

Forging Resilient Pathways

Scaling up Funding in Support of Indigenous Peoples' and Local Communities' Tenure and Forest Guardianship in the Global South

April 2023

Prepared for the Ford Foundation on behalf of the Forest Tenure Funders Group





DISCLAIMER

Indufor North America makes its best effort to provide accurate and complete information while executing the assignment. Indufor North America assumes no liability or responsibility for any outcome of the assignment.

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EXECUTIVE SUMMARY

Overview

This report presents the first global analysis of funding pathways in support of Indigenous Peoples' and Local Communities' (IPs' & LCs') tenure and forest guardianship, a project spurred by the IP & LC Forest Tenure Pledge made by 22 donors in 2021. The Pledge is an historic commitment by philanthropic and bilateral donors to increase direct support to recognize and advance the role of IPs & LCs as defenders and stewards of forests.¹ The USD 1.7B in financing committed under the pledge, individually programmed by each donor, is directed towards (1) channeling support to IPs & LCs, including through capacity-building and financial backing for group activities, collective governance structures and management systems, and sustainable livelihoods; and (2) activities to secure, strengthen, and protect IPs' and LCs' land and resource rights, including support for community-level tenure mapping and registration work, national land and forest tenure reform processes and their implementation, and conflict resolution mechanisms.²

The Pledge's implementation is well underway, with Forest Tenure Funders Group (FTFG) members having disbursed or committed USD 322M in its first year.³ This study, commissioned by the Ford Foundation, aims to provide practical guidance and strategic insights for Pledge donors to incorporate in the remaining years of implementation.

This project's main objectives are to generate:

- a. **Practical guidance** on where donors should consider channeling funds to best advance IP & LC tenure and forest guardianship, considering relevance, coherence, effectiveness, impact, and sustainability of available funding pathways.
- b. **Strategic insights** regarding opportunities, barriers, and areas needing improvement to strengthen the funding landscapes for this agenda.

Indufor developed a typology for classifying the pathways based on (1) funding intention and scale of target outcomes, and (2) IP & LC ownership and accountability to IPs & LCs. To collect information on pathways of support and develop sound recommendations for donors, Indufor conducted interviews with a select sample of organizations from each pathway type and analyzed publicly available literature.

Indufor conducted interviews and summarized key literature, then synthesized findings to produce an overarching analysis of trends across the sector. Scale-specific findings are also presented for each of the four scales:

- **Scale A:** Strengthening IP & LC communities
- **Scale B:** Strengthening IP & LC organizations and institutions
- **Scale C:** Coordination among multiple entities to implement existing systems
- **Scale D:** Reforming systems

In addition to the pathways assessment, Indufor conducted 10 case studies highlighting particularly effective organizations and mechanisms for channeling funding to IP & LC tenure and forest guardianship. Case studies were selected to represent a range of project types from hyper-local to national and international, and from well-established to nascent and innovative. Data collection for each case study was conducted by (1) desk review of publicly available documentation and internal

¹ UN Climate Change Conference UK. 2021. [COP26 IP & LC Forest Tenure Joint Donor Statement](#).

² UN Climate Change Conference UK. 2021. [COP26 IP & LC Forest Tenure Joint Donor Statement](#).

³ Forest Tenure Funders Group. 2022. [Indigenous Peoples and Local Communities Forest Tenure Pledge: Annual Report 2021-2022](#).

documentation shared by participating organizations, and (2) semi-structured interviews with key staff members and stakeholders identified through snowball sampling.

Given the ongoing rapid evolution of the sector, this analysis should be viewed as a starting point and not a fixed standard on best practices. The report is not intended as an investment guide, but rather a tool that Pledge donors can use to facilitate collaborative discussions amongst one another and with IPs & LCs, as well as a resource to inform broader efforts and monitor and report on the Pledge.

Findings

Overarching Assessment Findings by OECD DAC Criteria⁴

Relevance

- To improve the relevance of donor funding and services requires empowering communities and IP & LC organizations to establish priorities, choose what they need and how the support is to be delivered, and authorize whom they work with.
- Logistical challenges, such as language barriers, often give intermediaries a considerable amount of power to dictate implementation. Accepting proposal submissions and reporting in local languages or through alternative media (e.g., video) can reduce power imbalances and improve relevance.
- Funders should work with IP & LC institutions to identify the most appropriate ways to enhance access to donor resources. In some instances this may mean support for IP & LC institutions to achieve legal status and build capacity in financial management and reporting. In other cases, it may be more appropriate to identify appropriate fiscal sponsors to act as trusted intermediaries.

Coherence

- For projects with coordination-related risks, funders should provide spaces where locally managed funds and organizations can develop strategies, coordinate efforts, and share data.
- Funders should strive to invest in an entire organization and its mission rather than in only a subset of the organization's focal areas. Supporting an organization rather than specific projects allows the organization to prioritize where to apply funds to most effectively achieve its mission. This approach is especially valuable where organizations have piecemeal financing from several different sources.
- Pooled regional funds can create platforms for dialogue with actors across countries in the region (government, civil society, IPs & LCs) to coordinate ambition between donors and partner countries.

Effectiveness and Efficiency

- Financial efficiency may not be a realistic or desirable short-term goal when trying to strengthen local communities and frontline organizations. Rather, the focus should be on durability of outcomes.
- Many effective intermediaries/regrantors do not conduct open calls for proposals and instead rely on their networks to build partnerships and deliver funding where it is needed most.
- Gaps in effectiveness often stem from young and/or resource-constrained organizations lacking the requisite time to build systems for organizational governance, project management, and

⁴ OECD DAC Network on Development Evaluation. 2019. [Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use](#).

financial management. Specialized intermediaries can help discern organizational needs and develop plans to address operational hindrances.

Impact and Sustainability

- Improving impact and sustainability requires donors, intermediaries, and implementers to move away from short-term, one-off engagements and towards longer, meaningful relationships with communities—allowing these communities to learn and grow by doing.
- Funders and IPs & LCs have had success using participatory monitoring, evaluation, and learning (MEL) in conjunction with simplified and standardized reporting criteria, with indicators selected by communities on an ad-hoc basis depending on their needs and the aims of the project.
- Shifting to results-based approaches (rather than input-output-outcome-impact MEL systems) is widely seen as a sound practice for simplifying MEL and reporting requirements.
- Organizational endowment funds allow IP & LC organizations to plan for the future, attract/retain staff, and reduce reliance on administrative funding thresholds.

Paths to Scale up Funding for IP & LC Tenure and Forest Guardianship

Conditions for scaling up funding: It is essential to establish clear pathways and direct financing mechanisms that address the distinct needs of IP & LC leaders. Transformational change requires long-term engagement, system-wide efforts, and programmatic donor support.

Emerging fund structures, such as the Nusantara, Mesoamerican Alliance of Peoples and Forests (AMPB), PAWANKA, Maasai Landscape Conservation Fund (MLCF), and Synchronicity Earth's Congo Basin pooled funds offer opportunities for scaling up funding in the near- to medium-term, yet these instruments are largely untested. Organizational development for IP & LC organizations requires time, patience, and investment. Mature IP- & LC-owned membership organizations can provide platforms for short- to medium-term fund upscaling when support is directed to their consensus-based priorities and programs. Large intermediaries can also play a role in facilitating long-term strategic engagements that allow IP & LC organizations to directly access resources in the future.

Pathway organization/consolidation: Well-organized national federations, territorial funds, and regional IP- & LC-led funds are promising avenues for donors to pursue. While funding to such organizations has yet to be allocated and disbursed at scale, these frameworks demonstrate strong internal organizing capabilities and maintain close links with local and national political coalitions. In contrast, pathways developed by larger national or international organizations often lack strong connections to local communities. Improving coordination and consolidation between these initiatives would lead to better results and enhanced efficiency. Donor collaboration through pooled funds and joint initiatives could reduce the burden on recipients, accelerate learning, and catalyze holistic approaches.

To achieve stronger IP & LC engagement, it is vital to ground support in local contexts and align with community priorities. IP- & LC-led funds incorporate local knowledge systems and conceptions of development more effectively than do other funds. Small grants are useful, but they must be effectively leveraged to address long-term community needs. Building trusted relationships with IP & LC organizations and partnering with intermediaries can improve donor confidence and enable longer-term planning.

Absorption and expansion capacity today: The absorptive and expansion capacities of organizations along funding pathways vary significantly by size. Small organizations face challenges in staffing, management, and financial capabilities as they scale, while larger organizations often struggle with developing a pipeline of projects and building trust with local communities. National and sub-national federations offer a balance between established organizational structures and close community links, positioning them well to deploy funds effectively.

Indufor estimates that the sector-wide annual absorptive capacity could increase from USD 270 million in 2022 to USD 550 million by 2026, drawing from self-reporting by case study organizations on absorption and expansion capacity. These calculations entail inherent uncertainty (see Section 7.2 for supporting

calculations and assumptions), yet they provide an indication of the scale of funding that can be productively absorbed in the coming years.

Gaps to fill in the short term: This study highlights specific actions that donors could undertake to fill gaps:

1. Support the development of established and nascent IP- & LC-led territorial funds, which at this stage are highly dependent on donor funding to maintain their day-to-day operations.
2. Adjust large established climate and conservation initiatives to better address the priorities of IPs & LCs.
3. Invest in the ecosystem for organizational capacity building, keeping in mind the principles laid out in Section 3.3.
4. Leverage the capacities and diversity of FTFG members to work with governments to create enabling conditions for IP- & LC-led initiatives, or, at a minimum, to include IPs & LCs in the governance of other initiatives that impact their lives and territories.
5. Share best practices for intermediaries to improve effectiveness in supporting IPs & LCs to reach funding goals (see Section 3.1), and invest in intermediaries that embody these principles.
6. Provide clear signals and milestones for IP & LC and allied organizations, which often have volunteer staff and leadership, indicating that funding will be provided if progress is made. Transparency around the potential for future funding is key.

Recommendations to the FTFG

This study finds many ways that donors can contribute to systems change through their funding, relationships, influence, and agenda setting. The recommendations below cover six potential conditions of systems change: policies, practices, resource flows, relationships and connections, power dynamics, and mental models.⁵

Policies

- Prioritize long-term, programmatic donor engagement for transformational change rather than short-term project-based approaches.
- Revise donor policies to accommodate more direct funding to IPs & LCs and use influence to encourage other institutions to adopt mechanisms aligned with IP & LC self-determination.
- Through donor-funded efforts in target geographies, work to dismantle the legal, regulatory, and financial obstacles that hinder the success of IP & LC organizations.

Practices

- Choose intermediaries that prioritize accountability and transparency to IPs & LCs, i.e., those that demonstrate a genuine commitment to IP & LC needs and long-term aspirations
- Pair organizational health assessments with resources for capacity-building and support tailored to the self-determined priorities of IP & LC organizations. This will strengthen their ability to manage and implement projects, increasing their readiness for direct funding beyond the timeframe of the Pledge.
- Encourage the cultivation of a broad ecosystem of organizations with distinct but complementary roles, emphasizing different skillsets and organizational structures required to accomplish goals at different scales.

⁵ Conditions of systems change from: Kania, J., M. Kramer, and Peter Senge (FSG). 2018. [The Water of Systems Change](#).

Resource Flows

- Recognize that advocacy work requires sustained efforts and provide long-term, stable funding for IPs & LCs. This allows IP & LC organizations to focus on achieving meaningful systemic change rather than being limited by short-term, project-based funding.
- Identify and replicate successful models of financing and collaboration.
- Increase flexibility for funding "weaker" or higher-risk organizations when support is responsive to their priorities and goals and has potential for high positive impact.
- Gaps in effectiveness often stem from organizations lacking time and resources to build solid systems. Support can be provided through specialized intermediaries and flexible core funding.

Relationships and Connections

- Maintain and increase donor transparency and communication to help address concerns and confusion among IP & LC communities and stakeholders. Better sharing of grant-making and donor priorities would improve their understanding of the funding process and provide a level of certainty for organizations that need it.
- Encourage donor collaboration across climate, conservation, development, and rights realms.

Power Dynamics

- Develop trust-based relationships between donors, intermediaries, and IP & LC organizations, and ground support in local contexts to ensure community priorities are adequately addressed. Aim to scale up direct funding where possible and invest in capacity-building where needed.
- Encourage intermediaries to facilitate and strengthen direct relationships between donors and IP & LC organizations.

Mental Models

- Promote IP & LC ownership by encouraging intermediaries to shift their role towards enabling IP & LC organizations to attain ownership and control over resources and decision-making processes.
- Ensure that IPs & LCs have the opportunity to participate in the design and operation of institutions and governance structures for programs that impact them and their territories.
- Improve communication and alignment between stakeholders by creating a unified, context-specific understanding of key concepts such as capacity-building, MEL, and self-determination.

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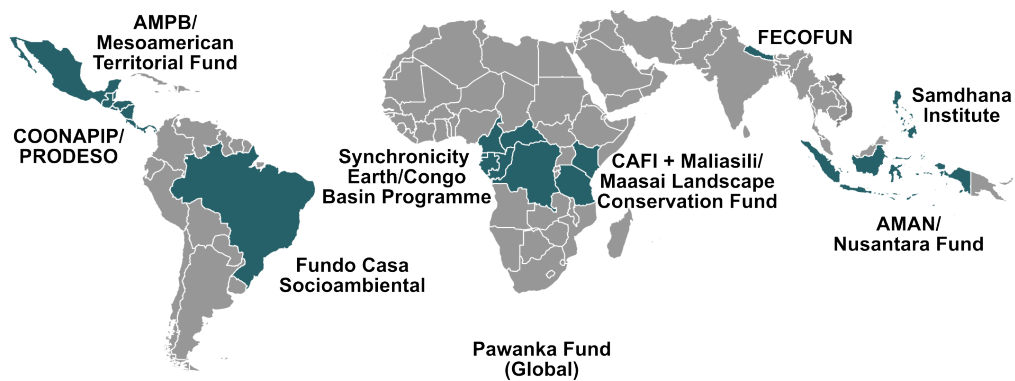
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We also extend our appreciation to the case study organizations: AMAN, FECOFUN, AMPB / MTF, COONAPIP / PRODESO, PAWANKA, Samdhana Institute, Maliasili / MLCF, Synchronicity Earth, Fundo Casa Socioambiental, and the Central African Forest Initiative. Their collaboration and commitment to the cause have been instrumental in the development of this report.



Finally, we are grateful for the support of the Ford Foundation and all the donors of the Forest Tenure Funders Group. Their dedication to promoting sustainable forest management and improving the livelihoods of Indigenous Peoples and Local Communities worldwide has been vital in driving progress in this crucial area.

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[Link to Case Studies](#)

[Link to Case Study Summaries](#)

ACRONYMS

AMAN	Aliansi Masyarakat Adat Nusantara
AMPB	Mesoamerican Alliance of Peoples and Forests
BUILD	Building Institutions and Networks
CAFI	Central African Forest Initiative
CBD	Convention on Biological Diversity
COICA	Confederation of Indigenous Organisations of the Amazon Basin
COONAPIP	National Coordinating Body of Indigenous Peoples in Panama
DGM	Dedicated Grant Mechanism
FECOFUN	Federation of Community Forestry Users Nepal
FIP	Forest Investment Program
FPIC	Free, Prior, and Informed Consent
FTFG	Forest Tenure Funders Group
GCF	Green Climate Fund
GEF SGP	Global Environment Facility Small Grants Programme
IADB	Inter-American Development Bank
IAF	Indigenous Amazonian Fund
IATI	International Aid Transparency Initiative
ICI	Inclusive Conservation Initiative
ICT	Information and Communication Technologies
IFC	International Finance Corporation
ILO	International Labour Organization
IPAS	Indigenous Peoples of Asia Solidarity Fund
IPO	Indigenous Peoples Organization
KPA	Consortium for Agrarian Reform
MEL	Monitoring, Evaluation, and Learning
MLCF	Maasai Landscape Conservation Fund
MTF	Mesoamerican Territorial Fund
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PES	Payments for Ecosystem Services
PRODESO	Promotion and Social Development Program
REDD	Reducing Emissions from Deforestation and Forest Degradation
UNFCCC	United Nations Framework Convention on Climate Change

1. INTRODUCTION

1.1 Project background and purpose

The Forest Tenure Funders Group (FTFG) is an informal working group convened to facilitate implementation of the IP & LC Forest Tenure Pledge (“the Pledge”). The Pledge is an historic commitment to increase direct support to recognize and advance the role of Indigenous Peoples and Local Communities (IPs & LCs) as defenders and stewards of forests.⁶ The USD 1.7B in financing committed under the Pledge, individually programmed by each donor, is directed towards (1) channeling support to IPs & LCs, including through capacity-building and financial backing for group activities, collective governance structures and management systems, and sustainable livelihoods; and (2) activities to secure, strengthen, and protect IPs’ & LCs’ land and resource rights, including support for community-level tenure mapping and registration work, national land and forest tenure reform processes and their implementation, and conflict resolution mechanisms.⁷

The Pledge’s implementation is well underway, with FTFG members having disbursed or committed USD 322M in its first year.⁸ This study, commissioned by the Ford Foundation, aims to provide practical guidance and strategic insights for Pledge donors to incorporate in the remaining years of implementation. This project’s main objectives are to generate:

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- b. **Strategic insights** regarding opportunities, barriers, and areas needing improvement to strengthen the funding landscapes for this agenda.

1.2 Analytical approach

For the purposes of this report, a funding pathway is a set of institutional relationships through which a donor deploys financial resources in order to achieve certain objectives. In practice, a donor will typically fund a pathway anchored by a primary intermediary (potentially part of a chain of actors) that serves as the entry point for donor funding.

Indufor developed a typology to classify funding pathways for donors supporting the objectives of the Pledge, which are presented in Figure 1 below. The typology provides a framework for identifying and assessing funding pathways and intermediary organizations analyzed in this study. Organizations were asked to self-identify along two dimensions in order to classify their typology (covered in more detail in Sections 4 and 3.2, respectively):

- **Scale of target outcome:** Scale A, Strengthening Communities; Scale B, Strengthening Organizations; Scale C, Implementing Existing Systems; Scale D, Reforming Systems
- **IP & LC Accountability / Ownership:** Accountable organizations are responsible and answerable to the priorities, needs, and aspirations of IPs & LCs residing in the areas in which they work. Among other dimensions, accountability implies that the organization includes IPs & LCs with meaningful participation in its decision-making, communicates transparently, has sufficient feedback and grievance mechanisms, and adequately shares benefits derived from conservation and forest management activities with IPs & LCs. IP- & LC-owned organizations are created by and for IPs & LCs and continuously managed by them.

⁶ UN Climate Change Conference UK. 2021. [COP26 IP & LC Forest Tenure Joint Donor Statement](#).

⁷ UN Climate Change Conference UK. 2021. [COP26 IP & LC Forest Tenure Joint Donor Statement](#).

⁸ Forest Tenure Funders Group. 2022. [Indigenous Peoples and Local Communities Forest Tenure Pledge: Annual Report 2021-2022](#).

Figure 1: Pathways Typology

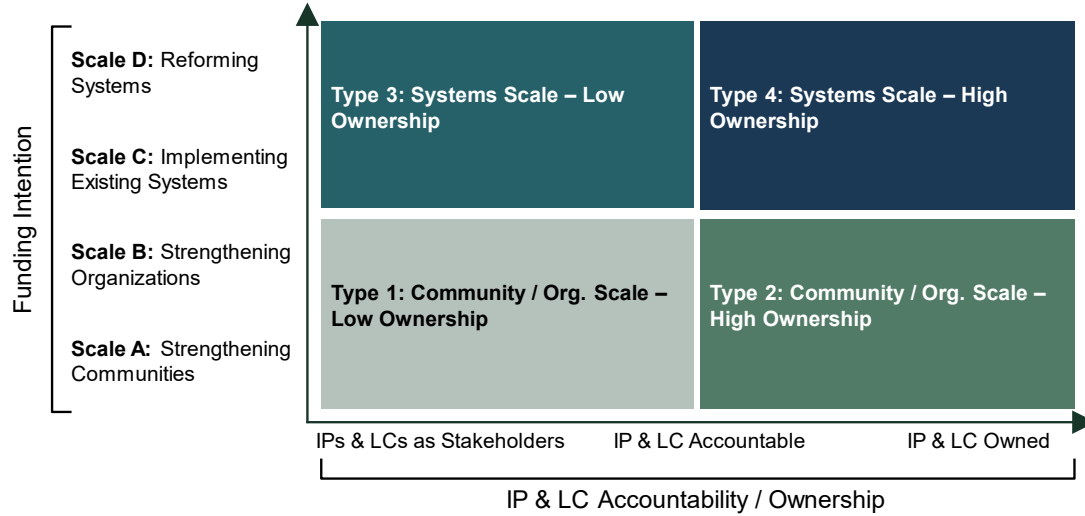
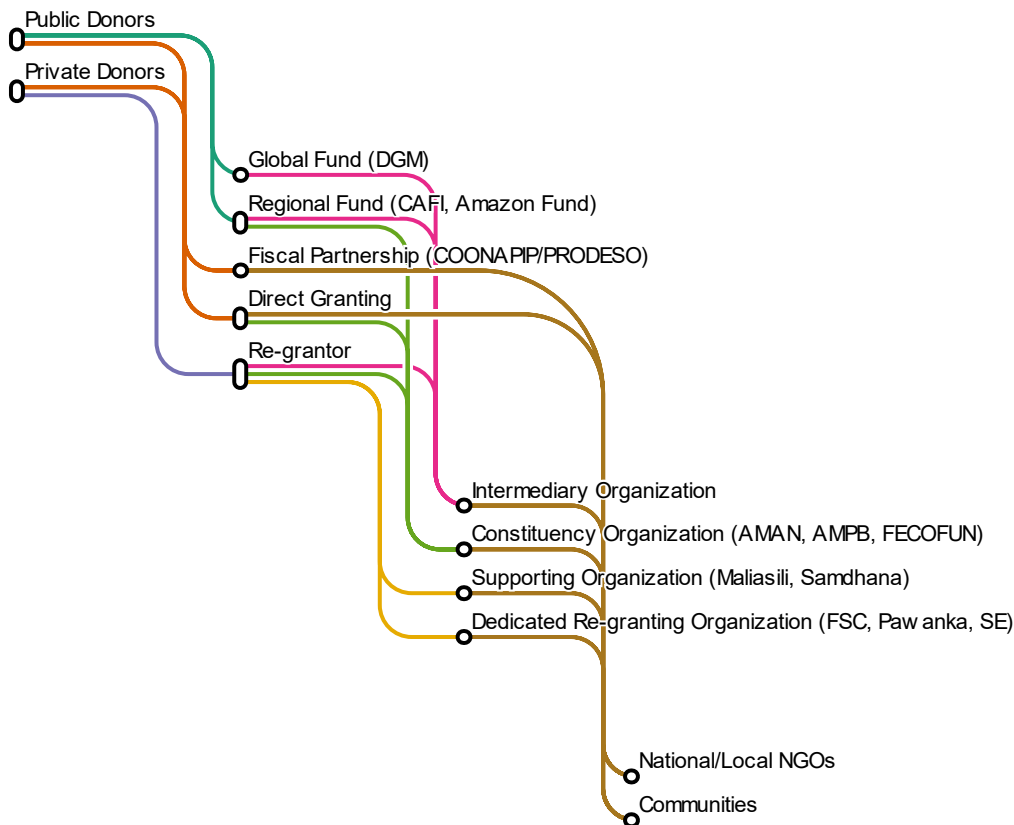


Figure 2 below illustrates a simplified set of funding pathways used by public and private donors to channel resources to communities and organizations, including example organizations.

Figure 2: Indicative Funding Pathways



Note: Each set of shared links are independent and noted by color, e.g., flows between public and private donors to fiscal partnership and direct granting. Section 4 for Scales A – D provides more detailed example pathways.

To assess the funding pathways illustrated in Figure 2, Indufor used the following framework to guide interviews and data collection, drawing on the Organization for Economic Co-operation and Development (OECD) Evaluation Criteria commonly used to assess donor-funded interventions:⁹

- **Relevance:** How do the funding pathways respond to the needs and priorities of IP & LC groups?
- **Coherence:** What is the level of organization, coordination, information sharing, and consolidation within the pathways?
- **Efficiency:** How efficient are the funding pathways in disbursing money to IPs & LCs? In securing desired outcomes (e.g., strengthened rights and forest guardianship)?
- **Effectiveness:** How effective are these funding pathways in delivering priority outcomes aligned with objectives?
- **Impact:** What impacts have these funding pathways delivered?
- **Sustainability:** How resilient are the outcomes produced by work within the funding pathways?

To answer these questions, Indufor analyzed existing literature, conducted interviews, and prepared in-depth case studies (see Table 1) on 10 organizations and mechanisms that present useful learning opportunities regarding funding for IPs & LCs. The stakeholder outreach and document review presented here is intended to complement the 2022 study focused on IP organizations conducted by Charapa Consult.¹⁰ Charapa's report presented the results of a survey and set of interviews with Indigenous Peoples' organizations that assessed principles, standards, and mechanisms for supporting IP tenure rights and forest guardianship. Many of Charapa's outputs are a basis for the analytical framework of this study, which is broader in scope, including donor and non-IP & LC intermediary perspectives.

Table 1: Pathway Nodes Represented in Case Studies

Organization Type	Definition
Constituency Organization AMPB, FECOFUN, AMAN	Membership organization whose <i>raison d'etre</i> is to advance the shared interests and agenda of its members. Re-granting was/is not a principal driver of their work but rather one instrument for advancing the shared interests/agenda.
Dedicated Regranting Organization Pawanka, SE, Fundo Casa	Organization whose mission is to raise funds for philanthropic purposes in support of specific groups and objectives. Re-granting is their primary instrument for achieving their organizational objectives.
Supporting Organization Samdhana, Maliasili	Organization whose central purpose is to provide supporting services (technical, educational, professional, policy, financial support) to other groups and organizations to advance their shared interests and agendas. Re-granting is one instrument for advancing those shared interests/agendas.

⁹ OECD DAC Network on Development Evaluation. 2019. [Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use.](#)

¹⁰ Charapa Consult. 2022. [Directing Funds to Rights.](#)

Pathways Assessment

Making significant and sustainable progress on the Pledge's objectives requires work at each scale and in every country and region covered by the Pledge. Organizations across the spectrum of ownership by and accountability to IPs & LCs operate at all scales of intervention, yet most organization's efforts tend to be focused within one or two scales.

