

ICCA Consortium

Strategic Review

Maliasili Initiatives

October 2016

“When the rate of change on the outside exceeds the rate of change on the inside, the end is near.” –Jack Welch

“Traveler, there is no path. The path is made by walking.” -Alberto Machado

Summary- Key Findings

- The ICCA Consortium has evolved over the past decade to play a central role in the global conservation arena, as the leading network advancing community-driven conservation models and ideals within key forums such as the CBD and IUCN. It has played a key role in major changes in the global conservation landscape- and, through key members and collaborators, at the national level in certain countries as well- over the past 6 years since its founding.
- The Consortium has a central role within the conservation arena as a voice and network for uniting conservation, indigenous and local self-determination, human rights, and bio-cultural diversity. It is a unique movement-based organization that promotes solidarity and offers support from the community to the global scale. Its ideas, tools, and functions are valued and important within the global conservation space, and in light of ongoing conservation and related environmental justice and land rights challenges around the world.
- The Consortium has evolved as a strongly personalized network and organization, with critical leadership provided by a handful of key individuals whose energy, commitment, personal networks, and vision have been integral to the Consortium's development.

Summary- Key Findings, cont'd

- The Consortium's institutional structure and resourcing reflect its personalized historic roots and organizational culture. While growing enormously in terms of the scope of its work, its membership, and its impact, the Consortium has- as a result of conscious decisions or the preferences of its leadership and management- a much more limited set of formal organizational resources and capacities related to staff, administration, communications, fundraising, and governance.
- The gap between the scope and importance of the Consortium's work and functions, and its current resource base should be considered the major strategic challenge and risk to the Consortium. Specific risks that need to be addressed at the heart of a forward-looking organizational strategy include:
 - The Consortium relies heavily on semi-voluntary staff. While this selects for highly motivated individuals and has been key to building its 'movement' culture and ethos, this limits the ability of those individuals to prioritize work for the Consortium in the context of other paid work required for a viable career, or the degree to which program work and other key functions can be delivered in a professional and effective manner.
 - The Consortium has depended primarily on two major institutional funders and there has not been a strong focus or strategic approach to fundraising.
 - The Steering Committee includes a diverse set of key experts, leaders and constituencies, but it is not fulfilling the key governance functions of a board.

Summary- Key Findings, cont'd

- For the Consortium to achieve its mission and goals into the future, it will need to change to address existing risks and potentially capitalize on emerging opportunities. **The main purpose of this strategic review is to identify the key questions that need to be addressed, and key choices made, in order to manage this process of change intentionally and effectively.**
- This document provides the basis for additional feedback from the Consortium membership prior to the General Assembly meeting in December.

Objectives of the Review

- To identify key strategic opportunities and challenges facing the Consortium.
- To identify the key questions and decisions that need to be made in order to build out an effective new strategic plan for the Consortium. The answers developed within the Consortium to these questions will guide the Consortium's strategy and investments in the future.
- To propose measures that may be adopted to address the Consortium's major strategic challenges.

Sources

This review is based on the following sources of information:

- An online tri-lingual survey of the Consortium's membership conducted electronically (SurveyMonkey) (N=28; 12 English and 16 Spanish language respondents)
- Interviews carried out with staff, steering committee members, and members of the Consortium (N=15)
- A consultative meeting carried out at the World Conservation Congress in Hawaii (N=19 participants)
- Review of existing Consortium strategy and related documents
- It should be acknowledged that despite a number of mechanisms and forums being used to collect information and perspectives, the coverage of the review has been limited by language, geography, and other factors. For example, there were no responses to the French-language version of the online survey, and no interviews with French-speaking members.

The Key Strategy Questions

- **Where do we want to go?**
 - ❑ *How does the Consortium define its goals in terms of achieving its mission?*
 - ❑ *What will success look like in 2020 or 2030?*
 - ❑ *How does the Consortium evaluate and represent progress internally and externally?*
- **How are we going to get where we want to go?**
 - ❑ *What set of programmatic investments represent the best way of allocating limited human, financial and organizational resources in order to achieve the mission/goals of the Consortium?*
 - ❑ *What human and financial resources are needed in order to achieve the Consortium's goals, and how can those be obtained and organized?*

Background: The Consortium Today

The Current Situation

- **The Consortium is at an inflection point in its evolution- critical choices about the future will need to be made and implemented over the next 12-24 months.**
- The Consortium is a relatively young organization (6 years formally) that has taken on an ambitious global agenda of change within conservation, working across three languages and attracting interest from a range of diverse cultures and geographies.
- It has grown into the leading global network championing community-driven conservation models and practices, and has played a key role in a sea change in conservation ideas and practice, particularly within the CBD and IUCN policy space and networks.
- Has grown by 20% annually in membership, including many influential and leading national and local organizations.
- Has attracted a vibrant community of leaders and young professionals championing ICCA models and ideas in their countries and communities
- *This growth and success has created opportunities and risks. Strategic decisions will need to be made that enable the Consortium to capitalize on opportunities while addressing and reducing existing risks.*

The Mission

From current strategy (Jan 2016):

The ICCA Consortium is a ***movement organization*** that promotes social change, in particular reforms in policy and practice towards enhanced equity in conservation.

Its ultimate goal (mission) is **to promote the appropriate recognition of, and support to, indigenous peoples' and community conserved areas and territories (ICCAs) at local, national and international levels.**

The long-term vision of the Consortium is a world where ***ICCAs thrive and contribute to self-determination of indigenous peoples and local communities, conservation of biological and cultural diversity and wellness of all beings.***

Key Functions and Niche

The Consortium is the key global network for indigenous and community-driven conservation practices and paradigms.

- It is a champion of conservation strategies and practices based on local community and indigenous self-determination, rights, institutions, values and culture.
 - A unique and increasingly influential voice in global conservation arena.
 - Major policy influence within CBD and IUCN as the two major global conservation policy arenas
- A key source of technical knowledge, tools, and ideas for its members and other advocates of ICCAs and community-driven conservation.
- A movement providing solidarity, inspiration, and peer learning to its members and many other actors in the conservation arena.

