

The ICCA  
Consortium

# The ICCA Consortium's 2024-2028 Strategic Plan

**Final working version (external)**

**December 2023**

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*Note: The English version of this document was edited by Holly Jonas.*

# INTRODUCTION

## About the ICCA Consortium

The ICCA Consortium is a membership-based association serving the global movement for territories of life. We do this by backing the self-determined priorities of Indigenous Peoples and local communities who are custodians of their collectively conserved territories and areas. We also support them to secure appropriate recognition and support, in full recognition of their diverse rights, responsibilities, roles and contributions. These territories and areas are sometimes abbreviated internationally as ‘ICCAs’ or more simply as ‘territories of life’ (see **Annex I**). Recognising and fulfilling the rights of Indigenous Peoples and local communities who are governing, managing and conserving their collective lands and territories is crucial for a healthy planet.

The work of the ICCA Consortium is set within the broader vision of conserving biodiversity and ecological functions, nurturing the sustainable livelihoods and wellbeing of Indigenous Peoples and local communities, and implementing the UN Declaration on the Rights of Indigenous Peoples, including self-determination and the full respect of cultural diversity and collective and individual rights and responsibilities.

The Consortium was informally established in 2008 and [formally registered](#) as a non-profit membership-based association in 2010. Our association emerged from earlier movements, volunteer networks and collaborations, designed to shift global conservation policies and practices in ways that would be more enabling and supportive of the common rights, responsibilities, values, and governance and management systems of Indigenous Peoples and local communities.

In the Consortium’s [2017 strategic plan](#), we identified “regional decentralisation” (thereafter “regionalisation”) as a key organisational priority.

*The regionalisation process “will involve strengthening planning, fundraising, management, and implementation at the regional level, led by Regional Coordinators working with national and regional Members, including ‘national focal points’, which are member organisations that take the lead on work in key countries where the Consortium is actively supporting national networks and action plans.*

*“This process will give the Members and Honorary members greater ownership over the Consortium’s work, particularly in terms of action plans at national and regional scale, and will ensure that work is responsive to local and national needs and context. It will also place the Regional Coordinators in a clearer position of accountability towards the membership, and clearer responsibility for working to mobilise resources for work at the regional and national scales.”*

~ Excerpt on the regionalisation process from the 2017 Strategic Plan (Section 4.4.1)

Since we began the regionalisation process in earnest in 2018, it has significantly deepened and strengthened the Consortium’s work, particularly through national networks, regional councils and the Secretariat’s regional coordination teams. It is self-directed and self-determined by the membership in each region, in line with their unique ways of communicating and relating with each other and in support of the ICCA Consortium’s overall vision and mission. Given the diversity of the membership and regional contexts and experiences, this process is unique to each region. This in itself is a positive sign of the Consortium’s vibrancy and dynamism.

At the same time, Indigenous Peoples, local communities, organisations and individuals are involved in our association in part because it is global and because we share common values and a common purpose across our infinitely diverse contexts. Together, we are seeking a nuanced balance between ensuring the association is rooted in the most local levels possible – namely, within territories of life – while also

weaving a rich tapestry of connections, solidarity and collective action between communities and territories of life in different contexts, between countries and regions and between local-to-global levels.

## **Our vision**

“A world where territories of life and their Indigenous and local community custodians thrive through the exercise of their rights and responsibilities and self-determination, conservation of nature and biological and cultural diversity, and wellness of all beings.”

## **Our mission**

“Promote appropriate recognition and support for territories and areas conserved by Indigenous Peoples and local communities (“territories of life”) at local, national, regional and international levels.”

## **Our Manifesto**

Our “[Manifesto for territories of life](#)” is an inspiring statement that concisely articulates the core meaning and reason for being of the ICCA Consortium while also conveying our shared cultural and spiritual values. It was crafted under the guidance of the Council of Elders and approved by the ICCA Consortium’s General Assembly in 2023.

## **Our core values**

As shared in our [Manifesto](#) (2023), our core values include:

- Reverence, respect and care for Nature,
- Solidarity, respect, equity, peace and justice,
- Mutual and collective responsibility,
- Our shared humanity,
- Decolonisation and rejection of assimilation, violence and discrimination, and
- Celebration of territories of life as the collective heritage that supports our physical and spiritual health, wellness, creativity, and joy.

These values are also reflected in our [Membership Policy](#) (2021): “The ICCA Consortium’s Members and Honorary members stand and act together for dignity, respect, solidarity, diversity, pluralism, interculturalism, intergenerational and interspecies relations, equity and justice. Indigenous cosmovisions, wisdom, knowledge and leadership are of particular importance. The ICCA Consortium has a collective commitment not only to respect and uphold these principles and values for the common good, but also to reject and discourage behaviours that run counter to them and that may prejudice the Consortium’s mission.”

## **Our role**

There is growing recognition of the interlinked biodiversity, climate and social crises alongside the shift in conservation narratives and approaches and the need for collective action and mass mobilisation. Together, these offer a crucial opportunity for the ICCA Consortium to further strengthen and advance territories of life as one of the most timely, compelling and effective ways to disrupt systemic injustices and advance transformative changes for a just world.

The Consortium is uniquely placed globally because of the scale, diversity and depth of our membership, our approach to backing self-determined priorities of Indigenous and community custodians, and a strong track record that showcases impact as well as credibility over several years. Our values and steadfast commitment are especially important in a world where the juggernaut of extractive capitalism continues

to roll out and a plethora of players are willing and able to co-opt the core issues that threaten territories of life and their custodians. We exist and work at the nexus of the most important issues and movements of our time. It is clear that the ICCA Consortium has a critical role to play as a trusted, authentic and diverse organisation rooted in and serving the global movement for territories of life.

#### **Key references:**

- The ICCA Consortium's [origins](#) and our current [mission](#)
- Our [2010-2020 Vision](#)
- [Our governing documents](#)
- Our [2017 Strategic Plan](#)
- [Video introduction](#) to ICCAs–territories of life and the ICCA Consortium (2019)
- A [short video](#) about the first decade of the ICCA Consortium (2020)
- A [recap of our 10-year anniversary celebrations](#) (2020)
- [Summary report](#) of the 2020 Member Review
- [Territories of Life: 2021 Report](#)
- Our [Manifesto for territories of life](#) (2023)

## **About this document**

Since the ICCA Consortium was established in 2008/2010, the organisation has changed and grown significantly. The external context in which we operate has also shifted dramatically – particularly in the past few years with the pandemic – and with that, new challenges and opportunities emerge. Given these multifaceted changes, the ICCA Consortium is at a pivotal inflection point in our organisational life – reflecting on our history to date, understanding our current context, and looking ahead to potential future trajectories.

In 2023, we undertook an ambitious organisation-wide process of reflection, revisioning and planning for the future (in short, the “organisational change process”). As intended, it catalysed far-reaching discussions and brought to light crucial insights and seeds of change.

