaciones transparentes (sin sobornos o influencias indebidas) con funcionarios del gobierno local y representantes políticos?	1	2	x			
3	¿Cuenta con un programa de voluntariado para servicios a la comunidad que incluyan a miembros de la comunidad?		2	x				
7.2 Educación y cultura	7.2 Educación y cultura (ISO 26000: 6.8.4)		Nivel					
	La empresa/organización				Si	EP	No	NA
	4	¿Promueve y apoya la educación en todos los niveles y se involucra en acciones que mejoren la calidad de la educación y el acceso a la misma, que promuevan el conocimiento local y ayuden a erradicar el analfabetismo?		2	x			
	5	¿Participa o cuenta con iniciativas que promuevan la incorporación de niños a la educación formal con el objetivo de contribuir a eliminar los obstáculos que impidan obtener a	1	2	x			

	los niños y niñas una buena educación? (Por ejemplo: el trabajo infantil)							
6	¿Reconoce, valora y promueve actividades culturales y tradiciones locales que sean coherentes con el principio de respeto a los Derechos Humanos?		2	x				
NOTA ACLARATORIA: Las acciones para respaldar las actividades culturales que empoderan los grupos históricamente desfavorecidos son particularmente importantes como medio para combatir la discriminación.								
7	¿Participa en iniciativas que promuevan la educación en materia de Derechos Humanos en sus comunidades?	1	2	x				
8	¿Promueve el uso del conocimiento tradicional y las tecnologías de las comunidades indígenas?		2			x		
7.3 Creación de empleo y	7.3 Creación de empleo y desarrollo de habilidades (ISO 26000: 6.8.5)		Nivel					
	La empresa/organización				Si	EP	No	NA
	9	¿Analiza el impacto de sus decisiones de inversión sobre la creación de empleo?	1	2	x			
	10	¿Participa en programas nacionales y locales de desarrollo de habilidades para el trabajo?		2			x	
	NOTA ACLARATORIA: Incluidos los programas de aprendizaje de oficios, aquellos centrados en grupos desfavorecidos concretos, programas permanentes de aprendizaje y esquemas de reconocimiento de habilidades y de certificación.							
11	¿Cuenta con un programa de inclusión laboral para grupos vulnerables?		2			x		
7.4 Desarrollo y	7.4. Desarrollo y acceso a tecnología (ISO 26000: 6.8.6)		Nivel					
	La empresa/organización				Si	EP	No	NA
	12	¿Contribuye el desarrollo de tecnologías innovadoras que coadyuven a la solución de asuntos sociales y ambientales en comunidades locales? (hacer nota de pobreza y hambre)		2	x			
13	¿Participa en alianzas con organizaciones tales como universidades o laboratorios de investigación, para mejorar el desarrollo científico y tecnológico?		2	x				
7.5 Generación de	7.5 Generación de riqueza e ingresos (ISO 26000: 6.8.7)		Nivel					
	La empresa / organización				Si	EP	No	NA
	14	¿Evalúa el impacto económico, social y ambiental de ingresar o retirarse de una comunidad?	1	2			x	
	15	¿Su política de compra y contrataciones considera dar preferencia a los productos y servicios de los proveedores locales y contribuir a su desarrollo?	1	2	x			
16	¿Apoya mediante las vías adecuadas el desarrollo de las asociaciones de emprendedores establecidas en la comunidad?		2	x				

