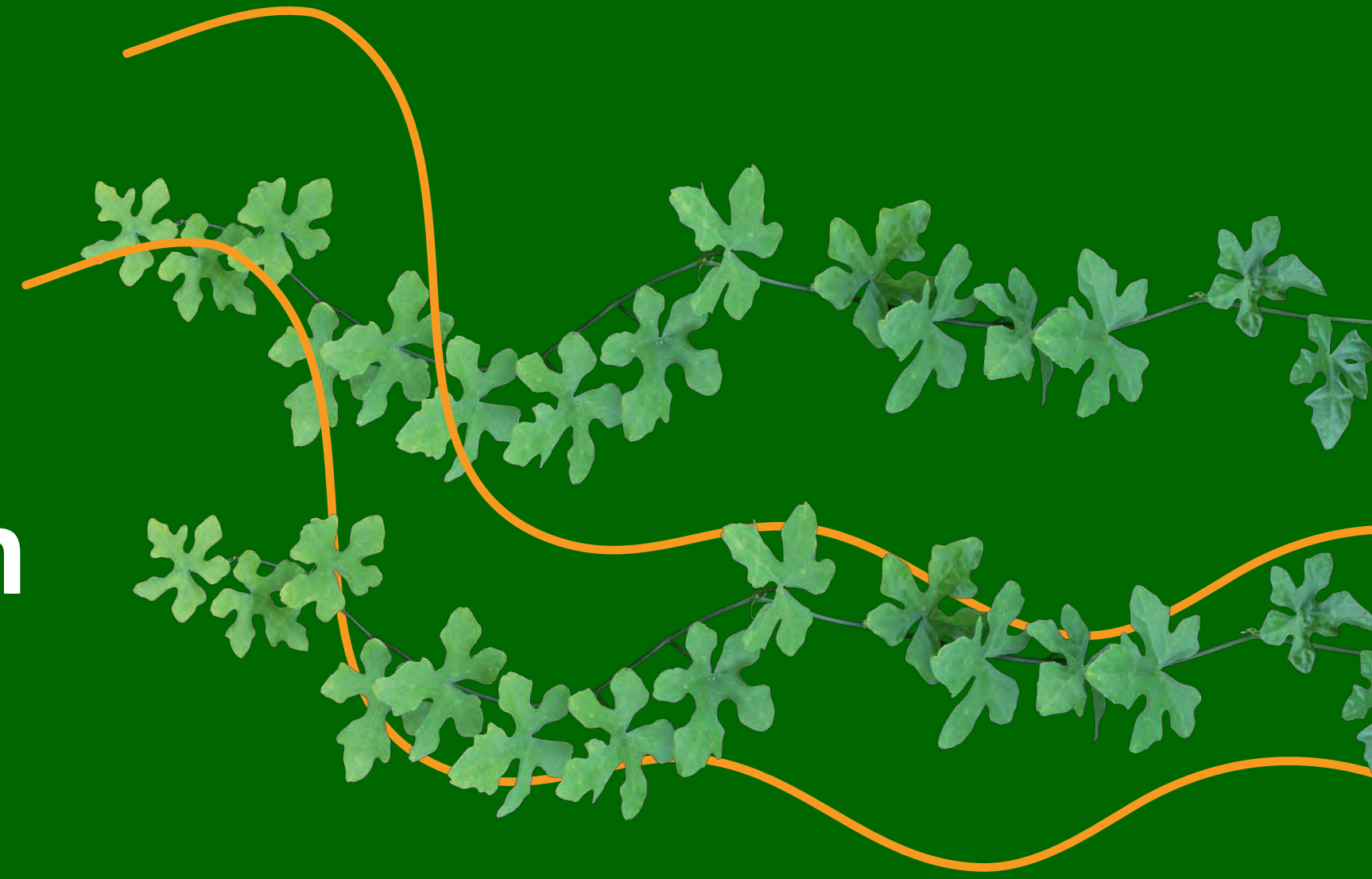


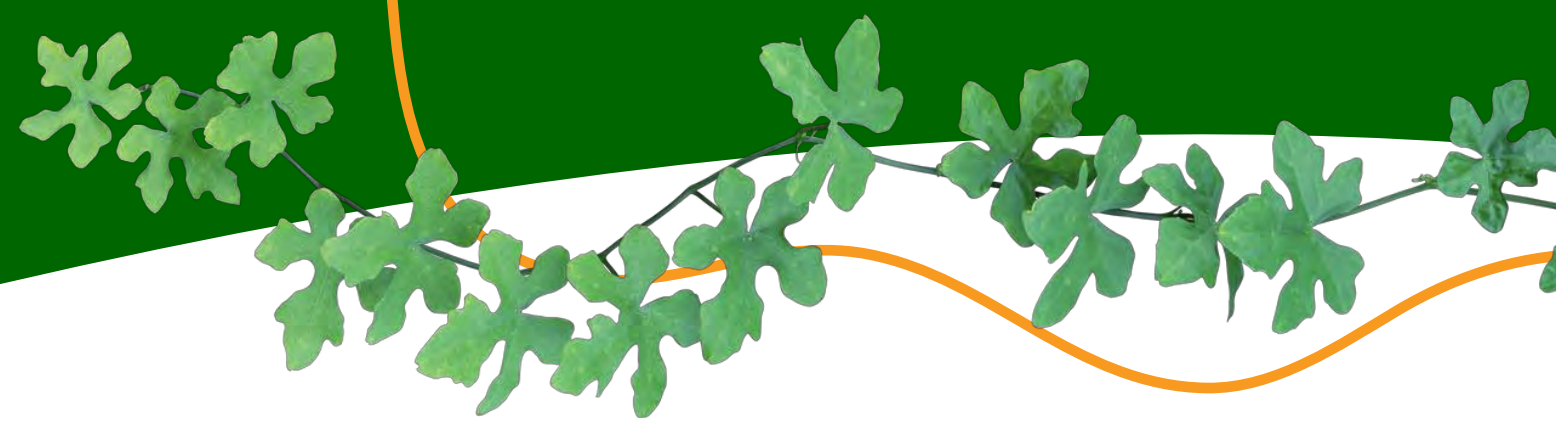


***ICCA Consortium
Global Secretariat
Strategy and Action Plan
2025***

Global Secretariat Action Framework



Core Strategies



Deliver Tangible Results for the ICCA Consortium



Strengthen Global, Regional and National Advocacy and Influence



Enhance Governance and Team Effectiveness

Objective 1



Deliver Tangible Outcomes for the ICCA Consortium's Actions Outcomes

Expected Outcomes

- Key initiatives produce meaningful publications and carry out documentation aligned with our strategies and priorities.
- The Consortium's contributions are recognized as strategically relevant and impactful by global and regional actors.

The Outputs and Key Activities we want to pursue will be:

- Execute and track strategic initiatives aligned with key global processes.
- Develop and disseminate advocacy briefs and reports showcasing the Consortium's impact in advancing governance and self-strengthening of territories of life.
- Foster collaborations with international partners to amplify the Consortium's influence in global and regional forums.

