



**FSC
INDIGENOUS
FOUNDATION**

GLOBAL STRATEGY 2023 - 2027

FSC Indigenous Foundation
by with and for Indigenous Peoples
Promoting and supporting Indigenous-led
actions and Solutions



WE ARE INDIGENOUS PEOPLES



FSC
INDIGENOUS
FOUNDATION



We are Indigenous Peoples; our strategies and our future actions are shaped by ancestral knowledge, practices, cosmovision, values, and respect for Mother Earth and our past.

We are Indigenous Peoples; we are ancestral guardians of Indigenous-based solutions. We are part of the 500 million brothers and sisters who live, populate, and safeguard Mother Earth. We are part of the 70 million brothers and sisters who make their living in Mother Earth's remaining forests and natural ecosystems.

We are Indigenous Peoples; we are providers of Indigenous-based solutions. We and our forefathers and mothers live on an area that corresponds to one quarter of the planet Earth. We only own a fraction of this land, but we are part of the land, the land owns us, and our way of managing and respecting the land will safeguard everyone's future.

We are Indigenous Peoples; our ancestral knowledge and traditions have driven Indigenous-based solutions for centuries. We and our forefathers and -mothers have been here since the beginning of time. We were here when Leif Eriksson, Christopher Columbus, and many other colonizers thought they had discovered our homelands, Turtle Island. We were here when the Spanish conquistadors arrived on our shores. We were here when Abel Tasman and James Cook thought they had discovered Aotearoa. We were already here when Vasco Da Gama sailed past our lands to discover India.

We are Indigenous Peoples; we are the owners of Indigenous-based solutions. We have managed our lands, waters, forests, and natural ecosystems with resilience and respect, but we have seen empires come and go. We were here when the pharaohs of Egypt built their pyramids and we saw them become ruins. We were here when the Roman Empire developed and later disappeared. We were here when the British Empire laid claim to the entire world, a claim that today is history. We were here, we will be here when time runs out, and our Indigenous-based solutions could be an important part of the solutions to ongoing and future global challenges.

We are Indigenous Peoples; we have built Indigenous-based solutions recognizing and respecting Mother Earth while also safeguarding those depending on it in the past, today and in the future. We have survived so long because we follow the laws of nature and allow ourselves to be guided by nature's inner forces. Long before sustainability became a buzzword, we lived with the conviction to not consume more than we need for our existence. Long before Mother Earth

became a commodity, we understood that nature cannot be raped without it fighting back. Based on ancestral knowledge and traditional natural resource management practices handed down since the beginning of time, we have formed our cosmovision where nature, humans, and the spiritual world stand in a relationship of mutual dependence. That trust must not be violated.

We are Indigenous Peoples; our Indigenous-based solutions could safeguard Mother Earth. Even though in many places we are not recognized as Indigenous Peoples or even as full human beings, we still exist, and we offer our knowledge to those who have the courage to take it in. Nature speaks to us and with our experience and knowledge, we can translate nature's voice to those who dare to listen.

We are Indigenous Peoples; we are not victims even though we have sacrificed much in the course of history. We offer ourselves to be enablers of a shared future where Mother Earth continues to be safeguarded and respected. At the same time, the vision, values, rights,

and cosmovision of Indigenous Peoples are recognized and incorporated into] decisions and investments of businesses, governments, and financial sectors to reduce future risks and amplify inclusive benefits to everyone.

Managed and governed by Indigenous Peoples, the **FSC Indigenous Foundation's** actions are driven by and for Indigenous Peoples. The **FSC Indigenous Foundation Global Strategy** presented in the following pages was shaped by the principles, values, and vision of Indigenous Peoples and their respect for and connection to Mother Earth. When we work to support Indigenous Peoples, we are working for everyone's future.

We are Indigenous Peoples; we are the owners of Indigenous-based solutions to global challenges, and the **FSC Indigenous Foundation** is the global vehicle to design, manage, facilitate, and scale up Indigenous-led solutions through multi-sectoral partnerships.



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EXECUTIVE SUMMARY

Our 2023-2027 Global Strategy was designed to reflect the aspirations of Indigenous Peoples as the drivers of our organization. It provides guidance to the governance, decision-making process, management, and operations towards achieving our mission and strategic objectives by informing our key priorities and plans over the next five years. Our Global Strategy will also shape our Change Management Plan, Fundraising Strategy, and Annual Work Plans.

As an **Indigenous-led organization**, the implementation of our strategy will act to safeguard, enforce, and fulfill our collective values of respect, sharing, and strengthening Indigenous Peoples' spirituality, cosmovision, and efforts towards their long-term goals of self-development, self-governance, and self-reliance. The operationalization of our Global Strategy will cement the consolidation of the values, beliefs, and traditions preserved and passed through countless generations to whom we are connected.

Our **Global Strategy** serves as our institutional and strategic instrument that will guide the **FSC Indigenous Foundation** to become an internationally recognized global Indigenous-led organization working for and with Indigenous Peoples worldwide to create, consolidate, and scale up Indigenous-based solutions. To also serve as catalyzers of Indigenous self-development, self-governance, and self-reliance long-term goals. Our Strategy envisions to contribute to a future where Indigenous Peoples are recognized as providers, agents, guardians, and partners with solutions to global challenges including climate change, biodiversity

loss, natural ecosystem degradation, desertification, and deforestation. Through our actions of forest restoration and conservation, we will help to create and catalyze the enabling conditions to incorporate Indigenous rights, knowledge, values, cosmovision, and holistic management into public and private decisions affecting Indigenous lands, forests, the Arctic, oceans, and other natural landscapes and ecosystems. Guided by our values, principles, and vision as well as committed to be led by our Indigenous partners, also with our partners and stakeholders, we strive to facilitate multi-sectoral collaboration. We rely on this approach for our plans, actions, and investments directed to support Indigenous-led actions to safeguard and consolidate Indigenous Cultural Landscapes and Territories present in the seven Indigenous socio-cultural regions as defined by the **UN Permanent Forum on Indigenous Issues (UNPFII)**.¹

¹ The United Nations Permanent Forum on Indigenous Issues (UNPFII) recognizes the following seven regions in its mandate to work in support of Indigenous Peoples worldwide: Africa; Asia; Central and South America and the Caribbean; the Arctic; Central and Eastern Europe, Russia, Central Asia and Transcaucasia; North America; and the Pacific.

Following Indigenous thinking, our strategy development started with in-person collective learning sessions on the history of the **FSC Indigenous Foundation** since its inception. Moving forward, several face-to-face sessions integrating Board members, our team, and members of the **Forest Stewardship Council (FSC)** and its **Permanent Indigenous Peoples' Committee (PIPC)** focused on connecting to and following Indigenous values and principles. We also created working groups on administration, finance and management, Indigenous governance and inclusion, and technical and programmatic priorities and opportunities. **SWOT (Strengths, Weakness, Opportunities, and Threats)** analyses were performed and combined with data gathering and information review to guide our programmatic, technical, and strategic aspirations. Throughout the different phases of developing our Global Strategy drafts, we consulted Indigenous members representing Indigenous Cultural Landscapes that are part of the seven Cultural regions of the Planet, via PIPC membership, Indigenous partners, and stakeholders to validate and refine our strategy.

Complementary analyses on fundraising, governance, administration and financial management were also conducted during the development of our **Global Strategy**. A more refined change management and fundraising strategy, including a global financial partner mapping, will be finalized by the first quarter of 2023. In addition, a performance measurement framework, combined with **Monitoring-Evaluation Social Learning (MEL)** and **Annual Work Plans**, will guide the implementation of our Global Strategy. By 2026, through our Secretariat support to PIPC, the plans and actions connected to Indigenous forest-based solutions will contribute to Strategy 1 (co-create and implement forest solutions) and Strategy 2 (transform markets) of the **FSC Global Strategy 2021-2026**.

After its final approval by the Foundation Board in the beginning of 2023, we believe that this Global Strategy will serve as a governing, strategic and management guide for our future work aimed at responding to the most critical needs, challenges, and opportunities of Indigenous communities that we serve and support, to allow them to achieve

their self-determined long-term ambitions. However, our strategy cannot be considered a static instrument. It is our intention to adapt it annually to best cope with the dynamic realities and conditions of the Indigenous Peoples' world, as well as the changing context of financial, operational, and management results of the **FSC Indigenous Foundation** as an Indigenous-led global organization driven by, for, and together with Indigenous Peoples.

This document represents an important transition phase from the engagement of almost three decades of Indigenous Peoples with FSC by paving strategic and programmatic pillars to promote a more respectful approach to Indigenous knowledge, culture and holistic vision with Indigenous communities worldwide beyond forests and more connected to an Indigenous Cultural Landscape within a

context of Indigenous traditional resource management practices and territorial governance. We are proud to present the FSC Indigenous Foundation Global Strategy 2023-2027 to our governing members, Indigenous partners, financial partners and donors, technical and strategic partners, and other stakeholders. We look forward to working with you on concretizing Indigenous Peoples as providers of solutions, and as key actors to fight global challenges and promote inclusive and rights-based development for everyone with protection and respect for **Mother Earth**.

Anders Blom
Board Chair

Francisco Souza
Managing Director



OUR INDIGENOUS WAY TO THINK, ACT, AND INTERACT



The FSC Indigenous Foundation Global Strategy was developed following an Indigenous perspective driven by Indigenous values, vision, principles, ancestral knowledge, and traditional practices connected to Mother Earth. It was also shaped to respond to key challenges and opportunities faced by Indigenous Peoples to achieve their self-development, self-governance, and self-reliance. Driven by this perspective, the way of developing our five-year Global Strategy differs from traditional organizational planning because our cultural and traditional way of thinking, acting, and interacting do not fit into a predetermined Western tradition of thoughts, organizational management, or governance.

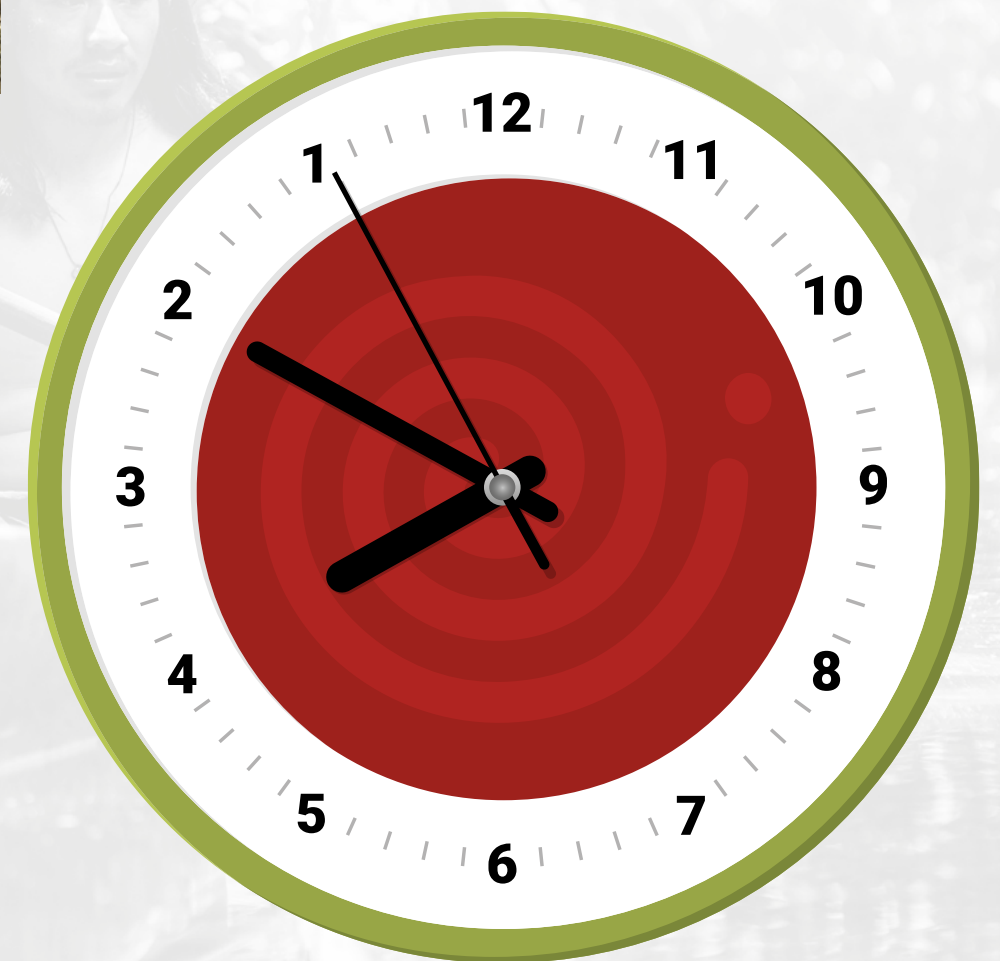
The FSC Indigenous Foundation Global Strategy does not follow a Western traditional model of thought that is illustrated by mechanical and linear metaphors. Using that model, successful business development is always described in a linear perspective where the speed of getting from position A to position B is a measure of efficiency and success. The mechanical and linear models of organizational development and planning do not prevail in the Indigenous traditions, cultures, and practices. Rather, a circular model of thinking, acting, and interacting prevails. Getting from position A to position B preferably takes place in a circular motion to be able to reflect efforts on the way to achieve and build on consensus and collective vision, where speed is not a measure of efficiency. A reflected goal

and fulfillment of collective consensual outcomes based on nature's own circular tradition are more important measures. Perhaps one can say that an appropriate metaphor for this nature-based circular tradition is the DNA spiral, which also follows a circular pattern. This flow of Indigenous strategic thinking guided the development of the FSC Indigenous Foundation Global Strategy. Our Global Strategy was also shaped by the fact that within different Indigenous groups, there are different philosophies about life and the interconnection of life with nature. Sometimes we call this a cosmovision. In India, the Indigenous Peoples call themselves Adivasi. The Adivasi claim to possess a way of life that is different from that of the majority society, that follows nature's cyclic existence.