Key Achievements

- The Consortium has played an important role in driving major global policy and discourse shifts over the past 20 years: from the fringes, ICCAs and community-driven conservation paradigms are now mainstream and integrated into the CBD, IUCN, and other major conservation policies and ideas.
- The Consortium has built a strong network and membership comprising many of the leading voices and change agents in regional, national, and local conservation movements. The Consortium plays a unique role bringing these local and national leaders together as a movement on the global scale.
- The Consortium has catalyzed the development of important national networks focused on promoting ICCAs in a range of key countries.
- The Consortium has developed a large repository of knowledge and information- tools, policy briefs, national and global analyses- and become a foremost technical source of information on ICCAs/and community-based or indigenous conservation models.

Key Challenges

- **The major challenge to ICCAs over the past 15 years has gradually shifted from acceptance and support at the international policy level to implementation and effective support at the national scale.**
 - This is similar to other related arenas; such as indigenous rights to territory and self-determination in the decade since the adoption of UNDRIP (2007) or the implementation challenge related to the Voluntary Guidelines on Land (2012).
- Despite growing support at some levels, ICCAs and their advocates continue to face enormous challenges from extractive industries, resource overexploitation, and pressure from powerful political and economic actors.
 - *The Consortium's core strategic challenge is to design its work in ways that most effectively provide ICCA advocates- the Consortium's membership- with tools, resources, and leverage that will support their efforts to combat these forces and secure ICCAs into the future.*

Internal Strengths

- Strong values, principles, and underlying motivation within Consortium staff, leadership and membership.
- A culture of commitment, dedication, and solidarity that inspires and motivates.
- Driven by strong personal and professional relationships across segments of its leadership and membership.
- An influential membership- both organizational and individual (honorary) members- with an increasing suite of key national advocates and influencers attracted to the Consortium's mission and cause.
 - Some of these have become the extended staff of the Consortium as Regional Coordinators, providing a wider net of leadership as well as an emerging new generation of ICCA movement leaders around the world.
- *The personal commitment and leadership of the founding generation and members of the Consortium has been a critical asset in everything that the Consortium has achieved. The commitment, work ethic, and leadership skills of the Coordinate have been perhaps the single most indispensable element in driving the Consortium to this point in its evolution.*

Internal Weaknesses

- Limited funding for core functions and significant dependence on a small (2) number of core major funders.
- Underdeveloped organizational systems and administrative capacity for managing major donor programs such as the Global Support Initiative, and for allocating resources across competing priorities.
- Limited guidance and decision-making capacity around key strategic and resource allocation questions by the board (steering committee).
- Limited recognition or influence outside the Consortium's core established conservation circles (CBD and IUCN).
 - Virtually no wider media presence, limited capacity for outreach and outward communications, and limited brand recognition.
 - Influence and reach depends largely on the personal relationships of its leadership and some core members.

Risk Analysis

The major risks to the Consortium revolve around its two key resources: its human resources (staff and leadership) and its funding.

- The Consortium has grown rapidly in scope, membership, resourcing, ambition and impact. But it remains a highly personalized organization and overwhelmingly dependent on the Coordinator and a handful of founding SC members. There is a major risk to the Consortium's work in the current level of dependence on one or a few people entering the latter stage of their careers.
- The Consortium's staffing strategy has focused on identifying motivated and talented individuals, enlisting their involvement in various capacities, and providing them a very limited amount of compensation. The result is that the Consortium's internal capacity depends on finding top talent that will work well below their potential level of compensation or in a semi-voluntary manner. The risk today is that over the longer term, as the Consortium grows, this approach will limit the Consortium's ability to grow an effective global team, exercise growing administrative functions, and achieve impact.
- The Consortium faces a major risk in terms of its existing funding base's dependence on only two major core funders. Over the past 6 years there has been little diversification of funding sources or investment in fundraising strategy.

