



**WWF**

STRATEGIC  
PLAN

ECUADOR

2021

A photograph of a wide river with two canoes in the foreground. The canoes are dark and have oars inside. The water is calm, reflecting the sky and the surrounding trees. The background shows a forested shoreline under a cloudy sky.

# STRATEGIC PLAN

## 2017-2025

### WWF Ecuador

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# WWF ECUADOR

STRATEGIC PLAN  
2017-2025

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Updated to January 2021

WWF - ECUADOR



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## **STRATEGIC PLAN 2017-2025**

Updated to January 2021

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This document reflects the target's updating process that WWF-Ecuador set for 2016 in its Strategic Plan. The progress review process and plan updating takes place every two years, in order to ensure that the organisation's strategic planning responds and adapts to changes within the office's internal context as well as the external context of the country and the region.



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# ABOUT US

WWF is one of the largest and most respected independent conservation organizations in the world, with more than 5 million members and over 6,000 employees working in nearly 100 countries. This professionals' network gives us the advantage of creating multinational and interdisciplinary teams, assembled according to the needs and priorities of each regional, national and local project we implement. In Ecuador, WWF was the first global organization to invest in conservation in 1962, initially supporting the conservation and sustainable development of the Galapagos Islands and later expanding to other priority regions on the Ecuadorian mainland.

## MISSION & VISION

WWF's mission is to conserve nature and reduce the most pressing threats to Earth's diversity of life. Our vision is to build a future in which people live in harmony with nature.



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# PRIORITY LANDSCAPES

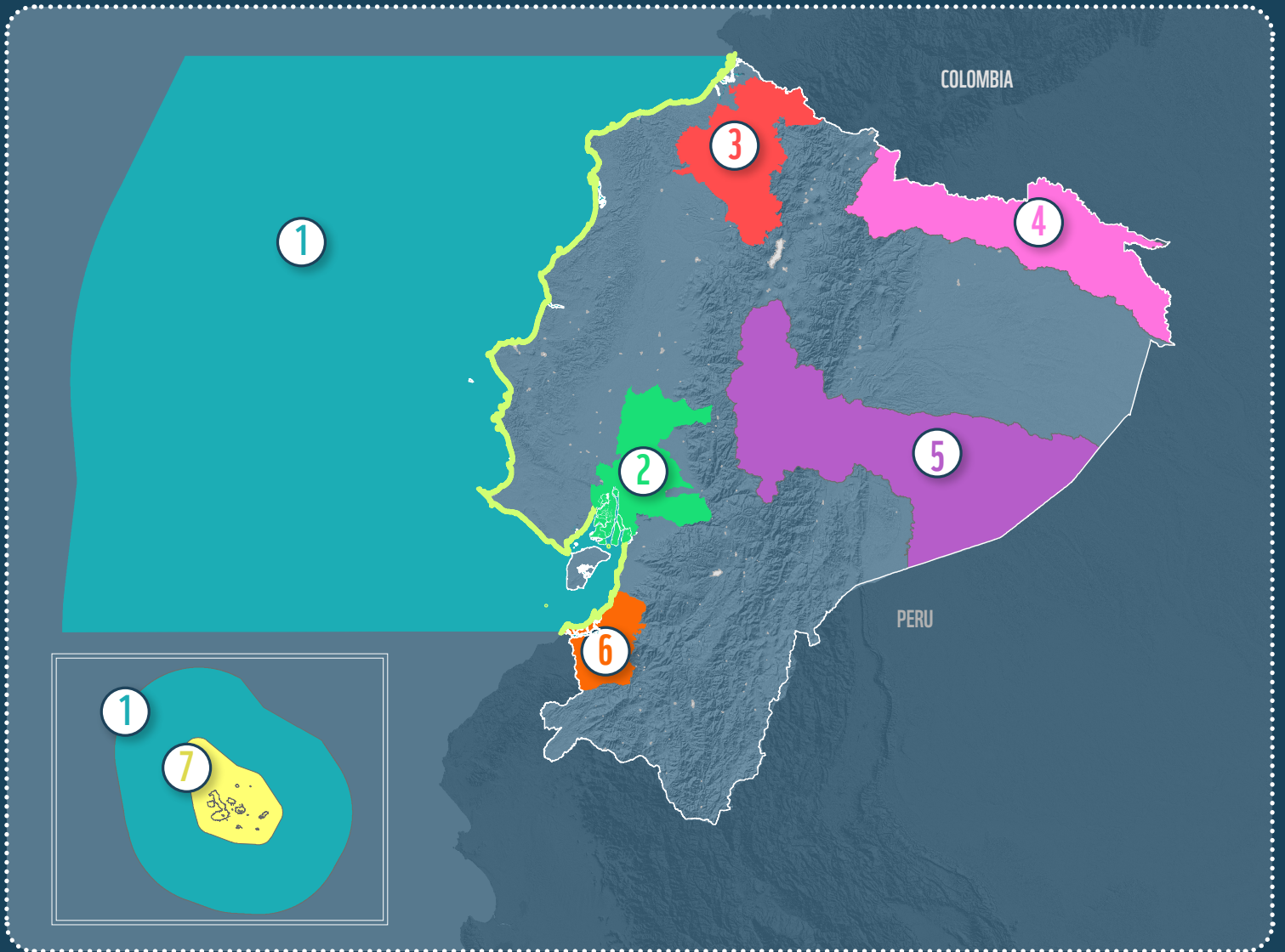
WWF has defined seven priority landscapes for its work in Ecuador:

