

**Institutional Strategy For**

**IWGIA**

**2017 - 2020**

2017-2020

**IWGIA**



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# Summary

IWGIA is an international human rights organisation promoting, protecting and defending indigenous peoples' rights. We believe that our unique contribution to achieving change for indigenous peoples is to: document indigenous peoples' situations, the violations of their rights and to analyse trends; empower indigenous peoples through organisational support and projects on the ground and by supporting human rights institutions to advance indigenous peoples' rights; and to conduct advocacy with and in support of indigenous peoples towards key duty-bearers at international, regional and national levels. Our ambition is that by 2030 we have a world where systematic discrimination is no longer tolerated, where indigenous peoples' rights are respected and their knowledge valued in climate change and conservation actions, and where indigenous peoples determine the future of their land. This requires a global movement for indigenous peoples' rights, and that IWGIA takes significant steps towards this. Our own three-year goals towards this are:

## **Strong international and regional bodies**

By the end of the three years, we want to see that key financial mechanisms are addressing indigenous peoples' rights; that data on indigenous peoples has been gathered and is being used by international bodies; that violations of indigenous peoples' rights have been addressed by human rights mechanisms and grievance procedures, and that a number of countries have changed laws, policies and practices to secure the rights of indigenous peoples and protect indigenous rights defenders.

## **National policies, institutions and plans adequately account for indigenous peoples' rights to land and natural resources**

By the end of the three years, we want to see that land tenure security has increased in a number of communities; that climate actions are increasingly taking indigenous peoples' rights into account; that relevant national action plans are in place; and that violation of indigenous peoples' rights by the private sector and by governments has levelled off and is no longer increasing in targeted countries.

## **Indigenous peoples are organised, claim, and exercise their rights at national, regional and international levels**

By the end of the three years, we want to see that the contribution of indigenous peoples to sustaining biodiversity, and mitigating and adapting to climate change, is being increasingly recognised; that indigenous peoples are successfully taking action against land dispossession and pushing for increasing land security; that indigenous peoples are engaging successfully in international and regional mechanisms; that self-governance in targeted countries is more sustainable, and that more indigenous peoples are organised.

## **Indigenous women and youth are actively involved in decision-making related to decisions affecting their lives**

By the end of the three years, we want to see that indigenous women are actively engaged in achieving SDG5; that international networks of indigenous women and youth are strong voices in international fora; and that IWGIA has mainstreamed all project and programme work to include women and youth as key actors.

To be able to successfully achieve the results we want to see, there are three areas that we must pay special attention to over the next three years. We want to:

- Strengthen IWGIA as a knowledge-based organisation
- Be an open and engaging organisation with strong alliances
- Increase our financial sustainability.

## Message from the Chair of the Board

IWGIA has been at the forefront of the international struggle for indigenous peoples' rights for almost 50 years and has contributed to important achievements. Indigenous peoples have gained international recognition, in particular through the adoption of the UN Declaration on the Rights of Indigenous Peoples in 2007, which is today an important framework for their ongoing fight.

But there have also been serious setbacks. The political space for minorities and civil society organisations is shrinking in many countries, discrimination against indigenous populations is often systematic, and internationally-recognised rights are not being implemented or respected by many governments. Continued progress is in no way guaranteed.

The struggle has, therefore, never been more important. Indigenous peoples are facing new threats in many countries, not least due to the increasing race for natural resources, including land. Tragically, too often we see indigenous persons die when defending their human rights. On a positive note, there is a growing recognition that indigenous peoples have an invaluable role to play in protecting the environment and safeguarding the future of our world. The global Sustainable Development Goals will never be achieved, and the fight against disastrous climate change will not be won, without the contribution of indigenous peoples.

IWGIA's new institutional strategy has been developed in this context. The strategy presents new and even more ambitious goals for the organisation. Our core role is to support indigenous peoples' own initiatives and their right to self-determination, but also to engage influential non-indigenous actors in the fight for indigenous peoples' rights. We need to attract more resources for our work and to become an even more central organisation in the ongoing defence of indigenous peoples' rights.

