

2025 Executive Management Summary

A year of institutional consolidation, territorial learning and accountable growth

BOSQUE COLOMBIANO FOUNDATION



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and accountable growth*

BOSQUE COLOMBIANO FOUNDATION

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LETTER OF PRESENTATION

Annual Management Report 2025

Dear Partners, Community Authorities, Donors and Institutional Stakeholders,

On behalf of **Bosque Colombiano Foundation**, we are pleased to present our **Annual Management Report 2025**, which documents the principal institutional, programmatic, environmental and social results achieved during the year.

Since our establishment in **2018**, we have worked with Indigenous and underserved communities in Colombia to connect biodiversity conservation with education, territorial resilience and community capacity. During 2025, we continued strengthening this approach across the Colombian Amazon basin and the Sierra Nevada de Santa Marta, where environmental pressures are directly connected to education, access to essential services and the capacity of communities to manage their own territories.

This report describes how we translated those challenges into practical interventions. It presents our work in **K-12 education and child development, biodiversity conservation, water and clean-energy access, digital inclusion, climate resilience, Indigenous governance, gender equity, safeguarding and community-based monitoring**. It also explains the organizational systems that support implementation, including governance, financial management, monitoring and evaluation, data protection and institutional partnerships.

We have deliberately structured the report around measurable evidence. Figures such as people reached, families supported, hectares under conservation action, students engaged, community capacities strengthened and financial indicators are included because they allow our partners to assess the scale of our work and the relationship between resources, implementation and results.

The report also reflects the institutional learning generated during 2025. Working in remote Indigenous territories requires us to adapt methodologies to river mobility, connectivity limitations, climatic events and culturally specific governance systems. These conditions have reinforced our commitment to locally led implementation, informed consent, child safeguarding, transparent financial management and evidence-based decision-making.

We recognize that our results depend on collective work. Indigenous authorities, community leaders, teachers, universities, technical specialists, volunteers, donors and partner organizations have contributed directly to the outcomes documented in this report.

We therefore present the **Annual Management Report 2025** as an accountability document and as a basis for the next stage of our institutional development.

We remain committed to protecting Colombia's Andean and Amazonian ecosystems while expanding the educational, technological and organizational capacities of the communities that safeguard them.

Sincerely,

Rosa Alba Mercado Carrascal

Executive Director / Legal Representative

Bosque Colombiano Foundation

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2025 MANAGEMENT FOCUS

We used 2025 to consolidate a model in which education, biodiversity protection, climate resilience and Indigenous governance reinforce one another. Our management priority was to convert field experience into repeatable systems, verifiable evidence and stronger local ownership.



*Community gathering and program dialogue.
Bosque Colombiano Foundation field archive.*

2018 Year incorporated	25,000+ People reached cumulatively	55,000 ha Linked to SINAP	USD 425,350 2025 audited income
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Bosque Colombiano Foundation entered 2025 with a clear institutional mandate: protect threatened Andean and Amazonian ecosystems while strengthening the people and community institutions that depend on them. We were incorporated in Colombia in 2018. Since then, we have worked with Indigenous authorities, schools, families, women leaders and technical partners in territories where biodiversity loss is inseparable from poverty, educational exclusion, weak access to infrastructure and climate risk. During 2025, we focused on

strengthening the operating links among those challenges. We organized our work so that conservation actions could also improve learning, water security, community leadership and access to appropriate technology.

Our cumulative program record provided a strong operational base. By the period leading into 2025, we had supported 100 schools, reached more than 25,000 people and benefited more than 1,300 families across six Indigenous

communities. Our conservation portfolio had linked 55,000 hectares to Colombia's National System of Protected Areas, restored ecosystems with 120,000 native trees and monitored six endangered species. We had also released more than 450 hawksbill turtles and documented a 95% reduction in poaching in protected areas where community-based monitoring was established. These figures are important because they show the scale on which we had already learned to coordinate ecological and social outcomes.

In 2025, we used that experience to deepen education-linked conservation. The Heroes of Tomorrow Indigenous Child Development Center remained a reference for culturally grounded learning, with a cumulative record of more than 150 Indigenous children, 42 cultural and environmental workshops and eight Indigenous women educators. In the Colombian Amazon basin, our multi-year work with Tikuna territorial institutions continued to connect youth training, biodiversity interpretation and community governance. Our 2022-2025 Ornithological Tourism Program reached its final program year with a planned educational focus on 500 Tikuna children and adolescents. A parallel 2020-2025 diagnostic and

environmental education process strengthened our understanding of how illegal wildlife trafficking pressures affect young people and why permanent school- and community-based education is necessary.