In Part I of this document, we share highlights from this process, including what we collectively identified as the ICCA Consortium’s key achievements since our establishment and the results of a situational analysis of the Consortium’s current context. Hand-in-hand with the development of our Manifesto for territories of life in the first half of 2023, this reflection and revisioning process set the stage for the preparation of our new 5-year strategic plan in the second half of the year.

In Part II of this document, we share the ICCA Consortium’s overarching strategic plan for 2024-2028, including the core goals, objectives and priority actions. This strategic plan was approved as a “working version” by the ICCA Consortium’s Council and Secretariat and present members of the Council of Elders at an in-person gathering in October 2023; it will be tabled for formal approval by the next General Assembly in 2024. Annual action plans will detail how this strategic plan will be put into practice, including who within our organisational ecosystem is responsible for taking the lead on priority actions, expected timeframes and indicative budgets.

# **PART 1:**

# **Highlights from our organisational change process in 2023**

## Process overview

**Context:** Thirteen years after the ICCA Consortium’s formal establishment, the association has evolved in many aspects and undergone significant growth and expansion across various regions. After navigating the COVID-19 pandemic and other organisational transitions, we are choosing to pause, breathe, dig deep and dream big throughout 2023 and beyond. Together, we undertook an intentional and ambitious process of organisational reflection, revisioning and planning for the future (in short, the “organisational change process”). In 2023 in particular, this process was an invaluable opportunity to look back on our organisational history to date, understand our current context, and look ahead to potential future trajectories and desired changes.

**Why was this process important?** At this pivotal moment in the Consortium’s organisational life and in the broader movement for territories of life, this process could prove to be a turning point in enabling our association to truly realise its collective potential.

It was an opportunity to strengthen our shared understanding of the breadth and depth of our membership and diverse forms of collective action, and of the interconnections and mutual reinforcement between the local, national, (sub)regional and global levels of our work and organisation.

A key part of our organisational change process was developing a new 5-year strategic plan. It was imperative that both the strategic plan and the process to develop it were dynamic and grounded in our membership and ongoing regionalisation process and guided by our Manifesto for territories of life.

The ICCA Consortium will thrive and flourish in the years to come if we embrace natural processes of organisational change (such as evolving priorities and leadership transitions) and the opportunities that can emerge from them, and if we are sufficiently prepared to respond and adapt to uncertainty and unexpected external shocks (as we did during the pandemic).

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***This is about joining hands and co-creating our collective future – not just as an organisation, but also as sisters and brothers, friends, allies and kindred spirits, united in our shared values and purpose in service of the movement for territories of life.***

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**Overall aim:** At this important inflection point, the overall aim of our organisational change process in 2023 was to clarify and build a shared understanding of: (a) the ICCA Consortium’s purpose, values, roles and strategic priorities; and (b) the organisational cultures, systems and structures that will best support them for the years to come. The active participation of the membership (particularly representatives of territories of life) was facilitated through the ongoing regionalisation process.

**Recap of the organisation-wide process in 2023:** This process was multi-faceted and very dynamic. Hundreds of people from all parts of the Consortium were part of it through various meetings and online exercises and consultations, and contributed diverse insights, perspectives and proposals (see **Annex II**). The Secretariat worked hard to provide multiple options for participation and consensus-building throughout the year. It was the most participatory process we have undertaken to date to develop an organisation-wide policy or strategy. At the same time, given the complex nature of the Consortium, it is understood that there is always room for learning and improvement in such collective and iterative processes.



All who contributed to this process in diverse ways – Members, Honorary members, Council, Council of Elders, Secretariat, translators and interpreters, and allied organisations – are gratefully acknowledged and celebrated. We took important steps forward together in 2023, and this collective process of organisational change will continue in the years to come in ways we can only imagine.

Within the broader organisational change process in 2023, the reflection and revisioning phases contributed to the finalisation of our [Manifesto for territories of life](#), enabled us to articulate the ICCA Consortium’s key achievements since our establishment, and guided us through a situational analysis of the Consortium’s current context.

Hereafter, we share:

- The ICCA Consortium’s key achievements to date; and
- Top-line highlights from the situational analysis of the Consortium’s current context, including internal strengths and weaknesses and external opportunities and threats.

## Key achievements to date

As a membership-based association, the ICCA Consortium works in service of the membership. We can think of our organisational structure as an ecosystem, with each part (Members, Honorary members, Council, Secretariat, etc.) playing a unique role in different contexts and at different levels of work. When we speak of the Consortium’s key achievements, these are necessarily collective in nature and have often involved most if not all parts of the organisational ecosystem in different ways.

Based on the collective reflection process undertaken with our membership in 2023, **the ICCA Consortium’s top four achievements** since our establishment are:

- 1) **Global recognition:** The Consortium has contributed to the growing global recognition of the central role of Indigenous Peoples and local communities in biodiversity conservation.
- 2) **Solidarity & alliance:** The Consortium has built solidarity, authentic partnerships and connection amongst a diverse membership and has sustained and grown the association with integrity.
- 3) **Legal & policy change:** Along with allied organisations and networks, the Consortium has played a major role in successfully advocating for recognition of ICCAs–territories of life and associated human rights and collective rights in international laws and policies (particularly the UN Convention on Biological Diversity and IUCN), as have our Members in (sub)national laws and policies in select countries.
- 4) **Catalytic effects of self-strengthened communities:** Through the membership, Indigenous and community custodians of territories of life have created ripple effects of empowerment, inspiration and motivation, providing beacons of light for other peoples and communities around the world to take action.

**Overall**, we have contributed to the growing recognition of and support for Indigenous Peoples’ and local communities’ rights, roles and contributions in nature conservation – including discourse, law, policy and practice – at global, regional, and national levels.

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**“[The ICCA Consortium] promoted the recognition of ICCAs—territories of life at the global level which, in many ways, influence the policies and laws of state governments. As well, it has given a bigger voice to the Indigenous Peoples and local communities and their allies to defend their territories of life.”**

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*~ Quote from a participant in the organisational reflection process and situational analysis*

Internally, the association has grown to 225 Member organisations and 485 individual Honorary members from more than 80 countries<sup>1</sup>, with a dynamic process of regionalisation underway. Members are primarily Indigenous Peoples’ and community-based organisations, federations and networks at different scales, as well as civil society organisations who support them.

Through the regionalisation process, there is an increasing number of national, sub-regional and regional networks in our membership, which lead advocacy efforts and support for territories of life based on the self-determined priorities in their own communities and countries. The Consortium has fostered diverse opportunities for peer learning and exchange, networking and alliances around the world, with catalytic ripple effects as communities learn from and motivate each other and act in solidarity. We also have a large and diverse Council, a highly motivated and skilled Secretariat, and steadily improving operating systems to effectively serve and support the membership.