They have also found that the modern metaphor of a clock is not correct because nature has a counterclockwise movement. The earth and planets go around the sun in this way. Similarly, many of their human actions from birth to death, as the Adivasi believe, go counter-clockwise. For example, during a wedding the new couple goes around the center of the village in three counter-clockwise rounds or after death before placing the body in the grave the corpse is taken three rounds around the grave counter-clockwise. As a symbol of the Adivasi/Indigenous Peoples philosophy of life, they have designed a clock that goes counter-clockwise.

Many Indigenous Peoples, as the Adivasi, believe that human actions naturally follow the way of nature tell a different perspective. The rat race of economic gains following the Western thought tradition has brought the world to a tipping point where only a new centric based lifestyle can save the planet. To comply with our vision, ambitions, and origins, the FSC Indigenous Foundation Global Strategy did not follow a linear thought process. We adopted the DNA spiral as

our model of strategic thinking. We united the circular pattern with a driving force because the DNA spiral in its circular movement also moves itself and life forward. We also combined a holistic and cosmovision perspective as part of our effort to identify strategic areas, actions, priorities, target scopes, and investments to be executed and implemented by our organization in the coming years as detailed in the following sessions.



I. ABOUT OUR GLOBAL STRATEGY

Our purpose is to serve as a global Indigenous-led strategic, technical, operational, and financial branch to work for and together with Indigenous Peoples by supporting their self-development, self-governance, and self-reliance long-term goals through Indigenous-based solutions, multisectoral alliances, and finance.

From June to December 2022, we developed our 2023-27 Global Strategy in line with our Indigenous strategic thinking Indigenous values, cosmovision, and principles. The development of our Global Strategy also assumes that our Indigenous partners have inhabited territories marked by a delicate ecosystem balance that has supported the sustainable development of these peoples for thousands of years. Our Global Strategy actions and operational cycles aim to respond to challenges and priorities faced by targeted Indigenous partners. The sustainability of our Global Strategy and long-term commitment to Indigenous Peoples worldwide are fundamental to ensure our institutional growth. This growth will be catalyzed by building and maintaining trust and legitimacy with our Indigenous partners, while also establishing long-term multi-sectoral partnerships. We are committed to effective management mechanisms of transparency, accountability, participation, inclusion and setting protocols and policies. As well, we will practice Free, Prior and Informed Consent (FPIC) to safeguard our reputation in regions and countries where we have activities while also respecting the rights of Indigenous Peoples.

Over a six-month period, we developed our Global Strategy through five phases. First, our Senior Leadership Team started by recruiting an international consulting firm to facilitate the strategy development, as well as to consult on and revise key documents and regulations to guide our governance, management, priorities, plans, and overall future growth. In phase two, we developed the first draft together with our fund-raising and change management plans, by conducting in-person and virtual workshops with Board members, the Chairperson of the FSC Permanent Indigenous People Committee (PIPC), FSC Indigenous Foundation Senior Leadership Team, and FSC Managing Director. Phase three included sessions with PIPC representatives of eight subregions of the planet (Anglophone Africa, Francophone Africa, Asia, Oceania, Europe, Russia, Central America and Mexico, and South America) to validate and incorporate feedback into our strategy and plans. Phase four introduced the second draft of the strategy to our Indigenous Peoples partners, PIPC Chairs, FSC, and strategic partners, developed by our Executive Committee. In the final step of developing our Global Strategy, a consultation, validation, and approval process was conducted with the FSC Indigenous Foundation

PHASE 1 • PLANNING AND PREPARATION

- Planning process by FSC IF Senior Management Team
- Reviewing key governing & management documents and regulations

PHASE 2 • DESIGNING AND DEVELOPING THE STRATEGY

- Strategic development sessions
- Competitiveness analysis
- Governing and management dialogues
- Change management plans
- Fundraising strategy

RESULTS: Drafts Strategy and Plans

PHASE 5 STRATEGY APPROVAL & LAUNCHING

- Board consultation and approval
- 2023 Annual Work Plan
- Launching, communication & visibility

RESULT: 5-year Global Strategy

PHASE 4: STRATEGY VALIDATION

- Executive Committee and FSC IF team sessions
- Consultation and validation workshop with Indigenous and strategic partners

RESULT: Draft Strategy 2.0

PHASE 3 INDIGENOUS CONSULTATION

- Consultation sessions with FSC Permanent Indigenous Peoples Committee of four regions of the Planet
- Draft validation and feedback

RESULT: Executive Committee for Draft Strategy 2.0

5-PHASES STRATEGY DEVELOPMENT

Board per internal regulations. Upon final approval of the Global Strategy and Plan, a launching and communication plan will be designed to disseminate the results across different sectors and to strategic partners worldwide.

Our Global Strategy was developed to guide and align the actions, operations, and governance of the FSC Indigenous Foundation toward achieving our strategic objectives as well as to promote common goals and shared interests with Indigenous Peoples worldwide. It provides us a roadmap for the coming five years on how we will work for,

with, and led by Indigenous Peoples to facilitate multi-sectoral collaboration and efforts to assist them to achieve self-development, self-governance, and self-reliance. This will largely be achieved by developing, negotiating, and promoting multi-sectoral partnerships to support our strategic objectives. It will help us to shape the development of new plans, programs, projects, and initiatives by making informed and strategic decisions of how, where, what, when, and with whom to invest our human resources and capital. As well, to also implement an approach to amplify and consolidate the

financial resilience of our organization by diversifying our portfolio of partners and sources of revenues. It will also serve as a management tool on how we will measure the FSC Indigenous Foundation's progress and performance over time through collective social learning, adapting management plans, and implementation of technical and financial reporting schemes to keep our strong accountability and transparency principles, and guide the overall future growth of our organization.

II. FSC INDIGENOUS FOUNDATION

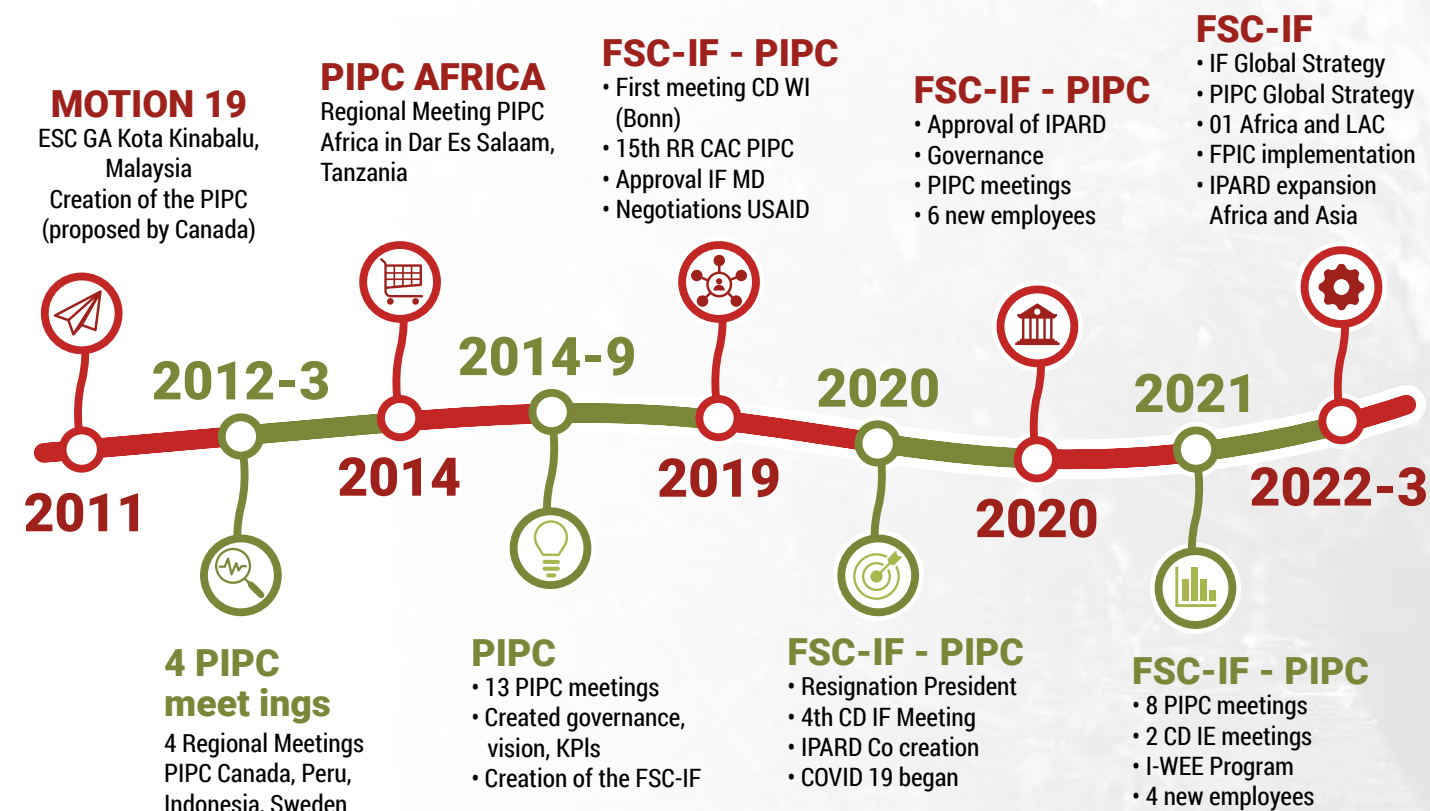
We are a global Indigenous-led entity with a mission, values, and actions driven by, for, and with Indigenous Peoples.

The **FSC Indigenous Foundation** is an **Indigenous-led global organization** registered as a non-profit private foundation in the Republic of Panama, as of February 6, 2018. Since its establishment, our work has been to serve Indigenous Peoples' communities and partners in achieving their long-term goal of promoting sustainable self-development of their forests and landscapes in line with their knowledge, ancestral rights, and cosmovision as traditional pillars for their self-governance and self-reliance objectives.

Since its establishment, the **FSC Indigenous Foundation** has gradually consolidated a partnership network with Indigenous Peoples' organizations (IPOs) and Indigenous communities that today reaches over 48 countries worldwide. Strategically connected to the FSC, through our role to serve as Global Secretariat to PIPC, we have provided technical, operational, and strategic support to a global Indigenous membership representing Indigenous Peoples of 10 subregions of the planet (Anglophone Africa, Francophone Africa, Asia, Oceania,

Europe, Russia, Central America & Mexico, South America, USA, and Canada).

Headquartered in Panama City in the Republic of Panama and with a Regional Office for Africa and Asia located in Nairobi, Kenya, our team is comprised of 21 staff are dispersed across 6 countries. With women representing close to 60 percent of our team, our Global Strategy set the ambitious goal of achieving at least 50 percent of our staff as self-identified Indigenous members by 2025. We aim to expand the number of Indigenous



Board members from 80 percent today to 100 percent by 2026. By integrating an Indigenous-led and Indigenous inclusion approach into our operations and human resource management, as well as our decision making and governance processes, we reflect internally within our organization the Indigenous communities and partners that we aim to serve and support.

While aligned with FSC's vision of resilient forests to sustain life on Earth and the critical role of Indigenous Peoples' rights, our work also aligns with the principles and objectives of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This alignment provides the basis for our target objectives to support and scale up Indigenous-based solutions, facilitate multi-sectoral alliances, and promote innovative financing to catalyze and strengthen Indigenous self-development, self-governance, and self-reliance. The Indigenous Peoples Alliance for Rights and Development (IPARD) and the Indigenous Women and Girls Economic Empowerment (I-WEE) global Programs, which have been implemented since 2020 with support from the USAID and FSC together with a network of IPOs and strategic partners worldwide, have reproduced the vision and objectives of the FSC Indigenous Foundation of working toward co-developing, supporting, and catalyzing Indigenous based solutions and Indigenous-led actions.

Despite being a young organization of just four years, we have built relevant strategic connections to Indigenous Peoples' networks present in all regions of the planet, governmental agencies, and multi-lateral organizations such as United Nations (FAO, ILO, UNDP, and UN Women). Through Indigenous-led

programs and projects, as well as granting mechanisms, we are working with regional Indigenous Peoples' organizations (IPOs) representing 48 countries in Africa, Asia, and Latin America.