Unfortunately, there are limits to what IWGIA can do. But together we can expand the limits and make a world of difference for indigenous peoples' rights. This is what this strategy is about.

**Knud Vilby**, November 2017





# 1. WHO WE ARE AND THE WORLD AROUND US



## IWGIA as an organisation

We are an international human rights organisation promoting, protecting and defending indigenous peoples' rights. For almost 50 years, the organisation has supported the fight for indigenous peoples' rights. We work through a global network of indigenous peoples' organisations and international human rights bodies. We promote the recognition, respect and implementation of indigenous peoples' rights to land, cultural integrity and development on their own terms.

We foster change by

- ▶▶ Documenting indigenous peoples' conditions and the human rights breaches they experience, thus contributing to global knowledge and awareness of indigenous peoples' situations
- ▶▶ Supporting indigenous peoples' own organisations to act and their capacities to access human rights bodies
- ▶▶ Advocating for change in decision-making processes at local, regional and international level, including active engagement in international networks.

### **Vision**

Our vision is a world where indigenous peoples fully enjoy their rights

### **Mission**

We promote, protect and defend indigenous peoples' rights.

## **Our institutional values**

Our institutional values are shared ideals and understandings that bind us together. Along with our vision and mission they articulate who we are and what we believe in. They influence our goals, guide our actions and help us to explain our aspirations to others.

### **Institutional Values**

#### **Integrity and transparency**

We are firmly committed to apply a Human Rights Based Approach. Our work is based upon professional expertise and in-depth knowledge of indigenous communities and cultures. Honesty, engagement and openness must guide our work to ensure credibility and to build trust. We share information and ideas with our colleagues and partners and recognise all who have contributed to our work.

#### **Responsibility**

We act responsibly and hold ourselves accountable for our decisions, actions and their consequences.

#### **Independence**

Our work is unbiased and uncompromised by partisan politics, institutional or personal allegiances, or sources of financial support. We do not interfere with indigenous peoples' political stands but retain a neutral role.

#### **Innovation**

To achieve our goals, we must be creative, forward-thinking and adaptive. We reinvigorate our own ideas and approaches through continuous learning. We are willing to risk failure to achieve substantial impact. We nurture and reward new ideas and excel in pursuing them.

#### **Urgency**

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

#### **Respect**

We treat all people with respect and fairness. We encourage diversity of experience, culture, ideas and opinions among our staff and partners. We seek to ensure and to recognise that each of us can take responsibility and create opportunities and help each other to reach our fullest potential. We foster a diverse, inclusive and safe environment.

## **Indigenous Peoples**

The term "indigenous peoples" is a common denominator for distinct peoples who, through historical processes, have been marginalised and denied their right to control their own development. For indigenous peoples, self-identification is the basic principle in claiming and asserting indigenous identity. Indigenous peoples present a vast spectrum of differentiated organisational representations depending on their history, relationship with the State, level of recognition and other contextual factors.

# A changing world for indigenous peoples

The past 30 years have seen remarkable progress in the recognition of indigenous peoples' rights at international level, including the adoption of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) by the UN General Assembly in 2007 and the establishment of specific international and regional human rights mechanisms mandated to monitor the implementation of indigenous peoples' rights.

This progress, however, is seldom reflected in indigenous peoples' situation at national and local levels, and the implementation gap continues to grow as states rarely respond adequately to the recommendations made by international and regional human rights mechanisms. The wellbeing of indigenous peoples tends to be largely ignored. There is a considerable need to turn the gains and results achieved at the international level into real changes for indigenous peoples on the ground.

The 2030 Agenda for Sustainable Development is a new and ambitious global agreement and a major step in the right direction. The UN system and nation states have shown collaborative efforts in agreeing 17 Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change. Both global agreements create a window of opportunity for indigenous peoples to advance their rights.