- 1 Eastern Pacific Ocean (EPO) and Continental Coastline
- 2 Guayas River Basin
- 3 Chocó Region
- 4 Aguarico and Putumayo River Basin
- 5 Pastaza River Basin
- 6 Tumbes Forest
- 7 Galápagos

WWF seeks to promote an integrated management of the territories through a sustainable landscape approach, mobilizing and articulating stakeholders to create a joint vision that promotes conservation, sustainable use and restoration, while guaranteeing space for economic and livelihood activities.

WWF works in these landscapes under a framework of environmental and social safeguards. Safeguards play a vital role in achieving our vision; they guide us on how we involve local communities on our planning processes, in order to enhance and protect their rights and livelihoods, while conserving nature and wildlife.

# Priority landscapes map



**1** Eastern Pacific Ocean (EPO) and Continental Coastline

**2** Guayas River Basin

**3** Chocó region

**4** Aguarico and Putumayo River Basin

**5** Pastaza River Basin

**6** Tumbes Forest

**7** Galápagos



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# CONSERVATION TARGETS

To conduct our work efficiently, we have identified Conservation Targets, defined as the set of species, communities and ecological systems selected to represent and encompass the full range of biodiversity in Ecuador's priority landscapes. These targets are also ecologically, economically and culturally important species and ecosystems, under some degree of threat.

At WWF we believe that the protection and sustainable use of these Conservation Targets will ensure the conservation of all biodiversity within the country's large functional landscapes. The Conservation Targets are, therefore, the basis for setting goals, implementing actions and measuring the effectiveness of our conservation strategies.



# List of Conservation Targets

## Species



Sharks and rays  
(*Elasmobranchios*)



Hawksbill sea turtle  
(*Eretmochelys imbricata*)



Tropical tuna  
(*Scombridae*)



Humpback whale  
(*Megaptera novaeangliae*)



Leatherback sea turtle  
(*Dermochelys coriacea*)



Mahi - mahi  
(*Coryphaena hippurus*)



Corals



Jaguar  
(*Panthera onca*)



Amazon river dolphin  
(*Inia geoffrensis*)



Tucuxi River Dolphin  
(*Sotalia fluviatilis*)



Catfish  
(*Siluriformes*)



Spectacled bear  
(*Tremarctos ornatus*)



Mantled howler monkey  
(*Alouatta palliata*)



## Ecosystem



Scalesia tree forest



Mangroves





# CROSS-CUTTING PRINCIPLES

WWF’s conservation work in Ecuador is guided by cross-cutting principles that promote impact, innovation, accountability, and the application of social and environmental safeguards. The targets established by the organization with regards to these principles are:

## Innovation

By 2025, WWF-Ecuador has implemented, documented and shared at least four innovative conservation strategies.