Objective 2

Strengthen Global Policy and Advocacy Influence

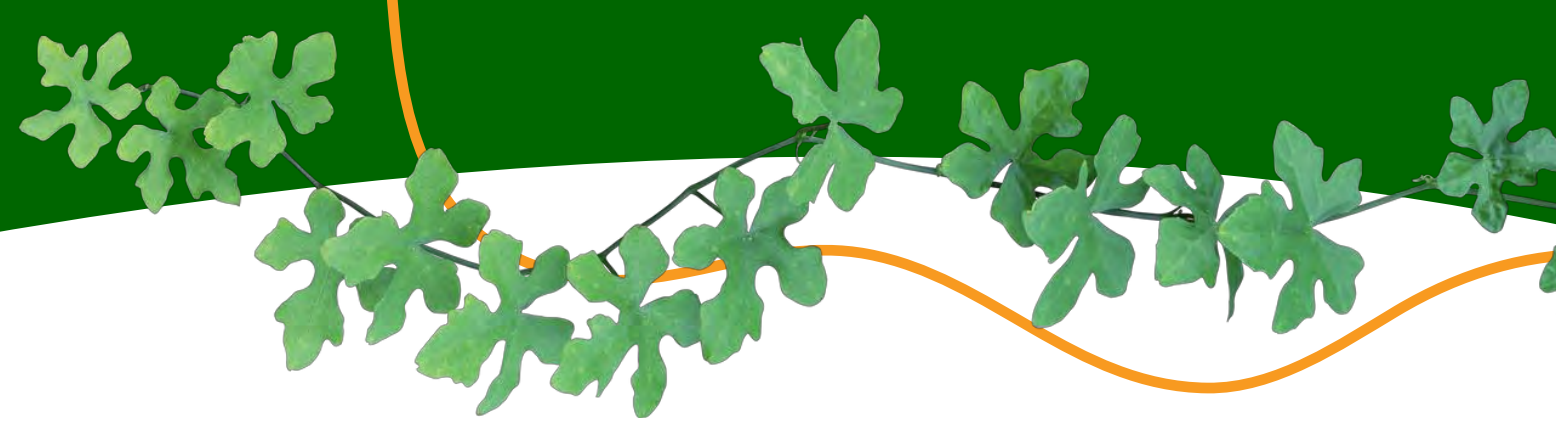
Expected Outcomes:

- Territories of life and human rights in conservation gain more visibility and recognition in global policy discussions.
- Strategic partnerships with global actors amplify the Consortium's influence and advocacy on territories of life and human rights.

The Outputs and Key Activities we want to pursue will be:

- Actively participate in key international policy forums in 2025, ensuring representation of territories of life and human rights in conservation.
- Co-lead the development or promotion of the "Core Human Rights Principles for Conservation" at global and regional policy frameworks.
- Develop and disseminate advocacy materials (briefs, reports, statements) tailored to global forums and aligned with key conservation and human rights goals.

Objective 3

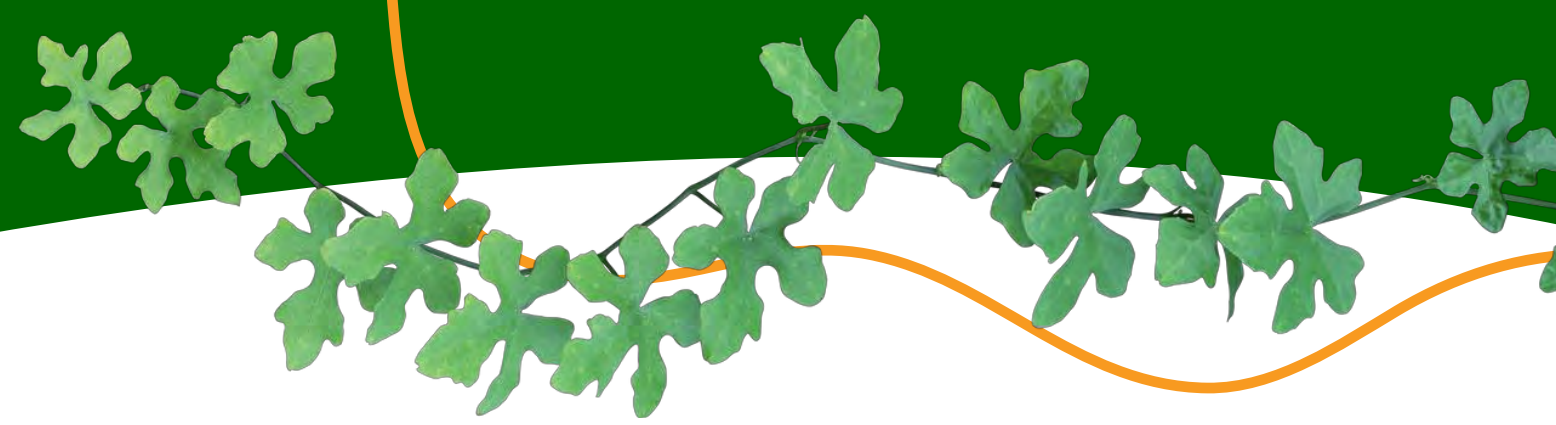


Develop and Implement an Organizational Strengthening Plan

Expected Outcomes:

- The Consortium's capacity to adapt and respond to emerging priorities is enhanced.
- Key organizational challenges and opportunities are identified and addressed through targeted interventions.
- An organizational strengthening plan is developed and endorsed by the OCC with Maliasili's consultancy.
- **The Outputs and Key Activities we want to pursue will be:**
- Collaborate with the organizational change committee to draft an organizational strengthening plan that includes governance, operational, and strategic priorities.
- Facilitate a review and feedback process with governance and operational bodies to finalize the plan.

Objective 4



Strengthen Internal Management and Operational Structure

Expected Outcomes:

- Secretariat activities align with strategic priorities and are supported by fair internal policies.
- The remuneration policy is revised and implemented to ensure equity and satisfaction.

The Outputs and Key Activities we want to pursue will be:

- Design and implement a deliverable-based evaluation framework for Secretariat activities.
- Review and revise the remuneration policy, ensuring fairness and equity.
- Organize capacity-building initiatives to strengthen the Secretariat's global team.

Objective 5

Enhance Governance and Organizational Cohesion

Expected Outcomes:

- The Executive Committee (ExCo) and Council function effectively through regular and structured communication and meetings.
- Governance processes are streamlined, promoting timely and impactful decision-making.

The Outputs and Key Activities we want to pursue will be:

- Arrange and facilitate dynamic communication between the Global Coordinator and the ExCo.
- Organize bimonthly ExCo meetings to discuss key issues and make timely decisions.
- Schedule and facilitate regular global and regional Council meetings to align strategic priorities.
- Facilitate and support Council to adjust the governance procedure document to incorporate mechanisms for structured communication between ExCo, Council, and Council of Elders.

Objective 6



Improve Regional Support and Engagement

Expected Outcomes:

- Tailored self-strengthening programs are initiated and supported in underrepresented regions.
- Inter-regional initiatives achieve stronger collaboration, enhancing global biocultural priorities.

The Outputs and Key Activities we want to pursue will be:

Africa:

- Support to launch a tailored regional self-strengthening program, focusing on collaborative regional group.
- Provide facilitation support for African collaborative group via Maliasili consultancy.

Asia-Pacific:

- Strengthen thematic collaboration networks among regional teams such as pastoralist communities.
- Facilitate regional communication to enhance network collaboration (if applicable).

Objective 6



Latin America:

- Facilitate adjustments in the Amazon's regional coordination team.

Global North:

- Promote and strengthen networks with partners and allies in Europe and Canada.
- Develop and disseminate one communication strategy targeting Global North partnerships.

Inter-Regional Collaboration:

- Foster partnerships between regional coordination teams focused on alignment of biocultural territories such as marine and coastal territories of life and pastoralist territories of life.
- Facilitate planning and implementing inter-regional virtual meetings to strengthen collaboration and develop Consortium's relevant actions.

Objective 7

Secure Financial Stability

Expected Outcomes:

- Multi-year funding commitments ensure stable financial resources for programmatic and operational needs.