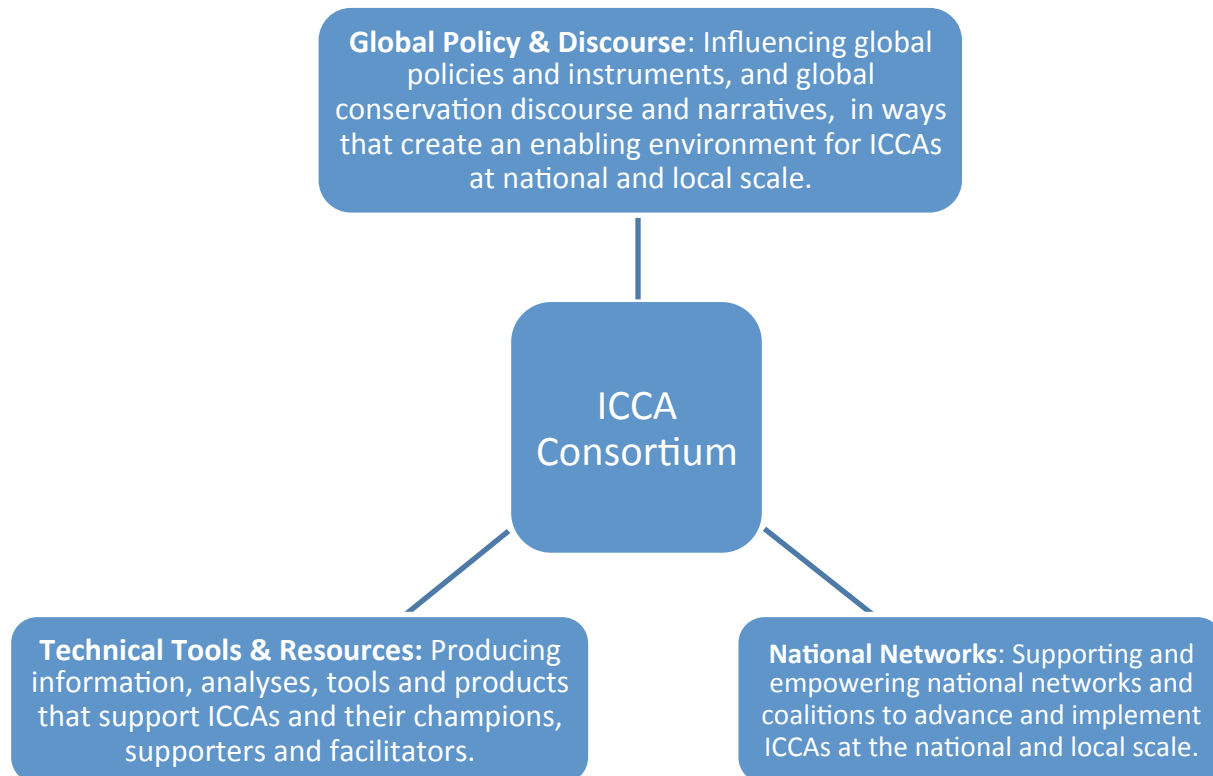
Operational Strategy

Overview

- In general, the findings of the review process are that the Consortium's major functions, areas of engagement, and strategic focus as it has evolved in recent years is relatively clear. Specifically:
 - **The Consortium's focus on the major global conservation policy and practice arenas- CBD and IUCN- has been a key impact.**
 - Although the Consortium leadership and some members have speculated that there may now be diminishing returns from continued focus on these arenas and processes, the review found that these remain important arenas, with major influence on conservation policy and practice, and where the Consortium has a respected and influential voice, with further opportunities for influence and consolidating progress.
 - **The Consortium's increasing focus on supporting national ICCA or related networks and coalitions is validated and emphasized.** The critical priority for ICCAs has shifted from the past need for acceptance and understanding at the level of global or national policy or discourse, to an implementation challenge at local and national scale. The best way for the Consortium to support this as a global network is to enable the key actors and networks nationally to work towards key national policy or institutional reforms, or other measures. **The Consortium needs to develop and refine its strategy for how it effectively supports and enables those national networks and actors.**
 - It is less clear how much value is added through the 'regional network' structure that the Consortium has promoted. Some members commented on the great differences between countries in some regions like Central America. While regional exchanges across countries are valuable and creates opportunities for peer learning, the value-add of the Consortium, or the degree of leverage gained in terms of supporting ICCAs at the regional scale, is not as clear as work at global and national scales.

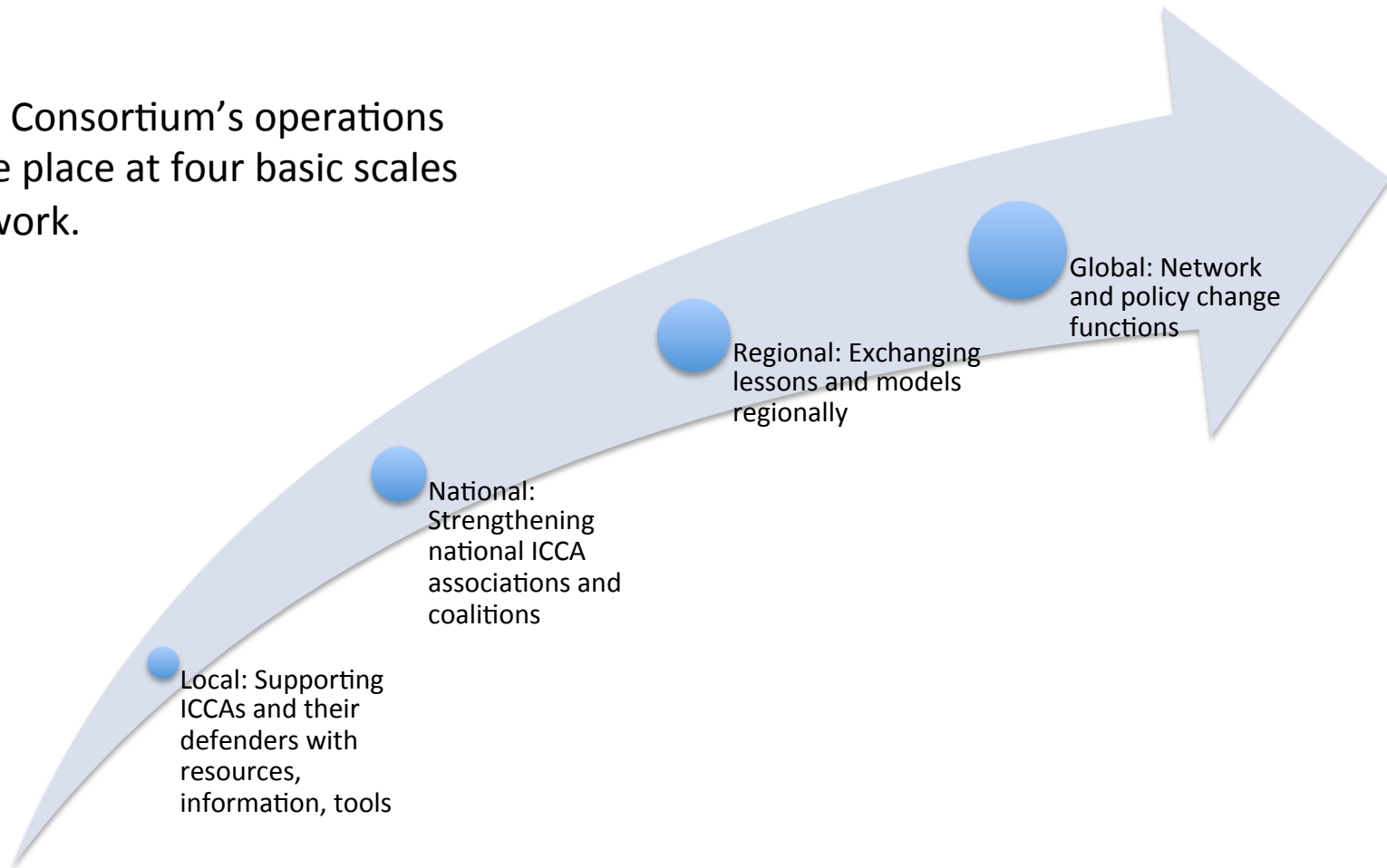
Operational Pillars

- Based on a review of the Consortium's current strategy and priorities, and the identified priorities of members, three critical operational priorities are suggested that can form the foundation of its strategy and programs:



Scales of operation

The Consortium's operations take place at four basic scales of work.