## Planning, Monitoring and Evaluation

By 2025, WWF-Ecuador manages an internal culture of planning, monitoring and evaluation at both strategic and operational levels.

## Alliances and Adaptive Management

As of 2021, WWF-Ecuador’s projects and programs explicitly incorporate innovation, partnership work and adaptive management in their design and planning tools.

## Leadership

By 2025, WWF-Ecuador relies on an inspiring and efficient group of leaders who are able to mobilize their work teams to fulfill the Strategic Plan.

## Social and Environmental Safeguards

By 2025, in all landscapes of intervention and for all WWF-Ecuador projects, we have identified environmental and social risks and apply safeguards to mitigate them.

## Poverty Eradication

By 2025, WWF-Ecuador’s work implements strategies to improve the living conditions of the communities we work with, thus contributing to reduce poverty and extreme poverty in the country.

In addition, WWF-Ecuador seeks to consolidate effective and efficient management, ensuring a healthy work environment, and has, therefore, set internal targets related to organizational development and strengthening. The targets set for an effective office are:



### Increased Brand Familiarity

By 2025, WWF-Ecuador increased its brand familiarity in the country to 30%.

### Project Portfolio

By 2022, we have a portfolio of high or highly likely projects, with a 4-year horizon, covering 75% of the cost of the strategic plan for each year.

### Financial Sustainability

By 2025, WWF-Ecuador relies on financial sustainability tools for long-term financial analysis and planning, and to achieve an annual base of unrestricted funds.

### Human Resources

By 2025, WWF-Ecuador has a Human Resources strategy that makes it the best NGO to work for in Ecuador.

### Internal Work Culture

By 2025, WWF-Ecuador's staff acts in an articulated and coordinated manner, and is coherent with the organization's environmental and social discourse and values.

### Systems and Processes

By 2025, WWF-Ecuador has adopted administrative systems and processes necessary to comply with its strategic plan.



# INTERVENTION STRATEGIES

WWF's intervention is focused on five complementary strategic lines that incorporate an interdisciplinary and intersectorial approach:

## 1. Protecting Species and Ecosystems

WWF seeks to ensure healthy ecosystems that provide ecosystem services and sustainability to the communities and societies that depend on them. The ecosystem's health is related to the status of its species; therefore, it is essential to ensure viable and diverse populations that allow ecologically meaningful interactions.

Our starting point for protecting these species and ecosystems is to understand their condition and threats. Based on this information, we develop cross-sectoral strategies in close collaboration with national and local stakeholders, including actions to reduce direct threats, such as indiscriminate hunting and fishing, and initiatives to conserve and restore these species and ecosystems.

# TARGETS

## Degraded areas under restoration

By 2025, at least 5,000 hectares of degraded areas in connectivity corridors between conservation areas are undergoing restoration.

## Conservation of Jaguar Habitat

By 2025, at least 50% of the jaguar habitat in the JCU (Jaguar Conservation Units) where we work is protected under some conservation strategy and meets connectivity criteria.

## Freshwater Conservation Objects

By 2025, critical habitats for freshwater conservation targets are connected, identified and protected.

## Marine-Coastal Conservation Areas

By 2025, at least 5 new conservation areas have been created in the mainland and Galapagos marine ecosystems, each with updated management and conservation plans, guaranteeing representativeness, ecological viability and civic participation, in accordance with the Sustainable Development Goals.

## Marine-Coastal Conservation Objects

By 2025, all conservation targets identified in the Galapagos and marine landscapes have management plans and/or conservation plans under implementation.

## Conservation and Management of Sharks and Rays

By 2025, public policies have been consolidated to ensure the conservation and management of the different species of sharks and rays in Ecuador, based on the adequate implementation of the National Shark Action Plan.

## Pollution

By 2025, at least 10% of the municipalities located in the marine and Galapagos landscapes adopt environmental sanitation policies focused on solid waste management and wastewater management in order to reduce ecosystem pollution and improve the communities' quality of life.

## Marine-Coastal Spatial Planning (MCSMP)

By 2025, the Marine-Coastal Space Management Plan (MCSMP) has been implemented in at least 30% of Ecuador's marine-coastal territory, based on connectivity criteria, fisheries management, tourism, environmental services, biodiversity conservation while using all of the available planning instruments.



