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Management and administration: strategic planning in third sector *organizations*

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ABSTRACT

Strategic planning in third-sector organizations in the Amazon, focusing on the Institute for Conservation and Sustainable Development of the Amazon (IDESAM) and the Sustainable Amazon Foundation (FAS). Evaluation of the organizations' internal and external environment to identify strengths, weaknesses, opportunities, and threats. This study analyzed that both IDESAM and FAS face challenges such as scarcity of financial resources and high staff turnover, but also achieve significant advances in organizational efficiency and socio-environmental impact. Strategic planning is seen as an essential tool for the sustainability of institutions, allowing the definition of goals aligned with the Sustainable Development Goals (SDGs). The descriptive results and qualitative approach highlight how both institutions use similar methodologies that combine scientific approaches with respect for the traditional knowledge of local communities. The study shows that third-sector organizations invest in continuous training, create permanent support funds, and encourage collaborative networks. Furthermore, it points out limitations such as the geographical restriction of the research and the bias of the interviewees. For future research, it is suggested to compare NGOs from different regions, analyze the role of planning in small NGOs, and examine the impact of digitalization on monitoring strategic goals.

Keywords: strategic management, third sector, IDESAM and FAS, organizational challenges.

ABSTRACT

Strategic planning in third sector organizations in the Amazon Conservation and Sustainable Development Institute (IDESAM) and the Amazon Sustainable Foundation (FAS). It includes assessments, weaknesses, opportunities, and threats. This study found that both IDESAM and FAS face challenges such as a scarcity of financial resources and high personnel turnover, but they also achieve significant advances in organizational efficiency and socio environmental impact. Strategic planning is seen as an essential tool for the sustainability of the institutions, allowing for the definition of goals aligned with the Sustainable Development Goals (SDGs). The results sof a descriptive nature and qualitative approachhighlight how both institutions use similar methodologies that combine scientific approaches with respect for the traditional knowledge of local communities. The study shows that third sector organizations invest in continuous collaborative networks, in addition, it points out limitations such as the geographical restriction of the research and the bias of the interviewees.

For future investigations, it suggests comparing NGOSs from different regions, analyzing the role of planning in small NGOs, and the impact of digitalization on monitoring strategic goals.

Keywords: Strategic management, third sector, IDESAM and FAS, organizational challenges.

1 INTRODUCTION

The third sector plays a key role in promoting development.

sustainable, especially in regions of great environmental and social importance, such as the Amazon.

In this region, non-governmental organizations have been developing actions that seek to reconcile the

Environmental conservation combined with the well-being of local communities, facing complex challenges.

linked to the management, financing and implementation of their strategies, a well-defined mission.

Strategic planning is the foundation for organizational effectiveness; it guides actions, enabling...



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Organizations should focus on meaningful results. Peter Drucker (2007). However, the

The Amazonian context presents unique characteristics that demand specific methodologies and strengthening efforts.

from community participation, in addition to the use of innovative practices that integrate knowledge

scientific and traditional knowledge. Strategic planning should focus on identifying opportunities.

which benefit both the organization and the community, reinforcing the importance of a

planning that considers social impact. Michael Porter (2011).

In Amazonas, these organizations operate based on institutional missions and depend heavily from external funding sources, such as donations, agreements, and volunteer work.

Third sector organizations emerge from organized civil society as a response to

The shortcomings of the State and the market in solving social problems, Tenorio (2007).

Organizations occupy an intermediate space between the state and the market, emerging precisely where

These two spheres are unable to adequately meet the needs of the population. Therefore,

They carry a significant social responsibility, but they don't always have the infrastructure and

sufficient resources to fully perform their duties, the importance of developing strategies

that not only ensure financial sustainability, but also create social value,

Third Sector organizations should seek partnerships with the private sector, where companies can...

to benefit by supporting social causes that align with their own business objectives Michael

Porter (2011)

Thus, the overall objective is to analyze two institutions chosen for their

solid trajectories and the diversity of its initiatives. The Institute for Conservation and

Sustainable Development of the Amazon (IDESAM) and the Sustainable Amazon Foundation

(FAS) both organizations use similar and complementary forms of operation to

To promote environmental conservation and sustainable development in the Amazon. (IDESAM)

has distinguished itself in the implementation of public policies aimed at conservation and in

development of projects related to the carbon market, while FAS focuses on

to promote sustainable development and environmental conservation in diverse communities of

region. The relevance of these organizations stems not only from their direct involvement in projects.

socio-environmental, but also for the impact they generate in promoting human development and

in the preservation of the Amazon's natural resources.