Financially, we closed 2025 with audited total income of USD 425,350 and expenses of USD 423,720, producing a positive annual surplus of USD 1,630. Total assets were USD 401,690, while liabilities were USD 59,750. Net assets therefore represented 85.13% of total assets. Current assets of USD 325,430 against current liabilities of USD 55,230 produced working capital of USD 270,200 and a current ratio of 5.89. These ratios gave us room to manage commitments without creating a dependence on short-term debt. Mission and operating activities represented 88.94% of annual expenditure.

The management lesson of 2025 was straightforward: territorial impact improves when local institutions can use evidence, resources and authority together. We therefore strengthened internal governance, documentation, monitoring, safeguarding and financial controls while preserving the community-led character of our programs. This report presents the portfolio, the systems behind it and the lessons that guide our next cycle of work.

MANAGEMENT SEQUENCE

Community priorities	Technical design	Implementation	Monitoring	Local ownership
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Institutional Identity and Operating Model

From conservation projects to an integrated territorial development platform

2025 MANAGEMENT FOCUS

Our institutional model starts with the territory. We identify a concrete ecological or social risk, determine which local institution can sustain the response, and then design technical support around that institution rather than around a temporary project team.



Community-facing work is anchored in participation and documented institutional responsibility.

General Assembly
Highest authority

Board
Oversight

Executive Director
Implementation
authority

Technical teams
Field delivery

Bosque Colombiano Foundation is a Colombian non-profit organization dedicated to the conservation of endangered species and threatened Andean and Amazonian ecosystems. Our mission has evolved through practice. We began with a strong conservation orientation, but field implementation demonstrated that habitat protection cannot be sustained when children leave school, women lack decision-making space, families lack safe water or communities cannot access basic digital tools. By 2025, our management model therefore treated education, conservation and community resilience as connected operational systems.

We work through a sequence that begins with community authorization and territorial diagnosis. Indigenous authorities help define the conditions under which an intervention is legitimate. Technical staff then translate those priorities into measurable activities, budgets and monitoring indicators. During implementation, local participants contribute knowledge, infrastructure and day-to-day feedback. We use monitoring to identify where the design is not producing the expected response. When a

problem appears, we adjust the activity before the implementation period ends. This approach gives local institutions a practical role in management rather than limiting participation to consultation at the beginning of a project.

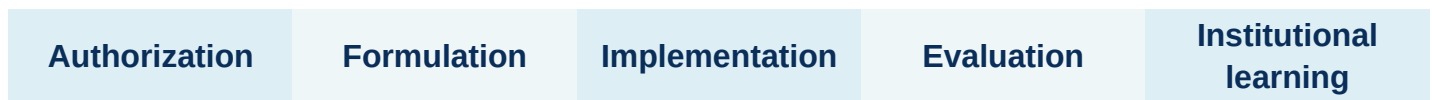
Our governance structure supports this operating model. The General Assembly provides the highest institutional authority. The Board of Directors provides policy oversight and reviews major decisions. The Executive Director converts approved direction into management action. Finance, administration, technical staff and monitoring functions then execute within defined responsibilities. This separation allows a technical decision, a financial decision and a governance decision to be reviewed by different roles when the level of risk requires it. During 2025, we placed particular emphasis on documenting decisions because credible partnerships depend on being able to explain who authorized an action, how resources were used and what evidence supports the reported result.

We also strengthened our internal understanding of program cycles. Formulation is expected to define a problem that can be

measured. Implementation must maintain evidence that activities occurred and reached the intended population. Evaluation must compare results with the original assumptions. Institutional relations then use verified findings to communicate with funders, public entities, universities and community authorities. The cycle only closes when lessons from evaluation change the next design. This discipline is especially important in remote territories, where transport limitations, connectivity interruptions and seasonal climate conditions can quickly make an unrealistic plan obsolete.

Our 2025 operating model remained deliberately multidisciplinary. Psychosocial knowledge helps us understand why a family or student disengages. Financial controls protect restricted resources. Biology and forestry knowledge guide restoration and species protection. Information systems support data security and monitoring. Community leadership determines cultural relevance and territorial legitimacy. Each function has a defined place because the strength of the institution depends on how those functions connect over time.

MANAGEMENT SEQUENCE



Education, Child Development and School-Linked Conservation

Education is a protection mechanism when it is connected to family, territory and meaningful participation

2025 MANAGEMENT FOCUS

Our education work grew from a practical observation: children remain engaged when learning speaks to their territory and when adults can identify risk before absence becomes permanent disengagement. We therefore link environmental learning with psychosocial support, community participation and safe access to technology.



Children and community members participating in a culturally grounded learning environment.

