

Draft: Support to Protection and Promotion of the Rights of Indigenous Peoples

Key results:

- 6 indigenous communities / nations / peoples have protected their right to land, territories and natural resources.
- 18 changes that protect indigenous peoples' right to land, territories, natural resources at local, national level and international level .
- 36 indigenous-led proposals for national and international climate policy promoted by IWGIA's partners.
- 15 land right violations protested by IWGIA partners
- 6 indigenous Peoples' organisations reaching agreements on their status as self-governing territories with national authorities.
- 150 indigenous peoples' representatives (75 women and 75 men – incl. 25 youth) have contributed to international and regional human rights and Indigenous Peoples' rights mechanisms with documentation and advocacy.

Justification for support:

- The World 2030 – Denmark's Strategy for Development Cooperation and Humanitarian Action states that Denmark continues to defend human rights, democracy and equal opportunities as a priority in itself and a precondition for achieving the SDGs and leaving no one behind. The strategy underlines that Denmark will continue to make "a persistent effort in the promotion of indigenous peoples".

- Indigenous Peoples make up 6 percent of the global population, but almost 19 percent of the extreme poor. They continue to face persistent marginalisation and inequalities relative to the broader society. Their life expectancy is up to 20 years lower than the life expectancy of non-indigenous peoples worldwide. Indigenous Peoples face marginalisation, discrimination and persecution. They are among the most vulnerable to the impacts of climate change, but also have important contributions to climate action.

Major risks and challenges:

- Contextual: unfavorable government policies, shrinking civic, regression in protection of indigenous rights, political instability, climate change impacts, COVID-19, economic downturn.
- Programmatic: limited organisational, administrative and financial ability and dependency on technical expertise.
- Institutional: loss of funding, cases of financial irregularities, fraud and corruption and of sexual exploitation, abuse and harassment as well as IWGIA contribution to climate change.
- Mitigation measures is in place to manage risks, however residual risks remain. Risks will be monitored and adaptations will be made as required.

Strategic objectives:

Objective: Indigenous Peoples' collective right to land, territories and natural resources are promoted, respected and protected. **Outcome:** Indigenous Peoples (including Indigenous Women) exercise their right to land, territories and natural resources. **Output 1:** Indigenous Peoples contribute to and claim their rights in climate action. **Output 2:** Indigenous Peoples in 5 selected countries claim their right to land, territories and natural resources. **Output 3:** Indigenous Peoples have taken steps to exercise self-governance. **Output 4:** Indigenous Peoples and IWGIA engage with international & regional human rights mechanisms and use their recommendations at national level.

Justification for choice of partner:

IWGIA has the ability and will to advance protection and promotion of the rights of Indigenous Peoples through documentation of indigenous peoples' situations and violations of their rights; empowerment of indigenous peoples and their organisations; and advocacy with and in support of Indigenous Peoples and their rights. IWGIA is an effective and consistent partner in rendering technical, strategic and financial support to Indigenous Peoples' organisations. It has adequate strategic, organisational, programmatic and financial management capacities to deliver quality outcomes.

Summary:

The purpose of this development engagement with IWGIA 2021-2023 is to support protection and promotion of the rights of Indigenous Peoples. It is aligned with IWGIA's Institutional Strategy, developed in parallel with this development engagement, with focus on the above-described objective, outcome, outputs and results. The development engagement follows a bridging grant from the MFA to IWGIA in 2020.

Budget:

Climate action	10.100.540 DKK
Land defence and land defenders	13.344.580 DKK
Territorial governance	8.350.668 DKK
Global governance	14.568.699 DKK
Administration	3.245.514 DKK
Audit	390.000 DKK
Total	50.000.000 DKK

File No.	2020-28796					
Countries	Bangladesh, Bolivia, India, Kenya, Nepal, Peru, Tanzania and global.					
Responsible Unit	MUS					
Sector	15160					
Partner	IWGIA - International Work Group for Indigenous Affairs					
	<i>DKK mill.</i>	2021	2022	2023		Tot.
Commitment	50	-	-			50
Projected ann.	16,67	16,67	16,67			50
Duration	2021-2023					
Previous grants	2020 grant (bridging)					
Finance Act code	§ 06.32.08.70					
Head of unit	Henriette Ellermann-Kingombe					
Desk officer	Peter Bøgh Jensen					
Reviewed by CFO	Johannes Lech					

Relevant SDGs

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

Support to Protection and Promotion of the Rights of Indigenous Peoples (2021-2023)

Development Engagement Document

1. Introduction

The present development engagement document (DED) details the objectives, budget and management arrangements for the development cooperation concerning ‘Support to protect and promote the rights of indigenous peoples 2021-2023’ as agreed between the parties specified below. The DED is annexed to the relevant commitment letter.

1.1 Parties

The Department for Multilateral Cooperation (MUS) of the Danish Ministry for Foreign Affairs, and International Work Group for Indigenous Affairs (IWGIA).

1.2 Documentation

“The Documentation” refers to the partner documentation for the supported intervention, i.e. the IWGIA Institutional Strategy and other relevant documentation (cf. annex 6).

1.3 Contributions

Denmark, represented by the Department of Multilateral Cooperation of the Danish Ministry of Foreign Affairs, commits to a contribution to the engagement of

DKK 50.000.000 (Fifty million DKK)

for the period 01.01.2021 - 31.12.2023.

This contribution is earmarked to the objectives set out in detail in the present Development Engagement Document. IWGIA do carry out other activities over and above the present engagement.

2. Background

Working for the promotion of the rights of indigenous peoples has been a key Danish priority area for decades. The World 2030, Denmark’s strategy for development cooperation and humanitarian action reaffirms the commitment of Denmark to remain a significant global defender of human rights, democracy and gender equality. The strategy underlines that Denmark will continue to make “a persistent effort in the promotion of indigenous peoples”. The UN is a central platform to voice support for this cause and unite countries from all over the world. Furthermore, the government has set out an ambitious green agenda with a view to ensuring that no-one is left behind. Working with civil society organisations remain an important priority in Danish development cooperation.

Denmark actively engages in the promotion of the rights of indigenous peoples, and Denmark and Greenland play a leading role in this effort, especially in the UN. The Kingdom of Denmark has been instrumental in setting up an international architecture aiming at upholding the rights of indigenous peoples. It further actively engages in monitoring the upholding of their rights through a range of

mechanisms including special rapporteurs, the UN Permanent Forum on Indigenous Issues and the UPR amongst others, and Denmark actively promotes the right of representation of indigenous peoples through their own representatives and institutions in the UN and other international fora. Furthermore, support to and strategic engagement with organisations working to promote and defend the rights of indigenous peoples cement Denmark's leading position globally and offer avenues for shaping alliances, also with e.g. Latin American countries and Pacific States. Key allies engaged in the agenda include Finland, Norway and Sweden as well as Canada and Mexico. In addition, the present engagement can complement other Danish development corporation at country level, in particular with regards to strategic frameworks and bilateral programmes in Danish priority countries.

IWGIA's mission is to promote, protect and defend indigenous peoples' rights. This includes the right to national, regional and international representation and the involvement of women and youth in decisions affecting their lives. IWGIA is a strong expert organisation on indigenous peoples' rights and draws from a global network of indigenous peoples' organizations, human rights advocates, academic experts and institutions. As such, the work undertaken by IWGIA is substantially supplementing and reinforcing the efforts of the Kingdom of Denmark to promote the rights of indigenous peoples. Further, IWGIA has ECOSOC status and can provide oral and written submissions and recommendations to the UN. IWGIA is thus a crucial ally and a key strategic partner for Denmark in its work related to indigenous peoples that provide important contributions to shared policy objectives also beyond this specific Danish contribution.

Context

Indigenous peoples account for approximately 476 million people worldwide, spread across more than 90 countries. While considerable progress has been made towards addressing the concerns of indigenous peoples progress is too slow. They continue to face persistent marginalisation and inequalities relative to the broader society. Indigenous Peoples make up 6 percent of the global population but account for almost 19 percent of the extreme poor. Indigenous peoples' life expectancy is up to 20 years lower than the life expectancy of non-indigenous peoples worldwide. In the face of the ongoing COVID-19 pandemic, existing inequalities, in particular lack of access to health services and information, put indigenous peoples, especially elders, as well as women and children, in a particularly vulnerable situation. Challenges for indigenous communities and indigenous human rights defenders ability to protect and promote their human rights, including in relation land, territories and natural resources, have also been exacerbated by restrictions on freedoms, including freedom of movements and assembly. At the UN level there is a focus on the need for participation of indigenous peoples in the COVID-19-recovery.

Indigenous peoples protect 80 per cent of the planet's remaining biodiversity and at least 24 percent of global carbon is stored above ground in the world's tropical forests managed by indigenous peoples and local communities. Indigenous peoples are not only the most vulnerable to the impacts of climate change, but also stewards of important ecosystems and forests biodiversity important to reduce carbon emissions and increase climate resilience. They have important contributions to adaptation and mitigation efforts, e.g. in regards to nature-based solutions where possible¹. Indigenous peoples rights for Free, Prior and Informed Consent should be respected and opportunities explored to ensure positive co-benefits for indigenous peoples. Engagement of indigenous peoples should be based on their self-determination through territorial governance and autonomy and work towards a self-determined development that not only respects their rights but also contributes to climate action and achievement of the Sustainable Development Goals, including SDG 1 on poverty, SDG 2 on zero hunger, SDG 5 on gender equality,

¹ IWGIA as well as its partners will work with IUCN, who is custodian of nature-based solutions in a global context, where appropriate.

SDG 7 on Ensure access to energy for all, SDG 10 on inequality, 13 on climate action, SDG 15 life on land and SDG 16 on peace, justice and strong institutions.

Despite some progress achieved, especially on the normative level, including, importantly, the adoption of the UN Declaration on the Rights of Indigenous Peoples in 2007, the situation of indigenous peoples remains challenging in a number of regions and countries, including in Latin America, Africa and Asia hereunder in Kenya, Tanzania, Bangladesh, India, Nepal, Bolivia and Peru. Several critical trends continue and deteriorate in many places indigenous peoples' rights and freedoms, such as the freedom of speech, of assembly and of organising themselves, access to justice, as well as their rights to land, territories and natural resources are violated. Indigenous human rights activists and leaders are increasingly harassed, threatened and even killed.

Indigenous peoples living on lands with availability of fossil fuels, minerals and forests and with a high degree of biological diversity often sought after by commercial and political interests. Indigenous human rights defenders, and in particular those defending land rights and environment, are often subjected to discrimination, persecution and harassment. Certain groups of indigenous peoples face double layers of challenges including particularly indigenous women and girls, youth, elderly people and people with disabilities.

Key challenges for indigenous peoples include:

- **Climate Change:** The important role of indigenous peoples in the protection and conservation of the environment is well established and should be advanced. However, despite having contributed the least to climate change, indigenous peoples are among the first to face its effects. They are also increasingly negatively impacted by climate action and green investments on their lands and territories.
- **Land defence and human rights defenders:** The growing demand for land and natural resources make indigenous peoples' land a target for increased exploitation, illicit acquisitions and land-grabbing. Indigenous peoples risk losing their remaining lands and territories and face forced evictions and other human rights abuses, violations and conflicts. An increasing number of attacks are detected against defenders of lands and forests, which are sought after for mining and extractive industries, logging, agro-businesses, conservation purposes etc
- **Territorial governance:** A number of states have transformed their national legislation to accommodate indigenous peoples' right to territorial autonomy. However, this change in the national legislation has often been undermined in practice in particular through the dispossession of the ancestral land in relation to extractive industries.
- **Global governance:** At the international level, indigenous peoples' right to participate in decision making processes related to issues affecting them continues to be an uphill battle in the face of political and procedural impediments to their effective participation.

The partner

Founded in Denmark in 1968 IWGIA's core mission is to promote and protect the rights of indigenous peoples. The organisation is made up by a secretariat overseen by a board that provides accountability and strategic direction. IWGIA reaches out to and works with a global network of indigenous peoples' organisations. It works on the ground with local Indigenous communities and their organisations, with governments and other stakeholders at the national level, with relevant regional human rights mechanisms and via the UN system and related bodies internationally.

The DANIDA contribution for 2021-2023 is a continuation of Denmark's long-lasting partnership with IWGIA, but the modality of support has been modified to follow the guidelines for programmes and

projects and a new costing model. MFA support to IWGIA has previously, since 2016, been provided on the basis of guidelines for framework organisations, which are being phased out since 2018. The MFA has decided that support for human rights and democracy organizations, including IWGIA, shall align with the administrative guidelines for programmes and projects in order to comply with requirements for reporting ODA to OECD-DAC. The MFA has also decided that *'activity-specific Technical Assistance support'* from 2021 will be replaced by a new costing model for direct and indirect costs. The focus of the DANIDA contribution for 2021-23 outlined in this development engagement document is aligned with IWGIA's institutional strategy 2021-2025. The MFA and IWGIA continues its broader on-going dialogue and collaboration on policy objectives and alliance building with regards to the promotion of the rights of indigenous peoples as well thematic policy objectives on e.g. climate action, civic space or gender also beyond the present development engagement. MFA and IWGIA can also facilitate opportunities for dialogue and collaboration with broader stakeholders, including relevant existing and potential partners and donors. Likewise, MFA and IWGIA engage in dialogue at country level where relevant, including with a view to enhance mutual strategic learning and synergies between broader Danish engagement in the country and IWGIA's engagement.

In 2019, DANIDA's contribution represented 43% of IWGIA's total yearly operational and projects budget. Other key donors include the European Union as well as private foundations and multilateral agencies. The European Union supports the Indigenous Navigator Initiative through the development of the Indigenous Navigator web portal and associated tools to collect, present and analyse data; training of partners in 11 countries to use the Navigator; international advocacy based on data and a small grant facility to support indigenous communities in 11 countries. In the coming years IWGIA will increase its use of the Indigenous Navigator for baseline development and quantitative results monitoring (see Section 8). Other key donors fund important projects with focus on indigenous women (Comic Relief), Free, Prior and Informed Consent (Ford Foundation), territorial governance (Gordon and Betty Moore Foundation), food security (FAO), SDGs in Russia (Nordic Council of Ministers).

Despite efforts to diversify its sources of funding, financial sustainability remains a serious concern for IWGIA. Some commendable progress in this area has recently been set back by an unsuccessful grant application to NORAD for new support after the current grant expires at the end of 2020. This will affect IWGIA's budget for upcoming years. This type of insecurity was foreseen in IWGIA's fundraising strategy adopted by the Board in November 2018. The fundraising efforts will be renewed and a specific focus will be put in the last quarter of 2020 and in 2021 in rethinking the fundraising approach in an innovative way, while building on the still high level of confidence of traditional donors. This will also be reflected in an updated fundraising strategy that will align with the ambitions of IWGIA's new Institutional Strategy for 2021-2025. The fundraising strategy 2021-2025 will build on IWGIA's experience over the last 3 years in building and developing relationships with institutional donors, particularly foundations (Ford Foundation, Moore Foundation, Comic Relief, Christensen Fund) and multilateral agencies (IFAD, FAO, EuropeAid, Nordic Council of Ministers). Efforts to engage European governments, particularly Nordic ones (Sweden, Finland, Norway but also Germany and Ireland) will also be strengthened. New avenues for support will be explored, in line with the organisation's mission and values, that could include consortium fundraising, collaboration with the private sector or provision of services. The fundraising effort will be implemented through collaboration of Management and Donor Relations Manager and for strategic direction and identification and selection of the funding opportunities to be pursued active participation of programmatic staff in development of applications and maintaining donor relations, targeted use of communications and support from the Board.

IWGIA has been subject to a number of reviews and evaluations during the past two decades. In 2018, an evaluation of Danish support to promotion and protection of human rights 2006-2016 found that IWGIA had been an effective and consistent partner for Denmark in terms of “rendering technical, strategic and financial support to indigenous peoples’ organisations”. A 2020 Organisational Capacity Assessment of IWGIA found that the organisation plays a relevant backseat, facilitative and broker role as a non-indigenous peoples’ organisation working with and in support of indigenous peoples and their organisations and movement. It further found that IWGIA has adequate strategic, organisational, programmatic and financial management capacities to deliver quality outcomes. IWGIA should, however, strengthen the coherence between its core mission, strategy, results framework and budget in order to ensure that activities on the ground were consistent with its aims. It would be key to develop an output-based budget in order to increase transparency as to the use of the funds provided by the MFA. The present DED sets out to do this on the basis provided by the new support modality described above.

Lessons learned

IWGIA’s work with indigenous peoples for more than 50 years, as well as the mentioned number of reviews and evaluations, has led to a number of lessons learned, including:

- IWGIA’s backseat, facilitative and broker role has resulted in the organization being a trusted partner of indigenous peoples worldwide and this role is fundamental for IWGIA to add to indigenous peoples struggles and contribute to change. Long-term partnerships combined with flexibility is key to the long haul and swift action both needed to advance indigenous peoples rights. IWGIA has increased its involvement with a variety of networks and alliances emphasising the important of coordination and collaboration to enhance synergy and impact.
- Achievements at the international level over the years must be measured by their implementation. Having a UNDRIP in itself does not automatically lead to indigenous peoples exercising their rights at national and local levels. There is a need to address the current implementation gap. IWGIA has therefore reinforced its multilevel approach with focus on local change. IWGIA has a strong focus on the local context of each intervention that it designs as this crucial to change on the ground and to prevent increasing risks for partners that work in highly sensitive situations.
- A number of current challenges that the world is facing, such as climate change, COVID-19, etc. mean that fundamental problems indigenous peoples face are being amplified. IWGIA’s approach therefore reflects the interconnectivity between indigenous peoples’ rights and global challenges such as climate change and shrinking civic space.
- Gender has proved an important and sensitive element of working with indigenous peoples in support of their right to self-determination. Many indigenous peoples do not traditionally have gender equality or allow women to take decisions at community level. Moreover, indigenous women have criticized mainstream women’s organizations for pushing their own agenda and overlooking the problem faced by indigenous women. A perhaps banal but important learning is the importance of understanding the cultural contexts and sensitivities at play when advancing indigenous women’s rights. Learnings from recent successful experiences, including support to Tanzania pastoralist women, women’s rights defenders in Bangladesh and local women in Peru provide substantiation and learning for IWGIA’s approach to promote Indigenous women’s rights, including through support capacity development, collective advocacy, movement building, women participation in thematic engagement and involvement of men.
- A lesson learnt by IWGIA regarding indigenous youth is that to fight the discrimination, poverty and marginalisation that affect this particularly vulnerable group, it is key to address the issues of inadequate education systems, high unemployment rates and social problems in the communities. These conditions often lead to outmigration by youth to urban centres, leaving communities vulnerable and threatening their future sustainability. A recent example of successful project focusing on education as a stepping stone for youth is the Wampis radio station Tarimat Pujut in

Peru which also consists of a communicators' training school, offering an attractive space for young people who are becoming more involved in the political organisational process within their territory through the radio.

Theory of Change

The **objective** of the Theory of Change of this engagement is to contribute to that indigenous peoples' rights to land, territories and natural resources is promoted, respected and protected. Towards this end, the outcome of the engagement is that indigenous peoples (including indigenous women) exercise their right to land, territories and natural resources, including in climate action, through effective documentation, advocacy and empowerment in 7 countries in Africa (Kenya and Tanzania), Asia (Bangladesh, India and Nepal) and Latin America (Bolivia and Peru) and through engagement in international bodies.

The theory of change seeks to contribute to **four outputs** (section 4. Development Engagement Objectives), where indigenous peoples face particular challenges and where positive change can contribute to achieve the objective the engagement. It does that through the following **four thematic programme areas of engagement**:

1. **Climate action**, where IWGIA supports indigenous peoples affected by climate change and climate action to ensure that their rights are respected, and that they contribute with their knowledge to solutions to climate change
2. **Land rights and land defenders**, where IWGIA supports indigenous peoples to claim and exercise their rights to land, territories, and natural resources in a safer way at national, regional and international levels
3. **Territorial governance**, where IWGIA supports indigenous peoples' creation and consolidation of self-governance and autonomy and promote dialogue with national authorities and international human rights mechanisms.
4. **Global governance**, where IWGIA supports indigenous peoples engagement with international decision-making processes such as the implementation of the 2030 Agenda and to seek redress of human rights violations through the international and regional human rights systems.

The theory of change suggests that the situation of indigenous peoples can be improved through support to a triangle of mutually reinforcing efforts:

- **Documentation** of conditions of indigenous peoples and the breaches of their human rights.
- **Empowerment** of indigenous peoples themselves and their own organisations with a view to voice their concerns and get access to human rights bodies.
- **Advocacy** for change in order to shape decisions in their favour at local, regional and international level.

The theory of change is founded in a view that indigenous peoples are the most powerful **agents of change** and it builds on a **human rights-based approach** to development that combines **long-term consistent efforts** with **flexibility and swift-response** when needed and works across and connects **multiple levels** (local, national, regional and international).

Partnership with indigenous peoples and their organizations, institutions and movement are at the centre of the theory of change. Taking point of departure in their needs and ownership IWGIA works with approximately 13-15 project partners who receive funding under the engagement and 25 strategic partners who do not receive funding under the engagement. An important criterion for choice of partners is that they are rooted in their indigenous communities, and that they are recognised as their legitimate representatives and advocates for indigenous peoples' rights.

Indigenous peoples' own organisations at the country level are the primary **project partners**. They lead and largely design and implement their strategies and activities themselves in their local contexts in close collaboration and with support from IWGIA. While aligned with the overall theory of change of the engagement, their specific strategies and activities are also in pursuit of their own visions and aspirations and tailored to their local needs and context with a view to address root causes and achieve genuine and sustainable solutions. Targeting targets one or more of the outputs of the theory of change their strategies and activities at the local and national level include documentation of the situation for indigenous peoples in their local and national contexts, including through information gathering and fact finding, empowerment of indigenous peoples and their communities and advocacy towards local and national authorities and strategic litigation and seeking of redress. IWGIA support the project partners in all aspects of these efforts at the local and national level. Indigenous peoples and their organisations are also supported to develop and use documentation, empowered to speak on their own behalf and advocate their agendas at regional and international levels as well as to use the relevant regional and international mechanisms in claiming their rights at national and local levels.

Collaboration with **strategic partners** contribute to coordinate and enhance advocacy efforts at national, regional and international levels in pursuit of common objectives within a framework of dialogue and cooperation. Strategic partners include indigenous organisations and institutions in developed and developing countries, UN agencies, international/regional human rights institutions, countries, civil society organisations, and academia, e.g. UN Human Rights bodies and UNFCCC as well as Nordic countries at the international level, the Inter American Commission on Human Rights (IACHR) and the African Commission on Human and Peoples' Rights (ACHPR) at the regional level, and state institutions. Many of these are long-term partners that benefit from mutual knowledge and trust, but they can also be more short-term focusing on achieving a specific result together. Most of the strategic partnerships are naturally centred on indigenous peoples' rights, but IWGIA also strives to enhance its collaborations with strategic partners that can contribute to change within specific thematic areas. This will be explored further in order forge new alliances that can contribute to results in these areas, e.g. in the area of climate action in relation to implementation of the Green Climate Funds new indigenous peoples policy building on results and experiences in relation to the development of this policy. Joint actions and activities with strategic partners include advocacy and campaigning, events such as side-events, seminars, webinars etc., dialogues among indigenous peoples themselves and with other key stakeholders, documentation the situation of indigenous peoples, including with regards to specific issues or thematic areas.

Capacity building of indigenous peoples and their organisations is underpins and is often integrated into all aspects of the engagement. The approach includes that IWGIA provides specific capacity building activities for project partners or indigenous communities or that project partners provide capacity building for indigenous communities. But often the capacity building is a mutual exercise where one or more of IWGIA, project partners, strategic partners and indigenous communities build each other's capacities in the course of the capacity building efforts. Capacity building efforts include focus on approaches and methods for documentation, empowerment and advocacy; technical knowledge and learning on national, regional and international frameworks and mechanisms on indigenous peoples rights and human rights in general as well as thematic knowledge and learning on e.g. climate action; and organisational issues and secure communication and safety issues. Specific methods include trainings, knowledge products mentoring, peer-to-peer exchange and radio. Indigenous peoples are also supported to exchange across contexts in order to facilitate mutual capacity building and learning as well as to facilitate movement building joint advocacy and campaigning. This is often done in connection with regional and international meetings and events.

IWGIA's partnership approach applies a long-term perspective and build on trust, knowledge and mutual respect and on a common understanding of mutual strengths and capacities to support each other's work. Many of IWGIA's partners are long term partners. IWGIA support them in building their organisational capacity in areas such as administration, financial management, networking and fundraising in order to enhance their sustainability and decrease their dependency on IWGIA. In light of IWGIA's approach, the pressure on indigenous peoples and their organisations as well as the challenging funding environment, it might be more accurate to describe approach to IWGIA's exit strategies with partners as **organisational empowerment**. IWGIA will develop and clarify this further in the coming years.

Three cross-cutting and integrated methodologies are applied in the engagement to further support and strengthen these thematic programme areas of intervention. These are a bottom-up approach through a Small Grants Facility, Gender equality and data generation and analysis. **The Small Grants Facility** for partners in developing countries will support smaller projects contributing to objectives of the development engagement and delivering results under the four thematic areas. It will facilitate support to not only current and well-known approaches, issues and partners, but to also flexibly respond to innovative approaches, new partners and emerging needs and issues. **Gender equality** will be promoted through applying a gender lens throughout IWGIA's work as well as being selectively gender inclusive, incl. through regular discussion with all partners on the importance of empowering women at all levels and including them in activities and through working with indigenous women organizations to strengthen the women in their own contexts. There will be focus on collection, analysis and communication of **data** as well as partners' access to raw data and ability to produce, clean and refine that data in order to enhance documentation, advocacy and monitoring. In addition, inclusion of indigenous **youth** will be promoted in partners' projects, with a particular emphasis on activities where new technologies are used, such as geographic information systems or communication programs (radio, video, social networks), which emphasizes the particular skills of youth and provides learning and employment opportunities for them. Youth representatives and their networks will also be supported to participate in international processes and youth caucuses, which enables them to build solidarity and share common challenges and visions with other Indigenous youth around the world and can be an motivator and enable for youth to become strong members of the Indigenous movement, both at local, national and international level. In the coming years, IWGIA will continue to harness the strength, ingenuity and energy of youth, as their engagement in social issues and movements is crucial for the future sustainability of Indigenous communities.

Promoting **space** for indigenous peoples' voice to speak for themselves facilitating and supporting their own participation and advocacy in decision making processes from local to international levels is key for the theory of change. IWGIA's documentation, **communication** and networking efforts elevate and amplify the voices, actions and struggle of indigenous peoples; inform and influence policy processes and decisions; and promote and position IWGIA as the go-to organisation for indigenous peoples' rights. Communication efforts builds on IWGIA's profile as a recognized knowledge and expert organisation, through its documentation of indigenous peoples' issues and human rights violations, including in IWGIA's flagship annual publication *The Indigenous World*, in particular among decision-makers, legal experts and activists. In recent years, IWGIA have expanded its audience and forms of communication, including through seminars, webinars etc. as well as film, radio and podcasts, which is IWGIA in the coming year will develop further.

The engagement will address the COVID-19 pandemic and its effects on indigenous peoples in relation to the objectives of the engagement. This will include documenting, analysing, evaluating and sharing the consequences for indigenous communities and our partner organisations, as well as the actions and solutions indigenous peoples use in response to the pandemic and its consequences. The COVID-19

pandemic and its consequences also reinforces the importance of an agile and adaptive approach to planning and implementation as well as use of digital and virtual methods as travels are restricted

Key **assumptions** include that indigenous peoples find the human rights agenda relevant for their local challenges and concerns and are interested in domesticating the international human rights frame and agreements and will engage at national, regional and international levels. It further includes that indigenous peoples are interested in / dare to engage in political processes and to use the judicial and non-judicial systems to promote and defend their rights. And that in doing so they trust their representative organisations and give them the mandate and needed support to make alliances that can promote indigenous peoples' rights as well as trust IWGIA as an international partner to further their concerns and to enhance their rights. Other assumptions include the political, health and security situation in the regions/countries allows IWGIA and its partners to operate; that the international community is committed to advance in the implementation of indigenous peoples' rights; that civil society is interested in collaborating with indigenous peoples; and that duty bearers, including governments and corporate businesses provide some space that with time allows indigenous peoples' organisations to be recognized as legitimate counterparts.

3. Development Engagement Objectives

Development Engagement Title		Support to Protection and Promotion of the Rights of Indigenous Peoples	
Project Objective		Indigenous peoples' collective right to land, territories and natural resources are promoted, respected and protected.	
Impact Indicator		No. of indigenous communities / nations / peoples that have protected their right to land, territories and natural resources.	
Baseline	Year 0	2	Wampis (Peru), Charagua (Bolivia)
Target	Year 3	6	
Outcome		Indigenous peoples (including indigenous Women) exercise their right to land, territories and natural resources. (Nepal, Bangladesh, India, Tanzania, Kenya, Peru, Bolivia)	
Outcome indicator		No. of concrete changes that protect indigenous peoples' right to land, territories, natural resources at: <ul style="list-style-type: none"> • local level (land titles, self-governance recognition, indigenous led climate actions, actions led by women, action led by youth) • national level (policies, legislations, commitments, court decisions, implementation of international rulings/recommendations) • international level (policies, platforms, commitments, funding, projects, rulings) 	
Baseline	Year 0	0	
Target	Year 3	18	Local level: 6 National level: 6 Intl. level: 6
Output 1		Indigenous peoples contribute to and claim their rights in climate action.	
Output indicator 1.1		No. of indigenous-led proposals for national and international climate policy (e.g. UNFCCC) promoted by IWGIA and its partners. (Nepal & Tanzania)	
Baseline	Year 0	10	In 2019-2020
Target	Year 1	12	Each year
Target	Year 2	12	Each year
Target	Year 3	12	Each year
Output indicator 1.2.		% of approved Green Climate Fund projects complying with the GCF Indigenous Peoples' Policy in 2 selected countries. (Nepal & Tanzania)	
Baseline	Year 0	14%	
Target	Year 1	20%	Cumulative indicator

Target	Year 2	30%	Cumulative indicator
Target	Year 3	45%	Cumulative indicator
Output 2		Indigenous peoples in 5 selected countries claim their right to land, territories and natural resources	
Output indicator 2.1.		No. of land right violations protested by IWGIA partners (Kenya, Tanzania, Nepal, India, Bangladesh)	
Baseline	Year 0	0	
Target	Year 1	5	Each year (one focusing on women)
Target	Year 2	5	Each year (2 focusing on women)
Target	Year 3	5	Each year (2 focusing on women)
Output indicator 2.2.		No. of actions IWGIA's partners take to achieve land tenure security (Kenya Tanzania, Nepal, India, Bangladesh)	
Baseline	Year 0	0	
Target	Year 1	4	Each year
Target	Year 2	4	Each year
Target	Year 3	4	Each year
Output 3		Indigenous peoples have taken steps to exercise self-governance.	
Output indicator 3.1.		No of indigenous peoples' organisations reaching agreements on their status as self-governing territories with national authorities. (Bolivia & Peru)	
Baseline	Year	2	Wampis (Peru), Charagua (Bolivia)
Target	Year 1	3	Cumulative indicator
Target	Year 2	4	Cumulative indicator
Target	Year 3	6	Cumulative indicator
Output indicator 3.2.		No. of IWGIA's partners developing and/or implementing a strategy for the recognition & management of their territories (Bolivia & Kenya)	
Baseline	Year	0	
Target	Year 1	0	
Target	Year 2	2	(1 in Bolivia, 1 in Kenya)
Target	Year 3	2	(1 in Bolivia, 1 in Kenya)
Output 4		Indigenous peoples and IWGIA engage with international & regional human rights mechanisms and use their recommendations at national level.	
Output indicator 4.1.		No. of indigenous representatives engaging in and contributing to international (UNFPII, UNSRIP, EMRIP, HRC, CSW/Beijing+25, SDG/HLPF) and regional (ACHPR, IACHR) mechanisms with documentation and advocacy.	
Baseline	Year 0	0	
Target	Year 1	50	Each year (25 women & 25 men - including 5 youth)
Target	Year 2	50	Each year (25 women & 25 men- including 10 youth)
Target	Year 3	50	Each year (25 women & 25 men - including 10 youth)
Output indicator 4.2.		No. of actions at national level, IWGIA partners take to provide input to international and regional mechanisms and follow up on the recommendations issued by international and regional mechanisms.	
Baseline	Year 0	0	
Target	Year 1	10	Each year
Target	Year 2	10	Each year
Target	Year 3	10	Each year
Output indicator 4.3.		No. articles/page hits on IWGIA's website of the yearbook The Indigenous World in Spanish and in English	
Baseline	Year 0	58.466	2019 edition
Target	Year 1	68.000	Each year
Target	Year 2	76.000	Each year
Target	Year 3	85.000	Each year

In addition to monitoring and reporting on the indicators described in the results framework monitoring and reporting will also include qualitative progress and results descriptions, based on *inter alia* the use of outcome harvesting and to gather change stories. Furthermore, IWGIA's institutional Key Implementation Plan (KIP) includes qualitative indicators that follow the logic of the theory of change, measuring results in the areas of empowerment, advocacy and documentation, including with regards to capacity building. This also contribute to documentation and analysis of learning to inform adaptive management and implementation.