Activities:

- Secure commitments for at least two multi-year trust-based grants by the end of 2025 to support strategic priorities reaching to increase the Consortium's budget.
- Maintain consistent donor communication, including semester updates and reports, to build trust and transparency.



Thematic Teams' Action Plans



International Policy

Responsibilities



Target outcomes for 2025:

- *Territories of life and human rights in conservation gain more visibility and recognition in global policy discussions and national actions*
- *Strategic partnerships with global actors amplify the Consortium's influence and advocacy on territories of life and human rights-based approaches to conservation*

towards the long-term outcome of:

- *The ICCA Consortium is a leading voice in global policy forums, shaping and advancing conservation and human rights frameworks that protect territories of life and support Indigenous Peoples and local communities.*

Policy Team



**Neema
Pathak - Broome**

*International Policy
Team Coordinator*

with

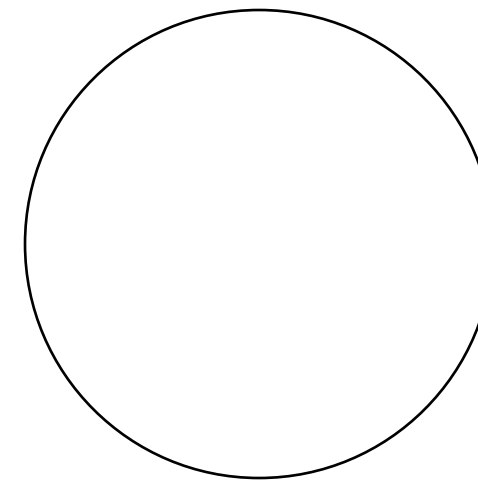
Diana San Jose

*Internal Team Support Co-Coordinator
*to provide operational/programmatic
support in a limited capacity*



Cindy Julianty

*Southeast Asia Regional
Policy and Advocacy
Coordinator*



***Latin America
and Africa
Coordinators
(tbd)***

*especially Council co-representatives for
Documenting, Defending and Sustaining Territories of Life
June Rubis, Femy Pinto, Lorena Arce, Hanieh Moghani, Asami Segundo, Albert
Chan Dzul; Voluntary engagement of other HM and members
e.g Stan Stevens, Jessica Campese, Ameyali Ramos, and others
and the Council of Elders*

**... working
closely with the
Regional
Coordinators
and the Council
(advisory group)**

Policy Team Plans 2025

Key Policy Events:

- COP16 resumed sessions (*February 25-27 in Rome, Italy*)
- UN Oceans Conference (*June 9-13 in Nice, France*)
- IUCN World Conservation Congress (*October 9-15 in Abu Dhabi, UAE*)
- SBI, SBSTTA, Article 8j (*to be determined*)
- UNFCCC COP30 (November 10-21 in Belem, Brazil)
- National and regional policy actions (including policies on ICCAs, OECMs, T3)

***** with preparatory meetings for ALL international meetings to discuss strategies and actions**

Webinars:

- Carbon Markets (training session) - end of March*
- ICCAs, Conflict areas (end of April)*
- Challenges in ICCAs (end of May)*
- Understanding international conservation commitments and ensuring national compliance (July)*
- Self-strengthening tool
- NBSAPs
- Human Rights Based approaches to conservation and available international mechanisms and tools particularly post CoP 16
- Overlap of ICCAs and PAs in collaboration with IUCN as part of IUCN Vital Sites Webinar series (11th February 2025)
- Understanding ITTs, ICCAs, OECMs - overlaps, complementarity and conflicts

* indicative dates only; to be finalized

Policy Team Plans 2025

Publications

Reviews, studies, papers, reports

- Technical analysis on GBF
- Technical guidance on Target 3
- Reflections on COP16 and follow-up actions
- Policy briefs of ICCAs overlap with PAs
- Translation of the summary of the ICCAs and overlap with PAs in multiple languages
- ICCA Consortium note on understanding ITTs and ICCAs and their interface
- Common challenges across ICCAs policy brief
- IPs and LCs-led NBSAPs - compilation of case studies
- Experiences with documenting ICCAs - consolidating learnings from the national and regional web portals and digital registries advocacy towards making these relevant for KMGBF tracking
- Resolutions for World Conservation Congress from ICCA Consortium and their international and national policy implications for territories of life

Policy special projects

On specific topics/themes

- Case studies on how territories of life help meet KMGBF in line with previous CBD Technical Series (no. 64) on ICCAs and Aichi targets
- Members' experiences with carbon and biodiversity markets
- Territories of life in conflict areas in different regions
- 15 years of the Consortium - members and partner interviews from across the different instruments of the Consortium

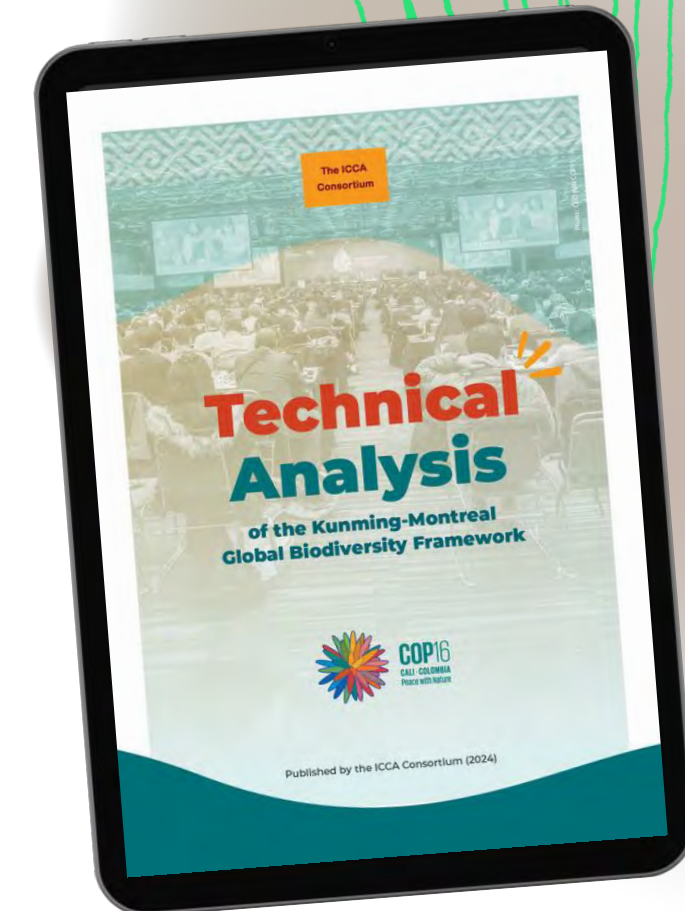
Process and dialogues

Towards resolutions, position papers, etc.

- ICCA Consortium note on understanding ITTs, and ICCAs and their interface
- The debate on IPs and LCs
- Regular voluntary non-state contributions to the CBD outputs, IPBES, others

Strategic collaborations.