## **Situational analysis: understanding the Consortium’s context**

As a vibrant movement-based association, the ICCA Consortium has continuously evolved since our founding as we work in service of territories of life and the self-determined priorities of their custodian peoples and communities. This dynamic approach also enables us to respond and adapt to complex and uncertain conditions and systemic challenges. As part of our organisational commitment to continuous reflection and learning, it was essential to understand the current context in which we operate – both externally and internally – as we developed our new 5-year strategic plan.

In this section, we share the top-line synthesis and highlights of what we – within and as the ICCA Consortium – have identified as our most important internal strengths and weaknesses and the most important external opportunities and threats affecting our collective work. We also include select illustrative quotes from interviews, membership engagement events and online consultations. This situational analysis provided critical insights about what we should focus on leveraging and strengthening to be more effective and helped point us towards our future strategic directions.

*Explanatory note: Given the inherent diversity of our membership and the regionalisation process, it is understood that there are many internal strengths, weaknesses, opportunities and threats at different levels, including some that may not be explicitly mentioned in this top-line synthesis. They are manifest and experienced in diverse ways and parts of our organisational ecosystem and at different times in our history to date. Some of the challenges and opportunities are already being actively addressed through the regionalisation process (for example, strengthening political representation of custodians of territories of life in regional and global Councils) and will be further addressed through our new 2024-2028 strategic plan.*

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<sup>1</sup> Membership statistics are current as of October 2023.

## **Key internal strengths:**

The Consortium's key achievements since we were established as an association have been possible because of an interplay between multi-faceted strengths. We have identified the following as our most important internal strengths:

- 1) Diversity, breadth, extent/scale and collective strength of the membership.
- 2) Ability to build solidarity, networks and alliances as a trusted and credible partner.
- 3) Unique and authentic approach, grounded in the grassroots realities of Indigenous Peoples and community custodians and respect for their self-determination.
- 4) Powerful and trusted voice at many scales, particularly in international spaces.
- 5) Passionate, selfless and resilient team, driven by a larger collective purpose.
- 6) Ability to tap into our shared values and experiences and common humanity across incredibly diverse contexts and to back communities with their struggles and priorities over many years.
- 7) Thought leadership, particularly the founding generation's strong emphasis on governance in nature conservation.

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***"The Consortium was the first association to truly bridge the gap between those that cared about human rights and those that cared about nature."***

***"The alliance aspect of the Consortium gives a lot of hope for international solidarity. We have hundreds of Members representing the multiplicity of people globally. There is so much power in this."***

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*~ Quotes from two participants in the organisational reflection process and situational analysis*

## **Key internal challenges:**

The mirror images of some of our greatest strengths are also some of our greatest weaknesses. As the organisation has grown and evolved over the past 13 years, some long-standing challenges have remained persistent, and some new ones have arisen. At the core of these internal challenges is the insufficient clarity and lack of widespread common understanding of our purpose, strategic direction, and the ever-evolving roles, responsibilities and relationships within and between different parts of the organisation.

This insufficient clarity is or has been manifest in three major ways:

- 1) Confusing membership structure and composition and concerning power imbalances: despite a consistent emphasis on quality and integrity over quantity, the growth in membership has led to an imbalance between 'types' of Members and between Members and Honorary members, including in terms of numbers, motivation for being part of the Consortium, and depth of connections to the movement for territories of life.
- 2) Discrepancies between expectations and reality in the governance systems, including concerns with engagement and proactive leadership within the Council, challenges with fulfilling high expectations while serving as volunteers, unclear accountability between the Council and membership, and inadequate representation of *bona fide* Indigenous and community custodians of territories of life in the global Council.
- 3) Over-burdened and under-resourced Secretariat and management systems, trying to respond to escalating global challenges and threats to territories of life, and trying to serve the growing membership with the associated growing scope of work and expectations. This is underpinned and/or exacerbated by long-standing operational limitations such as inadequate financial support

for the work to be undertaken, including remuneration for personnel, and challenges with prioritisation of key areas of work in light of unclear strategic direction from the global Council.

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**“On paper, all the roles and responsibilities are clear enough for a horizontal organization like the Consortium... lack of clarity comes when one considers the internal relationship among the team's different components (such as the working relationship between the governance bodies and the Secretariat).”**

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*~ Quote from a participant in the organisational reflection process and situational analysis*

### **Key external opportunities:**

As the Consortium enters the next phase of our organisational life, we have identified the following external shifts and trends as key opportunities that we can tap into to further our mission and realise our Manifesto for territories of life:

- 1) Global shift in conservation approaches, narratives and discourses, and laws and policies, with unprecedented global support and momentum for conservation by Indigenous Peoples and local communities.
- 2) Increased funding commitments for biodiversity and climate, big shifts in philanthropy towards trust-based, flexible core support for non-profit and movement-based organisations, and emergence of grassroots and Indigenous-led funds to facilitate more direct access to financial support for Indigenous Peoples and local communities.
- 3) Growing understanding of the intersecting biodiversity, climate and inequality crises and the need for greater recognition and collective action in support of Indigenous Peoples and local communities.
- 4) Growing synergies between movements (e.g., environmental justice, Indigenous rights, youth, women, racial justice, economic justice) and intersectional approaches to advocacy, solidarity and collective action.

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**“As the multiple (climate, biodiversity, livelihoods, health, etc.) crises become more and more visible, people are looking for pathways out, and territories of life are one powerful solution that the Consortium can support.”**

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*~ Quote from a participant in the organisational reflection process and situational analysis*

### **Key external threats:**

On the other hand, there are also significant external threats that may continue to affect the work of the Consortium or create new challenges in the future. We have identified the following as the most important external threats:

- 1) Extractive capitalism and ubiquitous economic growth.

- 2) Threats to Indigenous Peoples' and local communities' influence, power and agency (e.g., political polarisation, rising authoritarianism and totalitarian regimes threatening civil society space, criminalisation, legal and financial restrictions, etc.).
- 3) Co-optation and appropriation of key issues of importance to territories of life by mainstream or opportunistic organisations and institutions.
- 4) Threats to cultural identity and ways of being as communities become more disconnected from their lands and territories and day-to-day lived experiences, and ensuing challenges with passing on worldviews, languages and practices to younger generations.
- 5) Country-specific threats and conflicts that affect territories of life (e.g., drug trafficking, armed conflict, war, extreme weather events).
- 6) Climate and ecological breakdown and other anthropogenic disasters.

### **Overall:**

With the burgeoning global interest in Indigenous Peoples and local communities, particularly in the context of biodiversity and climate issues, the ICCA Consortium is no longer a niche minority in this space – and therefore, the need for focus and strategic direction is critical for the next phase of the organisation. With an ever-evolving regionalisation process, a changing global landscape and custodians of territories of life facing growing external challenges, we need to navigate and harmonise the relationships and dynamics between local, national, regional and global levels in the association. Accordingly, elaborating and clearly articulating the Consortium's role, scope of focus and direction – building on the existing foundations, strengths and achievements, and addressing internal challenges and external threats and risks in our current context – will enable the organisation to realise our potential in the coming years.

