



# Ethical Conservation Alliance

STRATEGIC PLAN  
2025-2028



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Cover, clockwise from top:

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# Background

Nearly two centuries of the modern nature conservation movement—originating in colonialism and Western epistemologies—has had little space for Indigenous Peoples and Local Communities (IPLCs) in large parts of the world. IPLCs have been displaced, marginalized, excluded from decision-making, and oppressed by the dominant conservation paradigm. These colonial-era conservation approaches—often imposed by national governments, and supported by urban elites and big conservation agencies—have frequently involved violence against IPLCs, and disregarded their rights, knowledge, and traditions.

The continued oppression and exclusion of IPLCs in nature conservation is not just a historical issue—it is a present-day crisis. Despite growing recognition of the importance of Indigenous rights and knowledge, many conservation practices still replicate the injustices of the past, perpetuating oppression and inequality. Notwithstanding the principles of inclusion on which the Convention on Biological Diversity and many of its targets are founded, and despite some exemplary on-ground efforts, “fortress conservation” continues to be the norm in large parts of the world, fuelled by elites in collaboration with national governments.

While fortress conservation has resulted in conservation gains and prevented species extinctions locally, it has not been able to prevent the planetary environmental crisis and the ongoing mass extinction of species. Broad-based local support for conservation efforts has largely been lacking because of the oppression of IPLCs, whose lives and lifestyles are most closely associated with nature, but who typically form the underprivileged sections of societies.

The intensifying forces of globalization, industrialization, and climate change have exacerbated biodiversity conservation challenges while leaving IPLCs vulnerable to the impacts of conservation policies that often disregard their rights, claims, and autonomy. At the same time, protected areas get denotified or their effectiveness is often compromised in the face of economic and corporate pressures, with little local resistance.

There has been a general failure to acknowledge the cultural, spiritual, and practical contributions that IPLCs can and do make to nature conservation. Instead, the predominant conservation approach has largely overlooked Indigenous knowledge systems and conservation ethics, perpetuated inequities, and continued to marginalize IPLCs. To make nature conservation effective, ethical and inclusive, a worldwide movement in ethical conservation is needed.



The Ethical Conservation Alliance (ECA) was founded to challenge and transform the way nature conservation is practiced in large parts of the world, making it more effective and ethical.



Photo: Kourouk Sharma



This involves acknowledging the historical wrongs in our nature conservation approaches and committing to doing right by IPLCs. It involves protecting biodiversity while promoting social justice, and helping enable IPLCs, who typically bear the costs of inequitable conservation approaches, to become biodiversity's most important guardians and beneficiaries.

**ECA was created by conservation practitioners and Indigenous leaders from around the world to promote an ethical, just, and inclusive model of nature conservation.** It acknowledges the critical role of IPLCs in protecting biodiversity and ensuring that conservation efforts are led by those most directly connected to natural ecosystems.

**ECA aims to foster a decolonized, community-centric approach to nature conservation worldwide, where IPLCs are recognized as equal partners in the stewardship of biodiversity and natural resources.** This means not only advocating for IPLC leadership in nature conservation, but also integrating their traditional knowledge systems with modern conservation practices. By doing so, ECA aims to create a global movement where conservation is not just about protecting nature, but also about respecting and empowering the people who have always viewed themselves as an integral part of it and existentially depended on it.

**The ECA is a global coalition dedicated to collaboratively reimagining and reshaping conservation practices through ethical, inclusive, and just approaches.** We champion the leadership of IPLCs in nature conservation, recognizing their role as stewards of biodiversity and cultural heritage. Our commitment is rooted in making nature conservation more effective; dismantling the colonial legacies and oppressive structures that have marginalized IPLCs; and ensuring that conservation aligns with principles of justice, equity, and ecological sustainability.





Photo: Justine Alexander



Photo: Manuel Bergman



Photo: Sonam Tashi Lama

## OUR MISSION

Strengthening  
biodiversity  
conservation through  
Indigenous leadership  
and justice for people  
and nature



Photo: Rachel Graham

## OUR VISION

A world where human-  
nature relationships  
are preserved and  
celebrated

## OUR CORE PRINCIPLES

### human-nature relationships

Celebrate the inseparable bond between nature and culture, acknowledging IPLCs as integral to biodiversity conservation.

