


The ICCA  
Consortium

# ICCA Consortium Annual Report 2024

Strengthening territories of life, collective  
journeys of self-determination and solidarity





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## About the ICCA Consortium

The ICCA Consortium is an international association of Indigenous Peoples, Local Communities, and supporting organizations rooted in the movement for territories of life; territories and areas governed, conserved, and sustained by Indigenous Peoples and Local Communities. The Consortium's work is centered around supporting self-determined priorities of Indigenous Peoples and Local Communities, securing appropriate recognition, and transforming systems to align with Indigenous and traditional rights and governance.

As of 2024, the Consortium comprises 244 member organizations and 484 individual honorary members in 92 countries, united in the belief that solidarity, self-determination, and care for nature are essential for a just and biodiverse future.



## Message from the Global Coordinator

For the ICCA Consortium, 2024 marked a transformative chapter in its history. As we initiated the first year of our 2024–2028 Strategic Plan, our membership deepened its commitment to the self-determined priorities of Indigenous Peoples and Local Communities, who are the guardians and custodians of territories of life across continents and cultures. This report tells the story of a movement in motion. From urgent solidarity responses, regional assemblies that connected hundreds of community leaders, and member-led advocacy at CBD COP16 to internal strengthening of our Secretariat and governance systems, 2024 was a year of both reflection and implementation.

We went through transitions in leadership, team composition, and governance; yet we emerged stronger and more interconnected. The spirit of collective care and cultural affirmation ran through every gathering, campaign, and exchange.

With humility and determination, we offer this account of our shared efforts to protect and strengthen territories of life. Thanks to all of you—members, honorary members, regional coordinators, teams, allies, and partners—who walked this journey with us.

*Ali Razmkhah*  
**Ali Razmkhah**

# List of acronyms

ANAPAC-RDC: Alliance Nationale d'Appui et de Promotion des Aires du Patrimoine Autochtone et Communautaire en RD Congo

CAR: Central African Republic

CBD: Convention on Biological Diversity

CBD COP16: 16<sup>th</sup> meeting of the Conference of the Parties of the Convention on Biological Diversity

CCA: Community Conserved Areas

COP16: 16<sup>th</sup> meeting of the Conference of the Parties (of CBD)

COP29: 29<sup>th</sup> Conference of the Parties (of the UNFCCC)

DRC: Democratic Republic of Congo

ExCo: Executive Committee (of the ICCA Consortium's Council)

FPP: Forest Peoples Programme

GBF: Global Biodiversity Framework

GFC: Global Forest Coalition

ICCA-GSI: ICCA-Global Support Initiative

IIFB: International Indigenous Forum on Biodiversity

IIPFCC: International Indigenous Peoples Forum on Climate Change

ILC: International Land Coalition

IUCN: International Union for Conservation of Nature

NADA: Nsombou Abalghe-Dzal Association

NGOs: Non-Governmental Organizations

PWC: Pastoral Women's Council

OCC: Organizational Change Committee (of the ICCA Consortium)

OHCHR: Office of the United Nations High Commissioner for Human Rights

RRI: Rights and Resources Initiative

SBI: Subsidiary Body on Implementation (of CBD)

SBSTTA: Subsidiary Body on Scientific, Technical and Technological Advice (of the Convention on Biological Diversity)

SBSTTA26: 26<sup>th</sup> meeting of SBSTTA

SB60: 60th Sessions of the Subsidiary Bodies (of the UNFCCC)

SB8j: Subsidiary Body on Article 8(j) and Other Provisions of the Convention on Biological Diversity (CBD) related to Indigenous Peoples and Local Communities

UCRT: Ujamaa Community Resource Team

UNEP: United Nations Environment Programme

UNCCD: United Nations Convention to Combat Desertification

UNFCCC: United Nations Framework Convention on Climate Change

UNPFII: United Nations Permanent Forum on Indigenous Issues







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# Executive summary

In 2024, the ICCA Consortium initiated the first year of its 2024–2028 Strategic Plan, grounding its actions in the self-determined priorities of Indigenous Peoples and Local Communities. This year marked a renewed commitment to regionalization, solidarity, and transformation, shaped by the realities of territories of life and guided by the leadership of the guardians and custodians of these territories.

Across regions, communities engaged in processes of self-strengthening, revitalizing traditional governance, advancing wellbeing-based local economies, and defending their lands and waters from threats. Regional assemblies served as vital spaces for collaboration and political articulation, while rapid response and solidarity mechanisms provided urgent and flexible support.

The Consortium's Indigenous and Local Community members, Council representatives, and Secretariat members participated in national, regional, and international policy processes to bring greater recognition to territories of life and their self-determined ways of being. Consortium members participated in and contributed to CBD's SBSTTA26, SBI, establishment of SB8j, and COP16. Members and allies also shaped narratives and negotiations across other international arenas, such as UNFCCC, UNCCD, UNPFII, and IUCN, advocating for recognition rooted in governance and informed by lived realities. National legal advocacy campaigns in countries like Chile and Senegal highlighted how sustained, coordinated action can drive meaningful change.

Strategic influence was strengthened through collaborative advocacy and the promotion of ethical practices in conservation and funding. The co-launch of the Core Human Rights Principles for Private

Conservation Organizations and Funders marked a key achievement. Internally, the Consortium deepened its commitment to modeling the change it seeks, with new roles and shared leadership structures within the Secretariat, as well as progress in the organizational change process.

This was also a year of meaningful transition. Key leadership roles evolved in both the Secretariat and the Council, and several long-serving individuals concluded their formal roles after years of dedicated service. New team members brought fresh energy and skills, including expertise in policy, event coordination, and finance, helping the Consortium grow while remaining grounded in its values.

Reflections from the communities, as well as at subnational and national levels, revealed common challenges and aspirations. Members emphasized the need for sustained accompaniment, recognition rooted in traditional governance, and stronger inclusion of women, youth, and regional networks. At the same time, they celebrated progress in seed sovereignty, intergenerational learning, and the defense of collective rights.

Financially, the Consortium managed over USD 1.7 million in income and invested more than USD 1.4 million, directing most of the funds toward regional support, direct grants, convenings, and multilingual engagement.

As we move into 2025, the ICCA Consortium will continue to strengthen regional structures, defend rights, support territories of life under threat, and push for transformative change in conservation and environmental governance, always rooted in solidarity, care, and collective power.

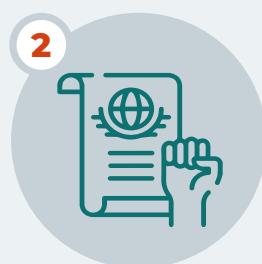


## Strategic Plan (2024–2028): a cycle of support around self-determination

Approved in late 2023 and launched in 2024, our **Strategic Plan** is built around four interconnected goals that reflect our core mission and values:



**Self-determination:**  
strengthening Indigenous  
and community  
governance from within



**Recognition and rights:**  
securing appropriate  
territorial recognition  
and legal protection of  
rights



**Influence:**  
transforming how  
external actors engage  
with territories of life



**Our organization:**  
ensuring internal  
health, solidarity, and  
sustainability

Each goal supports and strengthens the others in a dynamic cycle of mutual reinforcement, with self-determination at the heart.