150+ Children in Heroes of Tomorrow	42 Cultural and environmental workshops	8 Indigenous women educators	100 Schools linked cumulatively
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Education became a central management priority because many of the environmental pressures we address are transmitted through young people. Wildlife trafficking networks, extractive activities and informal labor can use the same territorial knowledge that children learn from their families. Our response is to make that knowledge an educational asset. Biodiversity monitoring, water cycles, native species, restoration and community history become learning content that strengthens identity while building scientific and practical skills. The institutional objective is to make school and community learning more relevant than the short-term incentives that can pull young people away from education.

The Heroes of Tomorrow Indigenous Child Development Center illustrates this approach. Its cumulative record includes more than 150 Indigenous children, 42 cultural and environmental workshops and eight Indigenous women educators. The center combines environmental education with storytelling, drawing, nutrition and psychosocial accompaniment. The curriculum is shaped by community knowledge and adapted to the realities of children in the Sierra Nevada de Santa Marta. Digital tools are used when they add access or learning value. They are not treated as a substitute for teachers, families or community authority.

By 2025, our wider education portfolio had also reached 100 schools through different conservation and environmental learning activities. The work varied by territory, but the management principle remained consistent: define an observable learning or retention

problem, identify the local adult or institution responsible for follow-up, provide tools that can be used after the external project ends, and collect evidence that shows whether the intervention changed participation. This logic shaped our later work on early-warning systems, teacher support and school-linked extracurricular activities.

In the Colombian Amazon basin, our 2020-2025 diagnostic work on illegal wildlife trafficking reinforced the need for sustained educational outreach. The process documented why awareness campaigns, workshops in educational institutions and community training are necessary to reduce trafficking pressure. During the same period, our 2022-2025 work with Tikuna institutions integrated biodiversity interpretation, local guiding and sustainable livelihood concepts into youth capacity building. The program included a target of 500 Tikuna children within K-12 educational settings. These experiences helped us understand the importance of combining education with Indigenous governance rather than treating schools as isolated service points.

Our management standard for children is that participation must remain safe, voluntary and developmentally appropriate. We therefore integrate consent, safeguarding, confidential referral and restricted access to sensitive data into program design. In 2025 we continued strengthening these institutional systems so that expansion would not weaken protection. The result is an education approach that links relevance, retention, family participation and child protection to the same operational pathway.

MANAGEMENT SEQUENCE

Relevant learning	Participation	Early risk detection	Family/community response	Retention
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Biodiversity Conservation and Wildlife Protection

Community monitoring, habitat restoration and education create a stronger protection system than isolated enforcement

2025 MANAGEMENT FOCUS

We manage biodiversity as a territorial system. Species protection begins with habitat, but it becomes durable when local people can identify threats, report changes and connect conservation to education and livelihoods.



Community participation strengthens the practical link between conservation evidence and local decisions.

55,000 ha
Linked to SINAP

120,000
Native trees in
restoration record

6
Endangered species
monitored

95%
Poaching reduction
reported in protected
areas

Our conservation portfolio is built around measurable ecological pressure. We work in landscapes affected by deforestation, illegal extraction, habitat fragmentation, fire and wildlife trafficking. The technical response varies by species and ecosystem, but the management sequence is consistent: establish a baseline, define a priority area, create a monitoring mechanism, train local actors and connect the resulting information to a decision. This approach is especially important in remote areas where scientific teams cannot maintain permanent field presence.

By the institutional baseline carried into 2025, Bosque Colombiano Foundation had linked 55,000 hectares to Colombia's National System of Protected Areas. We had restored degraded areas with 120,000 native trees, supported 17 active ecological easements and participated in 13 Reciprocal Water Agreements. Our wildlife portfolio monitored six endangered species and supported the release of more than 450

hawksbill turtles. In protected areas where community-based action was established, we documented a 95% reduction in poaching. These results show the value of combining legal or spatial protection with local monitoring and environmental education.

The 2020-2025 technical diagnosis of illegal species trafficking in the Colombian Andean-Amazon region was particularly important for institutional learning. It showed that wildlife trafficking is not only a species problem. It affects schools, household economies, social recognition and the use of territorial knowledge. This finding changed how we design prevention. Conservation education must reach children before illegal networks make wildlife extraction economically or socially attractive. Community authorities must also be able to recognize patterns and coordinate a response without exposing vulnerable families or minors.

Our field method therefore links biological evidence with community knowledge. Local

monitors often know the timing of species movements, nesting areas, water conditions and recent disturbances. Technical staff help convert those observations into records that can be compared over time. When alerts indicate a change, the program can prioritize verification, restoration or education. This model reduces the cost of maintaining presence across large landscapes and respects the fact that Indigenous communities remain in the territory throughout the year while external scientific teams visit intermittently.