Specifically, the research will focus on analyzing the planning process.

The institutional strategic plan, limited to the period from 2020 to 2024, of the two selected organizations.

The focus will be on three main aspects: how the planning is developed and how the strategies are implemented.

What actions have been implemented and what impacts do these actions generate? This delimitation will allow for a detailed study.

of each institution's practices, helping to understand how they organize their approaches and the

results that they are able to achieve in their fields of activity.



2. LITERATURE REVIEW

2.1 Importance of strategic planning in the third sector

Strategic planning in the non-profit sector needs to consider specific elements such as The scarcity of resources, dependence on donors, and the need for transparency.

Peter Drucker (2007) emphasizes that a well-defined mission is the basis for effectiveness. Organizational strategic planning guides actions, allowing organizations to... focus on meaningful results, the relevance of strategic planning for the Non-profit organizations are widely recognized as being fundamental to... Third Sector organizations can clearly define their mission and objectives. For Lester M. Salamon (2010) in his research reveals the crucial role of these organizations in the provision of social services, in defending rights and encouraging citizen participation, and the economic impact of sector highlighting its contribution to job creation, the promotion of volunteerism and the In developing community, he emphasizes the need for professionalization and strategic management. so that organizations can achieve greater effectiveness and sustainability, and how public policies can... to support and promote collaboration with the third sector, aiming to address social challenges in a way more efficient.

Furthermore, Michael Porter (2011) emphasizes that non-profit organizations They need clear strategies to stand out and achieve their goals; the importance of defining A clear purpose: to identify a market niche and generate value for beneficiaries. Porter also It advocates for the creation of shared value where companies seek solutions to social problems and environmental benefits that simultaneously benefit their financial results and also highlight the It is necessary to measure the social impact of non-profit organizations, ensuring that are effectively promoting positive change.

Therefore, strategic planning is crucial for third-sector organizations because It provides a roadmap and highlights the importance of a systematic and well-defined approach to ensure... That organizations can fulfill their mission effectively and sustainably. Good planning Strategic planning involves engaging all stakeholders, from team members to... beneficiaries and donors, ensuring that decisions are made collaboratively and that Everyone should feel part of the process.

2.2 Sustainability and capacity building

Despite advances in the area of capacity building in the third sector, there are still... Challenges to be overcome. One of the main challenges is the lack of financial and human resources. To invest in training and professional development, another challenge is the need to adapt the models. from business management to the reality of civil society organizations, which have characteristics and Own values. Financial sustainability is a crucial aspect for Third-Party organizations.



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Sector. Lester M. Salamon (2010) analyzes how organizations can diversify their sources of financing and developing strategic partnerships to ensure its sustainability and that a Effective strategic planning includes fundraising strategies that align with the The organization's mission. Diversifying funding sources is vital to reducing the dependence on a single resource and ensuring business continuity.

According to Michael Porter (2021), the importance lies in developing strategies that not only guarantee Financial sustainability, but also creating social value, creating shared value. Porter suggests that Third Sector organizations should seek partnerships with the private sector, where the Companies can benefit from supporting social causes that align with their own objectives. Business. Shared value not only helps organizations secure funding, but it also strengthens its social impact. However, there are also many opportunities for To advance sustainability and resource capacity building. This includes the development of technologies and practices, increased public awareness and engagement, and strengthening of policies and regulations.

