

STRATEGY 2022–2025

EARTH ADVOCATES ASSOCIATION (EAA)

FOR A RICH AND PURE NATURE FOR THE BENEFIT AND JOY OF LIFE ON EARTH



INTRO

EAA is a Danish non-profit nature and development organization, founded in 2014 by a group of professional volunteers with a *vision* of a **Rich and Pure Nature for the Benefit and Joy of Life on Earth** - a vision based on forest conservation through promotion of sustainable coexistence between humans and nature.

And the *mission* is clear: **Save as much tropical forest as possible!** Based in Bolivia, today we work for the preservation of South America's unique and for the world important tropical forest ecosystems in close cooperation with local communities, authorities, and the private sector. Internationally, we campaign for measures to reduce pressure on tropical forests.

In Bolivia we support indigenous peoples and the rural population in their struggle to protect and preserve the forest they depend on with at long term goal of creating corridors of nature, where biodiversity can flourish and migrate freely. The landscape connectivity is achieved by connecting indigenous peoples' territories with national parks and other protected areas. More than a third of the world's remaining pristine forests, known as intact forest landscapes, are found in areas that are either managed or owned by indigenous peoples. Our work is based on three mutually dependent *strategic efforts*:

- SUPPORT FOR SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES
- PROMOTION OF SOCIAL JUSTICE
- STRENGTHENING SOCIAL RIGHTS AND INDIGENOUS RIGHTS

The protection of forests benefits the climate through CO2 uptake, mitigates local consequences of climate change and ensures local people access to important ecosystem services such as drinking water. Promoting social justice, strengthening indigenous peoples' rights, and supporting responsible management of natural resources makes local people less vulnerable to fluctuations in climate and market and strengthen the resilience of local communities to economic interests seeking to extract natural resources.

In addition, we support purchasing of firefighting equipment, establishing and training of local emergency brigades in firefighting, information on prevention and combating wildfires and nature restoration in the form of primarily tree planting. Bolivia and Brazil together have lost millions of hectares of forest to wildfires since 2019. A continued focus on fire prevention and tree planting are therefore necessary efforts in our endeavors to protect forests and restore nature in South America.

EAA currently has projects in the Chiquitano dry forest in eastern Bolivia - South America's second largest forest ecosystem - and in the Amazon rainforest in northwestern Bolivia.

OVERVIEW

VALUES

OVERVIEW OF RESULTS

CONTEXT

APPROACH

STRATEGY 2022-2025

Financial strategy

Partner strategy

Communication strategy

Organizational strategy



VALUES

PROFESSIONAL, EQUAL & LONG-TERM PARTNERSHIPS create sustainable development and local ownership:

Strong partnerships based on respect and high professionalism permeate EAA's work from projects to partners and internally in the organization.

We can only achieve our mission to save the Amazon rainforest if we present the strongest team. That is why we place high demands on both partners, volunteers and employees. It must ensure that from the outset we can focus on the problems we want to solve for the benefit of biodiversity, climate and people. And then the collaboration must be equal.

We are all working towards preserving the global diversity of nature, and we will only achieve the goal if we include all competencies and experiences.

We do not provide North-to-South assistance. The development work is done in collaboration. It provides the best synergy effects and creates ownership locally.

Criteria for choosing partners

Partnerships are central to our development cooperation and efforts to establish coherent, protected and sustainably managed forest areas in South America. Since we enter into long-term partnerships, it is important to have shared values and professional organizational capacity. In the selection of partners, emphasis is therefore placed on several general criteria:

- Overall match between EAA's and the local partner's vision, values, and development philosophy.
- The local partner must meet EAA's requirements for organizational capacity (equity, financing, employed core employees with professional competences in finance and accounting, advocacy and communication, experience in implementing internationally funded development projects, own office and transport facilities).
- The local partner's development work and strategy focus, among other things, on gender-neutral, democratic, and participatory civil society development via capacity building and organization of local communities.
- The local partner is transparent and democratically organized with relevant policies in place including anti-corruption policy, safety guidelines, code of conduct and accounting systems.

A BRIEF OVERVIEW OF STRATEGIC TRAJECTORY

Since 2018, EAA has worked to protect and preserve five unique and valuable natural areas of Bolivia and to consolidate our presence in Bolivia through sustainable projects, equal partnerships, and a professional commitment with the purpose of creating local ownership, save biodiversity and laying the ground for expanding EAA's international work to neighboring Peru and Brazil. Among other things, we have succeeded with two strong partnerships and projects in eastern and northwestern Bolivia:

- In the northern part of the Chiquitano region, we are currently working to protect and sustainably manage the indigenous territory 'TCO de la Central Indígena del Bajo Paragua (CIBAPA)' The territory covers an area of 3,500 km² and contains, among other things, the Guarasugwé people, who number only 125 members. The area works as a steppingstone between three national parks creating a biodiversity corridor of almost 33,000 km² equivalent to the size of Belgium!
- In the community Trincheras in the Pando region in the northwestern part of Bolivia, our support for management of community territories based on the extraction of acai berries from the rainforest has led to the establishment of a protected area of 30,000 ha, including four other communities. It is an important result that we had only dared to hope for but did not expect would happen just one year after project start. For the five communities, the marking of their territories as a Community Protected Area comes with management rights to the areas resources and the possibility to say no to logging and mining – two industries which otherwise poses a threat to the region's forests, local livelihood, and biodiversity.
- In the Santa Rosa de la Mina community, EAA's support for ecotourism development has improved families' economic prosperity, contributed to the protection of community forests and rivers, and created greater awareness of the value of intact ecosystems and the link between sustainable nature management and local development.

"Our collaboration with local partners is based on shared values and goals and must be seen as an almost lifelong partnership and collaboration through thick and thin. The collaboration turns into a friendship where both parties develop over time. It is incredibly rewarding, but also requires one's full commitment"

[Nazaret Fernandez, Head of Finance and Projects]



ORGANIZATIONAL RESULTS

- At an administrative level, we have succeeded in establishing a well-functioning organization with a professional and diverse secretariat and board and own office and meeting facilities at ActionAid Denmark (Mellemfolkeligt Samvirke) in Copenhagen. By the end of 2021 the secretariate consisted of 10 volunteers.
- The goal of increasing our visibility has resulted in the establishment of well-functioning media platforms and presence on social media, annual fundraisers, and political campaigns. EAA currently has more than 220 followers on Facebook.
- At the financial level, EAA has managed to build up a small equity and raise funds for six projects, including an awareness raising project in addition to a humanitarian intervention following the wildfires in Bolivia in 2019 with funds from the Danish Emergency Relief Fund.

CISU was chosen as the primary donor in 2018 as CISU is a relatively stable source of funding which allows for long-term project planning and implementation, just as CISU places great demands on organization, administration, and professionalism. Combined with visible results from our work with forest conservation in Bolivia, it has made EAA a professional and strong organization attractive to support also for other public and private donors.

In the previous strategy period, we did not succeed in diversifying the organization's economy with a 10-40-50 model, where 10 percent of revenue comes from private individuals and the Ministry of Culture, 40 percent comes from private funds, while the last 50 percent comes from CISU grants. A diversification of EAA's economy thus continues as objective in the current strategy period, albeit in an adapted version where five percent of EAA's revenue by the end of 2025 must come from private individuals, private foundations and the Ministry of Culture, 25 percent from the EU and 70 percent from the CISU.





[Photo: Apiguide, Shutterstock]
[Photo, small circle: iStock]
[Photo, big circle: Edgard Garrido/Reuters/Ritzau/Scanpix]

CONTEXT

To ensure large impact on nature, biodiversity, and local people's livelihood, all EAA's efforts are centered in areas where both natural values and threat levels are high. The **Amazon rainforest** is home to a quarter of the planet's animal and plant species and is one of Earth's most important terrestrial carbon reserves. The Amazon is estimated to contain about 123 billion tons of carbon above and below ground.

The **Chiquitano Dry Forest** region (CDF) is the largest patch of healthy and best preserved tropical dry forest ecosystem in South America alive today and one of the most biologically diverse dry forests in the world extending over more than 24 million hectares. CDF is South America's second largest forest after the Amazon rainforest roughly situated in the center of the South American continent with most of the CDF lying within the eastern lowlands of Santa Cruz, Bolivia, (around 16 million hectares) and smaller patches extending into the western Mato Grosso, Brazil (the Pantanal wetlands and the woodlands of the Cerrado).

The tropical forests of South America have a high range of biodiversity and provide ecosystem services in the form of carbon storage, water, wood, pollinators, food, and medicines to hundreds of communities depending on its resources to sustain their life in terms of economy, nutrition, and food security.

WILDFIRES

Yet the agricultural land encroachment for animal husbandry and crops farming by small and big scale farmers continues with an estimated impact of up to 45% deforestation in Bolivia the next 25 years. Uncontrolled wildfires threaten both the biodiversity and people living in the CDF and the adjacent ecoregions including the Amazon rainforest. In 2019, four million hectares of forest and savannah were lost to the flames and in 2020 and in 2021 NASA Earth Observatory could document escaped fires burning unchecked in several ecosystems, including the Pantanal wetlands in the eastern part of the country; the CDF in the southeast; and the Beni savanna and Amazon rainforest areas in the north.

The fires are largely the result of intentional burning to convert forest to farmland by typically migrants from the highlands and have in Bolivia increased in strength and scope after the Supreme Decree 3974 was issued by the former Bolivian president in July 2019. Following the Supreme Decree, the amount of controlled burning allowed farmers increased five-fold, from five hectares per year to 20. Same month the president signed the Supreme Decree 26075 expanding land demarcated for livestock production and the agribusiness sector to include Permanent Forest Production Lands in the regions of Beni and Santa Cruz. These changes in regulations have together with increasingly higher temperatures and lower than average precipitation due to changes in the regional climate contributed to the vast extent of the fires seen in recent years.