7.6. Salud (ISO 26000: 6.8.8)		Nivel					
La empresa/organización				Si	EP	No	NA
17	¿Participa o cuenta con iniciativas que promuevan la buena salud, prestando especial atención a la nutrición infantil?	1	2	x			
18	¿Cuenta con políticas que reducen los siguientes impactos en la comunidad inmediata?	a. Generación de basura.	1	2	x		
		b. Generación de malos olores.	1	2	x		
		c. Tráfico vehicular excesivo.	1	2	x		
		d. Contaminación auditiva (ruido).	1	2	x		
NOTA ACLARATORIA: La promoción de la buena salud, puede llevarse a cabo contribuyendo al acceso a medicamentos y vacunas, fomentando estilos de vida saludables, el ejercicio y una buena nutrición, detectando de forma temprana las enfermedades, incrementando la toma de conciencia sobre métodos anticonceptivos y desincentivando el consumo de productos y sustancias perjudiciales para la salud.							
19	¿Participa en iniciativas para concientizar acerca de las amenazas para la salud, las principales enfermedades y su prevención, como: el VIH/SIDA, cáncer, enfermedades cardíacas, malaria, tuberculosis y obesidad?		2			x	
20	¿Participa o cuenta con iniciativas que promuevan el acceso duradero y universal a servicios esenciales en materia de salud, agua potable y servicios sanitarios adecuados como medio para prevenir enfermedades?		2			x	

7.7. Inversión social (ISO 26000: 6.8.9)		Nivel					
La empresa/organización				Si	EP	No	NA
21	¿Cuenta con un presupuesto destinado para obras de inversión social?	1	2			x	
22	¿Para realizar la inversión social toma en cuenta la política local o nacional que establece las principales necesidades de las comunidades donde opera?	1	2			x	
23	¿Prioriza aquellos proyectos que sean viables en el largo plazo y contribuyan al desarrollo sostenible?	1	2			x	
24	En caso de tener programas de aportación económica voluntaria, ¿apoya la empresa mediante aportes proporcionales (pareo corporativo)?		2	x			
25	¿Evita actividades filantrópicas que generen dependencia en la comunidad?		2	x			
26	¿Informa a sus colaboradores y a la comunidad de iniciativas comunitarias existentes e identifica donde se pueden hacer mejoras?		2	x			

7.6 Salud

7.7 Inversion social

Appendix C: Principles, categories, and indicators of CSR models in Costa Rica (Osorio, 2015).

Model	Key Principles	Main Categories	Indicators/Evaluation Methods
AED	<ul style="list-style-type: none"> ○ Improve coverage and quality of education ○ Reclaim confidence in politics and institutions ○ Reduce poverty and unemployment ○ Improve critical infrastructure ○ Improve the function of public and state institutions as providers of public services and social welfare 	<ul style="list-style-type: none"> ○ Transparency and anti-corruption practices ○ Contributors ○ Consumers ○ Suppliers ○ Community ○ Environment ○ Institutional Strengthening ○ Economic Sustainability 	<p>Diagnostic Tool – gives a company a numeric score based on responses to yes or no questions regarding each of the 8 categories and places a company within one of four progress levels</p> <p>Management personnel and budget for each initiative keep accountability</p> <p>Annual published CSR report</p>
ISO35	<ul style="list-style-type: none"> ○ Accountability for impacts on society, environment ○ Transparency in decisions and activities that have impacts ○ Ethical behavior ○ Respect for the interests of stakeholders ○ Respect for the law ○ Respect for international standards of behavior ○ Respect for human rights 	<ul style="list-style-type: none"> ○ Organizational governance ○ Human rights ○ Labor practices ○ Environment ○ Fair operating practices ○ Consumer issues ○ Community involvement and development 	<p>Initial Review – indicator questions evaluate legal requirements, existing management practices, and previous liability issues</p> <p>Goals and measurement criteria established from initial review</p> <p>Management reviews</p> <p>Internal audits</p> <p>Published reports</p>