4. Risk Management

Working with indigenous peoples' rights is politically sensitive in many of the countries where IWGIA is working. Key contextual, programmatic and institutional risks include (see details in annex 5):

Contextual risks cover a wide spectrum from waning political interest and commitment at international level to outright hostility to promoting the rights of indigenous peoples at national or local level and persecution of individual indigenous peoples and their families as well as their organisations and partners, such as IWGIA partners and staff. Other contextual risks include political instability, climate change, COVID-19 and economic downturn. Mitigation measures include building up alliances at international level, working with civil society networks, human rights defenders and professionals at national level as well as capacity development of indigenous peoples and partner organisations and IWGIA staff safety and security measures. IWGIA carefully assesses the means of communication with partners. While it has increased on-line communication, it considers the risk this pose to rights defenders and choses its platforms accordingly.

Programmatic risks include partner's limited organisational, administrative and financial ability and dependency on technical expertise in some areas of work. Mitigation measures include training, monitoring visits and close follow-up. Other programmatic risks include lack of will and/or capacity among local and national authorities and/or corporate actors. Mitigations measures include support to indigenous peoples' dialogue with these and to local strategies for strengthening prior informed consultation mechanisms, and using international level achievements for local and national advocacy.

Institutional risks will include a relatively narrow funding base, despite progress in donor diversification, which can be mitigated by further diversifying IWGIA's funding base on the basis of the fundraising strategy. Other institutional risks include cases of financial irregularities, fraud and corruption and of sexual exploitation, abuse and harassment as well as IWGIA contribution to climate change due to travel. Mitigation include finalisation and implementation on relevant policies on these issues.

At the organisational level, IWGIA is developing an organisational risk management framework including risks at high level and of high importance to the Board and for the Board to monitor on a bi-annual basis. Risks assessment, analysis and management as a part of the recurrent monitoring of the development engagement is also critical for learning and adaptive management and implementation.

5. Preliminary budget

Budget line	Total Budget (1000 DKK)	Share of budget	Share of direct cost	2021 (1000 DKK)	2022 (1000 DKK)	2023 (1000 DKK)	Fixed ceilings
- Output 1 - Climate Change (Total direct cost)	10.100.540	20,2%	21,8%	3.379.189	3.361.142	3.360.209	
- activities managed by IWGIA	6.177.037	12,4%	13,3%	1.946.840	2.115.099	2.115.099	
- activities via transfers to partners in developing countries	2.900.000	5,8%	6,3%	1.100.000	900.000	900.000	
- transfers to implementing partners Asia	1.050.000	2,1%	2,3%	350.000	350.000	350.000	
- transfers to implementing partners Africa	1.050.000	2,1%	2,3%	350.000	350.000	350.000	
- transfers to implementing partners Latin America	-	0,0%	0,0%	-	-	-	
- transfers to implementing partners (SGF)	800.000	1,6%	1,7%	400.000	200.000	200.000	
- allocated programme-supporting (activity-specific)	1.023.503	2,0%	2,2%	332.349	346.043	345.110	
- Output 2 - Land defence and defenders (total direct cost)	13.344.580	26,7%	28,8%	4.443.051	4.450.765	4.450.765	
- activities managed by IWGIA	6.387.385	12,8%	13,8%	2.134.990	2.126.198	2.126.198	
- activities via transfers to partners in developing countries	5.669.160	11,3%	12,2%	1.889.720	1.889.720	1.889.720	
- transfers to implementing partners Asia	1.650.000	3,3%	3,6%	550.000	550.000	550.000	
- transfers to implementing partners Africa	1.650.000	3,3%	3,6%	550.000	550.000	550.000	
- transfers to implementing partners Latin America	-	0,0%	0,0%	-	-	-	*
- transfers to implementing partners (SGF)	2.369.160	4,7%	5,1%	789.720	789.720	789.720	
- allocated programme-supporting (activities-specific)	1.288.035	2,6%	2,8%	418.341	434.847	434.847	
- Output 3 - Territorial governance (total direct cost)	8.350.668	16,7%	18,0%	2.751.573	2.799.547	2.799.547	
- activities managed by IWGIA	3.901.235	7,8%	8,4%	1.408.069	1.246.583	1.246.583	
- activities via transfers to partners in developing countries	3.669.160	7,3%	7,9%	1.089.720	1.289.720	1.289.720	
- transfers to implementing partners Asia	-	0,0%	0,0%	0	0	0	*
- transfers to implementing partners Africa	400.000	0,8%	0,9%	0	200.000	200.000	
- transfers to implementing partners Latin America	1.769.160	3,5%	3,8%	589.720	589.720	589.720	
- transfers to implementing partners (SGF)	1.500.000	3,0%	3,2%	500.000	500.000	500.000	
- allocated programme-supporting (activities-specific)	780.273	1,6%	1,7%	253.785	263.244	263.244	
- Output 4 - Global governance (total direct cost)	14.568.699	29,1%	31,4%	4.881.327	4.843.686	4.843.686	
- activities managed by IWGIA	11.153.530	22,3%	24,1%	3.757.449	3.698.040	3.698.040	
- activities via transfers to partners in developing countries	1.950.000	3,9%	4,2%	650.000	650.000	650.000	
- transfers to implementing partners (ACHPR)	900.000	1,8%	1,9%	300.000	300.000	300.000	
- transfers to implementing partners (IACHR)	450.000	0,9%	1,0%	150.000	150.000	150.000	
- transfers to implementing partners (SGF)	600.000	1,2%	1,3%	200.000	200.000	200.000	
- allocated programme-supporting (activities-specific)	1.465.169	2,9%	3,2%	473.878	495.646	495.646	
A - Total direct cost (sum of outputs) - Programme specific activities supporting main outcome of - Indigenous peoples (including indigenous Women) exercise their right to land, territories and natural resources.	46.364.487	92,7%	100,0%	15.455.140	15.455.140	15.454.207	
B - Total indirect cost	3.635.514	7,3%	7,8%	1.211.860	1.211.860	1.211.794	
Administration fee (non-activity specific)	3.245.514	6,5%	7,0%	1.081.860	1.081.860	1.081.794	Max 7% of direct cost
Audit	390.000	0,8%	0,8%	130.000	130.000	130.000	
C - Contingency	0	0,0%	0,0%	0	0	0	
Total budget (A+B+C)	50.000.000	100%	107,8%	16.667.000	16.667.000	16.666.000	
GRANT	50.000.000	100%	107,8%	16.667.000	16.667.000	16.666.000	
-----of which is							
---spent through direct transfers to partners in development countries	14.188.320	28,4%	30,6%	4.729.440	4.729.440	4.729.440	
- Africa	4.000.000	8,0%	8,6%	1.200.000	1.400.000	1.400.000	
- Asia	2.700.000	5,4%	5,8%	900.000	900.000	900.000	
- Latin America	2.219.160	4,4%	4,8%	739.720	739.720	739.720	
- SGF	5.269.160	10,5%	11,4%	1.889.720	1.689.720	1.689.720	
---spent on salaries (managed by IWGIA and allocated program supporting)	21.947.298	44%	47,3%	7.709.728	7.118.785	7.118.785	
---spent on allocated programme supporting cost (activity-specific rent, communication, tools development, innovation, research)	4.556.980	9,1%	9,83%	1.478.353	1.539.780	1.538.847	

The table above presents budget summary for the present engagement at output level. Transfers to partners in the South amount to 28 % up from 20 % in 2019. During 2020-23, IWGIA and MFA will work continuously together in development of an output-based budget. The budget only reflects inputs

from this specific grant. If other funds are added to achieve the same outputs, then the budget and results matrix should be updated to include all co-funding.

6. Management arrangement

The parties have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions in regard to this development engagement. Changes can be introduced throughout this grant period if agreed between the parties.

a. Applicable Guidelines

The grant is administered according to the MFA guidelines for Programmes and Projects and the General Guidelines for financial management – unless exceptions or other more specific details are made in this document.

b. Reporting procedures

The following reporting schedule must be respected with regards to this development engagement. Reporting required for previous agreement remain.

By September 30 2021 IWGIA shall submit to the MFA:	<ul style="list-style-type: none"> • Budget monitoring report covering progress until month of August of existing year. • updated plan, results framework and updated budget for the grant period.
By June 30 2022, IWGIA shall submit to the MFA:	<ul style="list-style-type: none"> • an annual results report regarding the IWGIA's work, covering the previous calendar year / previous contribution from MFA; • a specific note on the progress of the indicators relevant to previous year's contribution; • certified accounts annotated by management (<i>regnskab for bevillingen med ledelsespåtegning</i>) for the previous financial year.
By September 30 2022 IWGIA shall submit to the MFA:	<ul style="list-style-type: none"> • Budget monitoring report covering progress until month of August of existing year. • updated plan, results framework and updated budget for the grant period.
By June 2023, IWGIA shall submit to the MFA:	<ul style="list-style-type: none"> • an annual results report regarding IWGIA's work, covering the previous calendar year and specifying separately the results from projects for developing countries including this engagement; • a specific note on the results of the engagement and status of the indicators listed in the results framework of this DED; • certified accounts annotated by management (<i>regnskab for bevillingen med ledelsespåtegning</i>) for the previous financial year.
By September 30 2023 IWGIA shall submit to the MFA:	<ul style="list-style-type: none"> • Budget monitoring report covering progress until month of August of existing year. • Updated plan, results framework and updated budget for the grant period.

By June 2024, IWGIA shall submit to the MFA:	<ul style="list-style-type: none"> • An annual results report regarding IWGIA’s work, covering the previous calendar year and specifying separately the results from projects for developing countries including this engagement; • A specific final completion report on the results of the engagement and final status of the indicators listed in the results framework of this DED; • Certified accounts annotated by management (<i>regnskab for bevillingen med ledelsespåtegning</i>) for the previous financial year.
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c. Annual Consultations

When relevant and tentatively in the second and third quarter of each year during the engagement period, the MFA and IWGIA shall meet to approve budget monitoring report and annual reporting from the previous year submitted by IWGIA as well as to discuss general developments, evolution of the partnership and future perspectives. Updated plans and budgets for the coming year will be subject for discussion. Annual consultations can also facilitate sharing of strategic learning of mutual interest, including to inform adaptive management and implementation as well as approaches to broader policy objectives. The annual consultation shall be coordinated by the designated MFA department, the Department for Multilateral Cooperation (MUS), in consultation with other relevant MFA departments and representations.

7. Financial Management

Both parties will strive for full alignment of the Danish support to the implementing partner rules and procedures. The following financial management arrangement applies to this development engagement:

a. Applicable Guidelines

For eligibility of expenses, the grant is administered according to the General Guidelines for Financial Management – unless exemptions or other more specific details/condition are outlined in this document (or separate email exchange), c.f. section 7.b. below.

Reference is made to Danida’s ‘General Guidelines for Financial Management – for development cooperation’, which can be accessed on www.amg.um.dk and more specifically: <https://amg.um.dk/en/tools/financial-management/accounting-and-auditing>.

The contribution is intended for funding for the implementation of this engagement targeting developing countries only, which is aligned with IWGIA’s Institutional Strategy. Spending of the grant has to comply with OECD’s requirements for overseas development assistance (ODA). Hence the purpose of all underlying activities must be economic development and welfare improvement in developing countries.

In case of co-funding this should be clarified in an updated budget and results framework. It shall also be explained in results reporting and in financial reporting. The grant cannot be used to subsidise projects won by IWGIA through corporate engagement or otherwise expected to be financially self-sustaining.

b. Special conditions and exemptions

The following special conditions and exemptions apply to this DED only.

- For 2021 the new output-based formats shall apply, while IWGIA and MFA still provide sufficient flexibility to allow for a feasible transition during 2021.
- The output-based budget (applicable from 2021), specified according to the outputs appearing in the results framework, shall for each output be allowed to include allocated programme-supporting costs (which are linked to the specific outputs). IWGIA shall be able to explain the link between a programme supporting cost and the given output (activity) under which it is budgeted. Furthermore, IWGIA shall be able to present and justify budget breakdown and allocation of all the budgeted programme-supporting costs. Non-activity-specific costs must be covered by the administrative fee/overhead (7%).
- The Budget shall include a specification of transfers to country offices /regional hubs and implementing partners.
- Salary levels shall be kept in accordance with (not exceeding) the recognized salary scale for government staff, i.e. the standard for salary level for salaries paid with public funds as presented by Ministry of Finance ('Den fællesakademisk lønskala' via Moderniseringsstyrelsen, www.modst.dk).

c. The grant and its disbursement

The grant to IWGIA is approved in DKK. Any loss due to variations of exchange rates between the grant in DKK and the currency/currencies of the organisation's cooperating partners in developing countries must be covered within the grant.

Funds will be transferred in Danish kroner from MFA to:

- Account holder: IWGIA
- Swift Code: SYBKDK22
- Sort Code:
- Account number: IBAN-number: DK3670310001101524
- Bank Name and Address: Sydbank, Kongens Nytorv 30, 1050 København K

IWGIA must within 14 days after receiving the funds return a letter or e-mail with acknowledgement of receipt of funds.

d. Accounting requirements

Accounts shall be kept in accordance with internationally accepted accounting principles. IWGIA must follow the basic four-eye principles for all payments and secure proper and solid segregation of duties. The accounts shall be drawn up to the same level of detail as is done in the budget. The total grant cannot be exceeded and shall be used for the agreed purposes only.

The grant shall be kept and accounted for separately from other funds from earmarked funds from the MFA as well as from other sources.

In case multiple funding sources contribute to the exact same project objective as this engagement, all such funds shall be accounted for jointly and included in updated budgets (and results framework).

e. Budget and expense ceilings

For eligibility, the following budget and expense ceilings must be respected:

Administrative fee (non-activity specific cost)	Maximum 7% of the direct (activity-specific) costs of the activities
Contingency (unforeseen expenses, exchange rate loss etc.)	Maximum 3 % of total budget amount

f. Budget reallocations

IWGIA has the discretion to re-allocate between outputs within the budget. Changes exceeding 20 % must be presented to and approved by the MFA.

IWGIA has the discretion to re-allocate between years covered by the project period, with attention to the budget constraint provided by the funds committed at a given time.

g. Procurement of goods and services

IWGIA will manage the grant with care, consideration and due diligence. Pursuant to Danida's and IWGIA's existing guidelines, only economy class tickets are purchased for travel.

h. Transparent recruitment

When recruiting permanent staff, IWGIA shall announce positions openly and publicly and use transparent selection procedures with a view to ensuring that candidates are not subject to discrimination in terms of race, colour, political views, sexual orientation or gender identity, disability, sex, age or national origin. Rotation of staff is not subject to open and public recruitment.

i. Audit requirements

The financial statement may be prepared as an 'Appendix statement' i.e. the Financial statements cover the financial situation of the entire organisation, but a detailed income and expenditure information pertaining to particular grants/engagements is specified in a separate section or notes or appendices to the general financial statement.

j. Interest and unspent funds

Interests accrued from bank holdings should be recorded as income and may be used for activities supporting the objective of this development engagement or returned to the MFA at the end of the engagement. Negative interests are to be accounted for as expenditures and may be covered by the grant.

Unused funds shall be returned to the MFA after approval of final accounts for the engagement. However, if a succeeding engagement (with a similar objective) follows this contribution, then MFA may decide to allow for transfer of unspent funds from this engagement to the next.

8. Monitoring and Evaluation

IWGIA shall monitor and report on progress and achievements against the agreed results framework using its own system for monitoring and evaluation as well as document and analyse learning to inform adaptive management and implementation. IWGIA uses a results framework with quantitative and qualitative indicators and methods to measure progress and results against the objective, outcome and outputs IWGIA seeks to achieve with indicators and means of verification for measuring progress. It also captures learning through its documentation work and as well as qualitative monitoring such as outcome harvesting. IWGIA monitors and reports semi-annually on progress of implementation by

partners as well by IWGIA itself directly. IWGIA support partners with capacity building on monitoring and evaluation as well as verifies reported results through monitoring visits. IWGIA is currently updating its results framework and approach as well as monitoring and evaluation guidance. In the coming years, IWGIA will examine how to more consistently use the Indigenous Navigator in its project and programme work to collect data for baselines and monitoring. The Indigenous Navigator was developed by IWIGA together with partners incl. indigenous peoples' organisations, the Danish Institute for Human Rights and ILO, and consists of a framework and set of tools for and by indigenous peoples to systematically monitor the level of recognition and implementation of their rights. IWGIA also uses outcomes harvesting as a methodology to measure change at the quality level and to gather change stories. IWGIA also uses its yearbook "The Indigenous World" to monitor the situation of indigenous peoples at country and international levels.

IWGIA shall report to the MFA on progress, achievements and learning in implementing the DED through reporting, regular dialogue as well as the annual consultations. Reviews on performance and capacity as well as financial inspection will be carried out according to the regular rules and assessment by MFA. The MFA shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. To facilitate the work of the person(s) instructed to carry out such mission, IWGIA shall provide these with all relevant assistance, information, and documentation. The MFA reserves the right to carry out an evaluation after the termination of the grant period. Representatives of the Auditor General of Denmark shall have the right to: i) Carry out any audit or inspection considering necessary as regards the use of the Danish funds in question, on the basis of all relevant documentation, ii) Inspect accounts and records of suppliers and contractors relating to the performance of the contract, and to perform a complete audit. (see also 6. Management arrangements).

9. Anti- corruption

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought, or accepted – neither directly nor indirectly – as an inducement or reward in relation to activities funded under this agreement, including tendering, award or execution of contracts. Any such practice shall be ground for the immediate cancellation of this grant and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the MFA, a further consequence of any such action can be the definitive exclusion from any projects funded by the MFA.

10. Child labour

IWGIA shall abide by the local laws and by applicable international instruments, including the UN Convention of the Rights of the Child and International Labour Organisation conventions.

11. Prevention of sexual exploitation, abuse and harassment

The recipient agrees to ensure that the work of the organisation is implemented in an environment free from all forms of harassment, exploitation, abuse and harassment, sexual or otherwise, especially in case of vulnerable groups.

Sexual abuse is defined as actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Sexual exploitation is defined as any actual or attempted abuse of

position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual harassment is defined as any form of unwanted verbal, non-verbal or physical conduct of a sexual nature with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.

The above definitions are referred to as Sexual Exploitation Abuse and Harassment (SEAH).

IWGIA confirms that it is developing a policy for preventing SEAH to be finalised ahead of entry into force of this DED. With this, IWGIA confirms that it will ensure:

- that it has adequate policies/standards or frameworks in place to prevent SEAH;
- that all employees have been informed about these policies/standards/frameworks; and
- that there are appropriate SEAH reporting procedures and complain mechanisms in the organisation including the protection of victims of SEAH and that prompt and adequate action is taken if SEAH is observed, reported or suspected.

In case the development engagement includes sub-grantees, the recipient is responsible for ensuring the prevention of SEAH also at the level of sub-grantee. MFA has zero-tolerance towards SEAH and will consider non-adherence to point 1, 2 and 3 as grounds for immediate termination of grant.

12. Transfer of ownership

IWGIA responsible for the implementation of the DED shall maintain updated inventories of all equipment financed by MFA, according to the existing IWGIA rules.

13. Suspension

In case of non-compliance with the provisions of this DED or violation of the essential elements mentioned in this DED MFA reserves the right to suspend with immediate effect further disbursements to the grantee under this contribution.

14. Entry into force, duration and termination

The contribution will be announced in a letter(s) of commitment referring to this DED.

The grant will have the duration of 36 months in accordance with the project period stated above. The duration of the grant may be extended by mutual arrangement and within the agreed budget.

Notwithstanding the previous clause MFA may terminate the grant upon 6 months written notice.

This DED will replace the former Grant of 2020.

15. Prerequisites

The cooperation with the implementing partner as specified by this DED will become effective when

- The finance act is approved by the Danish parliament.
- The Grant is approved by the Finance Committee of the Danish parliament
- The Grant is approved by the Minister for Development Cooperation.

- This DED is signed by both parties.
- The signed commitment letter is sent from MFA to IWGIA (this DED is an annex to the commitment letter).

Signatures

For the International Working Group for
Indigenous Affairs

For the Ministry of Foreign Affairs

Date: _____

Date: _____

Name: _____

Name: _____

Signature: _____

Signature: _____

Annex 1: Context Analysis

1. Overall development challenges, opportunities and risks

Indigenous peoples account for approximately 476 million people worldwide, spread across more than 90 countries. While considerable progress has been made towards addressing the concerns of indigenous peoples progress is too slow. They continue to face persistent marginalisation and inequalities relative to the broader society. Although they make up 5-6 percent of the global population, they account for about 15 percent of the extreme poor. Indigenous peoples' life expectancy is up to 20 years lower than the life expectancy of non-indigenous peoples worldwide. Facing the COVID-19 pandemic, existing disadvantages, in particular lack of access to health services and information, put indigenous peoples, especially women and children, in a particularly vulnerable situation.

Globally, at least 24 percent of global carbon is stored above ground in the world's tropical forests managed by indigenous peoples and local communities. 80% of the world's biodiversity is located on indigenous peoples' lands. In their stewardship of territories, indigenous peoples and their knowledge contribute to maintaining the world's biodiversity and play a key role in preserving the climate and the environment. Many of the remaining standing forests across the world are found where indigenous peoples live. The connection between secure indigenous land tenure and positive conservation outcomes is well known as are the related reduced deforestation resulting in lower global carbon dioxide emissions. Furthermore, where possible, indigenous peoples practice their self-determination through territorial governance and autonomy, and work towards a self-determined development that not only respects their rights but also contributes to climate action and achieves the Sustainable Development Goals (including SDG 1 on poverty, SDG 2 on zero hunger, SDG 5 on gender equality, SDG 7 on Ensure access to energy for all, SDG 10 on inequality, 13 on climate action, SDG 15 life on land and SDG 16 on peace, justice and strong institutions).

Despite some progress achieved, especially on the normative level, including, importantly, the adoption of the UN Declaration on the Rights of Indigenous Peoples in 2007, the situation of indigenous peoples remains challenging in a number of regions and countries, including in Latin America, Africa and Asia hereunder in Kenya, Tanzania, Bangladesh, India, Myanmar, Nepal, Bolivia, Colombia and Peru. Several critical trends continue and deteriorate in many places indigenous peoples' rights and freedoms, such as the freedom of speech, of assembly and of organising themselves, access to justice, as well as their rights to land, territories and natural resources are violated. Indigenous human rights activists and leaders are increasingly harassed, threatened and even killed.

Indigenous peoples living on lands with availability of fossil fuels, minerals and forests and with a high degree of biological diversity often sought after by commercial and political interests. Indigenous human rights defenders, and in particular those defending land rights and environment, are often subjected to discrimination, persecution and harassment. Certain groups of indigenous peoples face double layers of challenges including particularly indigenous women and girls, youth, elderly people and people with disabilities.

Key challenges for indigenous peoples include:

- **Climate Change:** The important role of indigenous peoples in the protection and conservation of the environment is well-established. However, despite having contributed the least to climate change, indigenous peoples are among the first to face its effects, as well as

increasingly negatively impacted by climate action and green development on their lands and territories..

- **Land defence and human rights defenders:** The growing demand for land and natural resources make indigenous peoples' land a target for increased exploitation, illicit acquisitions and land-grabbing. Indigenous peoples risk losing their remaining lands and territories and face forced evictions and other human rights abuses, violations and conflicts. An increasing number of attacks are detected against defenders of lands and forests, which are sought after for mining and extractive industries, logging, agro-businesses, conservation areas and natural parks etc.
- **Territorial governance:** A number of states have transformed their national legislation to accommodate indigenous peoples' right to territorial autonomy. However, this change in the national legislation has often been undermined in practice in particular through the dispossession of the ancestral land in relation to extractive industries.
- **Global governance:** At the international level, indigenous people's right to participate in decision making processes related to issues that have a direct impact on their lives and future continues to be an uphill battle in the face of political and procedural impediments to their effective participation.

COVID-19 has not only presented a new threat to the health and survival of indigenous peoples, but highlighted the underlying inequalities and marginalization of indigenous peoples, which the pandemic has only exacerbated with both-short term and potential long-term effects. Indigenous peoples are very often in the most "vulnerable" health category, with no or limited access to basic health services or information in their indigenous languages and when they are able to access healthcare, indigenous peoples experience widespread stigma and discrimination. Measures and restrictions of freedoms, including of movement and assembly, have challenging implications for indigenous human rights defenders, who have experienced being targeted and are even more challenged in monitoring the situation in their areas, document violations, call on their support networks, access the judicial system, mobilise negatively affected communities or organise protests. In addition, indigenous peoples become more vulnerable to losing their lands as land-grabbing expands, while indigenous peoples and their support networks are confined in guarding the land and their capacity to monitor and denounce displacement, violations and abuses is hampered. . Besides a concern over the long-term consequences of the loss of communities' elders - who in indigenous cultures play a key role in the intergenerational hand down of indigenous knowledge and languages – indigenous women and children are disproportionately at risk. Gender-based violence (GBV) and indigenous children's lack remote learning opportunities are of particular concern. On a larger scale, the crisis has illustrated the underlying causes of vulnerability and the need for long-term solutions that address indigenous peoples' needs and secure their rights in times of crises and in times of peace.

Unfortunately, inadequate or non-existent official data collection and disaggregation on indigenous peoples have also significant consequences on how the problems that indigenous peoples face are addressed at international, regional and country level and it represents a further obstacle for monitoring their situation and holding States accountable by evidencing their performance regarding implementation of indigenous peoples' rights.

List the key documentation and sources used for the analysis:

IWGIA The Indigenous world 2020

IWGIA Institutional Strategy 2020-2023 (DRAFT)

2020 Programme document Climate Change

2020 Programme document Land defence and defenders

2020 Programme document Global Governance

2020 Programme document Territorial Governance

World Bank "Indigenous Peoples" at: <https://www.worldbank.org/en/topic/indigenouspeoples>

ILO “IMPLEMENTING THE ILO INDIGENOUS AND TRIBAL PEOPLES CONVENTION No. 169 TOWARDS AN INCLUSIVE, SUSTAINABLE AND JUST FUTURE”

https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_735607.pdf

Global witness annual report 2020 : <https://www.globalwitness.org/en/press-releases/global-witness-records-the-highest-number-of-land-and-environmental-activists-murdered-in-one-year-with-the-link-to-accelerating-climate-change-of-increasing-concern/>

World Bank report 2008 on biodiversity: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/995271468177530126/the-role-of-indigenous-peoples-in-biodiversity-conservation-the-natural-but-often-forgotten-partners>

2020 IWGIA report on building indigenous autonomies: <https://www.iwgia.org/en/resources/publications/3815-building-autonomies.html>

2020 IWGIA book on indigenous women and climate change: <https://www.iwgia.org/en/resources/publications/3537-indigenous-women-and-climate-change.html>

2020 Office for the High Commission for Human Rights, COVID-19 and indigenous peoples rights: https://www.ohchr.org/Documents/Issues/IPeoples/OHCHRGuidance_COVID19_IndigenousPeoplesRights.pdf

2020 Report of the Special Rapporteur on the rights of indigenous peoples, José Francisco Calí Tzay (A/75/185): https://www.ohchr.org/EN/Issues/IPeoples/SRIndigenousPeoples/Pages/Callforinput_COVID19.aspx

2019 IWGIA report on The impact of renewable energy projects on indigenous communities in Kenya: <https://www.iwgia.org/en/resources/publications/3535-the-impact-of-renewable-energy-project-on-indigenous-communities-in-kenya.html>

Outcome document from IWGIA 2018 conference Defending the Defenders: <https://www.iwgia.org/en/resources/publications/306-briefings/3295-outcome-document-defending-the-defenders.html>

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

IWGIA is currently preparing a global report on the status of food security and nutrition of indigenous peoples, the report has been commissioned to IWGIA by FAO and it is expected to be published by FAO in 2021/2022
The indigenous world 2021

2. Fragility, conflict, migration and resilience

Key conclusions and implications for the programme of the analysis of the below points:

Indigenous peoples find themselves at the core of human rights violations and conflicts. Competition over land and natural resources result in human rights violations and the denial of basic human rights to shelter, food, etc. The land grabbing and invasions contribute to mass forced evictions of indigenous peoples from their traditional lands and territories and to other gross human rights abuses, violations, killings and conflicts.

Latin America and Asia face social upheaval contributing to political instability and endangering the rights already acquired by indigenous peoples. Indigenous peoples are caught in the middle of armed conflicts in several countries resulting in accusations of treason, terrorism, destruction of their homes, livelihood and dignity as well as violent attacks, killings, and internal displacement. Peace agreements that were made are not honored or implemented leaving indigenous communities in very fragile situations. Political instability at the national level undermines the implementation of indigenous autonomies. In Asia and Africa, the lack of recognition of indigenous peoples’ basic rights and lack of meaningful dialogue with the authorities remains a challenge.

The rise in populism and authoritarian trends hamper the ability of CSOs to use political institutions to resolve conflicts and access justice effectively. This also has implications for importance and opportunities for indigenous peoples’ self-government. The lack of access to higher education, health

services, and employment, marginalisation and discrimination, means that a growing number of young indigenous people find it difficult to stay in or return to their communities and thus migrate to the cities. During the COVID-19 reverse migration back to indigenous territories pose additional/new challenges and opportunities. Some of the challenges occurring due to the reverse migration is food shortage, loss of income and increased challenges to curb the infection rates. The lock-down and restriction in movement is further adding risks to human rights activists who are more easily located and threatened, harassed or imprisoned. At the same time, we see how indigenous youth returning provide education to their deprived communities, come up with innovative solutions to food shortage and increased hygiene in their communities.

Denmark's development corporation support towards peace, security and protection includes a focus on human rights and participation. Peace-building takes place on several levels and local communities and civil society are important participants and Denmark supports building of their capacities. Denmark addresses underlying causes of vulnerability and contribute to building resilience to i.a. crises, natural disasters and climate change.