### collective effort

Rely on collective values and synergies of Indigenous leaders and conservation practitioners to create resources and training programs in ethical nature conservation and transform the way nature conservation is practiced through capacity-enhancement and advocacy.

### shared leadership

Foster community-centric approaches to ensure IPLCs are leaders in conservation, and not just participants.

### ethical stewardship

Collaborate with and support IPLCs to protect biodiversity while ensuring that conservation practices are socially just and ecologically sustainable.

### socio-ecological economies

Support the interests, well-being and aspirations of IPLCs, including preserving cultural heritage and facilitating contextually-relevant sustainable economies and locally-led enterprises.

### collective knowledge

Integrate traditional knowledge and wisdom with scientific research to create holistic conservation practices.

### global responsibility

View nature as a global common good and advocate for ethical conservation on international platforms to influence policies and practices worldwide.

Photo: Bill Hogue







Photo: Yayasan HAKA

# Our Statement of Values

## equity and inclusion

### OUR COMMITMENT

Ensure that conservation efforts are equitable and inclusive, particularly for IPLCs, who have historically been oppressed and marginalized due to top-down conservation.

### OUR ACTIONS

Promote diverse leadership and prioritize the voices of IPLCs in conservation decision-making.

## justice

### OUR COMMITMENT

Promote social and ecological justice through inclusive, community-centric conservation.

### OUR ACTIONS

Engage with rights-activists and promote community-centric efforts that lead to positive outcomes for IPLCs and nature.

## empathy and respect

### OUR COMMITMENT

Recognize and honour the deep relationships IPLCs have with nature, and approach conservation with sensitivity to cultural, social, and ecological contexts.

### OUR ACTIONS

Embed empathy in all practices by fostering respect for diverse worldviews, knowledge systems, and ways of life; and by celebrating human-nature relationships.







## humility and accountability

### OUR COMMITMENT

Acknowledge the mistakes of past conservation efforts; commit to continuous self-reflection and learning; work to dismantle colonial structures and language in conservation; and advocate for practices that prioritize the role of IPLCs in nature conservation.

### OUR ACTIONS

Create and adopt practices and resources to better serve IPLCs and nature, support Indigenous data and knowledge sovereignty, promote local leadership, and help incorporate ethical practices in nature conservation worldwide.

## integrity and innovation

### OUR COMMITMENT

Uphold high ethical standards in nature conservation while embracing innovative solutions to biodiversity challenges.

### OUR ACTIONS

Create frameworks, toolkits, and programs that strengthen ethical practices and incorporate both scientific and Indigenous forms of knowledge into nature conservation approaches.

## empowerment and collaboration

### OUR COMMITMENT

Empower IPLCs by helping enhance their influence as conservation leaders and fostering partnerships with aligned organizations.

### OUR ACTIONS

Co-create resources, training, and advocacy platforms in partnership with IPLCs to enable conservation practitioners to engage with IPLCs ethically, and for the latter to lead nature conservation initiatives.

# Our 4-Year Strategic Priorities

1

Enhance the capacity of conservation practitioners by generating knowledge, frameworks, toolkits and training programs in ethical nature conservation

## ACTIONS

- Create and deliver training workshops on ethical nature conservation.
- Continue to conduct PARTNERS Principles training in community-engagement around the world, focusing on training-of-trainers and supporting the trainers to conduct workshops for frontline practitioners.
- Publish a scholarly edited book on ethical nature conservation with contributions from conservation practitioners, Indigenous leaders, rights advocates and philosophers from around the world.
- Publish a paper jointly authored by IPLC members and conservation practitioners on ethical nature conservation in a professional journal.

2

Amplify Indigenous voices in nature conservation and document and celebrate human-nature relationships

## ACTIONS

- Build strong IPLC representation in ECA membership, governance and activities.
- Enhance the visibility of Indigenous leaders in nature conservation.
- Initiate a program to document and share Indigenous stories of conservation and human-nature relationships.
- Initiate an awards-program to recognize and felicitate conservation efforts of IPLCs.
- Support and encourage IPLC perspectives and participation of Indigenous leaders in academic publications, conferences, and ECA communications.