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**“... the door is open to push for genuine transformative change in conservation, and who better to do so than the Consortium?”**

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*~ Quote from a participant in the organisational reflection process and situational analysis*

# **PART 2: 2024-2028**

## **Strategic Plan**

## Our Paths Ahead: the changes we're seeking and how we will get there

To make the most of these strengths and opportunities, proactively address these challenges, and lean into our core purpose and role as a membership-based association, the ICCA Consortium will continue our evolution and development through an overarching strategic plan for the next five years.

In this section, we identify the key changes to which we will contribute and explain how we will get there, namely, through the four core goals and pathways for change at the heart of our 2024-2028 strategic plan. Thereafter, we share the objectives and priority actions for each core goal, on the basis of which our annual action plans will be developed.

### What are the key changes we're seeking?

We envision a world where territories of life and their Indigenous and local community custodians thrive through the exercise of their rights and responsibilities and self-determination, conservation of nature and biological and cultural diversity, and wellness of all beings. Towards that future, our mission is to promote appropriate recognition and support for territories and areas conserved by Indigenous Peoples and local communities ("territories of life") at local, national, regional and international levels.

→ What do "appropriate recognition" and "appropriate support" mean? Learn more in **Annex I**.

As a membership-based and movement-based organisation, we will contribute to the following key changes through our 5-year strategic plan:

- a) In all regions, an increase in self-strengthened Indigenous Peoples and local community custodians who advocate for and defend their territories of life in pursuit of their self-determined priorities for those territories;
- b) More national policies and laws that appropriately recognise, respect and protect territories of life and that are implemented in practice to realise the rights of their custodians;
- c) "Better" (more appropriate) support for Indigenous Peoples and local communities to conserve and defend their territories of life on their own terms and in accordance with their self-determination for those territories; and
- d) A transformation/shift in the extractive economic model of development through alternative models and narratives of wellbeing and local economies of territories of life that are culturally and ecologically appropriate, sustainable and just.

### How will we get there?

Four interrelated goals will leverage our strengths and enable us to contribute to these big-picture changes and move towards our long-term vision and Manifesto for territories of life. Each one has a specific focus: **self-determination** (Goal 1), **recognition** (Goal 2), **influence** (Goal 3) and **our organisation** (Goal 4). They weave a tapestry of interconnected pathways for collective action and change, including through self-strengthening, solidarity, networking, advocacy and continuous learning and exchange. Rooted in our shared values, these pathways for change guide our collective pursuit of a more harmonious and equitable world.

- **Goal 1: Diverse forms of solidarity and support uphold the self-determined priorities and self-strengthening processes of Indigenous Peoples and local communities for the wellbeing of territories of life.**

**Pathways for change:** As an association that serves the movement for territories of life, our central focus is backing Indigenous Peoples and local communities as they strengthen themselves and pursue their self-determined priorities for their territories of life on their own terms. Technical and facilitation

support, support for wellbeing-based economies, rapid response to defend against threats, inter-community solidarity and networks, and aligned financial support contribute to increased agency and self-determination. Goal 1 focuses on territory-specific actions. It is the heart of our ongoing regionalisation process, with a strong focus on supporting national networks, regional assemblies and exchanges. It also contributes significantly to two of our thematic streams of work: sustaining and defending territories of life. To reach this goal, the Consortium plans to support in all regions the self-strengthening of custodians who can (or who seek to) sustain and defend their territories of life and advocate for their self-determined priorities. We envision that through our collective efforts, we will have a global membership of strong, well equipped and better supported custodians in areas where there is need and where the Consortium does not yet have a strong or any membership base. Goal 1 is the foundation for Goals 2 and 3, which focus on external actors and national/state systems.

➤ **Goal 2: Appropriate recognition of territories of life and respect, protection and fulfilment of their custodians' rights.**

**Pathways for change:** Recognising and respecting territories of life is crucial to addressing the key external threats identified in the situational analysis, including extractive capitalism and threats to communities' power and agency from government restrictions. This involves building the evidence base, utilising effective communication strategies, and supporting Indigenous Peoples and local communities to advocate for their self-determined priorities in relevant policy and legal processes that affect territories of life. Together with Goal 3, Goal 2 aims to create enabling conditions in the external environment to contribute to the overarching aspiration of self-determination and self-strengthening of custodians of territories of life (Goal 1).

➤ **Goal 3: External actors and their practices are influenced to provide appropriate support for the self-determined priorities of territories of life and their custodians.**

**Pathways for change:** Complementing Goal 2's focus on policy and legal recognition, Goal 3 focuses on mobilising partnerships and networks to influence external actors' practices and engagement with territories of life. The primary focus is to advocate for transparency, accountability and improved standards and practices of conservation/environmental organisations, private sector and funders. In addition to modelling good practices within the ICCA Consortium itself, we will also strengthen networks with allies advocating for broader transformative changes. This goal responds to some of the key external threats, particularly the risk of co-optation by opportunistic organisations, while also leveraging key external opportunities such as the unprecedented global support and momentum for conservation by Indigenous Peoples and local communities. It also aligns with notable shifts in philanthropy, including increased funding commitments for biodiversity and climate issues.

➤ **Goal 4: The ICCA Consortium's culture, systems and structures are healthy, sustainable, supportive and effective.**

**Pathways for change:** As a membership-based association, a key part of our work is ensuring that we can effectively serve our membership and the broader movement for territories of life. Goal 4 focuses on leaning into our internal strengths and addressing the internal challenges identified in the situational analysis, including in relation to our membership and our governance and management systems. We will do so through documentation and communication of our history, values and ongoing processes of organisational change (including regionalisation) and through processes of reflection and dialogue, peer learning, support and mentorship, and clarification and revision of our systems and structures. Intertwined with the ongoing regionalisation process, realisation of Goal 4 will remain highly dynamic throughout the 5-year strategic plan.



Overall, Goal 1 is the central focus of the ICCA Consortium: self-strengthening and self-determination of Indigenous and community custodians of territories of life. Goals 2 and 3 focus on creating the enabling conditions in the external environment (vis-à-vis external actors and national/state systems) to contribute to the first goal of self-strengthening and self-determination of custodians of territories of life. Goals 1-3 are the primary focus of the Consortium’s substantive, programmatic work.

Goal 4 is focused on internal organisational matters within the ICCA Consortium itself. This goal is intended to strengthen the enabling conditions and a healthy internal environment so the association (including our governance and management bodies) can effectively serve the membership and the broader movement for territories of life, particularly through the programmatic work envisioned in Goals 1-3. All four goals are interrelated and mutually supportive, and seek to put into practice our overall vision, mission, values and Manifesto for territories of life.