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## 2. Promoting Sustainable Markets and Livelihoods

Unsustainable production and consumption of some raw materials can have a disastrous effect on species and landscape biodiversity, causing deforestation, land and water degradation, and significant greenhouse gas emissions.

WWF promotes the sustainable use of biodiversity resources, providing them with added value, through strategies based on the direct use and sustainable transformation of biological resources such as: agroforestry, non-timber products, tourism, artisanal fishing, aquaculture and mariculture. These bioeconomy-focused strategies seek to generate livelihood alternatives for local communities located in natural environments with high biodiversity, that support the conservation of ecosystems and species, or the restoration of degraded areas.

At the same time, in order to reduce the ecological footprint of large industries and promote responsible consumption, contributing to a shift in Ecuador's productive matrix towards a sustainable development model, WWF works to promote responsible markets for important raw materials for Ecuador, such as tuna, bananas, mahi-mahi, palm, shrimp, timber and others.

# TARGETS

## Sustainable Entrepreneurships

By 2025, at least five bioeconomy entrepreneurship that contribute to the sustainable management of terrestrial landscapes and five bioeconomy entrepreneurship that contribute to the sustainable management of marine-coastal and Galapagos landscapes are underway, are sustainable over time, and benefit at least 35% of the inhabitants of the communities we work with.

## Timber Monitoring and Traceability

By 2025, we have improved Ecuador's timber traceability and forest monitoring systems, thus strengthening the country's forest governance.



## Deforestation-free Palm Oil Certifications

By 2025, at least 10,000 hectares of palm oil in the Amazon will be under jurisdictional certification schemes that ensure a production free of deforestation or ecosystem transformation.

## Sustainable Banana Production

By 2025, at least 4,000 hectares of banana plantations in Ecuador implement good socio-environmental practices, and there is at least one public policy that supports and promotes these practices in the banana sector.

## Sustainable Fisheries

By 2025, at least three of Ecuador's main fisheries are rationally exploited, reaching international sustainable fishing standards, which include robust traceability systems, as well as governance schemes that promote sustainable development and guarantee a minimum impact on the ecosystem.

## ASC Certification for Shrimp Production

By 2025, 20% of shrimp farm production in Ecuador will be certified by the Aquaculture Stewardship Council (ASC)



## Financial Mechanisms

By 2025, at least 2 innovative financial mechanisms have been developed with the national financial system to encourage the adoption of good practices in the industries we work with, as well as to foster the development of local sustainable bio-enterprises.



### 3. Educating and Mobilizing for Sustainability

In order for societies to actively contribute to generating equitable solutions to the socio-environmental problems they face, an integral education is required -beyond environmental education- known as education for sustainability, aimed at enabling learners to make informed decisions and adopt responsible measures in favor of the integrity of the environment and economic viability.

WWF adopts education for sustainability as a fundamental pillar to achieve conservation, fostering the development of knowledge, skills, attitudes and values that allow individuals and groups to positively contribute to the integral and sustainable development of their territories.

An important part of this strategy aims to engage, empower and mobilize society through education, strategic communication and public advocacy initiatives.

Complementarily, WWF-Ecuador seeks to involve and empower children, youth and adults to become agents of change in their territories, providing them with transformative experiences that motivate and promote action. Education is a key catalyst to achieve this transition, therefore, our approach to sustainability is experiential, contextualized and relevant to the territories, and combines pedagogy, behavioral change, communication and participation strategies.





# TARGETS

## Media Recognition and Coverage

By 2025, at least 10 appearances per year in the social, economic and political sections of the national media will mention and recognize WWF-Ecuador as a reference in sustainable development issues.



## Reduced Food Waste and increase Responsible Consumption

By 2025, we have achieved a 50% reduction in food waste in restaurants, supermarkets and hotels we work with, and have implemented strategies to influence attitudes and behavioral change towards responsible and conscientious consumption related to at least 2 of the commodities and at least 2 of the bio ventures we work with.

## Social Media Followers

By 2025, 10% of the people reached annually by WWF-Ecuador on Facebook, 15% on Instagram, and 6% on Twitter, interact with the content; and 5% of followers who interact with the content, carry out a specific campaign related action, annually.