Indigenous peoples are among the most marginalised peoples in the world. They are discriminated against due to various forms of racism, prejudice, and historical injustices and colonisation. They are, in many countries, the poorest of the poor and experience more restrictions on their traditional livelihood practices, more health-related problems, and a higher lack of access to social services than any other population group.

Based on this fundamental marginalisation, indigenous peoples are particularly vulnerable to crisis situations such as violent conflicts. The current global rush for land and natural resources and the intensification of their exploitation is one of the main causes of the escalation of violent conflicts today, and indigenous peoples are among those suffering the most from this. Global trends such as demographic change, increasing consumption, and an increased demand for fossil fuels, minerals and timber are placing significant pressures on natural resources, including land and water. Additionally, the adverse effects of climate change and environmental degradation are leading to displacement, difficulties in accessing necessities, threats to lives and livelihoods from natural disasters and degraded or lost agricultural land. All of this threatens indigenous peoples and their livelihoods.

Natural resource-induced conflicts may well come to define global peace and security in the current century and will likely have negative impacts on the enjoyment of human rights by local communities in general and by indigenous peoples in particular.

Indigenous peoples live on lands with the highest availability of fossil fuels, minerals and forests and, at the same time, with the most biological diversity. They are highly dependent on their land and natural resources for their livelihoods, cultures and practices. As they fight for their lands and resources, they face a worrying tendency of being considered an obstacle to development or progress, and their rights to lands are continuously contested and violated. Indigenous peoples find themselves at the core of human rights violations, conflicts and competition over land and natural resources.

In 1948, states signed the Universal Declaration of Human Rights. Unfortunately, today, states appear to lack their past determination to strongly affirm the universality of human rights. We are witnessing a return of authoritarian tendencies and a widespread attack on civil society movements and organisations. All over the world, space for civil society is shrinking. According to the UN High Commissioner for Human Rights, the voices of civil society are being restricted, silenced or eliminated across the globe. In many countries, the voices of indigenous peoples and their organisations are being silenced through restrictive laws and policies but also through increased intimidation and threats. In fact, more than ever before, indigenous human rights defenders are being killed, attacked or harassed in their endeavours to secure their rights. States - while not necessarily the perpetrators - are unwilling or unable to protect indigenous peo-

ples and are even, in some cases, collaborating with the perpetrators. In many cases, struggles over land and resources result in the increased criminalisation of indigenous peoples.

Gender inequality is a major concern in many indigenous peoples' communities. Indigenous women experience multiple forms of discrimination: because of their indigenous identity, because of their gender, and often also because of poverty. Many of the violations faced by indigenous women are connected to their status as indigenous peoples, although gender-based discrimination within their communities amplifies these problems. Indigenous peoples' systems of governance and power structures are often highly gendered and may exclude women and their perspective from decision-making, which increases women's vulnerability to abuses of their human rights.

Increasing urbanisation is a global phenomenon. With a dire situation in local communities due to scarcity of resources and increasing conflicts, we see a general trend towards a massive out-migration from indigenous communities, particularly among the youth.

### **Three central problems for indigenous peoples: discrimination, climate change and land**

Indigenous peoples are **discriminated** in many ways: through lack of recognition of their mere existence and their right to determine their own identity in accordance with their own customs; in policies that undermine or discriminate against their land and natural resource-based livelihoods; and in practices that prevent them from fully and effectively participating in decision-making. Too often, their traditional production and livelihood practices are not recognised as valuable to the nation states they live in. The services they receive, such as schooling and health care, are in many cases inadequate and culturally appropriate. Indigenous women often face greater discrimination than men.