Appendix D: Issue Matrix of Observations in Biological Corridors

Information	CSR Categories	Explanation	Priority	Relevance	Relevant Stakeholder	Possible Future Actions
Children's Eternal Rainforest	CSR Category	Explanation	Priority	Relevance	Relevant Stakeholder	Possible Future Actions
	Community					
Full time educator for env edu		20 schools on the Caribbean side of the mountain and reserve	H	looking for partners, are neighbors with the CCT's reserve	community, wildlife (CCT and other partners?)	partner with CCT to pool resources, rotate schools, combine curriculums
	Environment					
Run Largest reserve in the country		connects Arenal National Park, Aiberto Manuel, Monteverde/Pajaro Campana	M	neighbors with lots of reserves so collaboration makes sense	community, wildlife, science	work on more collaboration in outreach programs and possibly research? (neither do much independent internal research but would like to)
	Economic Sustainability					
Small financial income sources		funding from government, contracts with private hydroelectric companies, some grants for specific projects in their area, tourism money	H	funds are subject to economic flux just like cct, run at very low operational costs for very very large area of land	cct, communities, wildlife, other people who do research there	find ways to increase funds/bigger endowment, would like to do more research

San Luis	CSR Category	Explanation	Priority	Relevance	Relevant Stakeholder	Possible Future Actions
Suppliers						
Local women work together to make soap and paper bags from recycled and sustainable materials.		ie soap making, paper bags, all with sustainable resources	L	example of what cct already does	community, cct	promote more small business, more future actions like this, help develop more self-sustaining communities in biological corridors
Community						
The ADISL (Assoc. Desarrollo Integral de San Luis) built community center, health center, and even work with AyA for clean water supply. ~400 people live in San Luis.		This is a typical structure of small communities in CR.	H	It is important to understand the governing structure of the small communities in CR, which make up a good part of the area around and in biological corridors.	Local communities and citizens.	Collaborate with these local development communities, most of which already have great ideas of community development they are working on.

Monteverde Investigacions	CSR Categories	Explanation	Priority	Relevance	Relevant Stakeholder	Possible Future Actions
Contributors						
Monteverde Main Reserve only has 3 researchers		3 researchers, 1 head who does mostly coordinating and then 2 other staff		H		employees, outside researchers are limited more funding would allow for more time in the field doing research for each researcher, bigger projects if they have more staff
Environment						
Research done is unique to Monteverde/Costa Rican wildlife conservation		25 to 30 projects a year, often work with outside researchers/college students		M		wildlife, future researchers, science increase partnerships with more local schools/universities /NGO organizations for volunteer participation so they don't need more money
Economic Sustainability						
Monteverde brings in like 90% of the revenue for all of the CCT		70% goes back to operations in reserve, 30% goes to other reserves and San José office, small small amount of environmental services money from the government		H		cct, local Monteverde business, other business in the corridor that do/could benefit from tourism, wildlife/science help raise funds..is there a way to promote tourism in other corridors/reserves so they can bring in their own revenue and monteverde revenue can go back to itself or elsewhere?

Cecilia Mora (2 interviews)	CSR Categories	Explanation	Priority	Relevance	Relevant Stakeholder	Possible Future Actions
Transparency and AntiCorruption values						
Media plays a big role in CR		If corrupt actions come about, the media will exploit it heavily and damage the corrupt company's reputation and thus their business	L	It is very important to remain transparent in a company's actions	consumers, contributors	Use GRI reporting to remain transparent and evaluate negative and positive impacts
Consumers						
Value Chain impacts are most important		an enterprise must look at all of its positive and negative effects throughout the entire value chain	L	CCT sees its 'value chain' as the chain reaction of activities in the biological corridors	community members throughout biological corridors	evaluate impacts the CCT has on all communities in the corridors- both positive and negative
Suppliers						
EU has very high standards for products they buy from CR		ex: Flowers sold to Germany were rejected because they found out of one labor law issue in one flower supplier in CR.	L	must maintain good CSR throughout the entire chain of the companies	all consumers, suppliers, employees participating in a value chain	possibly create international partnerships between the CCT and other NGOs, easier if CCT follows a CSR model more closely
Community						

Must keep in mind the needs/wants of the community members		Guanacaste was an example - hotels developed but the farmers from Guanacaste didn't know how to work there and became very poor	H	get to know the community before implementing CSR initiatives	CCT, community members, companies with potentially bad investments in CSR initiatives	interview community members further to understand their needs. maybe talk to Wafaa from U. of York to get her expertise on the community
--	--	---	---	---	---	--