Global Policy & Discourse: Overview

- A critical function and role of the Consortium is influencing the global conservation arena, including the two foremost conservation policy arenas (CBD and IUCN) in ways that generate support for ICCAs and their advocates. Engagement in these policy arenas increases support for ICCAs in the following ways:
 - Global policies that recognize and support ICCAs as a strategy to achieve and further global conservation goals creates **political legitimacy for ICCAs**. This can be used to create political space for reforms that support ICCAs at the national scale.
 - Global policies such as those of the CBD that support ICCAs can create windows for **greater resourcing of ICCAs** and their advocates. For example, conservation funding from development agencies and financing mechanisms may be tied to Aichi Targets; advocating the importance of better supporting ICCAs in order to reach or exceed the Aichi Targets may be an important strategy to generate resources that can support ICCAs and their advocates on the ground.

“The Consortium legitimizes community interests through international policy recognition.” -Interview with member

Global Policy & Discourse: Strategic Opportunities

- A strategic priority for the Consortium should continue to be working in the forums where it is most influential to further consolidate and develop new means for influencing global conservation policy: the CBD and IUCN. Ways of doing this may include:
 - Improving and strengthening the policy provisions or recommendations (including compliance and monitoring instruments etc) in key global conservation policies and agreements in terms of support to ICCAs, community land and resource governance, and related elements.
 - Using existing policy provisions (Aichi Targets, Promise of Sydney, WCC Resolutions) and expectations regarding national implementation of CBD or IUCN policies to hold national governments accountable in terms of their performance in implementing global conservation policy recommendations.
 - *To do this effectively, the Consortium would need to significantly increase its resource mobilization (people and money) for monitoring national performance with global policy standards, and its capacity for communicating on this performance.*

Global Policy & Discourse: Strategic Opportunities

Proposal: Should the Consortium promote a ‘big goal’ for ICCAs and conservation in general at the global scale? Would this help inspire the global ICCA movement, mobilize resources, and generate political and financial support for ICCAs?

- An option the Consortium could explore is if it should aim for a post-Aichi (2020) global conservation target related to ICCAs. This could also feed into a much more ambitious set of global conservation targets than the current 17% Aichi target (i.e. if the current PA coverage of predominantly state PAs of c. 15% were complemented by another 15-25% of global land area in ICCAs, total de facto conservation coverage could be 30-40%- as in Namibia where communal and private conservancies and state PAs already cover 43% of total land area- perhaps a much more realistic and inspiring level of conservation coverage than the modest and state-focused 17% figure.
- **Big ambitious goals like these could provide the Consortium with a clear focus and goal to mobilize support, inspire its membership and allies, and mobilize resources around.**
 - An analog to this approach would be the [Land Rights Now](#) campaign which has adopted the ambitious goal to double the area of community and indigenous lands under legal recognition by 2020.

Global Policy & Discourse: Strategic Opportunities

The Consortium has opportunities to engage in new global policy arenas. These have been developed and explored over the past several years and include:

- The UN Sustainable Development Goals
 - The UNFCCC
 - The FAO Voluntary Guidelines on the Responsible Governance of Tenure of Land, Forests and Fisheries ('Voluntary Guidelines')
- However, it is not yet clear to what degree these arenas represent priorities for engagement for the Consortium.
 - It is also not clear if the Consortium can effectively influence policies outside its 'comfort zone' within CBD and IUCN spaces, where it has decades of expertise and legitimacy.
 - **Strategic Questions: In terms of advocacy, is the Consortium capable of influencing much larger arenas beyond those spaces where it has worked thus far? Does it need new personnel and resources in order to expand its reach and influence? What are the costs/benefits of engaging in new arenas? What do we expect to gain for ICCAs that we cannot gain in our existing focal arenas?**

Global Policy & Discourse: ICCA Financing

- Global policy instruments are designed to do two basic things: 1) They provide guidance (or requirements) to national governments in their own construction of policies and laws; 2) They direct global financing mechanisms and flows such as development aid.
- To date, the Consortium's efforts have primarily focused on the first of those functions—the 'policy' components. In terms of the interface between global conservation policy and conservation financing, this is not an area that the Consortium has focused on. Indeed, the Consortium's internal culture and outlook tends to be skeptical of the use, merits or importance of large-scale conservation financing mechanisms (though the Consortium does monitor and engage with the GEF).
- Importantly, patterns of global conservation financing are changing, such as through the development of new large-scale funding mechanisms for PA management (including ICCAs in countries such as Namibia or Brazil). For example, the [Amazon Regional Protected Areas](#) fund is a \$215M mechanism recently developed by WWF, the Brazilian government and other funders, which may also provide funding for indigenous territories/ICCAs. Namibia's' Community Conservation Fund of Namibia is a relevant new model for financing ICCAs.
- **Strategic Question: Should the Consortium focus more explicitly on shaping new and emerging conservation financing instruments in ways that support the recognition, strengthening, and management of ICCAs? Should this be more explicitly prioritized in terms of global policy engagement? Is this a key opportunity?**