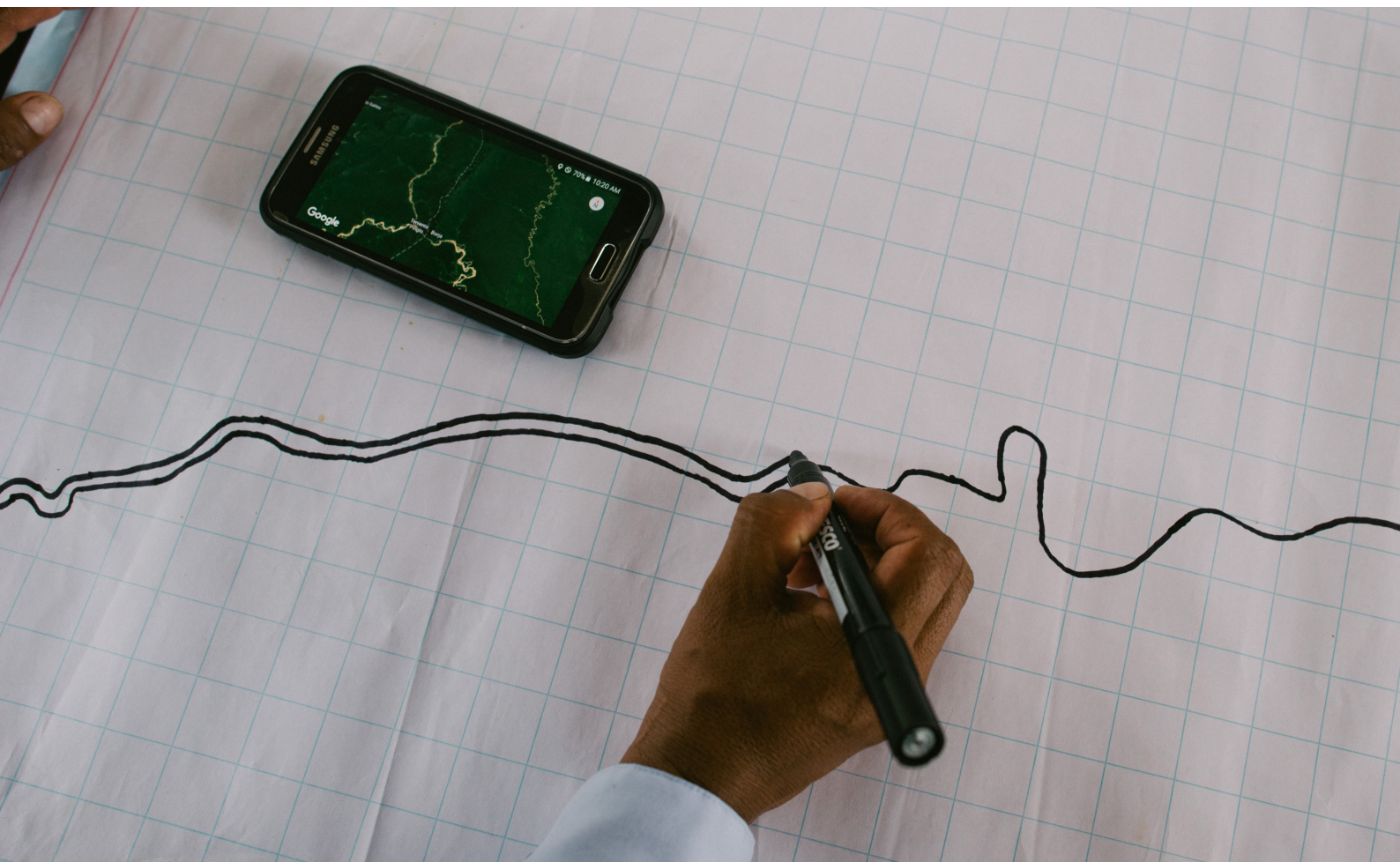
To indigenous peoples, land is central. Their collective **rights to land** are often not recognised, placing them in an extremely vulnerable situation. One quarter of the world's population is rural women; indigenous women are particularly dependent on and connected to the land. For indigenous peoples, and in particular women, the right to land and territory guarantees the reproduction of their way of life and enables them to exercise their right to their own development. Even when their land rights are recognised, this often does not prevent extensive land dispossession from taking place. Land is becoming an increasingly scarce resource as land dispossession is on the increase, leaving the younger generations with an uncertain future. The perpetrators are, among others, governments, big industry or smaller (sometimes illegal) traders and powerful individuals. The consequences are dire: a loss of livelihoods, identity, culture, risk of famine, migration and, in many cases, also lethal violence.