DRY FORESTS ARE THE MOST ENDANGERED TROPICAL FOREST IN THE WORLD

Dry tropical forests are the most endangered tropical forest in the world and the CDF region is no exception. Despite being considered globally outstanding for its biological distinctiveness the CDF ecoregion is critically threatened and faces an uncertain future and



EAA's THEORY OF CHANGE

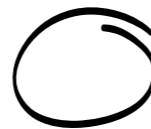
maintaining its ecological integrity is key to sustainable development and climate change adaptation in eastern Bolivia, resulting in CDF in 2020 being declared a conservation priority for South America by the IUCN World Conservation Congress. Habitat conversion due to agricultural expansion, land encroachment for livestock and unplanned colonization are the major threats to the CDF region. Habitat degradation comes next in the form of uncontrolled logging and the forest conversion rate is almost 100 hectares per day. Until 2019 the total loss of natural vegetation cover in the department of Santa Cruz was approximately 6.2 million hectares, placing the CDF forest in the unfortunate category as one of the most threatened forests in South America. With this trend, projections estimate a total loss of 7.1 million hectares (43%) by 2040.

This also applies to the Amazon rainforest where the search for natural riches has accelerated the deforestation. According to the Amazon deforestation maps, from maaproject.org, updated as of January 27, 2021, Bolivia ranks second among countries with the greatest loss of primary tropical forest in 2020 amplified by forest fires.

CONSEQUENCES

In the long term, deforestation of tropical forests will have a broader impact, affecting global climate and biodiversity. These changes are however more challenging to observe and forecast from local effects, since they take place over a longer time scale and can be difficult to measure. The most immediate impact of deforestation occurs at the local level with the loss of ecological services provided by tropical forests and related ecosystems. Such habitats afford humans valuable services such as erosion prevention, flood control, water filtration, fisheries protection, and pollination - functions that are particularly important to the region's poorest people, who rely on natural resources for their everyday survival, just as forest loss reduces the availability of renewable resources like timber, medicinal plants, nuts and fruit, and game.

NEW CROSS CUTTING FOCUS ON ENVIRONMENTAL EDUCATION



PROBLEM STATEMENT

South America's forests are disappearing at an alarming rate. Every year, more than 8,000 km² of rainforest in South America is forested or burned to make way for soybean, palm oil and cattle productions and in search of timber. If the devastation continues, researchers fear that the tropical forest areas in South America will disappear - they call it 'tipping point'. That is, a point where the forests can no longer recover themselves and instead end up as dry savannah.

OUR APPROACH

Nature needs space and peace to unfold without interference. At the same time, people around the world are dependent on nature's resources in the form of food, energy and as a catalyst for economic development. To ensure the global diversity of species we work to promote sustainable coexistence between humans and nature through projects and campaigns. In South America we work to:

1. Promoting socially, environmentally, and financially responsible management of natural resources in strategically selected areas through support to communities for the development and implementation of holistic and sustainable management plans that consider biological, cultural, and economic needs and interests. This approach to nature conservation requires detailed knowledge of the flora and fauna of the areas, which is why knowledge collection and nature monitoring are included as an important cross-cutting element in the support for the development of management plans.
2. Promoting social justice through training in, and organization around, sustainable extraction, processing, and commercialization of non-Timber Forest Products (NTFPs). This will create new and sustainable income opportunities, provide local people with an alternative to often short-term destruction of natural resources and reduce the pressure on indigenous peoples' territories, communities and protected natural areas from various political and industrial interests, which are all too often put above the environment, climate, and wildlife. At the same time, the diversification of income opportunities increases the resilience of local communities to climate change, contributes to employment and counteracts migration from country to city, just as the protection of forests and nature in general

contribute to the common global ambition to reduce CO2 emissions. In addition, NTFP and ecotourism also strengthen cultural self-understanding, equality, employment and create greater understanding and awareness of the importance of nature conservation, adding value to nature that goes beyond nature's own unique value. In this way, the development opportunities of the local communities are linked to the survival of nature, which increases the incentive to ensure long-term nature protection.

3. Strengthening social rights and indigenous rights and empowering indigenous and rural communities through organization, training in evidence-based advocacy, information, and introduction to new monitoring technologies to document environmental violations in close collaboration with local leaders and civil society organizations. In addition, sector partners and local authorities are involved to ensure both long-term and sustainable solutions to problems related to nature destruction. The challenges of nature destruction and deforestation are often related to human rights and poverty, which is related to indigenous peoples' ability to stand together, poor population groups' limited access to influence and lack of capacity in state administration and agencies to monitor large natural areas and enforce legislation.