During 2025, we also reinforced the institutional connection between biodiversity and learning. Species information was used in workshops, youth training and community interpretation rather than remaining inside technical reports. This matters because long-term conservation depends on who understands the evidence and who is authorized to act on it. Our management goal is therefore to leave behind monitoring routines, local knowledge products and clearer decision pathways, not only isolated biological observations.

MANAGEMENT SEQUENCE

Baseline	Community monitoring	Threat verification	Protection/restoration	Learning and adaptation
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Water Security, Renewable Energy and Climate Resilience

Infrastructure creates durable social value when communities can operate it, monitor it and connect it to ecosystem protection

2025 MANAGEMENT FOCUS

Our climate-resilience work combines watershed protection with practical infrastructure. We use renewable energy, water systems and restoration to reduce daily vulnerability while strengthening local capacity to maintain the intervention.



Field dialogue around community infrastructure and locally managed services.

15,000 L/day Clean water supply reference	300 Indigenous families served	9 kW Solar pumping capacity	500 Families in hydroponic program
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Water security is one of the clearest points where climate change, ecosystem degradation and household vulnerability intersect. In the Sierra Nevada de Santa Marta, dry periods and degraded watersheds increase the time families

spend accessing water. In Amazonian territories, seasonal river dynamics and dispersed settlements create different access constraints. We therefore design water interventions around local hydrology and

community management rather than applying the same technical package everywhere.

Our Climatically Integrated Water Management Program established a strong operational reference. The system supplied 15,000 liters of clean water per day to 300 Indigenous families through a solar-powered pumping configuration. Twenty solar panels of 450 W provided approximately 9 kW of installed photovoltaic capacity, with daily generation used to power hydraulic pumping. The intervention combined infrastructure with watershed restoration, riparian protection and community water monitoring. This integration matters because a pump can improve access quickly, while restored vegetation and local monitoring protect the source that makes the infrastructure useful over time.

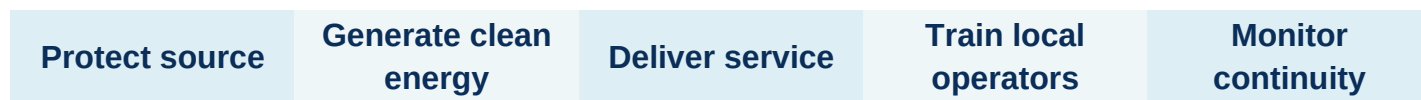
The portfolio also strengthened food resilience. Hydroponic systems were implemented across ten Indigenous communities, with a cumulative reach of 500 families and 150 trained community leaders. The program reported a 60% increase in food production capacity and incorporated composting and recycling practices. These systems reduced pressure to expand agriculture into forest areas and created a controlled production option where soils or water availability constrained conventional cultivation. We treat these figures as management indicators because they show whether an infrastructure investment changes

household production rather than simply being installed.

Renewable energy is managed with the same logic. Solar power is valuable when it reduces dependence on fuel, powers a defined service and can be maintained locally. For water systems, energy generation is connected directly to pumping requirements. For community facilities, reliability and local operator capacity determine whether the technology remains functional. We therefore include basic maintenance, monitoring and local responsibility in the technical design. This reduces the risk that a system stops operating when external technicians are unavailable.

During 2025, the organizational lesson was to manage climate resilience as a chain of dependencies. Watershed condition affects water availability. Energy reliability affects pumping or service continuity. Local training affects maintenance. Financial planning affects replacement and repair. Governance determines who decides when a problem appears. Our projects increasingly document those links so that climate adaptation can be evaluated through service continuity and community capacity, rather than through infrastructure counts alone. We also record maintenance needs and operating constraints so future investment decisions are based on observed performance, not only the original engineering assumptions.

MANAGEMENT SEQUENCE



Digital Inclusion, Data Systems and Appropriate Technology

Technology supports resilience when it solves a defined access problem and remains governed by people who understand the territory

2025 MANAGEMENT FOCUS

Our technology work is selective. We use connectivity, monitoring platforms and data tools where they improve education, environmental response or service continuity. We pair digital access with training, data protection and realistic maintenance responsibilities.



Digital and community work is designed around practical access, training and accountability.

5 Connected Indigenous community centers	500+ People with connectivity access	12 Digital training sessions	98% Reported average uptime
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Remote communities face a structural information disadvantage. A school may lack stable internet. A community health point may be unable to communicate during an interruption. Biodiversity monitors may collect observations without a reliable way to transmit them. During the years leading into 2025, we addressed this gap by installing Starlink connectivity in five Indigenous community centers. The initiative gave more than 500 people access to distance education, remote consultations, biodiversity reporting and environmental monitoring tools. Twelve training sessions helped community members use the systems, and the program reported 98% average uptime.