- with FPP, IIFB, ILC, IUCN, Namati, SGP UNDP, WCMC and others



International Policy Team Timeline

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Policy events		COP 16.2 Feb 25-27 Rome, Italy				UNOC June 9-13 Nice, France				IUCN WCC Oct 9-15 Abu Dhabi, UAE	UN FCCC Nov 10-21 Belem, Brazil	
Preparatory meetings	With preparatory meetings for all international events											
Webinars		Overlap of ICCAs and PAs Feb. 11 w/ IUCN	Carbon markets (training) TBD/end of March	ICCAs in Conflict Areas TBD/end of April	Challenges in ICCAs TBD/end of May		Understanding international conservation commitments and ensuring national compliance TBD/July	Understanding ITTs, ICCAs, OECMs - overlaps, complementarity and conflicts Self-strengthening tool NBSAPs Human Rights Based approaches to conservation and available international mechanisms and tools particularly post CoP 16 TBD - dates/months to be determined				
	Note: Discussions are on-going on the schedule of the webinars (if every month or every other month) and possibility of merging some of the topics											
Publications	Reviews, studies, papers, reports (see detailed listing in previous page)											
Policy special projects	Case studies on how territories of life help meet KMGBF in line with previous CBD Technical Series (no. 64) on ICCAs and Aichi targets; Members' experiences with carbon and biodiversity markets ; Territories of life in conflict areas in different regions; 15 years of the Consortium - members and partner interviews from across the different instruments of the Consortium											
Process and dialogues	Towards resolutions and position papers, such as on: ICCA Consortium note on understanding ITTs, and ICCAs and their interface; The debate on IPs and LCs; Regular voluntary non-state contributions to the CBD outputs, IPBES, others											
Strategic collaborations and partnerships	with FPP, IIFB, ILC, IUCN, Namati, SGP UNDP, WCMC and others											

Internal Team Support

Responsibilities



Co-coordinators



Roger Palma



**Diana
San Jose**

Internal Team Support 2025 Target Outcomes

Goal 4, Objective 3 of the 2024-2028 Strategic Plan:

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

Target outcomes for 2025:

- Secretariat activities align with strategic priorities and are supported by fair internal policies
- The remuneration policy is revised and implemented to ensure equity and satisfaction
- Internal policies, systems and procedures are clarified, documented and communicated

towards the long-term outcome of:

- *The ICCA Consortium Secretariat operates as a well-organized, efficient entity, supported by a cohesive team and fair, transparent internal policies that enhance operational effectiveness.*

Internal Team Support 2025 Actions

Internal Team Support

- **Admin + Consultancy/sub-grant agreements**
- **Strengthening internal team systems** for well-being, diversity, equity, inclusion, belonging and ways of working in a remote team
 - **Dialogues and discussions on key priority themes:** *remuneration and volunteerism dynamics, ways of working together, performance management and peer accountability, team building and wellbeing.*

Organizational knowledge management

- **Operations manual/handbook**
- **Support** to the Org Change Committee and related org change process (*with Maliasili, Secretariat, Council, Council of Elders*)

Internal Team Support Timelines

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1 - Organizational Change Process	Preparation of documents and summaries of discussions on key priority themes					Publications related to the organizational change process						
2 - Agreements / Admin	Finalize 2025 consultancy agreements	New 2025 Regional Coordination Subgrants	Conclude 2024 RC Subgrants + Final Reports						Interim Reports from 2025 Subgrants		Start preparing 2026 Consultancy Agreements	
3 - Internal Handbook	Prepare Internal Handbook with HR related information, and link it with other areas' processes (finance, linguistic support, comms, etc)											
4 - Internal Discussions	Hold discussions within the team on: remuneration and volunteerism dynamics, ways of working together, performance management and peer accountability, team building and wellbeing											
5 - Internal Team listening spaces			Design and plan internal survey	Launch survey and collect responses	Process Results + Design action plan						1:1 Reflection Conversations with the team	
6 - Internal Processes	Performance Review and Feedback processes, Internal Policies, Professional Development, Org Chart											
7 - Other Internal Team Support Projects	Informal team building spaces, celebrations, communications, etc.											
8 - In-person meeting	Co-designing with other colleagues in the Secretariat + Council/Council of Elders/volunteers + Maliasili the in-person gathering											
9 - Knowledge management	Keeping and maintaining records of files on human resources; minutes of meetings and other internal documents											

Organizational Change Process

Objectives:

- Enhanced governance and management structures
- Clear and effective shared leadership
- A resilient and adaptable organizational culture
- Improved internal communications, knowledge sharing and resource allocation

Target outcomes for 2025:

1. An **organizational strengthening plan** is developed and endorsed by the OCC by Q2 2025.
2. **Organizational values, structures and linkages are clarified**
3. Key organizational challenges and opportunities are identified and addressed through **targeted interventions**
4. The **Consortium's capacity to adapt and respond** to emerging priorities is **enhanced**.
5. **Processes are streamlined**, for clarity, effectiveness and efficiency

Organizational Change Process Action Plan

Kay Activities for 2025:

- *Organizational strengthening plan*
- *Bi-monthly virtual meetings of the OCC*
- *Online workshops*
 - *culture and values, decision-making framework, strategic review*
- *In-person meetings (global and regional) of the ICCA Consortium bodies on change process (tbc)*
- *Leadership coaching and support through Maliasili's consultancy services.*

Org Change Process Scope of Work: ICCA Consortium x Maliasili



Scope of Work:

- ICCA Consortium to lead the process
 - *Org Change Committee ("OCC")* as advisory body
- Maliasili to facilitate and provide thought partnership and advice



Administration (Events/Membership)



**Deborah
Mowesley**



**Xaviera
Elorza**

Goal 4: Our organization

The ICCA Consortium's culture, systems and structures are healthy, sustainable, supportive and effective.

Joint administration

- Overhaul website content to ensure up-to-date and relevant information on ICCA Consortium (documents, roles, contacts, etc.).
- Resume the launch of annual Highlights in narrative format (last done in 2016).
- Create an accessible collective calendar for the Consortium's three organs and a membership list.

Membership

Goal 4: Our organization

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

- *Foster inclusive dialogue on membership structure and power dynamics.*
- *Clarify the roles and contributions of different Members and Honorary members, especially in regional networks and assemblies.*
- *Develop internal tools for monitoring, communication, and member engagement.*
- *Conduct participatory triennial reviews to assess Membership composition, experiences, and contributions.*
- *Review and revise Membership Policy and Procedures, including acceptance, onboarding, and decision-making engagement.*



**OCC and membership
learning exchanges**



**2025 Triennial
Member review**

Events

Goal 1: Self-determination

Objective 4: Promoting inter-peoples and inter-community solidarity, networks and alliances to strengthen power and agency of custodians of territories of life through deepening the regionalisation process by supporting:

- *Peer-to-peer and community-level learning exchanges and events;*
- *National assemblies, networks, events, learning exchanges and initiatives*
- *Sub-regional and regional assemblies, networks, events, learning exchanges and initiatives; and*
- *Inter-regional, global and biocultural/thematic3 networks, events, learning exchanges and initiatives*



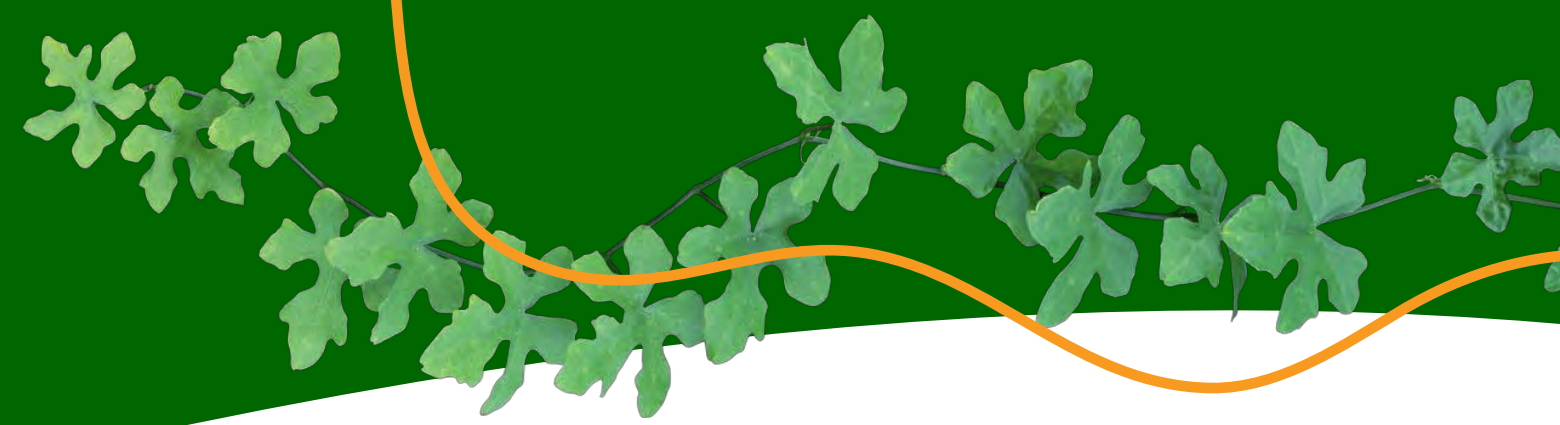
**Logistical support for
in-person events**