	CSR Categories	Explanation	Priority	Relevance	Relevant Stakeholder	Possible Future Actions
ALIARSE						
	Contributors					
scientific organizations don't know how to talk to businesses			H	CCT will not be able to convince organizations to contribute to CSR initiatives if they do not know how to appeal to them in a business sense	employees, partnerships, CCT as a whole, the initiatives that may get funded	work with internal CCT staff on their idea of how to appeal to businesses

	CSR Categories	Explanation	Priority	Relevance	Relevant Stakeholder	Possible Future Actions
Alexander Skutch						
	Consumers					
Donations are more likely for small entrepreneurs – more connection to market		to encourage businesses to grow in these areas, there needs to be funding from local companies	L	CCT would like to encourage social reform in the biological corridors to help the local communities	community members and local businesses	contact local businesses to promote social responsibility and meet with local entrepreneurs
	Community					
All-Hands local council meeting (19 people)		five committees in local council, was originally one big council but separated to improve efficiency	H	Significant to understand how the local meetings go and how action plans are thought out and come to fruition	Local community members, anyone is welcome to join	continue to meet once a month, try and execute plans as opposed to just discussing them

	CSR Categories	Explanation	Priority	Relevance	Relevant Stakeholder	Possible Future Actions
Monteverde Educacion Ambiental						
	Contributors					
Monteverde env education only has 2 teachers for 400 students per year			H			more funding for more staff, allow for expansion
	Suppliers					
Monteverde community outreach work		ie soap making, paper bags, all with sustainable resources	L	example of what cct already does	community, cct	promote more small business, more future actions like this, help develop more self-sustaining communities in biological corridors
	Community					
Env Education to 400 students a year		12 schools, grades 6-10, 11 public and 1 private	H		students, teachers, families, cct, community	expand to more ages, more schools in corridors
	Economic Sustainability					
Monteverde only has 2 school teachers for 400 students		80% of the time at schools, 20% on the reserve for field trips and planning	H		cct, communities, students, families (more than just env edu)	help raise funds to expand program to more schools, get more staff, more ages

Appendix E: Interview with Aitor Llodio

- What is ALIARSE and what are they currently doing?
- What roles does ALIARSE have in Costa Rican CSR?
- What is the current relationship between the CCT and ALIARSE?
- What enterprises does ALIARSE currently work with?
- What are some current areas of social issues where companies are targeting their CSR initiatives?
- What are some examples of innovative applications of Costa Rica's CSR?
- How can the CCT and others innovate their application of Costa Rica's CSR?

Appendix F: Initial Interview with Cecilia Mora

- What national models for CSR exist in Costa Rica?
- What is the prevalence of CSR implementation in enterprises across the country?
- What were some of the motivations behind creating national CSR models?
- What are some main problems CSR models are trying to mitigate?
- Please give us some examples of companies excelling at CSR implementation.
- What does the future of CSR in the country look like? What are the future goals of CSR?
- What are some factors of a successful CSR implementation?
- Do you have any advice for an organization, like the CCT, in implementing new CSR initiatives?

Appendix G: Involving Communities in local Blue Flag Certifications

This proposed project's goal is to get local community members (possibly kids, students at local schools, other active community groups that could include adults) involved in getting aspects of their community within the biological corridor Blue Flag Certified. Many categories of the Blue Flag Certification could apply to various program opportunities throughout the corridor, such as community, schools, rivers, bodies of water, and beaches. The CCT could facilitate a project like this if they have the staff or could coordinate with local community groups to take the initiative themselves. Getting the community involved in executing the steps necessary to get certified can be a way to ensure they are in agreement with any changes that need to be made, while also including them in the hands-on process to increase their feeling of connectivity to nature.