Our connection with FSC

The historical context of the creation of the **FSC Indigenous Foundation** connects us to the **Forest Stewardship Council (FSC)** and its **Permanent Indigenous Peoples' Committee (PIPC)** through common interests and commitment to forest conservation, sustainable forest management, Indigenous Peoples, and their rights. While being connected strategically to FSC and PIPC as the institutional motors behind our establishment, we maintain independence as an international organization registered in the Republic of Panama. Our Global Strategy 2023-2027 inaugurates a new phase toward our institutional, operational, and financial growth which will gradually reshape the connection with FSC and PIPC objectives and missions. The historical layers of interface between these three institutions are summarized in the figure and detailed descriptions below.

Since our establishment in 2018, our continuing and growing engagement and partnership with Indigenous Peoples worldwide, our collaborative work and dialogues with public and private organizations, and financial and strategic partners, have created the opportunity to diversify our forest-related objectives by integrating a more holistic and cosmovision perspective on how Indigenous Peoples manage and govern their territories. Moreover, the UNFPII principles and guidance on Indigenous finance, climate action, biodiversity conservation, and desertification call for the importance of recognizing and incorporating the diverse landscapes managed by Indigenous Peoples – including forests, oceans, deserts and drylands, the Arctic, savannas, and other landscapes. Any solution to ongoing global challenges, such as bioni-

versity loss, deforestation, and the climate crisis, will fail without the effective participation of Indigenous Peoples and their Indigenous-based solutions, knowledge, and sustainable management of diverse landscapes and ecosystems worldwide. (More information in the Appendix).

These components are the basis for the proposed Indigenous Cultural Landscapes in our Global Strategy. On the other hand, our strategic relationship with FSC makes the Indigenous Foundation a unique organization. There is no similar organization today, led by Indigenous Peoples and connected to a well-reputed and market-leading certification system. Another of our strengths is the connection to the PIPC and its underlying member organizations representing all regions of the planet. Regardless of the further development of FSC Indigenous Foundation, it will be important and strategic to maintain this relationship with the FSC. There is a long tradition within FSC of incorporating the rights of Indigenous Peoples into its national standards and principles, as well as within FSC governance and decision-making. Indigenous Peoples were involved in both the organization's creation and certification system when it was established almost 30 years ago. As the organization grew, Indigenous issues moved to the side of the organization's mainstream. To restore FSC's commitment to Indigenous Peoples and scale up the engagement with Indigenous Peoples worldwide, the Permanent Indigenous Peoples Committee (PIPC) was formed in 2013 as a result of a unanimously decided motion at the General Assembly in Kota Kinabalu in 2011.

In addition to serving as Advisory Committee to the FSC Board, the PIPC

has provided opportunities to promote cross-sectoral dialogues and Indigenous engagement on the importance of sustainable forest management within Indigenous territories. With Indigenous members representing 10 sub-regions of the planet, the PIPC has also contributed to the development of the concept of Indigenous Cultural Landscapes in FSC. This is a way of incorporating a more holistic and integrated approach to promote forest management, Indigenous forest-based business, and ecosystem services within Indigenous lands and forests.

To achieve the PIPC's strategic objectives with FSC, it was identified that a secretariat unit was needed. After negotiation with the FSC Board, the FSC Indigenous Foundation was established as an independent entity. Its headquarters are in Panama, but it is administratively and strategically connected to the FSC family to provide operational and technical support to the PIPC while also expanding the engagement and partnership with Indigenous Peoples worldwide. In the context of our Global Strategy, the PIPC is planned to serve as a global Indigenous advisory body to the FSC Indigenous Foundation, linked to Indigenous Cultural Landscapes and Market Development by providing guidance on Indigenous forest-based solutions, sustainable forest management, forest certification, and the FSC system. When establishing our organization, FSC AC² and the PIPC

² FSC Asociación Civil (FSC A.C.) is a membership organization located in Mexico and is the mission driven global mother organization of FSC. FSC A.C. through its Board of Directors, management and daughter organizations is responsible for pursuing the mission and purposes of FSC in line with the decisions of the General Assembly. The mission of FSC is to promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests.



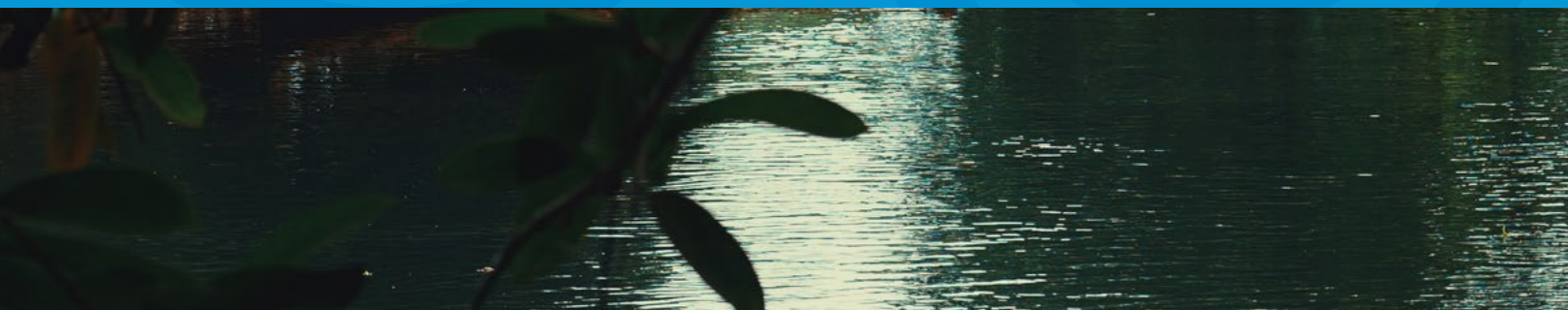
agreed that the FSC AC should initially be financially and legally responsible for the FSC Indigenous Foundation and make it duly accountable to the FSC AC and PIPC through a Foundation Council. The Council was established as an independent body with the right to make decisions for the Foundation on all issues of substance, including finances, strategy, and human resources. Exceptions to this autonomy are issues that may mean that FSC AC is exposed to a significant financial, legal, or reputational risk.

Initial agreements between FSC AC and PIPC stipulate that the FSC Indigenous Foundation would achieve a higher degree of independence within a period of 3-5 years. This process will take place when the FSC Indigenous Foundation achieves its organizational growth and until then, FSC AC will continue to provide financial support for the Foundation's optimal growth and sustainability. A transition legal framework and a transition strategy will be incorporated into the change management plan of our strategy to provide and regulate the autonomy transition of the FSC Indigenous Foundation. Operationally, it is becoming evident that the FSC Indigenous Foundation, with the support of FSC AC and FSC Global Development GMBH, has already initiated this transition towards higher independence.



III. OUR VALUES AND PRINCIPLES

At the **FSC Indigenous Foundation**, our Indigenous Board and staff came together over a series of months to integrate their spirits and build common ambitions and institutional commitment to design and cultivate the core values and principles of our organization. These values and principles are the motors guiding our plans, actions, and partnerships within our operations, decision-making, and governance and externally guide and cultivate our long-term relationships with our Indigenous partners, strategic partner organizations, financial partners, governments, the private sectors, and other stakeholders.



Our values and principles are reproduced in our **Charter and Operations Manual**, policies, and **management protocols** guiding our annual and **multi-annual business and management cycles and plans**. These documents allow our governing board and all members of our team to understand and contribute to the purpose and values to which we are committed. The same group of documents will allow us to measure our success in achieving our mission and strategic objectives. Our values and principles are also the basis for our decision-making process and respect for Indigenous rights, knowledge, values, principles, and ancestral resource management practices.

Indigenous Values

Our values were developed to reinforce our ancestry and our past, from which:

We are committed to work driven by our values of being guided by and supporting Indigenous Peoples' values of:



In the process of developing our guiding values, we recognized the institutional and political fact that, even as an Indigenous-led organization, we cannot represent the political voices of Indigenous Peoples. Our values should serve as governing and management tools to ensure that our ambitions to act as their strategic, technical, and opera-

tional facilitators are aligned with their own values. The diversity of Indigenous Peoples and their landscapes also brought challenges to incorporate the many cultures, languages, livelihood systems, and contexts of Indigenous partners and communities where we have worked, lived, and established partnerships in the past years and plan to grow in the

coming years. Given this diversity and these challenges, our values reflect our ambitions and objective to serve and to be connected to Indigenous Peoples. In the coming sections, we will detail how those values will be operationalized, communicated, and embraced by our governance and staff.

Indigenous Principles

Our organizational principles express the operational ideals that we strive to follow and enforce at the **FSC Indigenous Foundation**. They were designed and agreed upon to shape our operational and management practices, guide our decision-making and governance, and set the fundamental conditions for our partnership models. These principles also help us to integrate international principles established in legal frameworks that we are committed to follow, such as the UNDRIP and ILO Convention 169.

We established our management and governing principles based on our traditions of caring, sharing, managing, and governing practices that guide and direct the conduct of individuals and our families, communities, and nations. Our principles are meant to assure a strong frame for continuous activity, and should be revisited as our plans and actions are implemented and future planning takes place.

In line with and being guided by our two core values, we operate, manage, and govern the FSC Indigenous Foundation following four principles:

RESPECT AND RECOGNITION

Our actions respect and recognize the cultural, spiritual, traditional, identify, and landscape diversities and customary and rights for self-determined development peoples and communities.



TRUST

We drive our actions and partnerships guiding by commitment to trust- building and long-term reciprocal adopting transparent, accountable, and shared commitments and values guided by our ancestors and traditions.

DIVERSITY AND INCLUSION

Our promote diversity and inclusion in all interactions and across all aspects of our organization. We use our Indigenous cosmovision and practices to prevent any type of racism, discrimination, violence and oppression.

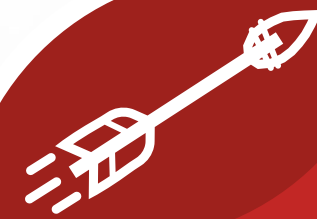


EQUITY

We promote and value actions and efforts to produce more equitable, diverse, and inclusive results and collective benefit-sharing with equal balance and respect to cultural, gender, ecological, and traditional diversities.

Our Mission and Vision

Despite seeing gradual progress on the recognition of Indigenous Peoples' rights and contribution to fight against global challenges, such as climate change, biodiversity loss, and ecosystem degradation, institutional analysis developed for our global strategy exposes the persistent challenges to effective recognition of Indigenous Peoples. These aspects and challenges are reflected in our mission and vision.



OUR MISSION

We work to elevate Indigenous Peoples in their contribution to the protection of Mother Earth and recognize them as providers of solutions and partners to fight against global challenges.

OUR VISION

We envision a future where Indigenous-based solutions and Indigenous-led actions generated within one quarter of the Planet safeguard everyone's future and the Mother Earth.



Operational Guidelines

Guided by our principles and values, our **Global Strategy** operations and implementation aim to establish long-term partnerships with Indigenous communities driven by, for, and with them. We seek to work closely with them, by facilitating the development, implementation, and management of Indigenous-based solutions and Indigenous-led actions through multi-sectoral partnerships, to make a positive impact on Mother Nature and contribute to the Indigenous long-term goals of achieving self-development, self-governance, and self-reliance. Through a continuous process of co-creation, adaptive management, and Indigenous-led decision-making, we

incorporate our Indigenous partners and clients into our operations. We connect our actions, programs, projects, and initiatives to Indigenous Cultural Landscapes that connect to the Indigenous ancestral vision. This vision considers human beings and nature as integral parts of a whole which shapes and compels their ways of seeing, interpreting, governing, and managing with respect for Mother Nature.

In developing our strategy, we recognized that the operationalization of our guidelines and values guiding the **FSC Indigenous Foundation's strategy** should be consistent with the diversity of Indigenous Peoples and their territo-

ries worldwide. We ideally aim to create a portfolio of Indigenous-led programs, projects, and initiatives present in countries in the seven socio-cultural regions as established by the **UN Permanent Forum on Indigenous Issues (UNPFII)**. Our operations and actions connect to and support the principles and guidelines from the seven Indigenous Leaders part of the UNPFII, on direct access funding for Indigenous Peoples' climate action, biodiversity conservation, and fighting desertification for a sustainable planet.

In this context, together with our governing board and team, we developed two integrated approaches and six operational guidelines for implementation to

achieve the mission and strategic objectives connected to our Global Strategy as detailed below.

First, we aim to design and execute the organizational and change management plans we developed, which include operational pillars of governance, management, finance, and administration. Our team members should act as engines, guardians, and ambassadors of our values, principles, vision, and mission. Together with the target goal of achieving at least 50 percent of our team as self-identified Indigenous employees, our strategy will

promote actions for creating a collective commitment to Indigenous values, principles, and culture as part of our human resource assets. Our management and operations shall be guided by Indigenous management approaches and practices, which could contribute to catalyze and strengthen the management capacity of our Indigenous partners in finance, administration, program development and other areas. Finance and management systems will be strengthened and incorporated into our decision-making, operations, and governance to comply with international

standards of transparency, accountability, reporting, and management practices. Finally, to achieve our mission, strategic objectives, and target goals, the implementation and management of our Global Strategy will be framed by annual and multi-year work plans with allocation and operationalization of human, financial, and cultural resources based on Indigenous-led priorities, actions, and plans.

VISION ON STRATEGY IMPLEMENTATION AND MANAGEMENT



During the second phase of developing our five-year Global Strategy, in our virtual and in-person sessions conducted since June 2022, we evaluated the establishment of six operational and management principles to guide the FSC Indigenous Foundation plans and actions, in addition to our values and principles.