**Events
handbook**



Linguistic team



**Daniela
Campos Rubio**

Linguistic Support
Co-coordinator



**Camila
Miranda Reyes**

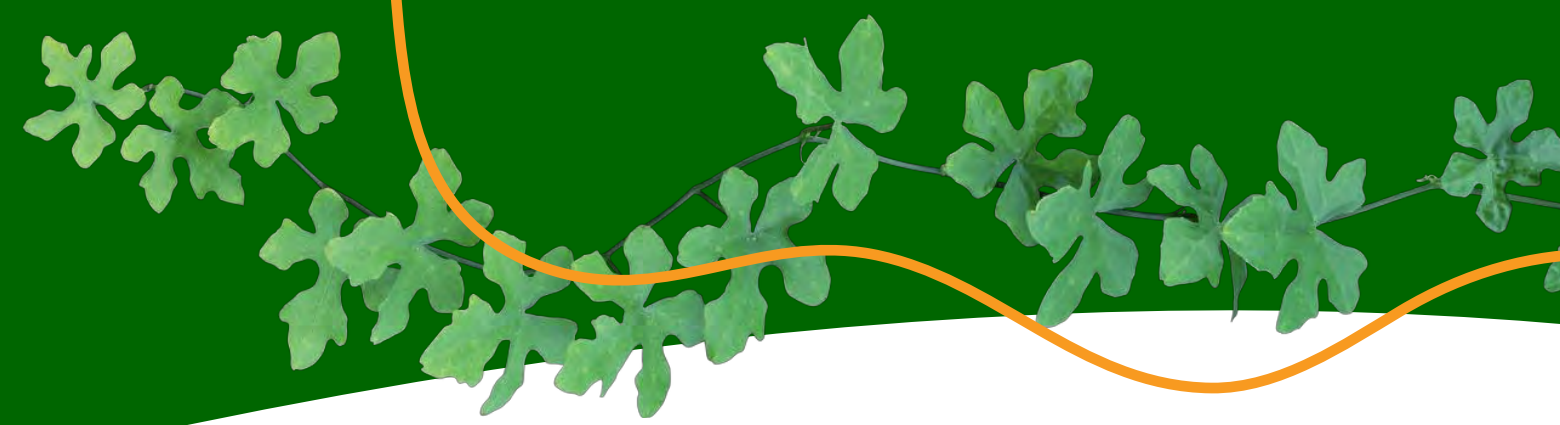
Linguistic Support
Co-coordinator

Responsibilities

- Receive and organize requests for translation, proofreading/editing, and subtitling in the Consortium's main working languages (English, Spanish, and French), as well as other relevant national and regional languages when relevant.
- Arrange simultaneous interpretation for online, in-person, and hybrid meetings and events at the global level.
- Coordinate and provide simultaneous interpretation for internal and regional online meetings and events.
- Coordinate the pool of linguistic support volunteers and collaborators.
- Provide support for Council, Executive Committee, and other committee meetings.
- Revise and update the Consortium glossary and the style guide.



Communication & IT team



**Mohammad
Arju**

Communications and
Advocacy Coordinator



**Melissa
Chávez**

Web & IT
Coordinator



**Ines
Hirata**

Graphic Design
Coordinator

Responsibilities

- Coordinate all activities related to the ICCA Consortium's communications and advocacy-related tasks, including the quality, consistency, and continual improvement of the Consortium's digital communications platforms and channels.
- Websites management, technical maintenance, security, design, and development; IT infrastructure support, including system administration and troubleshooting staff issues; and design and distribution of newsletters.
- Lead all graphics designs-related priorities such as campaigns for events & dates, social media, newsletter and website visuals, presentations, reports, templates, some video editing, among other visual related tasks.

Comms & IT Timeline

Activity

	Jan	Fev	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Communications action plan	[Gray bar]												
Develop 3 special advocacy campaigns			Advocacy campaigns engage communities with relevant stakeholders										[Gray bar]
Newsletters (monthly)	Our subscribers are informed and updated about the latest news, activities, and resources from the territories of life all around the world												
Special thematic newsletters (3)			Three special issue-based volumes of peer-reviewed articles by our membership will be published									[Gray bar]	
Consortium's 15th Anniversary						One series of online events							
Communication coordination for UNOC25 and other global events	[Gray bar]												
Redeveloping the Consortium's website	The Consortium's main website is more accesible and usable by users												
Launching an online library within the Consortium's website			Online library within the ICCA Consortium's website										
Website	Management, translations and Design Updates												

Text on gray boxes: outcomes of the activities

Comms & IT Timeline

Activity

	Jan	Fev	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Collaborate with the Secretariat's regional coordination teams												
Create assets for digital outreach campaigns	Develop innovative and visually appealing graphic designs for various platforms, including digital and printed materials, as well as some videos when needed											
Social media graphics, email newsletters, and website visuals												
Visual designs for organizational events on global level												
Enhance organizational communications and visibility	Developing the organization's style guide/ visual identity guidelines											
Effectively manage the social media content of the Consortium (YouTube)	Managing or otherwise contributing to the content of select social media accounts of the ICCA Consortium, focusing in particular on YouTube.											
IT Support	Ensure functionality and security of the ICCA Consortium's Internet services											
Internet security	Advice on Internet security, knowledge, documentation management, and other IT matters, including training ICCA Consortium staff, members of the Council, and membership where required, supporting them to become more autonomous in IT											

Text on gray boxes: outcomes of the activities



2025

Events

Eventos

Événements

Secretariat Meetings

- **Frequency** - Monthly
- **When?** - Last Thursday of every month
- **Purpose** - Keep things consistent and easier to plan ahead.
- **Does this approach work for the Secretariat?**



21st General Assembly



Proposed Online General Assembly Sessions:

- **Session 1:** Tuesday, May 27
- **Session 2:** Thursday, May 29
- **Break for the Ocean Conference (June 9–13)** -
- **Session 3:** Tuesday, June 24
- **Session 4:** Thursday, June 26

21st General Assembly



Ocean Conference

May 2025						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June 2025						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

ICCA Consortium's 15th Anniversary



- This year marks the **15th anniversary of the Consortium!**
- We have a large and diverse group within the Consortium, including the Secretariat, Council, Council of Elders, Members, and Honorary members.
- With that in mind, we're proposing to hold an **online event** to ensure that everyone, no matter where they are, can participate.
- We're suggesting **Wednesday, July 16, 2025**, as the date for this celebration.
- It's going to be a wonderful opportunity to reflect on our journey, share stories, and recognize the collective efforts that have brought us here. We shall also share further information on this in due course.