In the following sections, we set out the core goals, objectives and priority actions for the Consortium’s strategic plan from 2024-2028.

*Explanatory note: This strategic plan is broad and global in scope, seeking to reflect the diversity of the ICCA Consortium’s membership and wide range of contributions to the drafting process, with the understanding that more specific priorities and plans can be developed at more localised levels as desired. As per our usual practice, we will develop annual action plans and budgets and share progress through annual reports to the General Assembly. A reflection, review and revision process around halfway through this 5-year strategic plan will enable the Consortium to make any necessary adjustments in light of changing contexts and priorities of the membership at that time. As part of our ongoing regionalisation process and in keeping with our commitment to self-determination, regional and national assemblies (with the leadership of regional councils and support of regional coordination teams) may wish to use this global-level strategic plan to develop region-specific or country-specific action plans that tailor the Consortium’s overall strategic directions and goals to their respective unique contexts and priorities.*

# GOAL 1: SELF-DETERMINATION

**Goal 1: Diverse forms of solidarity and support uphold the self-determined priorities and self-strengthening processes of Indigenous Peoples and local communities for the wellbeing of territories of life**

*Explanatory note: This goal focuses on direct support for Indigenous and local community custodians of territories of life in those territories, in full recognition of their self-determination and their diverse rights, responsibilities, roles and contributions. All the forms of support mentioned below shall be based on and in response to the self-determined priorities and autonomy of the custodians of territories of life – not external priorities – and will vary according to their unique contexts and in light of the ongoing regionalisation process.*

## Key Objectives

**1) Ensure technical, facilitation, coordination and communications support for self-strengthening processes according to the self-determined priorities of the custodians of territories of life.**

This will be done by supporting territories of life and their custodians with the following priority actions in their territories:

- Self-strengthening customary or local governance and management systems;
- Facilitating the development of life plans, community protocols, community visions and self-declarations, particularly for external advocacy, recognition and support;
- Self-strengthening and revitalising Indigenous and local languages, education, knowledge systems and cultural traditions and practices, including through intergenerational exchanges; and
- Strengthening the capacities of Members to develop, adapt, translate, disseminate and support the use and self-assessment of diverse tools and methodologies (including the self-strengthening process guidance).

**2) Strengthen and support wellbeing-based, sustainable and just local economies of territories of life to transform the current narrative and model of extractive economic growth.**

This will be done by:

- Self-strengthening and sustaining local livelihoods, food sovereignty, economies and nature, including with desired adaptation, revitalisation, and/or innovation;
- Supporting self-documentation of custodians' concepts and practices of wellbeing, development and economies;
- Developing and mobilising communication strategies and campaigns to expose destructive impacts and transform mainstream narratives and models of extractive economic growth; and
- Promoting community dialogues, exchanges and alliances on their own development narratives and practices.

**3) Mobilise rapid response and solidarity actions to protect and defend territories of life and their defenders against immediate and potential threats and to prevent future harms and violations.<sup>2</sup>**

<sup>2</sup> Objective 3 is intended to help realise the Consortium's internal [policy on defending territories of life and their defenders](#) (2018).

This will be done by:

- Developing a prevention and rapid response plan for the ICCA Consortium, including strengthening local capacities to respond to threats and differentiated impacts on special groups such as women, children and elders;
- Mobilising direct emergency funding, psychosocial, legal, media and other forms of support for territories of life and their defenders, with an intersectional approach;
- Developing and undertaking communication strategies, including but not limited to:
  - Tracking and sharing related news and updates internally within the Consortium;
  - Writing support letters signed by relevant leaders in the Consortium and publishing alerts and communications externally;
- Organising events and actions at various levels to strengthen solidarity networks, visibility and social-cultural support for territories of life and their defenders; and
- Self-strengthening the diversity of values, cultural practices, ceremonies, rituals and other events that sustain the connections and respect between territories of life and their defenders.

**4) Promoting inter-peoples and inter-community solidarity, networks and alliances to strengthen power and agency of custodians of territories of life through deepening the regionalisation process.**

This will be done by organising and supporting:

- A dedicated learning programme for territories of life, with intergenerational learning and exchanges within and between territories and their custodians;
- Peer-to-peer and community-level learning exchanges and events;
- National assemblies, networks, events, learning exchanges and initiatives;
- Sub-regional and regional assemblies, networks, events, learning exchanges and initiatives; and
- Inter-regional, global and biocultural/thematic<sup>3</sup> networks, events, learning exchanges and initiatives.

**5) Secure flexible, trust-based and aligned financial support<sup>4</sup> for key actions and events, catalytic initiatives and the ongoing regionalisation process, focusing on priorities emerging from custodians of territories of life, national networks, and regional assemblies and councils.**

This will be done by:

- Facilitating direct connections and relationship-building between communities/local Member organisations and potential funders;
- Supporting the formulation and strengthening of proposals to secure direct funding for local, national and regional priorities; and
- Providing direct operating or catalytic funding support for national and regional level and biocultural/thematic priorities from funds secured by the Consortium.

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<sup>3</sup> “Biocultural” refers to diverse biocultural practices, livelihoods and ways of life such as hunting and gathering, nomadism and pastoralism, shifting cultivation and fishing, along with the ecosystems in which they exist (forests, rangelands and grasslands, coasts and oceans, etc.). “Thematic” refers to the ICCA Consortium’s main thematic streams or areas of work (documenting, sustaining and defending territories of life, gender equality and youth and intergenerational relations).

<sup>4</sup> “Flexible, trust-based and aligned financial support” refers to financial support from funders that are aligned in values, mission and operations and that are aligned with the ICCA Consortium’s Manifesto for territories of life and respect free, prior and informed consent. Such financial support can be used for self-determined priorities without restrictions, is typically for multiple years and has a low administrative burden. Trust-based funding is based on relationships, solidarity, mutual accountability and a belief in and commitment to supporting the work of the community or organisation without imposing any funder priorities.

## GOAL 2: RECOGNITION & RIGHTS

**Goal 2: Appropriate recognition of territories of life and respect, protection and fulfilment of their custodians' rights**

*Explanatory note: Goal 2 focuses on recognition of territories of life and respect, protection and fulfilment of rights at (sub)national, then regional and then international levels, in this order of priority. The primary focus is on national/state legal and policy systems and accountability of other actors within that (e.g., conservation organisations, corporations). "Appropriate recognition" refers to what the concerned custodians of territories of life deem as appropriate in support of their self-determined priorities in their context.*

### Key Objectives

#### 1) Support territories of life in building evidence to advocate for their recognition and rights.

This will be done by:

- Promoting and supporting community-led research and documentation;
- Building on territory-specific documentation and exchanges (under Goal 1), supporting the development of (sub)national and global databases, registries, analyses and publications of the significance, extent and 'status' of territories of life, and related capacities, including in collaboration with UNEP World Conservation Monitoring Centre and the ICCA Registry and/or Protected Planet;
- Conducting analyses of national, regional and international policy, legal and institutional frameworks that affect territories of life and their custodians, including practical experiences with traditional or customary justice systems, precedent setting cases and progressive legislative advances; and
- Promoting and supporting community research protocols and codes of ethics for decolonial and rights-based research, respecting principles of self-determination and free, prior and informed consent.

