



## 5-YEAR STRATEGIC PLAN

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### **Introduction**

The Ceiba Foundation for Tropical Conservation is a U.S. 501(c)(3) non-profit organization founded in 1997. We have been working in Ecuador since our inception in support of forest conservation, environmental education, biological research, and sustainable community development. As our organization has grown and taken on a greater variety of projects, and as the major issues and priorities in conservation have changed, we saw the need to revisit Ceiba’s mission, clarify its vision, and specify its specific purpose to better focus our future work. This strategic plan is intended to guide the Ceiba staff and board over the next 5 years to achieve good operational, organizational, communication, fundraising and programmatic management that will propel Ceiba forward in its mission. This document lays out the strategic goals and objectives in the aforementioned categories that provide the framework to guide our actions. This strategic plan is meant to be adaptive and incorporates regular evaluation of the goals and objectives, to keep Ceiba on task, monitor progress, and allow changes if needed to remain effective, responsive to stakeholders, and true to our mission and vision.

### **Mission, Vision, and Core Values**

Our strategic planning process has clarified Ceiba’s vision to reflect the key values shared by its founders and the foundation’s board and staff. We have focused Ceiba’s **mission statement** to:

**Connecting tropical nature and sustainable livelihoods through habitat conservation and environmental education**

or the Spanish version:

**Conectando los ecosistemas tropicales con medios de vida sostenibles a través de la conservación de la biodiversidad y la educación ambiental**

**Short version:  
Connecting Nature and People**

We at Ceiba **envision a world where people and biodiversity thrive because of each other**; a world where the value of nature is recognized, and its conservation is understood as being inextricably connected to human wellbeing.

Our mission, vision, and resulting actions are driven by the following shared values:

**Ceiba's Core Values**

**The Value of Nature**

Our actions support, enhance, and illuminate the value of nature, both intrinsic and instrumental.

**Sustainability**

We promote strategies for protecting and restoring ecosystems while improving human well-being and livelihoods.

**Social Justice**

We respect the values, dignity, knowledge, contributions, and perspectives of our partners and the cultures in which we work. We believe people of all ages, genders, and races should have equal access to opportunity and knowledge.

**Knowledge**

We believe access to information empowers people to act in sustainable ways.

**Trust**

We believe that stimulating positive change relies on building trust by making enduring commitments to stakeholders and communities.

## **Our Approach:**

Ceiba's approach is to identify places in the tropics (currently focused in Ecuador) where biodiversity is threatened by human activities that are rooted in a lack of educational and economic opportunities. We work with local partners including landowners, community leaders, educational institutions and policy-makers to identify and implement actions that can reduce or reverse the loss of biodiversity, and provide educational and economic opportunities for local communities. Our ideas and actions highlight the connections between nature and human livelihoods. These actions include: establishing private protected areas via conservation easements and other legal means; restoring habitat using biological corridors,

agroforestry, and reforestation; and providing diverse educational opportunities that increase knowledge about the connections between nature and people, and the capacity for and adoption of sustainable livelihoods. We emphasize themes related to the impacts of land use practices on water quality and climate; economic alternatives that reduce or avoid loss of biodiversity; and the societal benefits of forests and natural spaces. To fund our actions, we seek contributions from the general public, as well as grants from national and international organizations.

### **Our Assumptions:**

- The COVID-19 pandemic will end within the first year of this 5-year plan.
- Ceiba will continue to have stable funding sources over the next 5 years.
- Political conditions in Ecuador will remain stable, and friendly towards the contributions of U.S. non-profit organizations.
- This strategic plan is a “live” working document that will be regularly reviewed, evaluated, and revised to respond to changing conditions.
- If any of these assumptions fail to be realized, modifications to our objectives and timelines will likely be needed.

### **Expanding Our Impact:**

We have identified strategic goals and actionable objectives that will help Ceiba expand its impact and maintain progress towards fulfilling its mission and vision. Each objective will have specific actions identified in annual workplans, designated to individuals and with clear timelines for completion.

## **Goals and Objectives**

### **Goal P1: Increase the amount of protected tropical forest in Ecuador**

**Objective P1.1:** At least double the amount of standing forest protected (from ~700 ha now) through easements or other means within five years.

**Objective P1.2:** Adopt criteria to identify high priority sites for reforestation and restoration and evaluate the success of forest protection and reforestation and restoration projects.

**Objective P1.3:** Increase the area reforested or restored in high priority sites every year for the next 5 years.

### **Goal P2: Enhance Ceiba’s leadership in conservation incentive strategies and their implementation in Ecuador**

**Objective P2.1:** Develop informational materials and formats to promote and facilitate easements and other conservation incentives in Ecuador.

**Objective P.2.2:** Establish a collaboration to participate in the creation of a national policy for conservation easements in Ecuador by the end of 2021.

**Objective P2.3:** Meet with at least one strategic partner per year about strengthening the application of incentives for forest conservation.

**Objective P2.4:** Implement at least two more conservation easements in Ecuador.

**Objective P2.5:** Support community efforts to reduce negative environmental impacts and/or increase the environmental sustainability of their livelihoods in and near areas of high conservation value.

**Goal P3: Expand and diversify local and international environmental education programs that align with our mission**

**Objective P3.1:** Increase the number of Ceiba interns and volunteers by 5% for internationals and 10% for locals every year.

**Objective P3.2:** Plan, execute, and evaluate a suite of local educational programs that reach at least 450 people per year including a diversity of ages, genders, and occupations.

**Objective P3.3:** Deliver competitive, safe, high quality semester long and shorter international study programs each year that pay for themselves or generate revenue.

**Objective P3.4:** Increase the racial, ethnic, and socioeconomic diversity of participants in our international study abroad, volunteer and internship programs over the next 5 years.

**Objective P3.5:** Integrate social justice themes (including but not limited to racial and gender equality, land tenure issues, and indigenous rights) into the curriculum of our local and international education programs.

**Goal P4: Support and evaluate existing projects (in ways other than those specified above)**

**Objective P4.1:** Assist El Pahuma and Lalo Loor reserves to increase their revenue and elevate their public profiles.

**Objective P4.2:** Meet *at least* annually with key participants in our land conservation and environmental education projects (landowners, stakeholders, partners).

**Objective P4.3:** Conduct evaluations of all our major programs and projects that include stakeholder / participant input.

**Goal P5: Expand our reach to include marine conservation**

**Objective P5.1:** Initiate at least one new marine conservation project or collaboration within the next 5 years.