ICCA Consortium in-person meeting



- We're in the **early stages of planning an ICCA Consortium in-person gathering** like the ones in Kenya and Colombia.
- To be **scheduled in the 2nd half of the year.**
- More updates on the dates and location to follow soon.

Finance team



**Mercedes
Villalba**

Finance
Coordinator



**Natalia
Amor**

Finance
Coordinator

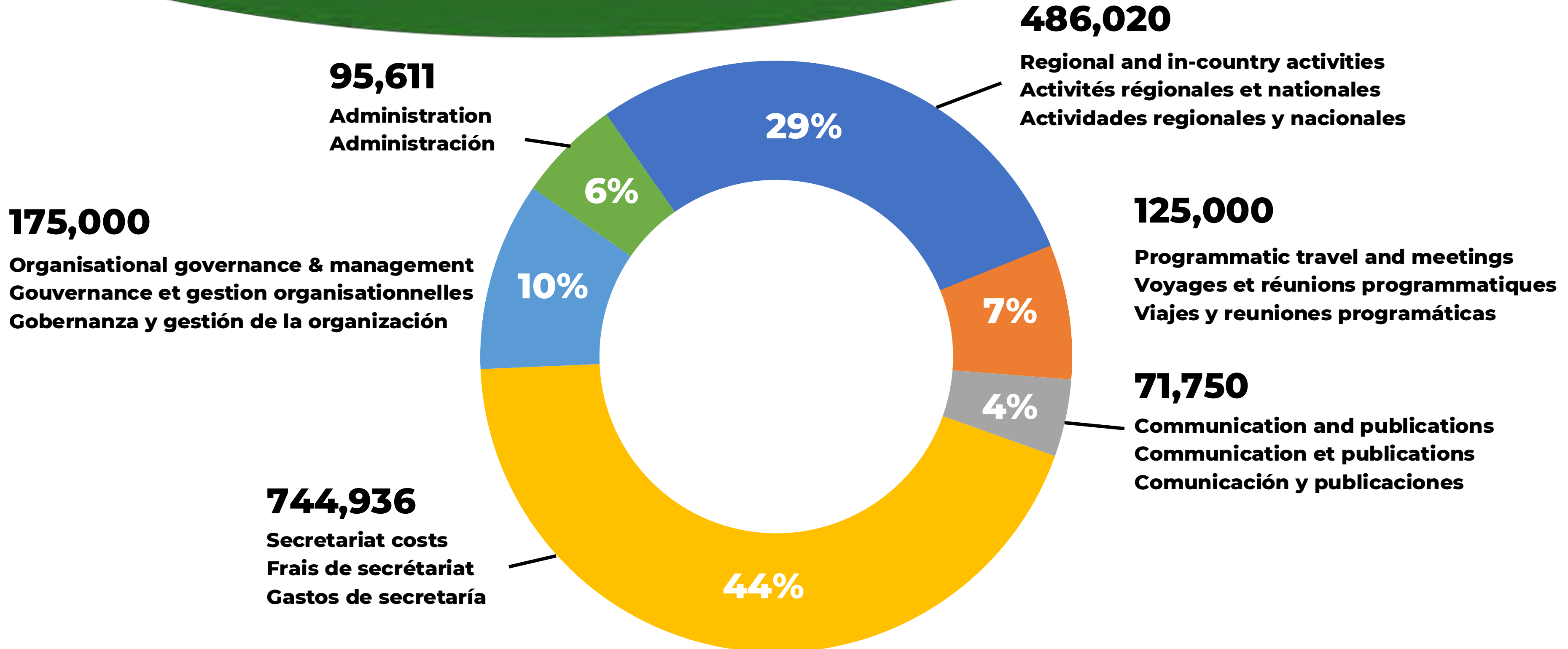
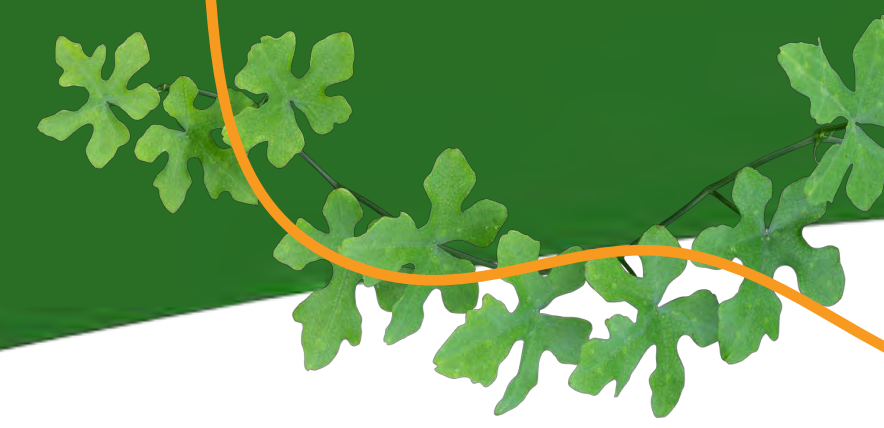
Responsibilities

Working closely with the Global Coordinator

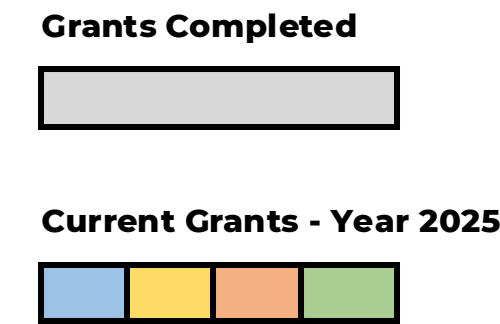
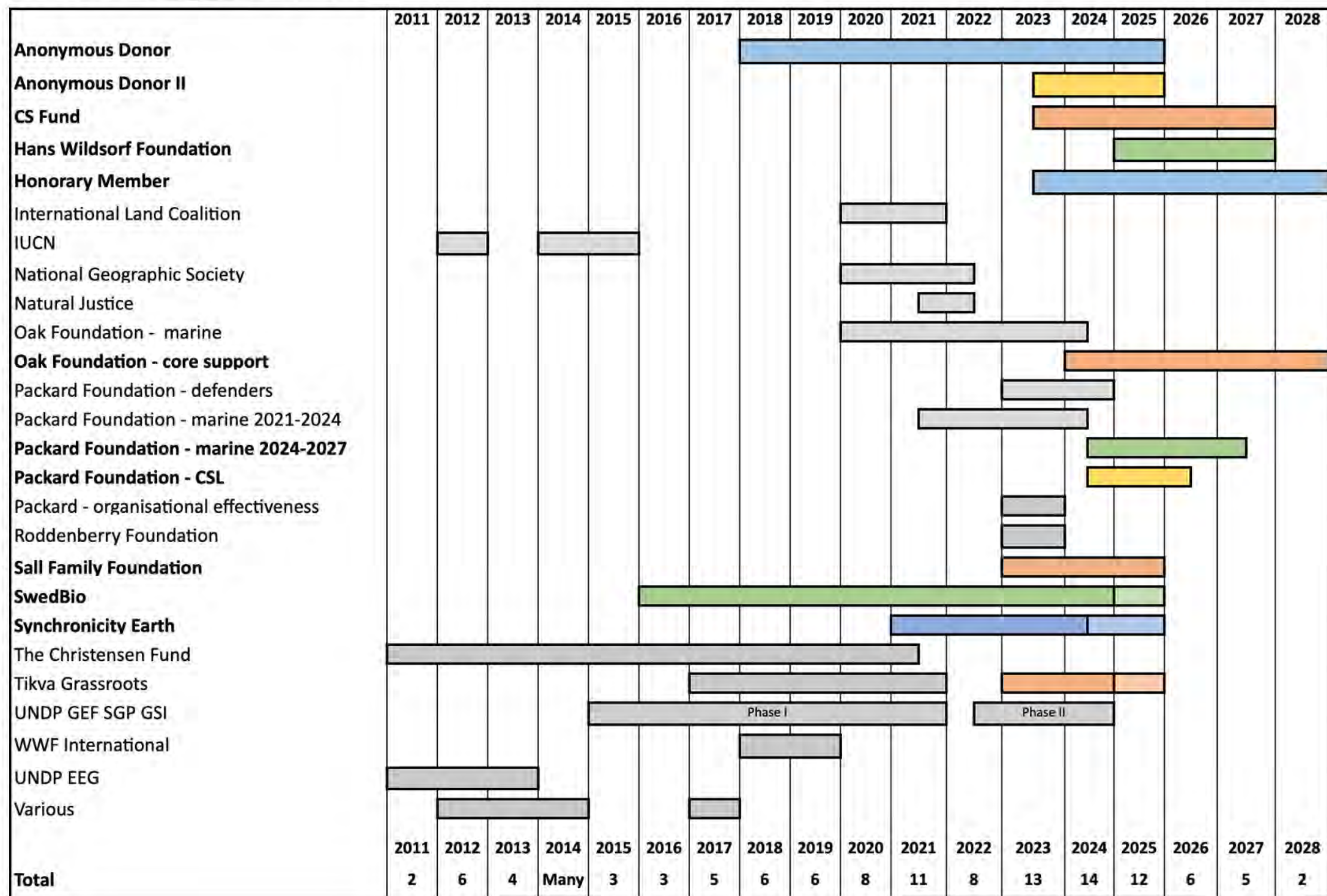
- Budgeting procedures to support decision-making and ensure good financial management
- Grant management procedures and financial reports
- Interaction with donors
- Liason with RPA (fiscal sponsor organisation)
- Processing expense claims and invoice payments
- Supporting event planning and event administrative tasks and logistics