#### 2) Use communications strategies and tools that promote oral traditions, decolonisation and autonomy, increase the visibility of territories of life and their custodians, shift narratives and public perceptions, and inform and influence decision-makers and allies.

This will be done by:

- Supporting skill-sharing and training opportunities for Indigenous Peoples and local communities to use multimedia tools and traditional and social media platforms to document and celebrate their cultures and traditions and foster dignity and pride in their communities and territories of life;
- Supporting the creation and upkeep of community-owned media outlets such as radio stations, websites, and social media accounts to share news and stories in their own words and images;
- Using compelling narratives, audio and visual media and collaborative advocacy and communication campaigns to share community experiences and priorities to inform, engage and influence decision-makers and the general public; and
- Maintaining and further developing the ICCA Consortium's organisation-wide communications platforms and forms of support, including linguistic support to ensure content is available and accessible in multiple languages.

### 3) Support participation and self-determined advocacy strategies of Indigenous Peoples and local communities in policy and legal processes that affect territories of life.<sup>5</sup>

This will be done by:

- Supporting skill-sharing and training opportunities for custodians to develop advocacy positions and strategies and legal and negotiation capacities to effectively represent themselves;
- Sharing discussions and outcomes from national and international fora to support custodians to advocate for desired legal, policy and institutional changes; and
- Supporting custodians and their networks to self-advocate for the development, implementation and monitoring of relevant national, regional and international laws and policies.

## GOAL 3: INFLUENCE

**Goal 3: External actors and their practices are influenced to provide appropriate support for the self-determined priorities of territories of life and their custodians**

*Explanatory note: This goal is referring to external actors such as conservation/environmental organisations, funders, government institutions/agencies, and private sector entities. In some cases, these actors are actively causing harm and need to be held accountable. In other cases, they may have good intentions and be prepared to shift to more appropriate forms of partnership and support. External actors that are clearly working against territories of life or against life on Earth in general (i.e., posing direct or systemic threats, rather than working in partnership) could be the target of advocacy efforts for appropriate recognition, respect and protection (under Goal 2) and defending territories of life against external threats (under Goal 1). Given the pervasive nature of systemic injustices, resistance and defence of territories of life come in many forms and are present in many parts of this strategic plan.*

## Key Objectives

### 1) Advocate for changes in external actors' engagement with territories of life and their custodians, particularly practises with grant-making, technical and other forms of support, and in relevant global frameworks and mechanisms.

This will be done by:

- Collaborating with Members and aligned partners on documentation and communication of community experiences with funding, technical and other forms of support from external actors, including the gaps between rhetoric and reality/implementation and what needs to change;
- Convening exchanges and dialogues to share and learn from experiences and connect communities with decision-makers within the external entities;

<sup>5</sup> Such policy and legal processes may concern (among other topics) human rights, land, biodiversity, climate change, sustainable development, food and agriculture, oceans, investment and trade, pollution, etc.

- Engaging in civil society and multi-stakeholder networks and joint advocacy campaigns for transparency, accountability and improved standards, strategies and practices of conservation/environmental organisations, private sector, and funders to align with the self-determined priorities of custodians of territories of life (for example, advocating for funders to include human rights conditionalities in their grants to conservation organisations); and
- Supporting Indigenous Peoples and local communities to develop protocols to guide external partnerships according to the values and principles of territories of life.

**2) Within the ICCA Consortium, model, share, learn from and further innovate on good practices and experiences with partnerships, particularly for funding and technical support, and engagement with broader networks advocating for similar change.**

This will be done by:

- Developing an internal stakeholder analysis and policy on fundraising and partnerships;
- Collaborating with funding partners that are strongly aligned in values, mission and operations, that provide long-term, flexible, trust-based support for the Consortium and our collective work, and that are committed to addressing systemic injustices and supporting human rights;
- Collaborating with Members and aligned partners and funders on joint funding mechanisms for territories of life such as crowdfunding campaigns, pooled funds, Indigenous- and community-led funds, and coordinated initiatives (note: this could be at national, regional, inter-regional and/or global levels); and
- Collaborating with other partners, networks and movements that are strongly aligned in values, mission and approaches, and have complementary capacities to help undertake our priority actions.

**3) Strengthen networks of partners and allies that understand, respect and advocate for territories of life and their custodians/guardians and for broader transformative changes.**

This will be done by:

- Supporting Indigenous Peoples and local communities to build relationships and collaborate directly with allied organisations, networks and movements to strengthen collective power and influence;
- Organising joint events, campaigns and initiatives with allied organisations, networks and movements to promote territories of life and support custodians with their short-term and longer-term advocacy priorities; and
- Strengthening the ICCA Consortium's organisation-level partnerships and collaboration with allied organisations, networks and movements, including regional Indigenous organisations and civil society organisations focused on human rights and group-specific rights, land, oceans, food and water sovereignty, biodiversity, climate change mitigation and adaptation, sustainable development, financial mechanisms, and business and human rights.

# GOAL 4: OUR ORGANISATION

**Goal 4: The ICCA Consortium's culture, systems and structures are healthy, sustainable, supportive and effective**

*Explanatory note: Whereas Goals 1-3 are the primary focus of the Consortium's substantive, programmatic work, Goal 4 is focused on internal organisational matters within the ICCA Consortium itself. It seeks to address the key internal challenges and to leverage the key internal strengths identified in the situational analysis (see Part 1). Internal transformations within the Consortium are embraced as part of an ongoing creative process of developing and nurturing organisational systems that are collaborative, regionally oriented, decentralised, adaptive and polycentric. For example, with the growth, diversification and evolution of Councils and Secretariat support at both regional and global levels, it is essential to clarify and strengthen the relationships, communication and coordination between them.*

## Key Objectives

- 1) Clarify/revise the membership composition and respective roles, responsibilities and expectations of Members and Honorary members, and strengthen opportunities for meaningful membership engagement and diverse contributions to our collective work.**

This will be done by:

- Facilitating inclusive processes of dialogue, consultation and debate about the structure and composition of the membership, ways to address power imbalances, and ensuring the membership is rooted in the global movement for territories of life;
- Articulating more clearly how different 'kinds' of Members and Honorary members can contribute meaningfully to the Consortium's collective work, particularly through national and regional networks and assemblies and the regionalisation process in general;
- Developing internal monitoring and communication tools to better facilitate coordination and mobilise membership engagement in various activities;
- Continuing to conduct participatory triennial Member and Honorary member reviews and analyses to better understand the composition, experiences, priorities, potential contributions, etc. of the Members and Honorary members at that time; and
- Reviewing and revising as needed the Consortium's Membership Policy and Procedures, including how new Members and Honorary members are accepted and welcomed and how they engage with decision-making bodies and processes.