For centuries, indigenous peoples have lived sustainably, in harmony with nature. Now, as biodiversity is threatened and **climate change** is a harsh reality, their knowledge of and dependence on ecosystems and sustainable practices is crucial for addressing these challenges. However, there is little recognition of the contribution of indigenous peoples to climate change actions. Indigenous peoples – in particular women – are disproportionately impacted by climate change due to their close dependence on natural resources. Indigenous peoples therefore generally strongly support actions and commitments that result in emissions reductions and which will keep the global temperature rise below 1.5 degrees. They are, however, increasingly experiencing threats to their rights from large-scale climate initiatives, such as biofuel production and hydropower, when installed on their lands and territories without their consent. Too often, policy instruments and other initiatives seeking to mitigate climate change are being developed in a hurry, with no or very limited participation of indigenous peoples or concern for their rights.

This context requires increased efforts to uphold and promote indigenous peoples' rights, whereby we insist that international bodies and nation states have important roles to play while supporting indigenous people's own agency and engaging the global community in indigenous peoples' rights.



## 2. THE CHANGES WE WANT



We have big ambitions for indigenous peoples' rights. What we call 'breakthroughs' are visionary long-term goals that we aim to contribute to. Their chances of success depend on global attention and commitment to indigenous peoples' rights. Decision-makers, key influencers and the public must join us in the promotion of these rights. A worldwide movement for indigenous peoples' rights is not something that IWGIA alone can create but we will do our part in fostering a global movement and in creating real change for indigenous peoples.

The 2030 ambition and the three breakthroughs identified below thus guide our efforts and shape the choices we make in this strategy.

### Our ambitions

#### **2030 ambition**

Our ambition is that, by 2030, we have a world in which indigenous peoples' rights are respected and implemented. Systematic discrimination is no longer tolerated; the value of indigenous peoples to societies and to solving global and local challenges is recognised; and indigenous peoples have control over their lands and natural resources and the right to determine their own identity.

By 2030, we therefore believe that we must see three significant achievements:

## Our Global Breakthroughs for 2030

- ▶▶ Discrimination is no longer tolerated

We believe that all systematic discrimination of indigenous peoples must end. Countries must ratify and embrace ILO Convention 169 and the UN Declaration on the Rights of Indigenous Peoples and transpose them into national laws, public policies and institutional practices. Indigenous peoples - both men and women - will be standing up for their rights and must be welcomed by mainstream society when doing so.

- ▶▶ Indigenous peoples' rights are respected, and their knowledge valued in climate change and conservation actions

We believe that climate, conservation and development actions must respect the rights of indigenous peoples. Measures must be taken to mitigate the negative consequences experienced by indigenous peoples, especially women and their contribution to achieving sustainable development, sustaining biodiversity, and mitigating and adapting to climate change must be respected and actively supported.

- ▶▶ Indigenous peoples determine the future of their lands

We believe that the dispossession of indigenous peoples' land must be stopped. Their collective entitlement to land must be recognised, and territorial self-governance must be supported. We believe that discrimination of indigenous women must end and that their rights to land must be respected.

## The changes we want to see in the next three years

The ambitions for 2030 require that IWGIA takes significant steps over the next three years. We need to work at international and regional levels (Goal 1), strive for the recognition of indigenous peoples' rights at national level (Goal 2) and ensure that indigenous peoples themselves are empowered to take action (Goal 3). In recognition of the fact that indigenous women and young people face particular challenges, we choose to have a special focus on these groups (Goal 4).

### Goal 1: Strong international and regional bodies that:

- ▶▶ Adopt policies and take measures to promote indigenous peoples' rights, in particular related to land and climate issues, and with specific attention to the inclusion of indigenous women and youth
- ▶▶ Provide avenues for redress for human rights violations
- ▶▶ Hold states accountable to protect indigenous peoples' rights, in particular to land and natural resources.