2024 Budget (USD)

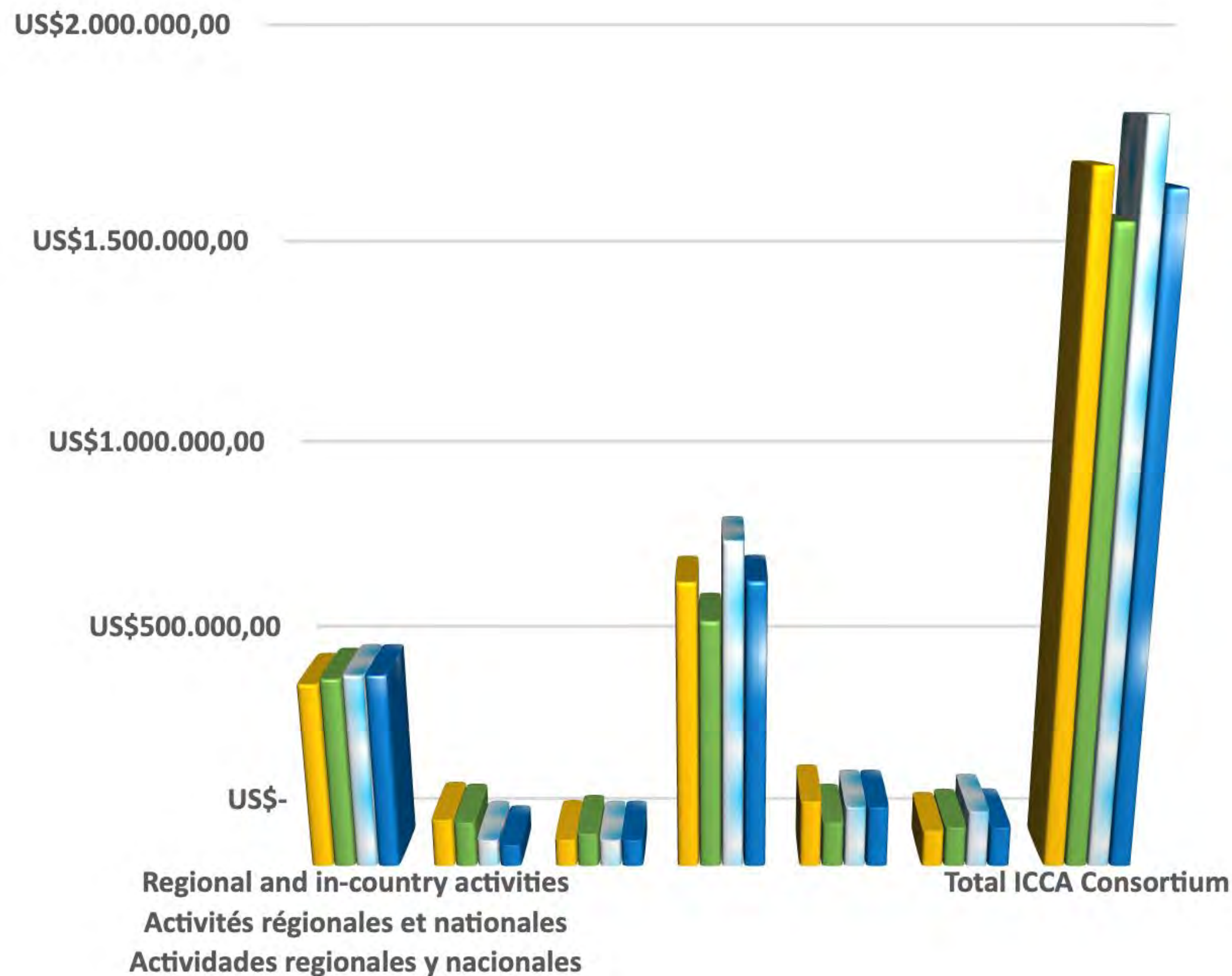
Total USD 1'698'317



List of Donors/Funders per year



Budget & Expenditures 2024-2025



Year 2024 in USD*		
Budget	\$ 1.698.317,00	100%
Expenditures	\$ 1.578.876,00	93%

**Figures estimated - still processing expenses in accounting.
Final numbers of 2024 estimated by March 2025*

- Budget Year 2024
- Total expenditures Year 2024*
- Budget Year 2025
- Secured Funds Year 2025