For each scale of target intervention, Indufor conducted a review of an indicative sample of the organizations specialized in delivering funding or services at that scale and unpacked how various types of funding instruments and pathways generate outcomes. Elements of interest at each scale include:

- **Intended purpose / target outcomes:** A synthesis of the intended outcomes of work at the specific scale.
- **Characteristics:** Aspects that make efforts at a particular scale distinct from and complementary to work at other scales.
- **Intended recipients of resources:** Entities (persons or institutions) at the end of the pathway who are the final service providers and/or receive services and resources.
- **Example objectives and activities:** Some of the recurring objectives within a specific scale, and indicative activities associated with achieving those objectives. Given the interconnections, many of the activities listed alongside one objective may also contribute to other objectives. The pathways to achieving a specific objective are nonlinear and can vary substantially among communities depending on communities' most pressing needs as well as strategic opportunities to aid collaboration and trust. Advancing some of these objectives may depend on realizing objectives at other scales. This study does not intend to develop an exhaustive list of objectives and activities, but to provide a tool for donors, intermediaries, and IPs & LCs to assess and track the scales at which they are expending the most effort and to map gaps in coverage.
- **An overview of the funding pathways:** Descriptions of typical funding pathways directed at each scale.
- **Further considerations for donors:** Practical insights for donors who want to fund at a particular scale, including potential ways to strategically increase funding for this work.

The sample of organizations interviewed and studied for the pathways assessment is representative across scales to the greatest possible extent, considering response rates and scheduling limitations. Semi-structured interviews were conducted with key individuals from each sampled organization to discern successes and challenges associated with their work.

In addition to conducting interviews, Indufor produced a targeted literature review on publicly available literature and media on sampled intermediaries and recent literature on best practices for funding IPs & LCs, as well as a broader literature review on funding localization outside of the forest and climate sector. Indufor then synthesized the coded interviews and literature reviews into an overarching analysis of trends and findings, organized by scale.

Quantitative Regional Analysis

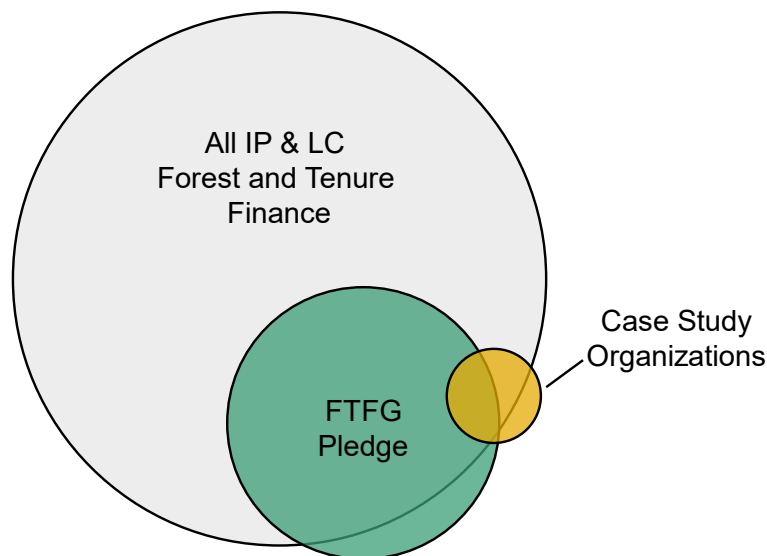
To provide region-specific analysis for each pathway, Indufor built on prior work tracing financial flows to IP & LC tenure and forest management. Disbursement data are primarily sourced from the International Aid Transparency Initiative (IATI), with additional data scraped from or provided by private donors. Additional data was shared by private donors, aggregated to ensure confidentiality.

Indufor built an interactive visual network of the links between donors, intermediaries, and implementing organizations through the following process:

- 1) Updating historical financial flows by FTFG Donors, up to and including 2021.¹¹
- 2) Cross-checking various sources and classifying organization types.
- 3) Constructing regional and global network maps showing donors, intermediaries, and other types of organizations.

Many activities lack transaction-level budget information, which limits the ability to identify implementing organizations, particularly those that are secondary recipients of donor finance (e.g., connected via intermediaries). Indufor has provided additional context to the network map beyond donor-reported information, where possible. The graphic below indicates the limitations of the data presented in this report. While FTFG donors are leaders in funding IPs & LCs, there are numerous donors, intermediaries, and implementing organizations not captured by reported data.

Figure 3: Indicative Intersection of IP & LC Finance Considered in Quantitative Analysis



Case Studies

Case studies were selected to represent a range from hyper-local to national/international, and from well-established to nascent and novel. The requisites for case study selection were:

- **Legitimacy:** Each organization or mechanism is recognized and accepted as legitimate by IP & LC organizations with direct experience working with and receiving funding from them.
- **Degree of maturity:** The set of case studies should contain at least seven cases of reasonably mature experience with demonstrable success, and at least two cases of emerging mechanisms.
- **Location:** Case studies should cover ODA-eligible countries, prioritizing countries with high forest cover. (Minimum of two case studies per region: Africa, Asia, and Latin America).
- **IP & LC ownership:** At least six IP & LC managed / locally controlled funds.

Upon selection according to these criteria, Indufor contacted each case study candidate to confirm their willingness to participate in the study. The case studies selected for this assignment are shown below in Table 2.

¹¹ Select network analysis includes data through 2022, Indufor has refrained from reporting financial figures beyond 2021 as there are natural reporting lags inherent in this data.

Table 2: Case Study Characteristics

Organization	Geography	Current Funding (USD)	Typical Project Size for IP & LC (USD)	Organization Type			
				IP and/or LC Membership	Non-profit	IP Fund	Collaborative Partnership
AMAN	Indonesia	>5M	25-100K	✓			
FECOFUN	Nepal	1–5M	25-100K	✓			
AMPB / MTF	Mesoamerica	Emerging		✓			
COONAPIP/PRODESO	Panama	1–5M	1–5M*	✓	✓		
PAWANKA	Global	>5M	25-100K			✓	
Samdhana Institute	SE Asia/Philippines	1–5M	25-100K		✓		
Maliasili / Maliasili Landscape Conservation Fund (MLCF)	Kenya/Tanzania	1–5M	100K		✓		
Synchronicity Earth	DRC/Cameroon	1–5M	25-100K		✓		
Fundo Casa Socioambiental	Brazil	1–5M	25K		✓		
Central African Forest Initiative	Central Africa	>100M	1–5M				✓

Data collection for each case study organization was carried out through (1) desk review of publicly available documentation and internal documentation shared by the organization, and (2) semi-structured interviews with key staff members and stakeholders identified through snowball sampling. Each organization was given the opportunity to review the case study and suggest adjustments before inclusion in this report.

1.3 Limitations

This report presents the first global analysis of pathways that support IP & LC tenure and forest guardianship. This analysis has certain limitations that should be considered while reviewing its contents. Key considerations to bear in mind include:

1. The sector is undergoing significant changes and is more dynamic than ever, thanks in large part to the Pledge. New initiatives, funds and donors have emerged over the past year that made this report especially challenging to prepare. Facts and figures presented here may not be fully up to date, as new partnerships, policies, and disbursements are enacted on a daily basis, and information about these actions are not always made readily available to the public. Indufor's assessment of Pledge status thus far is largely based on the first FTFG annual report released in September of 2022, augmented with donor-provided data and historical disbursement data from 2010-2021. Pathways have evolved throughout the time that this report was written.
2. While Indufor strived to sample representatively, it was not possible to collect a complete set of the diverse opinions and viewpoints from all experts and stakeholders involved in the Pledge and its support pathways. Organization types that are underrepresented in the findings due to low

interview response rates include government agencies, multilateral institutions, and Global South-based NGOs. Similarly, the sample of case study organizations is not proportionally representative of the whole sector, but the chosen case studies are particularly useful examples for learning.

3. The analysis focuses only on tropical forested, ODA-eligible countries.
4. The study did not examine practices of any individual donor in depth. As such, recommendations presented here are generalized and will not apply to all donors equally.

This analysis is a starting point for learning, review, and revision – not a fixed standard for best practices. The report is not meant as an investment guide, but rather a tool to facilitate collaborative discussions among Pledge donors and between donors and IPs & LCs. The report is also a resource to inform efforts to strengthen the delivery of and monitor and report on the Pledge.

1.4 Report structure

The structure of this report is designed to cover various aspects of funding IPs & LCs to inform decisions that channel support more directly to IP & LC forest guardianship. It begins with an introduction (Section 1), which outlines the project's background and purpose, analytical approach, methods used, limitations, and the overall report structure.

The report then delves into context (Section 2), which provides important background information on IPs & LCs, their global significance in forest guardianship, and what it means to fund IPs & LCs. This section also discusses emerging trends in the localization and decolonization of aid, as well as trends in funding IP & LC forest tenure guardianship. The report then presents a series of deep dives into particularly salient topics that surfaced during the study, including pathway intermediaries, IP & LC identity and accountability, and capacity-building (Section 3). Section 4 presents a descriptive analysis across the four scales of target outcomes, followed by overarching assessment findings (Section 5) and regional pathway snapshots (Section 6) to give readers an in-depth understanding of the current state of affairs. In the subsequent Sections 7-8, the report offers a synthesis analysis and recommendations for the FTFG.

The case studies and corresponding 10-page summaries can be found at the links below.

[Link to Case Studies](#)

[Link to Case Study Summaries](#)

2. CONTEXT

Climate change and biodiversity loss are global issues that affect everyone, and IPs & LCs are among the most vulnerable populations. As custodians of vast tracts of biodiversity- and carbon-rich forestland throughout the world, Indigenous peoples' traditional knowledge and land management are crucial for mitigating and adapting to climate change. Despite their central importance, IPs & LCs often face significant barriers to participating in global climate action and decision-making processes. These groups have also received substantially less development assistance than others in recent decades, perpetuating inequalities and hindering their ability to respond to the challenges of climate change.¹²

While the readers of this report are already familiar with the crucial role that IPs & LCs must play in climate and biodiversity solutions,¹³ the urgency of channeling support to the defense of their lands and lives should be noted here. Land grabs and violence against Indigenous and local environmental defenders are at an all-time high. In 2021, Global Witness reported the highest annual count of murders against environmental activists and land defenders on record—one third of which were committed against Indigenous people.¹⁴ Meanwhile, the Intergovernmental Panel on Climate Change has highlighted that IPs & LCs are at high risk of facing some of the most dire and immediate consequences of accelerating climate change.¹⁵ Channeling funding toward efforts that empower IPs & LCs to effectively manage existing and emerging threats to their lands and lives is urgently needed.

2.1 Goals of the COP26 Pledge

Policymakers have begun to acknowledge the importance of engaging with Indigenous peoples in climate action and decision-making processes. Donors (philanthropic, bilateral, and multilateral) have also recognized the need to prioritize funding for Indigenous-led climate initiatives and support the leadership of Indigenous communities in defining and advancing climate solutions. At the UNFCCC COP26 in November 2021, a consortium of five bilateral donors¹⁶ and 17 philanthropic foundations¹⁷ committed USD 1.7 billion over five years to support efforts to secure, strengthen, and defend IPs' & LCs' rights to their lands and forests. This Pledge marked an historic recognition of IPs' & LCs' critical role in the global effort to combat the climate and biodiversity crises. The mix of bilateral and philanthropic funders committing to the Pledge provides new opportunities to augment and improve the funding landscape, as donors are able to fill niches suited to their respective strengths. IP & LC organizations consider philanthropic donors, for example, generally more flexible than other donors, with less restrictive requirements, which allows these donors ability to grant support directly to Indigenous organizations and work in politically challenging regions.¹⁸ Bilateral donors, through their relationship with governments, are better positioned to advance more structural work like legal/policy reform and catalyze private sector finance.

¹² Rainforest Foundation Norway. 2021. [Falling Short: Donor funding for Indigenous Peoples and local communities to secure tenure rights and manage forests in tropical countries \(2011-2020\)](#).

¹³ Community land rights are closely tied to deforestation outcomes; a study of 80 tropical forest management schemes in Asia, Africa, and Latin America found that community ownership of forestland led to lower rates of deforestation, higher carbon storage, and improved livelihoods. See Chhatre, A., and A. Agrawal. 2009. Trade-offs and synergies between carbon storage and livelihood benefits from forest commons. *Proceedings of the National National Academy of Sciences* 106(42):17667-70. DOI: [10.1073/pnas.0905308106](#).

¹⁴ Global Witness. 2021. [Last line of defence: The industries causing the climate crisis and attacks against land and environmental defenders](#).

¹⁵ See Intergovernmental Panel on Climate Change. 2022. *Climate Change 2022: Impacts, Adaptation, and Vulnerability. Contribution of Working Group II to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change*. Technical Summary.

¹⁶ Germany, Norway, Netherlands, United Kingdom, United States.

¹⁷ Ford Foundation, Good Energies Foundation, Oak Foundation, Sobrato Philanthropies, The David and Lucile Packard Foundation, The William and Flora Hewlett Foundation, The Christensen Fund, Children's Investment Fund Foundation, Arcadia, Bezos Earth Fund, Bloomberg Philanthropies, Gordon and Betty Moore Foundation, Nia Tero, Rainforest Trust, Re:wild, Wyss Foundation, Rob and Melani Walton Foundation

¹⁸ See Charapa Consult. 2022. [Directing Funds to Rights](#).

In addition to scaling up effective and equitable funding to IPs & LCs, the FTFG aims to improve donor coordination and foster productive dialogue with IP & LC organizations and communities.¹⁹

Through consultation with stakeholders, an analysis of relevant data and literature, and a series of case studies, this report provides practical guidance for donors to achieve both of these goals. To serve as a starting point for donors looking to allocate additional Pledge funding, the report describes various funding outlets used to achieve outcomes at different scales and discusses associated benefits and challenges. The analysis includes a detailed overview of the funding landscape in each of the covered tropical forested regions (Asia, Africa, and Latin America). Recognizing that routing 100 percent of funding directly to frontline communities is not feasible nor the Pledge's aim, this report provides additional guidance on which indirect funding pathways are most effective for localizing support.

2.2 Lessons from localization efforts in the humanitarian sector

Localizing aid and reckoning with its colonial history has become a major priority in recent years, not only among funders working on climate and biodiversity but also across the entire humanitarian and international development aid sectors. In 2016, donors, governments, and agencies representing 95 percent of global humanitarian aid signed onto the Grand Bargain,²⁰ which included a commitment to localize funding by channeling 25 percent of aid to local and national actors by 2020.²¹ Individual donors have made their own localization commitments as well, including USAID's recent commitment to ensure that 50 percent of its programming will be "led or driven by local communities."²² Progress, however, has lagged well behind original targets. In 2021, local and national actors received just 1.2 percent of direct humanitarian funding.²³

A literature review reveals some of the challenges that have hindered progress towards localization in the humanitarian system. First, disagreement among agencies on how to characterize localization and associated goals has stalled progress. It took two years after the Grand Bargain for an agreement to be reached on a definition for a 'localization marker' for funding that could contribute to the 25 percent target,²⁴ which led to inconsistent tracking and a slow ramp-up of localization initiatives.²⁵ Second, evaluations of the Grand Bargain noted the lack of national and local actors' participation in the design of localization principles and practice.²⁶

ALNAP's 2022 *State of the Humanitarian System* report found that the most significant barrier to localization has been the perception among donors that local and national NGOs lack the ability to meet accountability and compliance requirements to qualify for receiving flexible, multi-year funding.²⁷ In fact, inadequate funding support has gone toward strengthening the systems needed for local and national NGOs to meet these requirements, resulting in a cycle of short-term, project-based grants led by

¹⁹ Forest Tenure Funders Group. 2022. [Indigenous Peoples and Local Communities Forest Tenure Pledge: Annual Report 2021-2022](#).

²⁰ All bilateral donors signatories to the Pledge (Germany, Netherlands, Norway, United Kingdom, United States) were also signatories to the Grand Bargain in addition to UN system and other non-governmental actors.

²¹ ALNAP. 2022. [State of the Humanitarian System](#).

²² Minguell, P. R. 2022. [USAID's New Localization Approach Can Address Migration in the Northern Triangle](#). Center for Strategic & International Studies.

²³ ALNAP. 2022. [State of the Humanitarian System](#).

²⁴ The IASC Humanitarian Financing Task Team (HFTT) defined 'local and national actors' as either (1) Organizations headquartered and operating in their own aid recipient country, not affiliated with an international NGO, or (2) In-country state authorities at the local or national level. The HFTT defined 'direct' funding as a direct transfer to the local or national organization, but also included in the target 'as directly as possible' funding, channeled through a pooled fund or single intermediary re-grantor. IASC HFTT. 2018. Definitions Paper: [IASC Humanitarian Financing Task Team, Localisation Marker Working Group](#).

²⁵ UNHCR. 2020. [Localizing Humanitarian Action](#).

²⁶ UNHCR. 2020. [Localizing Humanitarian Action](#).

²⁷ ALNAP. 2022. [State of the Humanitarian System](#).

temporary technical staff.²⁸ Capacity-building for recipient accountability and compliance is a contentious topic. This report examines the topic of capacity-building in greater depth in Section 3.3.

These lessons from the humanitarian sector have implications for the Pledge and other efforts to support IP & LC tenure and forest management. For one, coordination among donors is crucial to reform funding infrastructure and norms towards localized aid. Given the Pledge’s emphasis on capacity-building for IP & LC organizations, it is vital that capacity-building efforts are aligned with the ambitions of local organizations and not just the needs of donors. It is essential that donors develop a common vocabulary on the issue of funding IPs & LCs in order to promote communication and coherence among Pledge donors in their localization efforts. This report is a starting point to inform these discussions. The report is also a source of tangible recommendations for donors to scope funding opportunities that break the cycle of fragmented, donor-centric demands around IP & LC capacity-building.

2.3 Indigenous Peoples and Local Communities

According to the ILO Convention 169, Indigenous Peoples descend from a population that inhabited a particular country or geographical region at the time of conquest, colonization, or the establishment of present state boundaries.²⁹

The ILO Convention and the United Nations Declaration on the Rights of Indigenous Peoples both establish that self-identification of Indigenous Peoples is a foundational element of their self-determination.³⁰ This means that membership and representation can only be defined by the communities themselves and not by governments. This distinction is particularly important since, in some countries, governments refuse to acknowledge the presence of Indigenous Peoples. Noting this issue, ILO 169 adds that “irrespective of their legal status, [Indigenous Peoples] retain some or all their own social economic, cultural or political institutions.”³¹

Self-identification remains a crucial factor in local communities’ self-determination. While international law does not give definitions for local communities, some national and subnational laws do provide specific definitions, especially when referencing those who assert and exercise collective rights to lands or resources. In the Americas, these include many Afro-Descendant communities. Ultimately, a government’s recognition (or withholding of recognition) of local communities is not the primary way to designate community identity. Self-identification remains key, a point that is reinforced in a guidance note to the Convention on Biological Diversity (CBD). The CBD guidance note states:

“Local community’...can refer to a group of people which have a legal personality and collective legal rights... Alternatively a ‘local community’ can refer to a group of individuals with shared interests (but not collective rights) represented by a non-governmental community-based organization.”³²

The note emphasizes the importance of local communities’ relationships with specific lands, territories, and ecosystems, and the fact that these communities have developed specialized environmental and agroecological knowledge, techniques, and technologies.

²⁸ UNHCR. 2020. [Localizing Humanitarian Action](#).

²⁹ International Labor Organization. 1989. [C169: Indigenous and Tribal Peoples Convention \(No. 169\)](#).

³⁰ International Labor Organization. 1989. [C169: Indigenous and Tribal Peoples Convention \(No. 169\)](#); United Nations. 2007. [Declaration on the Rights of Indigenous Peoples](#). Resolution adopted by the General Assembly 61/295.

³¹ International Labor Organization. 1989. [C169: Indigenous and Tribal Peoples Convention \(No. 169\)](#); United Nations. 2007. [Declaration on the Rights of Indigenous Peoples](#). Resolution adopted by the General Assembly 61/295.

³² Convention on Biological Diversity. 2011. [Guidance for the discussions concerning local communities within the context of the convention on biological diversity](#). Montreal.

2.4 The IP & LC Funding Landscape

Questions of recognition, accountability and ownership of institutions are pertinent at all scales of funding, each topic with crucial implications for what it means to fund IPs & LCs. The deep dive in Section 3.2 elaborates on how funders could appropriately address questions of recognition, accountability, and ownership.

The **local level** is where IP & LC self-determination is most important. At the local scale, IP & LC actors include 1) families, households, and individuals; 2) community groups and organizations; 3) community-based enterprises; and 4) local governance institutions, including customary and formally recognized structures. Most of these entities do not have formal legal status, which greatly constrains their ability to interface with actors operating at a broader scale. The substantial contributions of these local actors are often over-looked—including support for the economic development of their own communities, investments in their own capacity-building (spanning formal and traditional forms of education), engagement with local systems of governance, and stewardship of their territories.

At the **sub-national and national levels**, networks of IPs & LCs coordinate and mobilize around common causes within and across specific identity groups, including political actors who have a pivotal role in pushing for greater recognition and protection of rights. Some of these entities have formal legal status, but many do not. Relevant actors at this scale include 1) policy/advocacy organizations, including IP & LC councils and associations; 2) specialized NGOs (e.g., in community development, education, livelihoods) that provide supporting services and implement projects; 3) cooperatives and producer organizations; 4) governance institutions; 5) funding sources (e.g., government small grants programs, trust fund mechanisms); and 6) sources of private capital (ranging from commodity buyers to banks to micro-finance institutions). These actors operate across a broad spectrum of accountability to IPs & LCs.

Most IP & LC networks at the **regional and global levels** are owned and managed by IPs & LCs.³³ A few regional funds are wholly owned and managed by IPs & LCs. Beyond these, there is a complex mosaic of NGOs (who re-grant and also implement projects), UN agencies (re-grant and provide technical support), banks and financial institutions, donors, trust funds, investors, consulting firms, philanthropic entities, and bilateral donor institutions—none of which are fully owned or run by IPs & LCs.

2.5 Pledge status and progress

In 2021 Rainforest Foundation Norway released "Falling Short," the first study to estimate the scale of international donor finance for IP & LC tenure and forest management. Between 2011 and 2020, donors disbursed approximately USD 2.7 billion, or USD 270 million annually, in tropical countries directly for the purpose of supporting IP & LC tenure and forest management. Bilateral and multilateral donors primarily used existing ODA channels and replicated existing funding structures, with a plurality channeled through international NGOs, consulting firms, conservation organizations and multilateral/international organizations. No more than 17 percent of all funding flows included the mention of an Indigenous Peoples Organization (IPO).³⁴

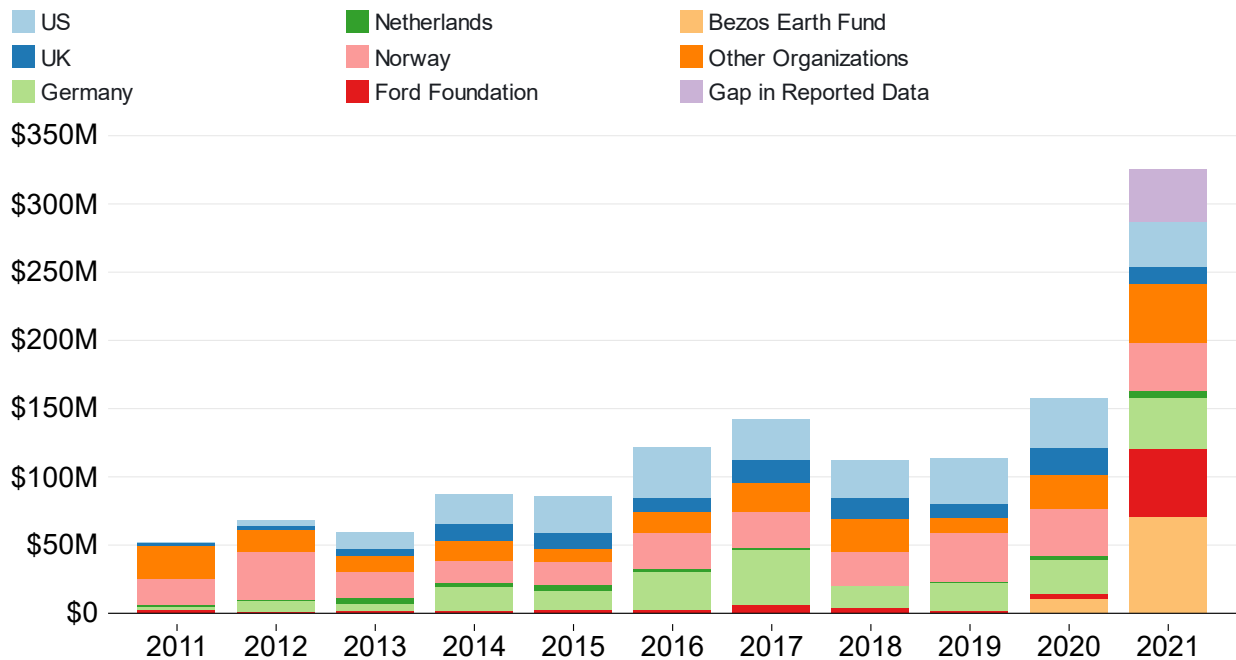
Figure 4 shows the rapid scale-up in funding for IP & LC tenure and forest management, disbursed by FTFG donors after signing onto the COP26 Pledge in 2021. The 2021-2022 FTFG annual report offered the first review of implementation of the Pledge to date, presenting data and narrative reporting from each donor in the consortium. The report showed that only 7 percent of the USD 322 million in Pledge funding has been disbursed directly to organizations led by IPs or LCs, while 51 percent was disbursed through

³³ For a discussion of these funds and networks, See Charapa Consult. 2022. [Directing Funds to Rights](#).

³⁴ This figure is likely an overestimate of actual IP involvement as transaction costs, other project implementation costs and involvement of non-IP intermediary actors are also reported as part of this funding. Of reported implementing organizations from 2011 – 2020, USD 457 million was implemented by national/local NGOs. Fifty-one percent of projects implemented by national/local NGOs included the mention of an IPO in the description, participating organizations, or associated documents.

international NGOs.³⁵ The donor group recognizes the urgency of supporting frontline communities by delivering Pledge funding as quickly as possible, while also pushing for transformational, long-term reforms to the global funding landscape. Donor policies must be adapted to provide more fit-for-purpose funding if the Pledge is to significantly increase the proportion of funding that reaches IPs and LCs in its final years of implementation.