This project was inspired by the work that the Santa Elena Reserve does with the Santa Elena high school. The CCT could begin by involving more local schools near reserves in work with maintaining trails and doing educational programs on the reserves. However, not all communities in a corridor are located close to a reserve and therefore would not have that opportunity. This project could be extended to other communities that are not located close to a reserve. Damaris and Raquel expressed interest in obtaining the Blue Flag Certifications in new areas, and obtaining the certification in this way could make this project a community outreach initiative along with an environmental conservation project.

Many community members may not see the need for obtaining a Blue Flag Certification, so it is important that the CCT or partnering organization go to the community members and show them this project could help the community. We suggest the CCT advertise the specific benefits of Blue Flag certification that the community could see, such as bringing rural tourism to the area to support the local economy and contribute to the ecological preservation of the biological corridor. The community would be able to see the product of their efforts in the form of a certification and a physical flag. This proposed project is dynamic enough to allow for change in a community over time, and broad enough that it could be applied in any location in a biological corridor.

Appendix H: Expanding Environmental Education Initiatives to Include Social Programs

This proposed project's goal is to include social programs in the education plan from Monteverde. We learned from Mercedes Diaz, Head of Environmental Education at Monteverde, about the programs they do with the students that go beyond the environmental education classroom, and we recommend that the CCT partner with another NGO or community organization that specializes in these areas. Examples of these programs could involve subjects such as domestic violence and anti-bullying, as well as programs targeted for older ages such as computer skills, college readiness, or aptitude testing. The feasibility of these programs will depend on the school and the resources available, and the subject can change based on the needs of the community, something we cannot determine with our limited experiences in the biological corridors.

The CCT themselves may not have the money or staff to commit to more programs, but we suggest they could partner with organizations that specialize in other fields and use the CCT's contacts in the community and local schools to target audiences in the biological corridors. This project could become self-sustaining without requiring a constant facilitator from the CCT after these other organizations make contact with schools and communities. This could allow for the project to continue without direct CCT involvement, and this idea could be applied to all types of communities throughout all three corridors.

Appendix I: Connecting Environmental Education through the Urban Corridor to Natural Areas

This project idea involves immersive environmental education that shows students in urban areas, like San José, more about their impact on the environment. The CCT has relationships with local schools in the city to promote environmental education, however these students do not see as much wildlife as environmental education opportunities in biological corridors. We recommend the CCT connect with other NGOs that focus on conservation or similar themes that need volunteer work, and organize for that NGO to partner with the school to help the students see more impacts. This project could involve collaborators, hands on environmental education, and could be sustained with limited effort by the CCT once the partnership between the outside organization and the school was made.

As an example, an organization focused on marine wildlife conservation could organize a beach clean-up with the students. The students would be able to see that the trash they see in the city streets goes to the beach, and therefore participating in picking it up might motivate them to recycle more or be conscious of their trash production. Other ideas could include taking students to farms to learn about the origins of their food and comparing big plantations to small local farms. This could allow students to see the difference in production of food on a large and small scale, and educate them about the pollution that comes from large corporations, and the deforestation that comes from large farms and plantations.

While traveling to different locations may not be feasible for children in some schools, there are opportunities to involve students with the natural environment in urban areas as well. Organizations in the city such as Arboles Magicos provide children in urban areas with a way to connect to nature. Within the environmental education the CCT does in schools in San José, they could promote going outside to parks or natural areas close to the city to better educate the children

Appendix J: Cultural Heritage Preservation

An important subcategory of community development identified by Raquel was cultural heritage. We suggest the CCT promote cultural heritage preservation with future projects because it can improve the connectivity of a biological corridor in terms of cultural norms and quality of life (AED Diagnostic citation). One avenue for accomplishing developed cultural heritage preservation projects is through activities at local community centers.

We observed community centers in Guacimal and San Luis, and the table in Appendix S shows the different activities that happen at each community center. While these activities contribute to the economy and sustainable education of the communities, more activities focused on culture could be added. To create a more holistic community experience, the CCT could advise communities in biological corridors on things they can add to their community centers. For the communities that do not have a community center, the CCT could partner with construction companies to identify where a community center could be built with minimal environmental impact. The CCT could hold interviews with community officials or local cultural organizations to see what kinds of cultural activities or buildings they would like to see.