## Ecuadorian Youths Incorporate Sustainable Thinking

By 2025, at least 500 young people participate in formal and non-formal WWF-Ecuador educational processes and experiences; and out of them, at least 25% have increased their involvement and become promoters of actions in favor of sustainability.

## Adult Education

By 2025, at least 500 adults participate in formal and non-formal WWF-Ecuador educational processes and experiences; and out of them, at least 10% have increased their involvement in actions in favor of sustainability.

## Incorporating Sustainability into the National Curriculum

By 2025, WWF-Ecuador has generated quality, replicable and scalable educational experiences to influence public policy and civil society; in addition, 70% of the children participating in these experiences have acquired the knowledge and skills necessary to relate to and protect their territory.



## 4. Strengthening Natural Resource Governance

Governance is the framework of political relationships between various actors involved in the process of deciding, executing and evaluating decisions that affect the use and availability of natural resources. Understanding and working to improve governance in each landscape allows us to address many of the underlying causes of environmental degradation and thus promote sustainable decision-making models.

Governance has become one of the cross-cutting themes of WWF-Ecuador's work. Our goal is to leverage changes in the mechanisms and processes of local, national and regional integral governance, through dialogues and agreements between governments, companies and civil society groups, mobilizing all these different actors towards common goals.

WWF strengthens local organizations and communities in the priority landscapes, which are normally affected by the decisions made by their organizations, as well as by the State and the private sector, in relation to the use and conservation of natural resources. Through this strategy, WWF aims to turn them into key actors in decision making, and to influence national and local agendas that affect their territories.



# TARGETS

## Strengthening of National and Local Stakeholders

By 2025, WWF-Ecuador has strengthened national and local stakeholders working in priority landscapes to design and implement conservation initiatives.

## Mobilize the Private Sector

By 2025, WWF-Ecuador is positioned as a natural partner of the private sector and establishes alliances that contribute to the achievement of our mission.

## Civic Participation

By 2025, civic participation mechanisms in Ecuador, particularly those related to planning and management of protected areas and priority watersheds, fisheries management, and mangrove management, have been renewed and strengthened with new regulations and protocols.

## Public Policy Advocacy

By 2025, WWF-Ecuador has implemented at least two public policy advocacy processes per year.





## 5. Promoting Climate Change Mitigation and Adaptation

Climate change and the intensification of its effects are a global phenomenon that strongly impacts Ecuador. While Ecuador is not a country that contributes significantly to greenhouse gas emissions, it is highly vulnerable to its effects: melting glaciers, desertification, alteration of hydrological cycles, natural disasters, etc., which affect the most vulnerable human populations and biodiversity, which is a fundamental pillar for the economy and subsistence.

WWF focuses on reducing the effects of climate change in two key scenarios. On the one hand, there are the cities that, by concentrating most of the population of Ecuador, are responsible for greenhouse gas emissions and must adapt at the same time. Accordingly, the interest of many of Ecuador's municipalities in incorporating climate change mitigation and adaptation components into their planning has become increasingly apparent.

On the other hand, there are areas with natural ecosystem coverage inside and outside protected areas that provide key ecosystem services and require incorporating a climate change adaptation approach in their management, while maintaining their role as carbon sinks. Civil society has become an important ally in this cause. Support for the Amazon Indigenous REDD (Reducing Emissions from Deforestation and Forest Degradation) initiative is an example of what can be achieved by working with these actors.

# TARGETS

## Adaptation to Climate Change in Protected Areas

By 2025, at least 3 of the conservation areas in WWF-Ecuador's landscapes have management plans that have incorporated climate change adaptation and mitigation, and implement ecosystem-based adaptation measures.

## Resilient Cities

By 2025, WWF-Ecuador supports at least 5 cities in Ecuador in designing and implementing strategies to increase their resilience to climate change.

## REDD+ Indigenous Program

By 2025, Ecuador's Amazonian Indigenous REDD+ Program is being implemented with the support of WWF-Ecuador.







**¿Por qué estamos aquí?**

Para detener la degradación del ambiente natural del planeta y construir un futuro en el cual los humanos convivan en armonía con la naturaleza.

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