Global Policy & Discourse: Influencing Narratives

- Although the Consortium has played a major role influencing policy and discourse within the CBD and IUCN, the Consortium has limited capacity for influencing discourse outside those forums or in the wider public realm.
- The Consortium and ICCAs in general remain very much an ‘insider’ and technocratic discourse; even many professional conservationists who work on community-driven conservation are not familiar with ICCAs or the Consortium. The Consortium’s capacity to influence the wider conservation discourse- or other related arenas such as the SDGs or on land rights- is consequently limited.
- **Strategic Question: Should the Consortium prioritize influencing broader conservation discourse outside specialized policy spaces as a key part of its strategy?**
 - *Doing this effectively will require a significant reallocation of existing resources and new skills and outlooks within the organization.*

Supporting National ICCA Networks

- **Supporting effective and influential national networks and coalitions that can facilitate and support ICCAs on the ground is a key strategy for addressing the translation of global policy change to local and national impact.**
 - This national-level implementation of the provisions of global conservation policy instruments is the critical bottleneck facing ICCAs and related community land and natural resource tenure and governance issues.
 - Consortium members identify many opportunities at national level for influencing conservation policy, laws, and resourcing in ways that support ICCAs by drawing on the supportive global policy provisions that the Consortium has helped put in place
 - e.g. recent dialogue on Canadian implementation of Aichi Targets through indigenous reconciliation process.
 - The end-goal of supporting national networks is to enable them to influence and support ICCA recognition in their own countries. Supporting ICCA policies and laws at the national level was identified as a top priority for the Consortium (e.g. top-ranked priority at the WCC strategy consultation meeting).

Supporting National Networks: Strategic Questions

1. How does the Consortium support these national networks?

- What services or resources does the Consortium provide to national networks?
 - Technical policy tools, information and data on ICCAs, training sessions for policy makers, financing, capacity development, coaching and mentoring, specified access to global events or arenas etc. The Consortium could work towards developing a clear set of resources and services that it provides to national networks in a customized and demand-driven manner.
- What is the mode of delivery of those services?
 - Is the core role of Regional Coordinators to support national networks? How does the Consortium provide the support services to the national networks?
- In sum, the Consortium should develop a clear set of support services and offerings that respond to the needs of the national ICCA networks that it seeks to support. These should reflect those networks' priority needs and the Consortium's existing capacity, strengths and resources.

2. Where does the Consortium support national networks?

- Should the Consortium focus its resources (people and money) towards supporting specific national networks in high-opportunity countries, where the stakes for ICCA recognition and support are particularly high or unique windows of opportunity exist.
 - The Consortium could choose priority countries to focus on and set clear goals for them in terms of a) key policy or governance changes or reforms; b) growth or strengthening of ICCAs in terms of recognition?
 - The Consortium could concentrate more resources in a smaller number of priority countries that can serve as flagships of effective and equitable community conservation?
 - This could provide a clear focus and set of priorities or targets for the Consortium's support and impact at national scale.

Supporting National Networks: Implications and Questions

- **Strategic Question: Can the Consortium effectively support national-level implementation of ICCAs and the strengthening of national networks and coalitions without a significant increase in investment in its own capacity to support work at that scale?**
 - It is not clear if the Consortium's current structure and staffing of semi-volunteer Regional Coordinators and occasional regional workshops provides sufficient levels of support to national ICCA advocates to impact meaningful change at this scale.
 - Interviews and review finds much clearer evidence of the Consortium's impact on the global conservation policy arena than on national level processes.
 - In some regional (e.g. North America) or national (eg. DRC) contexts, it is apparent that current levels of investment are not sufficient to take advantage of existing opportunities for promoting and supporting ICCAs, or efforts could not be sustained or followed up on due to a lack of investment
 - **The Consortium needs to interrogate its model and internal expectations for supporting national level change and impact; what resources are required to effectively support and add value to national networks and advocates?**

Technical Tools and Resources

- A key function of the Consortium is as the generator, collector, and repository of a vast array of technical tools, knowledge, and resources about ICCAs.
- This is a main way of supporting national networks and other ICCA advocates at the national and local scale.
- Technical resources feed into policy engagement and advocacy, and support to national networks.

Technical Tools and Resources: Strategic Questions

- Who are the key audience for the Consortium's technical tools, information and resources?
 - Communities trying to secure and manage ICCAs
 - Government policy makers
 - Local or national ICCA advocates
 - Professional conservationists and researchers
- What is the most effective way of packaging and communicating tools and information to reach different audiences?
 - Different audiences access and use information in very different ways
 - Completely different mechanisms may be used to reach professional audience vs. local activists
- What communication and dissemination tools is the Consortium using and which are effective for different audiences? What are the Consortium's existing tools and expertise?
 - Seemingly heavy investment in policy briefs and other tools designed to reach a technical and professional audience.
 - Use of online media? e.g. online training course on ICCAs, webinars, etc?
 - Local and national media engagement and customized content?
 - Form follows function

The Organization

General Points

- The major strategic questions for the Consortium revolve around the capacity, structure, and resourcing of the organization.
- The greatest risks to the Consortium's ability to deliver on its mission primarily revolve around its two key resources: People and Money.
- Related key questions relate to communications, membership, board governance, and organizational infrastructure.
- Some of the implicit assumptions that have operated within the Consortium during its development around human resourcing and fundraising should be carefully interrogated within the management, steering committee, and membership.
- The keys to maintaining and improving the Consortium's delivery on its mission and services to its members will likely lie in this domain of internal organizational capacity and strategy.