List the key documentation and sources used for the analysis:

2020 Programme document Land defence and defenders

2020 Programme document Territorial Governance

Report of the SR on the situation on human rights defenders to the UN General Assembly (2019) on s persisting impunity for human rights violations committed against human rights defenders

Global witness annual report 2020 : <https://www.globalwitness.org/en/press-releases/global-witness-records-the-highest-number-of-land-and-environmental-activists-murdered-in-one-year-with-the-link-to-accelerating-climate-change-of-increasing-concern/>

2017 IWGIA report on Land grabbing, investments & indigenous peoples' rights to land and natural resources: <https://www.iwgia.org/en/resources/publications/308-human-rights-reports/3354-land-grabbing-investments-indigenous-peoples-rights-to-land-and-natural-resources-legal-analysis-and-case-studies-from-tanzania-kenya-india-myanmar-colombia-chile-and-russia.html>

2020 CHT commission report: https://www.chtcommission.org/Life_is_not_ours_update_4_2000.pdf

2017 IWGIA book on Extractive Industries, Land Rights and Indigenous Populations'/Communities' Rights: <https://www.iwgia.org/en/resources/publications/305-books/3294-extractive-industries-land-rights-and-indigenous-populations-communities-rights.html>

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

3. Assessment of human rights situation (HRBA) and gender¹

Indigenous peoples' rights are recognised in the ILO Convention 169 on Indigenous and Tribal Peoples, established in 1989 and the UN Declaration on the Rights of Indigenous Peoples, adopted by the UN General Assembly in 2007. The adoption of the UN Declaration has been a remarkable progress in the recognition of indigenous peoples' rights at international level. In parallel, a number of specific international and regional human rights mechanisms mandated to monitor the implementation of indigenous peoples' rights have been established. After its adoption, the UNDRIP became the legal framework for the work of the mechanisms and promoting it and monitoring its implementation became a key component of their mandates. Despite positive developments at international level, the human rights situation of indigenous peoples at country and local levels remains challenging.

¹ The purpose of the analysis is to facilitate and strengthen the application of the Human Rights Based Approach, and integrate gender in Danish development cooperation. The analysis should identify the main human rights issues in respect of social and economic rights, cultural rights, and civil and political rights. Gender is an integral part of all three categories.

There are 3735 recommendations from the Universal Periodic Review (UPR), Special procedures and treaty bodies addressing the human rights situation of indigenous peoples including linkages to the implementation of Goals and targets of the 2030 Agenda. A large proportion of the recommendations address SDG 16 *Peace, justice and strong institution*, but a significant amount of the recommendations also address SDG 1 *No poverty*, SDG2 *Zero hunger* and SDG 10 *Reduce inequality*, SDG 5 *gender equality*. Strikingly , much fewer recommendations are linked to SDG 13 *Climate Action*.

The Expert Mechanism on the Rights of Indigenous Peoples and the Special Rapporteur on the rights of indigenous peoples have also provided recommendations on the respect, protection and promotion of the rights of indigenous peoples, including with regards to access to justice, autonomy and self-government, criminalisation of indigenous human rights defenders, climate change, indigenous women and girls.

Despite this progress and the many recommendations and urgent appeals made by UN mechanisms and regional human rights institutions regarding affirmative actions to ensure respect and protection of indigenous peoples' rights, translating this political recognition into concrete advances in the situation of indigenous peoples at the national and local levels remains a major challenge. Many decisions and commitments taken at the international level are disregarded or not implemented at the national level, and indigenous peoples' voices are all too often marginalized, if heard at all.

IWGIA applies a human rights-based approach to development (HRBA). Human rights are both a means and an end in the support to indigenous peoples as rights holders. Indigenous peoples are supported to claim their rights and hold duty bearers accountable. Duty bearers include government institutions at all levels as well as regional and international institutions. All IWGIA's strategies and programmes are framed by and informed at all stages by the HRBA principles; non-discrimination, participation, transparency and accountability.

- **Participation:** Indigenous peoples' own priorities and strategies guide the cooperation and concrete support that IWGIA provides. IWGIA's trademark is our participative and inclusive approach to partners. While fully respecting indigenous peoples' cultures and traditions, upholding a rights-based approach in our work is central. Culture must never become an excuse for exclusion or discrimination. Adhering to the principle of inclusion, we believe in promoting the full participation of all groups of indigenous right-holders, in particular women and youth
- **Accountability & Transparency:** One of the core areas of IWGIA's work is monitoring the human rights performance of duty-bearers in order to hold them accountable for lack of implementation or respect of rights. In our view, however, the principle of transparency and accountability not only applies to states but also to indigenous organisations and other indigenous and non-indigenous civil-society actors, including IWGIA. IWGIA therefore require that itself and its partners work in a transparent way and uphold full accountability in line with internationally recognised standards.
- **Non-discrimination:** IWGIA put a particular focus on groups of indigenous peoples who are particularly vulnerable to discrimination and human rights violations. These groups include hunter/gatherers, pastoral nomads, indigenous peoples in voluntary isolation, indigenous internally displaced populations, and indigenous migrants. But also within indigenous communities, there is a need to pay special attention to vulnerable groups such as indigenous women and youth.

Gender inequality is a major concern in many indigenous peoples' communities. Indigenous women experience multiple forms of discrimination due their indigenous identity, their gender and poverty. Indigenous peoples' systems of governance and power structures are often highly gendered and may

exclude women and their perspective from decision-making, which increases women's vulnerability to abuses of their human rights.

Indigenous women are more vulnerable since, in many cases, they traditionally have very limited influence and decision-making power on land matters, and since they often suffer the most when land is lost and they no longer are able to provide for themselves and their children. Indigenous women are very often targets of multiple forms of violence, including structural violence that results in their being victimized by the circumstances of everyday life. Some of the forms of violence they face are sexual violence, gender-based killings, traditional harmful practices, domestic violence, violence in the contexts of conflict, tribal segregation and trafficking. Although indigenous women and girls face enormous challenges and discrimination, they are active and important change agents. Recent examples of successful IWGIA supported experiences include how in Tanzania pastoralist women organized themselves and lobbied authorities successfully to resolve land rights violations, following the decade-long technical, strategic, advocacy and financial support from IWGIA to PAICODEO, one of the only organisations working on securing the pastoralist rights in central/southern Tanzania. In Bangladesh, indigenous women's rights defenders started working on issues of violence against indigenous women, after having received extensive training from IWGIA and its partners on human rights. In 2018, after many years of trying to bring up the case of the forced sterilisations of indigenous women in the Andean region of Peru, an Inter-American Commission on Human Rights hearing has had an impact on the Peruvian media and paved the way for legal actions. IWGIA has supported this process through many actions with its local partner, including lobbying, awareness raising of the issue, and holding workshops with indigenous women on their rights and how to exercise them.

IWGIA and partners will consider and address gender inequality and the vulnerability of girls and women as a cross-cutting priority. Interventions will aim at securing gender balance, and conduct activities in a gender sensitive manner, so that girls and women can freely and actively engage. Furthermore, there will be specific emphasis and attention to the additional threats and violations faced by indigenous women. Under its Strategic period 2021 – 2025, IWGIA will carry out a gender audit of the organization that will further enhance mainstreaming gender in the institutions and all its operations.

Indigenous youth face challenges as a result of the intergenerational effects of colonisation and assimilation policies, as well as the continued struggles to ensure their rights and identity as indigenous peoples. With a difficult situation in local communities due to scarcity of resources and increasing conflicts, there is a general trend towards a massive out-migration from indigenous communities, particularly among the youth. Being far from home, further exposes them to risks of both physical and emotional violence.

Among other issues, indigenous youth are challenged by discrimination, illiteracy, forced relocation, unemployment, incarceration and lack of legal protection, Traffic and sexual exploitation, food insecurity, malnutrition and sexually transmitted diseases. Indigenous youth also experience much higher rates of suicide and self-harm compared to other youth. During the last years, IWGIA has promoted the inclusion of indigenous youth in different projects and in the participation of international human rights spaces. IWGIA have placed particular emphasis on the participation of young people in activities where new technologies are used, such as geographic information systems or communication programs (radio, video, social networks). These experiences can be replicated in and adapted to several of the countries where IWGIA works.

Recognising that the perspectives and priorities of indigenous youth are important to take seriously as they are the future of the indigenous movement and the sustainability of indigenous communities,

IWGIA and partners will strive towards ensuring the inclusion of indigenous youth as a priority target group cutting across projects and programmes. A recent example of successful project focusing on education as a stepping stone for youth is the Wampis radio station Tarimat Pujut in Peru which also consists of a communicators' training school, offering an attractive space for young people who are becoming more involved in the political organisational process within their territory through the radio. At international level, IWGIA supports indigenous youth representatives and their networks to participate in international processes and youth caucuses such as in the UNPFII, the UNFCCC and HLPF. Supporting their participation and involvement in the global indigenous youth movement is crucial to develop capacity, knowledge and experience sharing which foster hope and build confidence among indigenous youth representatives from different regions. During its new Strategic period (2021 – 2025), IWGIA will further analyse how to increasingly engage with indigenous youth and how to mainstream indigenous youth in its work in general and programming in particular.

List the key documentation and sources used for the analysis:

<https://www.un.org/development/desa/indigenouspeoples/mandated-areas1/children-and-youth.html>

UNSR Report to Human Rights Council – 2018. Attacks against and criminalization of indigenous peoples defending their rights (<http://unsr.vtaulicorpuz.org/?p=2610>)

UNSR .Report to the General Assembly, 2017 Implementation of the United Nations Declaration on the Rights of Indigenous Peoples (<http://unsr.vtaulicorpuz.org/?p=2446>)

UNSR Report to the Human Rights Council, 2015. Rights of indigenous women and girls (<http://unsr.vtaulicorpuz.org/?p=1528>)

The report published by the IACHR (Inter-American Commission on Human Rights) and IWGIA on Indigenous Women and Their Human Rights in the Americas

<https://www.iwgia.org/images/documents/popular-publications/indigenous-women-americas.pdf>

Youth, self-harm and suicide- UN Permanent Forum on Indigenous Issues – 14th Session: Concept Note for Discussion at <https://www.un.org/esa/socdev/unpfi/documents/2015/concept-notes/youth-self-harm-suicide.pdf>

2017 IWGIA report on indigenous women: <https://www.iwgia.org/en/resources/publications/305-books/3322-indigenous-women.html>

2018 IWGIA and Naga Women's Union report on women in Naga society:

<https://www.iwgia.org/en/resources/publications/305-books/3337-the-place-of-women-in-naga-society.html>

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

4. Inclusive sustainable growth, climate change and environment

Despite having contributed the least to climate change, indigenous peoples are among the first to face its direct effects. Many live in sensitive ecosystems and are reliant on their natural resources. Globally, many of the remaining standing forests are found where indigenous peoples live. The important role of indigenous peoples in the protection and conservation of the environment is increasingly recognised including by the UN Intergovernmental Panel on Climate Change (IPCC). However, their marginalisation and discrimination at country level have negative consequences for their livelihood and socio-cultural practices and result in discriminatory policies and legislation, also in climate action. Constituting just 6% of the world's population, indigenous peoples protect 80% of the planet's biodiversity. In their steward-ship of territories, indigenous peoples and their knowledge contribute to maintaining the world's biodiversity and play a key role in preserving the climate and the environment.

The growing demand for land and natural resources make indigenous peoples' territories target for increased exploitation, illicit acquisitions and land-grabbing. Indigenous peoples risk losing their remaining lands and territories as they face forced evictions and other human rights violations and

conflicts. An increasing number of attacks are detected against defenders of lands and forests which are sought after for mining and extractive industries, logging, and agro-businesses. Further to this, indigenous peoples are increasingly negatively impacted by climate change mitigation initiatives on their customary lands such as the establishment of conservation areas and national parks, renewable energy projects, etc. The loss of land and natural resources contribute to loss of traditional livelihood practice, valuable indigenous knowledge and to food insecurity. It also entails risks of hampering mitigations efforts more broadly as indigenous peoples are not only the most vulnerable to the impacts of climate change, but also stewards of most of our remaining biodiversity, with important contributions to adaptation and mitigation efforts, e.g. in regards to nature-based solutions.

IWGIA's work entail extensive air, fluvial and road travel, printing of publications and other carbon footprint heavy activities (paradoxically) contributing to climate change. In order to mitigate the risk, the implementing party, IWGIA, will in 2020-2021 develop "greening IWGIA guidelines" aiming to increasingly, year-on-year, reducing the environmental footprint of their operation through innovative approaches and technology. The guidelines will build on best practices identified in the Global Fokus mainstreaming of climate working group on ensuring good practices for the international NGO sector.

List the key documentation and sources used for the analysis:

2020 Programme document Climate Change

Indigenous women and climate change (IWGIA 2020): <https://www.iwgia.org/en/resources/publications/3537-indigenous-women-and-climate-change.html>

Peru: Deforestation in times of climate change (IWGIA 2019): <https://www.iwgia.org/en/resources/publications/3529-peru-deforestation-in-times-of-climate-change.html>

The impact of renewable energy projects on indigenous communities in Kenya (IWGIA 2019): <https://www.iwgia.org/en/resources/publications/3535-the-impact-of-renewable-energy-project-on-indigenous-communities-in-kenya.html>

Indigenous peoples, land rights and forest conservation in Myanmar (IWGIA 2018): <https://www.iwgia.org/en/resources/publications/305-books/3311-indigenous-peoples-land-rights-and-forest-conservation-in-myanmar.html>

IPCC Special Report on Climate Change and Land (2019): <https://www.ipcc.ch/srccl/chapter/summary-for-policymakers/>

If this initial assessment shows that further work will be needed during the formulation phase, please list how and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

List required EIAs or similar studies to be carried during the formulation or implementation face.

5. Capacity of public sector, public financial management and corruption

IWGIA and its partners work in countries that often face challenges in public sector and public financial management capacity as well as with regards to corruption. This can undermine the ability of the public sector to deliver for indigenous peoples' rights, even if governments are favorable towards these. It can also contribute to the challenges indigenous peoples face in obtaining reliable and comprehensive information on public policy, finances and services delivery as well as hamper opportunities for indigenous peoples' advocacy. Lack of public sector capacity and financial management and corruptions in certain areas may be particularly harmful to indigenous peoples such as in relation to illegal exploitation of land and natural resources that may contribute to resource degradation or dispossession and thereby indigenous peoples' livelihoods. Lack of capacity and will of the states to collect and maintain ethnic disaggregated data further poses challenges for indigenous peoples to be able to access benefits or advocate effectively for their vulnerability and entitlement to inclusion in public sector development programmes and initiatives.

List the key documentation and sources used for the analysis:

https://knowledgehub.transparency.org/assets/uploads/helpdesk/245_Impact_of_corruption_on_indigenous_people.pdf

Indigenous Navigator Initiative: <https://nav.indigenousnavigator.com/index.php/en/>

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

6. Matching with Danish strengths and interests, engaging Danish actors, seeking synergy

Working for promotion of the rights of indigenous peoples has been a key Danish priority area for decades. The World 2030, Denmark's strategy for development cooperation and humanitarian action reaffirms the commitment of Denmark to remain a significant global defender of human rights, democracy and gender equality. The strategy underlines that Denmark will continue to make "a persistent effort in the promotion of indigenous peoples". The UN is a central platform to voice support for this cause and unite countries from all over the world, including Europe, Russia, Arctic, North America, Latin America, Asia, Africa and Pacific. Furthermore, the present government has set out an ambitious green agenda with a view to ensuring that no-one is left behind such as indigenous peoples who are often hit especially hard by the adverse effects of climate change.

Denmark actively engages in the promotion of the rights of indigenous peoples, and Denmark and Greenland play a leading role in this effort, especially in the UN. The Kingdom of Denmark has been instrumental in setting up an international architecture aiming at upholding the rights of indigenous people. Denmark actively engages in monitoring the upholding of their rights through a range of mechanisms including special rapporteurs, the UN Permanent Forum on Indigenous Issues and the UPR amongst others. In 2019 Denmark was elected as a member of the Human Rights Council for the 2019-2021 term, with indigenous peoples as one of four priority areas. Denmark also actively promotes the right of representation of indigenous peoples through their own representatives and institutions in the UN and other international fora. Doing so and furthermore supporting and strategically engaging with organisations working to promote and defend the rights of indigenous peoples cements Denmark's leading position globally in this area and offers avenues for shaping alliances, also with e.g. with Latin American countries and Pacific States. Key allies engaged in the agenda include Finland, Norway and Sweden as well as Mexico and Canada.

IWGIA's mission is to promote, protect and defend indigenous peoples' rights, including the right to national, regional and international representation and the involvement of women and youth in decisions affecting their lives. IWGIA draws from a unique global network of indigenous peoples' organizations, human rights advocates, academic experts and institutions. Further, IWGIA has ECOSOC status and can provide oral and written submissions and recommendations to the UN. In addition, the present engagement can complement other Danish development cooperation at country level, in particular with regards to strategic frameworks and bilateral programmes in Danish priority countries such as Kenya and Tanzania. As such, this development engagement and the broader work undertaken by IWGIA is substantially supplementing and reinforcing the efforts of the Kingdom of Denmark to promote the rights of indigenous peoples at all levels. IWGIA is thus a crucial ally and a key strategic partner for Denmark in its work related to indigenous peoples.

In Denmark, IWGIA engages with two key strategic civil society networks, Globalt Fokus and the 92-group, both also supported by the MFA. IWGIA is represented in several thematic working groups in the two networks; related to Shrinking Civic Space, Human Rights Council, the SDGs and Climate. Through IWGIAs active participation in the 92-group and Globalt Fokus, IWGIA engages with key decision makers, politicians, the Ministry of Foreign Affairs, private sector and the broader Danish public, to strengthen synergies and cooperation between Danish interests and Danish civil society.

List the key documentation and sources used for the analysis:

The World 2030, Denmark's strategy for development cooperation and humanitarian action

Denmark in the Human Rights Council <https://fnnewyork.um.dk/en/denmark/human-rights/denmark-for-the-un-human-rights-council/>

Outcome document from IWGIA 2018 conference Defending the Defenders:

<https://www.iwgia.org/en/resources/publications/306-briefings/3295-outcome-document-defending-the-defenders.html>

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

7. Stakeholder analysis

IWGIA is a non-indigenous organisation and find that its legitimacy depends on what value it adds to indigenous peoples' rights and aspirations. Everything IWGIA does is therefore with and in support of indigenous peoples' organizations, institutions, Nations and movements who are IWGIAs key stakeholders.

Together with indigenous peoples' partners IWGIA addresses and advocates duty bearers to implement their international human rights obligations and to recognize, respect and protect indigenous peoples' rights at country level. IWGIA also build strategic partnerships with likeminded States, which include its donors and other States that push for indigenous peoples' rights.

IWGIA's strategic partnerships with UN agencies, international/regional human rights institutions, civil society organisations, and academia are one of IWGIA's important assets. In close cooperation with IWGIA's strategic partners, it coordinate and enhance advocacy efforts at national, regional and international levels in pursuit of common objectives within a framework of dialogue, mutual trust, respect and cooperation.

The key stakeholders and their main interestests, capacity and contribution include:

	Key Stakeholder	Main interests	Capacity	Contribution
1	Indigenous peoples' communities, organizations (including indigenous peoples women and youth organizations), Nations, activists, experts, and networks.	<ul style="list-style-type: none"> Rights holders, voicing the need for recognition, respect, protection and promotion of their rights (UNDRIP) in decision making process at national, 	<ul style="list-style-type: none"> Rooted in their indigenous communities Legitimacy among its constituency. Institutional strength and 	<ul style="list-style-type: none"> Contribution to IWIGA's strategic and programmatic development and communication. . Identification and development of projects/activities

		<p>regional and global level.</p> <ul style="list-style-type: none"> • Empowerment through project and technical support from IWGIA. • Advocacy of their rights at local, national and international level together with a well-established intl. organization. • Solid documentation of their HR situation that they can use at all levels. 	<p>administrative capacity.</p> <ul style="list-style-type: none"> • Advocacy skills 	<p>in selected countries</p> <ul style="list-style-type: none"> • Implementation of projects. • Advocacy at local, national and international level together with IWGIA. • Production of documentation of their human rights situation/violations. • Direct engagement in and contribution to regional and international processes
2	Governments as duty bearers	<ul style="list-style-type: none"> • Enhanced knowledge of indigenous peoples' rights. • Engage in dialogue with affected indigenous peoples' communities, organizations, Nations, etc. • Receive technical assistance on indigenous peoples' rights to develop policies and programs that respond to the demands of indigenous peoples' 	<ul style="list-style-type: none"> • Duty bearer • HR obligations under international law • Lack of capacity for implementation. 	<ul style="list-style-type: none"> • Enter into a constructive dialogue with indigenous peoples and advance legal and policy on indigenous peoples rights. • Participate in activities of partner projects, receive information and news, participate in meetings with indigenous peoples' representatives. • Implement intl. agreements, obligations.
3	National, regional and international HR Institutions and other UN bodies (HRC, UPR CERD UNSR, UNPFII, EMRIP, IACHR, ACHPR, HLPF)	<ul style="list-style-type: none"> • Implementation of their mandate • Receive indigenous peoples' rights documentation and information as guidance for implementation of the UNDRIP and regional human rights instruments. 	<ul style="list-style-type: none"> • Legitimacy and authority given by member states • Work guided by international and regional human rights framework 	<ul style="list-style-type: none"> • Global/regional advocacy platforms for advocacy and dialogue between indigenous peoples' and States, national human rights institutions and other stakeholders

		<ul style="list-style-type: none"> • Establish alliances with indigenous peoples' and support organisations • Engage in dialogue with indigenous peoples' on human rights situations and actions to be taken. • Need active CSOs for monitoring and push States to fulfil their obligations 	<ul style="list-style-type: none"> • Monitor States' human rights performance • In some cases can establish jurisprudence 	<ul style="list-style-type: none"> • Monitoring State's human rights performance • Strong allies of indigenous peoples' • Provide substantive grounding for the respect of indigenous peoples' rights • Provide recommendations and technical advice to States
4	International bodies addressing climate change (UNFCCC, GCF)	<ul style="list-style-type: none"> • Ensure that their policies, actions comply with indigenous peoples' rights • Information on indigenous peoples' contribution to climate actions • Interested in resilient communities. 	<ul style="list-style-type: none"> • Decide on intl. actions to address climate change • Provide funding to climate actions • Support indigenous peoples' voices in climate events 	<ul style="list-style-type: none"> • Can provide support to indigenous peoples' voices, promote indigenous peoples' rights in climate actions. • Monitor implementation of projects funded through GCF and application of indigenous peoples policy.
5	UN Agencies	<ul style="list-style-type: none"> • Ensure that their policies, projects and programs are aligned with the UNDRIP and have no adverse impact • Ensure that their programs benefit indigenous peoples' communities. 	<ul style="list-style-type: none"> • International Legitimacy • Normative work • National level programmes with funding • Financial and technical capacity. 	<ul style="list-style-type: none"> • Political influence at national level (UN country teams) • Advocate for inclusion of indigenous peoples in relevant decision-making processes at country level • Implement policies on indigenous peoples rights
6	CSO and NGO networks	<ul style="list-style-type: none"> • Include indigenous peoples as strong voice from the ground • Solid documentation informs their work 	<ul style="list-style-type: none"> • Organisational and advocacy • Media outreach • Alliance building, outreach, 	<ul style="list-style-type: none"> • Allies of indigenous peoples and IWGIA • Facilitate platform to reach other stakeholders

			connections, influence	<ul style="list-style-type: none"> • Support to the cause and strengthen our voice • Provide possible campaign platform
7	Development Cooperation Agencies/Ministries of Foreign Affairs (Nordic Governments), European Union (European Commission and European Parliament), Embassies	<ul style="list-style-type: none"> • Ensure that their policies, strategies, programs comply with international human rights standards and UNDRIP • Ensure that their programs benefit indigenous peoples. • Information about the situation of indigenous peoples, their demands and aspirations. 	<ul style="list-style-type: none"> • Influence at political levels • Development of strategies and policies. • Technical advice on project management. • Donor 	<ul style="list-style-type: none"> • Strong allies and supporters of indigenous peoples at political level • Financial contribution

IWGIA’s project partners are first and foremost indigenous peoples’ own organisations. An important criterion for IWGIA’s choice of partners is that they are rooted in their indigenous communities, and that they are recognised as their legitimate representatives and advocates. Strong partnership and alliance building with relevant stakeholders are important in the implementation of the program. Environmental and development organizations working with broader agendas need to adequately account for indigenous peoples’ rights. Human rights organizations are potential strong allies for IWGIA and its partners to mainstream indigenous peoples’ rights and increase visibility. The private sector is also an important stakeholder as it is a key driver of change in the world, often – however - to the detriment of indigenous peoples’ rights.

IWGIA’s strategy for engaging key stakeholders, and in particular its partners, is based in its Theory of Change, including its ‘Triangle of Change’ with support for documentation, empowerment and advocacy. By strengthening global-local linkages between national and international processes, IWGIA has a catalytic potential at national or local level where information about international processes regarding indigenous peoples’ rights and knowledge about legal instruments available for redress of human rights violations help strengthen the position and demands of indigenous peoples towards the State in where they live. IWGIA combines long-term consistent efforts with a flexibility and swift-response approach when needed. In the world of today, situations and problems change and emerge all the time, and where it is impossible to predict the most burning issues years in advance. While recognising the need for strategic directions and priorities, IWGIA therefore also maintains its flexible approach as a cornerstone in its working methods, e.g. key in swift response to human rights violations. Swift response to and support of partners during the COVID-19 crisis is an example for the flexibility to react to challenging changes and crisis.

The ways in which IWGIA communicate, coordinate and cooperate with key stakeholders include:

- Connecting indigenous peoples’ organisations: IWGIA promotes indigenous peoples’ capacity to act by connecting their organisations to strengthen regional and global solidarity and

learning. In the context of the implementation of the program, IWGIA will facilitate initiatives aimed at sharing experiences among indigenous peoples on their struggle for the protection of their rights and develop joint strategies. These exchanges of experiences and dialogues will include relevant other stakeholders from the list above, as well as individual experts, academics and others.

- Dialogues between indigenous peoples and governments: when the situation allows, indigenous peoples will communicate with national governments, supported through project support, thorough documentation and advocacy tools. IWGIA can engage and participate in these dialogues when this is politically favorable.
- Multistakeholder dialogues: To ensure that stakeholders communicate, coordinate and cooperate, IWGIA facilitates venues for indigenous peoples to engage in multi-stakeholder dialogues. This can include facilitating meetings at intl. events between indigenous peoples, UN agencies, NGOs, etc. It can also include meeting with embassies in countries where we visit and have partners.
- Documentation via the Indigenous World book, as well as other documentation and information activities, IWGIA provide solid information on the situation of indigenous Peoples' to all stakeholders.

Despite their great diversity and cultural differences, indigenous Peoples share common problems related to the protection of their rights as distinct peoples and they strive for recognition of their identities, their right to traditional lands, territories and natural resources and their rights to define their own paths of development. The recognition of their rights is very diverse and can lead to different strategies as to how to address the specific situation in a given context at national level. At international level this can lead to divisions in terms of advocacy strategies. As in any other social movement, there are great differences in the character of the Indigenous Peoples' organizations and their organizational level, and they may have different agendas and strategies according to the political context in the countries where they live. However, they are united around the common interest of increasing protection and respect of their rights and through platforms for dialogues, Indigenous Peoples can usually find common ground and reach consensus to join strategies.

There are also stakeholders, who can have negative impact on achieving the intended results. These can include some conservation NGOs & conservation authorities, govt officials, park rangers, anti-poaching units, paramilitary and armed groups, military, criminal cartels, landless/ settlers, religious movements, media and landless/ settlers. IWGIA carefully assess and consider these actors in their specific contexts with regards to strategies for engagement or non-engagement, both with regards to programmatic aspects and with regards to risks management.

IWGIA values and encourages dialogue between civil society and the private sector, but due to possible conflicts of interest it rarely engage in partnership relationships with private businesses. IWGIA retain a constructive communication with them in regard to projects affecting indigenous peoples.

IWGIA's partners are involved in programme development and input to IWGIA's strategies, including its Institutional Strategy. IWGIA works with long-term Indigenous Peoples' partners in selected countries and aligns its strategies and programmes with needs and necessary actions for change identified by its partners. It is crucial for IWGIA that its activities at all levels are guided by and build on the activities and strategies of its partners. During the process of preparation of the development engagement, IWGIA has carried out a consultation process with partners through questionnaires and interviews. MFA staff and IWGIA have engaged in a series of consultations aimed at preparing and formulating the development engagement. This follows an Organisation Capacity Assessment of

IWGIA carried out by the MFA with support from external experts in the first part of 2020, which also included interviews with IWGIA partners.

List the key documentation and sources used for the analysis:

Relevant references and guidance may include:
Preparatory work to IWGIA's institutional strategy 2021-2025
IWGIA partnership principles
IWGIA fundraising strategy

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

Annex 2: Partners

1. Summary of stakeholder analysis

IWGIA is a non-indigenous organisation. Its legitimacy largely depends on what value it adds to indigenous peoples' aspirations. Everything IWGIA does is with and in support of indigenous peoples' rights. Indigenous peoples' organisations, institutions and Nations are therefore IWGIA's key stakeholders.

Together with indigenous partners IWGIA addresses and advocates duty bearers to implement their international human rights obligations and to recognise, respect and protect indigenous peoples' rights at country level. It also builds strategic partnerships with friendly States, which include donors and other States that push for indigenous peoples' rights.

IWGIA's strategic partnerships with UN agencies, international/regional human rights institutions, civil society organisations, and academia are among IWGIA's key assets. In close cooperation with strategic partners, it coordinates and enhances advocacy efforts at national, regional and international levels in pursuit of common objectives within a framework of dialogue, mutual trust, respect and cooperation.

2. Criteria for selecting development engagement partner(s)

- Relevance
- Effectiveness
- Long-term sustainability
- Innovation, change and transformation

3. Brief presentation of partner: International Work Group for Indigenous Affairs (IWGIA)

IWGIA is an international human rights organisation founded in Denmark in 1968. Its core mission is to promote and protect the rights of indigenous peoples. Based in Denmark, the organisation is made up by a secretariat overseen by a board that provides accountability and strategic direction. The secretariat reaches out to and works with a global network of indigenous peoples' organisations and international human rights bodies. In 2019, DANIDA's contribution represented 43% of IWGIA's total yearly operational and projects budget alongside. Other key donors include the European Union as well as private foundations and multilateral agencies.

IWGIA has been subject to a number of reviews and evaluations during the past two decades. In 2018, an evaluation of Danish support to promotion and protection of human rights 2006-2016 found that IWGIA had been an effective and consistent partner for Denmark in terms of “rendering technical, strategic and financial support to indigenous peoples’ organisations”. A 2020 Organisational Capacity Assessment of IWGIA found that the organisation plays a relevant backseat, facilitative and broker role as a non-indigenous peoples’ organisation working with and in support of indigenous peoples and their organisations and movement. It further found that IWGIA has adequate strategic, organisational, programmatic and financial management capacities to deliver quality outcomes. IWGIA should, however, strengthen the coherence between its core mission, strategy, results framework and budget in order to ensure that activities on the ground were consistent with its aims. It would be key to develop an output-based budget in order to increase transparency as to the use of the funds provided by the MFA.

IWGIA approach to innovation is to integrate it into all aspects of the programme cycle. It focuses on the input and profound creativity and understanding offered by its diverse partners and network, which allows IWGIA to respond to rapidly changing conditions and circumstances. IWGIA pursues innovation together with a variety of partners. Academic research is a cornerstone for IWGIA in documenting and understanding processes of innovation. Examples of innovation include: exploring the formerly taboo topics of suicides as well as the issue of LGBTQI+ people in indigenous communities; developing of the Indigenous Navigator, a comprehensive platform which translates complex international Human Rights instruments for use in community and national contexts; reaching youth through cartoons and music; and use of satellite imagery, GPS etc, in the process of mapping indigenous territories and tracking deforestation and violations of these territories. IWGIA continues striving for innovation throughout its work in order to better and more effectively achieve intended outcomes and outputs.

Denmark actively engages in the promotion of the rights of indigenous peoples, and Denmark and Greenland play a leading role in this effort, especially in the UN. The Kingdom of Denmark has been instrumental in setting up an international architecture aiming at upholding the rights of indigenous peoples. It further actively engages in monitoring the upholding of their rights through a range of mechanisms including special rapporteurs, the UN Permanent Forum on Indigenous Issues and the UPR amongst others, and Denmark actively promotes the right of representation of indigenous peoples through their own representatives and institutions in the UN and other international fora. Furthermore, support to and strategic engagement with organisations working to promote and defend the rights of indigenous peoples cement Denmark’s leading position globally and offer avenues for shaping alliances, also with e.g. Latin American countries and Pacific States. Key allies engaged in the agenda include Finland, Norway and Sweden as well as Canada and Mexico.