Photo: Rachel Graham

3

### Advocate for ethical conservation practices and IPLC-led conservation efforts worldwide

#### ACTIONS

- Participate in international treaties and fora (e.g., CBD, UNFCCC) to advocate ethical conservation policies and support stronger IPLC inclusion in international conservation treaties.
- Develop, distribute and facilitate uptake of policy briefs on ethical nature conservation among national governments.
- Build linkages with IPLCs, rights advocates, and other networks that share ECA values and explore collaborations.
- Encourage and support ECA Membership to promote ethical conservation practices in their respective national policies.
- Create a framework for ethical nature conservation and share it widely for use by funding agencies, professional bodies and others as a resource for developing their internal and external program evaluation systems.

4

### Create an effective organizational structure for ECA and ensure ethical and sustainable funding for its mission

#### ACTIONS

- Propose and finalize an effective and robust organizational structure and bylaws for the governance and functioning of the ECA.
- Ensure at least one in-person event of the Membership over a four-year period.
- Ensure at least three in-person Steering Committee meetings (in addition to quarterly online meetings) over a four-year period.
- Build linkages and partnerships with foundations and individual donors who share ECA values to raise funding for the ECA in accordance with ECA's gift policy (Appendix 1).

# Our 4-Year Communications Plan

## Goal of our 4-Year Communications Efforts

Our communications goal is to help establish ECA as a collaborative force-multiplier in ethical nature conservation by engaging diverse audiences through targeted, impactful, and culturally sensitive communications that advance ECA's visibility, mission and values.



Photo: Rachel Graham

## Target Audience of our Communications Efforts

### 1. ECA Members (Priority 1)

**STRATEGIC OBJECTIVE:** Build a cohesive, informed, and active membership base who contribute to and benefit from jointly developed toolkits, trainings and other resources in ethical nature conservation.

**ACTIONS:** E-newsletter; periodic emails from Steering Committee and Secretariat; inclusive approach to involving Members in joint development (and credit sharing) of toolkits and publications; amplifying ethical conservation efforts of Members.

### 2. Indigenous Peoples and Local Communities (Priority 1)

**STRATEGIC OBJECTIVE:** Promote inclusion and ensure IPLCs are central to most of the ECA communications

**ACTIONS:** Feature IPLC Members of ECA prominently in e-newsletters and other opportunities, develop a special toolkit for members to adapt and use with IPLCs in their regions to help create greater awareness of ethical nature conservation and ECA's efforts; develop a multilingual website and resources.





Photo: Shivani Bhalla

### 3. Governments and Multilateral Organizations (Priority 1)

**STRATEGIC OBJECTIVE:** Advocate for ethical conservation in international treaties and conservation policies

**ACTIONS:** E-newsletter; policy briefs; and events and talks at international conventions.

### 4. Scientific Community and Academia (Priority 2)

**STRATEGIC OBJECTIVE:** Foster knowledge sharing, disseminate toolkits, build collaborations, and contribute to promoting ethical and inclusive practices and epistemologies in conservation research.

**ACTIONS:** Jointly published papers and opinion pieces; create slide-deck for Membership to adapt and use in various conferences.

### 5. Donors and Philanthropic Institutions (Priority 2)

**STRATEGIC OBJECTIVE:** Advocate for channeling funding to promote ethical nature conservation initiatives.

**ACTIONS:** E-newsletter; strategic discussions; supporting donor organizations through workshops on ethical nature conservation; sharing resources and toolkits generated by ECA.

### 6. Non-ECA Conservation Practitioners/ Rights Advocates etc. (Priority 2)

**STRATEGIC OBJECTIVE:** Create awareness of ECA and its associated resources including training programs and toolkits and help increase Membership.

**ACTIONS:** E-newsletter; one-on-one discussions; presentations in conferences.

### 7. Global Public (Priority 2)

**STRATEGIC OBJECTIVE:** Create awareness of the need for nature conservation approaches and practices to be made more ethical.

**ACTIONS:** Audio-visual material; periodic online panel discussions and podcasts; articles in popular media.

# ECA Alignment with International Conventions

ECA's approach strongly resonates with multiple Targets under the Kunming-Montreal Global Biodiversity Framework, such as Target 1, emphasizing participatory and integrated biodiversity management that respects the rights of IPLCs to reduce biodiversity loss. It also aligns with Target 3, advocating for the equitable governance of conserved areas, recognizing traditional territories, and ensuring sustainable use is consistent with conservation outcomes, while respecting the rights of IPLCs. ECA's approach addresses Target 5 by focusing on effective and ethical conflict management; Target 8 through climate resilience efforts; Target 10 by promoting biodiversity and sustainability in production systems; Target 11 by focusing on ecosystem services or nature's contributions to human well-being; and, significantly, Targets 20-23 by facilitating international cooperation and knowledge exchange, creating open-access tools and trainings, and promoting social justice and inclusive, gender-sensitive conservation.