- 1) A transition planning principle to create the basis for our operations, management, decision-making, governance, and Indigenous-led program management and development.
- 2) Evaluation and monitoring actions to be executed along with our annual and multi-year planning execution.
- 3) Executing our strategic actions and operations to be carried out by learning and adapting over time.
- 4) Building on the previous steps, our actions and operations will continue to be guided by adaptive and inclusive management approaches, which allows us to adapt our plans over time to maximize impact and performance, as well as to incorporate Indigenous Peoples' vision into our decision-making processes and operations.
- 5) Operational and management principles of compliance and respect of FPIC are, and will continue being, essential drivers to develop, negotiate, facilitate, and implement programs, projects, and partnerships as well as finance and management.
- 6) Management principles align with the vision of the FSC Indigenous Foundation to serve as a global Indigenous-led entity conducted by, for, and with Indigenous Peoples. That vision demands new models of partnerships with multisectoral organizations led and guided by Indigenous Peoples' principles and vision and co-created with them.

The implementation of our strategy aims to concretize, scale-up, and consolidate that vision aligned with the principles and guidelines for Indigenous finance established by the seven Indigenous members of the UNPFII.





IV. STRATEGIC APPROACH AND PROGRAMMATIC AREAS

Strategic Approach

To achieve their long-term goals of self-determined development, self-governance, and self-reliance, Indigenous Peoples face fundamental constraints related to finance, capacities, and effective spaces and mechanisms to enhance their visibility and influence public and private spaces through advocacy. Our Global Strategy responds to these needs through designing and implementing strategies, plans, and actions to assist Indigenous Peoples partners to overcome those three major constraints.

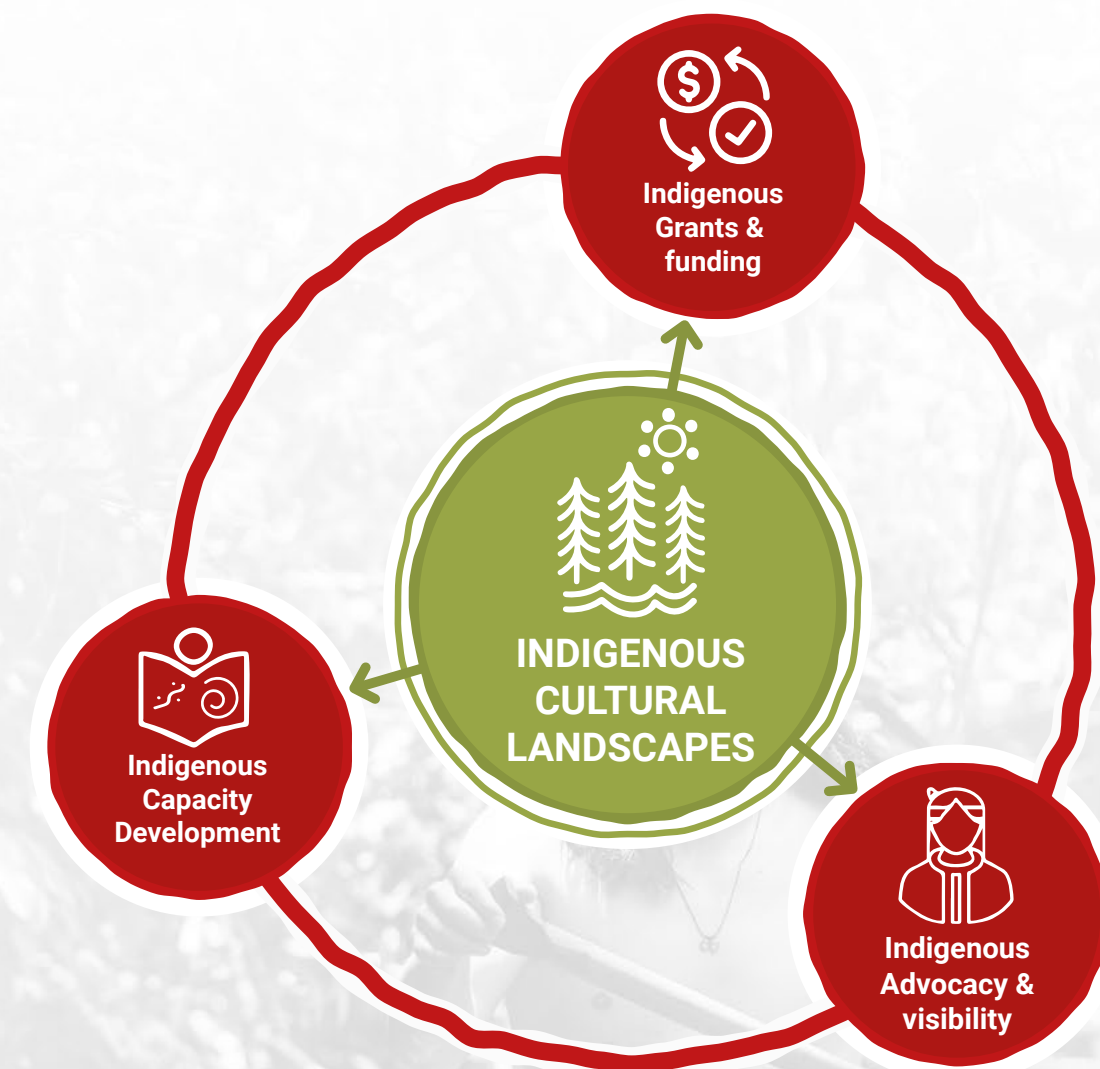
The **three core** constraints faced by Indigenous Peoples and detailed above are the main barriers to facilitate, catalyze, and scale-up Indigenous-based solutions, Indigenous-led actions, and direct access to funding by Indigenous Peoples. Our executive working group integrated three main objectives designed with the assumption of a theory of change that Indigenous-led actions and Indigenous direct access funding are enhanced when:

- Flexible and Indigenous-adapted grants and funding are co-designed and implemented.
- Management, organizational, and other required capacities of Indigenous Peoples are enhanced and connected to Indigenous knowledge and exchange.
- Political incidence, advocacy, and visibility of Indigenous Peoples improves so the impact and scale of Indigenous-led actions and Indigenous funding projects positively influence public-private decisions.

The successful management of critical constraints for piloting and scaling-up Indigenous-led actions and Indigenous-based solutions through directly managed funding will depend on the development of multi-sectoral and collaborative funding and financing approaches. The failure to implement the COP26 \$1.7 billion pledge is an example of lack of integrated stakeholders. The FSC Indigenous Foundation is the implementing agency for the IPARD Program, supported by USAID, FSC, and the private sector.

IPARD has served as an innovative Indigenous-led funding model designed by Indigenous Peoples and managed by, for, and with Indigenous Peoples regional networks of Africa, Asia and Latin America. Through IPARD, we have also facilitated opportunities for dialogues, communication, coordination, and integration among financial partners, and between financial partners and Indigenous Peoples' organizations (IPOs).

We will apply our experience facilitating communication and coordination between IPOs, financial partners, and stakeholders through our multi-sectoral collaborative funding approach implemented in the past three years. We will reframe our programmatic areas within our new Global Strategy to best respond to the three components of our strategic approach detailed above while also encompassing our core arena, **Indigenous Cultural Landscapes**.





CORE ACTION AREA: INDIGENOUS CULTURAL LANDSCAPES

Forests were one of the central motivations in the creation of the FSC Indigenous Foundation. The FSC and the PIPC as its Indigenous advisory body have committed to value forests and recognize and protect the rights of Indigenous Peoples toward promoting a sustainable forest economy, biodiversity conservation, and responsible forestry businesses. Since 2018, we have contributed to the mission and objectives of the FSC and the PIPC and will continue to focus on Indigenous forests as part of the Indigenous Economy and Finance and Indigenous Sustainable National Resource Management programmatic areas, from which we will contribute to strategies 1 and 2 of the FSC Global Strategy as outlined previously.

In 2016, Indigenous members of FSC introduced the concept of Indigenous Cultural Landscapes (ICL) into the FSC system to best accommodate the vision of Indigenous Peoples in managing their forests. ICL were defined as “living landscapes to which Indigenous peoples attribute environmental, social, cultural, and economic value because of their enduring relationship to the land, water, flora, fauna and spirit, as well as their present and future importance to their cultural identity. An ICL is characterized by features maintained through long-term interactions based on land-care knowledge and adaptive livelihood practices.” From this perspective, ICL emerges as a transversal programmatic area to guide and incorporate a holistic territorial approach into all our programming areas to be implemented from 2023 to 2027. We aim to develop and pilot economic and financing Indigenous-led actions within a territory of 1 billion hectares worldwide.

Working to operationalize the ICL concept, we have incorporated ICL into the IPARD Program as a framework to recognize the holistic and diversified portfolio of economic options managed by Indigenous Peoples in their territories, which include forests and non-forest sectors as well as ecosystem services and other Indigenous resource management practices. In our engagement with regional IPOs

representing Indigenous communities managing a territory of over 900 million hectares with close to 400 million hectares of forests in the tropical region alone, we have co-developed cross-regional and regional Indigenous-led projects to support Indigenous-led actions and projects through Indigenous-led financing at national and community levels. In our dialogues and exchanges with regional IPOs of tropical countries, we have found opportunities to connect Indigenous financing mechanisms and ICL as a way to co-develop, pilot, and scale-up Indigenous economic models and Indigenous-led actions and projects. In Central America, we are in the process of co-designing a regional agenda on Indigenous forests and sustainable Indigenous landscapes together with governments, CSOs, multilateral agencies, and IPOs. In Africa, together with regional IPOs representing 22 countries, we will be promoting analysis and multi-sectoral dialogues to evaluate the role of climate finance, forests and other land uses in

Indigenous landscapes in the region. At the global level, an Indigenous Economic Working Group will engage companies, academia, multi-lateral agencies, governments, and investors on innovative mechanisms to address critical constraints of Indigenous economies within target Indigenous Cultural Landscapes in Africa, Asia, and Latin America.

STRATEGIC THEME 1: INDIGENOUS-LED GRANTMAKING



The **IPARD** and **I-WEE USAID-FSC-funded Programs**, are innovative global Indigenous-led financing mechanisms, and serve as a catalyst model to enhance our experience of designing, piloting, and managing multiple models of Indigenous-led grantmaking collaboratively with regional and national IPOs. By reducing transaction costs and risks to financial and donor partners, the FSC Indigenous Foundation has developed Indigenous-led grant making instruments to promote Indigenous-led funding management by balancing learning-by-doing and de-risking management approaches.

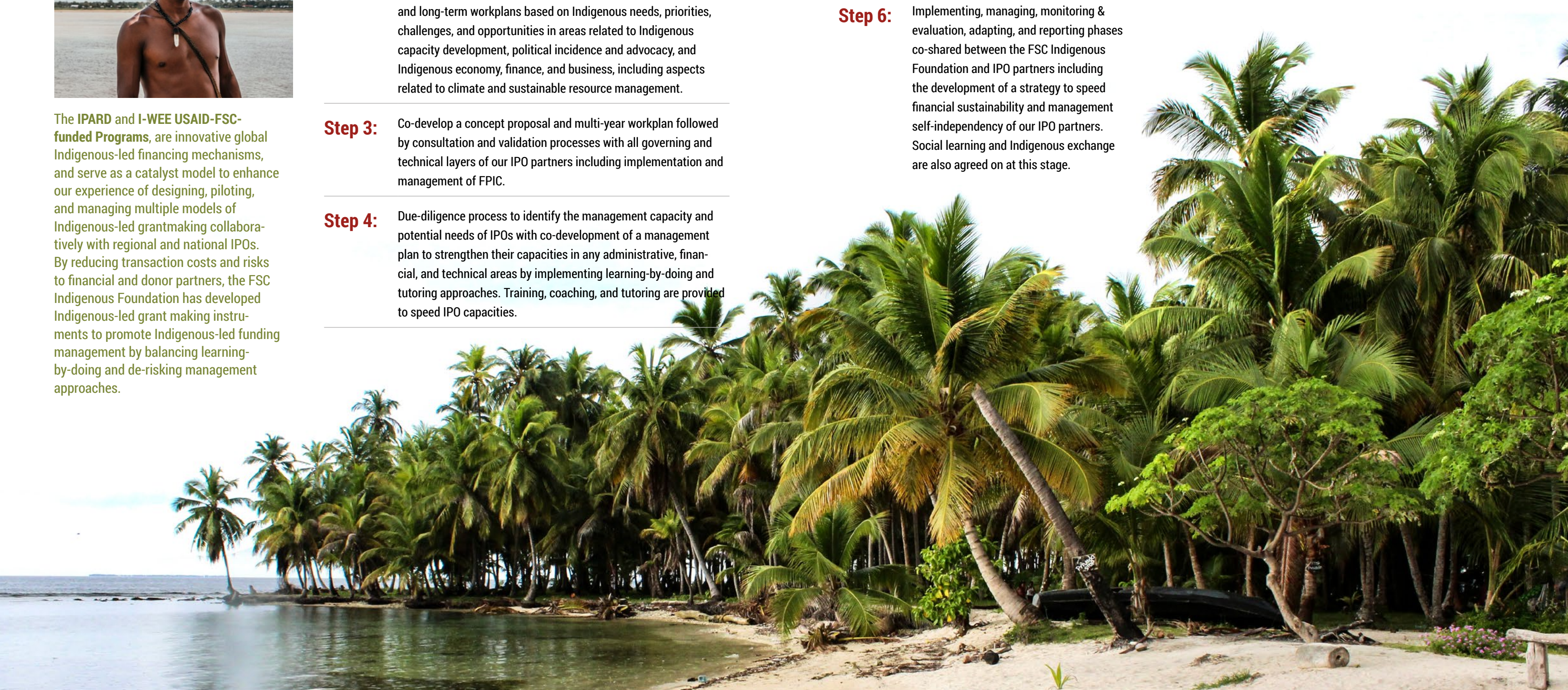
Our approach includes six steps:

- Step 1:** Perform a country and regional analysis guided by a set of criteria linked to our programmatic vision, objectives, and results to anticipate risks and likelihood of success and scale with investments in areas related to Indigenous Peoples.
- Step 2:** Conduct a series of collaborative sessions, led by our Indigenous partners with our technical and strategic support, to design short- and long-term workplans based on Indigenous needs, priorities, challenges, and opportunities in areas related to Indigenous capacity development, political incidence and advocacy, and Indigenous economy, finance, and business, including aspects related to climate and sustainable resource management.
- Step 3:** Co-develop a concept proposal and multi-year workplan followed by consultation and validation processes with all governing and technical layers of our IPO partners including implementation and management of FPIC.
- Step 4:** Due-diligence process to identify the management capacity and potential needs of IPOs with co-development of a management plan to strengthen their capacities in any administrative, financial, and technical areas by implementing learning-by-doing and tutoring approaches. Training, coaching, and tutoring are provided to speed IPO capacities.