## 2024 in numbers



**19**

**new member**  
organizations  
accepted



**244**

**member**  
organizations in  
**75** countries



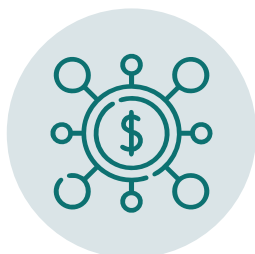
**484**

**honorary**  
**members**



**12**

**regional**  
**coordination**  
**teams**



**7**

**subgrants** disbursed  
through solidarity  
mechanisms (USD  
150,000 total)



**3**

**major solidarity**  
**actions** supported in  
India, Chile, and the  
Democratic Republic of  
Congo (DRC)



**50+**

**events** supported  
internationally and  
regionally



**6**

**newsletters**  
published in 3  
languages



**35**

**side events**  
and several briefings  
at CBD COP16



**2**

**strategic**  
**publications**  
and knowledge tools  
released



**1**

**in-person gathering**  
of the ICCA  
Consortium bodies



## From reflection to action: 2024 at a glance

Coming out of an intensive organizational change process in 2023, this first year of strategic implementation focused on:



Internal transitions and renewal, including the onboarding of new team members in the Secretariat with international roles, and a change in presidential leadership



Regionalization, with increased autonomy, funding, and responsibility for regional coordination teams



Strengthened partnerships, including through policy work and advocacy spaces like COP16



Operational improvements, such as streamlined communications, linguistic support, and a growing emphasis on documentation and internal systems

As 2024 ended, we stood more cohesive and clearer in our purpose, prepared to deepen our work in 2025, grounded in community wisdom and global solidarity.





## Goal 1

# Self-determination

Diverse forms of solidarity and support uphold the self-determined priorities and self-strengthening processes of Indigenous Peoples and Local Communities for the well-being of territories of life

### The heart of our work

Self-determination is the foundation of the ICCA Consortium's strategy and ethos. The first goal in the strategic plan is at the core of our territory-specific work. It is where the principles of regionalization come alive through trust-based funding, national and regional exchanges, and support for the movements grounded in cultural, territorial, and ecological realities.

In 2024, this support took many forms: facilitating community-driven processes, holding regional and national assemblies, enabling knowledge exchanges, mobilizing rapid response solidarity, and providing flexible funding rooted in trust. Across all regions, the work was guided by the lived priorities of communities themselves, not by external agendas.

### Performance summary

**7**

**solidarity grants**  
mobilized for  
urgent actions

**6**

**regional or  
subregional  
assemblies**  
held across four  
mega-regions

**4**

**national networks**  
led community-  
based planning or  
self-strengthening  
processes  
(Madagascar,  
Chile, Colombia,  
Philippines)

**4**

**inter-community  
learning exchanges**  
facilitated by regional  
hubs (agrobiodiversity,  
marine conservation,  
women's leadership,  
pastoralism)

**12**

**regional  
coordination  
teams** were  
supported in  
implementing  
actions

**100+**

**community  
leaders and  
representatives**  
were directly  
involved in  
inter-community  
exchanges

## Stories from territories of life

### **Cameroon: cultural reclamation and forest governance in Kribi**

In the coastal Kribi region, the Iyassa community of Rocher du Loup celebrated a powerful cultural event in December 2024, bringing together over 250 participants, including neighboring Indigenous Bagyeli communities. The gathering revived cultural identity, strengthened territorial cohesion, and advanced the local strategy for recognition of their traditional forests, laying the foundation for long-term governance and resistance to extractive development.

### **Central African Republic (CAR): traditional knowledge revives ecological resilience**

In the forests of Yaloke-Bossemele in CAR, the Ndima Kali Association supported the revitalization of “clan ditches,” ancestral water management systems. This initiative led to a formal municipal decree recognizing their value for biodiversity conservation and climate adaptation, a powerful example of endogenous governance being recognized by the state through collective action.

### **Tanzania: land security and women’s economic power**

The Ujamaa Community Resource Team (UCRT) and Pastoral Women’s Council (PWC) expanded their land governance and women’s credit programs in Northern Tanzania. More than 2,200 women accessed eco-credits tied to conservation action, while twenty-six communities secured land certificates through collective action. These are models of integrated rights, wellbeing, and environmental governance.

### **China: expanding the CCA registry and local recognition**

Members of the ICCA Consortium in China updated the national Community Conserved Areas (CCA) database with 125 territories across nineteen provinces, advancing community documentation, sacred site mapping, and ecological knowledge systems. Local governments in Yunnan and Guizhou have begun formally recognizing some of these CCAs as part of their biodiversity strategies, supported by partner institutions and academics.

### **India: self-strengthening amidst repression in Bastar**

In the Bastar region of Chhattisgarh in India, Adivasi communities have initiated a grassroots self-strengthening process rooted in *gram sabha* governance, cultural revival, and the defense of customary forests. This is a profound act of autonomy in the face of severe state repression, where many Indigenous defenders were detained or harassed. Despite this, assemblies were held in eighteen villages with support from the Ekta Parishad activists’ movement and aligned legal advocates.

### **West Africa: scaling recognition and youth leadership**

Across Ghana, Togo, and Côte d’Ivoire, national networks have initiated community-to-community dialogues, launched new documentation efforts, and laid the foundation for coordinated advocacy strategies. In Togo, youth-led initiatives in the Kara and Savanes regions focused on intergenerational knowledge exchanges and ecosystem restoration. Several communities received targeted support to document their customary governance systems, which they are using to negotiate with state agencies and NGOs for formal recognition.

### **Chile and Mesoamerica: defending coastal and marine territories of life**

In Chile, community-led organizations worked to protect marine and coastal territories of life through local governance and national advocacy. Their efforts contributed to the passing of the Biodiversity and Protected Areas Service (SBAP) Law, which recognizes Indigenous and community governance in conservation. Meanwhile, in Mesoamerica, communities from Mexico, Nicaragua, and Honduras advanced integrated life plans and protocols in coastal territories, supported by thematic exchanges and legal accompaniment. These efforts combined traditional knowledge, local fisheries governance, and climate resilience, shaping a biocultural approach to marine conservation across the region. National gatherings in Guatemala and Nicaragua also created new platforms for dialogue among territories of life facing overlapping legal and environmental threats.



## Solidarity and rapid response



- ◀ In Chile's Guaitecas archipelago, we stood with the Indigenous Mapuche Williche Pu Wapi community of Melinka in the region of Aysén as they **faced threats** for defending their marine territories (alert circulated in February 2024).

Adivasi communities in Bastar, India, **are facing violent repression** while resisting destructive mining. In partnership with InSAF India and others, we mobilized international solidarity, issued a global alert in January 2025, and amplified the voices of Indigenous Peoples demanding protection and recognition.



The illegal extraction of **strategic minerals** such as coltan, cassiterite, gold, tungsten, and lithium and **Rwanda's illicit trafficking and trade in Congolese territories** is one of the main causes of these **atrocious crimes** and violations of human rights and international and humanitarian laws.