Figure 4: FTFG Donor Disbursements for IP & LC Tenure and Forest Management (2011 – 2021)³⁶



The Pledge has raised expectations among IP & LC organizations and advocates hoping for a rapid scaling up of direct, localized funding. In its report, “Directing Funds to Rights,” Charapa Consult noted confusion in how the resources will be allocated, frustration with delays in funding reaching the ground, and competition for resources among stakeholders consulted.³⁷ IP & LC leaders and their allies have also expressed concerns that the pledged funds will be delivered through traditional channels with the majority captured by large international organizations, given how funding in this sector has been allocated in the past decade. Many of these international organizations have limited accountability to IPs & LCs, and, in some cases, are currently contributing to the dispossession of those communities. With the majority of Pledge funding flowing through large international organizations in the first year,³⁸ delays in funds

³⁵ Forest Tenure Funders Group. 2022. [Indigenous Peoples and Local Communities Forest Tenure Pledge: Annual Report 2021-2022](#).

³⁶ Data for 2021 is based on a triangulation of donor reported data, publicly available grant databases, and donor provided data. The gap in reported data is the difference between reported data and provided/publicly available data. Data prior to 2021 are disbursements, while 2021 data may include some commitments: “some donors are only able to report funding that has been ‘firmly committed’ to a specific project during the reporting period and so the totals include disbursements and firm commitments of this kind.” Forest Tenure Funders Group. 2022. Indigenous Peoples and Local Communities Forest Tenure Pledge: Annual Report 2021-2022.

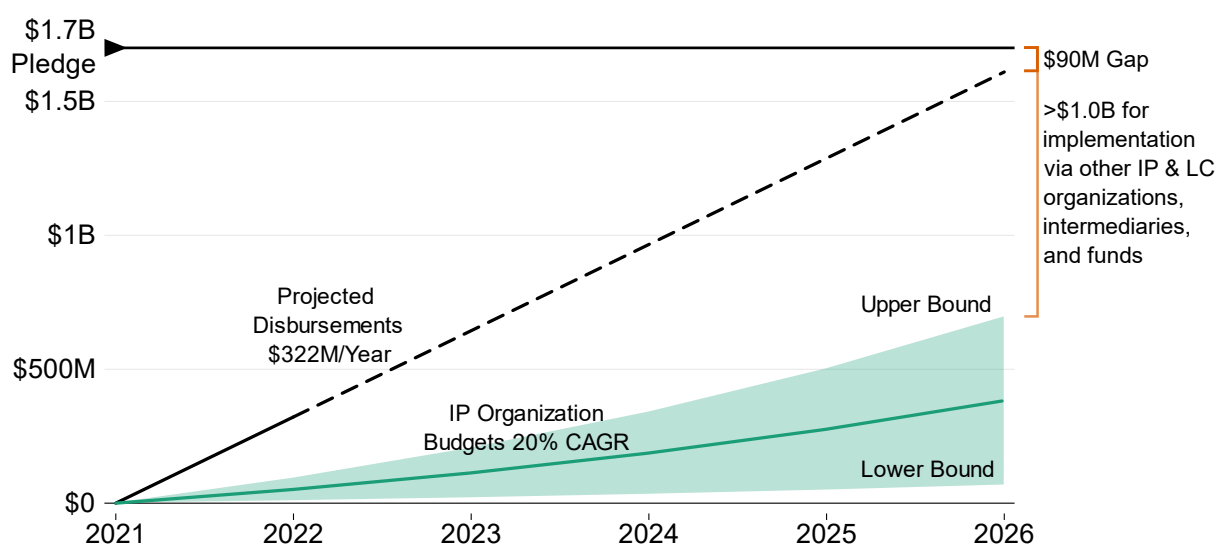
³⁷ Charapa Consult. 2022. [Directing Funds to Rights](#).

³⁸ Forest Tenure Funders Group. 2022. [Indigenous Peoples and Local Communities Forest Tenure Pledge: Annual Report 2021-2022](#).

reaching the ground are inevitable,³⁹ leading to a disparity between the volume of Pledge disbursements and the amount having reached IP & LC communities to date.

Indirect financing through intermediaries has, historically, been the primary means for donors to support IPs & LCs in most countries, and the sector's evolution towards direct financing will take time. Localization data are unavailable for the broader Global Forest Finance Pledge, which includes the FTFG Pledge, yet it is known that public donors disbursed 22 percent of the total bilateral pledge in 2021.⁴⁰ The difficulty of meeting the FTFG Pledge is evident in the fact that the same public donors exceeded the more general annual pledge target, a goal not specific to IPs & LCs, and announced at COP27 an additional commitment of USD 4.5 billion for the Global Forest Finance Pledge.⁴¹ This signaling of great capacity for deploying non-localized funding, coupled with only 7 percent of overall FTFG funding disbursed to organizations led by IPs or LCs, underscores the growing frustration among many organizations with the persistent power structures and ways of working that prevent a fundamental reallocation of resources and empowerment of communities on the ground.

Figure 5: Indicative Projection of Pledge Disbursements



Based on survey responses collected for Charapa's report, the average annual budget of IP organizations was approximately USD 680k as of 2022. For all 75 respondent organizations, the cumulative amounts to approximately USD 51 million. If Pledge signatories were to finance these same organizations over the lifespan of the Pledge, assuming a 20 percent average annual increase in funding, USD 380 million could be channeled to these IP organizations directly over five years (upper bound USD 695 million). This leaves USD at least 1.0 billion of Pledge funding to be disbursed through other means—either via IP & LC organizations not surveyed by Charapa or through non-Indigenous NGOs, international organizations, intermediaries, and global/regional funds (Figure 5).

This high-level assessment of Pledge progress elicits questions for donors, addressed through three deep dives in the following section:

³⁹ Forest Tenure Funders Group. 2022. [Joint Donor Initiative to Advance Support for Indigenous Peoples' and Local Communities' Tenure Rights and Forest Guardianship](#). Information Note.

⁴⁰ Public donors announced during COP27 that USD 2.67 billion of USD 12 billion was disbursed during 2021.

⁴¹ An additional commitment of USD 4.5 billion from public and private donors was also announced during COP27. See United Kingdom. 2022. [World Leaders Launch Forests and Climate Leaders' Partnership to accelerate momentum to halt and reverse forest loss and land degradation by 2030](#).

1. **Pathway Intermediaries:** Given that disbursing the majority of the USD 1.7 billion in Pledge funding directly to IP & LC organizations is not feasible in the near term, how can the funding be channeled through non-indigenous intermediaries that add (rather than detract) value to IPs & LCs with their inclusion in the funding chain?
2. **Identity and Accountability:** How can donors gauge the degree to which re-granting and implementing partners are accountable to IPs & LCs? How can they accurately track and report on the identity and accountability of their grantees?
3. **Capacity-building:** What investments in capacity-building are needed to significantly increase the 7 percent direct disbursement figure and prepare for scaling up direct funding for IPs & LCs beyond 2026? How can capacity-building be improved to support the self-determined priorities of IPs & LCs?

Insight: For the remainder of Pledge implementation, donors need to strike a balance between short-term direct funding, investment in capacity-building for future scaling-up of direct funding, and near-term re-granting through carefully selected intermediaries.

3. THEMATIC DEEP DIVES

3.1 Deep dive: Pathway intermediaries

Twenty years ago the Foundation Center produced a report that observed, “in the world of philanthropy, ‘intermediary’ has no accepted definition.”⁴² From Indufor’s consultations with donors and organizations regarding funding pathways, it seems that this observation remains true today—and the understanding of ‘intermediary’ is even murkier today as many organizations now reject the term to identify themselves.

This rejection reflects a general perception that the term is associated with low accountability to IPs & LCs. Recent publications and other discussions about the high transaction and overhead costs associated with funding through intermediaries have contributed to the souring on the ‘intermediary’ label.⁴³ Some organizations have attempted to re-brand themselves as “partners” or “allied organizations” (among others) to differentiate how they engage with IPs & LCs and the value they add to the funding chain.

Insight: The term ‘intermediary’ has become associated with a lack of accountability and relevance to IPs & LCs. While this may be true in many cases, there is a broad spectrum of intermediary ways of working.

Yet, in essence, an intermediary is any organization that fulfills a role or responsibility at some point along the funding chain between the donor and the end-users/beneficiaries.⁴⁴ For the purposes of this discussion, we focus on re-granting intermediaries, also known as regrantors (some of which may also be technical service providers and/or project implementers).⁴⁵

⁴² Szanton. P. L. 2002. [Toward More Effective Use of Intermediaries.](#)

⁴³ See, e.g., Rainforest Foundation Norway. 2021. [Falling Short: Donor Funding for Indigenous Peoples and Local Communities to Secure Tenure Rights and Manage Forests in Tropical Countries \(2011-2020\).](#)

⁴⁴ Intermediaries do not necessarily re-grant funding to the end-users of a funding pathway. Some implement project works themselves or may simply advise donors on where to allocate grants. See Szanton. P. L. 2002. [Toward More Effective Use of Intermediaries.](#)

⁴⁵ Re-granting is different from issuing fee-for-service contracts, which organizations also use at every stage of the pathway. It is important to differentiate between an NGO hiring drivers, translators, or consultants to implement a specific part of a project as compared to a sub-contract that essentially delegates the implementation of a project to a local organization.

Given the Pledge's ambitious global reach, developing deep local connections in every instance would be a monumental task for donors to tackle on their own. The wide array of options for donors in selecting intermediaries, however, translates to a broad spectrum of IP & LC accountability and ownership. This section will provide guideposts for the value that can be added (or withheld) by intermediaries, as well as the qualities of intermediaries that are best suited to advance the goals of the Pledge.

Insight: Disbursing 100 percent of Pledge funding directly is not feasible in the short- to medium-term, yet donors should be strategic with their intermediary partnerships to maximize value to IPs & LCs.

Various incentives and constraints shape the international development funding system in ways that do not align with IPs' & LCs' needs or aspirations. Working with intermediaries can provide value to donors by offering speed, offsetting donor overhead, ensuring independent judgement, and easing program exit. These benefits, however, may create illusions of progress, pass costs to other organizations, distance donors from communities, and undermine processes for IP & LC self-determination. IP & LC leaders urge donors to visit their communities and involve them in resource allocation decisions to bridge this gap and promote accountability.

Donors have historically followed the path of least resistance in selecting funding pathways, meaning that a concerted and coordinated sector-wide effort is needed to channel funding through intermediaries that are responsive to IPs' and LCs' self-determined goals. **Synthesizing consultations with intermediaries and IP & LC organizations, the following section presents a sample of the varied roles intermediaries play in funding pathways and how they can add or diminish value to IPs & LCs.**

Facilitating relationships: Intermediaries can add value by helping IP & LC organizations connect with donors and access resources. These facilitators typically have access to unrestricted funds and cultural capital that enables them to invest in resource mobilization, often employing professional grant writers and fundraising specialists with broad networks. IPs & LCs increasingly expect intermediaries to share their flexible resources and donor connections, enabling IP & LC-owned organizations to apply directly for complex grants and engage with philanthropic donors. Intermediaries can also enable donors to expand their reach, as most donors lack sufficient physical presence, linguistic skills, and staff capacity to establish direct relationships with every organization and community. The value of intermediaries, however, is diminished when they act as gatekeepers, preventing IP & LC organizations from independently establishing relationships with donors or hindering other organizations from bringing services or funding support to communities.

For innovations in relationship-building, refer to the Synchronicity Earth and Maliasili case studies.

Technical Oversight and Coordination: Active and intermediaries that take a participatory approach to re-granting can add value by facilitating the exchange of learning tools and approaches between countries, organizations, and communities. This support helps participating groups develop and retain the skills necessary to carry out activities self-sufficiently. Intermediaries also provide technical oversight on project design and implementation in areas where donors lack in-house expertise, including the wide range of technical skills necessary for securing IP & LC tenure. Value is diminished when intermediaries dictate project objectives and design, or when they fail to recognize the technical, contextual, and traditional expertise of IP & LC organizations. Some IPs & LCs have expressed that intermediaries have used their organizations to access local communities and then side-lined them from project implementation.

For examples of high-quality technical support, see the AMPB and FECOFUN case studies.

Streamlined Administration and Reporting: Certain intermediaries have implemented emerging best practices to reduce cultural, linguistic, and educational barriers that may prevent IPs & LCs from accessing funds, including support for proposal submission and monitoring/reporting. Serving as liaisons between donors and communities, intermediaries can advocate for making funding and project administration and reporting more responsive to the needs of IPs & LCs. Regranting intermediaries can

also divide large amounts of money into more manageable amounts for specific organizations or communities. Bottlenecks occur, however, when intermediaries impose demanding restrictions on sub-grantees, reinforce cultural, linguistic, and educational barriers, or transfer funds to another re-granting entity, which incurs additional transaction costs.

For an example of streamlined administration and innovations in participatory monitoring/reporting, see the Synchronicity Earth case study.

Fiscal Agents / Sponsors: Intermediaries can enable entities without proper legal status to receive funding. They can support organizations in acquiring the necessary legal status as well as those who have faced governance challenges and are working to strengthen their administrative and management systems. Fiscal sponsors can also allow multiple small organizations to pool administrative resources or benefit from discounts associated with bulk purchases of materials and tools, including licenses and software. Even when not filling the formal role of a fiscal sponsor, intermediaries may provide micro-grants to organizations that lack legal status to sustain their base operations until they are able to complete legal registration requirements.

For an example of fiscal sponsorship among case study organizations, please see the Pawanka Fund case study. Synchronicity Earth and Samdhana Institute also have programs to support organizations on their path to legal status.

3.2 Deep dive: Identity and accountability

For centuries, organizations, governments, and individuals have made decisions on the governance and use of IPs' and LC's natural resources, often to the detriment of these communities. Many Pledge donors share the goal of breaking the cycle in which community development is defined by outsiders and moving towards a future where communities can fully exercise their right to self-determination. It is important for donors to understand that the money they are distributing is not merely a tool to implement projects and deliver services, but also a symbol of control.

“Supporting self-determination through funding means funding Indigenous Peoples the way they want to be funded, whether that is direct, through a fiscal sponsor, or through a trusted ally. It is also about funding the priorities that Indigenous Peoples have defined in a way that works for them.”

– Donor Representative

Donors and allied non-Indigenous organizations are increasingly striving to localize international funding and give IPs & LCs a greater say in where and how resources are allocated, yet the lack of shared definitions and criteria used to identify IPs & LCs and their allied/supporting organizations makes it challenging to operationalize commitments to change and track progress over time.

***Insight:** Coherence among donors and shared definitions and frameworks will be key for reporting, tracking, and communicating progress on Pledge commitments.*

The following accountability framework, developed in this study, may be used by donors to advance knowledge about the meaning, roles, and responsibilities of an implementing organization being owned by and/or accountable to IPs & LCs. An understanding of these issues will enable donors to conduct due diligence when providing funds to organizations that claim to represent IPs & LCs or work in their interest.⁴⁶

IP- and/or LC- owned and managed: These organizations were created by and for IPs & LCs and are led by members of specific IPs or LCs. Self-identification is a foundational dimension of Indigenous

⁴⁶ It should be noted that these categories have not been validated with IP & LC groups. If the donors wish to use this typology, it would be a necessary step to work with IP & LC representatives to refine these categories and the approaches to track them.

Peoples' rights to self-determination and is also essential for local communities. IPs & LCs have the right to establish who is not a member of their group. Claims of membership and representation must be *specific and recognizable* to the community whose membership is being claimed. This is true at an individual level and is particularly relevant at an organizational level since organizations often have a role in representing the voices and interests of IPs & LCs.⁴⁷

Accountable to IPs & LCs: Perceptions of what makes an organization accountable to IPs & LCs vary widely. While Indigenous-led organizations are more likely to be accountable to their communities, it is not always the case; both Indigenous and non-Indigenous organizations are striving to enhance their accountability.

Table 3 presents recurring indicators of accountability that donors and regrantors can include in their due diligence of organizations with which they are considering partnering. Many organizations meet some of these criteria, but very few (if any) meet all of them. Donors should conduct due diligence, going beyond self-reported information from organizations to draw upon third-party perspectives of partners and IP & LC groups that have received funding or support from them.

Table 3: Accountability Indicators

Indicator	Notes
IPs & LCs are present in senior management roles.	An organization could be led by an Indigenous person or have majority board representation and still may not identify itself or be seen by IPs & LCs as IP-owned and managed. IP- & LC-owned and managed organizations are typically characterized by all three of these indicators.
Seats on the board are held by IP & LC representatives.	
An advisory body composed partly or wholly of IPs & LCs helps steer organizational decision making, with clear mechanisms for transparency and accountability over decision-making and use of funds.	For organizations that are not IP- & LC-owned, these indicators can come off as tokenistic unless the IP & LC senior managers, directors, advisors, or partners have substantial power to shape organizational direction and resource allocation. These indicators, for instance, can be problematic if IP & LC actors only have a say over a small share of the organization's resources or strategy, but other, more substantial resources within the same organization continue to undermine IP & LC self-determination.
Mechanisms are in place within the organization to enable communities or IP & LC organizations to define projects and initiatives themselves. The organization may provide the resources and technical guidance to support advancement of IP & LC objectives.	Respondents noted that when communities establish their priorities and have the ability to define the types of approaches, interventions, and investments needed, it is an expression of self-determination. Free, Prior, and Informed Consent (FPIC) protocols are typically where the genesis of the project or initiative is outside a specific community and thus should involve safeguards to ensure appropriate community engagement from the earliest possible stage. Constituency organizations (e.g., AMAN, COONAPIP, FECOFUN) may often be organized, governed, and administered in a fashion that is consistent with FPIC principles, and which are codified in their constitution or internal statutes. Some organizations that rely on community or partner-driven approaches expressed that they experienced some donor or intermediaries' FPIC requirements as imposing additional, costly layers of complexity in situations where it is not needed or is not appropriate. Equal partnership and co-creation of projects is preferred to relying solely on FPIC. Nonetheless, an FPIC approach perceived as valid by the affected groups is a minimum requirement.
Mechanisms are in place to ensure FPIC of IPs	
Mechanisms are in place to ensure resolution of any grievances and incorporation of	Formal, independent grievance/complaint mechanisms are most common where external financiers are ensuring that their safeguard policies are being met (e.g., in line with the International Finance Corporation (IFC) Performance Standards)

⁴⁷ See Charapa Consult. 2022. [Directing Funds to Rights](#).

relevant feedback from affected IPs & LCs.	or in large, well-funded organizations where the center(s) of decision-making are more remote from the intended recipients of resources.
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***Recommendation:** Donors can use these indicators to track and report on progress towards localizing funding to IPs & LCs. Adequate tracking and transparency on the proportion of resources directed towards IP & LC owned and accountable organizations will require donors to integrate some form of accountability and ownership indicators into their data management systems.*

3.3 Deep dive: Capacity-building

Capacity-building, also called organizational or institutional strengthening, is a catch-all phrase, with various stakeholders interpreting and experiencing it very differently. For good reason, capacity-building to support the self-determination of IP & LC organizations is a primary goal of the Pledge, and 80 percent of disbursements in 2021 were aimed at some form of capacity-building.⁴⁸ Consultations with stakeholders, however, reveal that the lack of shared definitions and frameworks around capacity-building presents challenges for reporting, tracking, and communication. This standardization gap leads to misunderstandings between stakeholders and misalignment in priorities and goals.

The focus of capacity-building can be administrative or strategic, as defined below:

- **Administrative capacities** encompass the skills, systems, and procedures that partners need to mobilize resources, develop proposals, effectively implement projects, achieve desired outcomes, and fulfill commitments to the communities they serve. This includes mechanisms for consultation, participation, transparency, and accountability, as well as ensuring accountability to funders through responsible resource management and accurate reporting. There are substantial material (office space, vehicles, computers) and human resource costs to build and sustain administrative capacities. Effective and transparent administration of organizations is highly dependent on subscriptions to expensive software for accounting, project management, cloud storage, Microsoft Office, communications/ mailing, websites/domain names, and mechanisms to ensure data security.
- **Strategic capacities** refer to the various tools and specialized skillsets to meet the varied and emerging needs of communities—e.g., engaging in strategic litigation, founding a community-owned enterprise, building and administering a new community health center, or negotiating an agreement to sell carbon credits.

Both types of capacities are essential for organizations to thrive and achieve positive impact through their work. **When funders (donors and intermediaries) talk about the needs to build the capacities of IP & LC organizations, their responses tend to focus mainly on the administrative side.** Donor concerns with IP & LC organizations’ ability to administer and spend large amounts of money looms over the interest and commitment to fund IPs & LCs directly.

“There is an increased recognition of supporting organizational strengthening, but it’s still seen in some way as sort of as parallel to project outcomes...If it is solely thought of as how to increase the administrative capacity of organizations to receive funds, then we miss a whole body of work.”
– Intermediary Representative

⁴⁸ 53 percent went towards “other support to strengthen and build the capacity of IP & LC groups to protect their rights and manage natural resources sustainably” while 23 percent went towards “technical support to communities to support sustainable, community forest management and livelihoods.” Forest Tenure Funders Group. 2022. [Indigenous Peoples and Local Communities Forest Tenure Pledge: Annual Report 2021-2022](#).

3.3.1 Root causes of gaps in administrative capacities

Strengthening organizations' strategic capacities is easier to directly fund, as projects are more clearly attributable to specific outcomes, while administrative capacities are often labelled as indirect costs. Grantees of all kinds are subject to considerable pressures to minimize the indirect costs that they charge to funders, for example through caps on administrative costs imposed by donors and re-grantors.

Research shows that a detrimental cycle emerges when organizations run by minority and marginalized communities (including IPs & LCs) are unable to access financial resources to invest in their own administrative capacities. This problem perpetuates a 'starvation cycle' that deprives organizations of the funding needed to invest in the requisite organizational infrastructure to operate effectively, serve their beneficiaries, and secure additional funding.⁴⁹ To be able to deliver the administrative needs of specific projects, intermediary organizations rely on their own program staff or consultants to provide capacity-building support to IP & LC-owned and managed organizations. These capacity-building initiatives are then reported to donors as direct, project-related costs.

Although intermediary organizations may identify their capacity-building efforts as program costs, many capacity-building programs lack a clear theory of change or any measurable outcomes by which to determine their effectiveness, impact, or sustainability. When speaking to IP & LC organizations at the end of funding pathways, very few capacity-building efforts are viewed as being responsive to the organization's needs or actually contributing to the organization's long-term capacities. These findings are echoed in ALNAP's 2022 "State of the Humanitarian System" report, in which 63 percent of local actors rated the capacity support they've received as "poor" or "fair."⁵⁰ Critics have argued that capacity-building support is often overly focused on compliance and lacks the long-term concerted effort required to transform an organization and strengthen its governance, networks, and capabilities. In many instances, IP & LC organizations report that capacity-building seemed to only serve the interests of the intermediary organization or the consultants hired by the intermediary to work with them.

Insight: Weak administrative capacities must be viewed in the context of the nonprofit starvation cycle and an imbalanced funding system that has plagued IP & LC organizations.

NGO leaders note that even if some of their staff were trained through capacity-building efforts, IP- & LC-owned organizations (and national and local NGOs) face the daily pressures of finding the resources to compensate their staff at competitive rates and provide benefits. Short funding cycles and delays in disbursements also mean that staff (program and administrative) often have little job security and will move to higher-paying and more stable work as soon as the opportunity arises, affecting organizational efficiency and effectiveness.

"The percentages given to administrative costs are so little. So we have to borrow from other programs, to get money to hire the person implementing the activities...to compensate the time of the program coordinators who had a coordinating role in countries...From a financial point of view, it was not viable."

– Intermediary Representative

Local and national NGOs reported challenges paying for rent, office materials, vehicle maintenance, information and communication technologies (ICT), subscriptions to basic software packages, and purchases of new capital assets such as buildings and vehicles. Many donors view these investments in organizational capacity as unattractive since they are not tied to discrete activities or project outcomes. These expenditures, however, are essential for organizational efficiency and effectiveness. Almost all large international organizations (including NGOs, multilaterals, universities, and consultancy firms), especially those based in the Global North, are able to offset at least some of the pressures to minimize

⁴⁹ See Gregory, A. G., and D. Howard. 2009. The Nonprofit Starvation Cycle. *Stanford Social Innovation Review* 7:4: 49-53. DOI: <https://doi.org/10.48558/6K3V-0Q70>. For a more recent discussion of the starvation cycle in IP- & LC-led conservation in Africa, see: Paul, R., J. Cihick, E. Sulle, and F. Nelson. 2022. [Greening the Grassroots: Rethinking African Conservation Funding](#). Maliasili and Synchronicity Earth.

⁵⁰ ALNAP. 2022. [State of the Humanitarian System](#).

their administrative costs by having access to pools of flexible or unrestricted funding from a range of sources: private donations from wealthy funders or large numbers of small-scale donors, endowment funds, margins on the sale of services / merchandise, and/or core funding provided by foundations and bilateral donors.

These kinds of unrestricted funding resources are not widely available to organizations owned and managed by IPs & LCs, as they have been for international organizations based in the Global North. On this imbalanced playing field, most IP & LC organizations must compete for a much smaller set of resources. These resources are typically project-based funds disbursed on shorter timeframes and come with greater restrictions on how much of the funding can go to administrative costs. Because IP & LC groups are forced to compete for project-based funds, priorities are often set by the funders, which means that resource-starved organizations lack the luxury of cultivating an overarching strategic focus and must pursue whatever funds are available, appealing to the specific interests of various funders.

The starvation cycle also means that IP & LC organizations are often unable to refuse funding from sources that undermine their right to self-determination or do not make business sense.

“I think the biggest struggle for us was that core support was not there. It was all grant-based, with a significant number of grants for 12 months. So as an intermediary effectively with a 12-month grant, we have to go through the subcontracting process for significant proportions of that. Everything’s got to be covered by contracts and that takes time. So then suddenly we have a 12 month grant, and [the subgrantee] ends up with a six month grant.”

– Intermediary Representative

3.3.2 Innovations in IP & LC capacity-building

The lack of administrative capacities in IP & LC organizations is generally a result of the legacy of this imbalanced funding system, and breaking the cycle and increasing the global absorptive capacity of IPs & LCs will require a major shift in how capacity-building is done. Short-term, workshop-based, compliance-focused training exercises that are tacked on to existing programming are not sufficient to strengthen organizations. The ability to meet donors’ bureaucratic requirements should be viewed as a result of a holistic and systematic approach, rather than an end in itself.