The management value of connectivity comes from what people can do after the connection is available. Environmental teams can transmit alerts more quickly. Teachers and students can reach educational resources that are otherwise inaccessible. Community leaders can share documentation without repeated travel. These benefits depend on basic cybersecurity and user discipline. We therefore integrate training on appropriate access, account responsibility and the protection of sensitive information into digital programs.

Data systems became increasingly important during 2025 because our programs were generating more information across education, conservation and administration. We moved toward role-based access, clearer record ownership and routine backup practices. Sensitive information is separated from public communication material. Child and psychosocial records require higher protection than aggregated program statistics. Financial documents are accessed according to functional responsibility. These distinctions allow the organization to use data for decisions without making every record available to every staff member.

We also strengthened the link between monitoring and management. A dashboard is useful only when it triggers a decision. A biodiversity alert should lead to verification. An attendance warning should lead to follow-up. A budget deviation should lead to review. Our institutional design therefore treats data collection as the first step in a response pathway. Technical teams define the indicator, the responsible role reviews it, and management determines whether corrective action is needed. This sequence reduces the

risk of collecting large volumes of information that do not change implementation.

Appropriate technology remains one of our guiding principles because high-cost tools can fail when they ignore territory. Connectivity may be intermittent. Devices may be difficult to replace. Electricity may be unreliable. Users may prefer paper records for some field

MANAGEMENT SEQUENCE

Collect only needed data	Assign access	Review indicator	Act on alert	Secure and retain evidence
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Indigenous Governance, Gender Equity and Community Leadership

Territorial legitimacy is created through authority, participation and local responsibility for decisions

2025 MANAGEMENT FOCUS

We work through Indigenous governance structures because technical quality does not create legitimacy by itself. Community authority, women leaders and local educators shape how an intervention is accepted, adapted and sustained.



Indigenous participation is treated as a governance function across the program cycle.

8 Indigenous women educators	40% Women in water committees	50% Women in ranger training	30 Women-led green enterprises
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Our partnerships with Indigenous communities are based on the recognition that territorial knowledge and decision-making authority already exist before an external project begins. We therefore seek community authorization, identify local responsibilities and establish how information will be shared. This process is essential in conservation, education and infrastructure because each activity can affect

activities. We therefore maintain low-tech alternatives when they reduce operational risk. During 2025, this practical approach helped us connect digital inclusion with stronger monitoring and accountability without making community participation dependent on a single platform.

land use, cultural practice, family routines or the management of sensitive information. During 2025, we continued strengthening this governance-first approach across the Sierra Nevada de Santa Marta and the Colombian Amazon basin.

Women's leadership is a structural part of that model. Our cumulative program record includes eight Indigenous women educators leading

child-development activities, 40% female representation in community water-management committees and 50% female participation in Indigenous ranger training. We also supported 30 green enterprises led by Emberá and Ette-Ennaka women. These indicators matter because participation changes the quality of decisions when women who manage household water, care responsibilities or local education have formal influence over program priorities.

Community leadership also reduces implementation risk. A local committee can identify whether a water system is being used correctly. An Indigenous authority can explain when access to a site is culturally or physically inappropriate. A teacher can detect when a child is disengaging. A local biodiversity monitor can verify whether an alert reflects a real change. Our management role is to connect these observations to a documented response. This makes the intervention more adaptive and helps prevent technical staff from making decisions with incomplete information.

In the Amazon basin, our work with Tikuna territorial institutions since at least 2020 strengthened our understanding of how youth

education and conservation governance can reinforce one another. The 2022-2025 Ornithological Tourism Program was implemented with the Tikuna Indigenous Tribal Council and included biodiversity interpretation, local guiding and community-based livelihood concepts. In the Sierra Nevada, our work with Ette-Ennaka and Narakajmanta communities connected water, food security, child development and conservation to community governance. These different territories require different technical responses, but the governance principle is the same: local authority must remain visible in design and implementation.

By the end of 2025, we had a clearer institutional standard for participation. Consultation should occur early enough to change the design. Local roles should be explicit. Feedback should be documented. Sensitive information should remain protected. Results should return to the community in a form that can be understood and used. These practices convert participation from a meeting into a management function and improve the probability that benefits continue after external funding closes.

MANAGEMENT SEQUENCE

Community authorization	Local role definition	Implementation feedback	Joint review	Local continuity
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Colombian Amazon Basin: Education, Youth and Biodiversity

Long-term presence has allowed us to connect Tikuna youth development with biodiversity knowledge and territorial governance

2025 MANAGEMENT FOCUS

Our Amazon work has progressed from environmental education and biodiversity interpretation toward a stronger education-and-protection model. The central lesson is that young people's territorial knowledge must create educational opportunity, local leadership and sustainable livelihoods.