The objective, outcome and outputs of this DED all contribute towards the realization of IWGIA’s mission and global objective as expressed in IWGIA’s Institutional Strategy for 2021 to 2025. The financial support from DANIDA for the implementation of this DED will represent an important contribution to IWGIA’s general budget alongside financial contributions from other donors such as Norad and the European Union as well as private foundations and other multilateral agencies. In 2019, DANIDA’s contribution represented 43% of IWGIA’s total yearly

operational and projects budget. For the period 2021-2023, IWGIA will aim at maintaining DANIDA's contribution at this level, while making efforts to bring it further down.

4. Summary of key IWGIA partner features

Partnership with indigenous peoples and their organizations, institutions and movement are at the centre of the theory of change. Taking point of departure in their needs and ownership IWGIA works with approximately 13-15 project partners who receive funding under the engagement and 25 strategic partners who do not receive funding under the engagement. An important criterion for choice of partners is that they are rooted in their indigenous communities, and that they are recognised as their legitimate representatives and advocates for indigenous peoples' rights. In 2019, IWGIA introduced a structured **partners assessments** tool in order to assess the organizational capacity of a (potential) partner (e.g. with regards to governance) as well as the technical, programmatic and financial capacity to carry out a project. This is also supported by broader partner scoping in order for IWGIA to operate and connect and collaborate with relevant potential partners in its priority countries.

Indigenous peoples' own organisations at the country level are the primary **project partners**. They lead and largely design and implement their strategies and activities themselves in their local contexts in close collaboration and with support from IWGIA. While aligned with the overall theory of change of the engagement, their specific strategies and activities are also in pursuit of their own visions and aspirations and tailored to their local needs and context with a view to address root causes and achieve genuine and sustainable solutions. Targeting targets one or more of the outputs of the theory of change their strategies and activities at the local and national level include documentation of the situation for indigenous peoples in their local and national contexts, including through information gathering and fact finding, empowerment of indigenous peoples and their communities and advocacy towards local and national authorities and strategic litigation and seeking of redress. IWGIA support the project partners in all aspects of these efforts at the local and national level. Indigenous peoples and their organisations are also supported to develop and use documentation, empowered to speak on their own behalf and advocate their agendas at regional and international levels as well as to use the relevant regional and international mechanisms in claiming their rights at national and local levels.

Collaboration with **strategic partners** contribute to coordinate and enhance advocacy efforts at national, regional and international levels in pursuit of common objectives within a framework of dialogue and cooperation. Strategic partners include indigenous organisations and institutions in developed and developing countries, UN agencies, international/regional human rights institutions, countries, civil society organisations, and academia, e.g. UN Human Rights bodies and UNFCCC as well as Nordic countries at the international level, the Inter American Commission on Human Rights (IACHR) and the African Commission on Human and Peoples' Rights (ACHPR) at the regional level, and state institutions. Many of these are long-term partners that benefit from mutual knowledge and trust, but they can also be more short-term focusing on achieving a specific result together. Most of the strategic partnerships are naturally centred on indigenous peoples' rights, but IWGIA also strives to enhance

its collaborations with strategic partners that can contribute to change within specific thematic areas. This will be explored further in order to forge new alliances that can contribute to results in these areas, e.g. in the area of climate action in relation to implementation of the Green Climate Funds new indigenous peoples policy building on results and experiences in relation to the development of this policy. Joint actions and activities with strategic partners include advocacy and campaigning, events such as side-events, seminars, webinars etc., dialogues among indigenous peoples themselves and with other key stakeholders, documentation of the situation of indigenous peoples, including with regards to specific issues or thematic areas.

Capacity building of indigenous peoples and their organisations is underpinned and is often integrated into all aspects of the engagement. The approach includes that IWGIA provides specific capacity building activities for project partners or indigenous communities or that project partners provide capacity building for indigenous communities. But often the capacity building is a mutual exercise where one or more of IWGIA, project partners, strategic partners and indigenous communities build each other's capacities in the course of the capacity building efforts. Capacity building efforts include focus on approaches and methods for documentation, empowerment and advocacy; technical knowledge and learning on national, regional and international frameworks and mechanisms on indigenous peoples rights and human rights in general as well as thematic knowledge and learning on e.g. climate action; and organisational issues and secure communication and safety issues. Specific methods include trainings, knowledge products mentoring, peer-to-peer exchange and radio. Indigenous peoples are also supported to exchange across contexts in order to facilitate mutual capacity building and learning as well as to facilitate movement building joint advocacy and campaigning. This is often done in connection with regional and international meetings and events.

IWGIA's partnership approach applies a long-term perspective and builds on trust, knowledge and mutual respect and on a common understanding of mutual strengths and capacities to support each other's work. Many of IWGIA's partners are long term partners. IWGIA supports them in building their organisational capacity in areas such as administration, financial management, networking and fundraising in order to enhance their sustainability and decrease their dependency on IWGIA. In light of IWGIA's approach, the pressure on indigenous peoples and their organisations as well as the challenging funding environment, it might be more accurate to describe the approach to IWGIA's exit strategies with partners as organisational empowerment. IWGIA will develop and clarify this further in the coming years. When IWGIA supports project partners to participate in international meetings, IWGIA also encourages and facilitates that partners meet with other supporters and donors. By working at different levels (national, regional and international), IWGIA provides its partners with an enhanced network and opportunity to build alliances through which they can get funding. This has for instance been the case with the International Land Coalition, which IWGIA is also a member of. IWGIA uses its fundraiser to regularly pass on relevant calls for proposals to partners detected in regular monitoring of calls for proposals relevant for IWGIA. This contributes to enlarge the network and donor base of IWGIA's partners and IWGIA and partners make joint applications on major calls for proposals.

Apart from the project partners below listed, which will form part of the DANIDA financed grant/programme, a number of other project partners will also be supported during the coming 3 years. These will be supported via the Small Grants Facility, which will consider incoming proposals on a running basis. All projects granted via the Small Grants Facility will fall within one of IWGIA's thematic programmes. Partners supported via the Small Grants Facility will have to fulfil the same criteria as other project partners and will undergo a similar partner assessment. The Small Grants Facility will allow IWGIA to not only collaborate with current and well-known partners on already pre-determined projects, but to also flexibly respond to new emerging needs and issues. This is particularly important being an organization like IWGIA working on human rights issues, which constantly and rapidly change, depending on changing political contexts, and where IWGIA therefore must be able to adapt swiftly and flexibly.

IWGIA's project partners, which will receive financial support via the DANIDA grant:

Partner name <i>What is the name of the partner?</i>	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the programme for the partner's activity-level (Low, medium high)?</i>	Influence <i>How much influence does the partner have over the programme (low, medium, high)?</i>	Contribution <i>What will be the partner's main contribution?</i>	Capacity <i>What are the main issues emerging from the assessment of the partner's capacity?</i>	Exit strategy <i>What is the strategy for exiting the partnership?</i>
Ogiek Peoples Development Programme (OPDP), Kenya	Indigenous peoples' rights advocacy and litigation in Kenya Wants to promote and protect indigenous peoples' rights in Kenya (notably the Ogiek people) and ensure their	Medium to high OPDP has other donors, but without the program OPDP will not be able to sustain its campaign for implementation of the African Court Ogiek ruling and mobilization of	High. OPDP is a long-term partner of IWGIA under our land defense work, and their visions and priorities have played an important role in shaping the programme.	Ensuring that land rights violations are exposed and protested in Kenya, communities are mobilised and broader civil society alliances formed	Strengths: OPDP has developed from a small community-based organization to a bigger and more consolidated organisation that is capable of coordinating regional indigenous rights advocacy efforts on the African continent. They have good policies and procedures in place.	OPDP is a key partner, and issues they work on are very long term. Therefore, IWGIA's collaboration with OPDP has a strategic long-term perspective with a view of achieving lasting and sustainable results for their target

	<p>active participation in development processes through advocacy campaigns and legal action.</p>	<p>the Ogiek communities.</p>			<p>Weaknesses: OPDP depends on project funding, which makes them vulnerable, and despite improved capacities in fundraising they still need to strengthen their capacity and outreach.</p> <p>Opportunities: OPDP is well-known and respected among indigenous civil society in Kenya and broadly in Africa (also being the Africa indigenous peoples lead under the International Land Coalition) - and they are well placed to spark alliance building and collaboration.</p> <p>Threats: OPDP works on highly sensitive human rights issues and their staff, board members and target communities are</p>	<p>communities. At the same time IWGIA assists OPDP in building its capacity for fundraising and help them to reach out to other donors with a view of enlarging the organisation's donor portfolio. The fact that IWGIA supports OPDP has already paved the way for OPDP to get other donors on board, due to the credibility that IWGIA's name carries. IWGIA has also assisted OPDP to become member of a large global land alliance, through which OPDP is now receiving some funding. OPDP</p>
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					often harassed and intimidated	is therefore much less dependent on IWGIA today than it was some years back.
Parakuiyo Pastoralists Indigenous Community Development Organization (PAICODEO), Tanzania	<p>Indigenous peoples' rights advocacy and litigation in Tanzania.</p> <p>Wants to promote and protect the rights, livelihoods and culture of indigenous peoples in 6 regions in central and southern Tanzania through building the capacity of indigenous communities (with a strong focus on indigenous women) and undertaking advocacy and legal action.</p>	<p>High.</p> <p>PAICODEO is a comparatively small, locally rooted organization with limited resources. IWGIA has successfully assisted PAICODEO in getting new donors on board, however, IWGIA/the programme is still very important for PAICODEO to be able to carry out their human rights work.</p>	<p>High.</p> <p>IWGIA has worked with PAICODEO for a number of years, and their work and context has substantially informed focus, priorities and design of the programme.</p>	<p>PAICODEO will ensure that violations of indigenous peoples' rights in central and southern Tanzania are monitored and documented, indigenous communities (and especially indigenous women) are empowered, local, national and international level advocacy is undertaken and legal action is undertaken when required.</p>	<p>Strengths: PAICODEO is strongly rooted in the communities they work for, and the target communities have trust in and an ownership feeling of PAICODEO.</p> <p>Weaknesses: PAICODEO staff and community activists work with courage and dedication on sensitive human rights issues. This carries risks of harassment and intimidation, and they need to strengthen policies and procedures for protection of human rights defenders.</p> <p>Opportunities: PAICODEO has</p>	<p>PAICODEO is a key partner, and the issues they work on are very demanding and long term. While they have come a long way in empowering their target communities, more efforts are still needed, especially in terms of empowering women, and IWGIA will therefore still render support for the immediate future. However, IWGIA will also focus on strengthening PAICODEO's fundraising capacity and on</p>

					<p>prioritized empowerment of women, and this had led to the formation of an indigenous women movement, which is gradually starting to spearhead the land rights struggle. This is an important opportunity for advancing the entire land rights work in the 6 target regions.</p> <p>Threats: Civic space is shrinking in Tanzania, which can at times make it challenging for a dedicated human rights organization like PAICODEO to operate.</p>	<p>linking them up with others donors, including through setting up meetings with donors during international meetings, that PAICODEO participates in. This will be with a view of gradually decreasing IWGIA's support. This is already happening, and IWGIA has recently successfully managed to link PAICODEO up with a new donor.</p>
Pastoralists Indigenous Non-Governmental Organisations' Forum (PINGO's Forum), Tanzania	A coalition of indigenous peoples' organisations working in Tanzania for the rights of the marginalised indigenous	Medium. PINGOs Forum has other donors, but without IWGIA/the programme, PINGO's Forum would not be	High. Previous collaboration with PINGOs Forum has informed the development of the programme,	Ensuring that indigenous peoples are involved in climate change issues at national level in Tanzania – and that African	Strengths: PINGO's Forum is well organized and well governed. It has a strong finance and administration department and relevant policies and procedures in place.	PINGO's Forum serves as an important partner for the programme in Tanzania, being an umbrella organization for indigenous

	<p>pastoralists and hunter-gatherers communities.</p> <p>Indigenous peoples' rights advocacy in Tanzania.</p> <p>Wants to ensure that indigenous peoples and their rights are recognized in Tanzania through doing monitoring and documentation, community empowerment, advocacy and litigation</p>	<p>able to undertake its climate change and land rights work.</p>	<p>and PINGO's Forum has been thoroughly consulted in developing the programme. PINGOs Forum is in charge of implementing the Tanzania part of the programme.</p>	<p>indigenous voices feed into the global climate change discussions, policies and programmes. And ensuring that land rights violations are monitored, documented and addressed in Tanzania.</p>	<p>PINGOs has experienced and committed staff, who are ready to work under difficult conditions.</p> <p>Weaknesses: It is challenging for PINGOs Forum to fundraise sufficiently on a project basis to cover all of their core expenses (being a comparatively big organization)</p> <p>Opportunities: PINGOs Forum is a national umbrella organization for indigenous peoples in Tanzania – and it is an important opportunity that such an organization exists in Tanzania (unlike in most African countries), which is able to do consolidated and united advocacy work.</p>	<p>organisations in Tanzania. There are therefore no immediate plans for an exit with this partner. However, this will be continuously discussed and assessed seen in relation with the most pressing land rights issues in Tanzania and the organizations best placed to address these. At the same time IWGIA will support PINGO's Forum in strengthening their fundraising capacity and mapping out other potential donors – including through linking them up with new donors during international</p>
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					Threats: Civic space is shrinking in Tanzania, and this makes it increasingly difficult for a human rights advocacy organization like PINGO's Forum to operate. Donors are also increasingly pulling out of supporting human rights work.	meetings that they participate in. PINGO's Forum already has a number of other donors on board and it not critically dependent on IWGIA.
Asian Center for Human Rights (ACHR), India	Resource center for indigenous rights advocacy.	Medium The ACHR has a wide range of donors and IWGIA is only supporting with very limited funding. The support under this programme is however of high importance, as its main aim is to start up an indigenous lawyers network in India as a pilot project with no other funding	High ACHR is one of the few human rights organisations in India that is highly vocal about indigenous peoples' rights. ACHR has long experience and has great capacities within the elements of the IWGIA triangle for change (documentation, advocacy and empowerment)	Ensuring that land rights violations are exposed and protested in India, and that critical and emblematic cases are taken to court	Strengths: Highly competent, hard- working and agile staff Weaknesses: Could be more consistently analysing risks and develop procedures and contingency plans Opportunities: As a very experienced organization working on a highly sensitive topic in India, they have learned how to maneuver and have managed to survive as an organization. They have a huge network	The issues ACHR work on are very demanding and have a long term perspective.. Along the project implementation, IWGIA will assist ACHR in looking for new funding possibilities. Should IWGIA however decide to withdraw the financial support, it will not be a serious threat to the sustainability of ACHR. We will also continue

					<p>of supporters and are not afraid to try new things and ideas.</p> <p>Threats: being a vocal organization fighting for the rights of indigenous peoples in India is very risky – both to the organisations and to the individuals.</p>	to collaborate on a political level.
<p>Lawyers Association for Human Rights of Nepalese Indigenous Peoples (LAHURNIP), Nepal</p>	<p>Resource center for indigenous rights advocacy. Work to promote indigenous peoples' rights and fundamental freedoms as well as to enhance capacity of indigenous communities to defend their rights to self-determination including land territories and resources.</p> <p>As indigenous lawyers that</p>	<p>Medium</p> <p>LAHURNIP depends on external funding in order to secure activities, but has also other donors.</p>	<p>High</p> <p>LAHURNIP is a crucial partner due to its expertise in providing legal support, advocacy and training other national and local indigenous peoples' organisations.</p> <p>LAHURNIP is one of the most experienced indigenous organisations in Asia when it comes to</p>	<p>LAHURNIP contributes to mobilising and strengthening the capacity of national and local indigenous peoples' organisations.</p> <p>They provide trainings and support indigenous peoples human rights defenders as well as coordinating efforts at local, national and international level.</p>	<p>Strength: staff and board have a strong and unique combination of capacities as lawyers, activists and project management.</p> <p>Weakness: need to strengthen their awareness and capacity on security of staff – specially indigenous peoples human rights defenders and board, who are all actively engaged in sensitive work could be at risk.</p> <p>Opportunities: capacity to mobilise</p>	<p>LAHURNIP is a key partner in Nepal as well as in the region. It requires consistent, long term legal effort to achieve results. IWGIA will support LAHURNIP in diversifying funds and looking for relevant funding opportunities – we have already been instrumental in securing support from the</p>

	assist affected communities legally as well.		business and human rights, and their expertise and knowledge can benefit many of the other programme partners. Their contribution to the programme is highly important.	As a lawyers association they use the judicial system to take up cases for indigenous communities whose collective rights are being violated. LAHURNIP monitors, document and protest human rights violations all over Nepal through their network of indigenous peoples human rights defenders and take common cases to the international level as well.	indigenous peoples' organisations coupled with their experience in conducting training in indigenous peoples and human rights can serve as best practice and inspiration for other indigenous peoples' organisations and upcoming movements in the region. Threats: indigenous peoples human rights defenders are at risk of harassment when documenting and disseminating information about human rights violations.	government of Finland.
NEFIN, Nepal	Networking umbrella organisation, representing indigenous peoples in Nepal.	High IWGIA is the main and only consistent donor for NEFIN's	High NEFIN has been a key project partner at both project and international	Ensuring that indigenous peoples are involved in climate change issues at national level in Nepal –	Strengths: NEFIN is well organized and is a national umbrella organisation for indigenous peoples with a huge network. NEFIN has achieved	NEFIN is a crucial partner in the climate programme. Long term activities and consistent efforts

	<p>Engaged in national-level advocacy processes. Played a key role in indigenous rights advocacy in the national REDD+ process.</p>	<p>climate programme.</p>	<p>level since IWGIA started its work on climate and REDD+ in 2009 NEFIN has been supported to participate in the GCF work since 2017 and has played a key role in developing the objectives and strategic goals of IWGIA's engagement in the GCF.</p>	<p>and that Asian indigenous voices feed into the global climate change discussions, policies and programmes.</p>	<p>impressive results with regards to awareness raising of indigenous peoples and duty bearers, as well with regards to capacity building of indigenous communities and leaders, with a specific focus on the empowerment of indigenous women</p> <p>Weaknesses: Challenging for them to fundraise sufficiently on a project basis to cover all of their core expenses for their climate work</p> <p>Opportunities: Strong organisation with broad support and network in Nepal, and through IWGIA support also building up strong connection and network at global level, especially in the UNFCCC and the GCF. NEFINs</p>	<p>are required in order to achieve sustainable results. NEFIN currently depends on IWGIA's financial support for their climate related activities. During the implementation of this project, IWGIA will however assist NEFIN in exploring new funding opportunities and strengthen their capacity to apply for funding – including through linking them up with new donors during international meetings that they participate in.</p>
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					<p>climate coordinator has been elected as official Asian representative of the Indigenous Peoples Advisory Group in the GCF and has through their participation in the GCF established network and relations with key INGOs, UN agencies and duty bearers, which provide an opportunity to gain more influence in the future.</p> <p>Threats: Harassment and violations of rights of indigenous peoples protection and defending their territories including in conservation parks such as Chitwan. Lack of recognition of rights. Risks of exclusion from decision-making processes and influence on climate</p>	
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					actions at national level.	
CEJIS, Bolivia	Works for and with indigenous peoples' organisations from community to national and international level, documenting and monitoring public policies, and providing awareness raising and capacity building on indigenous peoples' rights to land, political autonomy etc.	Medium CEJIS's has several donors but is dependent on IWGIA funding to secure timely and efficient execution of specific activities in strengthening indigenous peoples capacity to demand territorial governance.	High The work and level of expertise built through many years' dedicated work with indigenous peoples' organisations in Bolivia is of crucial importance for the programme. This allows reaching out to indigenous communities and driving forward the process of achieving indigenous territorial autonomy.	CEJIS 'experience working through conventions with indigenous organisations in the promotion of indigenous territorial autonomy will ensure direct indigenous participation and ownership to the project results.	Strength: Strong and wide partnership with indigenous peoples' organisations across the country. High degree of technical expertise and knowledge as well as proven capacity in managing external funds. Weaknesses: At times in CEJIS' history, its employees left the institution seeking other jobs, leaving the institution without qualified personnel. Currently, CEJIS has reconstituted a very professional team. Opportunities: Several key figures in Bolivian politics have passed through CEJIS, so the institution usually has good contacts in the public spheres. Its long history of	The work towards territorial governance is a long-term process that requires consistent partnership and continued financial support. IWGIA assists CEJIS in applying for external funding in order to diversify their donor base. An example is the projects from the European Commission, which have been granted based on the long-term partnership with IWGIA.

					<p>supporting indigenous peoples gives it a privileged position in assisting indigenous organisations.</p> <p>Threats: Unstable political situation, forest fires and the COVID-19 pandemic pose an increasing challenge in reaching out to remote communities and conduct on-site activities.</p>	
Oré, Bolivia	<p>Support the defense and implementation of indigenous peoples' rights through technical advice to indigenous organizations and communication. Oré carries out research, legal and anthropological support on the defense of</p>	<p>High Oré is highly dependent on financial support from IWGIA to carry out activities. It was not until 2019 that the institution began to diversify its source of financing.</p>	<p>High Oré can become a strategic counterpart for Bolivia in legal, anthropological and communication support.</p>	<p>Ore plays an important role in providing technical support in the construction of autonomy processes in Bolivia. Ore has a close collaboration with CEJIS and the indigenous governments of</p>	<p>Strength: Strong network of academics, activists (indigenous and not indigenous) and journalists specialized in the field of HR and indigenous peoples' rights in Latin America. Weakness: <u>Ore's main threat is financial dependence on IWGIA.</u> Opportunity:</p>	<p>Oré was established with the support of IWGIA and a long-term partnership is envisioned. IWGIA also aims at supporting Ore to enhance their capacity to expand their network and donor base so Ore will be better equipped to obtain funds</p>

	indigenous territories, autonomous processes and socio-environmental conflicts.			Charagua. Ore also has a valuable team providing written and audiovisual documentation.	The autonomous governments of Charagua and TIM have great confidence in ORE's technical advice. The diversity and capacity of its small group of professionals offers a range of possibilities for the strengthening of indigenous autonomies. Threats: The Bolivian political context is unstable and can affect the normal development of projects.	from other support institutions.
Indigenous self-government of Charagua , Bolivia	It is the organization in charge of the indigenous self-government of Charagua, in the Chaco region of Bolivia.	Medium There are different cooperation institutions that work in Charagua, but the specific advice they receive (in coordination with Ore and CEJIS) is only	High IWGIA's relationship with the indigenous self- government of Charagua is relatively new, but we intend to strengthen ties in the coming years. Through the indigenous government and	<u>The Charagua indigenous self-government is the entity in charge of all the programs that are developed within the territory and thus of essential importance for the programme.</u>	Strength: The indigenous self-government of Charagua has particular legitimacy as it is the first indigenous self-government recognised in Bolivia, Opportunities: indigenous self-government of Charagua has the	The indigenous government of Charagua is still young and requires long-term assistance to build and strengthen their administrative capacity. These efforts will enhance their capacities to collaborate with

		financed by IWGIA.	with the technical advice of Ore and CEJIS, it is expected to develop a significant work program in their territory.		<p>potential to develop different economic programmes that can guarantee, in the long term, the sustainability of the autonomous government.</p> <p>Weakness: The organisation still does not have technical personnel trained to handle the different work areas necessary for the management of its territory.</p> <p>Threats: The contributions of the central government of Bolivia for the autonomies of Bolivia are totally insufficient. At the moment they are highly dependent on international cooperation.</p>	other institutions, stakeholders and potential donors. IWGIA will support the indigenous government of Charagua in diversifying its sources of financing with other cooperation institutions.
Gobierno Territorial Autónomo de la Nación Wampis (GTANW), Peru	Autonomous territorial government of the Wampis people defending	Medium GTANW receives funding from other	High The struggle for recognition and establishment of	The experiences and lessons learnt from the first years of autonomy, will	Strength: Strong and well-functioning indigenous peoples leadership.	Achieving and securing indigenous peoples territorial governance is a

	<p>the livelihood from the increasing pressure from extractive industries</p>	<p>donors, but activities related to strengthening the newly established autonomy requires the financial support of IWGIA.</p>	<p>the Wampis Nation is a unique example and inspiration for the programme and for other indigenous peoples' organisations.</p>	<p>be used to further develop new ways of advocating with regional and national government to demand compliance with indigenous peoples' rights, incl. FPIC – particularly in relation to extractive industries.</p>	<p>Weakness: The Wampis territory is located in a very isolated area of the Amazon, which complicates the possibilities of developing economic programs that generate monetary income.</p> <p>Opportunity: great external (international) interest might enhance the Wampis Nation opportunity in establishing partnerships and raising funds for new initiatives. Wampis youth and communication are a great potential to maintain and drive forward and strengthen the territorial governance looking forward.</p> <p>Threats: The invasion of illegal mining and the</p>	<p>long-term process that requires continued support. IWGIA has previously - and will continue - to assist GTANW in exploring new opportunities for partnerships and funding. E.g a grant which they have received from the European Commission, and which has been possible through the long-term partnership with IWGIA.</p>
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					exploitation of hydrocarbons are a constant threat on the Wampis territory.	
Perú Equidad, Peru	Monitoring, defence and promotion of human rights and the rights of indigenous peoples in Peru through investigation, documentation, capacity building, and strategic litigation at local, national and international level.	High Although Perú Equidad receives funding from different donors, the contribution from IWGIA is highly needed to secure their activities within territorial governance.	High The knowledge, expertise and experience in indigenous autonomies in Perú is of utmost importance for the programme and also serves to share best practices and as inspiration to other countries not only in the region but also to other countries in Asia and Africa.	Perú Equidad will coordinate and oversee the local implementation of activities in the Amazon region, providing training and technical assistance.	Strength A highly qualified professional team with excellent relationships with indigenous organizations. Weakness The office is located in Lima and in situations like COVID they have difficulties communicating with indigenous communities. Opportunities Peru Equidad has a team of interdisciplinary professionals, indigenous and non-indigenous. They have a very long history of working with Amazonian communities.	Sustained and consistent support, guidance and advocacy is crucial in order to achieve and secure indigenous peoples territorial governance. Equidad, with the support from IWGIA and in close partnership with indigenous peoples' organisations have demonstrated great capacity to push forward the agenda of indigenous peoples territorial governance in the region. IWGIA will continue supporting

					<p>Threats</p> <p>The political situation in Peru is unstable and there is criminalization of human rights defenders</p>	<p>Equidad in diversifying their funding and partnerships with international institutions and donors such as the European Commission, NORAD, etc. .</p>
<p>Indigenous Peoples Major Group on the SDG (IPMG), global</p>	<p>International advocacy for the respect, protection and fulfillment of the rights of indigenous peoples as affirmed by the UNDRIP; as well as the full and effective participation of indigenous peoples in the development, implementation, monitoring and review process of actions plans and programmes on sustainable development at all levels.</p>	<p>Low</p> <p>Collaboration between IPMG and IWGIA is significant for the international advocacy work to promote the rights of indigenous peoples. IPMG is though not dependent on funding from IWGIA.</p>	<p>High</p> <p>IPMG is a key partner for IWGIA regarding inclusion of indigenous peoples in monitoring the implementation of the SDGs. The partnership established between IPMG and IWGIA is particularly important for advocacy initiatives at national, regional and international level aimed at raising awareness</p>	<p>Ensuring that indigenous peoples are involved in decisions related to the implementation of the SDGs at national level (national action plans and preparation of VNR reports) and at global level during the sessions of the HLPF.</p>	<p>Strengths:</p> <p>Institutional role and recognition as the convener of indigenous peoples views and contribution to the SDG process. Strong advocacy skills</p> <p>Weakness</p> <p>Lack of knowledge among indigenous peoples organizations about the SDG framework how to engage in the process.</p> <p>Opportunities</p> <p>A strong IPMG and its active engagement and contribution to the SDG process is crucial to ensure that</p>	<p>The IPMG is also one of IWGIA's strategic partners</p> <p>Indigenous peoples engagement and contribution to the SDGs requires long-term commitment from IWGIA, funding wise, but also with regard to technical support and production of documentation. .</p> <p>We expect a long-term</p>

			about the situation of indigenous peoples and at ensuring that indigenous peoples are not left behind in the implementation of the SDGs		implementation of the SDs at country level respect indigenous peoples' rights. Threats: The main threat is related to the lack of will of States to take into account IPMGs proposals and recommendations related to indigenous peoples inclusion in the SDG processes at country level.	partnership, although IPMG does not depend on funding from IWGIA.
FIMI (International Indigenous Women Forum), global	Network of indigenous women leaders from Asia, Africa, and the Americas. FIMI's mission is to bring together indigenous women leaders, and human rights activists to coordinate agendas, build capacity, and to develop leadership roles.	Low FIMI is worldwide recognised as the global network of indigenous women organisations. FIMI has a solid funding base receiving financial support from private foundations and UN Agencies,	Medium IWGIA will establish an institutional partnership with FIMI and in the context of this agreement a workplan will be developed to identify a common strategy including common activities aimed at advocating	Since its establishment in 2000, FIMI has grown as a network and as an institution, playing the role of facilitator in areas of dialogue and consensus. FIMI has strengthened and increased its participation in international spaces, including in the	Strengths: Strong legitimacy among indigenous women organizations. Strong advocacy skills about the rights of indigenous women. Weaknesses: In order to match the expectations of its members, FIMI needs to strengthen its technical capacity to document on the situation of indigenous women	Three years after the partnership agreement to be signed by FIMI and IWGIA, the two organisations will review their collaboration including funding.