- ◀ In eastern DRC, Indigenous communities in North Kivu **endured threats** from armed groups. Our Africa region provided support for alerts and coordination for defenders in late 2024.

Solidarity was also expressed financially, as the **Pastor Rice Small Grants Fund** and the **African Environmental Defenders Fund** jointly supported at least seven urgent actions with flexible, low-barrier funding.





## Regional Assemblies: foundations of regionalization

From Subic to Bogota, and from Nairobi to Cota, regional assemblies emerged as vital platforms for listening, organizing, and alliance-building. Key events included:



Photo: CEMI, courtesy of Red Ticca Colombia

- ▶ **The Amazonia Node Assembly** of the Red TICCA Colombia was held from February 25- March 1, 2024, in Colombia. Over thirty community representatives gathered to exchange knowledge, build their communications strategy, and hold the annual general assembly of the node.



Photo: Topher Toledo

◀ **The Southeast Asia Regional Assembly**, convened from March 3-8, 2024, in the Philippines, formalized agreements on a shared ICCA registry and a regional fund for Indigenous Peoples and Local Communities.



Photo: canva.com



Photo: Roshni Lodhia

- ▶ In East Africa, meetings in Zanzibar (April 2024) and Nairobi (September 2024) brought pastoralist and marine communities together for dialogues and exchanges of insights on governance and resilience.

◀ The Latin America Southern Cone Assembly, which took place in May 2024, shared learnings on governance and legal threats across Argentina, Chile, and Brazil.



Photo: Consorcio TICCA





- ▶ The East Africa Pastoralist Meeting, held in September 2024 in Nairobi, discussed coordination on pastoral mobility, Indigenous rights, and climate resilience.



- ▶ The in-person meeting of the ICCA Consortium took place in Colombia, from October 16-18, 2024, bringing together over fifty participants from around the world to reflect on self-determination, regionalization, and future strategies.

◀ In the North Africa and Sahel Dialogue, in November 2024, topics such as cultural governance and customary institutions in dryland ecosystems were discussed.

These assemblies are the foundation of our long-term strategy to center action and decision-making within regions.



## Challenges and lessons learned



Some regions, especially in West Africa, West and Central Asia, and parts of Latin America, faced limited core support for facilitation and follow-up.



Rapid political shifts and climate crisis outpaced planning cycles, especially in conflict-affected contexts.



The diverse pace of national recognition efforts made regional coordination more complex.



Communities continue to call for longer-term, trust-based support that transcends project timelines.



Translation and communication gaps still limit the engagement of some custodians in international or regional forums.

But the lessons are equally powerful: community assemblies build strength. Trust-based funding is vital. Regional coordination is not an add-on; it is an essential infrastructure for solidarity and self-determination. When regional teams are well-resourced, the results are transformative. The link between assemblies, solidarity, and political clarity was visible across all regions.

## Looking Ahead

In 2025, under the first goal, we will:



Scale up territory-specific work through regional and national networks



Strengthen solidarity mechanisms with faster financial disbursement pathways for emergency support and multilingual communications support



Continue to document traditional governance systems through culturally grounded facilitation methods



Strengthen inter-regional collaboration on themes like pastoralism and marine governance





Photo: ICCA Consortium

## Goal 2

# Recognition and rights

### Appropriate recognition of territories of life and respect, protection, and fulfilment of their custodians' rights

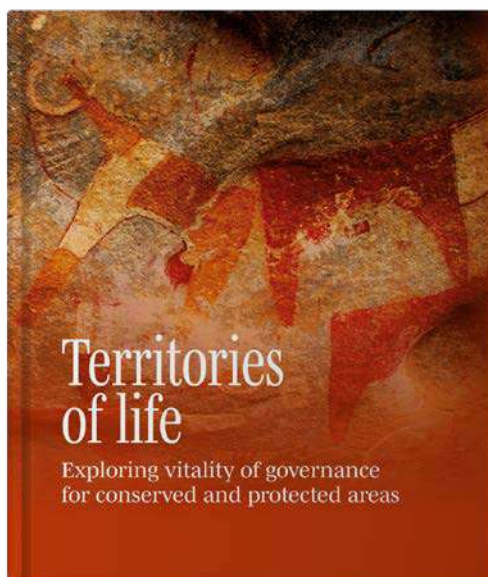
For self-determined governance of territories of life to thrive and for the protection of these territories, human rights and the rights of Indigenous Peoples and Local Communities must be upheld, and territorial rights of these communities must be recognized. In 2024, we supported the expansion of community-led documentation, deepened presence in policy processes, and amplified the voices of guardian and custodian communities of territories of life. Such efforts contributed to strengthening the foundation for recognition grounded in community-defined values, governance systems, and worldviews.

### Evidence and documentation for recognition

Across all regions, communities led research and documentation processes to secure appropriate recognition and defend their rights. These efforts were designed to reflect Indigenous governance systems and local epistemologies, thereby ensuring that their voices were heard and their perspectives were acknowledged, respected, and valued.



- Five national case studies (DRC, Chile, Mexico, Indonesia, Philippines), developed with RRI and FPP, illustrated territories of life as a third and essential pathway for conservation.
- The Consortium members, as part of the ICCA Registry Steering Committee, contributed to developing participatory standards for the registry further, reinforcing governance-grounded data sovereignty.
- Legal and spatial documentation work in Mesoamerica and Central Africa supported ongoing recognition efforts within both customary and state frameworks.



Two major publications—**Territories of life: Exploring vitality of governance for conserved and protected areas** and **Guidelines on Recognizing ICCAs Overlapped by Protected Areas**—offered strategic tools to both custodians and allies.



## Legal and policy recognition

In 2024, we contributed to significant progress in national legal frameworks and policy advocacy:



**Chile:**  
Adoption of SBAP. This law recognizes the rights of Indigenous Peoples to participate in and manage these protected areas.



**Colombia, Brazil, India:**  
National ICCA and CCA databases and registries were strengthened through collaborative work among member organizations and allies.



**Cameroon, Gabon, CAR, and DRC:**  
Legal reform processes advanced across the Congo Basin, with national organizations like BOMASA, ANAPAC-RDC, and NADA leading advocacy and legal review efforts.



**Senegal:**  
A legislative campaign in July 2024 focused on strengthening the Biodiversity Code to ensure legal recognition of territories of life and community governance systems.



**Philippines:**  
The Provincial government of Nueva Vizcaya, Philippines, has adopted the Indigenous Communities Conserved Areas and Territories Ordinance to recognize ICCAs in the province legally.



## Strategic communications and narrative change

Throughout 2024, our communications and media efforts focused on amplifying community-led narratives rooted in oral traditions, resistance, and cultural affirmation. Our communications team worked closely with members and networks to build capacity in documentation and storytelling, promoting narratives grounded in dignity, defense, and hope. To do this, we:



Maintained websites and newsletters in English, French, and Spanish, increased multimedia content circulation through social media, websites, and newsletters



Co-created campaign materials around the themes related to:

- Direct funding mechanisms
- Pastoralist and marine territories of life
- Environmental human rights defenders



Provided visual communications support to regional teams, especially in Latin America, enabling advocacy on national levels



Co-created thematic stories aligned with major advocacy events such as CBD COP16



Initiated a full review of digital platforms to strengthen usability and accessibility

These efforts deepened decolonial storytelling and reinforced inter-community solidarity centered on Indigenous and community-authored voices.