The United Nations Framework Convention on Climate Change has established a Local Communities and Indigenous Peoples Platform, which aims to promote the exchange of experiences and good practices for addressing climate change in a holistic way. This UNFCCC platform aligns directly with ECA's commitment to enhancing conservation leadership of IPLCs and building the capacity for ethical community engagement among conservation practitioners, government officials, and other stakeholders.

The Convention on Migratory Species (CMS) also emphasizes the role of community-centric conservation. This focus underscores the importance of integrating local knowledge and practices into conservation strategies and aligns with the ECA's goals to promote community-centric approaches and the recognition of IPLCs as key stewards of biodiversity.



# Our Proposed Organizational Structure

## Organizational Structure in Brief

The organizational structure of the Ethical Conservation Alliance comprises four main pillars:

- (i) Members:** A diverse group of conservation practitioners and Indigenous leaders from around the world who actively participate in initiatives, share knowledge, collaboratively create resources and advocate for ethical conservation;
- (ii) Steering Committee:** A diverse and representative body responsible for governance, strategic initiatives, policy advocacy, and resource mobilization for the ECA;
- (iii) Secretariat:** An executive body responsible for implementing the strategic plan, coordinating programs, ensuring day-to-day management and communications, and supporting the Members and the Steering Committee; and
- (iv) Council of Elders (advisory board):** A group of respected Indigenous leaders and conservation practitioners who provide cultural and technical guidance.

ECA Steering Committee will also appoint Ombudspersons, a DEI Committee and ad hoc working groups focussed on key themes and issues made up of Members.



Photo: Vatosoa Rakotondrazafy

## Organizational Structure in Detail

ECA will work with an inclusive and diverse governance structure, ensuring that the work and decision-making processes reflect the values of equity, justice, and respect for Indigenous Peoples and Local Communities.

The structure is intended to promote transparency, accountability, and meaningful participation, while enabling effective implementation of the ECA's strategic vision and mission.

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### 1. Members of the ECA

Members of ECA are the foundation of the Alliance, representing a network of conservation practitioners, organizations, and local and Indigenous leaders from across the world. Their collective knowledge, expertise, and diverse perspectives are integral to shaping the future of ethical nature conservation.

#### Role & Responsibilities of Members

- **Active Participation:** Members actively engage in ECA activities, bring ideas and initiatives to ECA, and participate in working groups, training programs, and advocacy campaigns.
- **Knowledge Sharing:** Share best practices, resources, and Indigenous knowledge and create opportunities for inclusive collaboration with other Members to generate outputs to support the development of ethical conservation frameworks.
- **Leadership in Conservation:** Lead and support community-centric conservation initiatives and represent ECA's values in their own regions or fields of practice.
- **Advocacy:** Mobilize for policy change and promote ethical conservation practices within their networks.
- **Resource Generation:** Raise funding to support the collaborative initiatives undertaken through the Alliance.

#### Types of Members of the ECA

- **Members:** Vetted, active members who have demonstrated commitment to ECA's values and mission. These may include conservation professionals, Indigenous leaders, rights advocates and local community leaders. Full members are nominated by existing active members, and their Membership vetted by the Steering Committee.
- **Observer Members:** Individuals or organizations whose practices and views are in alignment with ECA's principles but may not yet meet the full membership criteria.

## 2. Steering Committee of the ECA

The Steering Committee is a decision-making body responsible for overseeing the articulation and implementation of ECA's strategic plan and guiding the Alliance's vision. The Steering Committee is intentionally diverse and representative, ensuring it reflects the perspectives and representation of conservation practitioners and Indigenous leaders. Ensuring such multi-dimensional diversity will not be possible through elections. As such, new Steering Committee Members will be invited through nominations, and the existing Steering Committee will make the final decisions. The members of the existing Interim Steering Committee who were tasked with managing ECA for an initial period of one year and drafting ECA's strategic plan and bylaws, may join the first Steering Committee based on their interest, track record, and commitment to serve in this position.