We cannot suggest specific facets to add to community centers since we have limited experience with Costa Rica's culture and the needs of the community would vary based on location; however, listed below are some possible suggestions of cultural activities or infrastructures that could fit in a community center:

- Place where the public can watch local artisans work
- Worship/religious centers
- Rotating artwork centers, showcasing art of different regions, centuries, styles
- Meeting rooms equipped with technology
- Cultural festivals or conferences (could rotate between communities in a corridor annually)

These potential cultural activities can be unique to each community in the corridor to promote the local culture. Including these cultural activities in all communities is also a way to create connectivity throughout the entire corridor.

Appendix K: Marketing Analysis of Tourism

We observed many rural tourism initiatives in Pajaro Campana, and learned about the unique experience each community has to offer. After learning about the benefits rural tourism can provide to a community, we suggest the CCT create a comprehensive plan for marketing the sustainable tourism efforts in Pajaro Campana like the one we learned about in Alexander Skutch. The local council of Alexander Skutch in partnership with York University created a marketing plan to inform the public of all of the opportunities for tourism in the corridor, not just in the central area around the reserve. When implementing a marketing plan, we suggest the CCT take into account the desires of the communities as well as the potential market. The following are some suggestions for specific aspects of marketing plans from the plan developed for the Alexander Skutch corridor:

- Identify potential areas for development, promotion, and training in terms of tourist attractions and infrastructure (hotels, activities, transportation, etc.)
- Profile the tourists particular to the areas of rural tourism (main preferences of food, activities, languages spoken, purchased goods)
- Identify potential methods to maximize tourist spending and purchasing souvenirs (based on the tourist profiles, what products already exist to satisfy their needs)
- Compare and identify prime locations for tourist activities based on geography and demographics of tourists
- Identify the means to reaching the markets that are identified (how can information be disseminated efficiently and attractively)

The timeline of the marketing plan in Alexander Skutch was two months, but because the other corridors are much larger with more markets to analyze as well as more locations and initiatives, a marketing analysis in Pajaro Campana or San Juan La Selva could take much longer. Because of the work and time required to successfully create a plan such as this, we recommend a university student group or consulting firm work with the CCT perform this marketing analysis and formulate the plan.

Appendix L: Costa de Pájaros Fisherman Initiative

Costa de Pájaros is an impoverished community in the Pajaro Campana biological corridor we visited. We learned that the town has very little economic activity and the main industry there is fishing, so it is crucial that the fishing industry is sustainable, profitable, and competitive. We suggest the CCT consult with the fishermen and their customers to identify ways to make their product more appealing to their current markets or identify new markets to which the fishermen could expand. The CCT could play a role in creating a line of communication between the fishermen on the coast and other communities within Pajaro Campana to encourage them to buy the fish and create connectivity through the corridor. This is one very specific example of creating a value chain and raising the quality of living in one community in one corridor. We suggest the CCT look into similar projects where communities could benefit from investing in small businesses in other communities within the same corridor, contributing to the economic success of the whole corridor.

Appendix M: Supporting Sendero Pacífico

The Sendero Pacífico project explained in section 4.2.3 was initiated in 2006, but the first group of hikers started on the Sendero Pacífico trails from Monteverde Reserve to Guacimal in February 2017. Even after 11 years of planning and developing, only 1/3 of the planned trails have been created. We suggest that the CCT supports this project by advising local businesses on how to create infrastructure for ecotourism.

This project involves connecting the communities in the corridor through one common set of trails, promoting rural tourism in each of the communities where travelers could stop. Increasing the corridor's connectivity in this way improves the local economy, the development of these communities, and brings awareness to importance of the ecosystem in a biological corridor. The CCT has experience in managing large ecotourism destinations, so they could lend valuable information on eco-friendly ways to create and maintain trails that are safe for visitors and the environment. The information from a marketing analysis like that of potential project in Appendix K could help understand what infrastructure in terms of restaurants, lodging, camping or hiking equipment stores, or recreation activities are desired of the communities along the Sendero Pacífico.