## Language justice and access

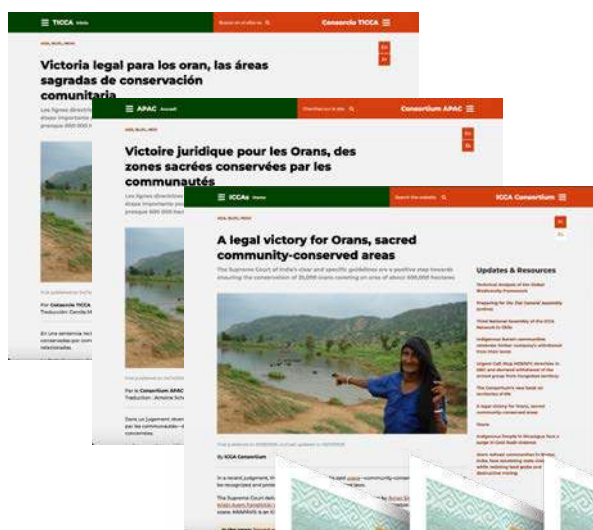
A key enabler of the second goal in 2024 was our commitment to linguistic equity. The Consortium's linguistic team worked across all areas of action to support access, accuracy, and autonomy.



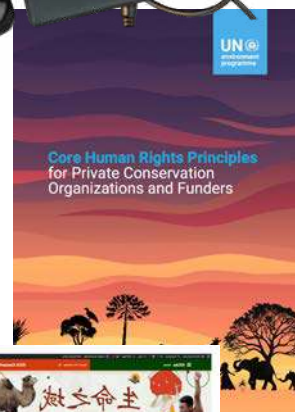
Interpretation provided in more than forty online and in-person meetings and events, including global policy spaces, internal governance sessions, and regional dialogues



Increased in-house capacity via hiring, new equipment, and process improvements



Over fifty pieces of publications were translated, edited, and proofread—including statements, newsletters, and learning materials.



Produced multilingual translations for legal and strategic resources, including the Core Human Rights Principles (translated, edited, and proofread in partnership with UNEP)



Content produced or supported in English, Spanish, French, and in some Indigenous and local languages, with active involvement of multilingual members

Language justice ensured that custodians could speak for themselves, be understood, and shape collective strategies across borders.



## Participation in international policy processes

### Ensuring voice, visibility, and agency for custodians of territories of life in global environmental governance

In 2024, the ICCA Consortium accompanied Indigenous Peoples and Local Communities in policy arenas, ensuring that guardian and custodian communities and their territories of life were actively represented in biodiversity governance and beyond.

#### SBSTTA-26 and SBI-4

At the 26<sup>th</sup> meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA-26) and the 4<sup>th</sup> meeting of the Subsidiary Body on Implementation (SBI-4) of CBD, held in Nairobi from May 13-29, 2024, Consortium delegates influenced technical discussions on Target 3, monitoring systems, and the integration of Indigenous and local knowledge. During these events, we:



- ▶ Contributed to advocacy on the equitable implementation of the Global Biodiversity Framework (GBF)

Supported engagements on knowledge systems, gender justice, and Indigenous data



- ▶ Helped shape narratives in alignment with the International Indigenous Forum on Biodiversity (IIFB), the Women's Caucus, and other allies

## CBD COP16

At CBD COP16, the ICCA Consortium maintained a strong presence, built on regional and member-led preparation. Highlights included:



▶ Participation in over thirty-five side events, co-organized with members, partners, and Indigenous networks on topics such as human rights-based conservation, direct finance, GBF target 3, and the recognition of territories of life



Co-launch of the Core Human Rights Principles for Private Conservation Organisations and Funders and facilitation of multilingual communications, enabling custodians to speak in their voices



Photos: ICCA Consortium

Coordination of community-led storytelling and media presence, especially from Latin America and Africa



▼ Contributions to the creation of the SB8(j)—a landmark step toward institutionalizing Indigenous Peoples' and Local Communities' participation.



Advocacy aligned with the IIFB, Women's Caucus, and allied civil society coalitions on targets 3, 21, and 22 of the GBF



Exhibition Booth (COP16 Blue Zone): A hub for sharing publications, engaging with delegates, and amplifying community voices through videos, infographics, and multilingual materials, the booth boosted the Consortium's visibility and outreach. It created a space for providing information about the ICCA Consortium and facilitated conversations with members and the public on the Consortium's global and regional work.



These sustained efforts demonstrated that recognition must extend beyond legal frameworks to include voice, visibility, and agency in all spaces of decision making.



## Beyond the CBD: intersecting global arenas

Consortium members and regional teams also brought the voices of territories of life into climate, land, and Indigenous rights spaces, advancing a holistic vision of recognition and solidarity.

Our members from Latin America engaged in UNFCCC climate justice forums, linking marine and coastal territories of life to discussions on adaptation and community-based climate action.

Across Africa and Asia, delegates entered UNFCCC and IUCN platforms, advancing community narratives around just transitions, environmental defenders, and climate finance.



Southeast Asia members continued to engage in the 60th Sessions of the Subsidiary Bodies (SB60) and 29th Conference of the Parties (COP29) of the UNFCCC and are particularly involved in the International Indigenous Peoples Forum on Climate Change (IIPFCC), the recognized Indigenous Peoples constituency under the UNFCCC.



From West and Central Asia, partners contributed to UNCCD-related dialogues, elevating the role of pastoralist communities in dryland resilience and customary water management.



From North Africa, Indigenous women participated in regional consultations, advocating for biocultural knowledge to be recognized in land restoration strategies.



Several regional members and Council representatives participated in the UNPFII, where they reinforced the centrality of territories of life to biodiversity and climate futures.

These participations by the guardian and custodian communities were regionally coordinated, politically relevant, and deeply grounded in the needs and priorities of communities, offering transformative opportunities for these policy spaces to advance recognition of Indigenous and traditional governance.

## Reflections and lessons learned

While significant gains were made in 2024, recognition remains uneven and contested. The legal advancements in Chile and Senegal, the growing inclusion of territories of life in CBD frameworks, and the adoption of the SB8j mark significant progress. Yet, these milestones are not endpoints; they are mandates for deeper, more sustained engagement.

Despite barriers, the past year reaffirmed that consistent participation and coordinated policy work can yield substantial results. Community-led evidence building, multilingual advocacy, and strategic solidarity are reshaping what global recognition can mean—when it is rooted in governance, culture, and autonomy.

### Key insights from 2024 include:



Recognition must be grounded in governance, not just legal status, and requires long-term, community-led documentation.



Visibility is vital for influence and protection, but must be shaped by custodians themselves, not external agendas.



Legal recognition remains an uphill journey in many countries where Indigenous governance systems are not yet acknowledged or respected.