Background: Key components of organizational capacity

- For any organization, there are a number of fundamental elements of capacity that enable it to effectively execute and deliver on its operational or programmatic goals and activities.
 - **Human Resources:** The people of any organization are its most critical and essential asset. Great organizations are composed of talented individuals working as a coherent and productive team. A key function of any organizational leader is to recruit and retain great people and integrate them into a high-performing team.
 - **Financing:** Organizations need money to execute (including paying its staff, which is the most important investment of funding for many service organizations). The amount, type, mode and duration of funding are all critical components of organizational financing.
 - **Culture:** The underlying values and norms that shape behavior and interactions within organizations have a profound impact on the way organizations perform.
 - **Governance:** As in ICCAs, the governance framework that establishes formal and informal rules and norms are critical to the way resources are used and allocated, accountability is exercised, and organizations perform.
 - **Communications:** Communications plays a critical function in many organizations, but particularly for a network organization such as the Consortium. Communications is central to recruiting and maintaining members, attracting supporters, driving adoption of ideas and tools, and generating resources.

Organizational Culture

- When considering the Consortium's organizational strategy, capacity, and development, it is important to highlight several key aspects of its culture as these are critical to framing future decisions about the organization:
 - **Solidarity:** The Consortium is driven by an underlying belief in building a global movement that supports locally driven and locally defined conservation practices, that touch on cultural identity, self-determination, and human rights.
 - **Commitment:** The Consortium has developed a culture of strong commitment and dedication- and a tireless level of effort- towards its mission and functions.
 - **Voluntarism:** The Consortium is a collective movement of individuals and organizations and a core premise has been that the work of the Consortium is the 'work of one's life'.
 - *These values and culture have enabled the Consortium to attract a growing membership and committed core of talented staff and allies. However, these values also shape some of the challenges that the Consortium faces around human and financial resources, and create certain trade-offs that must be made explicit, and form a key set of strategic issues for the Consortium.*

Human Resources: Strategic Issues

- **The Consortium has largely relied on the extraordinary energy and leadership of the Coordinator. The Consortium is at a point in its development where for a range of reasons it needs to look to the future and consider how it can operate effectively when the Coordinator plays a reduced or different role within the organization. This is a key step in developing an organization that can be sustained and not depend almost entirely on a single individual. If the members of the Consortium wish the network to endure and support their work, this is fundamental.**
- The entire Consortium's staffing operates in a semi-voluntary framework in terms of expectations and compensation that can make it challenging to recruit and retain talented staff. Key functions such as communications or fundraising may lack key skill-sets and capabilities as a result.
- Regional Coordinators (RCs) are able to invest only a small proportion of their time in the work of the Consortium. This is particularly the case for younger staff who must earn income and support families. The nature of the Consortium's 'employment framework' also limits the degree that the RCs can be held accountable for delivery of results in their work.
- It is not clear the degree to which the Consortium as comprised of the Secretariat and the RCs comprise a 'team' that works collectively to set organizational work priorities and plans. Do the RCs meet together as a team of 'field staff'? There are insufficient resources to bring all RCs to the GA and other physical meetings.
- Although the Consortium has improved its administrative capacity in order to administer the GSI, the investment in administration is still insufficient to exercise core functions, oversee systems, and manage the kind of operations that the GSI involves.

Human Resources: Strategic Trade-offs

The root strategic question for the Consortium is: **What is the human resourcing and staffing strategy that will best enable the Consortium to deliver on its mission and best serve its members?** In addressing this question, there are fundamental trade offs between a) the voluntarist ethic and values that the Consortium has developed and form a core part of its identity as a movement; b) the need to professionalize key positions and capacities and make it a financially viable option for the RCs and other key staff- including a growing set of high-potential younger generation ICCA advocates- to do this work for a living? The two interview quotes capture these trade-offs:

- *What should not be lost is the sense that this is work we would do for free- work we do with a political statement with our lives. The passion, the commitment, sense of importance of what we are trying to do. People who are working for the Consortium all have this- need to retain it.*
- *We have a model where it is assumed that RCs have another job and do this in their spare time- could they do more if this was not the model? Could they be more effective?*
- The Consortium needs to adapt its staffing model to maximize the Consortium's impact and progress towards its mission.

Human Resources: Possible Functional Gaps

The following staff capacities were raised as possible functional capacity gaps within the Consortium's existing human resourcing. These should be considered in a forward-looking human resource strategy:

- **Communications:** For a global network, communications is one of the most critical functions and services of the Consortium. While the Consortium does have communications staff and functions, the lack of experienced professional staff may constrain the value and impact of its communications.
- **Fundraising:** There is no dedicated staff for fundraising and this may be reflected in the funding portfolio and funding history of the Consortium.
- **Project or program management:** Should GSI, as a specific program, have dedicated staff to manage the program? At present it falls in huge basket of things the Coordinator does.
- **Regional Coordinators:** While there is a strong network of coordinators, in some regions there has been considerable turnover and the model functions better than in others. Even some of the most engaged coordinators estimate they only spend 10-15% of their time on Consortium work due to the semi-voluntary nature of the position. For the Consortium to interact with members and support national-level work, the RC role is critical but is arguably highly under-resourced.

Human Resources: Key Strategic Questions

- Should the Consortium add key functions in the Secretariat that could enable it to do more and better fulfill its core role to its membership?
- Should the Regional Coordinator role become more prominent and well-resourced within the organization, with more explicit responsibilities and accountability for delivery of services to members, national networks, etc?
 - Relatedly, should the RCs become more of a collective 'team' that drives much of the work of the Consortium, interacts directly more frequently, explicitly plans much of the Consortium's work, and are able to pursue regional fundraising and partnership opportunities? Should the RC's be empowered with greater ownership and leadership within the organization?
- How can the Consortium effectively develop and support its emerging cohort of young ICCA leaders and professionals amongst the RCs and other positions? How can the Consortium invest in the training, mentoring, and professional development of these talented and high-potential members of its extended team?
- Should a succession plan for the Coordinator, based on a formal transition plan laid out over a defined period of time, be developed as a foundation of the Consortium's development and strategy? Notably, the above questions would likely form an important part of that transition plan.