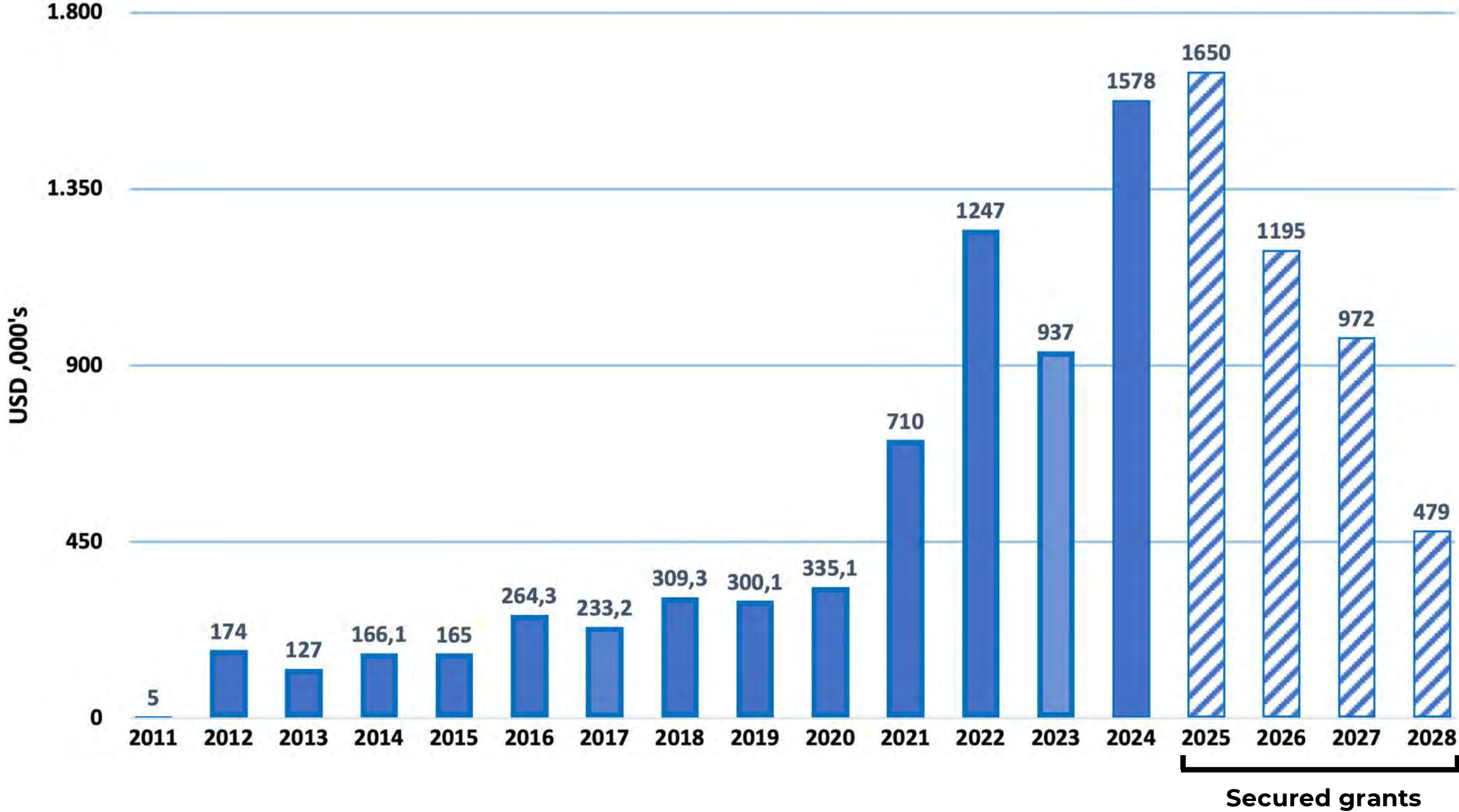
Budget Year 2025 in USD		
Budget	\$ 1.805.600,00	100%
Secured Funds	\$ 1.650.168,00	91%

Expenditure/ Dépenses/ Gastos (USD) 2024 by Category/ Catégorie/ Categoría

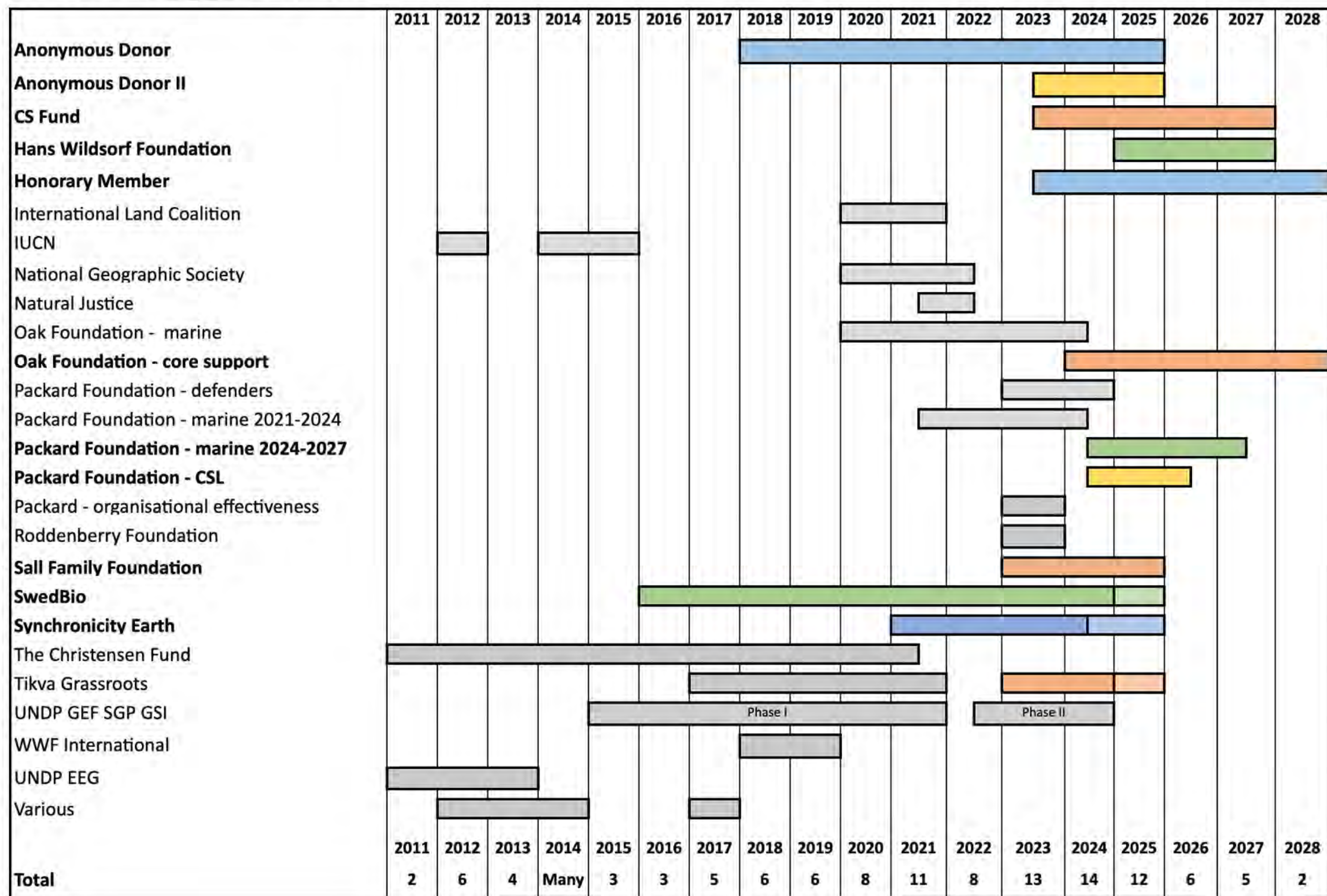
Budget Category Catégorie budgétaire Categoría de presupuesto	Amount US \$ Montant en \$ US Monto en USD
Regional and in-country activities Activités régionales et nationales Actividades regionales y nacionales	500,142.00
Programmatic travel and meetings Voyages et réunions programmatiques Viajes y reuniones programáticas	119,511.00
Communication and publications Communication et publications Comunicación y publicaciones	87.012,00
Secretariat costs Frais de secrétariat Gastos de secretaría	647.848,00
Organisational governance & management Governance et gestion organisationnelles Gobernanza y gestión de la organización	119.295,00
Administration/Administración	105.068,00
TOTAL	1.578.876,00

***Figures estimated - still processing expenses in accounting. Final numbers of 2024 estimated by March 2025.**

Expenditure by year/ dépenses par année/ gastos por año - (USD ,000s)



List of Donors/Funders per year



Grants Completed



Current Grants - Year 2025





Viva Territories of Life!
Viva ICCA Consortium!