Multilingual infrastructure is critical—not only for equitable participation, but for supporting urgent actions and member-led storytelling.



Inclusive engagement in policy spaces depends on preparation, translation, safety, and sustained logistical support.



Participation must go beyond presence; it must be informed, empowered, and defined by community.

These lessons will guide the Consortium's next phase of advocacy, ensuring that every gain at the global level reflects and reinforces the lived realities of the territories of life we stand with.





Photo: Rio Wedayana

## Goal 3

### Influence

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

Securing recognition and rights is essential, but not enough. True transformation requires systemic change in how external actors engage with Indigenous Peoples and Local Communities. In 2024, the ICCA Consortium focused on catalyzing such change, confronting extractive models, challenging tokenism, and co-developing rights-based standards and ethical partnerships.

Our advocacy targeted the deeper structures of conservation, development, and philanthropy, while our internal work modelled alternatives through solidarity-based collaborations and values-aligned fundraising. This dual approach is rooted in one principle: lasting change happens when the leadership, knowledge, and priorities of custodian communities of territories of life themselves shape systems and relationships.

### Highlights of 2024

#### Core Human Rights Principles for Private Conservation Organizations and Funders

Together with the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Environment Programme (UNEP), and other partners, we made substantive contributions to the development and promotion of the Core Human Rights Principles for Private Conservation Organisations and Funders. This work included:



- Technical and linguistic support for global and regional workshops.
- Hosting member review sessions.
- Translating, proofreading, and integrating member feedback into the final draft.
- Co-organizing a side event at CBD COP16 to present the principles and advocate for rights-based conservation approaches.

These efforts have advanced a shared foundation for accountability and justice in conservation, grounded in the lived realities of communities.

## Strategic alliances for systemic change

Throughout 2024, the ICCA Consortium had an active role in global forums. Preparatory sessions, regional dialogues, and strategic coordination with allied organizations backed these engagements. We deepened partnerships with:



**Global networks** (e.g., FPP, RRI, Women4Biodiversity, SwedBio, ILC, GFC, ICCA-GSI).



**Thematic allies** (e.g., Mesoamerican Coastal Marine Territories Initiative).



**Regional champions** (e.g., ANAPAC-RDC, Cenesta, UCRT, PWC).

These alliances bolstered advocacy around land tenure, women's leadership, marine rights, and Indigenous governance systems.

### Reflections and lessons

Partnerships must evolve. Communities seek more than funding; they seek alignment, autonomy, and dignity. Our work emphasized direct, flexible, and trust-based support models that reflect these values.

Influence is not visibility—it is transformation. True success lies in shifting how systems operate and who they center. This year, our influence translated into new international standards, grounded practices, and stronger alliances.

Tokenism persists; some forums remain extractive or symbolic. We responded with community-led advocacy strategies, focusing on long-term shifts rather than momentary inclusion.



Photo: ICCA Consortium

### Looking forward

We will expand our work on:



Participatory mechanisms to assess donor and NGO practices.



Collaborative models that strengthen inter-regional learning and amplify shared advocacy.



Deeper integration of rights-based language and standards in global biodiversity frameworks.





Photo: ICCA Consortium

## Goal 4

# Our organization

### Strengthening the structure that supports the vision

To uphold territories of life, the ICCA Consortium must be an organization that reflects the same values we advocate: solidarity, decentralization, collective leadership, and care. In 2024, the first year of our new strategic plan, we laid the foundation for a healthier and more coherent internal institutional structure. We deepened internal collaboration, clarified roles and governance practices, and embraced change as a necessary pathway to resilience.

### Governance evolution and Council engagement

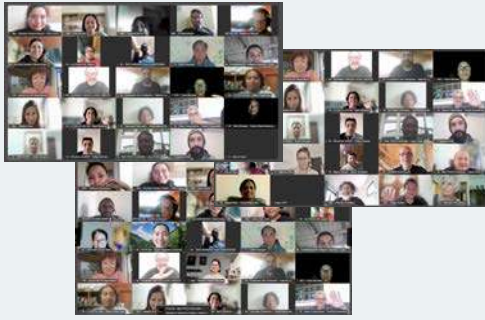
The Council, the Council of Elders, and the Executive Committee (ExCo) changed composition and the nature and extent of their engagement. Although formal meetings often lacked a quorum, informal modes of participation flourished through monthly joint meetings between the Council and Secretariat, written submissions, and working groups. Council members increasingly took operational and representational roles, particularly in the organizational change process, strategic discussions with allies, and advocacy work.



Photos: ICCA Consortium

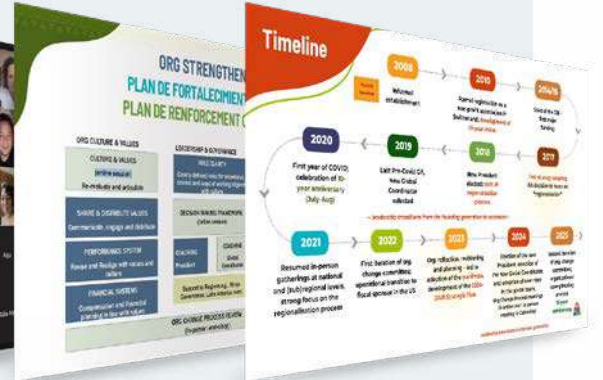


## Key highlights:



Four Council meetings  
and four ExCo sessions  
during the year

Evolving a hybrid model of  
symbolic and operational  
participation, enabling  
more dynamic and adaptive  
governance



Launch and facilitation of the  
Organizational Change Committee (OCC)  
to guide governance and coordination  
reforms, including recommendations  
to strengthen Council engagement and  
clarify decision-making processes



Photo: Pablo Lasansky / IWGIA

## Strengthening of the Secretariat and internal systems

In the Secretariat, consultants with international scopes of work were recruited in 2024, including new coordinators for policy, defending territories of life, finance, internal support related to human resources and operations, and event logistics. These changes helped build a more structured, regionally diverse, and supportive Secretariat.

### Key internal progress:



Establishment of  
the Internal Support  
Team helped  
to initiate more  
institutionalized  
human resource  
management,  
development of an  
internal handbook,  
and documentation  
of institutional  
processes.