Finally, innovation in fundraising has become an increasingly common trend. evident in the Third Sector. Katherine A. O'Keefe and David Katherine A. Whetten (2015) highlight Many organizations are adopting creative and technological approaches to raise funds. This includes the use of *crowdfunding*, digital marketing, and social media, which have proven to be tools. powerful tools for mobilizing support and engagement. These innovations not only broaden the reach of fundraising campaigns, but it also allows organizations to connect in a more... meaningful with its supporters.

2.3 Relevant Aspects in Strategic Implementation

Strategic implementation represents one of the most challenging stages of the process. organizational management, as it involves converting plans and guidelines into concrete actions capable of to generate results. The literature on the subject highlights that, although strategic planning is Widely studied, execution remains a critical point for organizational success. Authors such as Tenório (2007), Carvalho (2013) and Drucker (1999) offer contributions. significant factors influencing the effectiveness of implementation as governance Participation, managerial involvement, leadership, and knowledge management. The difficulty in Implementing strategic planning in third-sector organizations is a problem. recurring, especially in regions with low availability of technical support, as is the case in many areas of the State of Amazonas. Strategic implementation is not a linear process, but rather a Continuous cycle of action, evaluation and adjustments Henry Mintzberg (2006).

Complementing this, Tenório (2007) argues that strategy should not be merely a It is not a technical guideline, but a political and social process that requires dialogue, consensus, and sharing.

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Regarding responsibilities, according to Tenório, these difficulties should not be seen as obstacles.

insurmountable challenges, but points of attention for capacity-building policies, technical partnerships and

Institutional development, key aspects include clear communication of the strategy and alignment.

of structures and systems, leadership, inspiring, rigorous monitoring of the process and

Flexibility to adapt to change.

Furthermore, Carvalho (2013) emphasizes that the implementation of the strategy is directly

Linked to how the planning process is structured and conducted, the relevance of a

formal strategic planning process, in which the objectives, goals and indicators of

Performance levels must be clearly defined. There must be strategic consensus across various levels.

Hierarchical structures and effective communication are essential conditions for the successful execution of strategies.

On the other hand, adopting strategic planning can generate significant impacts on performance and sustainability of third sector organizations. The following is a...

A comparative synthesis highlighting the differences between sectors and the relevance of strategic management in...

Third sector:

Table 1 – Comparison of Strategic Planning in the Sectors:

ASPECT	SECTOR PRIVATE	Public Sector Third Sector	
Main objective	Profit and competitiveness	Public interest	Impact and social transformation
Performance indicators	Profitability, Financial return (ROI)	Administrative efficiency	Social impact, audience reach, engagement
Available resources	Private capital, own revenue	Public budget, taxes and public transfers	Donations, agreements, public notices, volunteering
Management of challenges	Competition, innovation	Bureaucracy, political stability	Resource scarcity, informality, turnover, qualification, social visibility
of Planning profile	Technical formal and	Controlled regulations and	Flexible, adaptable, and focused on the institutional mission.
Flexibility in Planning	High	Moderate	Low to moderate, depending on the organizational structure.

Source: Table prepared based on Drucker (1999), Tenório (2007) and Carvalho (2013).

With the results of the planning, it is possible to improve the use of resources and strengthen the image. It becomes more institutional and expands the impact of the actions developed. It also becomes easier to monitor the results and adjust practices based on concrete evidence.

3 METHODOLOGICAL PROCEDURES

In order to meet the proposed objectives, the research is characterized as descriptive. with the objective of studying third sector organizations, the Sustainable Amazon Foundation. (FAZ) and the Institute for Conservation and Sustainable Development of the Amazon (IDESAM) both They stand out for their significant work in socio-environmental projects in the Amazon region and for their pursuit of... Continuous improvement in strategic management processes. This choice allows for an exploration a detailed understanding of the practices and challenges faced by these organizations, contributing to a A broader understanding of their operational dynamics, as they operate in the Amazon region. The study seeks to understand institutional strategies, management practices, and socio-environmental impacts. developed by these entities between the years 2020 and 2024, considering their role in promotion of sustainable development in environmental conservation.