By the end of three years we shall see:

- ▶▶ Key mechanisms, including the Green Climate Fund, address indigenous peoples' rights
- ▶▶ Data on indigenous peoples has been gathered, disaggregated by gender and is used by international bodies for monitoring indigenous peoples' rights, including in the implementation of the SDGs
- ▶▶ Violations of indigenous peoples' rights addressed by international and regional human rights mechanisms and grievance procedures

- ▶▶ A number of countries with changed laws, public policies and practices to secure the rights of indigenous peoples and to protect indigenous rights defenders.

## **Goal 2: National policies, institutions and plans adequately account for indigenous peoples' rights to land and natural resources**

By the end of three years we shall see:

- ▶▶ Land tenure security increased in a number of communities
- ▶▶ Climate actions increasingly taking indigenous peoples' rights into account
- ▶▶ National action plans on the implementation of indigenous peoples' rights developed, and indigenous peoples included in national plans related to the implementation of the SDGs in targeted countries
- ▶▶ Violation of indigenous peoples' rights by the private sector and by governments levelled off and no longer increasing in targeted countries.

## **Goal 3: Indigenous peoples are organised and are claiming and exercising their rights at national, regional and international levels**

By the end of three years we shall see:

- ▶▶ The contribution of indigenous peoples to sustaining biodiversity, and mitigating and adapting to climate change, being increasingly recognised in national and international policies
- ▶▶ Indigenous peoples successfully taking action against land dispossession and pushing for increasing land security in domestic laws and policies, and in regional and international bodies
- ▶▶ Indigenous peoples engaging successfully in international and regional mechanisms as part of their advocacy work on land
- ▶▶ More sustainable self-governance in targeted countries
- ▶▶ More indigenous peoples organised and exercising their rights at national and international level

## **Goal 4: Indigenous women and youth are actively involved in decision-making related to decisions affecting their lives**

By the end of three years we shall see:

- ▶▶ Indigenous women visible and actively engaged in achieving SDG5 "Gender Equality"
- ▶▶ International networks of indigenous women and youth coming up with strong positions related to their specific issues in international fora
- ▶▶ All IWGIA's project and programme work mainstreamed to include women and youth as key actors.



### 3. HOW WE WORK



#### **Where we work: from local to global**

IWGIA is a global organisation promoting, protecting and defending indigenous peoples' rights. Over the course of the years, IWGIA has been able to build and develop a unique partnership with indigenous peoples' organisations and networks from all regions.

At the global level, this partnership and the strategic alliances built with Nordic governments, particularly Denmark and Norway, have contributed to ground-breaking achievements in the recognition of indigenous peoples' rights which, among others, can be seen in the establishment of the three UN mechanisms dealing with indigenous peoples' issues, the adoption of the UN Declaration on the Rights of Indigenous Peoples and, more recently, the adoption by the UN General Assembly of the Outcome Document of the World Conference on Indigenous Peoples. At the regional level, IWGIA's support has led to the African Commission on Human and Peoples' Rights becoming the main platform for indigenous peoples' rights in Africa and the Inter-American Commission on Human Rights a main player in promoting indigenous women's rights.

At the local level, our support for indigenous peoples' organisations has led to a raft of changes, including stronger indigenous organisations, the inclusion and recognition of indigenous peoples in constitutional processes and legal reforms, the establishment of indigenous communication channels, the engagement of indigenous women in policy processes, the demarcation of land, the establishment of indigenous local governments, and favourable rulings by national and regional courts in support of indigenous peoples' rights.