### Composition of the Steering Committee

- **Diverse Representation:** The Steering Committee will initially comprise 10 members (to be expanded later) with a diversity of experience and include Indigenous leaders and conservation practitioners from various regions, genders, and disciplines (e.g., terrestrial and marine environments). The head of the ECA Secretariat will serve as the 11<sup>th</sup> *ex officio* member of the Steering Committee.
- **Gender and Geographic Balance:** The Steering Committee ensures gender-balanced representation from diverse geographies from the Global South and/or First Nation representatives from the North and leading conservation practitioners, to reflect the core values of inclusivity and justice.
- **Co-chairs:** Two co-chairs (respecting gender representation)—at least one of whom should preferably be an Indigenous leader—will serve to guide the committee and ensure that both conservation and Indigenous perspectives are represented in all decisions.

### Role & Responsibilities of the Steering Committee

- **Governance and Oversight:** Approve and monitor the implementation of ECA's strategic initiatives, ensuring that the organization adheres to its values and mission; make decisions on Membership.
- **Resource Mobilization:** Lead efforts to secure funding and resources for ECA's activities.
- **Policy Advocacy:** Work to influence global conservation frameworks and policies, ensuring they align with the principles of ethical nature conservation.
- **Strategic Direction:** In a consultative manner with the entire Membership, help set the direction and priorities for ECA, aligning with the long-term vision of decolonized and just IPLC-led nature conservation.

### Term and Membership Rules of the Steering Committee

- **Term Length:** The term for the Steering Committee members will be four years, with a maximum of two continuous terms. After two terms, a break period (one term duration) is required before reappointment.



- **Staggered Terms:** To ensure continuity, Steering Committee members will be replaced in a staggered manner.
- **Active Participation:** Steering Committee members must commit to attending at least 60% of the meetings and be actively engaged in ECA's activities. Failure to meet this requirement may result in automatic removal from the committee unless caused by *force majeure*.

### 3. Secretariat of the ECA

The Secretariat will be the operational arm of ECA, responsible for the day-to-day management and implementation of the strategic plan. The Secretariat will support the Steering Committee and ensure that ECA's mission is effectively carried out across all activities and initiatives, and communicated to the target audiences. Over time, some essential paid positions may be created within the Secretariat. Until then, the Secretariat positions will be fulfilled through full or part-time secondment of staff by interested Member organizations and/or through voluntary efforts of Members.

#### Role & Responsibilities

- **Strategic Plan Implementation:** Manage the implementation of the strategic initiatives and projects outlined by the Steering Committee.
- **Administrative Support:** Provide logistical, administrative, and operational support to the Steering Committee and other bodies.
- **Coordination of Programs and Activities:** Coordinate training programs, advocacy campaigns, knowledge-sharing initiatives, and working-group tasks, ensuring that ECA's activities are aligned with its core values.
- **Communication and Outreach:** Oversee internal and external communications, including maintaining the website, producing reports, newsletters, and ensuring effective communication with members, donors, and external partners.
- **Fundraising and Resource Mobilization:** Assist in fundraising efforts and support the development of financial strategies to sustain ECA's operations.

#### Key Roles within the Secretariat

- **Secretary-General:** The Secretary-General is the executive head of the Secretariat and will serve as an *ex officio* 11<sup>th</sup> member of the Steering Committee. The Secretary-General will be responsible for overseeing all operational activities, coordinating communication across the steering committee and the entire organization, and ensuring alignment with the strategic vision.
- **Senior Program Managers:** Program managers work closely with the Secretary-General to support all aspects of ECA operations, and for coordinating specific areas of ECA's work, such as training and capacity building, policy advocacy, member engagement, or resource development.
- **Program Coordinators:** Work closely with Secretariat staff to support all aspects of ECA operations, including communications and logistics.

## 4. Council of Elders of the ECA

The Council of Elders, which represents ECA's Advisory Council, will provide guidance, wisdom, cultural insight and continuity to the Steering Committee. This body of up to nine will comprise respected leaders, elders, and others deeply embedded in supporting the ECA and its values.

### Composition

- **Indigenous Leaders, Conservation Practitioners and Others:** Respected Indigenous elders and leaders, alongside conservation experts and supporters, with a strong belief in ethical conservation practices.
- **Cultural Representation:** The gender-balanced Advisory Board should ensure broad cultural and geographic representation.