Funding: The Challenge

- It is difficult to consider the future strategy and mission of the Consortium without concluding that the Consortium is severely under-resourced.
 - The Consortium is predominantly dependent on only two funders for its core costs.
 - A number of other funders have supported specific projects and initiatives.
 - To do more work, build and strengthen its team, take advantage of existing opportunities, and position itself for a future leadership succession, the Consortium will need to invest more in human resources. This will require more funding and a larger budget.

*“Dependence on 1 or 2 donors is very dangerous and usually ends badly.”
-Interview*

Fundraising Strategy: Key Considerations

The following criteria are some of the key factors for developing a fundraising strategy:

- The Target: How much funding does the Consortium need in order to maximize its impact and delivery against its mission? How much does it need to build a long-term human resourcing plan and exercise all its core functions?
- What kind of funding is the Consortium looking for?
 - From what kinds of funders (certain funders ruled out due to value or ethical concerns)?
 - Over what time period?
 - Unrestricted core funding vs project funding
 - Administrative costs and requirements- these vary considerably
 - Government or multi-lateral agency funding inevitably has the highest administrative costs and requirements
 - Alignment of funder interests and values
- How can the 'right' funding be obtained?
 - Communicating goals, purpose, impact, and vision clearly and succinctly is critical
 - Key collaborations and partnerships can open up numerous opportunities- is the Consortium pursuing joint funding opportunities?
 - Should/can the Regional Coordinators play a greater role in mobilizing funding for national/ regional work- often more funding is available for specific geographies or in-country sources?
 - Members: Should members contribute more financially to the work of the Consortium?

Membership

An important set of strategic questions for the Consortium revolves around the role of the membership in driving and sustaining the organization:

- Do members 'own' the Consortium?
- Do they invest resources- time, energy, money- in the organization?
- Do they promote ICCAs and the Consortium in the course of their work?
- Do they provide information that enables the Consortium to track and represent key developments or progress on ICCAs as a global network?
- Does the Consortium have mechanisms for interacting with members and involving them besides a) listserve; b) GA; c) coming together around global events? Should there be more ways of engaging and two-way flow of information? Is this a strategic priority? Does it relate to how members view the Consortium and their relationship to it, and invest their resources in the network?
- The Consortium and its members may need to more clearly define what the expectations are of the membership (ala the 'responsibilities' of individuals to their community), and how the role of the members contributes to or drives the achievements of the collective.

Collaboration

- For any organization, collaborative relationships are a critical way of leveraging additional resources outside of those that the organization directly controls. Effective partnerships and collaborations can enable small organizations or individuals to move the world- as the Consortium itself demonstrates. But the Consortium should identify the key collaborations and partnerships that are central to its strategy, and those that are underdeveloped but would help the Consortium achieve its goals.
- Is the Consortium missing opportunities for collaborations that can leverage its impact?
- Possible gaps identified:
 - UN Rapporteurs- key influencers of ICCA issues
 - International conservation organizations- there has been a strategic decision to avoid them on an institutional level- is this the best option?
 - Stronger collaborations with other global networks with shared interests- such as has emerged with International Land Coalition. Are there other major opportunities?

Communications

- The Consortium is the main global movement for community conservation- but it is almost totally unknown outside professional conservation and related networks.
- The Consortium has virtually no media presence or linkages, despite being a leading source of knowledge about ICCAs and community conservation. The Consortium is not a public global voice for the issues it works to address.
- The Consortium holds a huge array of information, knowledge, and resources. But these are largely inaccessible to many audiences because they are in the form of long technical specialist reports; there are few communications products designed to provide more accessible public information or to make the case for ICCAs in a more accessible manner.
- *A fundamental strategic issue for the Consortium to address is that perhaps the most critical function of a global network- communications- is not one of the Consortium's functional strengths. This is unlikely to change without a shift in the way the Consortium approaches, conceives, and resources communications.*

"The big opportunity for the Consortium is to reach the public through simple and accessible material- to reach beyond the membership." -Interview

"The Consortium needs to go out and influence key people who are influencing public discourse." -Interview

Infrastructure

- Where should the Consortium be based?
 - The Consortium's base in Switzerland has a number of important logistical and financial advantages.
 - However, it is not clear if this location has been the result of a long-term strategic decision. A potential disadvantage as the Consortium grows is that Switzerland has extremely high living costs for local staff; is not an EU member which opens up additional opportunities for funding for local organizations; and is not based in a priority geography for many of the Consortium's operational priorities.
 - Should the Consortium be based in a southern country with lower overhead costs and closer to indigenous/ community conservation initiatives? Or in the future maintain a 'northern' and a 'southern' office that serve different purposes?

The Steering Committee

- The Consortium's SC provides a key function of providing legitimacy to the Consortium and ensuring it stays connected to its core constituents. This legitimacy and representativeness has been a key feature of the Consortium's composition and vitality.
- The SC is apparently less effective in fulfilling the key functions of a Board in terms of:
 - Guiding the organization's strategic direction by making key decisions about operational choices and allocation of organizational resources.
 - Overseeing the Secretariat and holding it accountable for delivery against the organization's mission.
- **Strategic Question: Should the SC be split into two separate organs that serve different functions?**
 - A Global Council (or similar) that provides for regional representation, linkages, and plays a guiding and advisory function.
 - A Board that plays a decision-making and oversight function.
 - It seems unlikely that the Consortium can function effectively beyond the current leadership team (Coordinator and SC leadership) without some changes in the way that the SC functions- including its ability to meet at least one per year.

Next Steps: Moving Forward

Key Questions for Member Feedback

- This section summarizes and distills the key strategic questions that have arisen from this review, followed by a set of options or scenarios for the Consortium's future development that may help frame some of the key choices about the future that are at hand.
- Based on additional consultations and membership feedback on these questions and choices, it is expected that a set of proposals will be tabled for discussion at the Consortium General Assembly in December in Cancun, Mexico.