In recognition of the fact that some indigenous peoples are more vulnerable than others, IWGIA supports indigenous peoples' organisations in countries where indigenous peoples' rights and their organisations are most challenged. We have projects in Africa, Latin America, Asia and Russia. Our focus countries are: Nepal, Bangladesh, India, Myanmar, Tanzania, Kenya, Bolivia, Peru and Russia. We facilitate best practices across the regions and support the building of a global movement by allying with stronger indigenous peoples' organisations and relevant institutions. Via our Yearbook, we document rights breaches and positive advancements in almost all countries in which indigenous peoples live, and analyse regional and global trends. At the regional and global level, we advocate for all indigenous peoples' rights together with our partners, for the benefit of all indigenous peoples. In this way, IWGIA plays a global and unifying role for indigenous peoples. This is possible due to our principle of non-interference with indigenous peoples' own political agendas or controversies between groups, resulting in a high level of trust towards IWGIA.

## **IWGIA's Theory of Change**

### **Partnerships**

For us, everything starts with partnerships based on respect for indigenous peoples' right to self-determination and the conviction that empowerment of indigenous peoples is the most effective driver of change. As we are a non-indigenous organisation, our legitimacy depends on what value we add to indigenous peoples' aspirations. Everything we do is with and in support of indigenous peoples.

We promote indigenous peoples' capacity to act by supporting their organisations. We connect their organisations in order to strengthen global solidarity. And we promote indigenous peoples' aspirations at the regional and global levels.

IWGIA has two types of partnership. Project partners with whom we implement projects and strategic partners with whom we work to achieve policy changes.

IWGIA's project partners are first and foremost indigenous peoples' own organisations. Activities supported by IWGIA are largely designed and implemented by indigenous peoples' organisations themselves. An important criterion for IWGIA's choice of partners is that they are rooted in their indigenous communities, and that they are recognised as their legitimate representatives and advocates.

Our unique strategic partnerships with a large number of partners, including indigenous organisations in developed and developing countries, UN agencies, international/regional human rights institutions, and civil society organisations, are one of IWGIA's main assets. In close cooperation with our strategic partners, we coordinate and enhance advocacy efforts at national, regional and international levels in pursuit of common objectives within a framework of dialogue, mutual trust, respect and cooperation.

### **Our core way of fostering change: empowerment, advocacy, and documentation**

We believe that our unique contribution to achieving change for indigenous peoples is to document indigenous peoples' situations and violations of their rights, and to analyse trends; to empower indigenous peoples' through organisational support and projects on the ground, and by supporting human rights institutions to advance indigenous peoples' rights; and to conduct advocacy with and in support of indigenous peoples towards key duty-bearers at international, regional and national levels.

Our **documentation** provides indigenous peoples with data and argumentation to advocate for their cause, whether at local or global levels. It gives policy makers evidence of the realities on the ground and recommendations on what measures should be taken. Plus, it is a source of information for students, academics, journalists and others interested in understanding and following the development of indigenous peoples' rights.

One of the major challenges that many indigenous peoples face is the lack of institutional capacity to address the problems confronting them. Supporting the self-organisation of indigenous communities and capacity enhancement of indigenous organisations is therefore one of IWGIA's priorities. This is what we call **empowerment**. These two elements of empowerment are closely interlinked: targeted capacity development, such as training and support for the institutional strengthening of indigenous peoples' organisations, and self-organising activities such as the formation of organisations, movements, exchange and coordination of activities. To enhance the space for indigenous peoples' organisations to act, we also support the capacity development of key human rights institutions.

For IWGIA, **advocacy** is about supporting indigenous peoples' own organisations to carry out advocacy work at local and national level based on their visions and priorities. National level advocacy includes advocacy for legislative changes and the implementation of existing laws. This is supplemented with support for indigenous peoples' representatives to participate in relevant international and regional fora for the further advancement of indigenous peoples' rights. We support these efforts through our own advocacy actions in global networks, with international institutions, governments and the donor community.

By documenting indigenous peoples' situations and the violations of their rights (documentation), by supporting the capacity and self-organisation of indigenous peoples' own organisations to act (empowerment), and by achieving changes in policies and practices through advocacy with and by indigenous peoples, using solid documentation, we shall see lasting change.