[Photo: Claudia Bealunde, FCBC]



[Photo, small circle: Toke F. Nyborg, EAA]
[Photo, medium circle: Claudia Bealunde, FCBC]
[Photo, big circle: Toke F. Nyborg, EAA]

GEOGRAPHICAL FOCUS

Going forward EAA will focus its efforts on the protection of Amazonas and adjacent forest areas such as the Chiquitano forest, as the problems of deforestation are enormous in this part of the world with major consequences for people, biodiversity, and climate. This also follows EAA's principle of presence in areas where both threat levels and natural values are high. The latter to ensure the greatest impact and value for investments in our conservation and development work.

The burning and deforestation of the Amazon and Chiquitano forests also provides a 'burning platform', which can be used as a lever to create awareness. In addition, the conservation of the two vast tropical forest ecosystems contains one of the most crucial solutions to the global climate and biodiversity crisis. Their protection therefore has the attention of the world. This can make it easier to access financing - also from private individuals.

A strategic focus on Amazonas will also contribute to EAAs brand and visibility as the destruction of Amazonas is an issue that is easy to communicate and visualize. It also gives EAA a niche in a highly competitive NGO environment and contributes to making EAA visible in a green sea of Danish, international NGOs fighting for the same funds for the same purpose of protecting biodiversity.



STRATEGY 2022-2025

In an alarming context of two global crises; the biodiversity crisis and the climate crisis - the overall strategy of EAA 2022-2025 is to financially consolidate the organization to further expand our nature conservation work and accelerate our impact on the forests of South America through campaigns and projects in close collaboration with local partners and volunteers.

In addition, EAA will work purposefully for transition of the projects to one single program by the end of 2025.

The ambition to upgrade to program organization before the end of 2025 permeates the strategy, among other things in relation to the choice of geographical focus and further professionalization of EAA. A program agreement with CISU will provide a basis for overall efforts that ensure greater weight, more continuity and better dialogue with partners in the Global South.

EAA expects to submit a program application within the current strategy period. However, this requires that we achieve the following four sub-strategies, on which the 2022-2025 strategy is based, and which together will consolidate EAA as a strong organization and contribute to the realization of our mission to save tropical forests.

The four sub-strategies are:

FINANCIAL STRATEGY,
PARTNER STRATEGY,
COMMUNICATION STRATEGY,
ORGANIZATIONAL STRATEGY

FROM PROJECT TO PROGRAM

BEFORE THE END OF 2025 EAA HAS DEVELOPED A STRONG ORGANIZATION BASED ON PROTECTION OF FORESTS IN SOUTH AMERICA WITH A PARTICULAR FOCUS ON AMAZONAS AND INITIATED A PROCESS TOWARDS TRANSITIONING TO PROGRAM ORGANIZATION UNDER CISU WITH A TOTAL OF FOUR PARTNERS IN BOLIVIA, PERU, AND BRAZIL.

NEW GREEN AGENDA

EAA'S STRATEGY IN A GREEN FAVORABLE, POLITICAL CONTEXT

At both the global level, in the EU, and in Denmark, there is a growing recognition among decision-makers and among citizens in general about the depth and seriousness of the biodiversity crisis. Ecosystems, species and genetic resources are disappearing at a rapid pace, at the same time as nature's services (ecosystem services) in the form of fertile soil, erosion control, clean water, firewood, building materials, etc. deteriorates. While development has consequences for everyone, the populations of the world's poorest countries are particularly hit hard due to their generally direct dependence on nature's resources and services. Within development aid, this realization leads to an increased focus on the need to combine nature efforts, climate efforts and poverty reduction. There is a growing consensus that neither the biodiversity crisis, the climate crisis nor poverty can be addressed as independent problems, and that the natural dimension must be integrated to a larger extent in the overall effort in the future. If this does not happen, aid will in many cases be short-term and unsustainable.

This is clear from several new analyzes and recommendations from the world's largest international expert bodies on climate (IPCC) and biodiversity (IPBES) and new strategies from e.g. The World Economic Forum, the World Bank, the United Nations Development and Environment Organization (UNDP and UNEP), the Global Environment Facility (GEF), the International Union for Conservation of Nature (IUCN), the European Commission and the European Environment Agency. They all point to the need to integrate "nature-based solutions" to a greater extent in the work to combat poverty, the climate and biodiversity crisis. While the solutions to climate and biodiversity crises may be identical, overlapping or have synergies, they may also counteract and adversely affect each other, and it is therefore important that they are integrated. In the "Human Development Report 2020", the UNDP declares that to date no country in the world has succeeded in ensuring great progress in the living conditions of its peoples without doing great damage to nature and the climate, and the organization points out that the poor countries cannot follow the same development route that the rich countries have followed.