Step 5: Design a specific grant mechanism adapted to the specific context, capacities and needs of the IPO partners including the de-risk mitigation to be assumed by the FSC Indigenous Foundation to comply with all policies, regulations, and requirements from the financial partners.

Step 6: Implementing, managing, monitoring & evaluation, adapting, and reporting phases co-shared between the FSC Indigenous Foundation and IPO partners including the development of a strategy to speed financial sustainability and management self-independency of our IPO partners. Social learning and Indigenous exchange are also agreed on at this stage.

We will continue to build on this approach to pilot and scale up Indigenous-led grantmaking over the coming five years. Informed by our experience and collective social learning with Indigenous partners, we will expand our engagement with public-private financial partners and the philanthropic sector to support long-term Indigenous-led funding relationships with our Indigenous partners through continuous cycles along all phases of program and funding development, negotiation, implementation, and reporting.



STRATEGIC THEME 2: INSTITUTIONAL AND ORGANIZATIONAL STRENGTHENING

Indigenous Peoples have proven that ancestral natural resource management practices serve as the most effective strategies to manage and guard the territories and natural landscapes where important biodiversity, natural ecosystems, carbon, and other natural assets of the planet are found. Yet, they have expressed the need to improve their skills and knowledge in other areas including finance, organizational management, and administration. On the other hand, governments, financial partners, businesses, and other stakeholders lack a good understanding of Indigenous knowledge, ancestral resource management practices, and Indigenous culture, traditions, and livelihoods that are critical to fight ongoing climate challenges. By acting as a facilitating hub, the FSC Indigenous Foundation has built up and engaged multi-sectoral partners to develop and facilitate capacity development actions and social learning exchanges with Indigenous and non-Indigenous stakeholders through workshops, fellowships, Indigenous North-South exchanges, mentoring, and other social learning approaches. Since 2020, a total of over 1,500 participants representing Indigenous and non-Indigenous organizations of 42 countries have engaged in 26 capacity-development related activities promoted by the FSC Indigenous Foundation or co-hosted with some of our strategic partners

including USAID, the White House Council on Native American Affairs, UN Agencies, Civil Society organizations, Government agencies, universities and research centers, companies, and Indigenous organizations. Among other areas, we have supported, or co-hosted capacity development and social learning related activities in multiple interest areas of Indigenous Peoples. These include climate change, Indigenous rights, sustainable resource management, Indigenous economies, ecosystem services, political incidence and advocacy, women's economic empowerment, Indigenous communication, water resources, and sustainable tourism.

The FSC Indigenous Foundation is in the process of developing an Indigenous Organizational Capacity Assessment tool to guide strategies and plans to best cope with the needs and priorities of Indigenous partners and organizations. We have developed an Indigenous Virtual Learning Database (VLD) as an online tool to integrate information and data to support Indigenous knowledge, exchange, planning, and social learning in multiple areas. The VLD will also assist with multi-level public-private decision-making processes affecting Indigenous Peoples.

An Indigenous Fellowship Program will be executed in the coming years to support Indigenous capacities and business development in multiple areas. We will also expand our capacity development actions specially to create the enabling conditions within each regional Indigenous network in Africa, Asia, Central America, and South America. Further, we will create an Indigenous capacity development and Indigenous exchange hub to facilitate Indigenous knowledge exchange, social learning, and training on areas contributing to Indigenous-led actions and Indigenous-led funding. Using the international standards on program and project management developed and executed by the FSC Indigenous Foundation, we will make the policies, procedures formats, and tools we have developed for our own strengthening accessible to other IPOs. They can then accelerate their processes to strengthen their management capacities to develop, manage, implement, and report on finance and business partnerships. An Indigenous young practitioners' program will be rolled out to prepare the new cadre of the FSC Indigenous Foundation team formed by Indigenous Peoples. To best address the needs, and priorities in capacity development of Indigenous communities and the different contexts, we will set up a Global Indigenous Advisory Group to provide guidance on the development, planning, and implementation of our plans and actions.



STRATEGIC THEME 3: INDIGENOUS ADVOCACY AND VISIBILITY

Indigenous Peoples still face many challenges to safeguard and implement their rights and work toward developing the enabling conditionalities to achieve their self-development, self-governance, and self-reliance long-term goals. Within this strategic area, we have worked to develop, facilitate, and manage multi-sectoral dialogues and collaborations at national, regional, and cross-regional levels. Our multi-level and multi-sectoral engagement aim to incorporate and influence Indigenous interests aligned with national, regional, and international legal frameworks including respect for and compliance with UNDRIP, ILO 169, FPIC and others. Moreover, in line with the challenges and opportunities related to climate finance, we are also engaging with multilateral organizations (for instance, the FAO, UNFCCC, and UNDP) to facilitate the incorporation of Indigenous Peoples interests into climate negotiations, NDCs, carbon market, funding, and others. Our strategy for the advocacy and visibility programmatic area includes five main action areas. First, responding

to our mapping of needs, priorities, and challenges of regional IPO network partners, we provide technical support to Indigenous Peoples to engage and influence national or regional policy agendas affecting the interests of Indigenous Peoples. Second, we engage with multilateral organizations and platforms, such as FAO, UNDP, UN-Women, ILO, UNFCCC, FILAC, and others, to promote integrated multi-governmental engagement and create opportunities of exchange between and among governments with more positive results for Indigenous Peoples. Third, we work to facilitate cross-sectoral coordination and cooperation, for example including the World Bank, Inter-American Development Bank, UN Agencies, national and regional IPOs, and national governments to promote synergies and opportunities

to facilitate policy and development agendas and investments in areas related to Indigenous Peoples' self-development and self-governance. Fourth, we work together with the Capacity Development Programmatic area of our existing Programs (IPARD and I-WEE) to promote training and exchanges to accelerate and strengthen the abilities and knowledge of Indigenous leaders and technical staff in areas related to political incidence, advocacy, and negotiation. Fifth, we coordinate with the communication team of our organization to use social media and communication channels to create visibility on successful cases, stories and Indigenous champions in areas connected to Indigenous policy, advocacy, and incidence.





Programmatic Areas

From June to October 2022, the governance, and staff members of our organization, as well as the FSC General Director and the Indigenous members of PIPC came together in virtual and in-person meetings. They identified and validated key essential programmatic work streams which catalyze the enabling conditions to allow Indigenous Peoples to achieve their long-term goals of self-development, self-governance, and self-reliance. We established an executive committee in October 2022 to refine our Global Strategy by incorporating feedback from consultations with Indigenous partners and stakeholders. We built on previous, present, and emerging work of the FSC Indigenous Foundation as well as on the

PIPC historical perspective on Indigenous engagement to identify our programmatic/thematic priorities for 2023-2037. Moreover, to guide our discussions and decisions, we also used the international consulting firm's reports to finalize our strategic planning and development processes. The firm provided us with over 150 pages on technical, finance, management, and administrative challenges and opportunities related to our organization's target strategic objectives. SWOT, stakeholders, and desktop analyses also provided additional insights on the planning and consultation steps of our thematic programmatic areas.

Based on the consultations, recommendations, and analyses detailed above,

as well as inspired by over 550 years of combined life experience and practice of Indigenous members in our organization, we developed a holistic and results-based approach. This approach will support us to achieve our mission and strategic objectives to co-create, pilot, and scale-up targeted Indigenous-based solutions within Indigenous Cultural Landscapes (ICL). It relies on facilitating, co-designing, co-managing, and co-implementing plans, actions, finance, and multi-sectoral Indigenous-led partnership models through Indigenous Climate Actions, Indigenous Economy and Finance, and Indigenous Sustainable Natural Resource Management (NRM).



Instead of discontinuing any of the existing programs currently implemented by the FSC Indigenous Foundation, we aim to incorporate Programs into our proposed holistic and results-based approach by developing project-level objectives to connect to the branched or enabling programmatic areas outlined above. The six programmatic areas are inter-related and interdependent with

ICL being the programmatic area of impact for all our plans and actions by facilitating multi-sectoral collaboration to support Indigenous-based solutions in 1 billion hectares of Indigenous territories worldwide. By adopting ICL as a core component for our programming areas, we recognize the holistic vision of Indigenous Peoples in managing their territories and resources while also recog-

nizing the inseparable context of nature. Our proposed setting ICL as the cross-cutting theme also responds to the demand from Indigenous members of the UNPFII. Engaging with Indigenous Peoples worldwide, we have incorporated into our operations forests, oceans, watersheds, wetlands, deserts, and other ecosystems as part of a natural mosaic managed by diverse Indigenous groups.

PROGRAMMATIC AREA 1: INDIGENOUS ENVIRONMENT CONSERVATION, BIODIVERSITY AND CLIMATE

The **FSC Indigenous Foundation** recognizes the importance of Indigenous Peoples working together with different sectors and stakeholders to co-create and implement solutions to fight the ongoing environmental and climate crisis. We also acknowledge their territories, traditional cultural landscapes, and resource management practices as the most effective way to safeguard at least one quarter of the planet. Their territories are where we can find the long-term solutions to fight against biodiversity loss, environmental degradation, and climate change, with environmental risk reduction for the future of everyone on the planet. Our plans, actions, investments, negotiations, and engagement with public-private financial partners, investors, strategic partners, governments, and stakeholders have advocated that any solution to climate change and environmental challenges will fail without incorporating Indigenous-based solutions and Indigenous-led actions. In November 2022, we provided technical and financial support to over 40 Indigenous leaders to participate in the COP27 in Egypt to support them on negotiations, stakeholder engagement, advocacy, and Indigenous exchange. At the same global event, we engaged with the Indigenous leaders' part of the UNPFII and UNFCCC on the importance of creating a more inclusive approach on existing funding negotiations and climate finance. Its purpose is to move Indigenous Peoples from beneficiaries to partners in climate actions, while also respecting and accounting for their global diversities.

Our Indigenous Environmental Conservation, Biodiversity, and Climate programmatic area is planned to be driven

by Indigenous-led, rights-based, and holistic approaches to champion target ICLs for the seven Indigenous socio-cultural regions of the planet, part of 1 billion hectares of Indigenous territories worldwide targeted by our global strategy. Working in this area, we aim to arm Indigenous champions and leaders with capacities, tools, and finance to convert their traditional knowledge, and natural ecosystems into engines for public-private decisions and investments related to environmental and climate actions.

Our Indigenous-led, rights-based, and holistic approaches to direct this programmatic area will focus plans and actions related to climate mitigation, climate resilience, and climate adaptation as well as other related environmental issues interlinked to biodiversity, conservation, forest restoration, plans, actions, and partnership-building aimed to address critical constraints when evolving Indigenous-led actions through five sets of program-results addressing specific sets of constraints. First, at least US \$100 M mobilized as Indigenous-led finance over a five-year period to cope with the existing gap of specific funding adapted to Indigenous realities, diversities, contexts, priorities, and vision. We aim to engage financial partners and multi-sectoral partners to co-design collaboratively with Indigenous Peoples' leaders to co-finance an innovative Indigenous funding mechanism to pilot and scale-up the Indigenous Principles and Guidelines on Indigenous direct funding access.

The first program target above will depend on four additional program results. First, a capacity-development



program on Indigenous Environmental and Climate Actions accelerates knowledge exchange and practices between and among Indigenous and non-Indigenous stakeholders in areas related to negotiation, management, development, and governance of climate mitigation, climate resilience, climate adaptation and other environmental related plans and investments. Second, engagement with governments of countries of targeted ICL to establish a policy mechanism to include Indigenous territories in their Nationally Determined Contributions (NDCs) and climate finance mechanisms including REDD+, carbon markets, and ecosystem services payments. Third, an Indigenous Performance and Data Management System is required to monitor, report, and

promote social learning on Indigenous-led projects and ICL contributions to climate emissions.