	<p>FIMI encourages indigenous women's participation in international decision-making processes by ensuring the consistent and serious inclusion of indigenous women's perspectives in all discussions regarding human rights.</p>	<p>such as UN Women, FAO and IFAD. FIMI is not dependent on IWGIA's funding</p> <p>The contribution from IWGIA will be important to strengthen FIMI's role as the facilitator of indigenous women participation and contribution in the CSW sessions</p>	<p>indigenous women rights in relevant global processes including the CSW and the HLPF on the SDGs</p>	<p>negotiations on the United Nations Declaration on the Rights of Indigenous Peoples, in the annual sessions of the United Nations Permanent Forum on Indigenous Issues (UNPFII) and in the 2014 World Conference of Indigenous Peoples. In these processes, FIMI has developed a strong capacity for work and partnership with other social movements. In 2010, FIMI created the AYNI Regranting Fund for Indigenous Women, and in 2012, the Global</p>	<p>and its communication skills including communication in other languages such as English and French.</p> <p>Threats: No major threats are envisaged.</p>	
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				Leadership School.		
Asia Indigenous Peoples Pact (AIPP), Asia regional	Promotion and defense of indigenous peoples' rights and to support and strengthen the indigenous peoples movement in Asia for recognition of their collective rights, and protection of traditional knowledge, biodiversity and environment for sustainable and self-determined development.	Medium AIPP receives funding from other donors, but relies on support from IWGIA to conduct activities in the area of land defense.	High AIPP is a key partner and the collaboration between AIPP and IWGIA is particularly important for advocacy, for strengthening partnership across the region and at international level.	AIPP contributes to mobilising and strengthening the capacity of national and local indigenous peoples' organisations. They play a key role in coordinating efforts, training and supporting indigenous peoples human rights defenders as well as coordinating efforts at local, national and international level.	Strengths: AIPP has a big membership of indigenous organisations in Asia and is a highly valued and trusted representative of a huge number of indigenous peoples in Asia. AIPP has political leverage and are increasingly being invited as speakers in important international events and dialogues. Weaknesses: AIPP has some difficulties in retaining qualified staff and are thus from time to time understaffed. Combining the lack of enough competent staff with the huge demand for collaboration and work from many different actors,	AIPP is a crucial player in driving and supporting the indigenous peoples movement in Asia. Therefore, the work is based on a long-term strategy. IWGIA has some years back moved away from core funding support to project-based support. AIPP has a very diversified funding-base, and is mainly in partnership with IWGIA for political and strategic reasons and not primarily for the funding – although the funding from IWGIA is crucial for supporting sensitive issues, which other

				<p>makes it difficult for them to deliver.</p> <p>Opportunities: collaborating with AIPP opens the doors to many indigenous organisations and communities. Their regional scope and strategic capacities make it easy to find the best possible ways to support the indigenous peoples' movement and have a big impact – even with limited funds.</p> <p>Threats: the political situation in Asia in general makes it increasingly difficult to operate as a human rights organization. Staff, management and board members regularly face threats and harassment, and their safety and security policies and procedures are currently being</p>	<p>donors may shy away from.</p>
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					developed with the support of IWGIA.	
University of Pretoria, Centre for Human Rights, Africa regional	The Centre for Human Rights of the University of Pretoria carries out a range of human rights courses with participants from all over the African continent. The University of Pretoria is among the best in Africa, and its Centre for Human Rights is re-known and recognized for its research and courses.	Low. The Centre for Human Rights carries out many different courses, and the course on indigenous peoples is only one among these. However, it is of key importance to the programme, since this course is the first of its kind in Africa, contributing significantly to awareness raising and capacity building of key actors on the continent.	Low. IWGIA has a contract with the Centre for Human Rights specifying the collaboration. However, the Centre is not a key player as such in the development and implementation of the entire programme.	The Centre for Human Rights will deliver an annual course on indigenous peoples' rights in Africa targeting key stakeholders on the African continent	<p>Strengths: The Centre for Human Rights has strong professional capacity on doing analysis and research and conducting courses on human rights issues in Africa – and it is one of the key human rights institutions on the continent.</p> <p>Weakness: The Centre for Human Rights has a comprehensive portfolio of human rights courses, and they can at times be stretched. This is why IWGIA renders dedicated support for the indigenous rights course.</p> <p>Opportunities: indigenous peoples' rights are still a contested issue on the African continent,</p>	The alliance and collaboration with the Centre for Human Rights at the University of Pretoria is very strategic and an important opportunity for the programme, since this university is one of the best and most reputable in Africa. The partnership is not focused on strengthening the centre/university, but on using its training platform for strengthening IWGIA's programme and continental outreach in Africa. Therefore, it is planned to continue this collaboration in

					<p>which very few academic and human rights institutions deal with. It is therefore an important opportunity for the Centre for Human Rights of the University of Pretoria to be the key institution in Africa focussing on this issue.</p> <p>Threats: No major threats except lack of resources</p>	<p>the immediate future - and as long as this institution is the one best placed to capacity build key stakeholders on the African continent. The Centre for Human Rights of the University of Pretoria is in no way dependent on IWGIA, which is only a small donor to them.</p>
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Annex 3 - Results framework

Development Engagement Title		Support to Protection and Promotion of the Rights of Indigenous Peoples	
Project Objective		Indigenous peoples' collective right to land, territories and natural resources are promoted, respected and protected.	
Impact Indicator		No. of indigenous communities / nations / peoples that have protected their right to land, territories and natural resources.	
Baseline	Year 0	2	Wampis (Peru), Charagua (Bolivia)
Target	Year 3	6	
Outcome		Indigenous peoples (including indigenous Women) exercise their right to land, territories and natural resources. (Nepal, Bangladesh, India, Tanzania, Kenya, Peru, Bolivia)	
Outcome indicator		No. of concrete changes that protect indigenous peoples' right to land, territories, natural resources at: <ul style="list-style-type: none"> • local level (land titles, self-governance recognition, indigenous led climate actions, actions led by women, action led by youth) • national level (policies, legislations, commitments, court decisions, implementation of international rulings/recommendations) • international level (policies, platforms, commitments, funding, projects, rulings) 	
Baseline	Year 0	0	
Target	Year 3	18	Local level: 6 National level: 6 Intl. level: 6
Output 1		Indigenous peoples contribute to and claim their rights in climate action.	
Output indicator 1.1		No. of indigenous-led proposals for national and international climate policy (e.g. UNFCCC) promoted by IWGIA and its partners. (Nepal & Tanzania)	
Baseline	Year 0	10	In 2019-2020
Target	Year 1	12	Each year
Target	Year 2	12	Each year
Target	Year 3	12	Each year
Output indicator 1.2.		% of approved Green Climate Fund projects complying with the GCF Indigenous Peoples' Policy in 2 selected countries. (Nepal & Tanzania)	
Baseline	Year 0	14%	
Target	Year 1	20%	Cumulative indicator
Target	Year 2	30%	Cumulative indicator
Target	Year 3	45%	Cumulative indicator
Output 2		Indigenous peoples in 5 selected countries claim their right to land, territories and natural resources	
Output indicator 2.1.		No. of land right violations protested by IWGIA partners (Kenya, Tanzania, Nepal, India, Bangladesh)	
Baseline	Year 0	0	
Target	Year 1	5	Each year (one focusing on women)
Target	Year 2	5	Each year (2 focusing on women)
Target	Year 3	5	Each year (2 focusing on women)
Output indicator 2.2.		No. of actions IWGIA's partners take to achieve land tenure security (Kenya Tanzania, Nepal, India, Bangladesh)	
Baseline	Year 0	0	
Target	Year 1	4	Each year
Target	Year 2	4	Each year
Target	Year 3	4	Each year
Output 3		Indigenous peoples have taken steps to exercise self-governance.	

Output indicator 3.1.		No of indigenous peoples' organisations reaching agreements on their status as self-governing territories with national authorities. (Bolivia & Peru)	
Baseline	Year	2	Wampis (Peru), Charagua (Bolivia)
Target	Year 1	3	Cumulative indicator
Target	Year 2	4	Cumulative indicator
Target	Year 3	6	Cumulative indicator
Output indicator 3.2.		No. of IWGIA's partners developing and/or implementing a strategy for the recognition & management of their territories (Bolivia & Kenya)	
Baseline	Year	0	
Target	Year 1	0	
Target	Year 2	2	(1 in Bolivia, 1 in Kenya)
Target	Year 3	2	(1 in Bolivia, 1 in Kenya)
Output 4		Indigenous peoples and IWGIA engage with international & regional human rights mechanisms and use their recommendations at national level.	
Output indicator 4.1.		No. of indigenous representatives engaging in and contributing to international (UNFPPII, UNSRIP, EMRIP, HRC, CSW/Beijing+25, SDG/HLPF) and regional (ACHPR, IACHR) mechanisms with documentation and advocacy.	
Baseline	Year 0	0	
Target	Year 1	50	Each year (25 women & 25 men - including 5 youth)
Target	Year 2	50	Each year (25 women & 25 men- including 10 youth)
Target	Year 3	50	Each year (25 women & 25 men - including 10 youth)
Output indicator 4.2.		No. of actions at national level, IWGIA partners take to provide input to international and regional mechanisms and follow up on the recommendations issued by international and regional mechanisms.	
Baseline	Year 0	0	
Target	Year 1	10	Each year
Target	Year 2	10	Each year
Target	Year 3	10	Each year
Output indicator 4.3.		No. articles/page hits on IWGIA's website of the yearbook The Indigenous World in Spanish and in English	
Baseline	Year 0	58.466	2019 edition
Target	Year 1	68.000	Each year
Target	Year 2	76.000	Each year
Target	Year 3	85.000	Each year

In addition to monitoring reporting on the indicators described in the results framework monitoring and reporting will also include qualitative progress and results descriptions, based on *inter alia* the use of outcome harvesting and to gather change stories. Furthermore, IWGIA's institutional Key Implementation Plan (KIP) includes qualitative indicators that follow the logic of the theory of change, measuring results in the areas of empowerment, advocacy and documentation, including with regards to capacity building. This also contribute to documentation and analysis of learning to inform adaptive management and implementation.

Annex 4: Detailed preliminary budget

9 November 2020

Draft only for submission to Council for Development Policy

Budget line	Total Budget (1000 DKK)	Share of budget	Share of direct cost	2021 (1000 DKK)	2022 (1000 DKK)	2023 (1000 DKK)	Fixed ceilings
- Output 1 - Climate Change (Total direct cost)	10.100.540	20,2%	21,8%	3.379.189	3.361.142	3.360.209	
- activities managed by IWGIA	6.177.037	12,4%	13,3%	1.946.840	2.115.099	2.115.099	
- activities	1.000.000	2,0%	2,2%	200.000	400.000	400.000	
- investment	-	0,0%	0,0%	-	-	-	
- salaries	4.677.037	9,4%	10,1%	1.646.840	1.515.099	1.515.099	
- travel	500.000	1,0%	1,1%	100.000	200.000	200.000	
- activities via transfers to partners in developing countries	2.900.000	5,8%	6,3%	1.100.000	900.000	900.000	
- transfers to implementing partners Asia	1.050.000	2,1%	2,3%	350.000	350.000	350.000	
- transfers to implementing partners Africa	1.050.000	2,1%	2,3%	350.000	350.000	350.000	
- transfers to implementing partners Latin America	-	0,0%	0,0%	-	-	-	
- transfers to implementing partners (SGF)	800.000	1,6%	1,7%	400.000	200.000	200.000	
- allocated programme-supporting (activity-specific)	1.023.503	2,0%	2,2%	332.349	346.043	345.110	
- pro rata rent	184.994	0,4%	0,4%	72.005	56.494	56.494	
- communication	150.000	0,3%	0,3%	50.000	50.000	50.000	
- monitoring	28.230	0,1%	0,1%	9.721	9.721	8.788	
- Pro rata tools development and innovation	150.000	0,3%	0,3%	50.000	50.000	50.000	
- pro rata other	510.279	1,0%	1,1%	150.623	179.828	179.828	
- Output 2 - Land defence and defenders (total direct cost)	13.344.580	26,7%	28,8%	4.443.051	4.450.765	4.450.765	
- activities managed by IWGIA	6.387.385	12,8%	13,8%	2.134.990	2.126.198	2.126.198	
- activities	250.000	0,5%	0,5%	50.000	100.000	100.000	
- investment	-	0,0%	0,0%	-	-	-	
- salaries	5.637.385	11,3%	12,2%	1.984.990	1.826.198	1.826.198	
- travel	500.000	1,0%	1,1%	100.000	200.000	200.000	
- activities via transfers to partners in developing countries	5.669.160	11,3%	12,2%	1.889.720	1.889.720	1.889.720	
- transfers to implementing partners Asia	1.650.000	3,3%	3,6%	550.000	550.000	550.000	
- transfers to implementing partners Africa	1.650.000	3,3%	3,6%	550.000	550.000	550.000	
- transfers to implementing partners Latin America	-	0,0%	0,0%	-	-	-	*
- transfers to implementing partners (SGF)	2.369.160	4,7%	5,1%	789.720	789.720	789.720	
- allocated programme-supporting (activities-specific)	1.288.035	2,6%	2,8%	418.341	434.847	434.847	
- pro rata rent	222.979	0,4%	0,5%	86.790	68.095	68.095	
- communication	150.000	0,3%	0,3%	50.000	50.000	50.000	
- monitoring	150.000	0,3%	0,3%	50.000	50.000	50.000	
- Pro rata tools development and innovation	150.000	0,3%	0,3%	50.000	50.000	50.000	
- pro rata other	615.056	1,2%	1,3%	181.551	216.752	216.752	
- Output 3 - Territorial governance (total direct cost)	8.350.668	16,7%	18,0%	2.751.573	2.799.547	2.799.547	
- activities managed by IWGIA	3.901.235	7,8%	8,4%	1.408.069	1.246.583	1.246.583	
- activities	520.483	1,0%	1,1%	220.483	150.000	150.000	
- investment	-	0,0%	0,0%	-	-	-	
- salaries	3.230.752	6,5%	7,0%	1.137.586	1.046.583	1.046.583	
- travel	150.000	0,3%	0,3%	50.000	50.000	50.000	
- activities via transfers to partners in developing countries	3.669.160	7,3%	7,9%	1.089.720	1.289.720	1.289.720	
- transfers to implementing partners Asia	-	0,0%	0,0%	0	0	0	*
- transfers to implementing partners Africa	400.000	0,8%	0,9%	0	200.000	200.000	
- transfers to implementing partners Latin America	1.769.160	3,5%	3,8%	589.720	589.720	589.720	
- transfers to implementing partners (SGF)	1.500.000	3,0%	3,2%	500.000	500.000	500.000	
- allocated programme-supporting (activities-specific)	780.273	1,6%	1,7%	253.785	263.244	263.244	
- pro rata rent	127.788	0,3%	0,3%	49.739	39.025	39.025	
- communication	150.000	0,3%	0,3%	50.000	50.000	50.000	
- monitoring	-	0,0%	0,0%	-	-	-	
- Pro rata tools development and innovation	150.000	0,3%	0,3%	50.000	50.000	50.000	
- pro rata other	352.485	0,7%	0,8%	104.046	124.220	124.220	
- Output 4 - Global governance (total direct cost)	14.568.699	29,1%	31,4%	4.881.327	4.843.686	4.843.686	
- activities managed by IWGIA	11.153.530	22,3%	24,1%	3.757.449	3.698.040	3.698.040	
- activities	3.319.157	6,6%	7,2%	1.039.719	1.139.719	1.139.719	*
- investment	-	0,0%	0,0%	-	-	-	
- salaries	7.434.373	14,9%	16,0%	2.617.730	2.408.321	2.408.321	
- travel	400.000	0,8%	0,9%	100.000	150.000	150.000	
- activities via transfers to partners in developing countries	1.950.000	3,9%	4,2%	650.000	650.000	650.000	
- transfers to implementing partners (ACHPR)	900.000	1,8%	1,9%	300.000	300.000	300.000	
- transfers to implementing partners (IACHR)	450.000	0,9%	1,0%	150.000	150.000	150.000	
- transfers to implementing partners (SGF)	600.000	1,2%	1,3%	200.000	200.000	200.000	
- allocated programme-supporting (activities-specific)	1.465.169	2,9%	3,2%	473.878	495.646	495.646	
- pro rata rent	294.056	0,6%	0,6%	114.455	89.801	89.801	
- communication	150.000	0,3%	0,3%	50.000	50.000	50.000	
- monitoring	150.000	0,3%	0,3%	50.000	50.000	50.000	
- Pro rata tools development and innovation	60.000	0,1%	0,1%	20.000	20.000	20.000	
- pro rata other	811.113	1,6%	1,7%	239.423	285.845	285.845	
A - Total direct cost (sum of outputs) - Programme specific activities supporting main outcome of - Indigenous peoples (including indigenous Women) exercise their right to land, territories and natural resources.	46.364.487	92,7%	100,0%	15.455.140	15.455.140	15.454.207	
B - Total indirect cost	3.635.514	7,3%	7,8%	1.211.860	1.211.860	1.211.794	
Administration fee (non-activity specific)	3.245.514	6,5%	7,0%	1.081.860	1.081.860	1.081.794	Max 7% of direct cost
Audit	390.000	0,8%	0,8%	130.000	130.000	130.000	
C - Contingency	0	0,0%	0,0%	0	0	0	
Total budget (A+B+C)	50.000.000	100%	107,8%	16.667.000	16.667.000	16.666.000	
GRANT	50.000.000	100%	107,8%	16.667.000	16.667.000	16.666.000	

-----of which is							
----spent through direct transfers to partners in development countries	14.188.320	28,4%	30,6%	4.729.440	4.729.440	4.729.440	
- Africa	4.000.000	8,0%	8,6%	1.200.000	1.400.000	1.400.000	
- Asia	2.700.000	5,4%	5,8%	900.000	900.000	900.000	
- Latin America	2.219.160	4,4%	4,8%	739.720	739.720	739.720	
- SGF	5.269.160	10,5%	11,4%	1.889.720	1.689.720	1.689.720	
----spent on salaries (managed by IWGIA and allocated program	21.947.298	44%	47,3%	7.709.728	7.118.785	7.118.785	
----spent on allocated programme supporting cost (activity-specific rent, communication, tools development, innovation, research)	4.556.980	9,1%	9,83%	1.478.353	1.539.780	1.538.847	

Annex 5: Risk Management Matrix

IWGIA's risk management is based the IWGIA Risk Management Guidelines (2015) and Risk Management Guidelines for IWGIA partners. In addition, IWGIA is currently developing an organisational risk management framework for the Board to monitor on a bi-annual basis. Aligned with this, below risk management matrix will guide and be monitored in the implementation of this DED. Risks assessment, analysis and management as a part of the recurrent monitoring of the development engagement is also critical for learning and adaptive management and implementation.

Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Shrinking democracy and civic space, including intimidation and persecution of indigenous peoples, partners and staff	Likely	Major	Advocacy for democratic and civic space from an indigenous peoples' perspective, including through networking and alliance building. Capacity building for indigenous peoples about addressing, mitigating and operating in contexts of shrinking democratic and civic space. Contact to national and international human rights and protection mechanisms. Campaigns and visibility if appropriate. Staff safety and security policy, including continued focus on its implementation and capacity building of staff and partners in safety and security. Special attention to additional threats and violations	Residual risk remain. However, the risk response could gradually counter the risk and in the shorter term, mitigate the impact of the risk.	Democratic and civic space is shrinking in many of the contexts in which IWGIA and its partners work. Intimidation and persecution of indigenous peoples in general and human rights defenders in particular.

			facing indigenous women human rights defenders.		
Political instability, fragility and conflict	Likely	Major	<p>Consistent monitoring of country and local situations through partners and networks.</p> <p>Develop joint mitigation and risk management strategies with partners in situations where needed.</p> <p>Using alliances with CSOs and NGOs to enhance support to partners.</p> <p>Support local strategies and activities targeted at strengthening prior informed consultation mechanisms, which may mitigate effect of conflict on indigenous peoples. Strengthening IWGIA's own Safety and Security management set up and building partners security management capacity.</p>	Residual risk remain. However, the risk response can mitigate the risk.	The context in which IWGIA and its partners work are characterized by different levels of political instability, fragility and conflict. Some of the countries and regions where IWGIA works are characterized by armed conflict or civil unrest.
Climate change impacts	Likely	Major	<p>Support indigenous partners climate change adaptation responses.</p> <p>Support alliance building and joint action to ensure to respect the rights of indigenous</p>	Residual risk not reduced. However, the risk response can mitigate the consequences of climate change impacts and increase resilience.	Indigenous peoples are among the first to face the direct effects of climate change. However, indigenous peoples can also contribute positively to addressing climate change and developing climate solutions, with their knowledge, innovations and practices

			people affected by climate change and climate action.		
COVID-19	Likely	Medium	<p>IWGIA and national partners follow the situation closely and will follow the health authorities' guidelines. Depending on how the COVID-19 crisis evolves, IWGIA and partners may revisit the timelines for activity implementation.</p> <p>IWGIA and national partners will respect indigenous communities' own measures and only start implementation when communities allow access.</p> <p>Partners could develop an emergency policy describing measures to prevent transmission. As well, partners will think of ways to limit physical contact and use digital solutions where possible.</p>		<p>COVID-19 pandemic continues, both in Europe and in countries where IWGIA works.</p> <p>Prolongation of measures and domestic travel restrictions prevent national partners from conducting field level activities, which may affect reaching the planned outputs on time. Indigenous community members are not interested in participating in project activities due to fear of transmission from outside their communities.</p>
Economic downturn in partner countries	Likely	Medium	If the value of the local currency changes significantly because of high inflation or political reasons, major exchange rate losses may occur, and partners will	Residual risk remains. Foreign currency accounts are not allowed or feasible in many countries. Risk can be mitigated by making smaller transfers more often.	Most partners are CSO's mainly financed from abroad, and a local economic downturn is not likely to have much impact by itself. However, the value of local currency can change.

			be encouraged to open a hard currency account where possible. This possibility is country specific. Substantial exchange rate losses would imply, that budgets and activity plans should be scaled down accordingly		
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Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Capacity constraints among partners, including in programme and results management and dependency on technical expertise in some areas of work.	Likely	Major	Strengthen partners' capacity by incorporating capacity-building elements in programme and results-based management and budgeting. Enhance the technical capacities of indigenous peoples, including through technical support from local experts and IWGIA as well exchange with other indigenous people's organisation.	The risk response decreases the likelihood of residual risk.	IWGIA's partners in general lack struggle with programme and results-based management and budgeting. Some partners are dependent on external technical expertise in some areas of work.
Lack of collaboration with elected indigenous leadership	Low	High	IWGIA staff and national partners will maintain regular contact with indigenous leaders in order to ensure they have owner-	The risk response decreases the impact of residual risk considerably.	Lack of cooperation and support from newly elected indigenous leadership, and internal conflicts, could delay scheduled activity implementation and impact the expected results

			ship of project objectives and are involved in relevant processes.		
Low indigenous women's participation	Medium	Medium	IWGIA will be respectful of local practices, but at the same time ensure that we strive to secure gender balance, and conduct activities in gender sensitive manner, so that women can freely and actively engage.	The residual risk will remain albeit with slightly reduced likelihood.	Lack of indigenous women's participation in project activities due to customs in some indigenous communities where women are not usually included in political or decision-making processes.
Lack of will and/or capacity of local and national authorities towards indigenous peoples' rights	Likely	Major	Support dialogue between indigenous organisations and national authorities. Support local strategies and activities targeted at strengthening prior informed consultation mechanisms.	Residual risk remains. However, the risk response mitigates the lack of capacity of authorities. The risk response could gradually counter the risk of lack of willingness towards indigenous people.	Often authorities do not have the will and/or the capacity and knowledge about indigenous peoples and their rights. By supporting indigenous peoples and partner organisations' participation in e.g. meetings, conferences and workshops, dialogue will be enhanced between indigenous organisations and national authorities increasing capacity and will towards indigenous peoples' rights.
Lack of will and/or capacity of relevant corporate actors towards indigenous peoples' rights	Likely	Major	Encourage dialogue between indigenous organisations and corporate actors. Document and promote best practices. Engage with strategic partners in order to promote best practices.	Residual risk remains. The risk response is aimed at gradual reversal of the dynamic where corporate actors are unwilling to operate with respect of indigenous peoples, rights.	Corporate actors' engagement often have negative impact in relation to cases of violations of indigenous peoples' rights and even violence against indigenous peoples' rights defenders.

Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Loss of key donor funding	Medium	Major	Development of new fundraising strategy.	Residual risk remain but is reduced by risk mitigation.	IWGIA has managed to diversify funding, but still face risks related to a relative narrow funding base and operational dependency on Danida funding.
Case(s) of financial irregularities, fraud and corruption	Unlikely	Major	IWGIA financial management set-up and financial management assessments of partners as well as including corruption clauses in partner contracts. Development of IWGIA's own anti-corruption policy and subsequent implementation.	Residual risk remain. However, the likelihood of the risk is reduced by the risk response.	IWGIA and its partners work in contexts prone to financial irregularities, fraud and corruption. Historically, IWGIA has made use of MFA's standard anti-corruption policies and are referring to the whistle-blower hotline on the MFA website. IWGIA now in the process of developing its own anti-corruption policy.
Case(s) of sexual exploitation, abuse and harassment (SEAH)	Unlikely	Major	Implementation of SEAH policy.	Residual risk remain. However, the likelihood of the risk is reduced by the risk response.	IWGIA's Anti-SEAH policy maintains zero tolerance towards sexual harassment, exploitation and abuse in all its forms. IWGIA works to prevent it and promptly investigate all allegations of sexual harassment exploitation or abuse. Any person found to have exploited, abused or sexually harassed another will face disciplinary action. All complaints of misconduct will be taken seriously and treated with respect and in confidence. No one will be victimised for making such a complaint.
Contribution to climate change due to emissions from travel and other activities	Almost certain	Minor	Based on Globalt Fokus best practices, IWGIA will in 2020-2021 develop "green-	Residual risk remain. However, the risk response decreases the contribution to climate change.	Projects entail extensive air, fluvial and road travel, printing of publications and other carbon footprint heavy activities contributing to climate change. Guided by our forthcoming "greening IWGIA guidelines" we will be able to increasingly, year-on-year reducing our

			ing IWGIA guide-lines” aiming to reduce the environmental footprint of our operation.		footprint through innovative approaches and technology such as the use of online platforms, connecting remote communities through satellite internet, promoting solar powered electric river boats, etc.
Violence or threats of thereof against IWGIA staff	Unlikely	Major	Close monitoring of the situation in the project countries and regions. Strengthening IWGIA’s own Safety and Security management set up and procedures, building partners security management capacity.	Residual risk remains.	Human rights defenders around the world, and specifically in the countries of IWGIA operations are at risk of detention, violence etc. from authorities, non-state armed opposition and criminal groups. IWGIA staff exposure is especially relevant during monitoring visits and participation at various regional events.
Violence or threats of thereof against IWGIA partners	Likely	Major	Building partners security management capacity.	Residual risk remains	Human rights defenders around the world, and specifically in the countries of IWGIA operations are at risk of detention, violence etc. from authorities, non-state armed opposition and criminal groups. Historically there were cases of detention, violence and threats of thereof against IWGIA partners or beneficiary communities in different countries.

Annex 6 – List of supplementary materials

#	Document / Material	Source
1	A guidance paper on IWGIA's system for results management	IWGIA
2	Administrative Project Cycle Manual	IWGIA
3	Anticorruption resource Centre - Impact of Corruption on Indigenous people	https://knowledgehub.transparency.org/assets/uploads/helpdesk/245_Impact_of_corruption_on_indigenous_people.pdf
4	Global witness annual report 2020	https://www.globalwitness.org/en/press-releases/global-witness-records-the-highest-number-of-land-and-environmental-activists-murdered-in-one-year-with-the-link-to-accelerating-climate-change-of-increasing-concern/
5	Guidelines for IWGIA's Project Monitoring Visits	IWGIA
6	IACHR - The report published by the IACHR (Inter-American Commission on Human Rights) and IWGIA on Indigenous Women and Their Human Rights in the Americas	https://www.iwgia.org/images/documents/popular-publications/indigenous-women-americas.pdf
7	ILO - "Implementing The ILO Indigenous And Tribal Peoples Convention No. 169 Towards An Inclusive, Sustainable And Just Future"	https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_735607.pdf
8	Indigenous Navigator Initiative	https://nav.indigenousnavigator.com/index.php/en/
9	IPCC (2019) Special Report on Climate Change and Land	https://www.ipcc.ch/srcc1/chapter/summary-for-policymakers/
10	IWGIA Institutional Strategy (DRAFT)	IWGIA
11	IWGIA Anti-Corruption Policy	IWGIA
12	IWGIA Anti-SHEA Policy	IWGIA
13	IWGIA fundraising strategy	IWGIA
14	IWGIA Risk Management Guidelines	IWGIA
15	IWGIA Risk Management Guidelines for IWGIA's Partners	IWGIA
16	IWGIA Preparatory work to the institutional strategy 2021-2025	IWGIA
17	IWGIA Stress Policy	IWGIA
18	IWGIA Travel Safety and Security Policy	IWGIA
19	IWGIA (2016) Gender Policy	IWGIA
20	IWGIA (2017) Communication Strategy 2017-2019	IWGIA
21	IWGIA (2017) Governance Policies	IWGIA
22	IWGIA (2017) Report on indigenous women	https://www.iwgia.org/en/resources/publications/305-books/3322-indigenous-women.html
23	IWGIA (2017) Social Media Strategy 2017	IWGIA
24	IWGIA (2017) Statutes	IWGIA
25	IWGIA (2018) Indigenous peoples, land rights and forest conservation in Myanmar	https://www.iwgia.org/en/resources/publications/305-books/3311-indigenous-peoples-land-rights-and-forest-conservation-in-myanmar.html
26	IWGIA (2018) - Outcome document from IWGIA 2018 conference Defending the Defenders	https://www.iwgia.org/en/resources/publications/306-briefings/3295-outcome-document-defending-the-defenders.html
27	IWGIA (2018) Public Engagement Strategy 2018-2020	IWGIA
28	IWGIA and Naga Women's Union (2018) report on women in Naga society	https://www.iwgia.org/en/resources/publications/305-books/3337-the-place-of-women-in-naga-society.html
29	IWGIA (2019) Peru - Deforestation in times of climate change	Peru: https://www.iwgia.org/en/resources/publications/3529-peru-deforestation-in-times-of-climate-change.html

30	IWGIA (2019) Report on the impact of renewable energy projects on indigenous communities in Kenya	https://www.iwgia.org/en/resources/publications/3535-the-impact-of-renewable-energy-project-on-indigenous-communities-in-kenya.html
31	IWGIA (2020) Book on indigenous women and climate change	https://www.iwgia.org/en/resources/publications/3537-indigenous-women-and-climate-change.html
32	IWGIA (2020) Capacity Assessment of IWGIA 2020	IWGIA
33	IWGIA (2020) Indigenous women and climate change	https://www.iwgia.org/en/resources/publications/3537-indigenous-women-and-climate-change.html
34	IWGIA (2020) Report on building indigenous autonomies	https://www.iwgia.org/en/resources/publications/3815-building-autonomies.html
35	IWGIA (2020) The Indigenous world 2020	IWGIA
36	IWGIA (2020) Partnership Principles	IWGIA
37	IWGIA (2020) Programme document Climate Change	IWGIA
38	IWGIA (2020) Programme document Global Governance	IWGIA
39	IWGIA (2020) Programme document Land defence and defenders	IWGIA
40	IWGIA (2020) Programme document Territorial Governance	IWGIA
41	IWGIA (2020-2023) Institutional Strategy 2020-2023 (DRAFT)	IWGIA
42	The World 2030, Denmark's strategy for development cooperation and humanitarian action Denmark in the Human Rights Council	https://fnnewyork.um.dk/en/denmark/human-rights/denmark-for-the-un-human-rights-council/
43	UN - Department of Economic and Social Affairs: Indigenous Peoples	https://www.un.org/development/desa/indigenouspeoples/mandated-areas1/children-and-youth.html
44	UNSR (2015) Report to the Human Rights Council, 2015. Rights of indigenous women and girls	http://unsr.vtaulicorpuz.org/?p=1528
45	UNSR (2017) .Report to the General Assembly, 2017. Implementation of the United Nations Declaration on the Rights of Indigenous Peoples	http://unsr.vtaulicorpuz.org/?p=2446
46	UNSR (2018) Report to Human Rights Council – 2018. Attacks against and criminalization of indigenous peoples defending their rights	http://unsr.vtaulicorpuz.org/?p=2610
47	World Bank – "Indigenous People"	https://www.worldbank.org/en/topic/indigenouspeoples
48	World Bank report 2008 on biodiversity	https://documents.worldbank.org/en/publication/documents-reports/documentdetail/995271468177530126/the-role-of-indigenous-peoples-in-biodiversity-conservation-the-natural-but-often-forgotten-partners
49	Youth, self-harm and suicide- UN Permanent Forum on Indigenous Issues – 14th Session: Concept Note for Discussion	https://www.un.org/esa/socdev/unpfii/documents/2015/concept-notes/youth-self-harm-suicide.pdf
50	Office for the High Commission for Human Rights (2020): COVID-19 and indigenous peoples rights	https://www.ohchr.org/Documents/Issues/IPeoples/OHCHRGuidance_COVID19_IndigenouspeoplesRights.pdf
51	Report of the Special Rapporteur on the rights of indigenous peoples, José Francisco Calí Tzay (2020) (A/75/185)	https://www.ohchr.org/EN/Issues/IPeoples/SRIndigenousPeoples/Pages/Callforinput_COVID19.aspx

Annex 7 – Communication Plan

The Communication Plan for this engagement will complement and link to IWGIA’s communication strategy currently being development to align with IWGIA’s Institutional Strategy. IWGIA works with annual communication plans to detail planning of their communication strategy. IWGIA and MFA will similarly annually discuss key opportunities for joined communication.