Appendix N: Permaculture Initiatives

Throughout the biological corridors, the agriculture industry is prevalent. This project would work with other organizations to encourage farmers and cattle ranchers in the areas of biological corridors to operate more sustainably. The term permaculture, meaning permanent agriculture, is the practice of turning a farm into a zero-sum system where each action of the farm contributes positively to other actions on the farm (Mollison and Holmgren, 1987). We suggest that the CCT partner with organizations in advising more farmers in biological corridors about permaculture practices.

Permaculture could benefit the ecosystem in the biological corridor while creating a value chain on a small scale within each individual farm. In many cases permaculture allows for farmers, especially cattle raisers, to occupy less land because the sustainable farm practices allow for quicker grass regrowth (Mollison and Holmgren, 1987). If this initiative was increased in the Pajaro Campana corridor it is possible farmers would be open to selling back their land or reforesting it themselves. Permaculture also can allow for farmers to use natural ecosystem processes to fertilize their land, avoiding the need for harsh chemicals that are traditionally used in fertilizing (Mollison and Holmgren, 1987). In Alexander Skutch this could keep the water systems free of pollutants that are normally caused by farm runoff. Overall, this project would be helpful to the farmers and the health of the biological corridor, and could be sustained by the farmers without the help of the CCT after the farmers learn about permaculture practices.

Appendix O: Decision-Making Tree



Appendix P: Decision-Making Matrix

Pregunta	Importancia	Puntuación (1-10)	Puntuación con Importancia
¿Cuánto dinero posee y cuánto se necesita? (10 = todos propios, 1 = todos los demás)	0.1		
¿Cuánto conocimiento posee y cuánto se necesita? (10 = todos propios, 1 = todos los demás)	0.05		
¿Cuántas personas están disponibles y cuántas son necesarias? (10 = todos propios, 1 = todos los demás)	0.1		
¿Qué compromiso de dinero se requiere? (1 = corto plazo, 10 = largo plazo)	0.12		
¿Qué compromiso de conocimiento se requiere? (1 = corto plazo, 10 = largo plazo)	0.05		
¿Qué compromiso humano se requiere? (1 = corto plazo, 10 = largo plazo)	0.07		
¿Tiene experiencia en este tipo de proyecto? (1 = experiencia baja, 10 = alta experiencia)	0.04		
* ¿La comunidad apoya este proyecto? (Bajo = 1, medio = 5, alto = 10)	0.2		
¿Afecta el proyecto a la economía? (Positivamente = 10, negativamente = 1, 5 = neutro)	0.15		
¿El proyecto es suficientemente dinámico para cambiar con las variables socioeconómicas de la comunidad? (1 = no dinámico, 10 = muy dinámico)	0.12		
TOTAL			

Appendix Q: Potential/Current Partner Survey

The Centro Científico Tropical (CCT) is a non-profit non-governmental organization that works to create harmony between humans and the environment. We are a student group from Worcester Polytechnic Institute in the United States helping the CCT understand how they can improve corporate social responsibility programs through investing resources to have a greater impact. Corporate social responsibility programs can help enterprises have a positive impact on their communities and the environment. This survey will help us understand the perspective of your enterprise in this endeavor and will take approximately 5 minutes to complete. Your responses will only be shared with the CCT to understand appealing social responsibility topics and investments. We greatly appreciate your participation in this survey.