The Indigenous System will provide financial partners, public-private actors, stakeholders, and IPOs with information to adapt and guide decisions, governance, investments, and landscape planning. With the Indigenous System, we expect to showcase and catalyze multi-sectoral actions to promote Indigenous Climate Justice, Indigenous landscape conservation and restoration, Indigenous rights, and inclusive development into public-private decisions to create long-term enabling conditions to support Indigenous self-governance of and self-reliance on their territories.

PROGRAMMATIC AREA 2: INDIGENOUS ECONOMY AND FINANCE

From our engagement and consultation with our Indigenous governance and PIPC representatives, as well as informed by our dialogue and collaboration with Indigenous partners worldwide, we have incorporated the vision that Indigenous self-reliance is critical for the future governance and self-determination goals of Indigenous communities into our Global Strategy. Despite playing an important role to act as catalyzers toward development of the enabling pillars for Indigenous self-development through Indigenous-based solutions and Indigenous-led actions, funding schemes should be complemented by long-term models of Indigenous economy and finance. This vision will be concretized through our objective of achieving at least 10,000 Indigenous communities worldwide with improved standards of wellbeing by 2027.

In the past two years, we have worked

with financial partners, technical partners, multi-lateral agencies, governments, and strategic partners to map out, evaluate, and assist in strengthening Indigenous economic models and Indigenous finance, based on a diversified portfolio of goods and services. As well, based on natural capital managed by Indigenous communities within their ICL, with potential to generate a sustainable and resilient financial flow in line with their traditional livelihood systems, customary rights, inclusiveness of women and youth, and respect for Mother Earth. Together with UN Agencies, national governments, technical partners, and IPO partners, our USAID-FSC funded I-WEE program has promoted several multi-sectoral inclusive and rights-based development actions in Central America to elevate the participation of Indigenous women and girls in regional political and economic arenas. Our global USAID-FSC funded IPARD

program will continue implementing its third programmatic objective focused on Indigenous economies and business development partnerships in the next two years. The climate-finance mechanisms and funding developed in the Indigenous Environmental Conservation, Biodiversity, and Climate and Indigenous-led Grantmaking strategic areas outlined above will be operationalized through economic and financial models designed and tested in the Indigenous Economy and Finance programmatic area.

Business and management capacity will be a major focus of this programmatic area. Together with an alliance of stakeholders experienced in business and other sectors, we will establish an Indigenous Business Development Center in the Global South to serve as an Indigenous-led space to facilitate and promote business development, business investments, and capacity training. These inputs could assist Indigenous communities to overcome their economic and financial constraints. The Indigenous

Center will achieve its mission and objectives through Indigenous regional hubs facilitated by facilitated by regional and national IPO partners. Through the Indigenous regional hubs, we aim to promote North-South Indigenous exchange to foster Indigenous business social learnings and partnerships.

Our contribution to the FSC Global Strategy's ambition to achieve 50 million hectares of tropical Indigenous forest certified, will provide us opportunities to pilot Indigenous Economic and Financial models, starting with Indigenous businesses connected to the forest sector. These will be implemented collaboratively with the PIPC. We will also work with the FSC team to test its ecosystem service procedure to diversify and create additional add-value from ICL. Results and lesson-learning outcomes from this process will guide our engagement with Indigenous Peoples from the Arctic, oceans, savannah, and other ecological landscapes.

PROGRAMMATIC AREA 3: INDIGENOUS NATURAL RESOURCE MANAGEMENT

Our vision for this programmatic area is that actions supporting Indigenous-based solutions should protect Mother Earth and its natural ecosystems with coincident contribution to generating benefits to local communities. Our vision also recognizes their rights, traditions, livelihood systems, and traditional resource management practices which contribute to managing climate change and protecting biodiversity. This integrated perspective, reinforcing the role of Indigenous-based solutions, was also one of the critical aspects mentioned by Indigenous partners as a result of our

external engagement and dialogues with them over the past two years. Indigenous Peoples manage their ICL as inseparable from their cultures, knowledge, livelihood systems, cosmovision, traditional practices, and multiple resource management options.

We envision the Indigenous Natural Resource Management Programmatic Area as targeted toward contributing to at least 10 million hectares of ICL with recognized Indigenous-based solutions co-implemented across the seven Indigenous socio-cultural regions



worldwide. Indigenous forest-based solutions have been a core fundamental area in the establishment of the FSC Indigenous Foundation. Through the PIPC, we will facilitate the development of regional plans to enhance sustainable forest management, forest certification, ecosystem services, and FPIC implementation for the 10 sub-regions on the planet. As part of the PIPC Indigenous Peoples engagement agenda, we will also prioritize activities to promote dialogue and exchange to connect Indigenous forest-based businesses from the global North with IPOs and business from the global South in the forestry sector. We will work to promote collaborative work in this area with the FSC Community and Family Forests Program. FSC Ecosystem Service framework will be integrated into pilot ICL to promote Indigenous certification at landscape level.

Our work on this programmatic area will interact with other programs and plans. For instance, our advocacy and political incidence work has facilitated a cross country agenda in Central America focused on forests and Indigenous sustainable landscapes. Through this area, we will continue supporting Indigenous Natural Resource Management (NRM) stewardship of their lands and territories by elevating their plans into national policies in Central America, but also expanding to Africa, South America, and Asia. Land rights and tenure will also be key components of long-term plans for promoting Indigenous NRM, which could combine capacity development, advocacy, and financing. Using NRM models which are already implemented together with UN agencies, local communities, governments, and IPOs, we hope to secure funding for supporting Indigenous Cultural landscapes planning and territorial gover-

nance with support for Indigenous-led projects. Using Geographic Information System (GIS) developed in our VLD platform integrated into the Indigenous System for environmental conservation, biodiversity, and Climate actions, together with current and additional strategic partners experienced in the field, we will develop and implement spatial indicators to monitor and report on the contribution of Indigenous-based solutions to biodiversity conservation and ecosystem protection within ICL.

Analysis and workshop discussions focused on this programmatic area found that ICL in different parts of the world are already facing the effects of climate change. In response to this challenge, in addition to our work on the sustainable NRM-related agenda of Indigenous-based solutions, a conservation and restoration workstream will be co-designed and co-implemented with our IPO partners and stakeholders. Our current environmental conservation and territorial sustainable landscape dialogues and financing development work with the UNPFII Indigenous leaders would fall under the conversation and restoration plans, which will provide the opportunity to connect to the Indigenous Environmental Conservation, Biodiversity, and Climate area as part of a climate adaptation approach to alleviate possible risks to Indigenous livelihoods, ecosystems, and natural resources. This important multi-sectoral engagement activity, to influence and create opportunities for cross-collaboration, will integrate strongly with our communication plans and actions to bring more visibility of successful pilots and champions through content and marketing strategies, to widely disseminate stories that influence stakeholders at many levels.

Cross Cutting Programmatic Areas

Cross-cutting Programmatic areas have their own content, but they are also an essential part of all our programmatic areas.



INDIGENOUS SOCIAL INCLUSION AND INTERSECTIONALITY FOR SUSTAINABILITY

The FSC Indigenous Foundation recognizes that Indigenous Peoples are cultural and social collectives, populated by different subgroups such as women, youth, children, people living with disability and elders. It is key to use a different approach to protect and preserve their ancestral knowledge, traditional practices, and culture through time, thus becoming key agents for long-term sustainability and self-development.

Over the years, it has become evident that approaches such as gender mainstreaming and treating gender as a cross-cutting component have not adequately addressed issues of gender and social groups in programming. It is for this reason that stand-alone social inclusion in programming is becoming a preferred approach to ensuring that social and marginalized groups such as women, youth, the elderly, and others, are not left behind through the ticking of boxes. Moreover, this framework should be interlinked to the Indigenous Cosmovision, traditions, and Indigenous Cultural Landscapes. Within the framework of the IPARD Program, the FSC Indigenous Foundation is implementing

an initiative specifically oriented to boost the economic empowerment of Indigenous women and girls, the I-WEE initiative. I-WEE aims to support long term economic empowerment of Indigenous women and girls by strengthening their skills and abilities, generating an enabling environment for their active participation and advocacy, and strengthening their productive capacities and economies. Likewise, the FSC Indigenous Foundation has strengthened initiatives led by Indigenous youth – as future leaders, agents of change and bridges that connect the traditional and ancestral with the modern world.

With the programmatic area of Indigenous Social Inclusion for Sustainability, we will support actions centered on women, youth, children, and the elderly, targeting the main needs and constraints that limit their capacity to contribute to the holistic development of the Indigenous Peoples and the future of Mother Earth. Therefore, as the first step, over the next five years, the FSC Indigenous Foundation will design policies and strategies to guide the formulation and implementation of Indigenous-based solutions and actions, ensuring

an effective and inclusive approach of all groups—women, youth, children, the elderly – leading to sustainability.

Likewise, we will conduct country or regional studies and analyses to enhance existing information and data on the situation of often marginalized Indigenous groups. These studies will consider the social, economic, and political situation of these population groups, identifying both the barriers to their active participation in their development and the opportunities and strengths that they have.

Finally, during the next five years, actions specifically focused on promoting the holistic development of Indigenous women, youth and children will be formulated and implemented in at least three of the seven socio-cultural Indigenous regions, with their own financial resources. In addition, a pilot project will be designed and implemented to support Indigenous traditional authorities, including indigenous women, responsible for the protection and preservation of their culture and ancestral knowledge, as well as intergenerational transmission.

INDIGENOUS RIGHTS TO FREE, PRIOR, AND INFORMED CONSENT

The FSC Indigenous Foundation was established as a global Indigenous-led organization with the mission of developing, executing, and facilitating Indigenous-led solutions, including programs, projects, and investments, to support the rights and development of Indigenous Peoples worldwide. Guided by rights-based approaches and principles, the FSC Indigenous Foundation is working to design and implement mechanisms and partnerships linked to the adoption and consideration of international conventions (such as ILO 169, UNDRIP, and others), including efforts to incorporate these instruments into its strategies, programs, and operations to comply with prior consultation and rights to FPIC.

Our vision expects us to have Prior Consultations and rights to FPIC not only on programs, projects, and partnerships to be implemented with Indigenous Peoples through engagement, consultation, co-creation, and consent. It further mandates the FSC Indigenous Foundation to become a global reference on FPIC approaches, implementation, and service providers to specific stakeholders (private sector, government, and civil society) on this area. For this purpose, starting in 2023 the FSC Indigenous Foundation, based on its experience, will develop a Prior Consultation and Right to FPIC Operational Framework aimed (PCR-2-FPIC OF) to:

- Establish the FSC Indigenous Foundation as a global leader in FPIC implementation and partnership, through the execution of the FPIC OF via seeding money from current

Programs and/or unrestricted/restricted funding.

- Provide support to key stakeholders (Indigenous Peoples, public sector, and private sector) on how to better implement prior consultation and rights to FPIC with Indigenous People at different levels (Global, Regional, National, Sub-national, and community) on activities (policies, programs and projects, businesses, and investments) that could affect them.
- To incorporate into the PC R-2-FPIC OF, depending on the country, the national level regulations on the subject, as well as international conventions, to facilitate engagement and collaboration with national governments on areas connected to Indigenous Peoples' interests.

Along with the development and implementation of the PC R-2-FPIC OF, the FSC Indigenous Foundation aims to:

- Develop and strengthen its own capacity to implement, manage, and provide support and services linked to FPIC by establishing an internal management unit that will produce high quality internal guidance and manuals on FPIC.
- Develop the management and revenue models including marketing strategy to implement the FPIC OF and service model.
- Develop a train-the-trainers program having Indigenous and non-indigenous stakeholders as the target beneficiaries and clients.

- Implement the capacity development program on FPIC implementation, governance, and monitoring to networks of Indigenous Peoples organizations in different regions of the world.
- Connect the Indigenous trainees as members and associates of the FSC Indigenous Foundation FPIC “franchise” to provide these services to key stakeholders in the public, private and civil society sectors.
- Create a funding and finance stream to assure FSC Indigenous Foundation financial sustainability, to best support Indigenous Peoples' organizations through FPIC as a tool to strengthen the fundamental rights of Indigenous Peoples.

Despite having recognition through international conventions, studies showed that most of the conflicts with Indigenous Peoples are related to violations of their land rights and non-use of free, prior, and informed consultation and right to consent process, to properly engage with them in different countries. Given this situation, there is a global need to learn and implement strategies to improve and strengthen the knowledge and capacities of Indigenous Peoples to safeguard their rights and link those safeguards to Indigenous-based solutions including forests, ecosystem services, reforestation, and other competing land uses within their Indigenous Cultural Landscapes. Then, there is an urgent need to provide capacity development to Indigenous Peoples on Prior Consultation and the Right to FPIC, as well as other

stakeholders holders with competing land interests. Some potential areas of work include facilitating engagement within sustainable forest management practices (such as the FSC standards and principles), ongoing climate finance mechanisms, carbon markets and other resource and land uses.