- 2) Strengthen the strategic and political leadership and proactive engagement of the Council and other governance bodies to effectively guide and support the Consortium's collective work, in light of the regionalisation process and in service of the membership.**

This will be done by:

- Continuing collective processes of reflection and learning about the past, present and desired future(s) of the internal culture, systems and structures in the governance bodies (particularly the global and regional Councils), and continuing to address key internal challenges and further consolidate and develop the key internal strengths and positive aspects;
- Clarifying and revising as needed the internal structure, roles, responsibilities, and ways

of working together within and between the main governance bodies (the General Assembly, global and regional Councils, subsidiary committees of the global Council (currently the Executive Committee and Membership Committee), and auditor of accounts);

- Supporting new Council members to understand and fulfil their roles and responsibilities effectively and nurturing next generation leadership and intergenerational relations in the global and regional Councils, with particular emphasis on representatives from territories of life;
- Clarifying and revising as needed the relationships and mutual responsibilities and accountability between the global and regional Councils (the most active/regular governance bodies), the Secretariat (the management body) and the Council of Elders (an advisory body);
- Providing high-level leadership and direction in the global Council for organisational-level responsibilities, including championing and monitoring implementation of the 5-year strategic plan, development and review of internal policies/procedures, preparation and review of annual action plans and budgets, and ensuring sufficient financial resources, in close collaboration with the Secretariat;
- Better integrating the global Council into the Consortium's regionalisation process and programmatic work at regional and global levels (including cross-cutting thematic streams) to strengthen connections and relationships with the membership, regional Councils and Secretariat; and
- Reviewing and revising as needed the Consortium's Governance Procedures and other organisational/governing documents to reflect desired changes to the governance bodies and decision-making processes.

**3) (Re)organise, strengthen and resource the Consortium's operating systems and Secretariat to effectively implement the 5-year strategic plan and decisions of the General Assembly and Council in a responsive and adaptive manner, in light of the regionalisation process and in service of the Consortium's membership.**

*This objective and the following priority actions are guided by the Secretariat's collective commitment to shared leadership, mutual responsibility and accountability, regionalisation and decentralisation, and integration between the regional and global teams.*

This will be done by:

- Producing a synthesis by/in early 2024 of the discussions within the Secretariat up to that point about the Consortium's internal management and operating systems, and developing a concise action plan to put key changes into practice starting in 2024, including:
  - Clarifying and revising as needed the internal structure, roles, responsibilities and ways of working together within the Secretariat;
  - Drafting a framework or key elements of internal policies/procedures for the Secretariat's personnel and core operational arrangements, with context-specific distinctions as needed for individuals and for Members hosting regional coordination teams or other personnel. This will include a continued strong emphasis on value-alignment and commitment of all personnel, flexible and self-directed approaches to work, diversity of lived experience, skills and perspectives, and nurturing intergenerational teams. It will provide for personnel/teams to be reasonably and fairly resourced and supported and will encourage shared leadership and rotation of Members hosting regional coordination teams;
- Integrating and enhancing flexible and responsive forms of peer feedback, support and mentorship within and between all 'teams within the team' in the Secretariat to nurture existing personnel and relationships and to foster next generation leadership, particularly



members of Indigenous Peoples and local communities, on a continuing basis;

- Clearly articulating, harmonising and improving the basic operational arrangements and working conditions of personnel (such as contracting and remuneration, support for skill-building, health and wellbeing) in alignment with our values, principles and unique contexts and our [forthcoming] personnel policies/procedures;
- Developing a plan to innovate, diversify and revise as needed the Consortium's operational/administrative arrangements and legal residence to ensure the Secretariat can operate effectively and efficiently. This should include the necessary flexibility and resourcefulness to accommodate the operational complexity of the membership (such as Members in countries with legal and financial restrictions) and to respond to unexpected operational/administrative challenges without significant interruptions to our collective work;
- Developing a new fundraising strategy/plan rooted in the Consortium's values and principles and conducting regular budget/fund disbursement reviews with the Council to put into practice the Consortium's 5-year strategic plan and provide for our basic operational, management and organisational needs; and
- Continuing collective processes of reflection and learning about the past, present and desired future(s) of the Secretariat's internal culture, systems and structures, and continuing to address key internal challenges and further consolidate and develop the key internal strengths and positive aspects.

**4) Support intergenerational and cross-cultural processes of organisational reflection and learning, including about the Consortium's origins and history, core values, regionalisation and other processes of organisational change, changes in external context, and future visions for the Consortium.**

This will be done by:

- Organising exchanges, peer learning opportunities, and celebrations of the Consortium's origins and history, values and organisational processes such as regionalisation;
- Documenting and communicating about the Consortium's history, values and organisational processes both internally within the association and publicly; and
- Learning from other membership-based organisations and movements about their processes of reflection, learning and change and consider applying or adapting key insights and lessons in our unique organisational context.

## Annex I: Glossary of key terms

**ICCAs—territories of life:** For the ICCA Consortium, ‘ICCAs—territories of life’ is an abbreviation for “territories and areas governed, managed and conserved by custodian Indigenous Peoples and local communities”. This refers to an age-old, widespread, diverse and dynamic phenomenon that has many different manifestations and names around the world. An ICCA or territory of life exists wherever: 1) there is a close and deep connection between a territory or area and its custodian Indigenous People or local community, and this relationship is usually embedded in history, social and cultural identity, spirituality and/or people’s reliance on the territory for their material and non-material wellbeing; 2) the custodian people or community makes and enforces decisions and rules about the territory or area through a functioning governance institution; and 3) the governance decisions and rules and the management efforts of the concerned people or community overall positively contribute to the conservation of nature as well as to community livelihoods and wellbeing. Read [more](#).

**Custodians:** Many Indigenous Peoples and local communities around the world act as custodians, stewards and guardians of the land, water, sky, soil, mineral deposits, natural resources and biodiversity traditionally occupied or used by them. The idea of custodianship/stewardship/guardianship builds on their relationships with their territories, which include cultural, spiritual, and social practices directed towards the protection of natural cycles, ecosystems, species and landscape features. The custodianship role of Indigenous Peoples and local communities is fundamentally different from the mechanism whereby authorities designate areas to be officially ‘protected’ constraining the use of natural resources by regulatory means alone. Being a custodian means “conserving nature willingly, while living with it and from it, and holding it in trust for future generations. In many ways being custodian of a territory is synonymous with governing it – de facto if not also de jure – for the long term, with a sense of responsibility and care” (Borrini-Feyerabend *et al.*, 2010). Read [more](#).