Drafting and  
piloting clearer  
contracting,  
onboarding, and  
coordination  
systems



Implementation of  
a peer-learning and  
intergenerational  
leadership approach  
across Secretariat  
teams



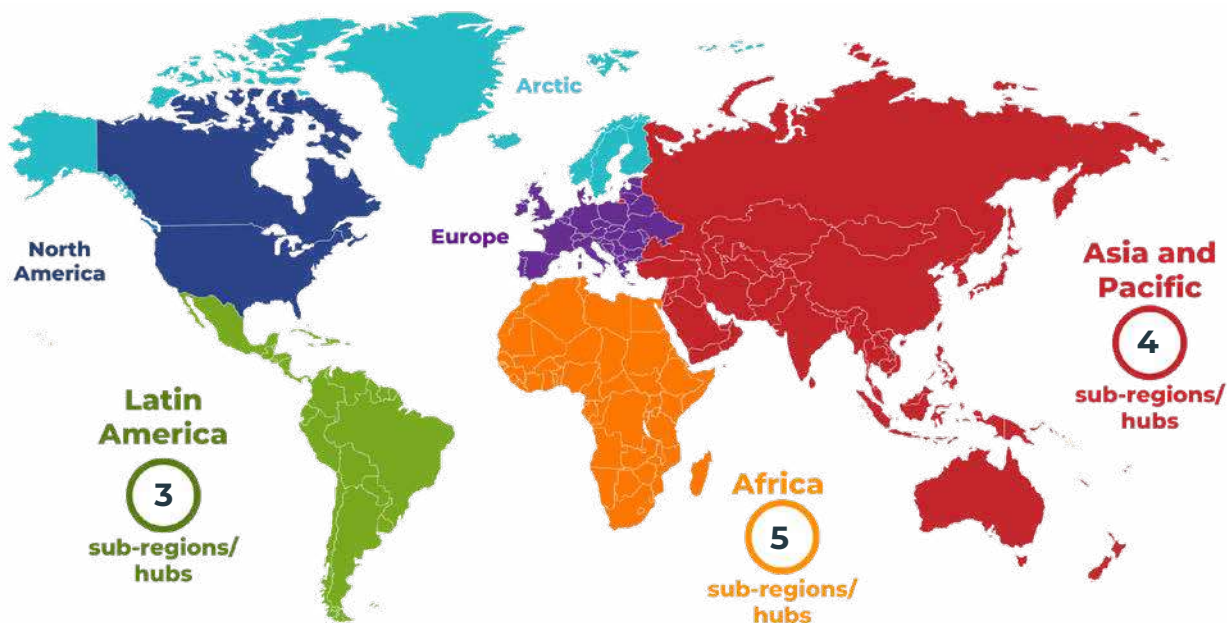
Implementation of  
1:1 check-ins with  
Secretariat members  
to provide a listening  
space to talk about  
their roles, the  
Consortium, and  
identify potential  
needs of support



Provided  
technical support  
and facilitation  
for over thirty  
global and  
regional events,  
including in-  
person meetings  
in Colombia.

## Regionalization and membership engagement

The fourth goal is also about decentralizing and deepening the Consortium's roots within its membership. In 2024:

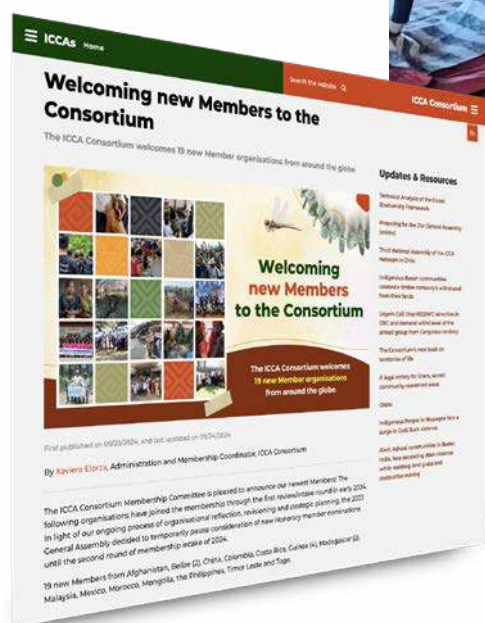


Twelve regional coordination teams actively led efforts across Latin America, Africa, and Asia, coordinating direct sub-grants and regional work plans.

A three-day in-person gathering in Colombia brought together the Council, Secretariat, and Council of Elders for reflection and alignment on strategic goals.



Photo: ICCA Consortium



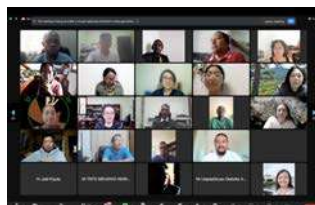
- Nineteen new member organizations were welcomed in the first intake of 2024. The second round was postponed to 2025 due to capacity demands from the in-person meeting and COP16. Later applications were deferred to the first round of 2025.

We made ongoing improvements in membership engagement platforms and support for regional assemblies and focal points.





► Over 230 participants—including representatives from more than eighty member organizations, honorary members, and members of the Secretariat—took part in the **20th General Assembly**.



## Wellbeing and internal culture

Recognizing that strong systems require care and sustainability, 2024 was a year of laying the groundwork for a healthier internal culture:



Emphasis on shared leadership, decentralized roles, and flexible working styles



Early work on more precise definitions of responsibilities across the Council, Secretariat, and regional teams



Feedback spaces were created during retreats and inter-regional calls to share frustrations, needs, and aspirations—shaping a more compassionate internal culture.

## Reflections and the path ahead

We are still in the early stages of developing an internal institutional structure that aligns with our external vision, but the direction is clear. An adaptive, decentralized, and deeply relational organization is not only possible—it's already emerging.



Organizational health is not a background concern—it is what allows us to serve territories of life with integrity and coherence.”

— *Internal Support Team*

## Organizational change process: laying the groundwork for structural renewal

In 2024, ICCA Consortium marked the beginning of a carefully facilitated organizational change process, essential for aligning our internal institutional structures with the principles of decentralization, collective leadership, and sustainability.

This was not only a reform effort but a learning journey involving reflection, co-creation, and experimentation.

### Structure and process



The OCC was formally established and convened regularly to steer and coordinate the process, with representatives from the Council, Secretariat, and Council of Elders.



Maliasili, a specialist partner in civil society organizational development, provided external facilitation and support.



The in-person workshop in Colombia in October deliberated on the current organizational model, reviewed early assessments, and set priorities for transformation.

### Focus areas of change

The change process concentrated on five interconnected dimensions:



**Governance roles and structures:** clarifying the functions, composition, and relationships between the Council, ExCo, Secretariat, and Council of Elders



**Internal coordination and communication:** improving inter-team functionality, meeting rhythms, and role clarity



**Regionalization:** strengthening regional coordination teams, sub-granting models, and regional focal points



**Human resources:** ensuring well-being, clear responsibilities, and supportive contracting systems



**Partnership and fundraising practices:** developing principles and guidelines to align resource mobilization with our values



## Outcomes and next steps



The OCC developed and shared initial reform proposals on governance and ExCo roles with the Council for review and feedback. A comprehensive review of key organizational priorities, followed by the development and consolidation of recommendations, is scheduled for 2025.



An internal mapping of Secretariat functions and sub-teams helped consolidate working areas and improve collaboration. Meetings to align structure, decision-making, and ways of working will continue next year as part of the ongoing change process.



Early progress was made toward an internal handbook and revised onboarding processes, with work expected to be continued into 2025.



A commitment was made to carry the organizational change work into 2025 with broader participation and a stronger focus on regional leadership in strategic decision-making.



This is about building the internal structure that matches our vision—not just in form, but in function, values, and relationships.”

— *Organizational Change Committee*



Photo: ICCA Consortium





# Financial health and transparency

## Resourcing solidarity and resilience for territories of life

In 2024, the ICCA Consortium experienced both a deepening of its financial base and important learning moments that shaped how we support the territories, communities, and members we serve.