Community learning and territorial dialogue remain central to our Amazon approach.

Since 2018 Education-linked Amazon presence	Since 2020 Work with Tikuna institutions	2022-2025 Ornithological Tourism Program	500 Planned Tikuna child education target
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Bosque Colombiano Foundation has provided education-linked conservation and child-development services in the Colombian Amazon basin since 2018 and has worked with Tikuna territorial institutions since at least 2020. This continuity matters because the region is defined by river mobility, dispersed communities and limited access to extracurricular opportunities. Short visits can deliver workshops, but sustained relationships are needed to understand why young people participate, disengage or respond to economic pressure.

Our 2020-2030 STEM and Biodiversity Education initiative provides the long-term educational backbone. It combines educational materials, workshops, field learning, mentoring and feedback tools so that young people can connect science and technology with biodiversity protection. The program treats local ecosystems as learning environments. Species, rivers and forest dynamics provide practical content for observation, data collection and interpretation. This approach strengthens the relevance of education for students whose daily lives are already shaped by the territory.

A second stream, implemented from 2020 to 2025, focused on diagnosis and environmental

education against illegal wildlife trafficking. The work documented the need for permanent education, school workshops and community training. It also reinforced a critical management insight: trafficking networks can exploit the same knowledge of rivers, trails, nesting areas and species movements that Indigenous children learn through community life. Education therefore has a protective function when it gives that knowledge a legitimate pathway into school, conservation and local employment.

The 2022-2025 Ornithological Tourism Program added a livelihood and governance dimension. Implemented with the Tikuna Indigenous Tribal Council and BirdLife International, it strengthened capacities in biodiversity, guiding, conservation interpretation and community-based sustainable livelihoods. The program included a target of 500 children in Tikuna K-12 education settings. The management value of this model is that conservation knowledge becomes visible as a skill that can support education and local economic activity instead of wildlife extraction.



Our experience through 2025 also showed the need for better early detection of educational risk. Rural and riverine school contexts can

make irregular attendance difficult to interpret. A student may miss class because of transport, family responsibility, economic pressure or disengagement. The next generation of our education work therefore emphasizes coordinated school records, family follow-up, psychosocial referral and structured after-school participation. That design is rooted in the operational learning accumulated during the multi-year programs described above, not in an assumption that one activity will solve a complex dropout problem. It also gives teachers, families and Indigenous authorities clearer information about when support is needed and which local actor can respond first.

MANAGEMENT SEQUENCE

Territorial knowledge	Education pathway	Biodiversity skills	Community governance	Sustainable opportunity
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Sierra Nevada de Santa Marta: Integrated Community Resilience

Water, food systems, child development and conservation are managed as connected pressures within Indigenous territory

2025 MANAGEMENT FOCUS

Our Sierra Nevada work demonstrates why environmental management must respond to the daily systems that shape household resilience. Water access, food production, education and habitat condition influence one another and therefore require coordinated management.



Sierra Nevada programs combine community participation with practical service and conservation outcomes.

300 Families in solar-water reference	15,000 L/day Water service	500 Families in hydroponic systems	150+ Children in development center
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In the Sierra Nevada de Santa Marta, our long-term work with Indigenous communities has required a practical response to climate variability, degraded ecosystems and unequal access to services. The landscape includes dry periods, sensitive watersheds and communities where infrastructure maintenance depends on local capacity. We therefore combine ecosystem restoration with interventions that reduce daily pressure on families. This has included water systems, hydroponic production, community education, digital access and livelihood diversification.

The Climatically Integrated Water Management Program became one of our strongest examples of this approach. A 9 kW solar-powered pumping system supplied approximately 15,000 liters of clean water per day to 300 Indigenous families. The technical system was paired with riparian protection, restoration and community water monitoring. The purpose was to create a chain in which source protection supports infrastructure performance, and local management supports continuity after installation.

Food security programs used a similar logic. Hydroponic systems operated across ten Indigenous communities and reached a cumulative 500 families. The program reported a 60% increase in food production capacity and trained 150 community leaders. Composting and recycling were incorporated into implementation. By improving production within existing community spaces, the model aimed to reduce pressure for agricultural expansion and create a more predictable source of food under difficult climatic conditions.

The Heroes of Tomorrow Indigenous Child Development Center addressed a different but connected vulnerability. More than 150 children participated in culturally relevant education, nutrition and psychosocial accompaniment. Eight Indigenous women educators led activities, and 42 cultural and environmental workshops connected biodiversity, water and identity. The center demonstrated that child development can be integrated into broader territorial resilience because children learn why water, forests and species matter while families receive a safer and more structured educational space.