UNDP's "Human Development Index, 2020" has been adapted to reflect the pressure of the world countries on the "planetary borders". The organization emphasizes that it is not useful to boil down the challenges to only one main problem, the climate crisis, but that in future more thinking must be done in innovative, coherent, and nature-based solutions. Solutions which can be managed locally, benefit small, weak, and marginalized populations, and contribute to the development of a green and sustainable economy. The trend towards a greater focus on protection and re-establishment of biodiversity and ecosystem services is also reflected in the EU's new development strategies, just as in Denmark is reflected in the Finance Act for 2021, where development assistance for "green development" (climate, energy, and nature) has tripled. compared to 2019.

The international "greening" of development aid is also reflected in Danida's development strategy adopted in 2022 and implemented in The Finance Act 2022 with direct significance for fund programs, the organization of institutional funding modalities and the Civil Society Pool under CISU. Among other things the strategy states that nature-based solutions are perceived as innovative and relevant instruments and as some of the best and most cost-effective means of achieving desired societal changes and improvements in poor countries.

EAA works within this new framework of cognition, and has an approach to development and nature conservation, which appeals broadly with a focus on issues that have global attention. This provides EAA with a strong starting point for accessing funding for continued nature protection and conservation and for the realization of EAA's long term vision of establishing nature corridors. It gives rise to optimism and a belief that the EAA can grow as an organization and consolidate its presence in South America.



[Photo: iStock]

Towards 2025 EAA works to diversify the revenue base from foundations and institutional donors as well as from a program agreement with CISU.

A diversification of the revenue base will make the organization more robust to economic fluctuations in an already competitive market where competition for public and private funds for development is fierce. A program agreement with CISU will give EAA financial stability and greater certainty about ongoing funding and thus the opportunity to plan long-term. The same goes for the program partners.

In addition, a program agreement will release resources internally within EAA, which is currently tied up in continuous preparation of project applications to CISU. These resources will instead be used to apply for other financial support targeted at, for example, Danish and international funds and the EU. This will contribute to a further diversification of EAA's unrestricted and project funding and thus increase EAA's revenue, project portfolio and opportunities to realize the mission to save tropical forests.

In the Global South, a program agreement will strengthen partners involved with increased opportunities for learning and knowledge sharing within the program and make partners stand stronger together in a complex and competitive NTFR market and when cooperating on gaining political influence.

The financial strategy focuses on foundations and institutional donors as private-giver-fundraising requires a significant and sustained presence on social media and media visibility in general. EAA does not have the capacity for that. However, EAA has a strong product/case (saving the Amazon rainforest from destruction) which harmonizes with the current green global agenda and appeals to a wider crowd of people concerned with climate changes, social justice, and loss of biodiversity.

The strategy therefore first and foremost is to upgrade EAA from project to CISU program organization and build relationships with institutional donors, companies, and foundations, initially different EU pools, as our partners already have experience with the implementation and administration of EU funding – an experience we can build on and thus increase our chances of success in terms of achieving funding.

The diversification efforts follow a 5-25-70 model: 5 percent of EAA's revenue will come from private individuals, private foundations and the Ministry of Culture, 25 percent from EU funding and 70 percent from CISU.

To enter into a program agreement with CISU a number of financial requirements for revenue is required: Among other things, an organization can only apply to become a program organization when the organization on average has been paid a minimum of three million DKK annually from the Civil Society Fund in the last two completed financial years prior to the application, just as program organizations are approved with a budget size corresponding to the total annual amount granted by CISU under the Civil Society Fund. After that it is not possible to increase the total annual amount. An annual turnover of three million DKK thus corresponds to a four-year program grant of 12 million DKK.

According to the overview of expected funding from CISU 2022-2025, EAA can expect to meet the program requirements of receiving a minimum of three million DKK from the Civil Society Fund in the beginning of 2024. EAA strives for transition to a program organization with an annual turnover of at least four million DKK from the Civil Society Fund. Preferable 5 million DKK. EAA expects to have an annual turnover of DKK four million from the Civil Society Fund by the end of 2024.

FINANCIAL STRATEGY

TOWARDS THE END OF 2025, THE FOLLOWING FINANCIAL TARGETS HAS BEEN SET:

- EAA has an annual turnover of at least five million DKK from the Civil Society Fund in 2025.
- EAA has lasted in 2025 diversified the organizational income according to the 5-25-70 model (5 percent of EAA's revenue will come from private individuals, private foundations and the Ministry of Culture, 25 percent from EU funding and 70 percent from CISU).
- EAA has allocated internal resources to secure project funding via the EU, Danish and international foundations in collaboration with EAA's alliance partners bilaterally or as a consortium.
- EAA meets program requirements (cf. Organizational Strategy) and has applied for program agreement with CISU before end of 2025.
-



● Where we are

● Where we want to be

PARTNER STRATEGY

TOWARDS THE END OF 2025, THE FOLLOWING PARTNER TARGETS HAS BEEN SET:

- Following a mapping of potential (program) partners in Peru and Brazil and prior physical meetings, EAA has signed two new partnership agreements with one partner in Peru and one partner in Brazil, respectively, and launched projects with CISU funding.
- EAA has completed annual partner alliance workshops.
- EAA has formalized a thesis student exchange agreement with the University of Copenhagen and the FCBC-run research station El Centro de Estudios del Bosque Seco Tropical Alta Vista in the heart of the Chiquitano region.