According to Gil (2019), descriptive research has as its main objective to describe characteristics of a given population or phenomenon, allowing observation, recording, and analysis without the researcher's interference. Creswell (2014) defines qualitative research as a process An interpretative process that seeks to understand the meaning attributed by participants to a problem. social. In this way, the research was structured to capture perceptions, practices, and challenges faced. by both organizations in the Amazonian context.

This approach will allow us to identify categories, patterns, and inferences from the Responses obtained from the analyzed documents:

Table 2 – Justification for the Choice of Institutions

Institution	Year of Foundation	Area of Expertise	Location
IDESAM	2008	Conservation, public policies and the carbon market	Manaus
FAS	2004	Sustainable development and environmental conservation	Manaus and the Interior

Source: Research data.

These institutions were chosen for their solid track record and the diversity of their... In addition to these initiatives, we present the main results of the empirical research, which were collected through from semi-structured interviews with managers from the Sustainable Amazon Foundation (FAS) and the Institute of Conservation and Sustainable Development of the Amazon (IDESAM). In addition, we carry out a documentary analysis of institutional reports, strategic plans and other publications relevant.



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The results are organized according to the specific objectives of the research. What

This facilitates the understanding and discussion of the collected data. This structure allows us to relate the... findings in conjunction with the theories and concepts discussed previously, providing a critical analysis of Strategic planning practices in the organizations studied.

Next, each section will address the results in relation to the specific objectives, highlighting The main insights that emerged during the research process.

Both the Amazon Sustainable Foundation (FAS) and the Institute for Conservation and Sustainable Development of the Amazon (IDESAM) follows an organized process of Strategic planning, with revisions occurring every 3 to 4 years. Both institutions seek Align your goals with the Sustainable Development Goals (SDGs). To achieve this In alignment, they utilize participatory approaches, such as internal workshops, the *SWOT* matrix , and... stakeholder analysis, ensuring the active participation of stakeholders in the process of planning.

Table 3 - Comparison of the strategic planning process:

ELEMENT	FAS	IDESAM
Review frequency: Every 5 years		Every 3 years
Participation	Board of directors, managers, consultants external	Technical teams, regional leaders, partners
Methodologies used	<i>SWOT</i> Analysis , Balanced Scorecard	Theory of Change, Planning Adaptive
External alignment	SDGs, Paris Agreement, Policies Public	Multilateral agreements, state PPA

Source: Research data.

The Sustainable Amazon Foundation (FAS) emphasizes the importance of using indicators that They measure social and environmental impact as a distinctive aspect of their approaches. Conversely, the Institute for Conservation and Sustainable Development of the Amazon (IDESAM) prioritizes strategies that combine environmental conservation with income generation, especially in partnership with traditional communities.

According to Drucker (1999), strategic planning is more than a tool for Management is a philosophy of action for dealing with the future. This perspective applies to institutions. The analyses reveal maturity in incorporating planning into their organizational culture. However, the lack of consistent public policies and vulnerability regarding funding... External factors still represent risks to the full implementation of strategies and how their practices work. They can serve as a model for other third-sector organizations.

IDESAM, for example, has distinguished itself in the implementation of public policies aimed at for conservation and in the development of projects related to the carbon market, while FAS focuses on promoting sustainable development and environmental conservation in various areas.



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communities in the region.

The relevance of these organizations stems not only from their direct involvement in projects. socio-environmental, but also for the impact they generate in promoting human development and in the preservation of the Amazon's natural resources.

According to Almeida and Silva (2021), these actions are extremely important to leave aside the Predatory exploitation and building a development model that respects the forest. Furthermore IDESAM uses technology such as geographic information systems (GIS) and satellite imagery. to monitor the impact of its actions and the conservation of the ecosystem and invests in its enhancement. of products like açaí and Brazil nuts, helping to increase the income of residents and giving more Giving autonomy to these groups, while protecting nature, such as the climate and water.