What? (the message)	When? (the timing)	How? (the mechanism)	Audience(s)	Responsible
<p><u>Inequality</u></p> <p>Indigenous people are one of the most marginalised groups around the world, making up more than 16% of the world’s extreme poor. They have a lot to offer the global community, but need solidarity and justice to do so.</p>	<p>Specific situations, occasions or results from country, regional or international engagements.</p> <p>Opportunities: Indigenous World launch, High-Level Political Forum, World Food Safety Day (7 June), International Day of the World Indigenous Peoples (9. August).</p>	<p>Publish engaging and reader-friendly briefs, articles and press releases in Indigenous, English, Spanish and Danish medias and on IWGIAs website.</p> <p>Promote IWGIA and partners through social media by promoting best practices, publications, videos/ films, podcasts/ radio programmes, events etc.; sharing messages of solidarity and partner actions; crafting targeted messages to stakeholders.</p> <p>Engage members by sharing information on member forums on actions, campaigns and events.</p> <p>Produce brief position papers and project related publications for decision-makers to raise awareness and build advocacy efforts.</p>	<p>Primary: Decision makers, indigenous peoples and their organizations and institutions and existing and potential donors.</p> <p>Secondary: Members, the public, Research institutions, other CSOs and media.</p>	IWGIA
<p><u>Climate</u></p> <p>Despite their environmental stewardship, Indigenous Peoples are not only disproportionately affected by climate change, they are also increasingly negatively impacted by top-down mitigation and adaptation efforts on their lands and territories.</p>	<p>Specific situations, occasions or results from country, regional or international engagements.</p> <p>Opportunities: Indigenous World launch, UNFCCC annual COPs (e.g now 2021), GCF board meetings, the International day of Forests (21 March), World Water Day (22 March), International Mother Earth day (22</p>	<p>Publish engaging and reader-friendly briefs, articles and press releases in Indigenous, English, Spanish and Danish medias and on IWGIAs website.</p> <p>Promote IWGIA and partners through social media by promoting best practices, publications, videos/ films, podcasts/ radio programmes, events</p>	<p>Primary: Decision makers, indigenous peoples and their organizations and institutions and existing and potential donors.</p> <p>Secondary: Members, the public, Research institutions, other CSOs and media.</p>	IWGIA

	<p>April), International Day for Biological Diversity (22 May), World Environment day (5 June),</p>	<p>etc.; sharing messages of solidarity and partner actions; crafting targeted messages to stakeholders.</p> <p>Engage members by sharing information on member forums on actions, campaigns and events.</p> <p>Produce brief position papers and project related publications for decision-makers to raise awareness and build advocacy efforts.</p>		
<p><u>Human rights and rights defenders</u></p> <p>Indigenous Peoples are fighting for their rights to land, territory and self-governance. They are often met with violence and sometimes death in environments of shrinking civil space and pressure on human rights.</p>	<p>Specific situations, occasions or results from country, regional or international engagements.</p> <p>Opportunities: Indigenous World launch, Human Rights Council, Human rights Mechanisms, Human Rights Defenders Day (9. December), Human Rights Day (10. December).</p>	<p>Publish engaging and reader-friendly briefs, articles and press releases in Indigenous, English, Spanish and Danish medias and on IWGIAs website.</p> <p>Promote IWGIA and partners through social media by promoting best practices, publications, videos/films, podcasts/radio programmes, events etc.; sharing messages of solidarity and partner actions; crafting targeted messages to stakeholders.</p> <p>Engage members by sharing information on member forums on actions, campaigns and events.</p> <p>Produce brief position papers and project related publications for decision-makers to raise awareness and build advocacy efforts.</p> <p>Participate in the global campaign against criminalization on IPHRDs.</p>	<p>Primary: Decision makers, indigenous peoples and their organizations and institutions and existing and potential donors.</p> <p>Secondary: Members, the public, Research institutions, other CSOs and media.</p>	<p>IWGIA</p>

<p><u>Women:</u></p> <p>Indigenous women face multiple forms of discrimination and inequality. In spite of this, they are often the key drivers of inclusive change for themselves and their communities and the keepers of Indigenous knowledge.</p>	<p>Specific situations, occasions or results from country, regional or international engagements.</p> <p>Opportunities: Indigenous World launch, +25 – World Conference on Women (early 2021). Women’s Day (8. March).</p>	<p>Publish engaging and reader-friendly briefs, articles and press releases in Indigenous, English, Spanish and Danish medias and on IWGIAs website.</p> <p>Promote IWGIA and partners through social media by promoting best practices, publications, videos/films, podcasts/radio programmes, events etc.; sharing messages of solidarity and partner actions; crafting targeted messages to stakeholders.</p> <p>Engage members by sharing information on member forums on actions, campaigns and events.</p> <p>Produce brief position papers and project related publications for decision-makers to raise awareness and build advocacy efforts.</p>	<p>Primary: Decision makers, indigenous peoples and their organizations and institutions and existing and potential donors.</p> <p>Secondary: Members, the public, Research institutions, other CSOs and media.</p>	IWGIA
<p><u>IWGIA and DK</u></p> <p>IWGIA and DK are strong actors for indigenous peoples rights. IWGIA, with DK support, bring expertise, solidarity and support to indigenous peoples struggle for their rights.</p> <p>(partly cross-cutting underpinning other key messages).</p>	<p>Crosscutting with potential Opportunities mentioned above, in particular: International Day of the World Indigenous Peoples (9. August).</p> <p>Specific situations, occasions or results from country, regional or international engagements that tie into, or should tie into, Danish policy and priorities, potentially extending to the Nordic region.</p>	<p>Publish engaging and reader-friendly briefs, articles and press releases in Indigenous, English, Spanish and Danish medias and on IWGIAs website.</p> <p>Promote IWGIA and partners through social media by promoting best practices, publications, videos/films, podcasts/radio programmes, events etc.; sharing messages of solidarity and partner actions; crafting targeted messages to stakeholders.</p> <p>Engage members by sharing information</p>	<p>Primary: Decision makers, indigenous peoples and their organizations and institutions and existing and potential donors.</p> <p>Secondary: Members, the public, Research institutions, other CSOs and media.</p>	IWGIA and MFA

Draft only for submission to Council for Development Policy

		<p>on member forums on actions, campaigns and events.</p> <p>Produce brief position papers and project related publications for decision-makers to raise awareness and build advocacy efforts.</p>		
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Annex 8 Template for Process Action Plan (PAP) for IWGIA project and development engagement document formulation

Action/product	Deadlines	Responsible/involved Person and unit	Comment/status
The programme budget is approved		MUS	Appropriation on 06.32.08 FFL 2021.
Identification, concept note and programme committee			
IWGIA organizational capacity assessment finalized	22 May 2020	MUS	Done
Process Action Plan. Addressing planning of design, formulation, appraisal and approval.	June-July 2020	MUS in consultation with IWGIA and ELK.	Done
Dialogue between MFA and IWGIA focussing on PAP (including synergy with IWGIA institutional strategy development process) as well as early shared understanding of direction.	June-July 2020	MUS in consultation with IWGIA.	Done
Draft Development Engagement Document (at concept note stage) and annexes, incl. analysis of context, id. of partners and engagements,	July-August 2020	MUS in dialogue with IWGIA.	Done
IWGIA to share existing relevant background documents with the MFA	22 July	IWGIA in dialogue with MUS.	Done
Meeting between MFA for clarification of questions coming up, including on results framework and budget formats	4 August 2020	MUS in dialogue with IWGIA.	Done
MFA to share draft DED and annexes at concept note stage with IWGIA for comments	10 August 2020	MUS to share with IWGIA	Done
IWGIA to share comments draft DED and annexes at concept note stage with MFA	17 August 2020	IWGIA to MUS	Done
Forward Concept note and annexes to ELK for Public consultation of Concept note.	26 August 2020	MUS	Done
Meeting in Danida Programme Committee.	18 September 2020	MUS	Done
Formulation			

Develop/finalize development of Programme/Engagement Documents (and if relevant)	September 2020	MUS in cooperation with partner and as needed supported by consultant.	Done
Meeting between MFA and IWGIA focussing on formulation and follow-up on programme committee recommendations.	21 September 2020	MUS in consultation with IWGIA.	Done
Draft Development Engagement Document and annexes finalized	1 October	MUS in consultation with IWGIA	Done
Appraisal			
Appraisal initiated	1 October	ELK	Done
Debriefing with IWGIA and MUS – presentation of preliminary findings and recommendations	9 October	ELK	Done
Draft appraisal report	19 October	ELK	Done
Comments to appraisal report	21 October	MUS	Done
Final appraisal report integrating comments from responsible unit and partner	23 October	ELK	Done
Meeting between MFA and IWGIA on final appraisal report	26 October		Done
Draft Development engagement Documents annexes and forwarded ELK for submission to UPR	9 November	MUS	Done
Presentation to the Council for Development Policy	26 November 2020	MUS	
Follow up on Council for Development Cooperation feedback	End November-December.	MUS in consultation with IWGIA	
The minister approves the programme	After Council for Development Policy meeting	MUS	
Document for Finance Committee (Aktstykke)	After Minister's approval 2021 Q1 (Submission date TBD based on Finance Committee Schedule).	MUS	Appropriation on 06.32.08 FFL 2021.

	(Meeting date TBD based on Finance Committee Schedule)		
Signing of Development Engagement Document	2021 Q1 (TBD)	MUS	
Register commitment in MFA's financial systems within budgeted quarter.	After agreement(s) are signed 2021 Q1 (TBD)	MUS	

Annex 9: IWGIA INSTITUTIONAL STRATEGY 2021 – 2025: Documenting, Advocating, Empowering

Approved by IWGIA Board, 28 October 2020

INTRODUCTION (½ page and picture)

IWGIA champions the recognition, promotion and protection of Indigenous Peoples' rights. Alongside partners and allies IWGIA has contributed to major achievements in the recognition of Indigenous Peoples' rights, such as the adoption of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) in 2007.

Despite this recognition and other significant successes, Indigenous Peoples today, in all parts of the world, still fight against discrimination and targeted violence, struggle against a shrinking civic space, lack recognition of their rights as peoples, and suffer from land dispossession, evictions and the negative consequences of climate change and conservation efforts. Indigenous Peoples are also disproportionately facing the effects of COVID-19 and its consequences, including increased repression by States that use the pandemic as way to enact laws that further encroach on their rights. For Indigenous Peoples, the long-term consequences of the pandemic can be devastating.

This Institutional Strategy analyses and exposes these challenges to effectively address them. It outlines IWGIA's vision, mission and core ambitions for the next five years, describing our pathway to foster lasting change. Our pathway places our partners at the very center and outlines our three core work of empowering, advocating and documenting for change – what we call our Triangle of Change. The Institutional Strategy further outlines our implementation priorities that specifically address the issues facing Indigenous Peoples through our four interrelated thematic programme areas: (1) climate change; (2) land defence and defenders; (3) territorial governance; and (4) global governance. These four areas are augmented by three cross-cutting elements: (1) our small grants facility; (2) focus on Indigenous women; and (3), data generation and analysis.

This strategy is accompanied by a Key Implementation Plan that identifies the specific outcomes and outputs we want to achieve, as well as indicators to measure our success. IWGIA's board monitors our progress with the Institutional Strategy and Key Implementation Plan through yearly Operational Plans. This strategy will be reviewed in 2023 in order to adjust our actions to be able to reach our goals.

This strategy replaces IWGIA's institutional Strategy 2017 – 2020.

IWGIA will continue to build long-term partnerships with Indigenous peoples and is committed to continue to stand with and behind the Indigenous Peoples' movement and our partners.

WHO WE ARE (1 page)

IWGIA is a non-governmental human rights organisation promoting, protecting and defending Indigenous Peoples' collective and individual rights. For more than 50 years we have supported our partners in this fight. We work through a global network of Indigenous Peoples' organisations and international human rights bodies. We promote the recognition, respect and implementation of Indigenous Peoples' right, including the right to self-determination by virtue of which they can freely determine their political status and freely pursue their economic, social and cultural development.

Our Vision

A world where Indigenous Peoples everywhere fully enjoy their internationally recognised rights.

Our Mission

We promote, protect and defend Indigenous Peoples' rights.

Our core ambition for the next five years

Indigenous Peoples' rights to land, territories and resources and to self-determined development are promoted, respected and protected.

Our Institutional values:

Trust, honesty and respect

Indigenous Peoples are the experts on their own lives and issues. We recognise this unique expertise and seek to build our knowledge from our engagement and partnership with Indigenous Peoples. IWGIA respects the priorities of Indigenous Peoples in the spirit of their right to self-determination. We believe that through intercultural dialogue we develop a deeper understanding of diverse perspectives and practices of Indigenous Peoples. Honesty, engagement and openness guides our work to ensure credibility and build trust.

Integrity and transparency

Our work is based upon professional expertise and in-depth knowledge of Indigenous Peoples and their cultures. We encourage diversity of experience, culture, ideas and opinions among our staff and partners. We seek to ensure that we all take responsibility and create opportunities to help each other reach our fullest potential. We foster a diverse, inclusive and safe environment.

Accountability

We act responsibly and hold ourselves accountable for our decisions, actions and their consequences. All our work is based on full financial accountability and transparency.

Independence

Our work is unbiased and uncompromised by partisan politics, institutional or personal allegiances, and our agenda is not determined by sources of financial support. We do not interfere with Indigenous Peoples' diverse political stands.

Urgency

We believe in responding swiftly, decisively and strategically to opportunities and challenges. We work on issues where we, together with our partners, can make a unique difference and contribute to significant human rights improvement.

WHY SUPPORT INDIGENOUS PEOPLES? (2 pages)

Indigenous Peoples make up approximately 6% of the world's population, which is about 476 million people worldwide. Indigenous Peoples and their territories are estimated to be protecting and defending over 80% of the world's biodiversity. Over 5,000 distinct Indigenous communities are believed to exist, speaking around 4,000 different languages and living in more than 90 countries (UN, 2009)¹. Despite the richness in their culture, and of their land, and despite the crucial role Indigenous Peoples play in protecting them, they make up more than 15% of the world's extreme poor².

The term "Indigenous Peoples" is a common denominator for distinct peoples who, through historical processes, have been marginalised and denied their right to control their own development. Considering the diversity of Indigenous Peoples, an official definition of "Indigenous Peoples" has not been adopted by the UN system. Instead, a working definition has been accepted under international law to include the following criteria: Self-identification as Indigenous Peoples; historical continuity; strong link to territories and surrounding natural resources; distinct social, economic or political systems; distinct language, culture and beliefs; form non-dominant groups of society; and a resolve to maintain and reproduce their ancestral environments and systems as distinctive peoples and communities.

Indigenous Peoples' rights are recognised in the ILO Convention 169 on Indigenous and Tribal Peoples, established in 1989, and the UN Declaration on the Rights of Indigenous Peoples (UNDRIP), adopted by the UN General Assembly in 2007. The adoption of the UNDRIP was a historical achievement in the recognition of Indigenous Peoples' rights at the international level

The 2030 Agenda and the Sustainable Development Goals (SDGs) represent an unprecedented opportunity to ensure that Indigenous Peoples are not left behind and their rights are respected and protected. In turn, the implementation of the 17 ambitious goals can also benefit from Indigenous Peoples' knowledge and practices.

Despite these positive developments at the international level, the human rights situation of Indigenous Peoples at the national and local level remains alarming, with several critical trends not only continuing but worsening in many countries. In recent years, Indigenous Peoples have been facing major setbacks in the respect of their fundamental rights. The rise of autocratic and populist leaders, and a shrinking civic space for organisations addressing human rights issues, combined with existential threats from state and corporate actors – often in the form of large development projects, extractive industries and expansion of national parks and protected areas – continue to pose increased risks to the well-being, land tenure security and survival of Indigenous Peoples throughout the world. This also places the lives of their leaders and representatives in jeopardy. Indigenous women face systematic discrimination, sexual harassment and violence, especially in militarized areas, where no one is held to account for the atrocities committed against them. Many Indigenous Peoples are also impacted by illegal activities on their lands, such as illicit drug trafficking, logging and mining, and the impunity the perpetrators receive. Climate change further exacerbates violations of Indigenous Peoples' land and autonomy rights, and in some cases their cultural and physical survival, which is often compounded by the negative impacts of mitigation and adaptation measures.

¹ 2009. State of the world's indigenous peoples. Department of Economic and Social Affairs (New York).

² <https://www.worldbank.org/en/topic/indigenouspeoples>; https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_735607.pdf;

Indigenous Peoples experience ever increasing challenges in the defence of their right to land, territories and natural resources, as they live on lands with some of the highest reserves of fossil fuels, minerals and forests. Confronted with growing global demand for natural resources, increased deforestation, and so-called green solutions to global climate change and biodiversity loss – including conservation efforts, Indigenous Peoples’ rights to own and control their own lands and resources and to determine their own futures are significantly constrained and often completely denied. As they fight to defend their lands, they are labelled an obstacle to development or progress and face oppression, which has become increasingly visible and violent; with States now frequently resorting to the use of irregular justice systems and security apparatuses to respond to Indigenous Peoples’ social mobilisation.

This critical situation is further exacerbated by the COVID-19 crisis, which is disproportionately affecting Indigenous Peoples and acts as a “threat multiplier” that compounds the effects of systemic and daily acts of discrimination on Indigenous Peoples’ fundamental human rights and freedoms. Pervasive structural violence – such as social marginalisation, restricted access to natural resources and a lack of political recognition – contributes toward the life-threatening risks Indigenous communities across the world face. Insufficient access to basic health care services, sanitation and limited internet for online education platforms are some of the many structural problems impacting Indigenous communities’ capabilities to cope with this pandemic. Lockdown measures and restrictions on freedom of movement have negatively affected Indigenous Peoples Human Rights Defenders (IPHRD). They are no longer able to monitor the situation in their areas, document violations, call on their support networks, access the judicial system, mobilise negatively affected communities or organise protests.

As national economies recover after COVID-19, we expect to see an increase in aggressive land grabbing on Indigenous Peoples’ territories and the signing of concessions for extractive industries without their Free, Prior and Informed Consent (FPIC). Without secure tenure, Indigenous Peoples’ territories are at increased risk of being targeted for their richness in natural resources as governments look to cushion the looming global economic recession and unscrupulous actors use this as justification for violating Indigenous Peoples’ land rights. Consequently, the COVID-19 pandemic may well lead to a decline in the enforcement of rights, an increase in land grabbing and the criminalisation of Indigenous Peoples fighting for their fundamental rights over the lands, territories and resources they steward. Indigenous Peoples will need to protect themselves from the pandemic itself and these related threats, and will also need to recover after the pandemic subsides. When Indigenous Peoples are free to exercise their right to self-determination and autonomy, they have shown their tenacity in creating culturally appropriate and community-led responses to many crises. With the right support and rights recognition there is no reason why the same should not be the case for COVID-19.

Indigenous Peoples have managed and continue to manage their lands, territories and natural resources sustainably. Their knowledge of biodiversity and the environment is crucial for the world community. Respect for Indigenous territorial governance and autonomy provides the basis for self-determined development, which not only guarantees respect for Indigenous Peoples’ rights, but can contribute to resolving the global environmental crisis in which we all find ourselves.

It is therefore more important, now more than ever, to work in solidarity with and support of Indigenous Peoples and to fight for the respect, promotion and effective implementation at the national and local level of Indigenous Peoples’ internationally recognised rights.

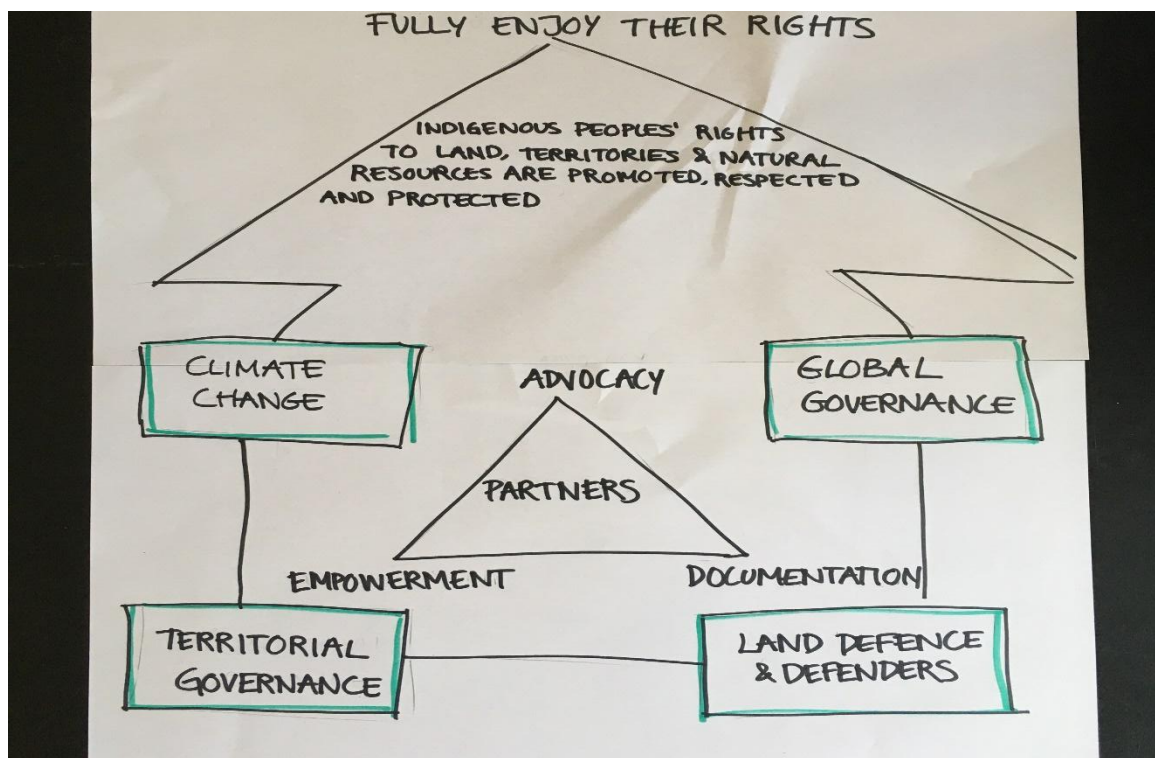
DOCUMENTING, ADVOCATING, EMPOWERING: OUR THEORY OF CHANGE (1 page)

IWGIA is a human rights organisation that promotes, protects and defends Indigenous Peoples' right to self-determination. We believe that Indigenous Peoples as rights holders are powerful agents of change. Our partnership with their organisations and institutions is at the centre of all our work. Together with allies, and in solidarity with Indigenous Peoples, our core ambition for the next five years is that Indigenous Peoples' rights to land, territories and resources and their self-determined development is promoted, respected and protected.

Our Triangle of Change is our key instrument for fostering change by:

- **Documenting** the situation of Indigenous Peoples and the human rights violations they experience, thus contributing to knowledge and awareness of their circumstances and promoting respect for their individual and collective rights; and
- **Advocating** for change towards decision-makers at local, regional and international levels, including active engagement in international networks.
- **Empowering** indigenous peoples' own organisations to act in order to claim and exercise their rights and to amplify the indigenous peoples' movements at national, regional and local levels.

We implement four focused and results-driven thematic programmes to drive change with and for our partners.



HOW WE IMPLEMENT CHANGE

Our Theory of Change is directly translated into IWGIA's programme work, as illustrated here:

STRATEGIC THEMATIC APPROACH (this is for the 1-page that shows all the programmes)

Despite being recognised for their environmental stewardship, Indigenous Peoples are not only disproportionately affected by climate change, they are also increasingly negatively impacted by top-down mitigation and adaptation efforts on their lands and territories. IWGIA's **Climate Change** thematic programme strives to ensure that the impact of climate change and climate action on Indigenous Peoples' rights is promptly addressed and remedied, while simultaneously guaranteeing that Indigenous Peoples themselves are acknowledged and consulted as key actors in realising their rights and contributors to climate change solutions through their knowledge.

Indigenous Peoples are losing their lands every day, which has particularly devastating effects on Indigenous women. Indigenous Peoples are being criminalised, harassed or even killed for attempting to protect their territories. IWGIA's **Land Defence and Defenders** thematic programme leverages Indigenous Peoples' efforts to safely and securely claim and exercise their rights to land, territories and natural resources at national, regional and international levels.

Indigenous territorial self-government or autonomy is an exercise of self-determination. IWGIA's **Territorial Governance** thematic programme reinforces the creation and consolidation of Indigenous self-governance and autonomy as an exercise in self-determination. It promotes dialogue with national authorities and international human rights mechanisms for the recognition of Indigenous governments and supports their articulation of diverse autonomous experiences.

Indigenous Peoples' rights have been recognised at the international level. However, for Indigenous Peoples' rights to be respected and protected, they must be recognised and operationalised at national and local levels. IWGIA's **Global Governance** thematic programme strengthens global-to-local linkages between national and international processes across all its thematic programmes. Knowledge about international processes and legal instruments for redress of human rights violations helps strengthen the position and demands of Indigenous Peoples towards States, enabling them to seek redress. This programme also strengthens Indigenous Peoples' participation in and contribution to relevant global decision-making processes, such as the implementation of the 2030 Agenda.

IWGIA'S THEMATIC PROGRAMMES (1-page per programme)

CLIMATE CHANGE

CONTEXT

Armed with millennia-old knowledge of living in harmony with nature, Indigenous Peoples are stewards of the environment. Their vast territories preserve 80 per cent of the planet's remaining biodiversity and at least 24 per cent of carbon stored above ground in the world's tropical forests. Despite their environmental stewardship, Indigenous Peoples are disproportionately affected by climate change due to such ramifications as rising sea levels, extreme weather events, droughts, forest fires and coastal erosion. Furthermore, they are increasingly negatively impacted by top-down climate actions on their lands and territories.

For too long, the important voices of Indigenous Peoples have not been heard and their land, territory and resource rights have been ignored at international fora where vital decisions are taken regarding the future of our planet. In recent years this has started to change and Indigenous Peoples have achieved increasing recognition for the vital role of their world views, values, knowledge and, above all, customary laws and governance systems that ensure the sustainable use and management of their land, territories and resources. In fact, an emerging consensus recognises that respecting Indigenous Peoples' rights is one of the most effective means in the fight against climate change. Despite this, Indigenous Peoples' rights continue to be violated in global climate action.

In recognition of these challenges, IWGIA's climate change work strives to ensure that Indigenous Peoples' rights are respected in climate action, further climate change impacts are avoided and Indigenous Peoples themselves are respected as key actors in claiming their rights and as key contributors of climate solutions implementing their vast knowledge of biodiversity and sustainable nature resource management. Our focus for the next five years will primarily be to contribute to, advise and support Indigenous Peoples' advocacy in the following three areas: at the national level in targeted countries, at the UN Framework Convention on Climate Change (UNFCCC) and at the Green Climate Fund (GCF).

STRATEGIC FOCUS AREAS 2021-2025

Documenting: We will analyse, document and publicise the contributions Indigenous Peoples' make in the fight against climate change, as well as the impact climate change has on Indigenous women, men and youth. We will also document and publicise violations of their rights, including violations to their lands, territories and resources, by top-down mitigation and adaptation efforts. Our publications, documentary films and podcasts will be used in our advocacy work – disseminated in English, Spanish and Indigenous languages – to hold violators to account.

Advocating: At the UNFCCC, we will focus on the full and effective operationalisation of the Local Communities and Indigenous Peoples' Platform and its Facilitative Working Group. We will support the International Indigenous Peoples Forum on Climate Change and their advocacy in key negotiations and processes, including the Global Stocktake in 2023. Likewise, at the GCF, we will advance the operationalisation of the Indigenous Peoples' Advocacy Group, advocate for full compliance with the Indigenous Peoples' Policy and use, and monitor the effectiveness of, the Independent Redress Mechanism.

Empowering: We will collaborate with our partners for them to full and effectively participate in national climate policy formulation and implementation. We will stand alongside our partners as they advocate for, and monitor the compliance of, Indigenous Peoples' rights safeguards in the implementation of States' nationally determined contributions (NDCs) under the Paris Agreement, as well as in the implementation of GCF-funded projects. Based on our extensive experience from the UNFCCC, we will amplify and support our partners' advocacy for the establishment of local and national Indigenous Peoples climate platforms.

LAND DEFENCE AND DEFENDERS

CONTEXT

Indigenous Peoples all over the world are paying a high price for decades of unsustainable development that continues today. The global rush for economic growth has led to an increased demand for land and natural resources with Indigenous Peoples' land being a primary target. As a result, some Indigenous Peoples are at risk of losing their remaining lands and territories, and experiencing all the social, economic and cultural threats and losses that will inevitably follow. Land dispossession will lead to the loss of Indigenous Peoples' traditional livelihood practices and the inter-generational transfer of Indigenous knowledge, and will undermine their social organisation, traditional institutions and cultural and spiritual practices; all of which can cause poverty, food insecurity, social disintegration and loss of identity and human dignity.

The stigmatisation of Indigenous Peoples and criminalisation of their activities reflects a shrinking democratic space in far too many States. An increasing number of attacks by extractive companies and other developers, including conservationists and green investment initiatives, are being detected against defenders of lands and forests. These defenders are protecting biodiversity-rich ecosystems that have been the homes of their peoples for time immemorial. Land grabbing and invasions lead to mass forced evictions of Indigenous Peoples from their traditional lands and territories, as well as other gross human rights violations. State and corporate actors do not recognise and respect the right to Free, Prior and Informed Consent (FPIC). Instead, Indigenous dissent is used to legitimise violence, killings, and impunity.

While these trends are highly worrying, there are also windows of opportunities for safeguarding land tenure security emerging in some countries in the form of new laws and policies, which Indigenous Peoples can use.

The world has become a more dangerous place for human rights defenders. IWGIA's support to partners on the ground, who are mobilising and protesting the injustice they face, is now more important than ever. We will strengthen our focus on providing for secure and safe ways to continue working, building of support and solidarity networks, provide for adequate training and legal support, and facilitate urgent response to rights defenders at risk to address the threats.

STRATEGIC FOCUS AREAS (2021-2025)

Documenting: We will increase and consolidate efforts to have land rights and related human rights violations exposed and denounced at all levels – local, national, and international. This will be done through regular monitoring and fact-finding missions and rigorous documentation via such interventions as urgent alerts, briefing papers, video documentaries, radio reports and human rights reports. Over the next five years we will place particular emphasis on the documentation and analysis of the root-causes of the violations in order to understand and be better equipped to address them.

Advocating: We will work with Indigenous Peoples, international human rights mechanisms and alliances to identify duty-bearers, including home States of corporations, the corporations and States themselves, and the financial actors investing in them. We will engage in and support efforts to hold duty bearers accountable, demand that violations are stopped and endeavour to ensure effective redress and protection measures are put in place.

Empowering: We will support Indigenous communities (women, men and youth) in their efforts to defend their land rights and to achieve land tenure security. Over the next five years, we will invest additional focus on improving the security of Indigenous Peoples, especially those who actively engage in the defence of their rights and natural resources and directly address the shrinking civic space that many of our partners increasingly experience.

TERRITORIAL GOVERNANCE

CONTEXT

The aspiration of Indigenous Peoples to exercise their right to autonomy fuels many of their present-day political struggles and, in some countries, Indigenous autonomies have been recognised by the State, especially in the Arctic region and Latin America. A number of States have also transformed their national legislation to accommodate Indigenous Peoples' right to territorial autonomy. However, this change has often been undermined in practice by the dynamics of neoliberal economic globalisation, in particular through land dispossession by extractive companies. In most countries, important challenges remain to be addressed before Indigenous Peoples can exercise their right to self-governance.

Asserting autonomy is a social, economic, cultural and political process that goes beyond the recognition and exercise of rights within a territorially defined space. It implies a relationship of equality with outside actors and above all, it provides the basis for the sociocultural and political survival of Indigenous Peoples as peoples with self-determination. This political process is interrelated with all of the major challenges facing Indigenous Peoples from food resilience, to urban to rural migration, to the exercise of Free, Prior and Informed Consent (FPIC) in accordance with community protocols and practices. Addressing these and other challenges, such as those that will arise as a result of the COVID-19 context, is only possible if Indigenous autonomy is strengthened.