From a review of the case studies, Maliasili stands out for its unique capacity-building program. To meet its stated objective of “building the organizations and networks” that IPs & LCs need to deliver on their goals, Maliasili has developed a hands-on approach to capacity-building that has led to maturation, growth, and ultimately improved the financial status of its grantees/partners. In their proposals, partners are prompted to assess the financing required to support their core organizational capacities, which in some cases represents 30-40 percent of the grant being used for staffing and core costs. This substantial financial commitment to organizational strengthening, along with Maliasili’s focus on providing case-specific support aligned with partners’ unique situations and aspirations, has paid off. Organizational development outcomes in recent years include increased technical capacity through recruitment of new staff, strengthened fundraising, relationships with new donors, and bolstered communications. Two partner organizations were able to double their budgets over the course of two years.

***Insight:** Breaking the starvation cycle of perpetual under-investment in core capacity requires a shift in capacity-building processes. Donors should seek out intermediaries and service providers with long-term, hands-on approaches that include significant investment in — both quality, tailored technical support/assistance and grant funding — for organizational development.*

For more examples of success through innovative capacity-building programs, please see the case studies on AMAN, Fundo Casa Socioambiental, and PAWANKA.

4. PATHWAYS FOR CHANNELING SUPPORT TO IP & LC TENURE AND FOREST GUARDIANSHIP

4.1 Scale A: Strengthening IP & LC communities

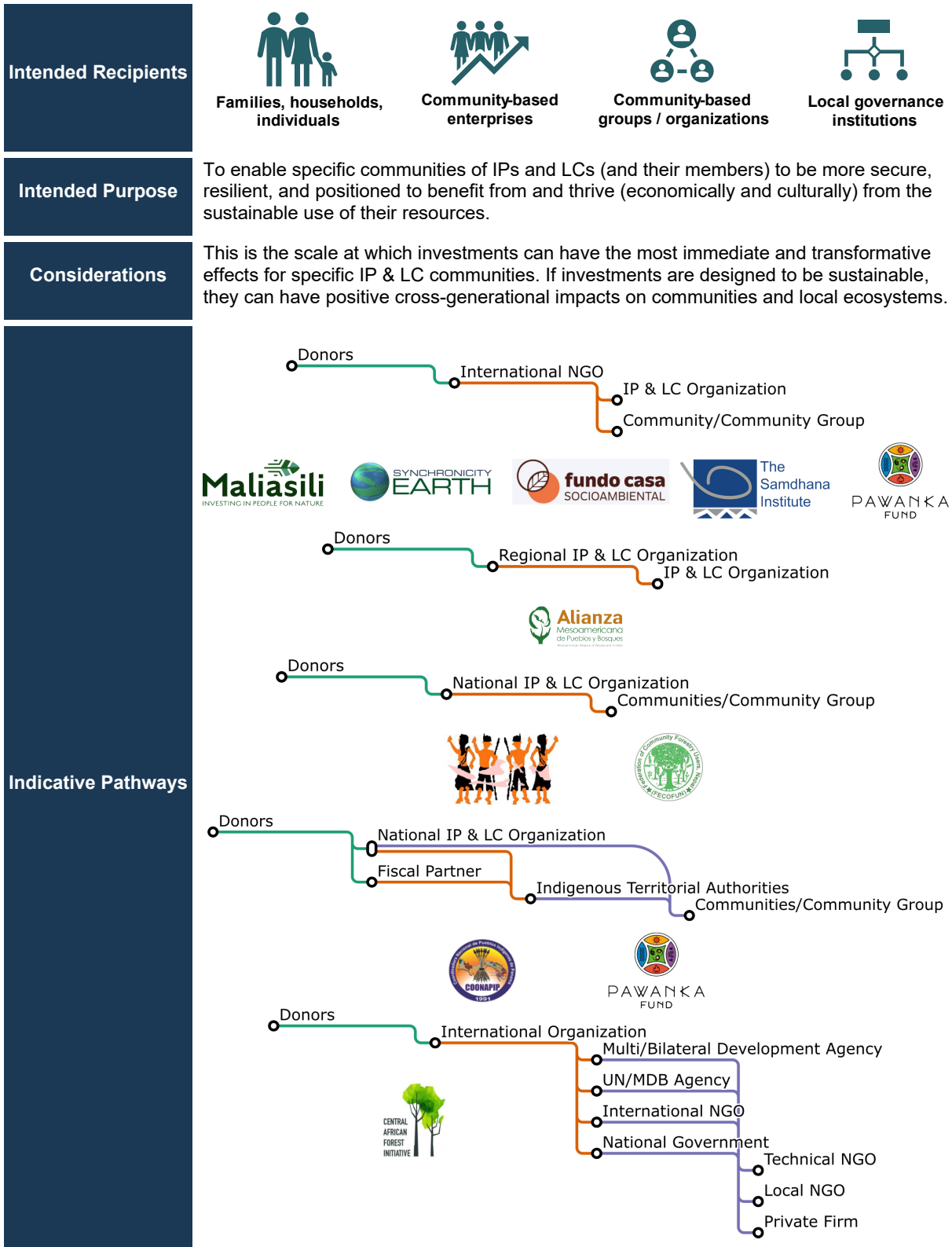


Table 4: Example objectives and activities at Scale A

Objective	Example Activities and Outputs
Improve tenure security for specific communities	Community self-identification, participatory mapping, delimitation, boundary harmonisation, demarcation, support to mediate/resolve disputes with neighboring communities, legal aid for navigating formal procedures
Renew and revitalize cultural and ecological knowledge	Activities involving inter-generational learning and transfer of language, spiritual practices, and ecological knowledge; land guardian programmes
Improve protection and stewardship of forests	Forest monitoring and protection (e.g., including drones, GPS, and patrols), establishment of community management of protected areas and/or buffer zones
Strengthen sustainable livelihoods	Establishing community-based REDD+ or other payment for ecosystem services (PES) schemes, technical assistance and extension for new crops or techniques, value-added processing and branding and marketing of raw materials generated through agriculture, non-timber forest product (NTFP) management and harvesting, agroforestry, pastoral, fishing, micro insurance and credit, other activities to improve market access
Promote justice, equity, and inclusion	Awareness-building of IP & LC rights amongst community leaders, women, and youth through community sensitisation, dialogues, trainings; childcare support to enable women to engage more actively in activities that strengthen tenure or forest guardianship
Improve essential community infrastructure	Establishment or improvement of boreholes/water pumps, access roads, clinics, schools, and water catchment/treatment centers

Overview of Pathways for Scale A

Globally, the funding pathways channeling resources at this scale are amongst the most varied. Numerous types of organizations specialize in working at this scale, either as implementers of projects with/for communities or providing small grants (USD 50K-150K) and micro-grants (USD 50K and under) to specific groups within these communities to implement self-directed projects.

Amongst the institutions providing small and micro grants directly to local communities and grassroots organizations, the Global Environment Facility’s Small Grants Programme (SGP), implemented by the United Nations Development Programme, has by far the largest global reach, with presence in 136 countries and having funded 19,137 CSOs since its inception in 1992.⁵¹ In recent years, the SGP has funded projects spanning community-based conservation, sustainable food security, low-carbon energy, and pollution/waste management.⁵² The Dedicated Grant Mechanism (FIP DGM) under the broader Forest Investment Program, a funding window of the Climate Investment Funds, is another major player at this scale, active in 12 countries with over 600 sub- and micro-projects.⁵³ The area of focus for FIP DGM sub-projects varies by country and are broadly focused on tenure security, sustainable income generation, capacity-building, and reforestation/forest restoration.⁵⁴ The GEF SGP and FIP DGM are not alone in providing this regranting service, with numerous sub-national, national, regional, and global

⁵¹ Global Environment Facility. 2023. [The GEF Small Grants Programme Results Report 2021-2022](#).

⁵² Global Environment Facility. 2023. [SGP: Local Action, Global Impact](#).

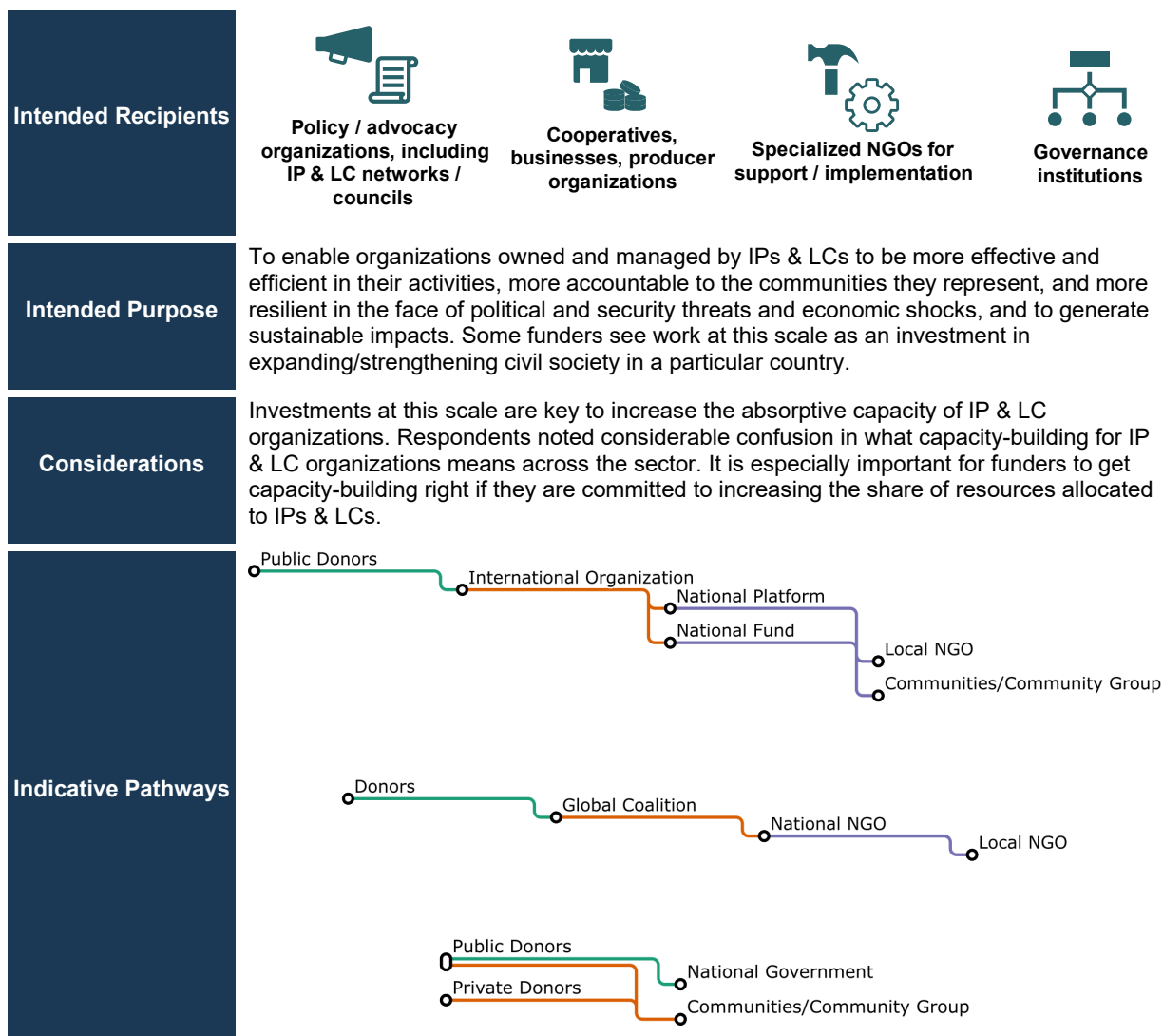
⁵³ Conservation International. 2022. [The Dedicated Grant Mechanism for Indigenous Peoples and Local Communities: Fourteenth Semiannual Report](#).

⁵⁴ Conservation International. 2022. [The Dedicated Grant Mechanism for Indigenous Peoples and Local Communities: Fourteenth Semiannual Report](#).

organizations issuing small grants to IPs & LCs, often to individuals and entities without formal legal registration.⁵⁵

Institutions with formal legal registration also receive funding at this scale, spanning international NGOs, national and sub-national organizations, and hyper-local organizations that represent specific communities of interest (for example, Indigenous women of a particular community or geographic area).

4.2 Scale B: Strengthening IP & LC organizations and institutions



⁵⁵ Most organizations reviewed for this study operate on budgets between USD 1M and USD 3M per year. Neither the precise number of such granting organizations nor the annual total they channel is known, but the magnitude of annual funding flowing through them might be is at least USD 100M and possibly much higher.

Table 5: Example objectives and activities for Scale B

Objective	Example Activities / Outputs
Strengthening organizational governance	Strengthening decision making systems and processes, leadership camps/academies, coaching for senior managers and boards
Strategic planning	Focusing organizational mandates and mission, defining organization's unique value propositions, developing/refining multi-year organizational strategies with clear benchmarks and actionable goals
Improving financial transparency	Coaching on budgeting and book-keeping, strengthening of systems for fund allocation and disbursement, tracking of expenses, training on and access to financial management software
Improving project management	Design and implementation of projects, work planning, budget tracking, integration of monitoring and evaluation into organizational learning, adaptive management
Enabling effective and impactful external communications	Development of communications strategies (goals, defining audience, metrics for tracking engagement), uptake of new communication tools and methods and content development (visual, video, radio, social media, blogs), increased access to software licenses or materials necessary to make impactful content, communications campaigns
Strengthening human resources	Investing in salaries, benefits, staff training and professional development, improvement of systems for personnel management, internal communication skills, recruitment, and dispute resolution
Legal and physical protection of IP & LC leaders and organizations	Training on personal security, implementing cyber security measures to mitigate the risks of hacks and protect sensitive data, legal support to contest harassment by law enforcement, physical protection (e.g., safe houses, bodyguards)
Building long-term financial resilience	Purchase and management of capital assets, cultivation of relationships with new funders, fundraising, diversification of revenue, establishment of endowments

Overview of Pathways for Scale B

The report from FTFG’s first year disclosed that 80 percent of deployed resources were devoted to capacity-building for IPs & LCs. Consultations reveal, however, that there are very few organizations that actually specialize in providing capacity-building support to IP & LC organizations (or national and local organizations). Some of these organizations tend to reject the term “capacity-building” and instead frame their contributions as “organizational strengthening” or “organizational development.” Those that promote the framing of organizational development tend to emphasize the elements of co-design and co-creation with their partners as mechanisms for increasing relevance, accountability, and impact.

Donors generally do not view “weaker” organizations lacking material and human resources for administrative capacities as platforms for realizing near-term upscaling of funding. Yet organizations have proven capable of leading technical implementation of initiatives (for tenure security, sustainable livelihoods, community conservation/restoration) when donor support is responsive to their priorities and goals. Horizontal relationships with trusted and respectful partners that can meet donor financial management and reporting requirements can help overcome capacity constraints. Respondents note that medium-term grants (3-5 years) are highly useful to allow partner organizations to develop and implement plans while supporting organizational stability and staff career progression.

To build trust between IP & LC organizations and donors, it is crucial for donors to eliminate incentive structures that lead local organizations towards opaque decision-making. Funding that is contingent on achievement of rigidly defined outcomes, for example, can skew incentives for organizations to monitor

and track progress holistically. Rather, donors should consider co-defining indicators that are aligned with the organization's own vision of progress to promote mutual transparency.

Strengthening organizations and institutions requires a comprehensive and sustained approach. Trainings and consultants have their time and place and should be used judiciously as part of a comprehensive strategy for organizational development.

Options for funders to scale up short-term funding at Scale B include:

- Increasing core support and/or allocations for the administration of ongoing projects overseen or implemented by IPs & LCs. This acknowledges the importance of project financing to cover not only the essential administrative and operational expenses of executing programs and services, but also to support organizational capacity development. By investing in the ability of IP & LC organizations to fulfil their missions more effectively, donors can help maximize their positive impact in the field.
- Issuing large one-time grants to enable IP & LC organizations to purchase capital assets and develop practical strategies for covering the operational and maintenance costs of capital assets acquired.
- Increasing support for established organizations focused on organizational development (such as FECOFUN, Fundo Casa Socioambiental, Samdhana, and Maliasili-type organizations) that can collaborate with and empower IP & LC organizations. Doing so will help these organizations become well-governed, functional entities with the necessary internal capacities and tools (including clear strategies, objectives, and work plans) to access and effectively implement direct funding in the future.

Options for funders to scale up funding for medium- to longer-term impact include:

- Supporting the growth of proven, specialized service providers and, where needed, the establishment of new specialized service providers. Focus on legitimate organizations with aligned missions and a long-term commitment and social license to operate in key communities and geographies. This is particularly important in regions with service gaps, such as Central and West Africa, South Asia, and Central America.
- Establishing endowments for key partner institutions, which allow IP & LC organizations to plan for the future, attract/retain staff, and reduce reliance on administrative funding thresholds.

Over time, with increased investment in core support, IP & LC organizations will be able to break the cycle of dependence on unsustainable short-term grants with unfavorable terms and be better positioned to access funding to advance large-scale initiatives (Scale C).

4.3 Scale C: Coordination amongst multiple entities to implement existing systems

Intended Recipients



Intended Purpose

To strengthen implementation of existing laws, policies, mechanisms, and markets that serve the self-determination of IP & LC communities at a sub-national, national, and global scales; and enhance impacts and efficiency through coordinated, complementary, and harmonized efforts and investments.

Considerations

Work at this scale implies that systems supporting the autonomy of IPs & LCs are either already in place or achievable. This work also assumes a collective interest among participants in such systems to deliver results efficiently and effectively for IPs & LCs across the board, beyond securing incremental gains for individual communities.

Indicative Pathways

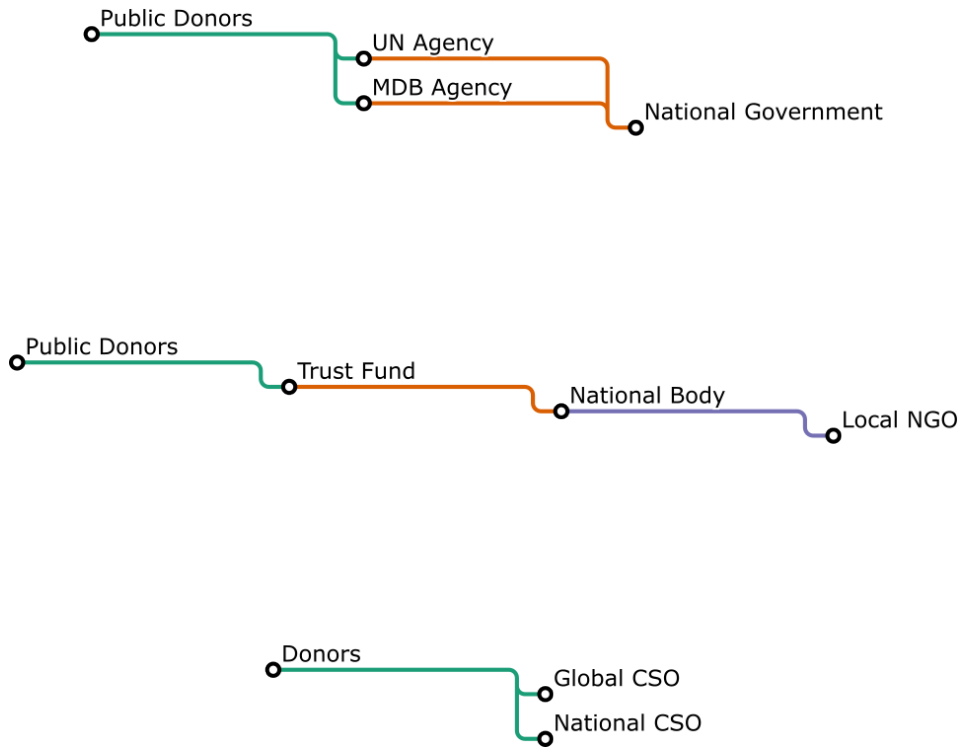


Table 6: Example objectives and activities for Scale C

Objective	Example Activities / Outputs
Scaling up IP & LC land delimitation and demarcation, documentation & registration	Standardization and streamlining of methods for mapping, formalizing recognition of IP & LC rights, harmonization of cadasters or enabling data sharing across different ministries and organizations, streamlining of processes to process claims
Strengthen national solidarity networks of IPs & LCs to defend legal rights & have effective voice in national policy & political decision-making	Participation of IP & LC networks and coordinating bodies in policy dialogues; IP & LC led trainings, workshops and field visits for government actors and representatives of companies, IOs, and donors
Establishing / administering managing landscape-level conservation initiatives	Strengthening of government and/or community capacities for joint management and protection/defense of lands and rights; landscape-level land use planning / microzoning; design and operationalization of benefit-sharing systems
Establishing/strengthening judicial system and enforcement	Linking of IP & LC forest patrols and monitoring mechanism to enforcement agencies with the resources and will to take action; empowerment of financial institutions to deny credit to companies and landowners that have contested tenure
Connecting IP & LC producers to sub-national, national and global markets	Working with companies to promote respect for rights, compliance with intl. norms, and equitable benefits for communities; unlocking loans, grants, tax breaks, and investment vehicles for IP & LC owned businesses; coordinating across small scale producers to transform products locally to create value added jobs and access higher prices for transformed goods.

Overview of Pathways for Scale C

Over the past decade, organizations operating at this scale have received the majority of funding compared to those working at other scales. Most of the funding at this scale flows from government donors through multilateral funders, which mainly work with governments. In some countries, some of the funding also flows through bilateral funding agreements between governments. Work at this scale also relies heavily on large international development firms (e.g., for building land administration systems) and international NGOs (e.g., for landscape-level conservation initiatives and administration of protected areas). Most funding originating from philanthropy at this scale is focused on conservation, and typically goes to international NGOs.

A common feature across these different pathways is that IP & LC-led/owned organizations rarely receive funding directly from donors and are positioned further down the funding chain. Organizations owned by IPs & LCs who operate at this scale typically are formally registered and coordinate and advocate around common causes, implement projects within IP and/or LC communities, and/or establish businesses that market and transform primary products produced by members of different communities.

Effective coordination — between donors, government agencies, private sector and civil society organizations within and across sectors — is one of the greatest challenges to delivering positive impacts for IPs & LCs. The loci of decision-making for initiatives are often far removed from spaces where IPs & LCs have a consistent and shared voice, resulting in frequent misalignment between the priorities of top-down approaches and the needs and aspirations of these communities.

Coordination challenges are inevitable given the multiplicity of actors and agencies, often with differing priorities and agendas, and operating on different timelines. Over the past decade, IP & LC organizations around the world have been designing and implementing bottom-up approaches for projects that begin

with initiatives at Scale A and reach Scale C through replication and scaling over time. Such organizations also work to ensure adequate coordination between multiple institutions (public, private, and IP & LCs) to activate the levers that enact systemic changes and to ensure that the involved institutions are adequately resourced to meet their goals and obligations.

Structural impediments, however, often hinder the scaling from community-level to landscape-level projects. Organizations specialized in strengthening local livelihoods (e.g., through specific forest and agricultural value chains) find that producers often have limited incentive to adopt more sustainable and/or productive practices stemming from a lack of secure tenure. Even communities that have achieved formal recognition of their rights find themselves with new concerns about leveraging their land and forest rights to strengthen their livelihoods and enhance income generation to sustain themselves. Legal and regulatory barriers, along with limited access to credit and investment capital in the forest and agricultural sectors hinder the ability of IP- & LC-owned enterprises to get started, consolidate, and grow. Improving alignment within and between governments and private sector actors, and overcoming structural impediments to systemic progress requires activities at Scale D that improve the legal and economic enabling environment.

The pace at which governance systems can be strengthened to allow for accountable funding mechanisms will vary widely by geography. Strengthening governance systems in regions with strong civil society networks, for example, will likely be more straightforward than in regions with more nascent, less organized civil society networks (e.g., Congo Basin).

4.4 Scale D: Reforming systems

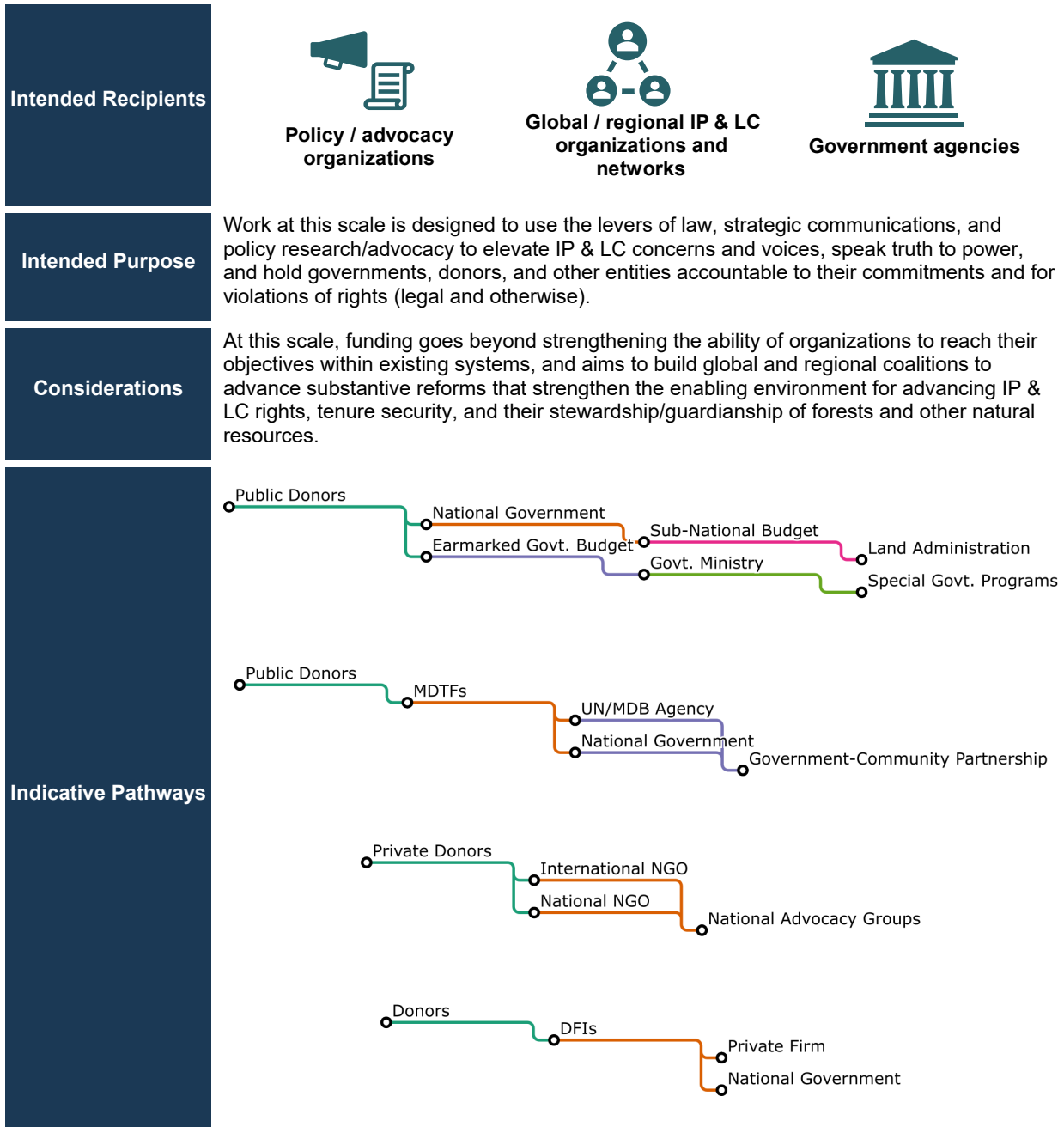


Table 7: Example objectives and activities for Scale D

Objective	Example Activities / Outputs
Overturn unjust laws, policies, and practices, or compel governments and other actors to uphold laws and deliver on existing commitments	Legal challenges, protests, awareness campaigns, policy and regulatory reform
Amplify IP & LC voices and stories	Engagement of IPs & LCs in national and international fora (e.g., direct dialogue between IPs & LCs and key decisionmakers); support for IPs & LCs to collect, record and tell their own stories through various media and draw decisionmakers to visit their communities
Strengthen the representation of IPs & LCs within decision making bodies	Development and reform of national and sub-national governance bodies for major donor-funded initiatives and programs to include IP & LC representatives
Build and strengthen, coalitions, networks, and movements at different scales	Convenings, strategic coordination
Inform public policy debates	Dissemination of research to target audiences through accessible and impactful communications (policy briefs, think pieces, op-eds, radio and television spots)

Overview of Pathways for Scale D

Many IP- & LC-owned organizations were founded to advocate for systemic changes so that work at Scales A through C would become possible. IP & LC movements, networks, and organizations operate at sub-national, national, and international levels. While some have gained formal recognition, many remain informal coalitions of parties with aligned interests. Non-IP & LC organizations and institutions may also be invited as members of these coalitions.