FAS, on the other hand, uses a well-formalized management model, with traditional methods of strategic planning, such as SWOT analysis, the Balanced Scorecard (BSC), and key performance indicators (KPIs). socio-environmental performance. This allows FAS to establish clear goals and monitor the Results and make the necessary adjustments to your strategies. This practice is in line with the best governance and accountability guidelines in the third sector, as pointed out by Anheier (2014). Thus, FAS seeks to be effective in its initiatives, as well as transparent and responsible. in its actions and adopts a more comprehensive approach focusing on participatory species management. like pirarucu, which combines environmental conservation and income generation Santos and Pereira (2023)

IDESAM and FAS utilize robust methodologies that reflect best practices in... third sector, combining technical rigor, community involvement and institutional collaboration. Both organizations operate within a comprehensive context of socio-environmental challenges, contributing for the creation of innovative models of sustainable development in the Amazon.

4. RESULTS ANALYSIS

A comparative analysis of interviews conducted with managers from IDESAM and FAS regarding The period from 2020 to 2024 demonstrates the complexity of the third sector's role in the Amazon. revealing common adaptation strategies in the face of a context of political, environmental and sanitary. Both organizations share a strategic core focused on reconciling the Environmental conservation and socioeconomic development of traditional communities.

The mission of both organizations focused on promoting sustainable development. IDESAM maintained its focus on reconciling environmental conservation with income generation, seeking To strengthen innovative economic models and reduce deforestation. Furthermore, it acted as a bridge. between governments, businesses, and civil society. FAS has directed its mission toward improving quality of life for riverside populations and environmental conservation, with areas of action that They included strengthening community governance, supporting contextualized education, and promoting...

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of socio-bioeconomy and the promotion of a just climate transition.

The period from 2020 to 2024 was marked by significant strategic changes.
driven, in large part, by the COVID-19 pandemic, which required adaptation in
On-site monitoring and support for communities.

Table 4 – Strategic changes that occurred between 2020 and 2024

Organization Key	Strategic Changes
IDESAM	Expansion of the bioeconomy, strengthening of the carbon market, and expansion of the Digital Hub (incentives for startups and technological solutions related to the Amazon). Investment in governance and impact assessment.
FAS	Creation of the “Covid-Amazon Alliance” Program for the delivery of food, PPE, and basic healthcare. Territorial expansion and strengthening of the socio-bioeconomy (production chains such as Brazil nuts, açai, and handicrafts). Expansion of Entrepreneurship and Conservation Centers (CECs).

Source: Interview data

The external factors that most influenced the decisions of both institutions were, in
Most of them are linked to the instability of the Amazonian landscape. The unstable political and environmental context,
with changes in federal environmental policies that affected funding and enforcement, and the
Political uncertainties and abrupt changes in environmental policies were decisive. The presence
growing number of international funders for issues such as climate and the global demand for credits.
Carbon emissions acted as positive factors. In addition, the pandemic and extreme weather events...
Wildfires and severe droughts have increased the need for emergency action. (FAS interviewee)
He highlighted the need for constant adaptation to this unstable scenario.

The projects and programs considered most relevant demonstrate the priority given to coordinating
environmental and socioeconomic gains:

- IDESAM: The carbon program stood out for generating direct income and funding conservation efforts. The expansion of the Digital Hub brought innovation and sustainability closer together. Projects in bioeconomy, vegetable oils, and agroforestry systems had a direct impact on family income and community strengthening.
- FAS: The relevant programs were Standing Forest, environmental conservation and income generation, Education and Citizenship, school retention and local culture, and Health in the Amazon, crucial during and after the pandemic.

Both organizations achieved significant results that involved strengthening
community benefit, economic improvement, and environmental conservation.

Table 5 - Main Results Achieved in 2020 and 2024

Results achieved	FAS	IDESAM
Socioeconomic	Strengthening the autonomy of community associations, training young leaders, and increasing income through production chains.	Increased income for many families through the bioeconomy, and the training of young entrepreneurs.