We also explored how technology and livelihoods can support conservation. Starlink connectivity in five community centers improved access to education, environmental data and remote services. Coffee tourism initiatives with Ette-Ennaka families tested the use of IoT sensors and traceability tools to improve quality and diversify income. Across these activities, the 2025 management lesson was that resilience is strongest when a community can see the connection between ecological condition and everyday benefit. A restored watershed matters because it supports water. Connectivity matters because it supports education and reporting. A livelihood matters because it can reduce pressure on habitat. This integrated logic continues to guide our Sierra Nevada portfolio. During planning, we now assess whether each proposed activity has a realistic local operator, a maintenance pathway and an observable benefit that the community can verify after external implementation support decreases.

MANAGEMENT SEQUENCE

Ecosystem condition	Household service	Local capacity	Reduced pressure	Territorial resilience
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Monitoring, Safeguarding and Organizational Learning

Evidence is useful when it changes a decision, and protection is credible when every staff member knows the response pathway

2025 MANAGEMENT FOCUS

During 2025 we strengthened the institutional systems that sit behind field results. We focused on clearer monitoring logic, safer information handling, documented decision-making and stronger responsibilities for work involving children and vulnerable communities.



Monitoring and safeguarding depend on clear roles, documented evidence and timely management action.

Monthly/periodic Management review cadence	Need-to-know Sensitive data access principle	Baseline -> target Core M&E structure	Referral pathway Safeguarding response
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Monitoring begins with a question that management can act on. We therefore distinguish activity indicators from outcome indicators. A workshop count tells us whether an activity occurred. Attendance trends, service continuity or verified changes in habitat condition tell us whether implementation is moving toward the intended result. This distinction helps prevent reports from becoming lists of events. During 2025, we increasingly organized program evidence around baseline, target, responsible person, verification source and corrective action.

We also reinforced the relationship between field evidence and resource allocation. When a site shows lower participation, delayed implementation or a technical failure, the responsible coordinator must explain whether the problem is logistical, social or technical. Management can then redirect staff time, adjust a schedule or revise the intervention. This approach is particularly important in remote territories where weather, river conditions or access restrictions can change quickly. A rigid

plan can waste resources if it ignores those conditions.

Safeguarding became a more explicit organizational priority because our education and community programs involve children, adolescents and people facing economic or social vulnerability. Our standard is that staff should recognize a concern, protect immediate safety, record facts without conducting an unauthorized investigation and activate the appropriate referral pathway. Consent, confidentiality and access control are part of the same system. Information about a child or a safeguarding incident is restricted according to need-to-know responsibility rather than general staff access.

Data protection supports both safeguarding and institutional accountability. We apply role-based access to sensitive records and separate confidential case information from aggregated reporting. Photographs and videos involving identifiable children require appropriate consent. Financial and administrative records are maintained according to functional responsibility. We also retain low-tech

alternatives for field recording when connectivity is unreliable, then transfer the information into controlled systems when access is restored.

Organizational learning closes the cycle. Evaluation findings should change the next design, not remain inside a final report. In 2025 we used accumulated evidence from education, biodiversity, water and technology programs to refine the questions we ask during formulation. We pay closer attention to who will maintain a system, what data can realistically be collected,

how community authority will participate and what happens if the original assumption proves wrong. These improvements make future programs more feasible and reduce the risk of scaling an intervention before its operating logic is understood. We also use periodic management reviews to identify recurring control failures and convert them into revised procedures, staff guidance or stronger documentation requirements.

MANAGEMENT SEQUENCE

Observe	Verify	Decide	Correct	Learn
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Financial Stewardship and Institutional Accountability

A stable financial base allowed us to protect program continuity while strengthening controls and evidence

2025 MANAGEMENT FOCUS

Our 2025 financial management objective was to maintain liquidity, control liabilities and keep expenditure concentrated on mission and operations. Audited results confirm that the organization closed the year with positive working capital and low leverage.



Institutional field activity is supported by documented financial and administrative controls.

USD 401,690 Total assets	USD 341,940 Net assets	5.89 Current ratio	88.94% Mission and operating expenditure share
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Bosque Colombiano Foundation closed 2025 with audited income of USD 425,350 and expenses of USD 423,720. The resulting surplus was USD 1,630. The small positive result is consistent with a non-profit organization that deploys resources during the year while maintaining a modest operating margin. Mission

and operating activities represented 88.94% of annual expenses, indicating that the large majority of expenditure remained connected to program delivery and core operating functions. The balance sheet showed total assets of USD 401,690. Current assets were USD 325,430, while current liabilities were USD 55,230. This

produced positive working capital of USD 270,200 and a current ratio of 5.89. Total liabilities were USD 59,750, equivalent to 14.87% of assets. Net assets were USD 341,940, representing 85.13% of total assets. These ratios demonstrate that the Foundation did not depend heavily on debt to finance its operating cycle and had a strong net asset base at year-end.