IP- & LC-owned organizations operating at this scale tend to be politically powerful organizations with broad-based participation, typically membership-based and accountable to their members. Effective governance is therefore essential to accomplish any organizational goals. These organizations often rely on sustained, long-term advocacy to achieve success in their campaigns, necessitating recurring, stable sources of funding. Many IP & LC networks and movements are informal and/or volunteer run, relying on member contributions of funding and time. They remain largely dependent on grant funding, and delays in delivery of funds can lead to missed opportunities to counter threats or widen windows of political opportunity.

***Recommendation:** Donors can best support organizations at Scale D by ensuring they have access to flexible, predictable funding and by providing nimble and quick response mechanisms to unlock funding on short notice.*

Internationally supported programs, such as FIP, have made major inroads engaging with IP & LC representatives in the design and implementation of programming, as well as through the development of

dedicated mechanisms for engagement, such as DGM.⁵⁶ Building governance structures for these mechanisms can lead to beneficial outcomes through improved IP & LC representation and decision-making power. In the case of DGM, National Steering Committees made up of IP & LC representatives were set up to govern grantmaking and country program structures. This process has led to the establishment of newfound systems for IP & LC leadership and decision-making, including engagement in national-level REDD+ and FIP processes.⁵⁷

Respondents have noted that different organizations working on similar issues at Scale D lack a shared strategy, which leads to a cacophony of voices that are either ignored or played off of one another by policy makers.

***Recommendation:** Investing in strategic coordination between like-minded actors at a national level is crucial to harmonize common goals, strategies, and messaging.*

Wins in the form of court decisions, new policies, commitments, and reforms often lack sustained support, follow-through and implementation. Pooled funding mechanisms like CAFI can help support the implementation of reforms, and organizations still will need to cultivate a broad network of groups with distinct but complementary skillsets and organizational structures required to accomplish goals at different scales.

***Recommendation:** Support network building for advocacy organizations at Scale D with organizations working on implementing policies after strategic wins. Delegating to specialized implementers will allow advocacy organizations to focus attention on their niche.*

⁵⁶ See, e.g., Itad. 2019. [A Learning Review of the Dedicated Grant Mechanism \(DGM\) for Indigenous Peoples and Local Communities in the Forest Investment Program \(FIP\) of the Climate Investment Funds \(CIF\)](#).

⁵⁷ University of Waikato. 2020. Assessing the Potential to Expand the Dedicated Grant Mechanism – Through an Indigenous Lens.

5. OVERARCHING ASSESSMENT FINDINGS

This section synthesizes evidence on barriers to successful implementation of IP & LC tenure and forest management funding, as well as best practices and innovations to overcome them, drawing from interviews and document review. Findings are presented along each dimension of the five OECD DAC criteria of relevance, coherence, effectiveness, impact, and sustainability.

5.1 Relevance

Improving the relevance of funding and services ultimately comes down to increasing the power of communities and IP & LC organizations to establish priorities, identifying what they need and how it should be delivered and whom they want to work with. To date, data on community needs are most often externally generated (via intermediaries or donors). Communities have therefore not been able to easily access, control, or interpret the data. Enabling communities to conduct their own needs assessments and baseline studies, as done in the case of Pawanka, empowers communities to approach NGOs and government agencies with their own priorities and goals.⁵⁸

***Case Study Highlight:** Upon approving a new partnership, Pawanka's Guiding Committee accepts proposals based on an Indigenous community's self-identified needs. Communities conduct their own needs assessments, and Pawanka staff work with partners to support proposal development.⁵⁹*

Funding models (e.g., open calls), by which implementers and service providers approach donors to fund their activities, can lead to supply-side distortions, where activities are driven by donor/supplier interest and available funding, rather than actual demand. Instances where communities approach and hire NGOs and other technically specialized service providers, putting themselves in the position of a client rather than 'beneficiary', are exceedingly rare. Identifying and vetting service providers comes with its own burdens for IPs & LCs. Some donors and re-granting organizations strive to relieve IPs & LCs of these burdens by implementing models in which IPs & LCs report additional services they need. The donors then help identify relevant service providers, and partner with IPs & LCs in vetting them.⁶⁰

Even for projects designed by IPs & LCs, resources are often inadequate for community consultations and consensus-based decision-making processes. Some intermediaries provide pre-vetted implementing organizations with micro-grants to enable them to conduct consultations with local communities, and where necessary, begin a process of FPIC. The outcomes of these processes are then used to inform the development of a longer project proposal. This is less of an issue with constituency organizations, such as AMAN, FECOFUN, and AMPB, whose internal organization, governance, and decision-making internalize FPIC principles and bottom-up priorities.

Logistical challenges, such as language barriers, often give intermediaries a considerable amount of power to dictate or influence implementation. Many re-grantors to local entities are now inviting proposal submissions in local languages and are using video proposals to overcome literacy barriers. The spread of communication technologies (mobile phones, automated translation) has opened new opportunities to implement these alternative approaches.

***Recommendation:** Accepting proposal submissions and reporting in local languages or through alternative media (e.g., video) can reduce power imbalances and improve relevance.*

⁵⁸ NGOs and Universities can provide some technical support to these communities to conduct these assessments and harmonize TEK with Western scientific methods, as long as they respect community protocols on consent and data ownership. See Turner, N. J., A. Cuerrier, and L. Joseph. 2022. Well grounded: Indigenous Peoples' knowledge, ethnobiology and sustainability. *People and Nature* 4(3):627-651.

⁵⁹ See Pawanka case study, p. 4.

⁶⁰ For a review of community-based procurement practices, see World Bank. 2009. [Community Based Procurement: Value for Money Analysis](#).

Respondents noted that capacity-building programs tend to overly focus on financial management and impact reporting, which may improve upward accountability while falling short of enabling organizations to grow, mature, and be more accountable to the communities they represent. While many IP & LC organizations lack legal status, formal registration is not always aligned with their needs and aspirations, and in some cases create unnecessary burdens and tensions.

***Recommendation:** Funders should work with IP & LC institutions to identify the most appropriate ways to enhance access to donor resources. In some instances this could mean improved financial management, reporting, and legal status, while in others, identifying appropriate fiscal sponsors who can play the role of a trusted intermediary.*

At global, national, and sub-national scales, initiatives involving large institutions (including multilaterals, governments, and INGOs) are often designed and implemented with minimal consultation with the IPs & LCs whose lives and territories will be affected by those programs. When consultation does take place, it is often at a late stage when fundamental adjustments are too expensive to make. Elevation of IPs & LCs to national and global stages can help demonstrate the power of IPs & LCs to those institutions, help bridge or resolve real and perceived opposition to larger initiatives, and create new opportunities for collaboration and dialogue.

***Recommendation:** Provide IP & LC organizations with the resources and networking opportunities to build relationships with government institutions and large international organizations.*

5.2 Coherence

It is well-established that one-year funding cycles and renewal restrictions are burdensome for frontline organizations, often requiring them to cobble together various sources of funding attached to disparate objectives. Most funders cannot take on the risk of providing long-term grants to small organizations, yet they can enhance the coherence of their support by forging strong relationships and offering follow-on support that builds on the foundations of already funded work (e.g., renewing short-term grants). Funders can also align objectives and reporting requirements with grantees' other funding sources, for example through a pooled funding approach. Communities sometimes struggle with information-sharing and would benefit from aid in coordination with projects implemented in the same area and/or nearby areas.

***Insight:** For projects with coordination-related risks, funders could provide spaces where locally managed funds and organizations can share strategies, coordinate efforts, and share data.*

Funding unpredictability means that organizations must adjust their priorities to meet the expectations of available donors. Funders can address this issue through (1) building long-term relationships to give IP & LC organizations a sense of security and leeway to specialize, and (2) coming to organizations with funding opportunities that are closely aligned with their current areas of work.

Many IP & LC organizations and institutions have expressed feelings of being overwhelmed by the scale of the needs to be addressed and pressure to try to do everything at once, which can undermine their organizations' internal coherence. Funders can help address this by working with organizations to assess their needs and develop a clear strategy and multi-year plan for how to address them. This assessment and planning could help organizations clarify their specific niche and value proposition, and harmonize with other mission-aligned organizations to ensure complementarity of efforts.⁶¹

“When we're chasing projects and doing all the monitoring and evaluation for 20 different projects with 20 different donors and 20 different results frameworks ... we're just chasing our tail.”

– Intermediary Representative

⁶¹ See the Maliasili case study for an example of self-identified needs assessments coupled with long-term, programmatic support.

There is an emerging view is that funders should invest in the organization and its mission, rather than in only a certain subset of the organization's focal areas. This type of finance allows the organization to prioritize where to apply funds to effectively achieve its mission and is especially important where organizations have piecemeal financing from several different sources. Project-based finance can result in the recipient's organizational growth becoming project-driven in a way that is unbalanced,⁶² distortionary,⁶³ and a financial drag on the rest of the organization's activities.⁶⁴ More consideration should be given to investing in local organizations with good track records and growth potential (or high potential if relatively new) that are pursuing the same or complementary results sought by funders. Ford Foundation's Building Institutions and Networks (BUILD) program is one example of an approach to grant-making that offers five years of core support to develop organizational resiliency.⁶⁵ Maliasili's MLCF is another, providing long-term investments in organizational capacity and leadership (see case study). A strong base of local organizations is essential for desired results and impacts to be achieved at scale.

Recommendation: Approaches for building strong local organizations should involve investing in organizations as a whole, not just the pieces that are of short-term interest.

Bottom-up initiatives driven by IP & LC communities often struggle to find coherence with programs designed and implemented by governments and multilaterals (for example, reconciling community-level interests with broader donor-driven REDD+ objectives). Respondents highlighted the importance of donors and intermediaries in bringing implementers together to find synergies when undertaking landscape-scale, multistakeholder work. Respondents also noted that a lack of coordination between donors operating in the same countries or regions leads to counterproductive outcomes. Pooled regional funds offer a novel opportunity to create platforms for dialogue with actors across countries within a specific region (government, civil society, IPs & LCs) and establish common ambition between donors and partner countries.

5.3 Effectiveness and Efficiency

The donors, intermediaries, and implementers that have been most effective and responsive in addressing IP & LC priorities have adjusted their risk tolerances and reporting requirements to reflect the administrative, logistical, and cultural realities of Indigenous and local communities. Efficiencies are gained through repeated practice, continuous learning, and refining processes, often referred to as the "learn-by-doing" approach to capacity-building. Achieving this efficiency requires patience and consistent guidance from seasoned mentors. Leveraging cross-learning is a valuable method in this process. Initiatives that initially seem efficient, such as those defined and implemented largely by international NGOs, may ultimately struggle with community buy-in and fail to secure durable outcomes that last beyond the project implementation period.

Insight: It is important to recognize that financial efficiency may not be a realistic or desirable goal in the short term when trying to strengthen local communities and frontline organizations.

Regrantors and implementers with weak relationships with IPs & LCs are less likely to target resources effectively. Locally managed funds have proven to be important pathways for effectively directing donor funding. The small grants that such funds provide are timely and well-targeted, resulting in greater effectiveness, albeit at a smaller scale.

Many effective organizations do not conduct open calls for proposals, and instead rely on their networks to build partnerships and deliver funding where it is most needed.

⁶² Having strengthened one aspect of the organization at the expense of other important aspects.

⁶³ Driven by donor priorities rather than the organizations and IPs & LCs' priorities.

⁶⁴ As donor finance tends to fall far short of covering the organization's full indirect costs.

⁶⁵ NIRAS. 2022. [Final Report: BUILD Developmental Evaluation](#).

Case Study Highlight: The Casa Fund does not hold open calls. Instead it relies on its network and deep local knowledge to source partnerships, actively searching for strategic and impactful projects. This approach limits competition and burdens on grantees.⁶⁶

The Pledge's goals all necessitate sustained and systematic engagement to develop the strategic capacities of communities and frontline organizations. There is value in ensuring that specific communities or local organizations can develop requisite skills, yet there is always a learning curve before efficiencies are developed. In the short term, NGOs and other organizations with specialized technical skills and systems are able to implement / replicate certain types of projects with higher levels of efficiency and quality. In contexts where the requisite skills are sparse, small-scale projects can be piloted to generate learning, iterative abilities, and the development of tools and systems to enable replication at a larger scale. This is especially valuable in instances where there is a pipeline of resources pre-positioned to support rollout beyond a pilot.

Short-term grants impose inherent inefficiencies on local organizations. When organizations rely on multiple short-term grants from various funders, a significant portion of their internal capacity is diverted to fulfil obligations for administration, monitoring and reporting requirements associated with each short-term grant while simultaneously developing a proposal for the next short-term grant. Given local organizations' limited staffing, this situation often leads to staff prioritizing meeting donor requirements over delivering tangible impacts on the ground. This unintended consequence impairs both the effectiveness of the donor's funding and the efficiency of the organization in delivering results.

Case Study Highlight: Synchronicity Earth's pooled fund model buffers frontline organizations from donor fragmentation. Funding is pooled from several donors and passed directly to local organizations, meaning that local groups are able to secure sufficient funding while being accountable to only a single funder.⁶⁷

Gaps in effectiveness often stem from young and/or resource-constrained organizations that lack the time to build systems for organizational governance, project management and financial management. Support is best provided through specialized intermediaries that are able to consider organizational needs and develop plans to address them. Realistic timelines are crucial to setting and meeting goals, as is close attention organizational context and on-the-ground realities. Effectiveness shortcomings can be addressed in the short term by providing flexible core funding. If administrative costs must be separated from program costs due to donor policies, a minimum threshold of 20 percent core coverage is recommended.

Stakeholders also highlighted organizations' inability to invest in capital assets as an issue impairing effectiveness, as organizations are forced to routinely rent vehicles and workspaces, rapidly drawing down their limited core funding.

Recommendation: While capital expenditure is often restricted by law or by funder policy, dedicated grants should go toward acquiring capital assets, where possible, and help organizations gain solid financial footing.

IP & LC respondents noted that large multilateral/bilateral organizations tend to be slow and inefficient in disbursing funding relative to private philanthropy, which creates unpredictability for their operations. Large international NGOs and conservation organizations are exploring ways to buffer partners from administrative burdens of large-scale funding and to ensure that they are not imposing more complex requirements than what is needed for their own operations. Barring institutional policy changes on behalf of donors, these should be viewed as temporary measures while smaller IP & LC organizations and intermediaries build capacity.

⁶⁶ See Fundo Casa Socioambiental case study, p. 7.

⁶⁷ See Synchronicity Earth case study, pp. 3-4.

5.4 Impact and Sustainability

IP & LC communities face a multitude of complex challenges that cannot be resolved overnight. Intermediaries interviewed for this study indicated that they have trouble measuring impacts due to the condensed life cycles of projects. Improving impact and sustainability requires donors, intermediaries, and implementers to move away from short-term, one-off engagements with communities and toward building meaningful, long-term relationships with communities and IP & LC led institutions over time – and equipping them with the tools to learn and grow from those experiences.

Insight: Short-term grants make it difficult for IP & LC entities to think strategically in the long term, much less to measure impacts.

IP & LC organizations often struggle to track impacts when external actors define indicators and methods, and impact assessment findings derived by outside groups are often not shared with communities hindering their growth and learning. Funders and IPs & LCs have had success mixing participatory MEL with simplified and standardized reporting criteria, with indicators selected by communities on an ad-hoc basis depending on their needs and the aims of the project.

Case Study Highlight: Synchronicity Earth's MEL system based on storytelling and community-developed indicators has strengthened partners' ability to monitor progress and generate learnings.⁶⁸

Shifting to results-based approaches (rather than input-output-outcome-impact MEL systems) is widely seen as a good practice for simplifying MEL and reporting requirements. An emerging alternative that aligns with the approach of investing in the organization and its mission achieves MEL when donors accept the supported organization's annual report detailing both physical and financial progress against results indicators. This approach enables the organization to design monitoring, evaluation, and learning (MEL) systems that focus on improving its ability to manage for results, enhancing the impact of donor resources.

Few intermediaries who deliver capacity-building services to their grantees at this scale have dedicated theories of change associated with this dimension of their work.⁶⁹ Impacts are therefore not tracked, as tracking impact requires long-term engagement with an organization. Donors and IPs & LCs would benefit from working with organizations specialized in capacity-building, with clear theories of change that provide benchmarks for monitoring and tracking impacts.

High staff turnover at IP & LC organizations is also a barrier to delivering and sustaining impact, preventing internal knowledge transfer over time. For IP & LC organizations to retain staff, they must be able to compensate them competitively, underscoring the emphasis on core funding.

Recommendation: Contribute to and/or help set up organizational endowment funds which allow IP & LC organizations to plan for the future, attract/retain staff, and reduce reliance on administrative funding thresholds.⁷⁰

⁶⁸ See Synchronicity Earth case study, p. 7.

⁶⁹ See Maliasili case study for an example of an organization with a dedicated theory of change for capacity-building.

⁷⁰ Synchronicity Earth and Maliasili employ endowment funds as a reliable source of income to provide steady sources of funding to their grantees. Pawanka holds an IP- & LC-led endowment that it hopes to grow in order to generate USD 5 million annual to reinvest in partner communities.

6. REGIONAL PATHWAY SNAPSHOTS

Table 8: Summary of Regional Snapshots (2011 – 2021)

Region	Donor Engagement and Funding	Key Statistics
Latin America	<ul style="list-style-type: none"> • Strong network of actors and intermediaries • Plurality of FTFG and non-FTFG donor funding disbursed • National/local NGOs actively engaged 	<ul style="list-style-type: none"> • Donor operations approximately tripled over the period • National/local NGOs implement 15–19 percent more projects than in Asia/Africa • The DGM, Amazon Fund, and Inclusive Conservation Initiative (ICI) engaged 41 percent of reported national/local NGOs
Asia	<ul style="list-style-type: none"> • Increasing donor commitments, despite high concentration in just a few countries • Persistent reliance on international organizations for project implementation 	<ul style="list-style-type: none"> • Donor-reported statistics for 2021 are lower than previous publicly reported data (22 vs 7 percent) • 55 percent of disbursements were allocated to Indonesia • Norway, the US, and the Ford Foundation engaged over 70 percent of all reported national/local NGOs
Africa	<ul style="list-style-type: none"> • Lowest share of FTFG donor funding • Lack of diversified funding sources for National/Local NGOs, and limited donor engagement 	<ul style="list-style-type: none"> • Only 14 percent of FTFG donor funding was disbursed in Africa • National governments were the primary implementation partner for twice as many projects than in Asia/Latin America • Less than 15 percent of reported projects were implemented by national/local NGOs • Disbursements were spread more diffusely across a greater number of countries than in other regions

6.1 Latin America

Takeaways for donors

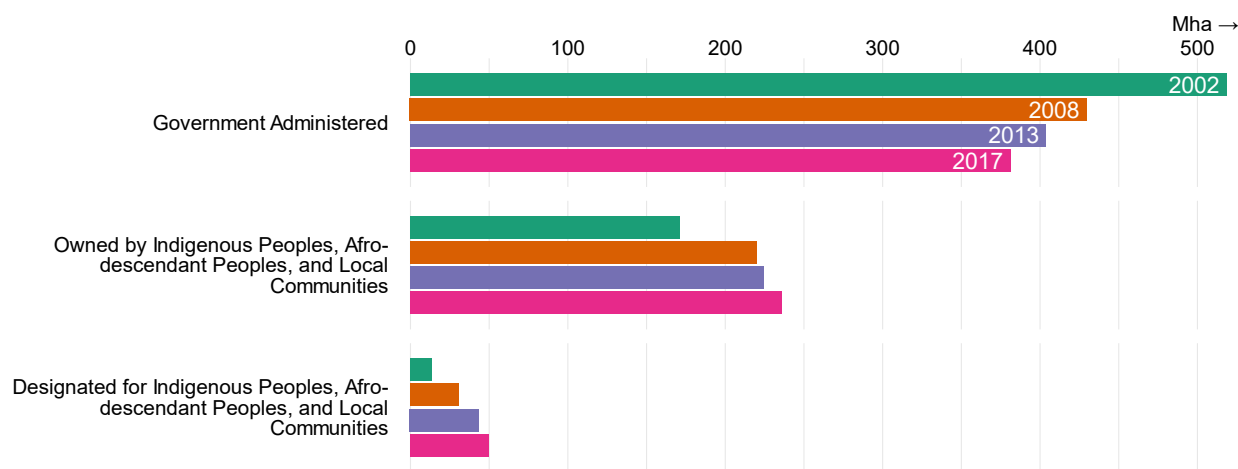
- **Support diverse activities and partners:** Ensure that donors fund activities that encompass the bundle of rights, extending beyond conservation and tenure security. Reduce the concentration of funding among usual suspects in the sector by engaging directly with national/local NGOs, which have historically channeled resources in the region to Indigenous Peoples Organizations (IPOs) at a higher rate than have international organizations.
- **Recognize strategic geographies and mechanisms:** Recent developments in the region have created new opportunities for enhanced recognition of rights (e.g., in [Panama](#)). Regional funding mechanisms like AMPB’s Mesoamerican Territorial Fund and COIAB’s Podaali fund are also novel opportunities to directly fund IPs & LCs in Latin America.
- **Combat rising threats to IP & LC defenders:** Over half of all murders of land defenders between 2012 and 2021 occurred in Brazil, Colombia, Mexico, and Honduras.⁷¹ Engage with communities to understand threats to environmental and land rights defenders and fund enhanced legal and physical protection for communities. Learn from donors (e.g., Nia Tero) that are funding similar efforts.

⁷¹ These risks are rising in Mexico, the most dangerous country for land and environmental defenders in 2021. Other countries in the region are also high risk, with two-thirds of all land and environmental defenders killed from 2012 to 2021 occurring in Latin America. See Global Witness. 2022. [Decade of defiance](#).

Latin America has historically been at the forefront of global efforts to recognize the land and forest rights of Indigenous Peoples, Afro-descendant Peoples, and local communities. Despite significant progress, IPs, ADPs & LCs are increasingly under threat due to regressive changes in governance, encroachment from government and private actors, and political violence against environmental and human rights defenders. Countries in the region with historically low rates of recognition today have strong tailwinds (e.g., political movements and legal advances) that may catalyze a new period of recognition of IP, ADP, & LC land rights.

Due in part to major advances in collective land rights achieved in the Amazon, researchers have long focused on Latin America to elicit a scientific basis of the connection between IPs & LCs and the climate and biodiversity crises. In 2021, researchers found that 34 percent of all irrecoverable carbon is found on IP & LC lands—driven largely by Amazonia⁷², which contains 23 percent of the global total. Outside the Amazon, diverse landscapes managed by IPs & LCs, ranging from the Gran Chaco to Belize’s Maya Forest, contribute to the region’s ecological importance. These landscapes and others in the region are habitats for more 60 percent of global terrestrial life and provide critical ecosystem services, including carbon sequestration, watershed protection and management, and climate stability.⁷³

Figure 6: Forest Tenure in Latin America Over Time



Source: Rights and Resources Initiative.

Spurred by decades of advocacy and activism from IPs & LCs and their allies on climate, biodiversity, and rights issues, donors have built out strong networks of actors and intermediaries in Latin America. From 2011 to 2021, a plurality of FTFG Donor funding was disbursed in Latin America.⁷⁴ In 2021, FTFG donors directed 41 percent of commitments and disbursements to Latin America. Over the eleven year-period, direct donor disbursements for IP & LC tenure and forest management, excluding global or transregional projects, were approximately USD 519 million, or USD 47 million per year. Other donor disbursements, including multilateral and non-FTFG donors, were significant, averaging USD 51 million annually from 2011 to 2020. Primary non-FTFG donors to Latin America include the World Bank and FIP, the GEF, Inter-American Development Bank (IADB), Green Climate Fund (GCF), and bilateral donors (Denmark,

⁷² Including Ecuador, Peru, Colombia, Venezuela, Guyana, Suriname, French Guiana, and Brazil.