### Role & Responsibilities

- **Guidance and Wisdom:** Offer guidance on cultural, ethical, and spiritual aspects of conservation, trying to ensure that ECA's work aligns with relevant Indigenous values and practices.
- **Strategic Advice:** Provide advice on key organizational decisions, particularly those related to policy, membership, and international engagement.
- **Cultural Oversight:** Ensure that ECA's initiatives respect the diversity of Indigenous cultures and practices in conservation and do not perpetuate harm or appropriation.
- **Visibility:** Serve as ambassadors, supporters, and evangelists of the ECA and its mission.

### Functionality

- **Regular Consultations:** The Advisory Board will meet at least once a year with the Steering Committee and Secretariat to provide input and ensure adherence to ECA's values. The Steering Committee or the Secretariat may request guidance from the Council of Elders on an ad hoc basis as needed.
- **Non-Executive Role:** While the Advisory Board does not have formal decision-making authority, their guidance is invaluable for maintaining the effectiveness, ethical integrity and cultural alignment of ECA's work.



Photo: Farwiza Farhan

## 5. Committees and Working Groups of the ECA

For ensuring that the ECA remains an effective, fair, inclusive, and accountable organization, fully committed to its mission of promoting ethical, just, and inclusive conservation practices, the Steering Committee will appoint Ombudspersons, a DEI Committee, and need-based and time-bound ad hoc Working Groups.

**Ombudspersons:** Two Ombudspersons will serve in impartial and independent roles to help ensure ethical standards, resolve conflicts, address complaints, and help maintain a safe and respectful space for all members.

**Inclusion committee:** A two-person inclusion committee will focus on promoting diversity, equity, and inclusion across ECA's operations, leadership, and activities, ensuring that all members, especially those from marginalized and oppressed groups, are supported, respected, and empowered. The committee will advise on policies, offer trainings, and advocate for systemic change within both ECA and the broader conservation community.

**Working Groups:** The Steering Committee will appoint time-bound and task-based Working Groups that will fulfil responsibilities and provide their report to the Steering Committee. Each Working Group will include at least one Steering Committee member for coordination and smooth functioning.



Photo: RPN/Rashik Maharjan



# Inviting members and partnerships

The Earth is undergoing a biodiversity crisis and we are witnessing an ongoing mass extinction of species, exacerbated by climate change. More than ever before, nature conservation requires huge effort and investment. And, importantly, nature conservation needs to be done the right way—ethically, and in partnership with IPLCs.

The Ethical Conservation Alliance is a newly formed, small but diverse and growing group of thoughtful and committed conservation practitioners and Indigenous leaders from around the world. Our shared vision celebrates human-nature relationships, and we have set out to help transform the way nature conservation is practiced globally—to make it more impactful and ethical; correct historical wrongs; and strengthen the leadership of IPLCs in conservation. We will achieve this through collaborative scholarship, training, partnerships and advocacy.

The ECA is a transformative idea, and to succeed in its mission, it requires wider social participation, support, and investment. If you believe in our core principles, share our values, and would like to support us, we would love to talk to you.

## APPENDIX 1:

# Gifts Acceptance Policy

While the Steering Committee will prioritize resource-generation for the ECA, most of the fundraising for the activities of or associated with the ECA would be undertaken voluntarily by the Members, who will also be responsible for the processing and execution of funds. ECA welcomes its members to raise funding for the activities of the ECA through their respective organizations.

When considering whether to solicit or accept gifts/funds, the ECA and our Members will consider the following factors:

**Values:** whether the gift or its source compromises any of the core values of ECA.

**Compatibility and alignment of expectations:** whether there is compatibility between the intent of the donor and ECA's use of the gift.

**Public Perception:** whether the gift can affect the reputation of ECA negatively.

**Form of Gift:** is the gift offered in a form that ECA can use without incurring substantial cost or difficulty.

**Effect on Future Giving:** will the gift encourage or discourage future gifts.

**Legality:** whether the source and the use of the gift compromises national and state laws or cultural norms in any way.



Photo: Epanda Manfred Aime



Photo: Epanda Manfred Aime



Photo: Epanda Manfred Aime



Photo: Epanda Manfred Aime



Photo: Epanda Manfred Aime



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