Organization you are representing: _____

Role at enterprise/organization: _____

Products or services providing by enterprise/organization: _____

1. The Costa Rican corporate social responsibility model from AED has the eight core themes listed below. Please put them into three categories: high priority to my enterprise, medium priority to my enterprise, and low priority to my enterprise:

Theme	Example
Supplier Relations	Contribute to development, especially of small businesses, through technical assistance, training, transfer of knowledge, fair selection criteria
Economic Sustainability	Strategic planning, Strong economic and financial performance
Transparency and Anti-Corruption	Transparent relationships with stakeholders, Ethical commitments and communication of company values, against corruption or bribery, Corporate governance, Free access to information and reports
Environmentally Safe Practices	Commitment to the environment, Environmental education, Environmental impact of productive activity
Contributor (Employee) Happiness	Management participation, Equal opportunities, Professional development, Layoff policies, Health and safety, Child labor
Institutional Strengthening	Taxation and respect for national sovereignty, Participation in social projects with the government, Transparency in the political role of the organization

Community Development and Involvement	Investments, Donations and participation in social projects, Volunteer work promoted by the company
Consumer Satisfaction	Safety and quality of products and services, Customer happiness

2. What, if any, programs regarding contributor happiness does your enterprise participate in?

3. What, if any, programs regarding community development does your enterprise participate in?

4. Rank from 1-8 by what programs your enterprise would be most interested in participating in (1=most interested, 8=least interested):
 - a. Recycling
 - b. Wastewater Treatment
 - c. Public Health Education
 - d. Environmental Education
 - e. Efficient and Safe Transportation
 - f. Biological Conservation
 - g. Renewable Energy
 - h. Other
5. Indicate any resources your enterprise possesses which you would be willing to put towards social or environmental outreach programs such as those listed in question 2:
 - a. Money
 - b. Volunteer Efforts
 - c. Knowledge/Experience
 - d. My enterprise does not have available resources to contribute to corporate social responsibility efforts
 - e. My enterprise is not interested in contributing resources to corporate social responsibility programs
 - f. Other : _____
6. Please indicate with which, if any, other agencies your enterprise would consider collaborating on a community development project? Check all that apply.
 - a. Centro Científico Tropical
 - b. Other NGOs
 - c. Public Enterprises
 - d. Private Enterprises
 - e. Government Bodies
 - f. My enterprise is not interested in collaborating with other agencies on a community development project.
7. Would you be willing to participate in a 30-45 minute interview to understand the reasons behind some of your responses? We are interested in learning more about your enterprise's history and motivations in implementing environmental or social outreach programs. This would be incredibly helpful in informing the CCT on what causes enterprises are interested in and why.

Our group will make recommendations to enterprises, such as yours, on how to invest their resources to have a greater impact with this information from this interview.

- a. Yes
 - b. No
 - c. Possibly
8. If so, please indicate the following information:

Email address: _____

Phone number: _____

Appendix R: Interested Potential Partner Sample Interview Questions

- Please describe the vision or mission of your enterprise (long term goals, size, age, products produced).
- Does your enterprise apply a Costa Rican corporate social responsibility model?
- You categorized the eight aspects of a Costa Rican CSR model into high, medium, and low priority. Please elaborate on your categorization of each topic.
- What trade-offs does your enterprise make that force aspects to be low priority?
- What trade-offs does your enterprise make between aspects of high priority?
- Are your top priorities ones at which your company excels? If so, please describe some of the actions you take to ensure excellence in these areas. If not, are they areas in which your enterprise would like to improve?
- (If community development ranked in high priority) What community development projects do you currently participate in?
- You ranked (insert answer to question 3, Appendix T) as a priority cause for investment. What scale of project regarding this topic would you be interested in investing in?
- What role do you think that resource you chose in question 2, Appendix T could have in that type of project?
- Are you interested in working with other agencies in order to implement a community development project (CCT, other NGOs, public/private enterprises, government)?
- (If community development ranked in bottom 2) Why did you rank community development last (or second to last)?

Appendix S: Activities of Community Centers in Biological Corridors

Community Center	Activities
Guacimal	<ul style="list-style-type: none"> ○ Livestock ○ Crops ○ Sugar Cane processing ○ Housing (6 rooms) ○ Local artisans' work sold ○ Farmer's market ○ Education on farming for children
San Luis	<ul style="list-style-type: none"> ○ Workspaces for community members ○ Local products sold ○ Books and games ○ Kitchen