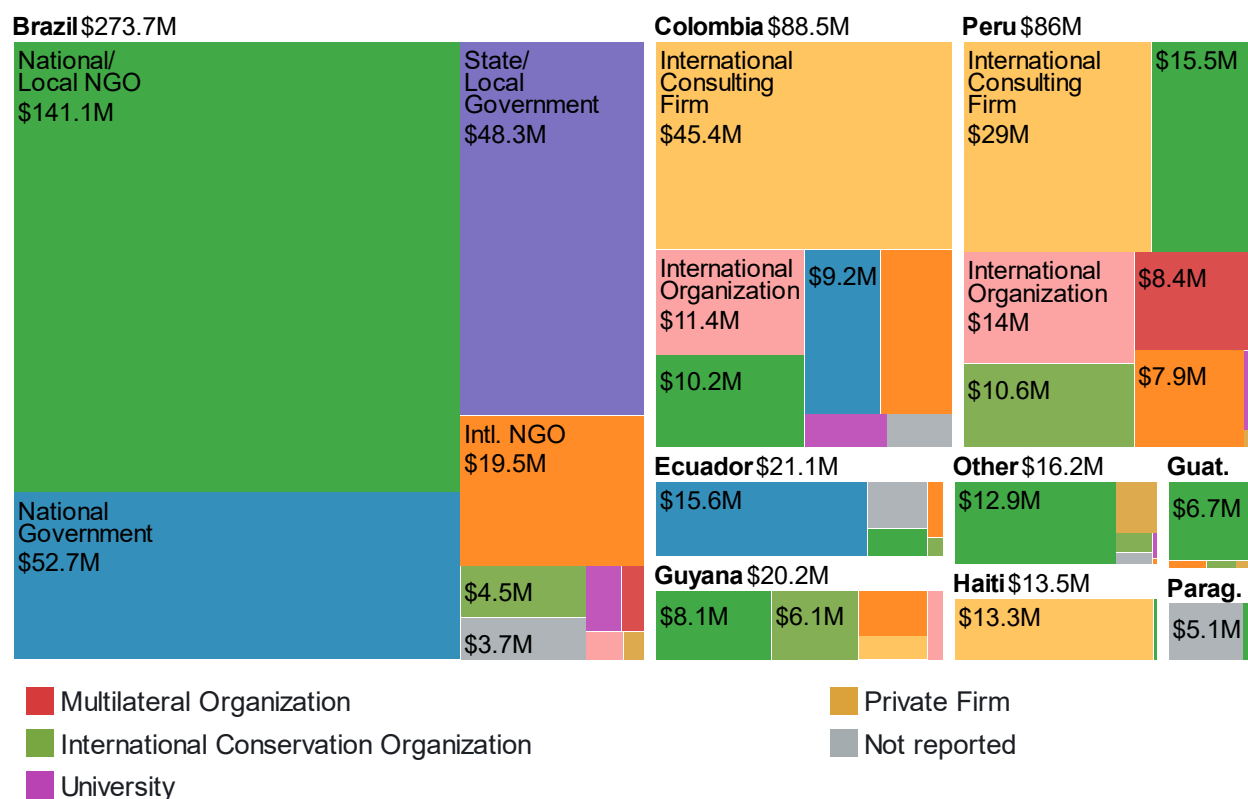
⁷³ Convention on Biological Diversity, United Nations Decade on Biodiversity. 2016. [The state of biodiversity in Latin America and the Caribbean](#).

⁷⁴ This refers to prior donor finance by the group of donors now participants to the FTFG pledge.

Finland, Canada, and Sweden).⁷⁵ From 2011 to 2021, the number and scale of donors operating in Latin America approximately tripled, with disbursements increasing from USD 30 million to over USD 100 million.⁷⁶

In relative terms, IP & LC tenure and forest management disbursements comprised less than five percent of relevant climate-related development finance commitments in Latin America (USD 2.3 billion in 2020).⁷⁷ IP & LC tenure and forest management disbursements were geographically aligned with, and more concentrated than, climate-related development finance commitments. The top three destinations for FTFG donor finance received nearly 85 percent of total regional IP & LC tenure and forest management disbursements: Brazil (51 percent), Colombia (17 percent), and Peru (16 percent).

Figure 7: Distribution of Disbursements and Implementation Channels for FTFG Donors



Note: Includes partial commitments and disbursements from 2010 to 2022. Only FTFG Donors are presented here.

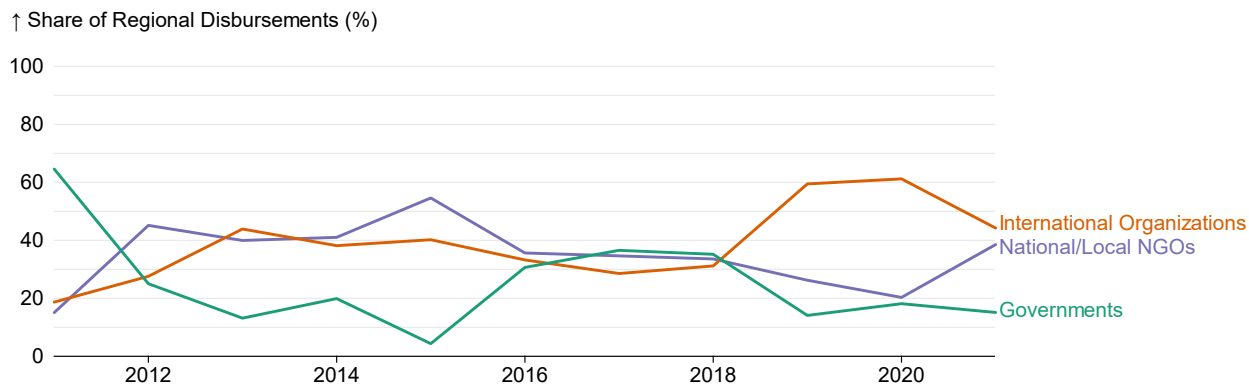
⁷⁵ FTFG bilateral donors also contribute to multilateral donors and mechanisms. For more detailed analysis of bilateral to multilateral allocation, see Rainforest Foundation Norway. 2021. [Falling Short: Donor funding for Indigenous Peoples and local communities to secure tenure rights and manage forests in tropical countries \(2011-2020\)](#).

⁷⁶ This includes some transregional projects; single country-tagged disbursements rose from USD 27 million to USD 88.5 million over the same period.

⁷⁷ Relevant categories include general environmental protection, government and civil society, agriculture, forestry, and fishing, other social infrastructure and services, and other multisector. Non-sector specific regional total: USD 3.6 billion. Includes both principal and significant donor commitments, average based on 2020 data using OECD DAC data tagged by Rio marker. Using 2020 data of FTFG and non-FTFG donors. See OECD. 2022. [Climate Change: OECD DAC External Development Finance Statistics](#).

FTFG donors relied on national and local NGOs (36.9 percent) at approximately the same rate as they relied on international organizations⁷⁸ (35.8 percent) to implement projects in Latin America. Latin American national and local NGOs implemented 15 to 19 percent more projects than did their counterparts in Africa and Asia. The engagement with national and local NGOs as primary implementation partners has led to a large proportion of projects that include IPOs.

Figure 8: Trends in Donor Implementation Partners in Latin America (2011 – 2021)



Note: Data before 2012 may be incomplete due to poor reporting quality. The government category includes both national and state/local. The international organizations category includes consulting firms, NGOs, conservation organizations, multilaterals, and other organizations.

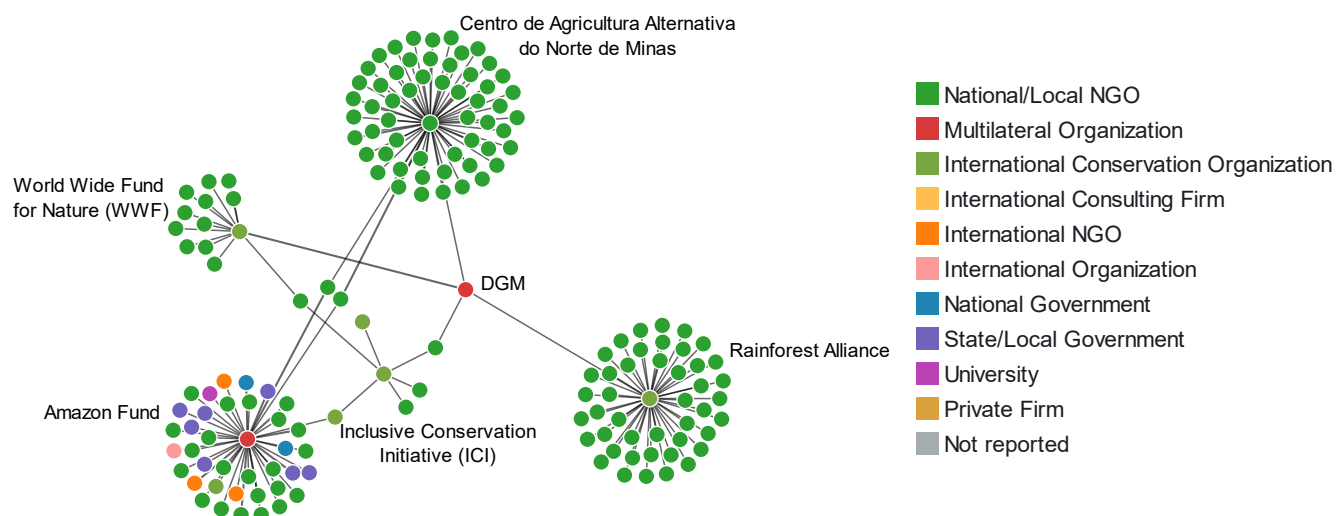
Despite a high participation rate of national and local NGOs in Latin America, donor funding in the region is highly centralized. Of implemented projects, three mechanisms—the Dedicated Grant Mechanism, the Amazon Fund, and the Inclusive Conservation Initiative—account for more than one-third of all organizations engaged and 41 percent of all national and local NGO implementing projects.⁷⁹ These three mechanisms highlight how critical intermediaries are in linking donors to national and local NGOs on the ground. National and local NGOs are three times less likely than international implementing organizations to have a diversified source of donor funding, with only 18 percent of all national and local NGOs and only 10 percent of DGM, Amazon Fund, and ICI national and local NGO partners reporting multiple sources of FTFG financing.⁸⁰ The Amazon Fund, which initially struggled to reach IPs & LCs, in part due to the Brazilian development bank BNDES’ reporting requirements, successfully utilized a variety of intermediary organizations to regrant and buffer project reporting requirements.

⁷⁸ Includes all international organization types and multilaterals.

⁷⁹ 138 of 336 national/local NGOs.

⁸⁰ This difference is potentially attributable in part to donor reporting quality.

Figure 9: Implementing Network of the Amazon Fund, DGM, and ICI in Latin America



Of the three regions examined here, Latin America has seen the most activity in the development of IP- & LC-led regional funding mechanisms. AMPB’s Mesoamerican Territorial Fund (MTF), covered in a case study in this report, has begun grantmaking to more than 300 communities across six Central American countries. MTF has recently concluded a USD 600k pilot phase, which it plans to follow up with a two-year consolidation phase and a scaling phase from 2025 onwards. Also in development is COIAB’s Podaali fund, which will deliver direct financing through open calls and invitation letters to Indigenous organizations and communities in the Brazilian Amazon.⁸¹ Podaali was legally formalized as a nonprofit in December of 2020 and has secured funding from a number of donors,⁸² but has not yet begun grantmaking. Spearheaded by the Confederation of Indigenous Organisations of the Amazon Basin (COICA), the Indigenous Amazonian Fund (IAF) is also in development aiming to become an independent Indigenous-led re-grantor and trust fund. Active in nine South American countries, IAF aims to focus on capacity-building for fundraising and improving COICA member organizations’ and partners’ access to financial mechanisms.⁸³

6.2 Africa

Takeaways for donors

- **Continue momentum in key geographies:** Recent investments as part of the FTFG pledge, regional mechanisms (e.g., CAFI), and legal wins (e.g., 2022 DRC land law, 2018 Land Rights Act in Liberia, 2016 Community Land Act in Kenya) have created positive change in countries with large areas of unrecognized IP & LC lands. Continue to invest in organizations, networks, and communities that drive change and create conditions for formal recognition.
- **Increase donor engagement:** Africa receives less bilateral and philanthropic interest than do Latin America and Asia, both in terms of the number of active donors and scale of disbursements. Donors should look to collaborate with new partners by highlighting existing climate and forest finance’s potential synergies with IP & LC tenure and forest management (e.g., increasing the

⁸¹ Podaali Fund. 2022. [Podaali: Brazilian Amazon Indigenous Fund](#).

⁸² Donors include Wellspring, Pawanka, iCS, Tamalpais Trust, Fundo Casa, and the Brazilian Embassy of Norway. See Podaali Fund. [Indigenous Fund of the Brazilian Amazon – Partners](#).

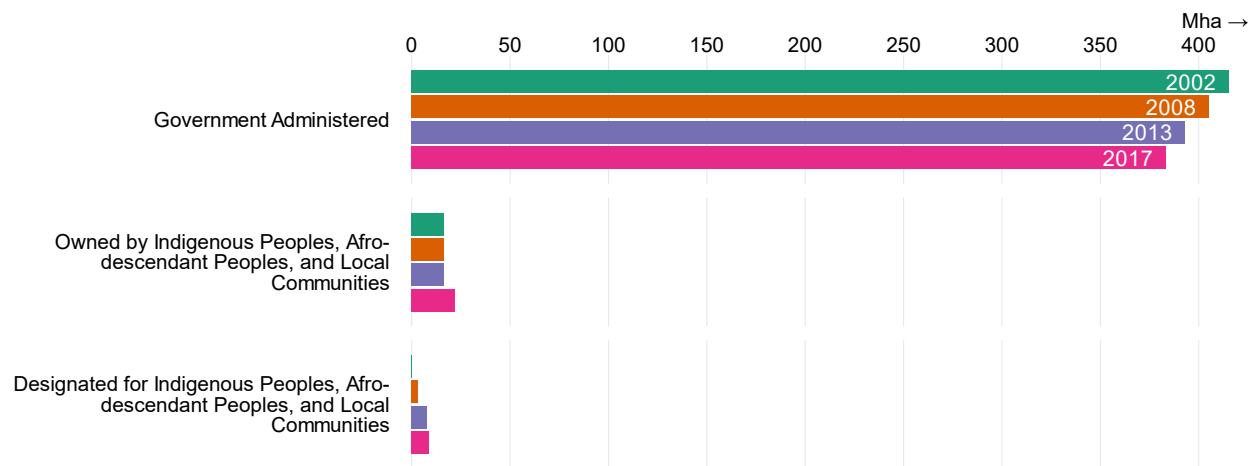
⁸³ COICA. 2022. [Indigenous Amazonian Fund: Fund for a living Amazon!](#)

relevant share of disbursements from CAFI). The pool of implementing/re-granting organizations is smaller than in Asia and Latin America, yet successful organizations like Maliasili and Synchronicity Earth's Congo Basin Programme offer valuable lessons on upscaling and replication.

- **Enhance collaboration with national and local NGOs:** Donors should work to increase the share of projects that are locally led and implemented, reducing reliance on international organizations and governments.

Researchers found, in 2021, that 34 percent of all irrecoverable carbon is stored on IP & LC lands—a sizeable share of which is comprised of the Congo Basin,⁸⁴ which contains 6 percent of the global total and 30 percent of the world's tropical peatland carbon. Outside the Congo Basin, diverse landscapes managed by IPs & LCs ranging from the Eastern Afromontane to the Guinean Forests of West Africa contribute to the region's ecological importance. These landscapes make up the second largest bloc of rainforest after Amazonia (180 million hectares), serving as habitat for a quarter of global biodiversity and providing critical ecosystem services, including carbon sequestration, watershed protection and management, and climate stability.⁸⁵

Figure 10: Forest Tenure in Africa Over Time



Source: Rights and Resources Initiative.

Despite decades of advocacy from IPs & LCs and their allies, donors have not engaged networks in Africa at the scale that they have in Asia or Latin America. From 2011 to 2021, only 14 percent of FTFG Donor funding⁸⁶ was disbursed in Africa, with a small increase to 16 percent in 2021. Direct donor disbursements for IP & LC tenure and forest management, exclusive of global or transregional projects, were approximately USD 176 million, or USD 16 million annually. Other donor disbursements, including multilateral and non-FTFG donors, were significant, on average disbursing USD 71 million per year from 2011 to 2020. Primary non-FTFG donors to Africa include the World Bank and FIP, the GEF, and GCF; bilateral donors (Sweden, Finland, Canada, and Belgium); and international NGOs (World Agroforestry Centre, Rights and Resources Initiative, Rainforest Foundation Norway).⁸⁷ From 2011 to 2021, the

⁸⁴ Including Congo, DRC, the Central African Republic, Gabon, and Cameroon.

⁸⁵ Convention on Biological Diversity, United Nations Decade on Biodiversity. 2016. [The state of biodiversity in Africa](#).

⁸⁶ This refers to prior donor finance by the group of donors now participants to the FTFG pledge.

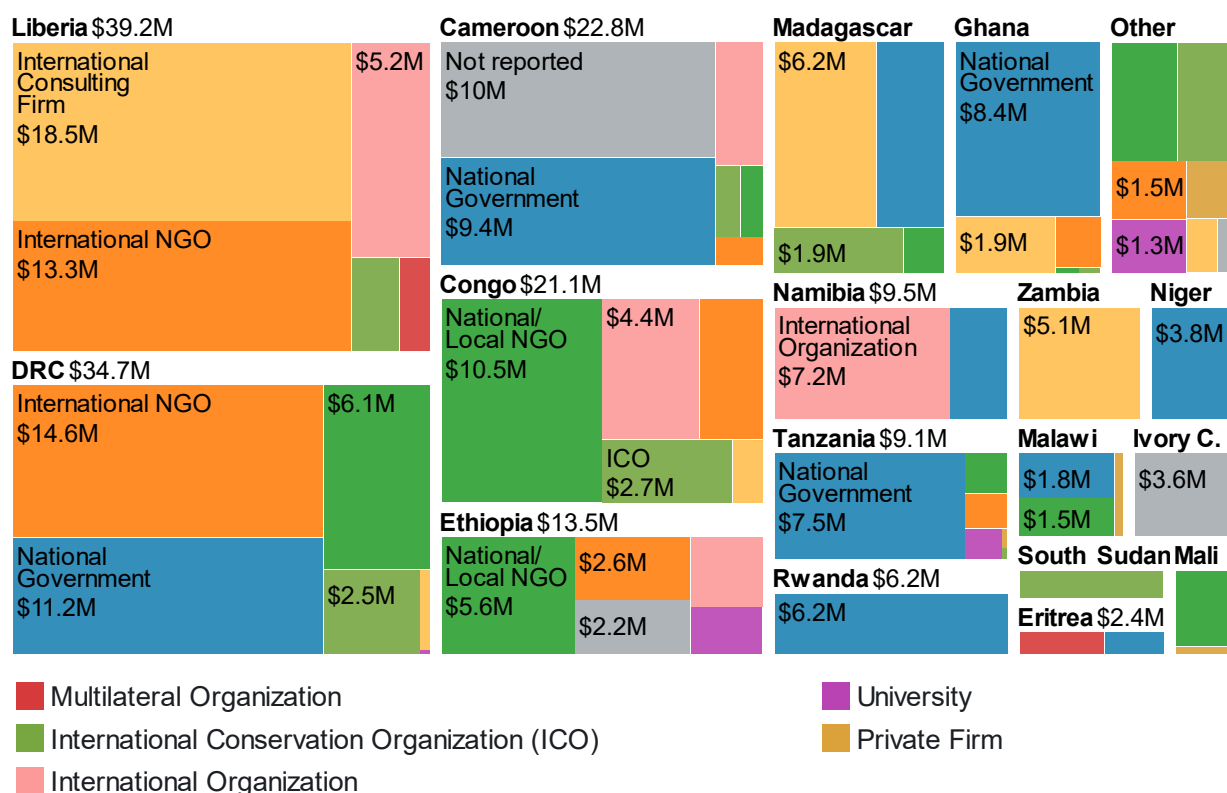
⁸⁷ FTFG bilateral donors also contribute to multilateral donors and mechanisms. For more detailed analysis of bilateral to multilateral allocation, see Rainforest Foundation Norway. 2021. [Falling Short: Donor funding for Indigenous Peoples and local communities to secure tenure rights and manage forests in tropical countries \(2011-2020\)](#).

number and scale of donors operating in Africa experienced robust growth, with USD 40 million reported by FTFG alone in 2021.⁸⁸

In relative terms, IP & LC tenure and forest management disbursements comprised less than three percent of relevant climate-related development finance commitments in Sub-Saharan Africa (USD 3.4 billion in 2020).⁸⁹ IP & LC tenure and forest management disbursements in Africa are not as geographically aligned with the primary destinations for broader climate-related development finance commitments as they are in other regions (e.g., limited finance to Nigeria, Kenya). This misalignment may indicate that donors are targeted and responsive to changes only in legal and political contexts that enable their engagement.

The top three destinations for FTFG donor finance received 45 percent of total regional IP & LC tenure and forest management disbursements: Liberia (18 percent), DRC (16 percent), and Cameroon (11 percent). Disbursements in Africa were more diffuse than in other regions, with five additional countries⁹⁰ receiving five percent of regional disbursements.

Figure 11: Distribution of Disbursements and Implementation Channels for FTFG Donors



Note: Includes partial commitments and disbursements from 2010 to 2022. Only FTFG Donors are presented here.

FTFG donors relied heavily on international organizations for their work in Africa, implementing 56 percent of all disbursements. National governments were the primary implementation partner for

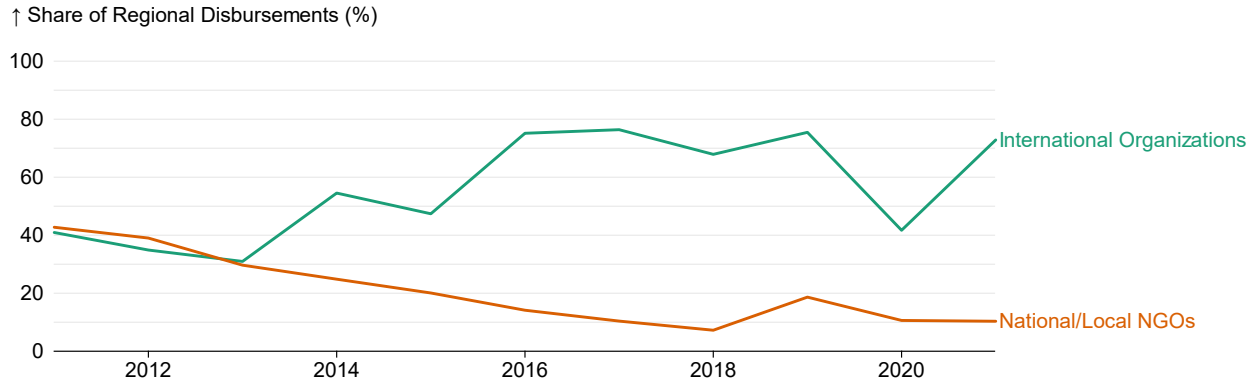
⁸⁸ This includes some transregional projects; single country-tagged disbursements rose from USD 27 million to USD 88.5 million over the same period.

⁸⁹ Non-sector specific regional total: USD 3.6 billion. Includes both principal and significant donor commitments, average based on 2020 data using OECD DAC data tagged by Rio marker. Using 2020 data of FTFG and non-FTFG donors. See OECD. 2022. [Climate Change: OECD DAC External Development Finance Statistics](#).

⁹⁰ Including Congo, Ethiopia, Madagascar, Ghana, and Tanzania.

approximately twice as many projects in Africa than in Asia or Latin America.⁹¹ The higher rate of top-down projects implemented by national governments and international organizations led to a lower engagement rate with national and local NGOs, which implemented less than 15 percent of all disbursements.

Figure 12: Trends in Donor Implementation Partners in Africa (2011 – 2021)

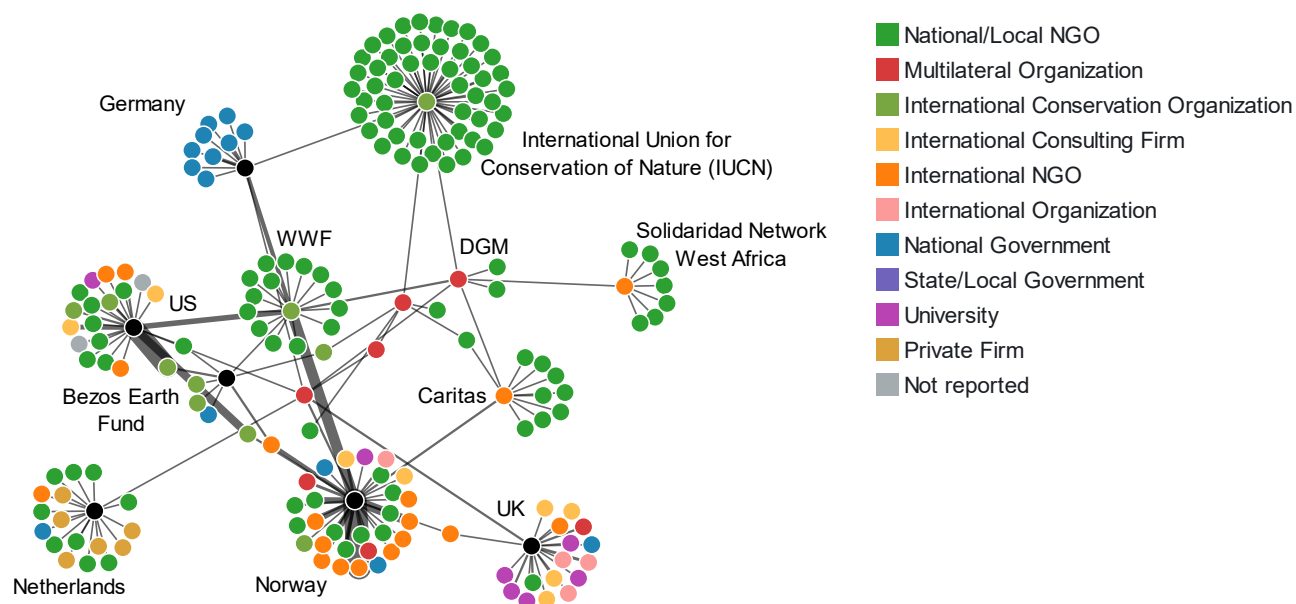


Note: Data before 2012 may be incomplete due to poor reporting quality. The international organizations category includes consulting firms, NGOs, conservation organizations, multilaterals, and other organizations.