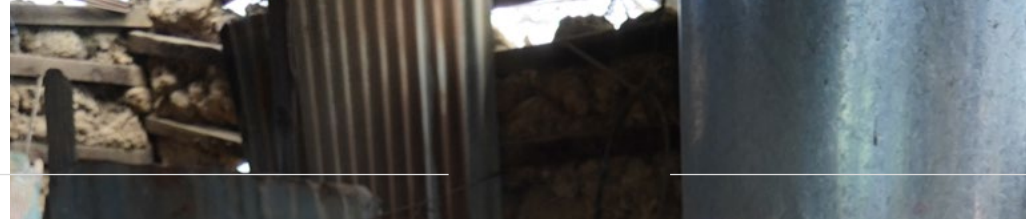
We also envision the FPIC Programmatic Area as cross-cutting to other programmatic areas (Sustainable NRM, Economic/ Finance, ICL, Social Inclusion, Climate Change and Capacity Development), given that it is a fundamental right of Indigenous Peoples to initiate any engage-

ment and working relationship with them. In addition, this programmatic area is one of the most important instruments of international law for Indigenous Peoples in their efforts to achieve self-determination, which is covered in our mission, vision, principles, and strategic objectives. The FSC Indigenous Foundation will adopt this programmatic area as part of our DNA, our foundation for how we work, our key process to implement programs and, our core strategic objective to emphasize the rights that Indigenous Peoples have within their Indigenous Cultural Landscapes.

INDIGENOUS KNOWLEDGE, SOCIAL LEARNING, AND CAPACITIES

In addition to a dedicated capacity development programmatic area, capacity development interlinked to Indigenous knowledge and social learning activities as a cross-cutting theme is equally important. That dual approach will ensure all programmatic areas meet and sustain global, regional, national, and sub-national outcomes by strengthening key capacities that address challenges and remove common barriers to Indigenous Peoples' organizations. Indigenous Knowledge, Social Learning, and Capacities comprise an important and strategic set of activities for improved decision-making, economic development, and cultural preservation of Indigenous Peoples.

We need to recognize that all aspects of development are intertwined – from tackling climate change to reducing poverty, to fostering sustainable economic development. This means working across programmatic areas to ensure our approaches and models are shared and our efforts are consistent. Capacity development as a cross-cutting theme can serve as a strategic catalyst for strengthening and institutionalizing the sustainability of the FSC Indigenous Foundation's interventions. However, we can only do so by ensuring that every individual, community, as well as partner organization, and government is able to play their part in promoting self-governance, self-development, and self-determination of Indigenous Peoples.



V. FINANCIAL AND FUNDING STRATEGY

The Funding Strategy for the FSC Indigenous Foundation for 2023 to 2027 was derived from a collaborative development process with the members of our governing board, our senior leadership team, and other staff during the process of development of our Global Strategy from June to December 2022. As proposed, our Funding Strategy was designed to establish the financial basis for the successful execution of plans and actions connected to our Global Strategy 2023-2027, but it was also designed to assist the long-term financial sustainability ambitions of our organization.



The implementation of our 2023-2027 Global Strategy contributes to the achievement of the strategic objective and mission of our organization by executing a series of plans and actions connected to our seven programmatic areas within Indigenous Cultural Landscapes distributed across one billion hectares of Indigenous Peoples' and Local Communities' territories worldwide.

The effectiveness and feasibility of our Funding Strategy will be critical to the successful implementation of our Global Strategy. Its annual regular review and improvement are planned to ensure that dynamics, opportunities, and challenges are incorporated during its implementation to safeguard our strategic goals and programmatic outcomes.

Driven by the FSC Indigenous Foundation funding ambition for the 2023-2027 period, we assume we are the owner of a strong market position with at least seven comparative advantages which could provide the institutional basis to allow us to become a fast growing and impactful organization:

1. Indigenous organization led by and for Indigenous Peoples with high operating and implementing standards.
2. Partnership model with high-level organizations such as USAID, FSC and PIPC, for example.
3. International multicultural competent leadership, staff, Steering Committee, and governance bodies.
4. Capacity to energize IPOs from all over the world and work together with the same objectives.
5. Multi-sectoral model with global presence through global, regional, national and local networks.

- 6. Indigenous Project Management**
Approach with strong and robust operational and management systems providing confidence and trust to big financial partners. Our operational manuals, procedures, protocols, and policies comply with highest international standards and practices of transparency, accountability, integrity, and good governance.
- 7. Independent unit within the international certification organization**
FSC, through close cooperation with FSC's Permanent Indigenous Peoples Committee, the FSC Indigenous Foundation has access to Indigenous organizations worldwide.

Strengths:

1. The FSC Indigenous Foundation has gradually consolidated a partnership network with IPOs and Indigenous communities that today reaches over 48 countries worldwide.
2. We maintain transparency and trust with Indigenous Peoples, financial partners, staff, strategic partners, and society.
3. We establish relationships with potential financial partners (restricted and unrestricted funds) to strengthen IPOs management capacity in partnership with the FSC Indigenous Foundation interested in investing in climate change and Indigenous Peoples.
4. We established a strong relationship with FSC to work together towards establishing private sector network participation in the climate change agenda.

The mandate, values, nature and scale of our work, vision, and mission require scalable financial ambitions. Our revenue growing model was developed assuming a linear progression and may require revision as the Funding Strategy evolves. From 2022 to 2027 we aim to grow our revenue 15-fold, then we assume a 20 percent growth that will reach US \$60 M in annual revenue in 2027. Whilst our Board members considered this projection as ambitious, they considered it acceptable given the importance, centrality, our institutional comparative advantages, and the potential impact of our work to fill an existing gap in the market showing the real impact of Indigenous-led and managed funding. The organization, systems, staffing, and management tools as well as Indigenous grantmaking and programmatic investments will be built with this growth path.

Rationale

The successful implementation of our Funding Strategy should be achieved by combining a number of financial resources that could be accessed via a range of channels that are directly or indirectly connected to our present enabling partners. Our governing Board and finance committee have established some financial instruments that hold financial resources under the guidance and operationalization of our IPARD (Indigenous Peoples Alliance for Rights and Development) and IWEE (Indigenous Women and Girls Economic Empowerment) Programs (e.g. Indigenous

grantmaking, Indigenous business development fellowship, Indigenous windows of opportunities subgrants). These instruments have been used to cultivate and enhance public-private partnerships and synergies to expand and catalyze direct Indigenous funding. Conforming to our programmatic approach, our Funding Strategy will be overseen by our Managing Director, assisted by a Director for Program Development and Partnerships. They will strategically engage with Indigenous Peoples' organizations to build and cultivate trust and collaboration, map out potential financial partners connected

to the FSC Indigenous Foundation and our partners, co-design a funding proposal with Indigenous partners, and link financial partners and investors with Indigenous partners.

We will expand our funding sources and partners including national, bilateral, and multi-lateral funding stakeholders connected to our programmatic areas. We will continue to improve and strengthen our operational manuals to adapt and evolve with donor and recipient needs as a way to increase our attractiveness to adequate and diverse funding that could support our long-term financial sustainability. We will continue enhancing monitoring, evaluation, and learning processes to high standards of impact and reporting, including expansion of our communication and visibility.

Strategic Objectives

Enhance and expand the availability and predictability of the provision of financial resources to achieve the target goals of our programmatic areas supported by improved transparency, efficiency, and effectiveness of our organization through our change management plan. Guide priorities on new funding to finance new programs and projects to support, at first hand, Indigenous partners in the Global South (target geographies for main financial partners).

Restricted and Unrestricted Funding

Our mission and resulting activities within our programmatic areas will require a considerable degree of revenue flexibility that cannot be achieved with only restricted funding from typical international institutional donor agencies. However, sources of unrestricted funding are inherently less predictable and commonly demand a longer time investment to be concretized.

To respond to our strategic, operational, and programmatic needs in the next five years, we will combine the following funding mix by 2027:

- A maximum of 50 percent of all funding should be restricted.
- A minimum of 30 percent of all funding should be unrestricted.

- Approximately 20 percent of all funding should be achieved through income generating activities.

Restricted Funding Approach

We propose a Funding Programmatic Approach to identify key funding opportunities, connect with our Indigenous and Strategic Partners, and design new concepts for programs and projects driven by our programmatic areas. We will identify and address gaps in implementation and resourcing from our monitoring, evaluation, and learning processes. Through current and new partners, we aim to conduct collaborative programs designing and engaging collaboratively with new funding partners. Our grant funding from USAID and other similar financial partners will continue to be an essential source to our programmatic implementation in the short and medium terms. An immediate management action will be required to diversify the sources of restricted funds for the FSC Indigenous Foundation by enhancing our funding business development capacity. Through collaborative proposals with our Indigenous and strategic partners we should expand our program development capacity to design and submit proposal to SIDA, NORAD, Danida and others.

Accessing funding from the European Union and EU Member states will be an additional funding priority for us. Given the significant restrictions on engaging these funding sources, we will work to establish a charitable body in an EU member state, which will take years to develop a strong portfolio of implemented initiatives to qualify the FSC Indigenous Foundation to access substantial funding. In meantime, we will explore with FSC, given its long existing registration and based in Germany, plans and proposal to attract and contract European Union and EU member states funding, which could be subcontracted to the global headquarters of the FSC Indigenous Foundation in Panama or its registered entity within the EU. To access the EU funding sources, in the next two years the change management plan will map out the necessary steps to expand our administrative and financial management capacity, which will be used to amplify the grant management capacity of Indigenous partners.

Unrestricted Funding Approach

By 2030, we will raise over US \$18 M annually through fundraising activities. We will focus on the corporate, financial sector, and high-value partners to allow us to create and cultivate a portfolio of partnerships to establish our unrestricted revenue. Through IPARD, in the coming two years, we will engage several companies working, or interested in working, with Indigenous Peoples. Analysis conducted while developing our global strategy demonstrated that a considerable number of corporate supply chains indirectly depend on Indigenous value chains. We will work collaboratively with FSC to develop a trial approach and engagement strategy to be implemented in mid-2023 to approach companies from the forestry sector.

In addition, by 2030 we aim to generate over \$ 12 million US dollars from investment, business, and other income-generating activities. We anticipate that in most jurisdiction, including Panama where we are headquartered, profit-making is not allowed with charity registrations. Then, we will establish and incorporate a for-profit organization in Europe to be owned by the FSC Indigenous Foundation fully integrated into the same administrative and operational systems and tools to facilitate operations across both entities. The communication and our cooperation unit will be connected to our purpose, mission, vision, and principles. However, we anticipate separation in the strategies and annual work plans of both organizations.

As part of our income-generating activities, we will work to execute tender and commercial contracts for financial partners, companies, and other stakeholders. We will focus on geographic and thematic areas of relevance to Indigenous Peoples as well as the mission and objectives of the FSC Indigenous Foundation. Our for-profit entity will use a business development and contracting approach to develop and negotiate a pipeline of contracts with different stakeholders. Specific potential services to be provided by our company include, but are not limited to:

- Consultancy services focused on Indigenous Peoples issues, for instance research, analysis, impact assessment.
- Free, Prior and Informed Consent (FPIC) training, development, monitoring, evaluation, and reporting services.
- Implementing operations in forest areas to monitor, facilitate, and provide guidance on Indigenous engagement, partnership, and business development.
- Development of Indigenous business and finance connected to carbon market including provision of advice, engagement, facilitation, and support to Indigenous Peoples on ecosystem service planning, development, and negotiation.

Our funding strategy will incorporate financial partners and partners who ascribe to our values and principles of working with Indigenous Peoples.



VI. GOALS AND OUTCOMES

6.1 Goals, Outputs, and Outcomes per Strategic Themes

Core Area: Indigenous Cultural Landscapes

G1. By 2027, Indigenous communities managing 1 billion hectares of ICL worldwide are engaged to co-design and pilot Indigenous-based actions connected to FSC-IF programmatic areas.

Indigenous communities provide a basis for evidence for the contribution of Indigenous-based solutions and Indigenous actions to forest and biodiversity conversation as well as climate mitigation and adaptation.

Anticipated Outputs/Outcomes:

| | | |
|--|-----------|---------------------|
| A.0.1: Diversified economic models of Indigenous resource management practices and territorial governance are evaluated and co-designed to guide program planning and stakeholders' decision-making. | 2023-2026 | Global |
| A.0.2: Indigenous-led financing mechanisms (e.g. Shandia and Indigenous Principles and Guidelines for direct access funding for Indigenous Peoples) are evaluated, co-designed and piloted through multi-sectoral partnerships models. | 2024-2026 | Global/ Regional |
| A.0.3: Multi-sectoral regional agendas on Indigenous Forest and Sustainable landscape are co-designed in target sub-regions of Latin America. | 2023-2026 | Regional |
| A.0.4: Studies and analysis on climate finance and CM financing models in Africa are conducted and shared with stakeholder workshops organized to disseminate results and promote exchange. | 2023-2026 | Regional |

Strategic Theme 1: Indigenous-Led Grantmaking.

G2. By 2027, at least 10 Indigenous Peoples partners are engaged and co-develop a regional or cross-regional granting proposal to secure a minimum of US\$ 50M to fund Indigenous-led projects in target countries in seven regions.