## Income and expenditure overview

Significant investments were made in:



Regionalization and assemblies, including sub-regional, national, and mega-regional gatherings



Flexible sub-grants to regional coordination hubs to carry out self-determined and catalytic initiatives



Remuneration and core operations, particularly in standardizing financial support across the Secretariat



Travel and in-person convenings, including the in-person gathering and meetings in Colombia in October



Participation in international policy forums, specifically the CBD COP16

The Consortium's total expenditure in 2024 increased significantly compared to previous years, reflecting intensified efforts to advance the strategic plan and regionalization process. In 2024, the ICCA Consortium managed a total income of USD 1,653,316 and incurred total expenditures of USD 1,616,374, with most funds allocated to programmatic work, regional support, and Secretariat operations.



## Expenditure highlights (USD)

**801,800**

for program implementation (core activities, regional coordination, support to members, events, and consultancy).

**544,325**

for Secretariat fees, contracts, and human resources.

**128,401**

for travel, accommodation, interpretation, and convening (including the General Assembly and regional assemblies).

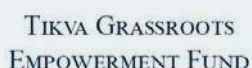
**141,848**

for communications, software, finance systems, and other core operations.

These numbers reflect our substantial investment in regionalization, multilingual coordination, and facilitation of international and local solidarity. Operational and support costs were kept lean, with a focus on enabling collective impact.

## Major grants and donor partnerships

We strengthened relationships with longstanding funders and welcomed new support, including:



Renewed or ongoing support from Oak Foundation, Packard Foundation, Synchronicity Earth, Tikva Grassroots Empowerment Fund, and ICCA-GSI.



A new grant from the Hans Wilsdorf Foundation



Continued support and collaboration with SwedBio, including co-funding for policy advocacy and communications work

Additionally, the ICCA Consortium engaged in strategic dialogues with philanthropic networks to advocate for flexible core support, direct funding for Indigenous Peoples and Local Communities, and accountability in large-scale conservation funding.

## Financial challenges and strategic adjustments

While progress has been significant, structural and logistical challenges remain:



Our fiscal sponsorship arrangement, while ensuring compliance, delayed disbursements in urgent cases and occasionally required team members to cover costs personally.



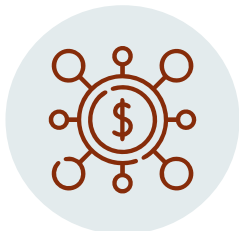
Administrative burdens, particularly with travel reimbursements and regional contracts, strained team capacity and underlined the need for simplified, community-responsive financial systems.



The shift towards trust-based funding and region-led prioritization proved vital for sustainability but requires continued adaptation in internal systems.

## Looking ahead

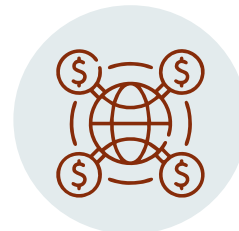
In 2025 and beyond, the Consortium is working towards:



Diversifying funding sources to reduce reliance on a limited donor pool



Securing multi-year grants that offer continuity for community-led and regional actions



Investing in financial systems and capacity that are decentralized, timely, and aligned with the rhythms of territories of life

This evolving financial landscape is not just about sustainability; it's about integrity. The funds we mobilize are not just operational; they are tools of solidarity and transformation, enabling the self-determined paths of communities we accompany.





Photo: ICCA Consortium

# Internal transitions and team renewal

## Stewarding change with care, clarity, and continuity

Within the ICCA Consortium, 2024 was a year of meaningful transition, both in our Secretariat and governance bodies. These shifts reflected our growth as a decentralized, values-driven association, and opened space for new voices, leadership, and renewed commitments.

### Secretariat



The year began with significant internal restructuring, primarily due to the departure of long-standing leaders, including **Holly Jonas** (former Global Coordinator), **Sarah Ryder** (former Operations Coordinator and Program Manager), and earlier, **Ameyali Ramos** (former International Policy Coordinator).



Following a thorough selection process, **Ali Razmkhah**, former Regional Coordinator for Central and West Asia and the Caucasus, was appointed as the succeeding Global Coordinator of the ICCA Consortium Secretariat.

**Deborah Mowesley** joined as the Administration and Events Coordinator. This addition to the team has significantly enhanced our ability to effectively plan, execute, and communicate with key international and regional gatherings.





To strengthen internal operations, new roles were created. **Roger Palma** and **Diana San Jose** joined the Secretariat as Co-Coordiators for Internal Team Support. Their leadership has brought clarity and care to our internal systems, helping the Secretariat navigate organizational change while maintaining cohesion and purpose.



**Natalia Amor** joined as our new Finance Coordinator, bringing substantial experience in non-profit finance to support and strengthen our internal systems. **Camila Miranda Reyes** transitioned into the role of Linguistic Support Co-Coordinator, following her work as Linguistic Support Assistant.



During the last quarter of the year, we welcomed **Neema Pathak Broome**, former Regional Coordinator for South Asia, to the role of International Policy Coordinator in the Secretariat. Her extensive experience and deep commitment to community-centered approaches strengthen our policy engagement, ensuring it remains firmly grounded in the realities and needs of the communities we serve.



**Pooven Moodley** recently joined the Secretariat, bringing extensive expertise to further the Consortium's mission to defend the rights of Indigenous Peoples and Local Communities over their territories of life. He previously served on the ICCA Consortium Council as thematic representative for defending territories of life.



There was also a renewal of the regional positions in the Secretariat, with three new regional coordinators joining the team. **Paul Saing'eu** succeeded Emmanuel Sulle as Regional Coordinator for East Africa, **Asami Segundo** succeeded Amalia Maling as Regional Coordinator for Southeast Asia, and **Hanieh Moghani** succeeded Ali Razmkhah as Regional Coordinator for West and Central Asia and the Caucasus.



## Council



Significant changes to our governance body took place in 2024. The Council, which represents our membership and guides strategic direction, welcomed a new president: **Luis Guillermo Izquierdo**, who succeeded Theodore Baguilat Jr. in this key leadership role. This shift reflects the Council's continued renewal and its growing alignment with the Consortium's decentralized and pluralistic identity.



**Eufemia "Femy" Pinto** and **Lorena Arce** were elected as thematic co-representatives for sustaining territories of life; **Khalid Khawaldeh** was elected as regional representative for West and Central Asia and the Caucasus; and **Josefina Tunki** was elected as regional representative for the Amazon.