Towards 2025 EAA works to expand its international commitment to Peru and Brazil and its approach to forest protection with a new focus on environmental education.

The geographical expansion to Peru and Brazil is a natural extension of our presence in Bolivia through two strong partnerships with FCBC operating in the Chiquitano region of eastern Bolivia and ACEAA operating in the Pando region of northwestern Bolivia. A regional expansion will ensure a continued strategic coherence in EAA's international work due to coincidence in the challenges of Bolivia, Peru and Brazil with poverty and inequality as well as coincidence in the development models of the three countries in which the extraction of natural resources plays a central role. In addition, there are cultural and social similarities across the three countries and coincidences in habitats that should contribute to synergies across organizations and strengthen cooperation and knowledge sharing. A regional cooperation will thus act as a catalyst for common cross-organizational ambitions to conserve the forests of South America.

In addition, CISU program agreements requires that the collaborating organizations in their work have a clear strategic focus (geographical, sectoral, or thematic), which makes it relevant to gather the organizations' activities - or parts of their activities - in a single program rather than implementing individual projects. A geographical focus on Bolivia, Peru and Brazil and a thematic focus on the conservation of the Amazon and Chiquitano forests support this requirement and thus supports our goal of concluding a program agreement with CISU before the end of the current strategy period. A 'cluster' approach further support EAA's sustainability principles in relation to economy and climate just as the mayor negative impact the deforestation of the Amazon and the Chiquitano forest are having on people, biodiversity, and climate makes an increased regional presence both urgent and relevant just as it follows EAA's principle of presence in areas where threat levels and natural values are high to ensure the greatest impact and value for investment in our development cooperation.

EAA has decided to expand its international cooperation with one new partnership in Peru and one new partnership in Brazil allowing EAA to convert to a five-partner program in four countries (two partners in Bolivia, one in Brazil, one in Peru and one in Denmark). This decision on a maximum of five partners has been made so as not to spread the funding too thinly on too many partners. At the same time, there are enough partners spread across a critical mass of countries to reduce the risk of governments or local authorities shutting down some or all projects and partnerships leaving EAA in a vulnerable situation. In Peru and Brazil, cooperation will focus on the following areas:

- The Loreto region in the northernmost part of Peru and / or the Madre de Dios region in south-eastern Peru, as it is possible in these areas to realize EAA's corridor vision to protect and connect areas that are either managed or owned by indigenous peoples with areas under formal state, regional, or municipal protection. The Madre de Dios region also borders Brazil and Bolivia, allowing for cross-border projects and collaborations.
- In Brazil, the state of Amazonas or Mato Grosso has been chosen with a special focus on the Amazon River and based on a partner with HQ or regional office in Manaus or Cuiabá, as strategic efforts in the heart of the Amazon have great symbolic significance for EAA's brand and identity and will benefit some of the world's most important natural areas with the greatest natural value. In addition, the state of Amazonas borders the Loreto region, which also allows for cross-border projects and collaborations.

In the selection of partners, EAA focus on community of values and organizational capacities, just as EAA place great emphasis in whether the partner organizations are transparent and democratically organized and focuses on gender-neutral and participatory civil society development through capacity building, organization, and empowerment. This to ensure in advance that local partners can honor CISU's requirements to organizational capacity.

If it is not possible to find suitable partners in Brazil and Peru, the Board of Directors will, in consultation with the Executive Board, decide whether EAA submits a program application that only covers Bolivia or postpones the application process.

NEW FOCUS ON ENVIRONMENTAL EDUCATION & CONTINUED FOCUS ON WILDFIRES

The next four years EAA will work to extent its approach to forest protection with a new focus on environmental education aims at creating young active citizens and future conservationists who takes responsibility for solving environmental problems that are of relevance to South America's forests. The new focus on environmental education is designed as cross-cutting activities across project components or as independent projects/campaigns.

At the same time, it has been decided to maintain a focus on prevention and control of wildfires as well as nature restoration initiatives either as independent project components or as individual projects. The burning of tropical forests in Bolivia (especially in the Santa Cruz department of Bolivia) and Brazil is escalating and there is no indication of forest fires decreasing in strength the coming years - on the contrary. Since 2019, four million hectares of forest have so far gone up in flames. Support for purchasing firefighting equipment, establishment, and training of local emergency brigades in firefighting, information on prevention and combating forest fires is thus a new necessary in the efforts of forest conservation. The same goes for nature restoration in the form of primarily tree planting. In addition, forest fire prevention and nature restoration have fundraising potential and provide concrete answers to complex problems.



Towards 2025 EAA works to create a more distinctive and recognizable organizational profile and strengthen EAAs popular support in Denmark and project countries.