FTFG networks in Africa are highly concentrated, similar to overall financial flows across donors. International organizations—primarily NGOs, consulting firms, and conservation organizations—account for over 50 percent of all disbursements. Only six international organizations account for 30 percent of total implemented disbursements in Africa, more than twice the scale of implemented projects by national and local NGOs. Bilateral donors exhibit differing engagement strategies, with Germany engaging national governments, the UK engaging more consulting firms and universities, and the US engaging more NGOs at all scales. International conservation organizations (e.g., IUCN, WWF) serve as core intermediaries between multilateral donors and national and local NGOs and, via the DGM, facilitate implementation with over 70 national and local NGOs.

⁹¹ 26.7 percent in Africa, vs. 16.1 percent in Asia, and 13.8 percent in Latin America.

Figure 13: Selected Implementing Networks in Africa



6.3 Asia

Takeaways for donors

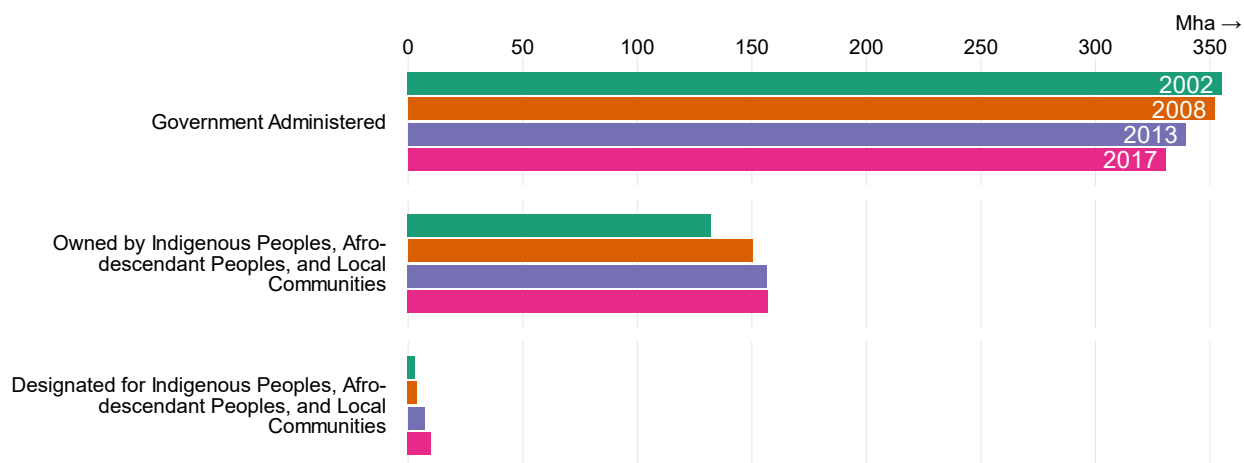
- **Support regional funds in development:** Donors should actively engage with regional IP-led or aligned funds (e.g., the Nusantara Fund and the Indigenous Peoples of Asia Solidarity Fund) early in development to ensure they are provided with sustainable resources and support to scale in accordance with their own interests.
- **Broaden donor focus across the region:** Donor attention is concentrated on Indonesia, with limited engagement in other countries in the region. Donors that are active across Asia should work to share their experiences and connections to national and local NGO partners across the region with the aim of scaling up donor financing outside of New Guinea and Indonesia.

Researchers found, in 2021, that 34 percent of all irrecoverable carbon is stored on IP & LC lands, with New Guinea alone accounting for 5 percent of the global total. Beyond the tropical forests of New Guinea, diverse landscapes managed by IPs & LCs, from the East Melanesian Islands to Sundaland, contribute to the region’s immense ecological importance. These landscapes and others in the region are of critical conservation concern, with seven global biodiversity hotspots in the region⁹² and forests that provide critical ecosystem services, including carbon sequestration, watershed protection and management, and climate stability.⁹³

⁹² Farhadinia, M. S. et al. 2022. Current trends suggest most Asian countries are unlikely to meet future biodiversity targets on protected areas. *Communications Biology* 5:1221. DOI: <https://doi.org/10.1038/s42003-022-04061-w>.

⁹³ Convention on Biological Diversity, United Nations Decade on Biodiversity. 2016. [The state of biodiversity in Asia and the Pacific](#).

Figure 14: Forest Tenure in Asia Over Time⁹⁴



Source: Rights and Resources Initiative.

Relative to other regions, donors in Asia engaged networks at a similar level to global or transregional projects. From 2011 to 2021, 22 percent of FTFG donor funding was disbursed in Asia.⁹⁵ In 2021, FTFG donors reported that only 7 percent of disbursements were allocated to Asia. This statistic is potentially underestimated, as publicly available data reported by bilateral donors in 2021 exceed the figure, even with a significant discount factor for indirect non-IP & LC-focused project activities.

Direct donor disbursements for IP & LC tenure and forest management from 2011 - 2021, exclusive of global or transregional projects, were approximately USD 271 million, or USD 25 million annually. Other donor disbursements, including multilateral and non-FTFG donors, were significant, on average disbursing USD 43 million annually from 2011 to 2020. Primary non-FTFG donors to Latin America include the World Bank and FIP, the GEF, Asian Development Bank, and bilateral donors (Sweden, Canada, Finland, and Japan).⁹⁶ Based on publicly reported data, Asia experienced growth in disbursements comparable to Africa, with less significant expansion of the number of FTFG donors over time (from USD 8 million to over USD 32 million).

IP & LC tenure and forest management disbursements comprised less than four percent of relevant climate-related development finance commitments in Asia (USD 2.4 billion in 2020).⁹⁷ There were mixed overlaps between the primary destinations for broader climate-related developments finance commitments and IP & LC tenure and forest management disbursements. This mismatch is exemplified by Indonesia, which received 55 percent of total IP & LC tenure and forest management disbursements but only 14 percent of relevant climate finance.

The top three destinations for FTFG donor finance received 73 percent of total regional IP & LC tenure and forest management disbursements: Indonesia (55 percent), Vietnam (10 percent), and Bangladesh (8

⁹⁴ The majority of land recognized as owned by IP & LC in Asia is found in China, accounting for this, Asia has the lowest rates of recognition globally.

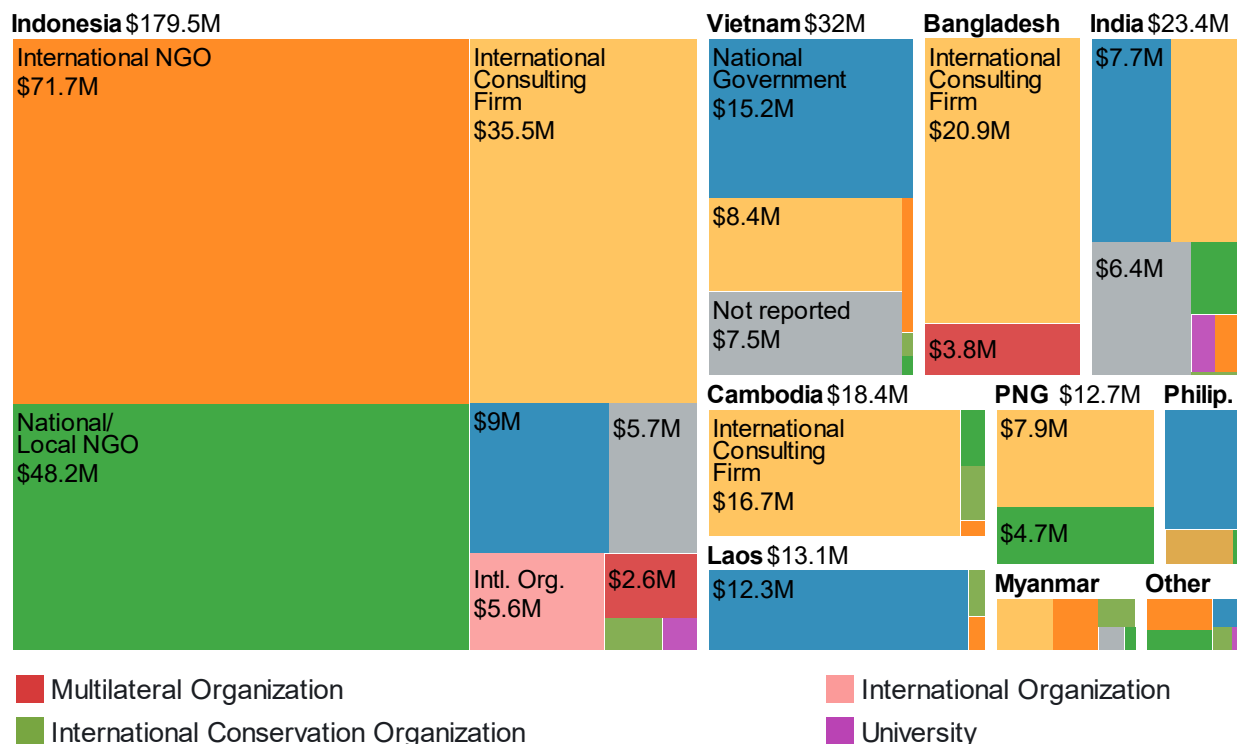
⁹⁵ This refers to prior donor finance by the group of donors now participants to the FTFG pledge.

⁹⁶ FTFG bilateral donors also contribute to multilateral donors and mechanisms. For more detailed analysis of bilateral to multilateral allocation, see Rainforest Foundation Norway. 2021. [Falling Short: Donor funding for Indigenous Peoples and local communities to secure tenure rights and manage forests in tropical countries \(2011-2020\)](#).

⁹⁷ Non-sector specific regional total: USD 10.6 billion in 2020. Includes both principal and significant donor commitments, average based on 2020 data using OECD DAC data tagged by Rio marker. Using 2020 data of FTFG and non-FTFG donors. Only tropical forested Asian countries are included. See OECD. 2022. [Climate Change: OECD DAC External Development Finance Statistics](#).

percent). Disbursements in Asia were most similar to those in Latin America, where one large anchor country and ecosystem (New Guinea/Indonesia and the Amazon/Brazil, respectively) was the primary focus for donors, and less than half of FTFG donors engaging the second largest country.

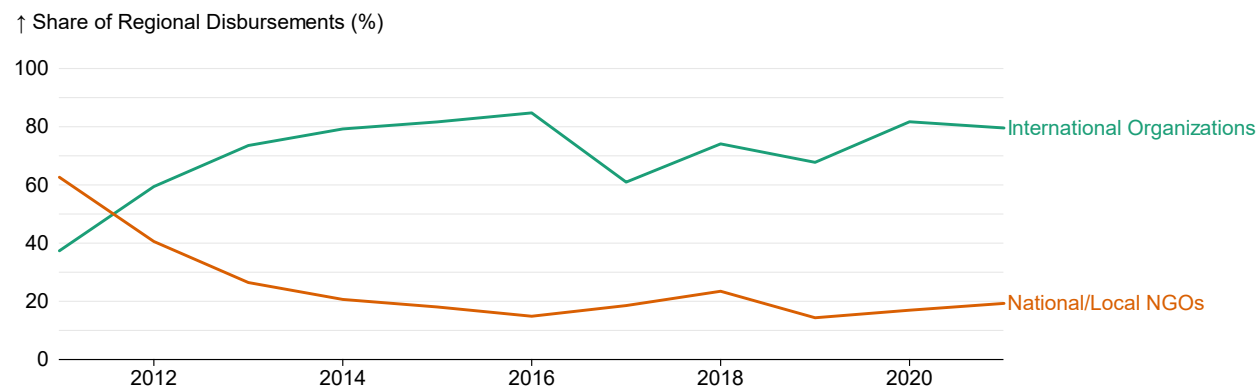
Figure 15: Distribution of Disbursements and Implementation Channels for FTFG Donors



Note: Includes partial commitments and disbursements from 2010 to 2022. Only FTFG Donors are presented here.

In Asia FTFG donors relied heavily on international organizations, which implemented 60 percent of all disbursements—the highest of any region. National and local NGOs implemented just under 20 percent of all disbursements. From 2011 to 2021, donors increasingly utilized international NGOs, while engagement with national and local NGOs experienced modest growth. International conservation organizations played a more muted role in Asia than in Latin America and Africa, driven in part by bilateral donors (e.g., US, UK) relying on international consulting firms as their primary implementing partner.

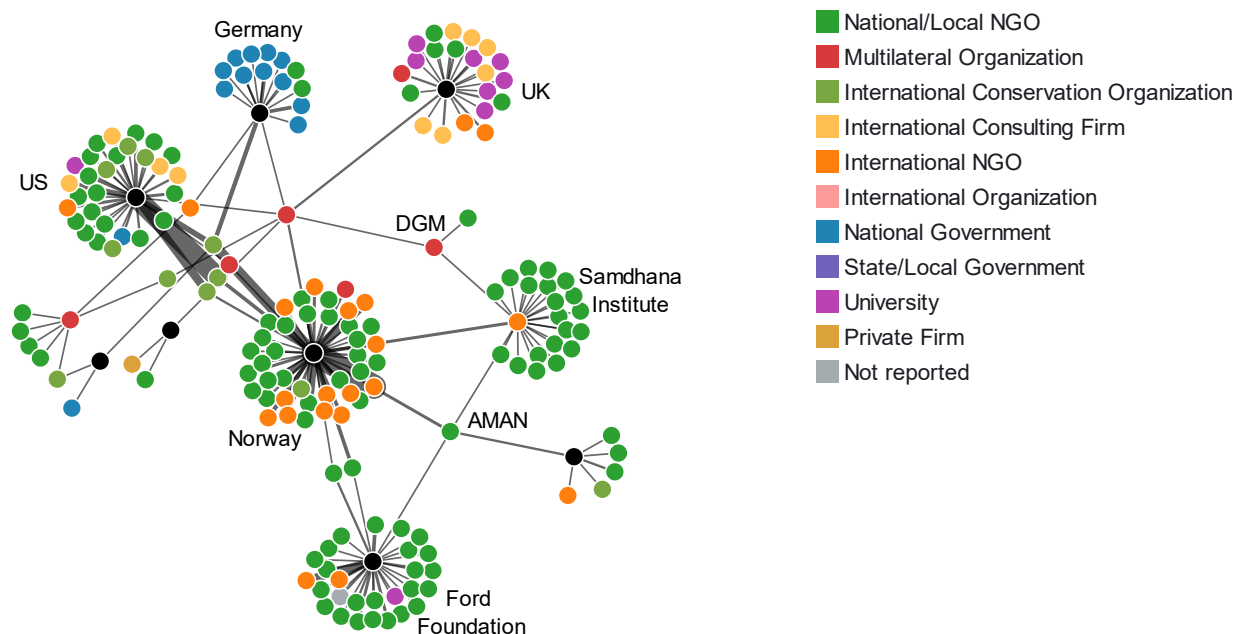
Figure 16: Trends in Donor Implementation Partners in Asia (2011 – 2021)



Note: Data before 2012 may be incomplete due to poor reporting quality.

FTFG networks in Asia are highly concentrated, similar to overall financial flows. Over 70 percent of all national and local NGOs are directly engaged with Norway, the US, and the Ford Foundation. As in Latin America and Africa, the DGM also connects bilateral donors to over 15 percent of all national and local NGOs engaged in Asia.

Figure 17: Selected Implementing Networks in Asia



IP- & LC-led regional funds in Asia are in early development and will be an outlet for funding that is scaling up in the short- to medium-term. The Nusantara Fund, in development by AMAN, the Consortium for Agrarian Reform (KPA), and WALHI, will be a direct granting mechanism to Indigenous communities in Indonesia. The fund is expected to begin disbursing grants by the end of this year, and the founding organizations are set up to receive funding immediately.⁹⁸ The Indigenous Peoples of Asia Solidarity Fund (IPAS) is in very early stages of development, conceived at workshop of Indigenous organizations from 22 countries across Asia in July 2022. The goal of IPAS is to establish an endowment fund that will serve as a source of long-term funding for Indigenous organizations.⁹⁹ IPAS is seeking seed funding and will take some time to become fully established as its founders plan to scale up gradually.

⁹⁸ See AMAN / Nusantara Fund case study for more information. See also AMAN, KPA, WALHI. 2022. [Nusantara Fund: A direct funding mechanism for Indigenous Peoples and local communities in Indonesia.](#)

⁹⁹ Charapa Consult. 2022. [Asia Regional Workshop: Standards, principles, and modalities for supporting Indigenous Peoples' tenure rights and forest guardianship.](#)

7. SCALING UP FUNDING

7.1 Conditions for scaling up funding

Establishing funding pathways and direct financing for IPs & LCs are works in progress. Calls from IP & LC leaders for direct financing arise from years of frustration and a sense that funds are being governed and used by international development organizations. Yet the call for direct financing is not clearly articulated or conveyed with the same meaning by all stakeholders. The Pledge's spirit and language implies systematic and long-term support. Project-based pathways can be a means for empowerment and an end for achieving location-specific technical outcomes, but more programmatic donor engagement is needed for transformational change.

Long-term engagement is critical to setting up structures for direct IP & LC funding, comparable to other global initiatives that have required multiyear readiness efforts (e.g., REDD+). Scaling up to meet Pledge objectives requires system-wide efforts. Major disbursements in 2021-2022 will likely not reach organizations on the ground for at least a year (see Section 2.5). Keeping up the pace of disbursements over the next four years will mean deciding where to station funds for use by IPs & LCs in the years beyond the Pledge. Most existing, credible mechanisms are currently operating at capacity. Emerging fund structures that could manage large grant portfolios are building their readiness but are largely untested. The Nusantara, AMPB, PAWANKA, MLCF and Synchronicity Earth's Congo Basin Programme pooled funds are emerging/existing opportunities for development, upscaling, and learning about models that can be replicated elsewhere (see case studies).

Organizational development requires time and patience. Capacity for upscaling financial flows to IP & LC organizations is generally low due to historical under-investment. In the near term, donors and intermediaries should provide IP & LC grantees with predictable core support, partnerships to aligned organizational development organizations (e.g., Maliasili), and work to establish plans to directly channel funding to IP & LC organizations in the future.

Mature IP- & LC-owned membership organizations can provide effective platforms for short- to medium-term upscaling. Well-organized, mature organizations with functional governance, transparency, planning, administrative, and reporting systems offer immediate opportunities for adapting financing approaches at scale when support is directed to their consensus-based priorities and programs.

Large intermediaries that have already received large, flexible disbursements from Pledge donors have an opportunity to share the predictability and flexibility of those resources with IP & LC organizations on the ground through long-term strategic engagements with the goal of enabling IP & LC organizations to directly access the resources in the future.

7.2 Current absorptive and expansion capacity of funding pathways

A central question for the FTFG, one that is difficult to answer, is whether the existing, active organizations in each funding pathway can sufficiently scale up with more funding. Organizations aiming to increase in scale from less than a million to multiple millions of dollars in the near future face significant challenges.

Small organizations that aim to absorb additional funds and deploy them in the field (Scale A) face the challenge of requiring more staff, management, and financial capabilities than what is necessary and available at their current scale. Replicating the work of such organizations in new geographies is complicated by the organic nature of how these organizations form and the integral links with the communities they serve.

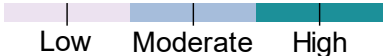
Larger organizations may find it easier to expand their operations, as they have an established organizational framework to build upon. They may face challenges, however, in developing a pipeline of projects that can be funded quickly as this may require them to establish new relationships that take time.

National or sub-national federations are likely to possess both essential elements—an established organizational structure and close links with communities—that enable them to expand their operations

and deploy funds in a short timeframe. Large intermediary organizations may not have this ability, as they would lack the close links to communities at a larger scale. International initiatives that include government representation and operate through MDBs or large NGOs are also capable of geographic expansion, but they must build a significant amount of trust with local communities to become successful partners. Nonetheless, for efforts at Scales C and D, existing initiatives are likely well-suited to undertake such processes.

The 10 case studies featured in this report include direct observations on various groups' abilities to absorb additional funds (in both absolute and relative terms) and expand their areas of operation. These cases are particularly instructive because they represent some of the most successful organizations in the sector and are actively fundraising. The case studies provide an indication of the potential for the FTFG to expand its grantmaking and meet its goals. As the table below demonstrates, most case study organizations stand by their ability to absorb more funds and expand, which may reflect an emergence from an earlier era of lower funding allocation to this sector.

Table 9: Absorption and Expansion Capacity of Case Study Organizations



Organization	Organization Type	Absorption Capacity		Expansion Potential ¹⁰⁰	
		Relative	Absolute	Near-term	Notes for long-term
AMAN and the Nusantara Fund	IPO and IP-led Fund	High	High	High	<ul style="list-style-type: none"> Requires organizational support
AMPB / MTF	IPO and Regional Fund	Low	Low ¹⁰¹	High	<ul style="list-style-type: none"> MTF has a goal to expand management from USD 1.5 million to 50 in next 5 years
CAFI	Pooled Trust Fund	Moderate	High	High	<ul style="list-style-type: none"> Initial capitalization target on track to be surpassed in 2021 Investments for three additional countries are kicking off via preparatory grants/dialogues
COONAPIP / PRODESO	IPO and NGO	High	Moderate	-	<ul style="list-style-type: none"> High in medium- to long-term
FECOFUN	Membership-based Social Movement and Network	High	High	Moderate	<ul style="list-style-type: none"> Potential to expand grassroots network to more communities Capacity exists within FECOFUN to support IP, LCs, and CFUGs
Fundo Casa Socioambiental	NGO	High	Low ¹⁰²	-	<ul style="list-style-type: none"> Can significantly scale over period of 2 – 4 years, grant making forecasted to reach USD 7.2 million in 2025

¹⁰⁰ Based on absolute expansion capacity.

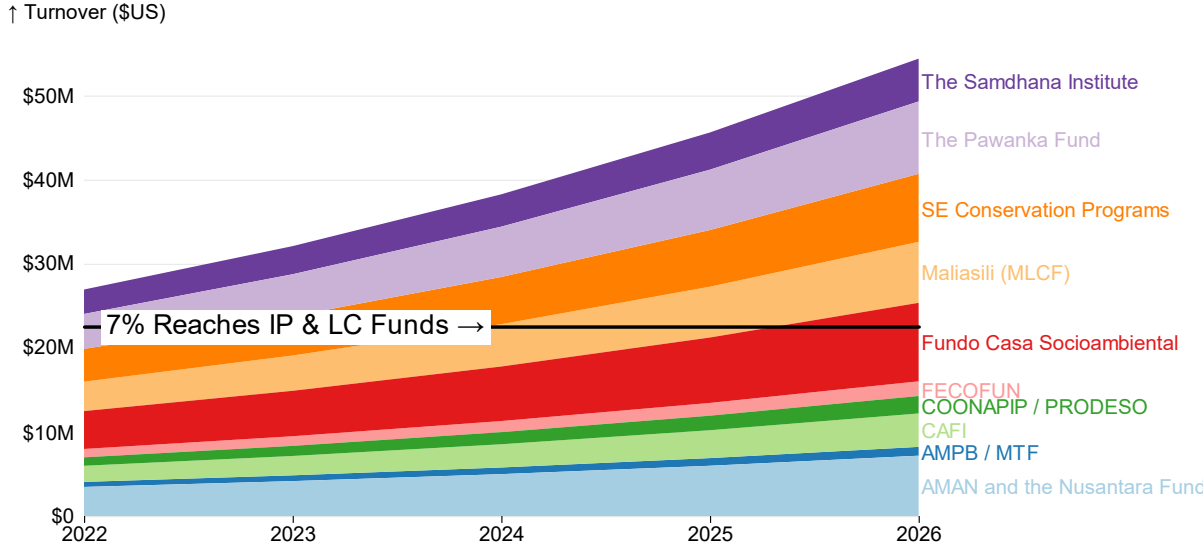
¹⁰¹ Low in the short-term, moderate in the medium term.

¹⁰² Casa Fund tripled its grantmaking between 2019-2021 (from around USD 1 million to USD 3.5 million) by strengthening its programmatic and administrative team. A mature organization with deep connections to global philanthropy, the Casa Fund has undergone rapid growth in the last few years and expects to more than double its current financial capacity by 2025.

Maliasili (MLCF)	NGO	High	Moderate	Moderate	<ul style="list-style-type: none"> • Goal to expand regional coverage (35 to 75 million hectares), triple number of partners to 90 • Goal to increase funding to USD 174 million, and grant making by 500 percent ¹⁰³
The Pawanka Fund	IP-led Fund	High	Moderate	High	<ul style="list-style-type: none"> • Aim to develop vertical partner organizations that enable further regranting to smaller organizations
The Samdhana Institute	NGO	Moderate	Low	Low	<ul style="list-style-type: none"> • 2019 to 2028 strategy aims to maintain current funding level
SE Conservation Programs	NGO	High	Low	High	<ul style="list-style-type: none"> • Goal of increasing disbursements from USD 8 to 12 million by 2027

Modelling the annual turnover capacity of the 10 case study organizations based on their absorption and expansion potential (assuming CAGRs of 10 percent for low, 15 percent for moderate, 20 percent for high), the combined annual capacity of these 10 organizations increases from USD 30m/year in 2022 to USD 55m/year by 2026. Modelling scenarios can be adjusted [here](#). Using approximate calculations, the annual turnover of the 10 case study organizations makes up around 10 percent of the historical average total financing for IP & LC tenure and forest management (USD 270 million per year). ¹⁰⁴ Extrapolating the expansion potential of the case study organizations to the entire sector would imply that USD 550 million could annually be disbursed sector-wide by 2026. ¹⁰⁵ Such calculations are inherently uncertain but provide an indication of the scale of funding that can be productively absorbed in the coming years.

Figure 18: Financial Expansion Scenario for Case Studies



¹⁰³ USD 100 million of that to be leveraged for new funding commitments in support of community-based conservation and local organizations.

¹⁰⁴ This calculation assumes that only 1 percent of CAFI resources are directed towards IP & LC tenure and forest guardianship.

¹⁰⁵ Assuming USD 55m/year can be disbursed to the case study organizations, which make up 10 percent of the annual turnover across the sector as a whole. To extrapolate projected growth across the sector, multiply case study organization budgets by 10. USD 55m * 10 = USD 550m.