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Environmental	Protection of large forest areas, with a reduction in environmental pressures.	Reducing areas at risk of deforestation in partner territories and expanding forest restoration in degraded areas.
Governance	Increased school attendance. Carrying out humanitarian actions (delivery of basic food baskets and PPE).	Strengthening community governance and local associations.

Source: Interview Data

To monitor these advances, specific success indicators were defined, where:

- FAS: Monitors the number of families benefiting, hectares of forest with conservation actions, community income generated, student attendance, and the volume invested per program.
- IDESAM: Utilizes the volume of carbon credits generated, the annual income of the families involved, the reduction in emissions and preserved areas, the number of entrepreneurs supported, and community participation in governance processes.

The use of indicators demonstrates the role of these tools in monitoring and reporting.

Accounts, essential for transparency.

The transformations observed in the territories reflect the increased autonomy of communities and local productive capacity. Both interviewees highlighted the strengthening of community organization and greater economic autonomy through the bioeconomy. IDESAM He observed an increased appreciation for traditional knowledge and greater awareness of management practices. sustainable, while FAS noted the improvement in local infrastructure and access to education and Training for young riverside communities. Community participation in FAS is highlighted as a A key factor for the legitimacy and effectiveness of the actions. The communities participated from the beginning. planning through execution, with residents acting as local leaders, environmental agents or multipliers, ensuring that decisions were not imposed *"from the top down"*.

Organizations faced similar difficulties during that period. Among the largest The following difficulties stand out: political uncertainties and abrupt changes in environmental policies; logistical barriers and isolation of communities, especially during the pandemic; and the high Bureaucracy hinders the implementation of programs with government partners. FAS also faced challenges. Limited connectivity and socio-environmental pressures such as wildfires and land grabbing, while the IDESAM faced funding limitations for long-term projects.

To ensure the continuity of the projects, the diversification of funding sources was... A crucial strategy for both. FAS combined international donors, business partnerships and programmatic resources, with strict accountability, including audits Independent biannual surveys (PwC). IDESAM strengthened partnerships with the private sector and expanded the portfolio of carbon projects, which has become an important financial pillar.

Both organizations invested in high transparency and governance to strengthen the The FAS has the trust of funders and society. It possesses a robust Transparency Portal and conducts...

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IDESAM has a biannual independent audit (PwC) and maintains an active Fiscal Council.

the continuous publication of reports, independent audits, monitoring of indicators and the Transparency of carbon project data.

In terms of organizational structure, IDESAM adopted a more horizontal approach. expanded regional teams and strengthened the internal control, governance, and evaluation sectors. impact. FAS implemented structural adjustments to respond to the increased scale and impact. complexity, such as strengthening thematic coordination and improving processes of monitoring.

Among the lessons learned, there is a consensus that lasting impact is only achieved with... Active community participation and transparency. Both highlighted the need for diversify revenue streams to reduce financial vulnerability and invest in institutional capacity. management and monitoring. IDESAM added that innovation, whether technological, productive or Institutional cooperation is essential, and strong alliances help in overcoming periods of crisis.

Lessons learned that can inspire other organizations include:

- Lasting impact only happens with active community participation and transparency.
- Diversifying income streams is crucial to reduce financial vulnerability.
- Investment in institutional capacity, management, monitoring, and governance is essential.
- IDESAM emphasized the need for technological, productive, or institutional innovation, and that strong alliances help overcome crises.

The priorities for the coming years indicate a continued focus on climate mitigation. and in sustainable economic development, recognizing the need for scale and technology.

Table 6 – Future perspectives and challenges for organizations

Organization: Priorities and Future Challenges	
IDESAM	Expanding the bioeconomy, strengthening youth engagement, scaling up forest restoration, and enhancing the impact of carbon projects. The challenge is to balance techniques without losing the community essence.
FAS	Intensify actions to address climate change, strengthen sustainable production chains, handicrafts, tourism, and fishing, and improve the digital connectivity of communities.