Key Questions: Conservation Policy

- 1) Should the Consortium promote a 'big goal' for ICCAs and conservation in general at the global scale that can help orient its 2020 strategy and vision? Would this help inspire the global ICCA movement, mobilize resources, and generate political and financial support for ICCAs?
- 2) Should the Consortium focus more on the ways that ICCAs are financially supported and resourced within the global conservation arena, as a complement to its policy-level engagement?

Key Questions: New Policy Arenas

- 1) What are the tangible gains for ICCAs that can be advanced in wider global policy arenas such as the SDGs?
 - What can the Consortium gain and what can it contribute? How can it achieve impact?
- 2) Is the Consortium capable of influencing much larger arenas beyond those spaces where it has worked thus far ?
- 3) Does it need new personnel and resources in order to expand its reach and influence?

Key Questions: Influencing Global Narratives

- 1) Should the Consortium prioritize influencing broader conservation discourse outside specialized policy spaces as a key part of its strategy?
 - Doing this effectively will require a significant reallocation of existing resources and new skills and outlooks within the organization.

Key Questions: National Networks

- Should the Consortium focus its resources on supporting specific national networks in high-opportunity countries?
- What services or resources does the Consortium provide to national networks? How are these services defined and delivered?
- Can the Consortium effectively support national-level implementation of ICCAs and the strengthening of national networks and coalitions without a significant increase in investment in its own capacity to support work at that scale?
 - What resources are required to effectively support and add value to national networks and advocates?

Key Questions: Technical Tools

- Who are the Consortium's key audiences for its technical tools and knowledge?
- What are the best communication and dissemination tools for reaching those audiences?
- How can the Consortium make its expertise more widely accessible?

Key Questions: Human Resources

- Should the Regional Coordinator role become more prominent and well-resourced within the organization, with more explicit responsibilities and accountability for delivery of services to members, national networks, etc?
- How should the Consortium effectively develop and support its emerging cohort of young ICCA leaders and professionals amongst the RCs and other positions? How should the Consortium invest in the training, mentoring, and professional development of these talented and high-potential members of its extended team?
- Does the Consortium need to invest more in its administrative capacity in order to handle a growing workload of programmatic work, funding, and staff?
- Should a succession plan for the Coordinator, based on a formal transition plan laid out over a defined period of time, be developed as a foundation of the Consortium's development and strategy?

Key Questions: Funding

- How can the Consortium significantly increase its core funding and diversify its core funding sources?
- What kind of funding is the Consortium looking for? What is the profile for priority funding partners?
- How can the 'right' funding that aligns with the Consortium's needs best be obtained?
 - Should the Consortium do more in pursuing joint funding opportunities?
 - Should the Regional Coordinators play a greater role in mobilizing funding for national/regional work?
 - Should members contribute more financially to the work of the Consortium?

Key Questions: Membership

- How can the membership of the organization play a greater role in supporting, resourcing, and leading the Consortium's work?
- How can the Consortium better engage and support its members?

Key Questions: Communications

- Does the Consortium need to make a major shift in the way the Consortium approaches, conceives, and resources communications?
- How can the Consortium improve its communications as a pillar of its support to national networks, members, policy advocacy, and fundraising?
- What skills and resources does the Consortium need to make a step-change improvement in its communications?

Key Question: Steering Committee

- **Should the SC be split into two separate organs that serve different functions?**
 - A Global Council (or similar) that provides for regional representation, linkages, and plays a guiding and advisory function.
 - A Board that plays a decision-making and oversight function.
 - It seems unlikely that the Consortium can function effectively beyond the current leadership team (Coordinator and SC leadership) without some changes in the way that the SC functions- including its ability to meet at least one per year.

Option 1: Phase Out

- An option that should be considered by all members is if the Consortium should phase out its operations.
- Having mainstreamed the Consortium within the global conservation arena, is the work of the Consortium effectively complete?
- Can the Consortium realistically exist beyond the founding generation of its leaders?
- If the members wish the Consortium to continue to exist, then the next three options provide a set of choices.

Option 2: Conservation Policy Focus

- This option is for the Consortium to focus on its core competency around policy advocacy and engagement within the CBD and IUCN conservation policy arenas.
- This option does not require the Consortium to grow or change in significant ways; it capitalizes on its existing reputation and networks within those policy arenas.
- This role could be fulfilled with limited human and financial resources (e.g. a secretariat of 2-3 people) and would not require significant growth.
- The Consortium would still need to strengthen its communications functions and targeting of policy advocacy tools towards key policy audiences.
- Future staff recruitment would focus on a specialized conservation policy skillset.

Option 3: Network Functions

- Another option for the Consortium that would only require a moderate level of growth would be for the Consortium to focus on playing a network function.
- Under this option, the Consortium would focus on convening and communicating tools and information globally, through a range of technologies and communication platforms. It would continue to convene its network around key global conservation events.
- With this investment in communications, the Consortium could build its network into a stronger voice for ICCAs and community conservation globally.
- The Consortium would not play a major role in supporting national level implementation, beyond its communications and network functions.
- The Consortium could maintain a relatively small size and focused mandate, without major increases in resources.

Option 4: Increasing Ambition Across Scales

- As detailed in this review, the Consortium has an opportunity for a greater global conservation leadership and impact. There are opportunities for work in new policy arenas, much greater and focused support of national networks and actors, and further influencing the global conservation discourse.
- Pursuing these opportunities will require significant growth and change for the Consortium.
- Replacing the founding generation of leadership will require new skillsets and much greater investment in a growing global staff.
- Greater investments in fundraising and communications will be critical to enabling the investment in staff and operations that greater impact requires.
- The membership will need to play a more active role in enabling the Consortium to achieve impacts and mobilize resources.
- New partnerships and alliances will also be needed to mobilize resources.

Questions on Options

- Which option do you choose for the Consortium's future?
 - Why?
- What changes are most important to the Consortium's future?
- What are members willing to do to make it happen?