7.3 Pathway organization and consolidation

Funding pathways with a direct connection to IPs & LCs have developed organically and are typically well-organized at the local level. Larger national federations like FECOFUN and AMAN are closely linked to local and national political organizing and demonstrate strong internal organizing capability. In recent years, the development of territorial funds and regional IP- & LC-led funds have built on their local and national grounding to expand their fundraising capability and position themselves as re-grantors. These approaches have not yet been implemented at scale, but they are some of the most promising avenues for donors to pursue in the coming years.

Pathways developed by larger national or international organizations are typically well-organized internally, but in many cases lack strong connections with groups on the ground. In some places redundant initiatives rely on the same local organizations, which demonstrates a lack of coordination and consolidation. Several international initiatives including the DGM, the ICI, and CAFI have invested years of effort in building the infrastructure to govern, manage and implement donor funds in forested areas. The DGM in particular has deployed a large amount of donor funds to locally developed projects after years of internal capacity-building and stakeholder engagement to develop governance procedures. They have helped to develop strong local organizations in each region responsible for sub-project granting and aid these local groups in seeking and funding project proposals and reporting on progress.

Collaboration leads to better results and greater efficiency. Donor collaboration (e.g., pooled funds and initiatives) reduces the burden of receiving small disbursements from multiple donors, which minimizes competition for donor attention/funding, accelerates learning, and catalyzes holistic approaches.

Grounding support in local contexts aligned with community priorities provides a basis for stronger IP & LC engagement. Conservation outcomes can be achieved through activities that may not be immediately related to forest management but address other core needs, e.g., establishment of health clinics and maternity wards. IPs & LCs have the best perspective to identify their needs and decide how to arrive at desired outcomes. IP- & LC-led funds should strive to better incorporate IP & LC conceptions of development and knowledge systems.

Small grants must be effectively leveraged to enable IP & LC communities and organizations to move towards addressing their communities' long-term needs. While long-term grants to unproven organizations may be too risky for funders, building trust relationships (or partnering with intermediaries with trust relationships) with IP & LC organizations can improve confidence in renewal and allow for long-term planning. At a minimum, donors/regrantors should work with IP & LC organizations to ensure that the objectives and requirements of short-term grants are aligned with the organizations' other funding sources.

Results-based approaches to design, proposal development, monitoring and reporting help to simplify processes and reduce bureaucratic burden. Rigid adherence to highly detailed, prescriptive input/output approaches lacks the flexibility and adaptability needed in hyper-local contexts.

7.4 Current gaps

Assessing the gaps in the funding pathways compels one to consider two perspectives. From the perspective of IPs & LCs and their allies, lack of funding is the key gap hindering progress toward their goals. They express frustration that donors do not place trust in local groups' capacity to receive, manage, implement, and report on funding. Emerging territorial funds express similar frustration, and some have invested significant energy and resources to prepare themselves to absorb large, long-term grant funding. Donors, on the other hand, have expressed frustration regarding the lack of project pipelines and disorganized groups and fear that they may end up backing the wrong organizations or representatives. Between the two sides are varying perspectives of hundreds of organizations dedicated to supporting IP & LC forest guardianship.

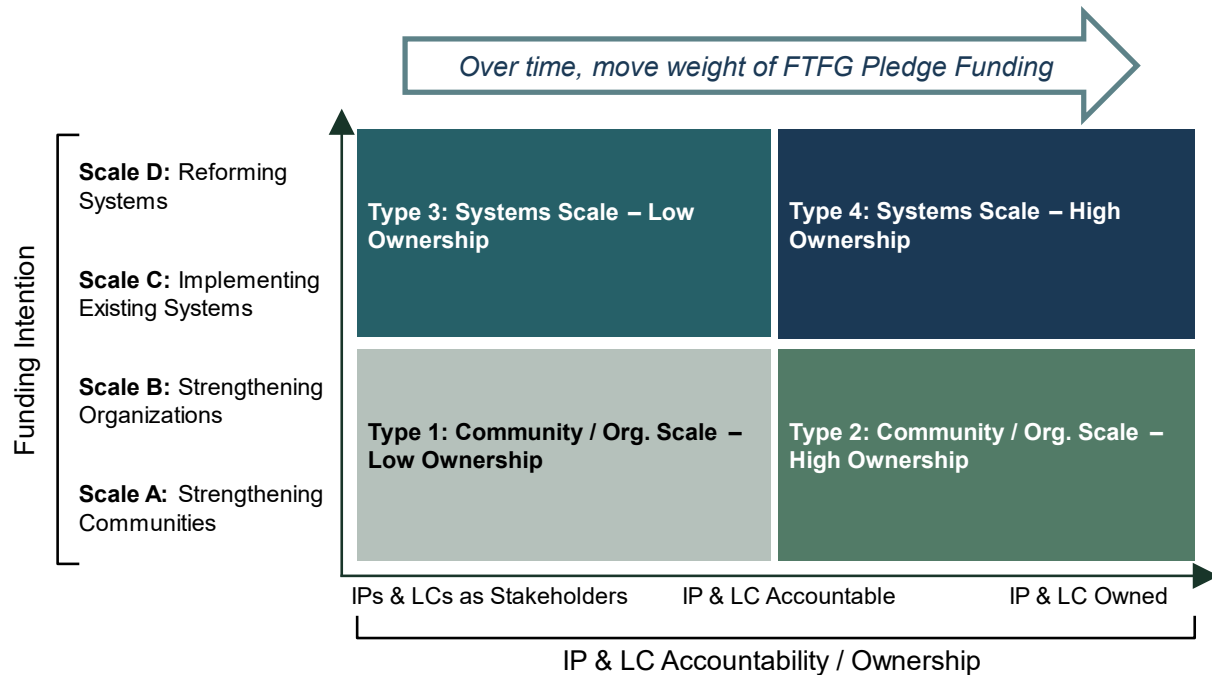
The research conducted for this study highlights several important gaps that donors can help to fill. Strategies to gap-fill include:

1. Support the development of existing and nascent IP- & LC-led territorial funds, which at this stage are still highly dependent on donor funding for their day-to-day operations
2. Maintain existing pathway infrastructure
3. Adjust the priorities of large existing initiatives towards greater alignment with the priorities of IPs & LCs
4. Invest in the organizational capacity-building ecosystem, keeping in mind the principles laid out in Section 3.3.
5. Leverage the FTFG's diversity and work with government to open space for IP- & LC-led initiatives, or at a minimum to include IPs & LCs in the governance of initiatives that will impact their lives and territories
6. Share best practices for how intermediaries can adjust their roles to improve effectiveness in reaching funding goals (see Section 3.1), and invest in intermediaries that embody these principles
7. Provide clear signals and milestones for IP & LC and allied organizations (which often have volunteer staff and leadership), indicating that funding will be provided if progress is made—as transparency around the potential for future funding is key

8. RECOMMENDATIONS FOR THE FTFG

Increasing fund flows directly to IP & LC forest tenure and guardianship is meant to support systems change for donors and pathway actors. This systems change means, succinctly, shifting the weight of funding from the left side of the following matrix to the right side, increasing localization of ownership and impact of funding to IPs & LCs.

Figure 19: Goal for Pledge Implementation Along the Pathways Typology



The recommendations synthesized from the findings above are presented along six conditions of systems change with recognition that donors can contribute to systems change through their funds, relationships, influence, and agenda-setting.¹⁰⁶

Policies: rules, regulations, and priorities that guide an entity’s and others’ actions

- **Prioritize long-term, programmatic donor engagement for transformational change, rather than short-term project-based approaches.** Achieving sustainable and durable outcomes requires building meaningful relationships with communities over time. Donors should help build sustainable structures for direct IP & LC funding and foster long-term, meaningful relationships with partners / beneficiaries. Short-term grants can undercut strategic thinking, while accessing predictable funding can help IPs & LCs plan for the future. Participatory monitoring and evaluation with simplified and standardized reporting criteria can support better impact tracking.
 - **Example action:** Adopt simplified, outcome-oriented approaches to program design, proposal development, monitoring, and reporting to streamline processes and increase flexibility for IP & LC organizations, allowing them to better adapt to their local contexts.
- **Implement policy reforms:** Donors should revise their policies to accommodate direct funding to IP & LC organizations. Donors should also encourage large institutions to adopt internal

¹⁰⁶ Adapting: Kania, J., Kramer, M., Senge, P. (FSG). 2018. [The Water of Systems Change](#).

mechanisms for addressing IP & LC self-determination and ensure that initiatives are aligned with these goals. Engage with bilateral donors working with multilaterals and national governments to facilitate a knowledge exchange to ultimately increase IP & LC governance and direction of funds.

- **Example action:** Extend grant partnership timelines, increasing flexibility and committing to a minimum percentage of funds being channeled to local partners.
- **Work to dismantle the legal, regulatory, and financial obstacles that hinder the success of IP & LC organizations.** This may involve collaborating with governments and private sector actors to enact systemic changes and improve access to credit and investment opportunities.
 - **Example action:** Provide regulators with opportunities to learn from peers on the benefits and approaches to supporting administrative reforms that support IP & LC forest management.

Practices: activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress. And within these entities, the procedures, guidelines, or informal shared habits that comprise their work.

- **Choose intermediaries that prioritize accountability and transparency:** Donors should actively seek intermediaries that demonstrate a genuine commitment to IP & LC needs and long-term aspirations. These intermediaries should have clear mechanisms for accountability to IPs & LCs and promote transparency in their operations. Such intermediaries should provide technical support and facilitate the exchange of knowledge and best practices while respecting the autonomy and expertise of IP & LC organizations. They should avoid imposing their own objectives and designs on projects. They should also be willing to play a central role in securing funding for IP & LC organizations in politically challenging environments. They should be sensitive to local political contexts and help protect IPs & LCs from potential backlash. Intermediaries should help IP & LC organizations strengthen their capacity, acquire legal status, and access resources by offering fiscal sponsorship, micro-grants, and other forms of support.
 - **Example action:** Develop an FTFG standard for intermediary organizations seeking funding. Where intermediaries show strong potential for adding value and improving their performance or approach, selectively provide support for them to do so. Consider phasing out funding to intermediaries that do not support increased IP & LC decision-making over resources.
- **Invest in capacity-building:** Pair organizational health assessments with resources for capacity-building and support tailored to the self-determined priorities of IP & LC organizations. This will strengthen their ability to manage and implement projects, increasing their readiness for direct funding beyond 2026. Move away from short-term, workshop-based training and focus on developing sustainable and comprehensive capacity-building programs. Ensure that these programs align with the distinct needs and goals of IP & LC organizations and prioritize their long-term growth and self-determination. The first-year FTFG report showed that 80 percent of resources were dedicated to capacity-building for Indigenous Peoples (IPs) and Local Communities (LCs). Yet few organizations specialize in providing capacity-building or organizational strengthening to IP & LC organizations. Most specialized organizations focus on a specific region or sub-region, and only a few are IP & LC owned and managed.
 - **Example action:** Learn from successful capacity-building models such as Maliasili's program, which emphasizes core organizational capacity investment and tailored support. Incorporate best practices from these models into new and existing capacity-building programs. Provide start-up capital for other organizations to develop similar approaches or use funding to attract similar support organizations from other sectors into the IP & LC forest guardianship arena.

- **Foster a diverse ecosystem of organizations:** Encourage the cultivation of a broad ecosystem of organizations with distinct but complementary roles, emphasizing different skillsets and organizational structures required to accomplish goals at different scales.
 - **Example action:** Avoid pressuring advocacy organizations to solely focus on programmatic or project-based implementation, as it may undermine their ability to continue holding policymakers and institutions accountable and pushing for other reforms.

Resource Flows: How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.

- **Ensure long-term, stable funding:** Recognize that advocacy work requires sustained efforts and provide long-term, stable funding for IP & LCs. This long-term approach allows them to focus on achieving meaningful systemic change rather than being limited by short-term, project-based funding.
 - **Example action:** Develop large-scale pooled funding mechanisms to create a coherent resource base for implementing reforms, recognizing the sustained support needed for implementation following policy wins.
- **Support and scale up successful models and nascent IP- & LC-led territorial funds:** Identify and replicate successful models of financing and collaboration.
 - **Example action:** Support mature IP & LC-owned membership organizations or emerging funds like Nusantara, AMPB, PAWANKA, MLCF, and Synchronicity Earth's Congo Basin Programme pooled funds. At the same time, support the existing infrastructure channeling funds such as the FIP-DGM, ICI, and the Tenure Facility.
- **Donors should recognize the potential of "weaker organizations" when support is responsive to their priorities and goals.**
 - **Example action: Support** horizontal relationships with trusted partners to overcome capacity constraints. Short-term options for funders include increasing core support, issuing large one-time grants for capital assets, and increasing support to existing organizational development organizations. Medium and long-term planning involves supporting new specialized service providers, establishing endowments for key partner institutions, and investing in core support to enable IP & LC organizations to access funding for larger scale initiatives.
- **Gaps in effectiveness often stem from organizations lacking time and resources to build solid, long-lasting systems.** Support can be provided through specialized intermediaries and flexible core funding. Address the root causes of weak administrative and technical capacities by shifting the focus away from minimizing indirect costs. Encourage donors to support long-term investment in organizational infrastructure, including competitive staff compensation and essential operational costs.
 - **Example action:** Consider giving long-term grants (five-year minimum) that provide stability and permit organizational staff career progression and retention. Capital expenditure restrictions should be reconsidered to allow organizations to acquire capital assets and improve their financial footing.
- **Promote unrestricted funding sources:** Encourage other donors to provide unrestricted funding for IP & LC organizations, allowing these organizations to invest in their own capacities and pursue innovative projects. This approach will help level the playing field with Global North organizations that enjoy diverse funding resources.

- **Example action:** Convene donor roundtables and share lessons learned in disbursing unrestricted funding with fellow donors.

Relationships and Connections: Quality of connections and communication among actors in the system, especially among those with differing histories and viewpoints.

- **Increase and maintain transparency and communication:** This will help address concerns and confusion among stakeholders and improve their understanding of the funding process while providing a level of certainty for organizations that need it. Provide regular, and concrete updates on donor activities.
 - **Example action:** Develop a clear communication plan to share updates on the Pledge's progress, disbursement methods, and the involvement of IP & LC organizations. Share steps for improving involvement of IP & LC organizations. Provide the Pledge's detailed goals and benchmarks.
- **Foster collaboration and coordination:** Encourage donor collaboration and promote holistic approaches to addressing IP & LC needs.
 - **Example action:** Support pooled funds and initiatives to reduce administrative burdens and increase efficiency.
- **Encourage collaboration and knowledge sharing:** Foster an environment where IP & LC organizations can share experiences, best practices, and lessons learned in capacity-building. This will enable capacity-building programs' continuous improvement and support the growth and development of IP & LC organizations.
 - **Example action:** Convene donor-to-IP & LC learning sessions with the support of a range of intermediaries to broaden the perspectives and make connections between donors and the intended recipients of their funding.

Power Dynamics: The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

- **Focus on trust-building and local contexts:** Develop trust-based relationships between donors, intermediaries, and IP & LC organizations, and ground support in local contexts to ensure community priorities are effectively addressed. Recognize the importance of culturally sensitive approaches and understand how grant choices can impact power dynamics within IP & LC communities.
 - **Example action:** Develop a set of trusted advisors that can guide donors on how to best interact with IPs & LCs and in a culturally appropriate manner, bearing in mind the power imbalances inherent in the relationship.
- **Encourage intermediaries to facilitate and strengthen direct relationships between donors and IP & LC organizations:** Intermediaries should act as enablers, not gatekeepers, by fostering connections between donors and IP & LC organizations. They should share resources, knowledge, and networks to help these organizations access funding opportunities directly.
 - **Example action:** Support dedicated mechanisms for IP & LC engagement. Promote the inclusion of IP & LC representatives in the design and implementation of internationally supported programs and develop dedicated mechanisms for IP & LC engagement to strengthen responsiveness to country contexts.

Mental Models: Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.

- **Promote IP & LC ownership:** Encourage intermediaries to shift their role towards enabling IP & LC organizations to have more ownership and control over resources and decision-making

processes. Large intermediaries that have already received funding should consider sharing these resources with IP & LC organizations through long-term strategic engagements.

- **Advocate for IP & LC involvement in decision-making processes:** Ensure that IPs & LCs have the opportunity to participate in the design and operation of institutions and governance structures that impact them and their territories. This will require early and consistent consultation alongside the adoption of FPIC principles.
- **Develop shared definitions and frameworks:** Improve communication and alignment between stakeholders by creating a unified understanding of key concepts such as capacity-building, MEL, and self-determination.

9. ANNEX: INTERVIEW LIST

Case Study	First Name	Last Name	Organization Name	Country
AMAN / Nusantara Fund	Rukka	Sombolinggi	AMAN	Indonesia
	Mina	Setra	AMAN	Indonesia
	Riky	Aprizal	AMAN	Indonesia
	Zenzi	Suhadi	WALHI	Indonesia
	Abdi	Akbar	AMAN	Indonesia
	Annas	Syarif	AMAN	Indonesia
	Feri	Nur	AMAN	Indonesia
	Abdon	Nababan	AMAN	Indonesia
AMPB / MTF	Erick	Cuellar	ACOFOP	Guatemala
	Walter	Aroche	AMPB	Guatemala
	Teresita	Chinchilla	ACOFOP	Guatemala
	Iliana	Monterroso	CLUA	Guatemala
	Víctor	López	Fundación Ford	México
	Ibis	Colindres	Fondo Tierra Viva	Honduras
	Levi	Sucre	AMPB	Costa Rica
	Isabel	Pasos	Coordinadora de Mujeres Líderes Territoriales de la AMPB	Nicaragua
	Marvin	Sotelo	AMPB	Nicaragua
	Andrew	Davis	CLUA	Costa Rica
	Yovani	Alvarado	Utz Che	Guatemala
CAFI	Loic	Braune	World Bank	Washington, D.C.
	Hilde	Dahl	Norad, Department for Climate and Environment	Oslo, Norway
	Esben	Marcussen	Norad, Department for Climate and Environment	Kinshasa, DRC
	Basiru	Isa	REPALEAC	Cameroon
	Kevin	Sasia	Rainforest Foundation Norway	Kinshasa, DRC
	Colin	Robertson	Consultant for Rainforest Foundation Norway	United Kingdom
	Armelle	Guignier	Consultant for Rainforest Foundation Norway	
	Minoarivelo	Randrianarison	FAO	Rome, Italy
	Nora	Berrahmouni	FAO	Rome, Italy
	Joel	Masse	Independent	Washington, D.C.
	Danilo	Antonio	UN-Habitat	
	Mamadou	Mballo	UN-Habitat	Central Africa
	Berta	Pesti	CAFI Secretariat, UNDP	Geneva
Francis	James	UNDP	Libreville, Gabon	
COONAPIP / PRODESO	Valerio	Ábrego	COONAPIP	Panamá
	Ariel	González	COONAPIP	Panamá
	Iniquilipi	Chiari	MiAMBIENTE	Panamá
	Jorge	Ventocilla	The Tenure Facility	Panamá
	Francisco	Herrera	CEASPA	Panamá

	Daniel	Holness	CEASPA	Panamá
	María Del Carmen	Ruiz Jaén	FAO	Panamá
	Elibardo	Membache	COONAPIP	Panamá
	Jorge	Tristán	PRODESO	Panamá
	Vielka	Maylín	PRODESO	Panamá
	Marcelo	Guerra	COONAPIP	Panamá
	Ausencio	Palacios	Vice Ministerio De Asuntos Indígenas - Ministerio De Gobierno	Panamá
	Manuel	Martínez	COONAPIP	Panamá
FECOFUN	Ram	Paudel	FECOFUN	Kathmandu, Nepal
	Sita	Aryal	FECOFUN	Kathmandu, Nepal
	Mahamod	Kha	FECOFUN	Kathmandu, Nepal
	Parbata	Gautam	FECOFUN	Kathmandu, Nepal
	Thakur	Bhandari	FECOFUN	Kathmandu, Nepal
	Birkha	Shahi	FECOFUN	Kathmandu, Nepal
	Sindhu	Dhungana	Ministry of Forest	Kathmandu, Nepal
	Ghanshyam	Pandey	Green Foundation	Kathmandu, Nepal
	Pasang	Sherpa	CIPRED	Kathmandu, Nepal
	Sandesh	Chaudhary	FECOFUN	Kathmandu, Nepal
Fundo Casa Socioambiental	Amália	SOUZA	Fundo Casa	Brazil
	Cristina	ORPHEO	Fundo Casa	Brazil
	Carolina	MUNIS	Oak Foundation	Brazil
	Camila	JERICO	Porticus	France
	Selma	DELADINA	Conaq	Brazil
	Eliezangela	BARÉ	Associação das Mulheres Indígenas do Alto Rio Negro - AMIARN	Brazil
	Mayron	REGIS	Fórum Carajás	Brazil
	Élio	SOUZA	Centro AMAGOA de Meio Ambiente e Cultura	Brazil
	Luiza	CAVALCANTE	Sítio Aghata	Brazil
	Iremar	FERREIRA	Instituto Madeira Vivo - IMV	Brazil
	Alessandra	MUNDURUKU	Associação Indígena Pariri	Brazil
	Teresinha	FILHA	Associação Comunitária Caranguejo Uçá/PE	Brazil
João	REIS	Brigada Indígena Caru	Brazil	
Maliasili / MLCF	Lilian	Cheng	Liz Claiborn & Art Ortenberg Foundation	USA
	Kent	Wommack	Liz Claiborn & Art Ortenberg Foundation	USA
	Nick	Lapham	Band Foundation	USA
	Elizabeth	Singleton	Maliasili	USA
	Janelle	Brazington	Maliasili	USA
	Daniel	Sopia	Maasai Mara Wildlife Conservancies Association (MMWCA)	Kenya
	Damian	Bell	Honeyguide	Tanzania
	Sam	Shaba	Honeyguide	Tanzania
	Paine	Makko	Ujamaa Community Resource Team	Tanzania

	Edward	Loure	Ujamaa Community Resource Team	Tanzania
	Dickson	Kaelo	Kenya Wildlife Conservancies Association (KWCA)	Kenya
	John	Kamanga	SORALO	Kenya
	Samantha	Du Toit	SORALO	Kenya
	Peter	Tyrell	Wildlife Conservation Research Unit (WILDCRU), Oxford Univ.	Kenya
	Peadar	Brehony	Self-employed (soci-ecology, land tenure)	Tanzania
	Fred	Nelson	Maliasili	USA
The Pawanka Fund	Carla	Bush	Pawanka	Nicaragua
	Edna	Kaptoyo	Pawanka	Nicaragua
	Myrna	Cunningham	Centro para la Autonomia y Desarrollo de los Pueblos Indigenas (CAPDI)	Nicaragua
	Joan	Carling	Asia Indigenous Peoples Pact (AIPP) – Thailand	Thailand
	Hussein	Isaack	Kivulini Trust	Kenya
	Rukka	Sombolnggi	The Aliansi Masyarakat Adat Nusantara (AMAN)	Indonesia
	Namaka	Rawlins	Mokuoka Honua. Center for Indigenous Language Excellence	United States
	Melissa	Nelson	The Cultural Conservancy USA	United States
	Kimaren	Riamit	Indigenous Livelihood Enhancement Partners (ILEPA)	Kenya
	Pratima	Gurung	National Indigenous Disabled Women Association Nepal (NIDWAN)	Nepal
	Jimmy	Khayog	Cordillera Disaster Response and Development Services (CORDISRDS)	Philippines
	Daniel	Kobei	Ogiek Peoples' Development Program	Kenya
	Hawe Hamman Bouba	Nozawa	AIWO-Can	Cameroon
The Samdhana Institute	Hawe Hamman Bouba	Nozawa	Samdhana	Philippines
	Erwin	Quiñones	Samdhana	Philippines
	Joan	Jamisolamin	Samdhana	Philippines
	Mark	Duyan	Samdhana	Philippines
	Rochelle	Mordeno	Samdhana	Philippines
	Becky	Barrios	Panaghiusa Alang Sa Kaugalingnan Ug Kalingkawasan, Inc. (PASAKK), Agusan del Sur	Philippines
	Benjie	Ompigan	Serukadang Menuvu Tribe Organization (SMTO), Bukidnon	Philippines
	Rose	Undag	Iponan Higaonon Organization, Cagayan de Oro City	Philippines
	Jocelyn	Acquiatan	Inter-Cultural Organizations' Network for Solidarity and Peace, Inc. (ICON-SP), Kidapawan City	Philippines
Synchronicity Earth	Sophie	Grange-Chamfray	Synchronicity Earth	UK
	Gemma	Goodman	Synchronicity Earth	UK
	Bihini	Won wa Musiti	Synchronicity Earth	DRC
	Jean-Christophe	Bokika	Mbou Mon Tour	DRC
	Julie	Gagoe	Synchronicity Earth	Cameroon

	Joseph	Itongwa	ANAPAC RDC	DRC
	Patrick	Saidi Hemedi	DGPA	DRC
	Judith	Twentyman	Synchronicity Earth	UK
	Genora	Givens	Packard Foundation	USA
	Mireille	Perrin	Good Energies Foundation	Switzerland
	Steph	Stares	Waterloo Foundation	UK
General Interviews	Frank	Pichel	CADASTA Foundation	USA
	Greg	Kitt	Parley Liberia	Liberia
	Buba	Balkisou	Réseau des Populations Autochtones et Locales pour la Gestion des Ecosystèmes Forestiers d'Afrique Centrale (REPALEAC)	Cameroon
	Joseph	Ole Simel	Mpido	Kenya
	Theophile	Gata	CAGDFT	DRC
	Peter	Kostishack	Climate and Land Use Alliance	USA
	Jane	Carter	Helvetas	Switzerland
	Dr. David	Ganz	The Center for People and Forests (RECOFTC)	Thailand
	Matilda	Palm	We Effect	Sweden
	Sushil	Raj	Wildlife Conservation Society (WCS)	USA
	Delphin	Ganapin	World Wide Fund for Nature (WWF)	USA
	James	Bampton	World Wide Fund for Nature (WWF)	Asia Pacific
	Cindy	Julianty	Working Group ICCAs Indonesia (WGII)	Indonesia
	Laura	Bechard	Equal Exchange	USA
	Kate	Horner	Amazon Frontlines	USA
	John	Nelson	Forest Peoples Programme (Former)	UK
	Jerónimo	Prujin	SPP Global	Mexico
	Marie-Ange	Kalenga	Fern	Belgium
	Johnson	Cerda	Forest Investment Programme Dedicated Grants Mechanism (FIP DGM)	Ecuador/USA
	Margareta	Nilsson	International Land and Forest Tenure Facility	Sweden



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