Source: Interview data

The FAS interviewee concluded that, despite the challenges, the organization managed to strengthen its institutional base and its ability to remain relevant will depend on maintaining the Transparency, diversifying funding sources, and ensuring active community participation. The interviewee from IDESAM emphasized that the period was one of great learning, and that even in the face of Despite the complex challenges of the pandemic and political instability, it was possible to move forward and provide support. communities in a concrete way.

In summary, the analysis demonstrates that organizations faced a complex scenario.



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Political instability and pandemic with similar strategic responses, investment in bioeconomy, strengthening internal governance and financial diversification via the private sector and The carbon market, the latter being a crucial pillar for IDESAM. Adaptability Maintaining transparency was essential to sustaining the social and environmental impact in period studied.

5 CONCLUSIONS

The purpose of this Final Course Project was to analyze how planning The strategic plan is structured and applied in two third-sector organizations operating in the Amazon, the Institute for Conservation and Sustainable Development of the Amazon (IDESAM) and the Foundation Sustainable Amazon (FAS). As presented in the introduction, these institutions were chosen for their socio-environmental relevance and their ability to articulate environmental conservation and community development. From this, the aim was to understand how each organization It defines its strategies, implements its actions, and monitors its results during the period from 2020 to 2024.

The literature review showed that authors such as Drucker, Tenório, and Salamon reinforce the The importance of strategic planning as an essential tool for non-profit organizations. profitable individuals achieve efficiency, social impact, and institutional sustainability. These concepts were fundamental for guiding the data analysis, as they highlighted the need for well-defined processes. Defined, social participation, and clarity of mission are all elements present in the observed practices. at FAS and IDESAM.

The methodological procedures adopted, based on a qualitative approach, allowed to understand the inner workings of organizations through document analysis, reports, strategic plans, and interviews with managers. This step was essential to connect the The theory, as seen in the literature, is compared with institutional practice, revealing that, despite the differences... Methodological differences exist between the two institutions; both follow similar planning principles and monitoring.

The analysis of the results demonstrated that the period studied was marked by challenges. intense factors, such as the COVID-19 pandemic, changes in environmental policies, and climate events. Critical. As discussed in Chapter 4, these situations required rapid adaptation and restructuring. of the priorities. Both IDESAM and FAS responded to this scenario with robust strategies, Investing in the bioeconomy, strengthening communities, and using transparent indicators. and in the expansion of social and environmental programs. These findings reinforce the relevance of the theories studied in the literature review, especially when the authors highlight the need for Flexibility and innovation in the third sector.

Furthermore, the research showed that community participation is a central element in



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two institutions, connecting directly to what was discussed regarding strategic implementation in Chapter 2.3. The presence of communities in decision-making and in monitoring results.

and in the development of activities, it reinforces the legitimacy of actions and increases their effectiveness. strategies adopted. This is reflected in the positive results observed during the period, such as the increase income generation in served communities, forest restoration, expansion of production chains and the Strengthening local governance.

However, as discussed in previous chapters, obstacles still exist. important challenges to overcome include dependence on external resources and employee turnover. professionals, bureaucracy in funded projects, and the logistical difficulties typical of the Amazon. These challenges directly relate to what the literature presents regarding the vulnerabilities of the third sector. sector, reinforcing the need for financial diversification, professionalization and continuous training. of the teams.

In summary, the results obtained allow us to conclude that the strategic planning of The organizations studied are consistent, aligned with best practices, and effective in generating impact. socio-environmental. Both FAS and IDESAM demonstrate that it is possible to develop models of Participatory, transparent management committed to the sustainable development of territories. Amazonian. The study also highlights that institutional strengthening, combined with involvement of the communities, it is the most promising path to guarantee the continuity and expansion of results obtained.

Finally, it is hoped that this research will contribute to the debate on strategic management in third sector and serve as a reference for future analyses involving organizations that operate in socio-environmentally vulnerable regions. The continuity of strategic planning, associated with Innovation and community dialogue will be fundamental for these organizations to continue to... to play its role in protecting the Amazon and promoting the quality of life of the populations local.

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