When the media does a story on us, it is based on our reputation. When companies choose to partner with us, they choose our organization based on our reputation. When regular givers and constituencies sign up under the tab, they include our reputation in their decision. When volunteers roll up their sleeves, they do so based on our reputation. Our reputation is thus extremely important in terms of strengthening our popular support. This has become even more urgent in the increasingly commercial reality in which the EAA operates. In this context of intense competition for public and private funds, a clear brand is crucial.

To create a more distinctive and recognizable organizational profile, we have chosen to rebrand EAA on a strategic focus on the Amazon, as it will contribute to a clearly defined and sharp organizational profile, built around an issue that is easy to communicate and visualize. At the same time, the burning and destruction of the Amazon rainforest and Chiquitano dry forests provides EAA with a 'burning platform' of urgency just as the conservation of South America's tropical forests contains one of the crucial solutions to the global climate and biodiversity crisis, and therefore has the attention of the world. Together this can make it easier for EAA to access financing – also from private individuals.

Central to the re-branding process will be the name change to Aktion Amazonas and a streamlining of EAA's visual identity based on the new logo. We expect that the name Aktion Amazonas coupled with many years of successful presence in and experience from Peru, Bolivia and Brazil will add great credibility to our brand – even if we open projects outside South America where the new name will not reflect the geographical breadth of the organization's international cooperation – just as the name Aktion Amazonas will make our mission clear to all and also differentiate us from other green organizations working in South America with forest conservation – for example, Forest of the World. This will also provide EAA with a niche market in a highly competitive NGO environment and increase our visibility in a green sea of Danish, international NGOs fighting for the same funds for the same purpose of protecting biodiversity.

WHY ACTION?

'Action' should give associations to activism: It is possible to save the Amazon if we act in the Western world and support the people who live in and by the forest. The need for activism and action is rooted in a feeling of frustration among many young people in Europe over the lack of action and speed with which the world is addressing the global climate and biodiversity crisis. They want action. Aktion Amazonas acts and create changes on behalf of the Amazon rainforest. And we give people the opportunity to act as volunteers themselves. It gives hope.

COMMUNICATIONS

Strategic communication in parallel with the rebranding process continues to be the focal point of our efforts to strengthen popular support with a primary focus on annual fundraising campaigns, participation in political campaigns in alliance with other NGOs and member communication. EAA primarily communicates digitally via the web, Facebook and one annual report published in print. The goal is to expand the media portfolio with an electronic newsletter and presence on Instagram and LinkedIn, just as we in the future will communicate in several languages, as EAA is both popular anchored in Denmark and in South America.

COMMUNICATIONS STRATEGY

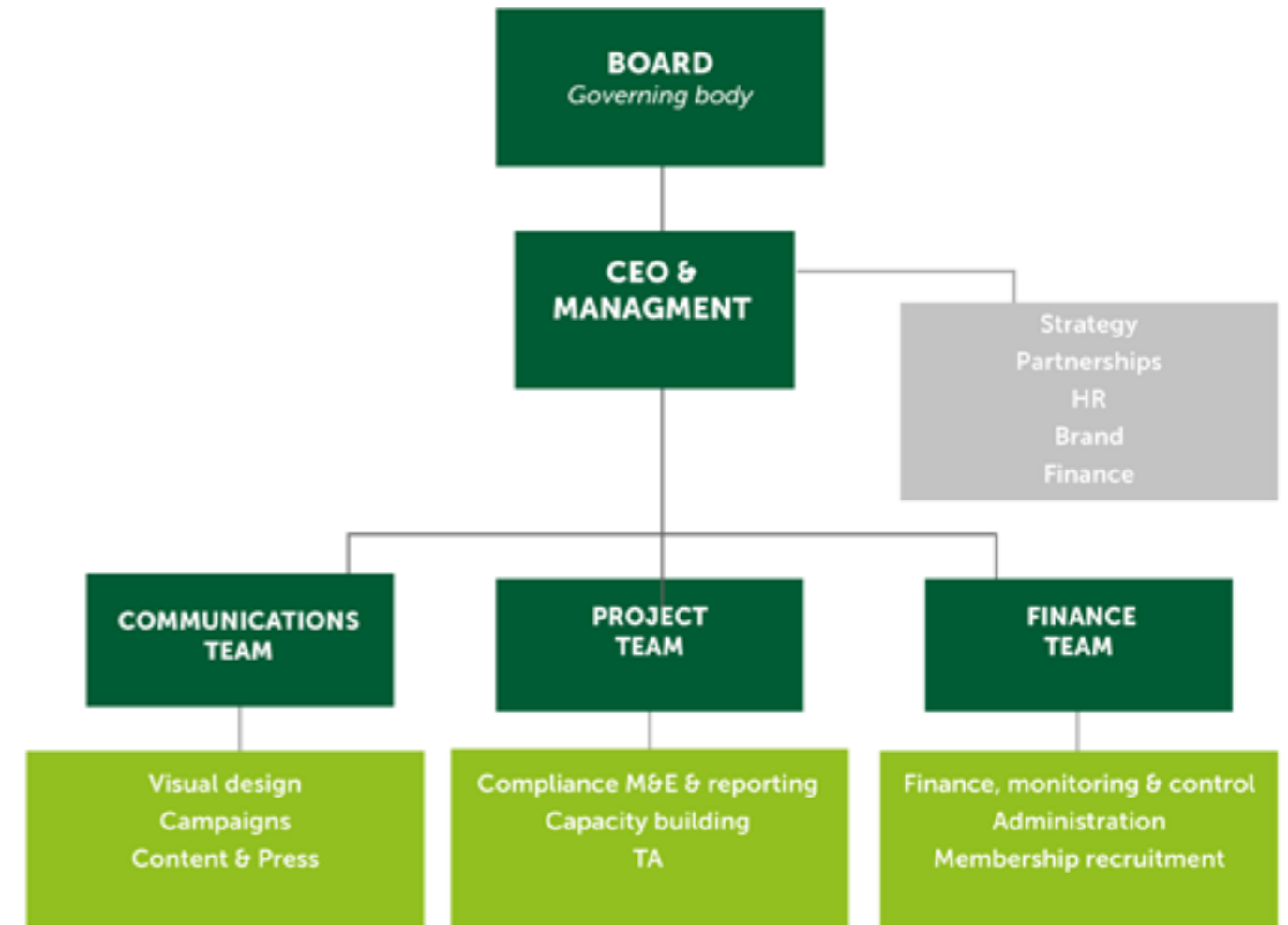
TOWARDS THE END OF 2025, THE FOLLOWING COMMUNICATIONS TARGETS HAS BEEN SET:

- EAA has changed its name to Aktion Amazonas.
- EAA's visual identity based on a new logo is embodied in a design manual.
- Name change and visual guidelines are implemented across media, paper line, and profile products.
- EAA completes at least one annual fundraising campaign and participates in international political campaigns in alliance with other NGOs.
- EAA has prepared and implemented guidelines for organizational communication, including guidelines for corporate language, digital media presence and electronic newsletter.
- EAA's digital conversion rate has been optimized in general and with new payment system.

ORGANIZATIONAL STRATEGY

TOWARDS THE END OF 2025, THE FOLLOWING ORGANIZATIONAL TARGETS HAS BEEN SET:

- Reorganization reflected in the statutes and approved by the general meeting.
- EAA's teams and Board of Directors are diversely composed with professional volunteers.
- EAA has (paid) Management Team consisting of at least an Executive Director and a CFO.
- Relevant procedures and guidelines in place, including codes of conduct, anti-corruption and PSHEA policies, complaint mechanisms as well as internal rules for handling personal data in accordance with the GDPR rules.
- New financial system implemented.



[Photos: Claudia Belaunde, FCBC]

Partnership Alliance Workshop (ACEAA, FCBC and EAA) /
Santa Cruz, Bolivia, 2022.

Towards 2025 EAA works to ensure a sustainable organization cable of honoring own strategic goals and donor requirements.

If we are to achieve program ambitions and the strategic goals of diversifying revenue, expanding international efforts to cover regions in Peru and Brazil, and rebrand and strengthen EAA's popular support, it requires long term, reliable staff that can realize EAA's strategy, operate the organization and ensure continuity in collaboration with partners and donors. It also requires that EAA attracts competent and committed volunteers who can further strengthen EAA professionally, just as EAA must have policies and general guidelines for employees, volunteers, and partners and not least for managing project funds as well as formats for M&E and documentation. This to ensure that EAA in advance honor CISU's organizational capacity requirements to program organizations.

It has therefore been decided to reorganize EAA with a professional secretariat with a Management Team consisting of as a minimum an Executive Director and a CFO, who together are responsible for day-to-day operations, including the development of partnerships and strategy as well as finance and HR in coordination with the Board of Directors, volunteers, and partners. The Management Team should be supported by professional volunteers with competencies within communication, resource mobilization, financing, and project management. In addition, volunteer resource persons should continue to assist the Board and Secretariate with professional advice, capacity building of partners and quality assurance of project applications on an ad hoc basis.

The secretariat will be composed in terms of diversity and competencies and organized around a Finance Team, a Project Team, and a Communication Team:

- The finance team is responsible for budget and accounting and consists of a minimum of two people with relevant financial experience and competencies.





STRATEGY 2022-2025

Earth Advocates Association (EAA)
Fælledvej 12, opg. C, 4. sal
2200 København N
DK-Danmark
Email: eea@eaango

Adopted by the General Meeting, April 21, 2022

Text and editing: Toke F. Nyborg & Board of Directors
Layout & graphic design: Toke F. Nyborg
1st edition, 2022
Cover photo: Istock

www.eaango.dk