The development of autonomous FPIC protocols or policies is one central pillar of exercising autonomy and provides external actors with culturally appropriate rules for rights-based engagement with Indigenous Peoples. Developed by Indigenous Peoples themselves, these protocols are one important manifestation of their right to self-determination and autonomy. We will promote and support the development of such protocols throughout Latin America and beyond.

The main focus of our work over the next five years will be to strengthen Indigenous governments, providing technical assistance, promoting discussions on different aspects of the implementation of autonomies and facilitating the exchange of experiences between regions and Indigenous Peoples. We will place particular emphasis on the participation of indigenous youth, including addressing the consequences of growing migration (especially of young people) to urban centres.

Strategic Focus Areas (2021-2025)

Documenting: We will place special emphasis on the systematisation and dissemination of experiences of autonomy. We will analyse the processes of assertion of autonomy, involving different segments of the Indigenous population, academia and the general public, which will be documented through a range of communication media, including books, digital publications, video and radio programmes, and social media.

Advocating: IWGIA will support advocacy efforts to educate the general public about the experiences of Indigenous governments, influence local and national policy makers and public servants as well as international institutions, and facilitate multi-stakeholder partnerships to operationalise Indigenous visions for development and territorial self-governance and autonomy. We will engage international human rights mechanisms in the promotion of the right to autonomy and its realisation in practice.

Empowering: We will promote the establishment of territorial governance by providing support to organisational strengthening and technical assistance, and by facilitating the exchange of

experiences between regions and Indigenous Peoples to discuss visions and concrete modalities. We will also focus on the participation of young people in this process.

GLOBAL GOVERNANCE

CONTEXT

At the international level, Indigenous Peoples' right to participate in decision-making processes related to issues that have a direct impact on their lives and future continues to be an uphill battle, including facing political and procedural impediments to their effective participation. A considerable number of UN organisations and other multilateral institutions consider Indigenous Peoples' rights as a marginal issue within their broader mandate. Many of their policies and programmes that directly affect Indigenous Peoples' rights and well-being are developed and implemented without much regard for their rights or the considerations of international human rights standards regarding Indigenous Peoples.

There is therefore a pressing need to ensure that Indigenous Peoples' voices continue to be heard and that the international community pays particular attention to their situation. It is also crucial that Indigenous Peoples continue to be able to effectively use the international human rights system to seek redress for human rights violations, especially today, in a COVID-19 world, where the pandemic does not allow for physical meetings that provide space for informal access to decision-makers, which may limit opportunities for influence.

Although IWGIA has extensively worked over decades on strengthening the focus of international bodies on Indigenous Peoples' rights there is still more to do. While this important work will continue, IWGIA's global governance also seeks to address one of the biggest challenges faced by Indigenous Peoples: ensuring respect and protection of their rights at the national level. There is a lack of accountability on the part of many States to their international human rights obligations and commitments regarding Indigenous Peoples rights, including their systematic disregard of recommendations made by international and regional human rights institutions and mechanisms.

We believe that more decisive action is urgently needed to ensure accountability of States regarding their international human rights obligations and commitments on Indigenous Peoples' rights. We will strengthen our efforts to promote multi-stakeholder engagement initiatives at national, regional and international levels aimed at monitoring and following up on recommendations made by international and regional human rights mechanisms.

STRATEGIC FOCUS AREAS (2021-2025)

Documenting: To enhance Indigenous Peoples' access to justice and redress for the violation of their rights, we will produce evidence-based human rights documentation and reports for submission to international and regional human rights mechanisms. The documentation produced will also be a key tool for Indigenous Peoples to enhance their engagement and contribution in global decision-making processes, particularly in relation to Sustainable Development Goal (SDG) monitoring, Indigenous women's rights and climate action.

Advocating: We will undertake advocacy initiatives alongside our partners and with our alliances at the national, regional and international level, especially at UN human rights bodies and mechanisms events, as well as those of regional human rights institutions, such as the Inter-American Commission on Human Rights and African Commission on Human and Peoples Rights. We will apply a "toolbox approach" to support Indigenous partners in using a pool of strategic international human rights mechanisms and global processes to vindicate their rights, aimed at increasing State accountability for the protection of Indigenous Peoples' rights. We will also seek

more decisive action to ensure Indigenous Peoples are not left behind in the review and implementation of the SDGs by ensuring their inclusion and contribution in the development of national action plans, State reviews and regional strategies.

Empowering: We will enhance the capacity and knowledge of Indigenous Peoples to engage in global decision-making processes that affect their lives and future and to effectively use human rights mechanisms to seek redress of human rights violations. Central to this is demanding and facilitating the full and effective participation of Indigenous Peoples at all levels of decision-making that affect their rights and interests.

CROSS-CUTTING METHODOLOGIES (1 - 2 PAGES)

We implement three cross-cutting and integrated methodologies to further strengthen our four thematic programmes and ensure we take a bottom-up approach. We do so by building flexibility within our programming, ensuring we apply a focus on Indigenous women in all our work and investing in data generation and analysis to enhance our monitoring tools.

SMALL GRANTS FACILITY

We operate a Small Grants Facility (SGF), which is a corner stone in our *modus operandi*. The objective of the SGF is to provide an instrument that allows us to respond flexibly to the needs and opportunities defined by Indigenous Peoples' organisations. This allows us to work in a bottom-up, partner-driven way, reacting swiftly and flexibly to urgent needs on the ground.

SGF-supported projects fall within our overall goals and priorities as spelled out in this Institutional Strategy, with an overarching focus on strengthening Indigenous Peoples' rights to land, territories and natural resources and to self-determined development. In line with our priorities, they will also have a focus on the inclusion and empowerment of women and youth.

In the next five years, IWGIA will grow and expand the SGF, by attracting more partners and financial resources to bolster our support to Indigenous organisations and movements on the ground.

INDIGENOUS WOMEN

Indigenous women experience a broad, multifaceted and complex spectrum of mutually reinforcing human rights abuses. They are disproportionately affected by systemic discrimination, excluded from local and national political processes and targets of multiple forms of violence.

In the next five years, we will provide assistance and support to projects directly developed and implemented by Indigenous women organisations that focus on empowering Indigenous women and strengthening their leadership through awareness raising, civic education, and supporting their participation in the development and review of legislation, policies and practices that affect them. We will also give particular attention to Indigenous women in relation to the prevention and elimination of all forms of discrimination and violence against women and girls, access to justice and remedies.

Additionally, we will, through our Indigenous Navigator project, contribute to the development of comprehensive and disaggregated data on violence and discrimination against Indigenous women, including their access to justice and to economic, social and cultural rights, as well as other quantitative and qualitative information that may be relevant to ensure their human rights.

We will also develop methodological tools to ensure that Indigenous women are part of all our projects and programmes. To achieve this, we will carry out a gender audit, update our gender policy and ensure all our partners are aware of and sensitised on the inclusion of Indigenous women.

DATA GENERATION AND ANALYSIS

The world lacks the full picture of marginalisation and discrimination against Indigenous Peoples due to a lack of disaggregated data. Indigenous Peoples are therefore often left behind when general development trends in a country do not take into consideration their unique socio-economic and political circumstances. As the human rights-based approach to development has shown, if there is no disaggregated data about Indigenous Peoples, they will remain invisible, their

rights will continue to be disregarded in the context of the implementation of the Sustainable Development Goals (SDGs) and they will be left behind.

IWGIA engages with data at multiple levels. More than simply generating data, IWGIA shares critical data, ensures data quality is preserved – building trust and legitimacy – and drives discourse forward on data standards in relation to Indigenous Data Sovereignty. These multiple levels of data generation and management allow us to produce critical documentation work that drives forward our advocacy and develop monitoring frameworks to better understand and recognise the implementation gap in relation to Indigenous Peoples' rights as guaranteed by international mechanisms. Such uses can be seen in the Indigenous Navigator initiative which directly addresses the implementation gap through the collection and use of data in advocacy efforts and project design for Indigenous communities and organisations. The initiative also focuses on the role of data at the local level and how it can serve to empower Indigenous communities in, for example, environmental monitoring by communities or the determination of their own locally and culturally appropriate well-being indicators.

By ensuring that our partners have access to raw data and the ability to produce, interpret and refine it into usable outputs, IWGIA makes certain that data becomes more than just numbers or characters, and instead evolves into a meaningful tool for change.

IWGIA aims to strengthen its capacity to collect, analyse and communicate data so that we can be better positioned to provide focused, specific support to our global network, while fortifying international and global advocacy efforts which rely on quantitative and qualitative analysis. By 2025, we aim to increase our data capacity in monitoring, reporting and evaluation in our various initiatives and products, including The Indigenous World and Indigenous Navigator.

OUR INSTITUTIONAL PRINCIPLES (1-2 pages)

PARTNERSHIPS AND ALLIANCES AT THE FOREFRONT

Over its more than 50-year history, IWGIA has been able to build and develop unique, long-standing partnerships with Indigenous Peoples' organisations and networks from all seven Indigenous regions.

To us, everything begins with partnerships. We consider this to be one of our main assets.

Our partnerships are based on the respect for Indigenous Peoples' right to self-determination and conviction that Indigenous Peoples are the most powerful agents of change. As we are a non-indigenous organisation, our legitimacy depends on what value we add to the realisation of Indigenous Peoples' own aspirations. Everything we do is with and in support of Indigenous Peoples.

Our unique partnerships with a diverse number of project and strategic partners, including Indigenous organisations in developed and developing countries, UN agencies, international and regional human rights institutions, civil society organisations and donors, is one of IWGIA's main assets. In close cooperation with our partners, we coordinate, enhance and, when necessary, lead advocacy efforts at national, regional and international levels in pursuit of common objectives within a framework of dialogue, mutual trust, respect and cooperation. In this way IWGIA can play a global, facilitative role for Indigenous Peoples.

IWGIA's project partners are first and foremost Indigenous Peoples' own organisations. IWGIA-supported activities are mainly designed and implemented by Indigenous Peoples' organisations themselves. An important criterion for IWGIA's choice of partners is that they are not only rooted in their Indigenous communities but are also recognised as the legitimate representatives and advocates for those communities.

IWGIA's work with partners also goes beyond specific country support. We document and share best practices across the regions and support the building of a global movement by allying with international Indigenous Peoples' organisations and relevant institutions. For example, The African Commission on Human and People's Rights is today the main platform for Indigenous Peoples' rights in Africa and the Inter-American Commission on Human Rights is a main player for the protection of Indigenous Peoples rights in the Americas including the rights of indigenous women. IWGIA has given and will continue to give consistent support to such mechanisms in order to further strengthen their role in the protection of Indigenous Peoples' rights.

At the global level, strategic partnerships and alliances built with Nordic governments, particularly Denmark and Norway, has contributed to ground-breaking achievements for the recognition of Indigenous Peoples' rights which are manifested in several ways, including the establishment of the three UN Mechanisms dealing with Indigenous Peoples' issues, adoption of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and, more recently, adoption by the UN General Assembly of the Outcome Document of the World Conference on Indigenous Peoples. A strategic partnership with these countries is crucial for IWGIA to support the Indigenous movement.

OUR HUMAN RIGHTS-BASED APPROACH

IWGIA sees a human rights-based approach as both a means and an end in its support to Indigenous Peoples as distinct peoples.

Our strategies and programmes are therefore framed and informed at all stages by international human rights standards. We deem that the various problems facing Indigenous Peoples stem from the lack of implementation and respect of their collective rights, including their right to determine their own political status and freely pursue their economic, social and cultural development (right to self-determination). Indigenous Peoples are rights holders and not merely stakeholders, and as such have undisputed rights they can claim.

We are firmly committed to promoting the recognition and protection of Indigenous Peoples' internationally recognised rights. We work with the full range of human rights, including civil, political, economic, social and cultural rights, putting special emphasis on the collective aspects of these rights, while also recognising the importance of individual rights of Indigenous people. We place particular focus on groups of Indigenous Peoples who are especially vulnerable to discrimination and human rights violations. However, we also place focus on particularly vulnerable groups, such as women and youth, within Indigenous communities.

FROM LOCAL TO GLOBAL AND BACK TO LOCAL: OUR MULTI-LEVEL APPROACH

IWGIA works on the ground with local Indigenous communities and their organisations, with governments and other stakeholders at the national level, with relevant regional human rights mechanisms and via the UN system and related bodies internationally.

We take point of departure in local needs and ownership and facilitate access and outreach to regional and international platforms. We then provide an avenue to bring gains achieved at the regional and international levels back to Indigenous communities at the local level. This approach enables us to address root causes of human rights violations and achieve genuine and sustainable solutions based on Indigenous Peoples' own visions and aspirations.

Through this approach we promote Indigenous Peoples' capacity to act by supporting their organisations and connecting them to strengthen global solidarity and action.

ADAPTABILITY, AGILITY, FLEXIBILITY

IWGIA combines long-term, consistent efforts with an eye to be adaptable and agile in our work as the reality for Indigenous Peoples and ourselves is such that situations change and problems arise often at a moment's notice, which require us to be swift in our response. While recognising the need for strategic directions and priorities, IWGIA therefore also maintains its flexible approach as a cornerstone in our working methods to effectively address unpredictable challenges.

This important characteristic of our work is most noticeable when we document human rights breaches and adapt our support to project partners when Indigenous Peoples experience urgent, sometimes life-threatening, human rights violations. It is also noticeable when we respond to the onset of rapid crises, evidenced most recently by our swift and ongoing response to and support of partners during the COVID-19 pandemic and its ever-changing aftermath.

ENGAGEMENT: ADVOCATING FOR CHANGE (1 page)

An essential part of IWGIA's work hinges on our engagement efforts, which runs across all our programming and organisational work. With our Triangle of Change at its foundation, our engagement work encompasses documentation, communication, networking and fundraising. These elements allow us to communicate the reality and situation of Indigenous Peoples' broadly, fully and effectively to engage numerous audiences – current and new – to raise awareness and inspire them to drive change for the promotion, protection and defence of Indigenous Peoples' rights.

IWGIA is recognised as a leading knowledge centre through our documentation of Indigenous Peoples' issues and human rights violations, conducted in collaboration with Indigenous people and a broad network of committed individuals. This includes our one-of-a-kind, flagship annual publication – The Indigenous World – which is a global documentation tool that has been used for decades in tracking the situation of Indigenous Peoples worldwide. We have become a trusted partner with Indigenous organisations, a go-to destination for academics, researchers and journalists, and a valuable resource for decision-makers, legal experts and activists fighting for the rights of Indigenous Peoples.

Our communications work seeks to elevate the voices, actions and struggle of Indigenous Peoples; inform and influence policy processes and decisions; and promote and position IWGIA as the go-to organisation for Indigenous Peoples' rights. We do this, in part, by communicating broadly in two main institutional languages: English and Spanish. We also communicate in Danish at a limited level to engage with and influence Danish civil society networks, decision-makers, Danish politicians and the general public. We also support partners in developing culturally appropriate communication interventions to Indigenous communities in their own languages.

IWGIA's broad engagement work would not be possible without our extensive and dedicated network, which includes our partners, alliances and members, who tirelessly and often voluntarily share invaluable advice, collaborate with us on interventions and lend their support as partners in change in promoting the fight for Indigenous Peoples' rights.

We have traditionally been supported by institutional donors, such as governments, multilateral agencies and private foundations, who have retained a high level of confidence in our capacity to achieve our vision demonstrated by years-long support through numerous grant renewals. However, today's landscape for civil society organisations – particularly those focusing on human rights – is rapidly deteriorating. This, coupled with the lasting consequences of COVID-19, requires organisations like IWGIA to be even more of a watchdog as human rights violations increase, and to quickly adapt and be innovative in how we approach donors and strategic partners to support our work.

IWGIA's engagement ambitions for 2021-2025 are to:

- expand and solidify IWGIA's reputation as the go-to knowledge centre on the situation of Indigenous Peoples' rights;
- implement innovative and effective communications interventions to support our partners, including working more with Indigenous youth and developing stronger visual communication elements;
- strengthen our organisational reputation, presence and value to be a more visible ally to Indigenous Peoples by deepening and broadening our audiences and network, including increased collaboration with governments, beginning with Nordic governments, on joint interventions and opportunities for fundraising and systemic change; and

- diversify our donor portfolio through innovative initiatives to increase organisation sustainability.

IWGIA'S ORGANISATIONAL AMBITIONS 2021 – 2025

THE WORLD WE WORK IN

Indigenous Peoples continue to fight for their rights to land, territories and resources and self-determined development in an uphill battle exacerbated by an exponentially intensifying global land rush and atrophying democratic space. Securing the rights of Indigenous Peoples therefore has to be IWGIA's core ambition for the next five years.

This ambition is intrinsic to all our work and runs as the backbone throughout our programming and engagement. We will not only address and stress the importance of ensuring Indigenous Peoples' rights can be fully respected and realised, but will also stand up and speak out when these rights are reeled back, ignored or simply put on paper without and real action behind them. We will promote self-determined pathways to exercise these rights and contextualise this work through our four thematic programmes within regional, national and local contexts.

We will consequently expand our strength as a knowledge centre and expertise network to elevate and galvanise Indigenous voices and leverage evidence to drive change for the human rights situation of Indigenous Peoples.

We will ensure strong, professional and trustworthy analysis that provides relevant and timely inputs to relevant global discussions and developments for maximum support to and in collaboration with our partners.

Over the next five years we will harness the strength, ingenuity and energy of youth, both Indigenous and non-indigenous, as their engagement in social issues and movements is crucial for the future sustainability of Indigenous communities and non-indigenous societies.

Since its beginning, IWGIA has worked in close collaboration with the Indigenous Peoples in the Arctic region. Our work in Denmark, and Europe more broadly, will build on cooperation with Indigenous Peoples in Greenland and Sápmi and we will ensure that our strategies and advocacy will align. Being based in Denmark provides us with a unique opportunity to work together with one of the countries considered to be a "friend of Indigenous Peoples". Therefore, we will deepen and increase our engagement with Denmark and other Nordic countries, providing more targeted information to governments and politicians in the Nordic regions. However, we will not stop there. We will implement the same strategy with the European Union and UN agencies to raise awareness, advocate for change and grow IWGIA's reputation as a trusted partner to Indigenous Peoples and the go-to organisation on their rights in our part of the world.

We are also operating in a time of global crisis with the COVID-19 pandemic reaching every corner of humanity. The long-term impact in a post-COVID-19 world will be particularly severe for Indigenous Peoples and is a new critical concern for IWGIA. We will be at the forefront of documenting, analysing, evaluating sharing not only the impacts and longer term economic and political consequences for Indigenous communities and our partner organisations, but also the actions and solutions Indigenous Peoples use in response to the pandemic and its aftermath.. We will also be agile and flexible, adjusting our programmes and activities accordingly to continuously provide the optimal response and support to Indigenous Peoples.

THE ORGANISATION WE WANT TO BE

At the organisational level, we will shape and adapt our procedures to ensure that we are an agile

and flexible organisation that can adjust and respond to changing circumstances and realities. Over the next five years, we will continue to strengthen our cooperation with Indigenous organisations and donors and build our alliances to be as prepared and effective as possible in our responses, working in solidarity and mutual support with like-minded networks, civil society organisations, and academics.

We will ensure a healthy and inspirational working environment that ensures a good work and family life balance and welcomes diversity among our staff and board, comprising different cultural backgrounds, genders, ages, knowledge and experience, to make space for cultural diversity and a true spirit of acceptance, support and expertise sharing.

We will adhere to and effectively implement our policies, such as our code of conduct, stress policy, SHEA policy, anti-corruption policy and safety and security policy, to ensure we are applying the highest standard of protections and best practices to support our staff and partners in their work. Over the next five years we will regularly review our policies and strengthen our own capacity, as well as the capacity of our partners in these areas.

IWGIA strives to be a climate-conscious organisation, and yet our work entails extensive air and road travel, printing of publications and other carbon footprint-heavy activities. Therefore in 2021 we will develop “greening IWGIA guidelines” with the aim that from thereon, we will, year-on-year, reduce our environmental footprint through innovative approaches and technology.

Summary of recommendations of the appraisal

Title of (Country) Programme	Support to Protection and Promotion of the Rights Indigenous Peoples (2021-2023)
File number/F2 reference	2020-34896
Appraisal report date	23 October 2020
Council for Development Policy meeting date	26 November 2020
Summary of possible recommendations not followed	
Recommendation 6 have been addressed partly in management section as recommended and partly in partner section, where parts have been assessed to be better addressed.	

Overall conclusion of the appraisal

The proposed support is a continuation of Denmark's long-lasting partnership with the International Work Group on Indigenous Affairs (IWGIA). The preparation process was informed by a recent organisational capacity assessment of IWGIA, which has provided a solid basis for incorporating lessons learned. In general, the documentation was found well prepared with adequate considerations on standard quality criteria and analyses providing well-informed decisions.

As clearly demonstrated, IWGIA remains a highly relevant partner for Denmark based on its unique role in the global architecture promoting and defending the rights of indigenous peoples, and empowering indigenous peoples' organisations. IWGIA's strategic focus on the interconnectivity between indigenous people's rights and key global issues such as climate action emphasizes the importance of engaging indigenous peoples as agents of change that can contribute to the realization of a broad range of Danish policy objectives. In addition, IWGIA's thematic approach provides a good basis for planning and documenting results.

Despite a successful organisational reform process and commendable efforts to diversify its sources of funding, financial sustainability remains a serious concern for IWGIA. At the same time the MFA has recently decided to change its support modality to human rights and democracy organisations by moving from flexible funding, which could be used more extensively to cover core functions, towards earmarked project funding. This new approach should be applied with caution, so that it does not affect IWGIA's ability to sustain its strong technical position globally and that it takes into account the MFA's enhanced focus on adaptive management.

Moreover, the MFA should further strengthen Denmark's position as lead in building alliances for the promotion of indigenous peoples' rights by providing an effective framework to facilitate opportunities for IWGIA to collaborate with a broader range of stakeholders.

The proposed Development Engagement Document is recommended for presentation to UPR with only minor adjustments.

Recommendations by the appraisal team**Follow up by the responsible unit****Country programme/Programme Level:**

[Insert heading for each recommendation as relevant e.g. justification and rationale of the country programme/programme, preparation process and strategic linkages between country programme vis-à-vis the country policy document. etc.]

[Title]

[No.]

Thematic Programme Level:	
<i>[Insert heading for each recommendation as relevant e.g. consideration of relevant Danida strategies; follow-up to the recommendations of the Danida Programme Committee; programme design including rationale, effectiveness, efficiency, impact and sustainability and partner choices; adherence to the aid effectiveness agenda; budget; risks and risk management; etc.]</i>	
[Title]	
[No.]	
Engagement Level	
<i>[Insert heading for each recommendation as relevant e.g. capacity of partners; results framework; budget allocation; risks and risk management; engagement management; monitoring and reporting; etc.]</i>	
Programme Design	
1. It is recommended to describe the rationale behind the change in support modality and emphasize the MFA's commitment to keep a balance between the focus on results related to own funding, and maintaining a strong expert organisation that can be relied on to operationalize policy objectives as regards the promotion of indigenous people's rights <u>and</u> that has the possibility to manage adaptively through continuous learning.	Addressed.
Theory of change	

<p>5. It is recommended to describe more explicitly, what IWGIA's approach to strategic partnerships is and to consider how it could be better aligned with IWGIA's four thematic areas of work as a way of opening up for strategic thinking around potential thematic alliances.</p>	<p>Addressed.</p>
<p>Management</p>	
<p>6. It is recommended to refine the section on management arrangements in the DED by emphasizing the MFA's commitment to maintaining dialogue with existing and potential donors <u>and</u> giving concrete guidance on how the MFA can provide a framework to facilitate:</p> <ul style="list-style-type: none"> - closer collaboration between IWGIA and all relevant units in the MFA (e.g. by including them in annual consultations and other relevant fora) - closer collaboration between IWGIA and other relevant MFA partners in Denmark and beyond with the perspective of strengthening strategic alliances. 	<p>Addressed partly in management section as recommended and partly in partner section, where parts have been assessed to be better addressed.</p>
<p>Sustainability</p>	
<p>7. It is recommended to present concrete avenues that could be explored to expand the scope of resource mobilisation at different levels in order to enhance sustainability for both IWGIA and its partner organisations.</p>	<p>Addressed.</p>

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in Copenhagen on the 23 October 2020

Anne-Catherine Legendre, Appraisal Team leader/ELK representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in Copenhagen on the 9 November 2020

Henriette Ellermann-Kingombe, Kontorchef, MUS

Annex 11: Final desk appraisal report

Ministry of Foreign Affairs – Danida

Desk Appraisal Report

Support to Protection and Promotion of the Rights of Indigenous Peoples (2021-2023)

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Abbreviations

Abbreviation	Definition
AMG	Aid Management Guidelines
DAT	Desk Appraisal Team
DDD	Doing Development Differently
DED	Development Engagement Document
DKK	Danish Krone
ELK	Evaluation, Learning and Quality Department
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
HLPF	High-level Political Forum on Sustainable Development
HRBA	Human Rights Based Approach
IP	Indigenous Peoples
IWGIA	International Work Group on Indigenous Affairs
KIP	Key Implementation Plan
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MUS	Multilateral Cooperation Department
NORAD	Norwegian Agency for Development Cooperation
OCA	Organisational Capacity Assessment
PC	Programme Committee
ToC	Theory of Change
UPR	Council of Development Policy

1. Introduction

The proposed “Support to Protection and Promotion of the Rights of Indigenous Peoples” (2021-2023) is a continuation of Denmark’s long-lasting partnership with the International Work Group on Indigenous Affairs (IWGIA). The proposed grant remains at approximately the same level budget wise, but the modality of support has, however, been modified from the previous more flexible funding with wide discretion for IWGIA to manage funds and cover its core functions to earmarked funding. This is part of a general change in the Ministry of Foreign Affairs’s (MFA) agreements with human rights and democracy organisations with a view to enhancing the documentation of concrete results that are in line with Danish policy priorities.

The objective of the desk appraisal is to provide quality assurance of the design and documentation of the new engagement in line with the Aid Management Guidelines (AMG) as per the Terms of Reference (cf Annex 1). It is worth noting that relatively short time was allocated between the examination of the proposal by the Danida Programme Committee (PC) and its presentation to the Council for Development Policy (UPR). This was based on the assumption that the grant preparation phase has been quite thorough and was initiated immediately after the completion of an organisational capacity assessment of IWGIA. Hence, the desk appraisal is mainly based on a review of the documentation provided by the responsible MFA unit, the Department of Multilateral Cooperation (MUS), complemented by a few virtual consultations with key stakeholders (see list of consulted persons in Annex 2).

The desk appraisal report provides suggestions and recommendations for revision of the Development Engagement Document (DED) and recommends the “Support to Protection and Promotion of the Rights of Indigenous Peoples” for presentation to UPR following revision of the documentation.

The desk appraisal was conducted from 1 to 23 October 2020 by Anne-Catherine Legendre and Anne Kahl, Department of Evaluation, Learning and Quality (ELK)/MFA

2. Overall rationale and justification incl. preparation process

2.1 Relevance of the engagement and its objectives

Indigenous Peoples (IP) are still among the most vulnerable populations in the world and they continue to face persistent marginalisation and inequalities relative to the broader societies they live in. One example is that IP’s make up 6 percent of the global population (approximately 476 million worldwide, spread across more than 90 countries), but account for almost 19 percent of the extreme poor. In the face of the ongoing COVID-19 pandemic, existing inequalities, in particular lack of access to health services and information as well as restrictions on civil space, put IPs in a particularly vulnerable situation.

The continued marginalisation and exclusion of IPs is part of the reason why promotion of the rights of IPs has been a key Danish priority area for decades. The World 2030, Denmark's strategy for development cooperation and humanitarian action reaffirms the commitment of Denmark to remain a significant global defender of human rights, democracy and gender equality. The strategy furthermore specifically underlines that Denmark will continue to make "a persistent effort in the promotion of indigenous peoples". Denmark actively engages in the promotion of the rights of indigenous peoples, and Denmark and Greenland play a leading role in this effort, especially in the UN. This is, for example, manifested by the fact, that Denmark has made respect of IPs' rights one of its four priority areas as a member of the Human Rights Council for the 2020-2022 term. Denmark also uses this platform to promote IPs' rights through other human rights priority areas such as protection of human rights defenders, women's rights, and human rights and business.

IWGIA is globally the leading advocate for indigenous peoples, and the continued support to IWGIA will strengthen Denmark's long-term engagement as a key defender of the rights of IPs under the overall commitment to defend human rights, democracy and gender equality. Moreover, IWGIA's four thematic programme areas in this engagement show the strong interconnectivity between IP's rights and global issues that are relevant for existing Danish priorities and this interconnectivity is likely to draw more attention towards the need to protect and promote IPs' rights:

1. **Climate action**, where IWGIA supports indigenous peoples affected by climate change and climate action to ensure that their rights are respected, and that they contribute with their knowledge to solutions to climate change
2. **Land rights and land defenders**, where IWGIA supports indigenous peoples to claim and exercise their rights to land, territories, and natural resources in a safer way at national, regional and international levels
3. **Territorial governance**, where IWGIA supports indigenous peoples' creation and consolidation of self-governance and autonomy and promote dialogue with national authorities and international human rights mechanisms.
4. **Global governance**, where IWGIA supports indigenous peoples' engagement with international decision-making processes such as the implementation of the 2030 Agenda and to seek redress of human rights violations through the international and regional human rights systems.

In particular, Denmark's renewed ambition as a frontrunner in climate diplomacy and green development cooperation and strengthened focus on the promotion of human rights and democracy globally, including through multilateral channels, emphasizes the importance of promoting the voices of IPs as agents of change that can play an essential part in the realisation of key policy objectives.

The Desk Appraisal Team (AT) finds that there is clear evidence that IWGIA has a unique role in the global architecture promoting and defending the rights of IPs, and unifies and develops capacity of key IP organisations at local, national and regional levels. IWGIA has a strong brand and is globally the go-to organisation for knowledge, evidence and documentation pertaining to IP issues. The proposed engagement and support to IWGIA 2021-2023 is therefore found to be justified, relevant and in line with Danish priorities.

2.2 Adequacy of the preparation process

The preparation of the renewed documentation for the MFA's partnership with IWGIA was preceded by an organisational capacity assessment (OCA) conducted by MUS with assistance from two external consultants, a senior organisational development expert and a financial management and programme administration expert, and finalised in May 2020. This exercise gave a very relevant and timely foundation for the preparation of the new documentation. It provided an updated analysis of IWGIA's organisational capacity, programmatic approach, funding basis and management. It further assessed the relevance of IWGIA's strategy to the MFA, including in terms of operationalisation of mutual interests. This gave a joint basis of understanding between the responsible MFA unit (MUS) and the IWGIA Secretariat regarding the main strengths and weaknesses of IWGIA and the main MFA priorities and concerns with respect to the continued support to IWGIA and IP's rights in general.

Based on both the document review and consultations that the DAT has had, the preparation process appears to have been highly collaborative, and the documentation truly seems to be the product of joint efforts of the MFA, IWGIA and IWGIA's partner organisations. The alignment with the OCA has probably also contributed to this added value, as a close dialogue was already initiated on identifying lessons learned and new ways ahead in the partnership.

Overall, the DAT finds that decisions on choices made are well informed and based on thorough analyses, and that the documentation is generally well prepared and follows all the required guidelines.