**Self-determination:** The right to self-determination is “the right of a cohesive national group (‘people’) living in a territory to choose for itself a form of political and legal organisation for that territory. It is a collective right of indigenous peoples to freely determine their own social, political, cultural and economic status” (Reyes, 2017). Although self-determination has frequently been associated with the will of a people to obtain secession from the nation-state in which it resides, this is not often the case for Indigenous Peoples. Instead, they often call for forms of autonomy that include ‘internal self-determination’, predominantly aimed at asserting nationhood, sustaining their Indigenous identity, languages and cultural practices, honouring place-based relationships, respecting territorial integrity and maintaining traditional governance structures. Read [more](#).

**Appropriate recognition:** Many territories of life have been seriously harmed or are under threat from a variety of factors. At the root of these problems and threats often lies a lack of appropriate recognition of their existence and values, particularly by external actors such as nation-states. Appropriate recognition, however, is not trivial nor a one-size-fits-all set of procedures. It must be determined by the custodian community themselves as what is most appropriate for them and in support of their self-determined priorities in their context. It does not refer to what national/state governments and other external actors deem as appropriate.

Regardless of good intentions, inappropriate recognition may be worse than no recognition at all, and approaches to recognition should be tailored to the context and the self-determined priorities of the concerned community/ies. Any external recognition should be based on the prior self-recognition and free, prior informed consent of the custodian communities. Arguably the most appropriate form of legal recognition has been proposed as “inalienable, indivisible and imprescriptible collectively-held rights” to an “integral territory” held by the legitimate autonomous governance institution (Borrini-Feyerabend *et al.*, 2010). Collective governance rights ideally are combined with various forms of social recognition. Social recognition can be understood as appropriate public attention, acknowledgement and praise.

Recognition in practice means that the rules and regulations decided by the custodian community are honoured, respected and appreciated by the state administrative authorities and judicial powers. Read [more](#).

**Appropriate support:** Besides appropriate recognition, custodians of territories of life may be seeking various types of political, social, legal, economic and other forms of ‘appropriate support’ – i.e., support that they determine for themselves is the most appropriate for their self-determined priorities in their context. Many relevant actors in society, such as governments, private industry, NGOs and activists may offer support for various reasons, but that support is not always what the custodians want or see as a priority. Those who tend to offer support may have certain kinds of power and privilege and may be determined enough that the custodians may find it difficult to refuse what they offer, and thus end up receiving support that is undesired or inappropriate, if not actively undermining their own priorities. Support organisations that have pre-determined agendas and rigid approaches are usually poorly equipped to understand and engage with the unique governance institutions and culturally diverse approaches of custodians of territories of life. Due to strong power imbalances, even the best-meaning interventions can have unintended detrimental impacts. It is essential that external actors offering support do so in response to requests by the custodian communities and treat them with respect and care. Seeking their free, prior and informed consent (as a minimum standard required by international law, particularly for Indigenous Peoples) is the first step towards developing a fair and reciprocal relationship. In general, appropriate support should be (among other things) direct, accessible, equitable and effective. It should value communities’ internal and local values and resources and support their self-strengthening processes. It could include specific “lenses” for affirmative action for groups who face specific forms of marginalisation within some communities or within society at large (such as women, children, people with disabilities). Read [more](#).

## Annex II: Recap of the organisational change process and timeline in 2023

In 2023, the ICCA Consortium undertook an ambitious process of organisational reflection, revisioning and planning for the future – known in short as “the organisational change process”.

Key steps and highlights from the process in 2023 included:

- **February:** Council’s confirmation to proceed with the organisational change process in 2023, including with the facilitation support of our Member Maliasili with certain parts of the process.
- **March:** introduction to the Consortium’s collective process of organisational reflection, revisioning and planning for the future during our first General Assembly session of the year.
- **April-June:** revival of the collective process to develop the Consortium’s Manifesto, an inspiring and political statement that articulates our shared values and core meaning and reason for being. This was led by the Council of Elders and the Council, and the final session of this year’s General Assembly in June adopted by consensus the [Manifesto](#) as a “living document”.
- **April-July** (in parallel): collective reflection and analysis of the Consortium’s key achievements to date, core purpose and role, internal strengths and weaknesses, and external opportunities and threats; and preliminary identification of the Consortium’s potential areas of focus and overall goals for the next 3-5 years. This included, among other things: review of existing documents (such as the [2020 Member Review](#)); online global-level membership engagement events; interactive polls and opportunities to share views via Loomio (an online consensus-building platform); group meetings; one-on-one interviews with members of the Council, Secretariat and Council of Elders and long-standing funding partners; and region-specific discussions.
- **July-September:** collective reflection and deep-dives into the key internal organisational challenges identified in the situational analysis, focusing on our governance and management systems, and co-development of potential ways forward. This has included (and will continue to include), among other things: several online meetings within and between the Council, Secretariat and Council of Elders; desktop research and interviews with other similar organisations to learn from their experiences; and synthesis of a wide range of discussions over not only the past several months but the past several years.
- **July-September** (in parallel): collective drafting of the Consortium’s new strategic plan (including prioritisation of key goals, objectives and actions) with the Council, Secretariat, Council of Elders and broader membership, building on all the discussions and contributions to date. The working draft was shared in early September with the full membership for feedback. An online membership engagement event in late September synthesised the key areas of feedback received by then and provided an opportunity for the membership to share their views and discuss the draft strategic plan in a global group setting. In several regions, Council members and the Secretariat’s regional coordination teams facilitated discussions with the membership about the draft strategic plan and the governance and management dimensions and in some cases shared written feedback on behalf of national or regional groups.
- **October:** The draft strategic plan was revised, taking into account all feedback received, and shared with the full membership in early October. From 9-13 October, 50 people from the Council, Secretariat and Council of Elders (plus interpreters and facilitators) gathered in Kenya to further discuss, develop and finalise the Consortium’s new strategic plan and related changes within the

Council and Secretariat. Although the Council had the mandate to adopt the new strategic plan on behalf of the association, they decided to approve it as a “working version” on the final day of the gathering in Kenya – welcoming the present members of the Secretariat and Council of Elders to join them in doing so – and to table it for formal approval by the full membership during the next General Assembly (expected at some point between April-June 2024).

- **November-December:** The approved working version of the strategic plan was updated to harmonise the final inputs from the gathering in Kenya and shared with the Council, Secretariat and Council of Elders as the “internal working version”. It was further revised for an “external working version” (the present document) and shared with the membership; this version will be translated, designed and shared publicly in early 2024. The 2024 action plan (coinciding with the first year of the new strategic plan) is being developed collaboratively and will be finalised in early 2024.