Financial stewardship also depends on process. We separate operational need identification from financial verification and accounting recognition. Budget availability is checked before material commitments are made. Supporting documentation is reviewed before payment. Accounting records are reconciled so that management can compare actual spending with approved budgets. Where expenditure exceeds internal thresholds, additional authorization is required. This separation of duties reduces the risk that one person can initiate, approve and record the same material transaction without review.

Restricted funding is managed according to the purpose for which it was provided. Program teams must be able to connect an expenditure

to an approved activity and a supporting record. Finance must be able to connect the same transaction to the accounting system and bank evidence. Management must then be able to explain whether the expenditure produced the intended output. This three-part connection between program, finance and evidence is the basis of our grant accountability.

The external auditor reported no material uncertainty regarding our ability to continue operating in the foreseeable future. That conclusion, together with the liquidity and leverage indicators above, gave the organization a stable platform entering 2026. Our financial priority remains disciplined growth. We aim to expand program reach only when administrative systems, safeguarding, monitoring and cash-flow capacity can support the additional responsibility. For 2026, this means maintaining liquidity buffers, protecting restricted funds, documenting procurement decisions and matching each new commitment with a realistic reporting and oversight workload. Financial growth must remain proportional to institutional control capacity.

MANAGEMENT SEQUENCE

Approve budget	Verify availability	Authorize	Record	Reconcile and report
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Partnerships, 2026 Outlook and Management Commitments

We enter the next cycle with stronger evidence, clearer safeguards and a more integrated education-conservation strategy

2025 MANAGEMENT FOCUS

Our 2026 direction is based on what 2025 taught us: expand only where local authority is engaged, where outcomes can be measured, and where the organization can protect people, data and resources throughout implementation.



Partnerships and community relationships provide the institutional base for the next cycle of work.

6 Indigenous communities in cumulative institutional record	100 Schools linked cumulatively	2020-2025 Anti-trafficking education cycle	2022-2025 Tikuna youth/ornithological tourism cycle
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Our partnerships remain central to implementation because Bosque Colombiano Foundation does not attempt to replace local institutions. Indigenous councils provide territorial legitimacy and community coordination. Universities contribute academic review and technical knowledge. Civil-society partners add specialized conservation experience. Public entities can support regulatory alignment and local infrastructure. During the years leading into 2025, our partner network included Universidad del Magdalena, Universidad de Sucre, CARSUCRE, WWF Colombia, Conservation International, Fondation Ensemble, ZGAP Foundation, Waterloo Foundation, the Association of Field Ornithologists and Indigenous authorities in the territories where we work.

The University of Magdalena is particularly relevant to our education and evidence agenda. Academic collaboration supports the review of curriculum, teacher capacity, monitoring methods and the documentation of learning outcomes. This strengthens the connection

between field practice and evidence. We want future programs to demonstrate why a method worked, for whom it worked and under what territorial conditions it can be replicated. Academic partners help us ask those questions with more rigor.

Our 2026 program direction will deepen the integration of K-12 education, biodiversity conservation and child protection in the Colombian Amazon basin. The operational learning accumulated through 2020-2025 anti-trafficking education, 2022-2025 Tikuna youth training and our continuing STEM-biodiversity work gives us a practical foundation. We are preparing models that connect structured extracurricular participation, school attendance, psychosocial support, family follow-up and early-warning information. The purpose is to intervene before educational disengagement becomes permanent and before illegal wildlife networks can turn territorial knowledge into an extraction tool.



In the Sierra Nevada de Santa Marta, we will continue strengthening climate resilience through water, renewable energy, restoration and community capacity. We will use the same management standard across these interventions: define a service or ecological outcome, assign local responsibility, document maintenance requirements and monitor whether

the benefit remains functional. This helps us move away from infrastructure delivery as an endpoint and toward continuity as the actual measure of success.

Institutionally, our commitments for the next cycle are clear. We will maintain conservative financial management and documented procurement. We will continue improving safeguarding and data protection. We will strengthen monitoring so that corrective decisions are recorded. We will deepen community governance in design and implementation. We will use partnerships to add specialized capacity rather than duplicate it. The 2025 year closed with a stable financial base and a mature portfolio of field experience. Our task in 2026 is to convert that experience into stronger, safer and more replicable systems for Indigenous children, families and territories.

MANAGEMENT SEQUENCE

Evidence from 2025	Refined design	Stronger local capacity	Measured implementation	Replicable practice
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