However, the DAT notes that the change of modality from unearmarked/soft-earmarking to earmarked funding is not clearly reflected in the documentation, although it represents a rather important change, especially because a large share of IWGIA's funding still comes from the MFA Grant. A general decision was made by the MFA to phase out the special guidelines for framework agreements with Danish civil society organisations and human rights and democracy organisations. As far as the latter are concerned, it was decided in July 2020 to replace the previous model with the standard guidelines for projects and programmes and provide earmarked funding. This change can also be seen as a way of addressing some of the conclusions and recommendations of the IWGIA OCA e.g. the need for more focus on specific outcome areas where there are mutual interests between MFA and IWGIA, and for clearer evidence of how the

MFA grant is used for activities involving partners in the global South. However, none of this background information is explicitly mentioned in the documentation. It would be relevant to explain the rationale behind the change, and to make a linkage to lessons learned from previous phases of funding that have contributed to the change of modality.

There are clearly some trade-offs that have to be considered in this connection which would be good to mention and demonstrate how they are taken into account. In order to sustain the high technical level provided by IWGIA as a knowledge based organisation, continued financial contributions to core expert functions at the Secretariat is required. IWGIA also needs to be able to act with some flexibility in order to grab new opportunities and to make adjustments based on new learning. It would thus be useful to indicate how these considerations are expected to be handled and balanced against other issues in relation to the transition to earmarked funding.

In addition, the DAT notes that despite some adjustments in the DED after the PC meeting, there is still room for improvement in terms of following up on the recommendations that were formulated e.g. as regards sharpening the focus on gender and youth respectively, enhance the links to other Danish engagements, include reflections on donor diversification and sustainability, and strengthen the approach to strategic partnerships and capacity development of partner organisations. The present report will provide additional suggestions that can contribute to a more comprehensive follow-up.

Recommendation:

1. It is recommended to describe the rationale behind the change in support modality and emphasize the MFA's commitment to keep a balance between the focus on results related to own funding, and maintaining a strong expert organisation that can be relied on to operationalize policy objectives as regards the promotion of indigenous people's rights and that has the possibility to manage adaptively through continuous learning

2.3 Overall quality of the development engagement support design

The DAT finds that the development engagement is designed in a way that demonstrates that consideration about the standard quality criteria i.e. relevance, effectiveness, efficiency, sustainability and impact have been taken into account. As indicated above, the OCA of IWGIA has provided concrete input to the preparation process e.g. by pointing towards areas for organisational and operational development and this is expected to have a positive impact on the partnership and IWGIA's role going forward. Although it is not mentioned anywhere, the change of support modality seems to have been motivated by an intention to strengthen the effectiveness and efficiency. The documentation provides a solid basis to establish the relevance of the support, while the quality in terms of considering sustainability and impact dimensions could be further

strengthened by emphasizing certain aspects in the DED and pointing towards new avenues that could be explored. However, the DAT recognises that the level of ambition should be realistic and take into account resource constraints i.e. proposed strategies to improve sustainability and impact should be manageable.

3. Assessment of the documentation

3.1 Theory of change, objectives and results framework

As concluded by the OCA, IWGIA has made a significant effort to structure its thematic engagements in a more focused manner, which provides the basis for a coherent results framework that can be used for effective planning and implementation of activities. IWGIA is currently still working on finalising its new institutional strategy (2021-2025) in which the full scope of its areas of engagement and results framework will be rolled out, but the theory of change (TOC) and results framework presented in the DED are expected to be fully aligned with this new institutional strategy.

The DAT finds that at the overall level IWGIA's TOC is coherent and clear, although it has a certain level of complexity with the combination of different layers of intervention that are expected to affect outcomes: i) the change triangle that focuses on how change is expected to be achieved through mutually reinforcing efforts in documentation, empowerment and advocacy, ii) four thematic areas of engagement i.e. climate action, land rights and defenders, territorial governance and global governance, and iii) three cross-cutting methodologies i.e. a Small Grants Facility, gender inclusion and investing in data to enhance documentation.

While the thematic approach provides a clear framework to formulate more concrete achievements as reflected in the results framework, the DAT finds that concrete examples and guidance could be provided in the DED to show how the thematic programmes will be operationalised through efforts related to the change triangle and the cross-cutting methodologies. This particularly relates to concrete activities conducted at the national level by IWGIA's partners in the South, both because many of the concrete challenges that need to be addressed are found at this level, and because this new phase of support to IWGIA intends to have a greater focus on how the MFA grant is used in activities directly involving IWGIA's partners

As stated among the lessons learned in the DED, achievements at the international level do not automatically translate to enhanced implementation at the national and local levels, which leads to an "implementation gap" that needs to be addressed. It could thus be made more explicit in the DED what strategies are adopted at the local level to address this "implementation gap" e.g. multi-stakeholder dialogues and dialogues with duty bearers with examples of challenges and opportunities.

In addition, while efforts are made in the documentation to highlight the need for a special focus on gender equality and women's rights in IP's communities and within partner organisations, it would be interesting if some examples were given of successful experiences that could be reinforced and replicated.

Inclusion of youth engagement is also acknowledged as an area that needs to be reinforced, but without reflecting much on what it takes in terms of changes in tools and approaches. The DAT finds that it could be valuable if some more concrete indications were provided in these areas. These considerations can perhaps be linked to the observation made by the OCA that although the human rights based approach (HRBA) is a core element in IWGIA's identity, these principles are not always consistently applied in the programming cycle. This underscores the need to be more explicit on how these principles can be applied in practice.

The Small Grant Facility is another type of methodology that seems to offer some interesting new opportunities for more flexible support and opportunities to test new partners and approaches, but the envisioned functioning and advantages of this mechanism should be presented more clearly in the DED.

In general, the DAT finds the results framework coherent and realistic. Although the indicators are quite simple and may not necessarily on their own provide a sufficient basis to assess progress and inform ongoing adaptation and learning, the DED stresses that these quantitative indicators will be complemented by qualitative progress descriptions e.g. based on outcome harvesting and qualitative indicators that are part of IWGIA's institutional Key Implementation Plan (KIP).

With regard to communication, the DAT notes that the activities and primary targets indicated in the communication plan appear to align to IWGIA's usual approach. This could be an area where there is room for more innovation in order to broaden the knowledge of IWGIA's activities and knowledge base to a larger audience. It could even be considered to include this aspect in the results framework where there is one indicator relating to communication (no of hits on IWGIA's website) which does not appear to provide any significant information as regard to the successful achievement of results. In this relation, it could be reflected if there are any learnings to draw on regarding new ways of engaging with various stakeholders based on experiences of adjusting to the COVID 19 crisis.

Recommendations:

2. It is recommended to strengthen the description of how the theory of change is expected to be operationalised with partners in the South with a focus on:
 - strategies envisaged to address the implementation gap at the national and local levels
 -

- examples of successful experiences of creating incentives that have contributed to promoting gender equality and women's rights in IP's communities and within partner organisations which could serve as inspiration
 - more concrete indications on how meaningful youth engagement will be promoted
 - a clearer description of the functioning and expected results of the Small Grants Facility.
3. It is recommended to expand the audience and forms of communication of IWGIA's knowledge products and outcomes to a broader audience e.g. through briefs, seminars, workshops and similar.

3.2 Choice of partners and measures to support capacity development

As indicated above in section 2.1, and as thoroughly demonstrated by the recent OCA, IWGIA is regarded as a highly credible organisation with a unique focus on empowering IPs and IP's organisations through engagements on the national, regional and international levels and as a knowledge centre on IP issues. The choice of IWGIA as a partner for the MFA is therefore well justified and the present section will mainly focus on how IWGIA's approach to partners and choice of partners, including how IWGIA approaches capacity development of its partners in the South.

IWGIA's overall approach and relation to partners

Overall, IWGIA has two categories of partners: 1) project partners in target countries who receive technical and financial project support, and 2) strategic partners with whom IWGIA carries out advocacy work at regional and international levels to achieve policy changes and norm setting.

Among the IP project partner organisations, IWGIA supports small local organisations, national organisations and indigenous movements at national and regional levels. The partnerships are based on a bottom-up approach with the partner IP organisation in the driver seat and with a strong focus on the local anchoring. IWGIA is informing their selection of local partners on long-term country engagement, in-depth contextual knowledge, and solid understanding of the IP civil society organisations in their priority countries. The partners that are proposed to be supported through the MFA grant are all in developing countries, which is also a requirement. However, although, there can be potential synergies in supporting partners in Danish priority countries (as is the case for Tanzania, Kenya and Bangladesh), it is not a criteria that all target countries must be Danish priority countries as concluded by the PC discussions. It is recognised that opportunities and relevance of supporting IP organisations differ a lot and, therefore, what counts in this regard is to demonstrate the strategic relevance of the geographical focus and the expected impact IWGIA's effort can make in a given context based on i.e. political entry-points and local partnerships.

In 2019, IWGIA introduced a more structured assessment process to identify new partners, which assesses organisational capacities, including governance structures and representation, in addition to technical, programmatic and financial capacities concerning project implementation. IWGIA is also looking at whether the potential new partner is actively engaged in key political processes locally and how they complement and collaborate with existing partners in the given country. Through the work with their partners, IWGIA has promoted empowerment and representation of women in IP matters. Youth has also been a focus area and IWGIA has, as an example, worked with the Indigenous Youth Caucus to enhance the understanding of specific needs of IP youth.

The DAT finds that IWGIA has a very relevant role as a non-IP organisation unifying and supporting the IP partner organisations by providing technical advice and financial support, and by accompanying and facilitating access to regional and global policy processes. Partners highlight mutual trust and genuine collaboration for a common cause as the defining features of their relation with IWGIA. Partners also highlight IWGIA's technical expertise across thematic areas pertaining to the promotion of IP's rights and long-term country presence and partnership.

IWGIA also has a broad array of strategic partners, which include indigenous organisations and institutions in developed and developing countries, UN agencies, international/regional human rights institutions, civil society organisations, and academia. IWGIA has strong strategic relations with global leading IP entities and advocates, including the UN Special Rapporteur for IP. However, there is not a clearly defined approach to IWGIA's strategic partnerships, and it is for instance unclear how the strategic partners are identified and how these are actively engaged to achieve IWGIA's objectives. This raises some questions about whether all relevant opportunities are sufficiently explored e.g. in relation to the thematic areas of engagement and alliance building more broadly. A more explicit strategy to strategic partners could also contribute to strengthening IWGIA's own role vis-à-vis other players. The DAT acknowledges that IWGIA does not have unlimited resources to engage in such partnerships, but this is also the reason why it would be relevant with a clearer presentation of how strategic partnerships are prioritised and what is expected of them.

Adequacy of foreseen capacity development

IWGIA works with a broad range of organisations and movements with diverse capacities, roles, strengths and weaknesses. To IWGIA this breath of partnerships, supporting both grassroots organisations anchored locally and key advocacy IP movements at national, regional, and international levels, is one of the strengths of IWGIA. It is acknowledged that this requires very different approaches to how IWGIA engages with partners and the related requirements for capacity development.

IWGIA has a clear vision to support IP organisations to grow into more sustainable and structured organisations to be able to pursue their role as defenders and promoters of the rights of IPs. IWGIA tailors capacity development, financial support and technical advice to the needs, visions, and aspirations of the partners. However, it is not clear how IWGIA methodologically works with capacity development and which approaches and tools they are applying when and how. One of the local partners interviewed mentioned the uncertainty about whether IWGIA would leave once their organisation reached a certain size and could mobilize resources independently of IWGIA.

The support IWGIA is providing to local IP organisations both through the Small Grants Facility and by technical advice is essential for the partners to promote and defend the rights of IPs. However, it is a risk that IWGIA is seen as the main supporter and funder (when no one else is there, IWGIA is there), and this raises questions about the long-term plan for capacity development of IWGIA's partners in terms of dependency and sustainability. The DAT thus finds that IWGIA's methodologically approach to capacity development could be further refined and presented including by indicating more explicitly how progress is assessed in terms of capacity development of partner organisations. This could perhaps even be considered as part of the results framework, not necessarily as part of the DED, but as part of IWGIA's institutional monitoring framework.

Recommendations:

4. It is recommended to present IWGIA's approach to capacity development in a more structured way, including the tools and approaches applied, an assessment of the thematic areas covered (i.e. advocacy, documentation, and project- and financial management) and how exit strategies are planned.
5. It is recommended to describe more explicitly, what IWGIA's approach to strategic partnerships is and to consider how it could be better aligned with IWGIA's four thematic areas of work as a way of opening up for strategic thinking around potential thematic alliances.

3.3 Development effectiveness

Despite the proposed change of modality in Denmark's support to IWGIA, which means that Denmark will adopt a project based funding model, the DAT finds that the proposed framework of support remains very aligned to IWGIA's strategies, systems and procedures. From this perspective, the proposed support is well aligned to international agendas and commitments, including Agenda 2030, the pledge to Leave No One Behind, and international human rights obligations. IWGIA supports IP partner organisations to meaningfully engage in global and national policy processes where IP rights can be promoted and defended, including for instance in Universal Peer Review processes and during the High-level Political Forum on Sustainable Development (HLPF) where support is provided to develop shadow reports and participate in

review sessions. IWGIA has, as previously mentioned, strong partnerships with relevant UN Special Rapporteurs and works with relevant UN Entities and Agencies, including FAO, and UN Country Teams in priority countries, and is hereby seeking to maximize development effectiveness and coordination. IWGIA also seeks to stay in close touch with Denmark and likeminded donors at different levels where IWGIA and its partners operate. It should, however, also be acknowledged that IWGIA has limited resources to reach out to new stakeholders and the high turnover rate in some diplomatic representations can also be a challenge. Furthermore, as a backseat facilitator organisation, IWGIA tends not to attract visibility to itself as an organisation, and is not advocating and vocalizing about the results of IWGIA's own work.

The DAT notes that the MFA's coordination with other donors is not mentioned in the DED and suggests that a more active role in this area is envisaged. Denmark is perceived as lead in building alliances for the promotion of IP rights by IWGIA and as such, the DAT finds that the MFA/MUS should pay more attention to how harmonization and alliance building can be promoted around IWGIA's activities and issues of relevance for IP's rights more broadly. This could include considerations on how Denmark could facilitate links to development partners, especially among bilateral or multilateral partners. In this relation, international partners should not only be seen as donors, since strategic partnerships can manifest themselves in different ways and may also evolve over time if areas of common interest are identified.

6. Management and Organisation

6.1 Management, reporting and review mechanisms

The monitoring and evaluation mechanisms foreseen primarily rely on IWGIA's own system, which appears to be adequate and quite clearly described in the DED. The reporting and review mechanisms that are described also live up to the minimum standard requirements for Danida engagements. However, there is a tendency to over-emphasize the compliance requirement and not paying much attention to learning. Given the MFA's recent enhanced focus on Doing Development Differently (DDD) that includes a new and more explicit focus on adaptive learning, it could, be envisaged to strengthen the focus on knowledge management and learning in the DED, including mutual strategic learning and collaboration, which was also one of the issues that the OCA highlighted.

It should be emphasized that the focus on learning is very much supposed to be seen as a mutual responsibility and interest, and that the MFA should thus play an active role in this process e.g. by ensuring that learning processes are planned and documented.

In terms of management arrangements, the DAT finds that the DED does not provide much detail. In particular, in view of the DDD process, it is worth paying more attention to how to promote greater synergy and strategic coherence across various Danish supported engagements

of relevance in relation to IP's rights. The IWGIA Secretariat indicates that it has a very regular and fluid collaboration with Danish representations in Geneva and New York, but when it comes to embassies in IWGIA's priority countries, the dialogues is not always as systematic. Furthermore, there are other MFA units at headquarter level that could be relevant to engage more regularly with e.g. concerning issues related to climate change, relations to private sector or civic space. Within MUS's own portfolio of engagements, sharing of learning and experiences among Danish supported human rights and democracy organisations could also be relevant to facilitate.

The DAT acknowledges that some of this coordination and dialogue across the MFA and its partners is already taking place both based on IWGIA's own initiative and in other cases based on facilitation by MUS. Nevertheless, it cannot be taken for granted that this broader process of exchange of knowledge and experiences and cross-fertilization takes place, and it thus appears relevant to explicitly set some (realistic) targets and to provide a framework that can contribute to ensuring that this kind of dialogue takes place. It does not have to be very specific, but some indication that can help to define a level of expectation would be valuable. This could for example be by extending participation in annual consultations to a wider group or identifying a certain number of joint events.

Recommendation:

6. It is recommended to refine the section on management arrangements in the DED by emphasizing the MFA's commitment to maintaining dialogue with existing and potential donors and giving concrete guidance on how the MFA can provide a framework to facilitate:
 - closer collaboration between IWGIA and all relevant units in the MFA (e.g. by including them in annual consultations and other relevant fora)
 - closer collaboration between IWGIA and other relevant MFA partners in Denmark and beyond with the perspective of strengthening strategic alliances.

6.2 Budget and financial management

The budget provides an overview of the budget according to each output area and with specifications under each of these about the share that is transferred to partners in developing countries, by region. This presentation of the budget is quite explicit and detailed about what funds are expected to be used on. It indicates a balanced distribution of funds between the four thematic areas and that approx. 30% of the grant will be allocated to partners, whereas programme support costs and non-activity-support costs are kept at a minimal level

In this regard, the budget clearly addresses two concerns that have increasingly been raised in relation to the flexible Danish framework funding to civil society and human rights organisations; 1) the difficulty of linking the use of funds to the delivery of tangible results of relevance to Danish priorities; 2) the difficulty of ensuring that a reasonable share of the funds

are actually used in developing countries, given that these grants are financed through development assistance budgets. The budget format and costing model is based on a model that has been developed jointly with other relevant MFA departments - Humanitarian Action, Civil Society and Engagement (HCE) and Financial Management and Support in rel. to dev. (FRU) - and in principle it should provide a better basis for assessing both effectiveness and efficiency.

The DAT understands the rationale behind the use of this budget format and the transfer from core funding to earmarked funding. However, as stated above this new approach should also be applied with caution. Too much rigidity in allocation of funds (e.g. in distribution of funds between thematic areas or regions) may run counter the need to make adjustments according to contextual developments and based on learning gained through the implementation process. This could ultimately lead to less effectiveness and impact if it is not managed carefully.

Furthermore, although the DED provides an approximate estimation of the Danish share to IWGIA's overall budget, it does not provide an overview of how other sources of funding contribute to the different areas of engagement of IWGIA. This overview may be provided through some of IWGIA's own tools and the DAT encourages MUS to get an annual overall stocktaking from IWGIA in order to assess how the Danish grant is contributing to IWGIA's overall effectiveness in implementing its KIP and achieving its targets, and to use this knowledge for adjustments in plans and budgets as needed.

6.3 Sustainability and exit strategies

As for other human rights and democracy organisations that have benefited from core funding from Denmark for a number of years, financial sustainability remains a critical factor for IWGIA. Commendable efforts to strengthen fundraising in recent years have been pursued and this did lead to some positive results in terms of larger donor funding from the EU and NORAD respectively.

Unfortunately, IWGIA has recently been informed that the funding from NORAD will not be continued contrary to expectations. This means that the Danish grant will constitute about half of IWGIA's budget from next year unless other resources are mobilised rapidly. At the same time, the earmarking of the Danish grant sets some new restrictions to how flexible funds can be used and what resources are available for non-activity related costs such as fundraising (non-activity-specific costs must be covered by the 7% administration fee).

The DAT notes that despite the new limitations in the use of the Danish grant, there is still some level of flexibility. The MFA should ensure that IWGIA does not have a too restrictive interpretation of what can be covered by the MFA grant under the new funding modality (e.g. programme supporting costs linked to the output and some forms of co-funding are possible).

In addition, IWGIA should more systematically explore opportunities that exist to get certain institutional costs covered by other donors.

The DAT appreciates that IWGIA recognises the need to rethink its fundraising strategy. This is also rightly highlighted in the DED and could be complemented with a brief description of the main obstacles that IWGIA faces in this regard. It is for example worth noting that competition for funding is growing and that paradoxically IWGIA's achievements in terms of setting IP's rights on the global agenda has led other organisations with a broader scope to incorporate this issue and thereby to give more competition to IWGIA in terms of fundraising. In this context, IWGIA should strive towards sustaining the characteristics that make it a unique organisation, but at the same time it must also look more for new strategic opportunities. As mentioned above, this also calls for enhanced attention by the MFA to stay alert for relevant linkages that could be facilitated between IWGIA and relevant stakeholders, even when there is not an immediate funding possibility.

When it comes to sustainability and exit strategies in IWGIA's support to partner organisations in the South, this is not an issue that is clearly addressed in the documentation. IWGIA appears to have some experience in handling these issues in practice, but finds it difficult to formulate a formal approach in this area because the organisations and contexts are very different. Nevertheless, the DAT finds that it could be relevant for IWGIA to define some key criteria and principles to provide more clarity on what are some of the factors that may lead to the conclusion, renewal or transformation of a partnership e.g. by defining clearer milestones including considerations about organisational development issues such as capacity to engage women and youth.

The Small Grant Facility seems to offer an opportunity to diversify the partner base of IWGIA and it could also potentially boost some partners in acquiring more practical skills in terms of fundraising. However, the rationale behind this mechanism and its potential benefits are not described in the DED.

Recommendation:

7. It is recommended to present concrete avenues that could be explored to expand the scope of resource mobilisation at different levels in order to enhance sustainability for both IWGIA and its partner organisations.

6.4 Risks and assumptions

The DAT finds the risk management matrix in Annex 5 of the DED quite detailed and appropriate. As regards the effects of COVID 19 for the partnerships, it is worth highlighting that IWGIA's continued support to IP's organisations is important in light of the further shrinking of civic space in many parts of the world due to measures taken in fight against the

pandemic. These measures are also having an impact on IP organisations in many contexts where COVID-19 measures put further pressure on movements working on sensitive and political issues. The trust built between IWGIA and partners has been key in allowing the dialogue to continue virtually while travels are on hold. During COVID-19, IWGIA and partners have held virtual consultation, which have allowed for broader participation from local communities, whom were previously restricted to travel to physical meetings, and have supported IP participation in the online UN General Assembly and other international meetings.

These recent developments have contributed to making the context more volatile in many regions and countries, which may affect some of the key assumptions of the TOC in the longer term and may thus require some adjustments in the implementation strategy. This emphasizes that the MFA and IWGIA must be prepared to adapt implementation plans based on concrete developments and learning. The DED mentions that IWGIA's organisational risk management framework is monitored by IWGIA's board on a bi-annual basis. It would, however, be relevant to indicate that the assessment of risks and assumptions will also be part of the recurrent monitoring of the DED as these factors are critical for learning and adaptive management processes.

Annex 1 Terms of reference

Date: 29 September 2020

F2: 2020-34896

TERMS OF REFERENCE

Desk appraisal of Danish Support to Protection and Promotion of the Rights of Indigenous Peoples

1. Introduction

These terms of reference (ToR) sets out the objectives, outputs and scope of work for a desk appraisal of Danish Support to Protection and Promotion of the Rights of Indigenous Peoples, 2021-2023.

2. Background and context

Background

Working for the promotion of the rights of indigenous peoples has been a key Danish priority area for decades and the Danish Ministry of Foreign Affairs (MFA) has had a long-lasting partnership with the International Work Group on Indigenous People (IWGIA). The World 2030, Denmark's strategy for development cooperation and humanitarian action reaffirms the commitment of Denmark to remain a significant global defender of human rights, democracy and gender equality. The strategy underlines that Denmark will continue to make "a persistent effort in the promotion of indigenous peoples". The UN is a central platform to voice support for this cause and unite countries from all over the world. Furthermore, the government has set out an ambitious green agenda with a view to ensuring that no-one is left behind. Working with civil society organisations remain an important priority in Danish development cooperation.

IWGIA's mission is to promote, protect and defend indigenous peoples' rights. This includes the right to national, regional and international representation and the involvement of women and youth in decisions affecting their lives. IWGIA draws from a global network of indigenous peoples' organizations, human rights advocates, academic experts and institutions. As such, the work undertaken by IWGIA is substantially supplementing and reinforcing the efforts of the Kingdom of Denmark to promote the rights of indigenous peoples. Further, IWGIA has ECOSOC status and can provide oral and written submissions and recommendations to the UN. IWGIA is thus a crucial ally and a key strategic partner for Denmark in its work related to indigenous peoples.

IWGIA has been subject to a number of reviews and evaluations, most recently an organisation capacity assessment (May 2020) which overall concluded that, "IWGIA has the capacity to deliver results according to the agreement with MFA and according to its current institutional strategy".

Whereas the MFA previously provided funding to IWGIA with a high degree of flexibility, it is proposed to provide the coming support for 2021-2023 in the form of earmarked funding based on the guidelines for programmes and projects.

Context

Indigenous peoples account for approximately 476 million people worldwide, spread across more than 90 countries. While considerable progress has been made towards addressing the concerns of indigenous peoples progress is too slow. They continue to face persistent marginalisation and inequalities relative to the broader society. Indigenous Peoples make up 6 percent of the global population but account for almost 19 percent of the extreme poor. Indigenous peoples' life expectancy is up to 20 years lower than the life expectancy of non-indigenous peoples worldwide. In the face of the ongoing COVID-19 pandemic, existing inequalities, in particular lack of access to health services and information, put indigenous peoples, especially elders, as well as women and children, in a particularly vulnerable situation. At the UN level there is a focus on the need for participation of indigenous peoples in the COVID-19-recovery.

Indigenous peoples protect 80 per cent of the planet's remaining biodiversity and at least 24 percent of global carbon is stored above ground in the world's tropical forests managed by indigenous peoples and local communities. Indigenous peoples are not only the most vulnerable to the impacts of climate change, but also stewards of important ecosystems and forests biodiversity important to reduce carbon emissions and increase climate resilience. They have important contributions to adaptation and mitigation efforts, e.g. in regards to nature-based solutions where possible. Indigenous peoples rights for Free, Prior and Informed Consent should be respected and opportunities explored to ensure positive co-benefits for indigenous peoples. Engagement of indigenous peoples should be based on their self-determination through territorial governance and autonomy and work towards a self-determined development that not only respects their rights but also contributes to climate action and achievement of the Sustainable Development Goals, including SDG 1 on poverty, SDG 2 on zero hunger, SDG 5 on gender equality, SDG 7 on Ensure access to energy for all, SDG 10 on inequality, 13 on climate action, SDG 15 life on land and SDG 16 on peace, justice and strong institutions.

Despite some progress achieved, especially on the normative level, including, importantly, the adoption of the UN Declaration on the Rights of Indigenous Peoples in 2007, the situation of indigenous peoples remains challenging in a number of regions and countries, including in Latin America, Africa and Asia. Several critical trends continue and deteriorate in many places indigenous peoples' rights and freedoms, such as the freedom of speech, of assembly and of organising themselves, access to justice, as well as their rights to land, territories and natural resources are violated. Indigenous human rights activists and leaders are increasingly harassed, threatened and even killed.

Indigenous peoples living on lands with availability of fossil fuels, minerals and forests and with a high degree of biological diversity often sought after by commercial and political interests. Indigenous human rights defenders, and in particular those defending land rights and

environment, are often subjected to discrimination, persecution and harassment. Certain groups of indigenous peoples face double layers of challenges including particularly indigenous women and girls, youth, elderly people and people with disabilities.

3. Objective

The objective of the appraisal is to quality-assure and provide recommendations for the Development Engagement Document, and its related cover note and annexes providing the underlying documentation for the Danish support Support to Protection and Promotion of the Rights of Indigenous Peoples, 2021-2023 through IWGIA - International Work Group for Indigenous Affairs. The appraisal will assess the quality of the proposed documentation against the MFA's Aid Management Guidelines, including follow up on recommendations from the Programme Committee.

4. Outputs/deliverables

The outputs of the appraisal will be:

- A Draft Appraisal Report (10-15 pages + annexes) with specific recommendations to the appropriation documentation to be submitted to MUS for comments;
- A Final Appraisal Report (10-15 pages + annexes) with specific recommendations to the appropriation documentation to be submitted to MUS.
- A Summary of Recommendations Overview of the specific recommendations to be submitted alongside the Final Appraisal Report.

5. Scope of Work

The scope of work will include, but not necessarily be limited to, the following tasks:

1. Overall rationale and justification incl. preparation process
 - Assess the relevance of the development engagement and its objectives in a global and/or national context and its compatibility with Danish development policy;
 - Assess justification and rationale of the development engagement support design based on the DAC criteria;
 - Assess the adequacy of the preparation process, i.e., whether the necessary analyses have been prepared, including a stakeholder analysis, and whether there has been sufficient consultation with and participation by key stakeholders and target group representatives, where relevant;
 - Consideration by the development engagement of relevant previous experiences and lessons learned;
2. Project/Programme
 - Assess of the development engagement objectives and quality of the results framework;
 - Assess contribution towards poverty reduction and human rights, national (or institutional) sector objectives, relevant Danish thematic strategies including green growth, gender equality and the four HRBA principles;
 - The political, social, technical, institutional and financial feasibility of the development engagement;
 - Assess the justification of choice of partner(s) and criteria used;
 - Assess alignment and donor coordination. Adherence to the development effectiveness agenda, including alignment to national/institutional objectives and partner strategies; use of partner structures, systems and procedures for implementation and monitoring, harmonization with other donors;

- Consider strategic focus, avoidance of institutional complexity, and manageability in terms of size and number of partners;
 - Assess commitment to the development engagement by the partner and major stakeholders and capacity of partner institution(s) to absorb and manage the support;
 - Assess the adequacy of measures to support capacity development in partner organisation(s), and the possible demand for and capacity to manage and utilise technical assistance;
3. The management and organisation of the development engagement including reporting and review mechanisms;
- The adequacy of the proposed financial management system including accounting, auditing and procurement mechanisms;
 - Budget including budget allocation expected efficiency and costing;
 - The sustainability of the expected outcome of the development engagement including exit strategy;
 - The adequacy of the proposed monitoring system (quality of baseline data, indicators);
 - The assumptions, risks and pre-conditions, i.e. whether these have been sufficiently analysed and whether relevant mitigating measures are included (ref. to Danida Guidelines for risk management);

6. Method of work

The overall responsibility for the appraisal rests with the Department for Evaluation, Learning and Quality (ELK) of the Danish Ministry of Foreign Affairs of Denmark. A team of two ELK Development Specialists will conduct the appraisal. The appraisal will be undertaken in accordance with Danida's Aid Management Guidelines.

The work will comprise a desk study and virtual meetings with IWGIA, their partners and other relevant stakeholders as well as MUS. During the desk study, the team will review key documents provided by MUS. Based on the desk study, the team will prepare the draft appraisal report with preliminary findings and recommendations.

7. Timing

The appraisal will commence from 1 October 2020 and is expected to be completed by 23 October 2020 in accordance with the following schedule:

- 1 October Appraisal initiated
- 9 October Debriefing with IWGIA and MUS – presentation of preliminary findings and recommendations
- 19 October Draft appraisal report
- 21 October Comments to appraisal report
- 23 October Final appraisal report integrating comments from responsible unit and partner

8. Team composition

Two development specialists, ELK.

9. Background documents

List of background documents to be finalised in consultation and uploaded to a sharepoint location which the Consultant will have access to. Documents to be compiled includes:

- Development Engagement Document + annexes
- Underlying documentation as set out in the list of supplementary materials.
- Other documents as relevant

Copenhagen, 29 September 2020

Annex 2 List of persons consulted

- **Francisco Cali Tzay**, UN Special Rapporteur on the Rights of Indigenous Peoples.
- **Dr. Melakou Tegegn**, who is an expert member of the Working Group on Indigenous Populations (WGIP) of the African Commission on Human and Peoples' Rights
- **Daniel Kobei**, Director, Ogiek Peoples Development Programme (OPDP) - IWGIA's partner organisations in Kenya.
- **Kathrin Wessendorf**, Executive Director, IWGIA
- **Marianne Wiben Jensen**, Senior Advisor, IWGIA
- **Søren Juul Aarslev**, Head of Finance and Administration, IWGIA
- **Julie Marion**, Fundraising and Donor Relations Manager, IWGIA
- **Jørgen Skytte Jensen**, Director - Senior Consultant, IMPAKT
- **Mads Wegner Hove**, Development specialist, Department of Multilateral Cooperation (MUS)/MFA