## Transitions

With deep respect and appreciation, we express our gratitude to several individuals who concluded their roles in the Secretariat and the Council of the Consortium in 2023 and 2024:



**Dr. Patricia Mupeta-Muyamwa**  
Vice President, Executive Committee (2021–2024)



**Sara Oliveros López**  
Secretary, Executive Committee (2021–2024)



**Aibek Samakov**  
Regional Representative for West and Central Asia and the Caucasus (2019–2024)



**Christian Chatelain**  
Technical Advisor for Africa (until 2024)



**Sutej Hugu**  
Regional Coordinator for East and North Asia (2013–2022); Inter-regional Coordinator (2023)



**Milka Chepkorir**  
Policy and Advocacy Co-Coordinator for Africa (2021–2024)

**Aquilas Koko Ngomo**

Policy and Advocacy Co-Coordinator for Africa (2022–2024) — now supporting Central Africa Coordination Team on behalf of ANAPAC-RDC

**Amalia Maling**

Regional Coordinator for Southeast Asia, on behalf of NTFP-EP (2019–2024)

**Emmanuel Sulle**

Regional Coordinator for East Africa and Horn of Africa (2019–2024)

**María Carolina Rodríguez Acero**

Policy and Advocacy Coordinator for Latin America (2021–2023)

**Gaëlle Le Gauyer**

Administrative and Communications Assistant (2019–2020); Linguistic Support Coordinator (2021–2023) — now collaborating as Linguistic Support Assistant English<>French

**Jovelyn Cleofe**

Regional Coordinator for East Austronesia and the Pacific Islands (shared with Jimmy Qoloni Kereseka), on behalf of LMMA Network International (2022–2023)

**Jimmy Qoloni Kereseka**

Regional Coordinator for East Austronesia and the Pacific Islands (shared with Jovelyn Cleofe), on behalf of LMMA Network International (2022)

We thank each of them for their dedication, insight, and contributions to the shared journey of the ICCA Consortium. Their work laid foundations that continue to guide us as we move forward—together, in solidarity and transformation.



Photo: canva.com





Photo: ICCA Consortium

## What lies ahead

Carrying the fire forward

### Key learnings from 2024



Regionalization is a reality and is functioning successfully, but it needs sustained accompaniment, flexible resourcing, and deeper Council and Secretariat alignment.



Recognition and rights are inseparable from solidarity and systems change. Legal frameworks alone are insufficient without governance and self-determined priorities of the guardian and custodian communities at their core.



Participatory governance remains a challenge and a strength—requiring both structure and adaptability across a multilingual, multi-regional movement.



Internal change is necessary and underway, with growing clarity on decentralized leadership, equity in operations, and renewed roles for the Council, Secretariat, and ExCo.



Influence comes from rootedness; our impact on global policy spaces was strongest where it was anchored in territorial experience and regional preparation.

## Key priorities and shifts for 2025



Deepen regionalization with more substantial support to regional teams and national networks, tailored sub-grant models, and inter-regional exchanges



Advance the organizational change process, including decision-making reforms, staff systems, Council roles, and improved communication channels



Secure multi-year, trust-based funding, expand direct community support, and clarify internal partnership protocols

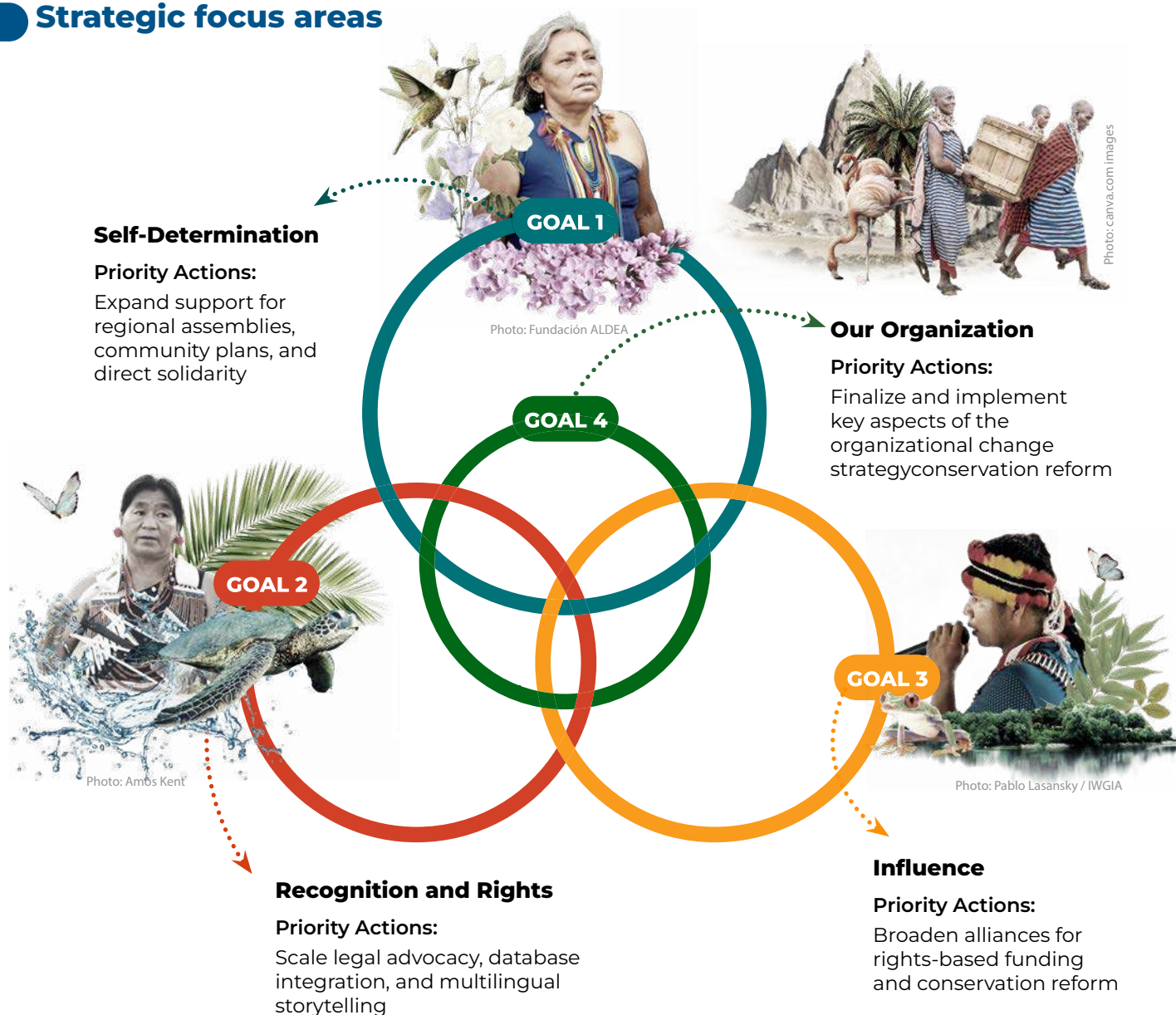


Invest in capacity for youth and intergenerational leadership, particularly in documentation, advocacy, and territorial defense



Strengthen linguistic equity through expanded interpretation and decentralized communications platforms

## Strategic focus areas





In 2025, we invite our members, partners, allies, and donors to walk with us—with more courage, coherence, and care. Together, we will continue strengthening territories of life and the leadership of their custodians—through stories, governance, resistance, healing, and joy.

“

Solidarity is not charity—  
it is shared struggle and  
shared responsibility.



Photo: ICCA Consortium



The ICCA  
Consortium

# **ICCA Consortium Annual Report 2024**

**Strengthening territories of life, collective  
journeys of self-determination and solidarity**