Promote effective partnership mechanisms and models with IPO partners, donors, and stakeholders to guarantee effective collaboration to secure and scale funding to support Indigenous-led projects co-developed and co-managed with Indigenous Peoples.

Anticipated Outputs/Outcomes:

| | | |
|--|-----------|----------|
| A.0.5: Amount of funding managed by FSC Indigenous Foundation and Indigenous partners sums up \$50 million US dollars by 2027. | 2023-2026 | Regional |
| A.0.6: Indigenous-led projects funded and with directly management by national or subnational IPO partner is amplified. | 2024-2026 | National |
| A.0.7: Averaged budget of Indigenous-led projects of managed by Indigenous-partners in Africa, Asia, Oceania, and South America increases compared to 2022 and present at least 50 percent of the total funded Indigenous-led project reported as medium-to-high performance based on international criteria approved by donors. | 2024-2026 | Regional |
| A.0.8: Capacity management of regional IPO partners of Africa, Asia, Oceania, and South to manage all cycles of Indigenous-led programs & projects and funding improves. | 2025-2026 | Regional |

Strategic Theme 2: Institutional and Organizations Strengthening.

G3. By 2027, the FSC Indigenous Foundation will deliver capacity development to integrate traditional Indigenous knowledge, cosmovision, and practices into community, public, and private decision-making, and governance processes to global north-south Indigenous and non-Indigenous stakeholders in 25% of the countries where the FSC Indigenous Foundation works.

Enhance technical and financial support for co-designing and co-implementing capacity-development actions of Indigenous and non-Indigenous organizations and stakeholders on thematic constraints to develop, implement, and enhance impact and performance of Indigenous-led initiatives.

Anticipated Outputs/Outcomes:

| | | |
|---|-----------|----------|
| A.0.9: Capacity-development programs on integrated Indigenous decision-making and governance are co-developed and validated by IPO and public-private partners from target countries representing the global north-south regions. | 2023-2026 | Global |
| A.0.10: International analysis and reports on Indigenous capacity needs and priorities are co-developed and validated by IPO partners with results, recommendations, and action-steps linked to relevant plans and investments of donors, governments, philanthropic organizations, and stakeholders engaged and promoted Indigenous-led actions. | 2023-2026 | Global |
| A.0.11: Indigenous Capacity Development hubs are co-designed and piloted in target sub-regions of Africa, Asia, and Latin America | 2023-2026 | Regional |
| A.0.12: Fundraising development strategy on Indigenous capacity development is developed and secure at least \$ 5 million for co-implementing capacity development actions with IPO partners over a 5-year period | 2023-2026 | Global |
| A.0.13: Indigenous and non-Indigenous of global north-south countries are trained on Inclusive and Indigenous-based approaches, decision-making, and governance with Indigenous-driven initiatives within home countries from trained participants expanded | 2023-2026 | Regional |
| A.0.14 The FSC Indigenous Foundation implements a young practitioners' program that created a new cadre of 500 Indigenous leaders working in their communities, the FSC-IF, and the private as well as the public sector | 2023-2026 | Global |

Strategic Theme 3: Indigenous Advocacy and Visibility.

G4. By 2027, countries home to at least 20 percent of the Indigenous territories worldwide implements international law and/or develop national instruments that recognized Indigenous People rights towards self-determination and self-government by the FSC Indigenous Foundation, Indigenous champions, and IPO partners.

Develop and execute effective multi-country engagement with national governments at sub-national, national, regional, and global levels to influence policy agenda that could create enabling conditions to generate benefits to Indigenous Peoples.

Anticipated Outputs/Outcomes:

| | | |
|--|-----------|-----------------------|
| A.0.15: Advocacy-based strategy and campaigns co-developed to drive positive changes to Indigenous Peoples including removing barriers to Indigenous self-reliance and durables solutions linked to finance, inclusive development, tenure security, and right protection. | 2023-2026 | Global |
| A.0.16: Multi-sectoral engagement on Indigenous-development policies and rights contributes to political actions with enabling conditions to Indigenous-led actions generated through political actions established with all relevant decision-makers. | 2023-2026 | National |
| A.0.17: Public investments on areas related to Indigenous-based solutions and Indigenous-led actions expanded and de-risk private sector direct funding and finance for Indigenous Peoples. | 2023-2026 | National |
| A.0.18: Capacity development program on policy designing, negotiation, safeguard, climate change, and other relevant topics linked to Indigenous advocacy and political incidence co-developed and co-implemented with relevant stakeholders. | 2023-2026 | Regional/ National |

6.2 Goals, Outputs, and Outcomes per Programmatic Areas

Programmatic Area 1: Indigenous Environmental Conservation, Biodiversity, and Climate Solutions.

G5. By 2027, collaborate to raise about \$100 million US dollars for climate, environmental conservation, biodiversity, restoration and remedy mechanisms incorporating Indigenous-based solutions and Indigenous-led actions.

Establish the political and finance conditions for multi-sectoral engagement and cooperation toward co-designing, co-managing, and co-implementing Indigenous-led climate actions to pilot the performance, contribution, and impact of Indigenous-based solutions with ICL on sustainable solutions to climate change.

Anticipated Outputs/Outcomes:

| | | |
|--|-----------|----------|
| A.0.19: About \$ 100 million US dollars Indigenous-led finance mechanism co-designed, negotiated, and co-managed with IPO partners, public-private donors, and stakeholders. | 2023-2026 | Global |
| A.0.20: Government engagement strategy co-designed with targeted countries selected and approached to incorporate Indigenous-led action and Indigenous-based solutions into climate national policy and finance (e.g. NDCs, REDD+, CM). | 2024-2026 | National |
| A.0.21: Indigenous capacity-development program is co-developed with training provided on mechanisms and approaches for promoting Indigenous climate actions including climate negotiation, funding management, program development, and governance. | 2024-2026 | Regional |
| A.0.22: Impacts of climate-led action to promote climate justice and Indigenous right and inclusive development documented and shared to key decision-making arenas. | 2023-2026 | Global |

Programmatic Area 2: Indigenous Economy and Finance.

G6. By 2027, at least 5,000 Indigenous communities from the seven regions improve their self-reliance and self-development through Indigenous economic and financial models.

Identify critical constraints of Indigenous economic models and co-design political-economic instruments and incentives to promote Indigenous-led businesses and models to support long-term Indigenous-self-reliance and Indigenous-self-development.

Anticipated Outputs/Outcomes:

| | | |
|--|-----------|-----------------------|
| A.0.23: Mapping, evaluation, and analysis of Indigenous economic models and Indigenous-financing mechanisms are reported and provided guidance to FSC Indigenous Foundation plans as well as engagement and partnership strategies. | 2023-2026 | Global |
| A.0.24: Indigenous business development center is established with business capacity development strategy developed and training provided to targeted Indigenous communities. | 2024-2026 | Regional/ National |
| A.0.25: Innovative financial investments models (e.g. impact investing, loan, de-risking) are co-developed and with financing from potential investors secured and incorporated into the Indigenous business development center plan of actions. | 2024-2026 | Global/ Regional |
| A.0.26: Indigenous champions on Indigenous forest economies and ecosystems are mapped, supported, and connected to FSC System. | 2024-2026 | Regional/ National |

Programmatic Area 3: Indigenous Natural Resource Managementt.

G7. By 2027, at least 10 million hectares of Indigenous Cultural Landscapes incorporate conservation, restoration, and sustainable resource management as Natural Based Solutions across territorial governance and economies.

Natural based solutions contribute to amplify the contribution of ICL to conservation, restoration, and sustainable management efforts while also creating benefits to Indigenous communities of the seven Indigenous socio-cultural regions worldwide.

Anticipated Outputs/Outcomes:

| | | |
|---|-----------|--------------------------|
| A.0.27: Regional Plans in to increase engagement of Indigenous Peoples on forest management, forest certification, ecosystem service, and FPIC implementation are co-developed and validated by IPO partners and PIPC membership. | 2023-2026 | Global/ Regional |
| A.0.28: North-South Indigenous dialogues and exchange on Indigenous forest-based business development and financing are promoted and enhance cross-regional collaboration between and among Indigenous businesses. | 2023-2026 | Regional |
| A.0.29: Seeding funding mechanisms for Indigenous landscape planning, territorial governance, and Indigenous businesses are co-designed, and funded through the Indigenous Business Development Center. | 2024-2026 | Regional/ National |
| A.0.30: Indigenous GIS with spatial indicators co-developed to monitor and report on the contribution of target ICL to biodiversity conservation and ecosystem protection. | 2025-2026 | National/ Subnational |

6.3 Goals, Outputs and Outcomes per Cross Cutting Programmatic Areas

Cross Cutting Programmatic Area 1: Indigenous Social Inclusion and Intersectionality for sustainability.

G8. By 2027, 10% Indigenous women, youth, children, elderly and other marginalized groups in the countries where the FSC Indigenous Foundation operates are empowered to contribute to the holistic development of the Indigenous Peoples and the future of the Mother Earth.

Indigenous women, youth, children, people living with disabilities and the elderly and other marginalized groups are key agents to preserve ancestral knowledge, traditional practices, and their culture through time, ensuring the sustainability and the self-development of Indigenous Peoples.

Anticipated Outputs/Outcomes:

| | | |
|--|-----------|---------------------|
| A.0.31: Country and regional studies and analysis to enhance the existing information and data of the situation of Indigenous women, children, youth, and the elderly are conducted and share with key stakeholders' decision makers. | 2023-2026 | Global/ Regional |
| A.0.32: Actions specially focused on promoting the holistic development of Indigenous women in at least four of the seven socio-cultural Indigenous regions are co-designed and co-developed. | 2023-2026 | Regional |
| A.0.33: Actions specially focused on promoting the holistic development of Indigenous children and youth in at least three of the seven socio-cultural Indigenous regions are co-designed and co-developed. | 2023-2026 | Regional |
| A.0.34: A pilot project to support Indigenous traditional authorities, including indigenous women responsible for the protection and preservation of their culture and ancestral knowledge, and intergenerational transmission is co-designed and co-implemented. | 2024-2026 | Regional |
| A.0.35: Promote the development of programs and policies in countries where the FSC Indigenous Foundation works focused on Indigenous women, children, and youth. | 2023-2026 | Regional |

Cross Cutting Programmatic Area 2: Indigenous Rights to Free, Prior, and Informed Consent, Policy and Advocacy

G9. By 2027, establish the FSC Indigenous Foundation as one of the global leaders on FPIC implementation, governance, and monitoring by operationalizing its own FPIC service model in the seven regions to raise at least \$5 million for the FSC Indigenous Foundation towards guaranteeing Indigenous People rights and self-governance.

| | | |
|---|-----------|----------|
| O.A.36 Promote FSC-IF FPIC and consultation models in the seven regions to guarantee its implementation | 2023-2026 | Global |
| O.A.37 Country and regional studies and analysis to identify the constraints and status of the FPIC and consultation process in at least three of the seven indigenous regions | 2023-2026 | Regional |
| A.0.38 Indigenous Peoples organizations, governments and the private sector are provided training on FPIC international standards and FSC Indigenous Foundation models to ensure as transparent and effective process. | 2024-2026 | Regional |
| A.0.39 Raise at least \$5 million for the FSC Indigenous Foundation to guarantee Indigenous Peoples' rights and self-governance | 2023-2026 | Global |

Cross Cutting Programmatic Area 3: Indigenous Knowledge, Social Learning, and Capacity Development.

G.10 By 2027, the FSC Indigenous Foundation will assign at least 10% of its funding to support the implementation of all its programmatic areas to support self-determination of Indigenous Peoples within Indigenous Cultural Landscapes.

| | | |
|---|-----------|---------------------|
| A.0.40 Indigenous Peoples Organizations are trained in climate change negotiations to have the capacity to incorporate Indigenous climate actions | 2023-2026 | Global |
| A.0.41 Indigenous Peoples organizations are provided project management and leadership training and tools to manage funding directly | 2023-2026 | Regional |
| A.0.42 Global and regional studies to identify Indigenous Peoples organizations management and leadership process and skills | 2024-2026 | Global/ Regional |
| A.0.43 Indigenous-led businesses improve their business skills through training, mentorship, on-the-job-training and north-south and south-south exchange | 2023-2026 | Global |
| A.0.44 Indigenous Peoples organizations improve their technological skills to improve their monitoring systems of the natural resources base and their management | 2023-2026 | Global |



**FSC
INDIGENOUS
FOUNDATION**

GLOBAL STRATEGY 2023 - 2027

FSC Indigenous Foundation
by with and for Indigenous Peoples Strategic
Indigenous Solutions

We are Indigenous Peoples and our strategies and our future actions are shaped by ancestral knowledge, practices, cosmovision, values, and respect to Mother Earth and to our past.

We are Indigenous Peoples and we are ancestral guardians of nature-based solutions; we are part of the 500 million brothers and sisters who live, populate, and safeguard Mother Earth. We are part of the 70 million brothers and sisters who make their living in Mother Earth's remaining forests and natural ecosystems.

Address: Calle Gustavo Lara, Edificio 155 A/B, Ciudad del Saber, Clayton, Ciudad de Panamá, Panamá.

Phone Number: +507 310 2554

Website: www.fscindigenousfoundation.org

Email: fsc.if@fsc.org