### **Three key approaches in our work: a human rights-based approach, flexible & swift actions, and a multi-level presence**

We work through a human rights-based approach, in a flexible and swift manner, and through many levels, from local to global.

Our work will always be guided by the UN Declaration on the Rights of Indigenous Peoples as the most comprehensive international instrument on the rights of indigenous peoples, and ILO Convention 169. We will actively engage in the work of UN mechanisms mandated to monitor the implementation of indigenous peoples' rights and the Sustainable Development Goals.

IWGIA sees a **human rights-based approach** as both a means and an end in its support of indigenous peoples. All IWGIA's strategies and programmes are therefore framed and informed at all stages by international human rights standards. We deem the various problems facing indigenous peoples as stemming from the lack of implementation and respect for their rights, and we believe in promoting their internationally-recognised rights. We work with the full range of human rights, including political, economic, social and cultural rights, putting special emphasis on the collective aspects of these rights.

IWGIA's work is guided by the following core human rights conventions and declarations:

UN Declaration on the Rights of Indigenous Peoples (2007)

The Universal Declaration on Human Rights (1948)

ILO Conventions 107 and 169 (1957 & 1989)

The International Covenant on Civil and Political Rights (1966)

The International Covenant on Economic, Social and Cultural Rights (1966)

The International Convention on the Elimination of All Forms of Racial Discrimination (1965)

The Convention on the Elimination of All Forms Discrimination against Women (1979).

IWGIA's Human Rights-Based Approach rests on a set of closely interlinked and mutually reinforcing human rights principles (see box below).

### **The principles of IWGIA's Human Rights Based Approach:**

Indigenous peoples are rights-holders. Indigenous peoples are rights-holders and not merely stakeholders. They have certain undisputed rights that they can claim.

Empowerment. Indigenous peoples must be empowered in such a way that they are able to speak to their own cause and claim their rights.

Participation and inclusion. Indigenous peoples' own priorities and strategies guide the cooperation and concrete support that IWGIA provides. IWGIA's trademark is our participative and inclusive approach to partners. While fully respecting indigenous peoples' cultures and traditions, upholding a rights-based approach in our work is central. Culture must never become an excuse for exclusion or discrimination. Adhering to the principle of inclusion, we believe in promoting the full participation of all groups of indigenous rights-holders, in particular women and youth.

Non-discrimination and vulnerable groups. We put a particular focus on groups of indigenous peoples who are particularly vulnerable to discrimination and human rights violations. These groups include hunter/gatherers, pastoral nomads, indigenous peoples in voluntary isolation, and indigenous migrants. Within indigenous communities, there is however also a need to pay special attention to vulnerable groups such as indigenous women and youth.

Transparency and accountability. One of the core areas of IWGIA's work is monitoring the human rights performance of duty-bearers in order to hold them accountable for a lack of implementation or respect of rights. In our view, however, the principle of transparency and accountability not only applies to states but also to indigenous organisations and other indigenous and non-indigenous civil society actors, including ourselves. We therefore require that IWGIA and our partners work in a transparent way and uphold full accountability in line with internationally-recognised standards.

IWGIA combines long-term consistent efforts with a **flexibility and swift-response** approach when needed. We live in a world where situations and problems change and emerge all the time, and where it is impossible to predict the most burning issues years in advance. While recognising the need for strategic directions and priorities, IWGIA therefore also maintains its flexible approach as a cornerstone of our working methods. This is most noticeable in our urgent alerts where we document human rights breaches and call responsible duty-bearers to action, as well as in our project support to partners when indigenous peoples experience urgent human rights breaches.

IWGIA applies a **multi-level approach**. We work locally with indigenous communities and their organisations, nationally with governments and other stakeholders, regionally with relevant human rights mechanisms and internationally via the UN system and related bodies. We take our point of departure in local needs and ownership and facilitate access and outreach to regional and international platforms and arenas. This approach enables us to address the root causes of human rights violations and achieve genuine and sustainable solutions based on indigenous peoples' own visions.

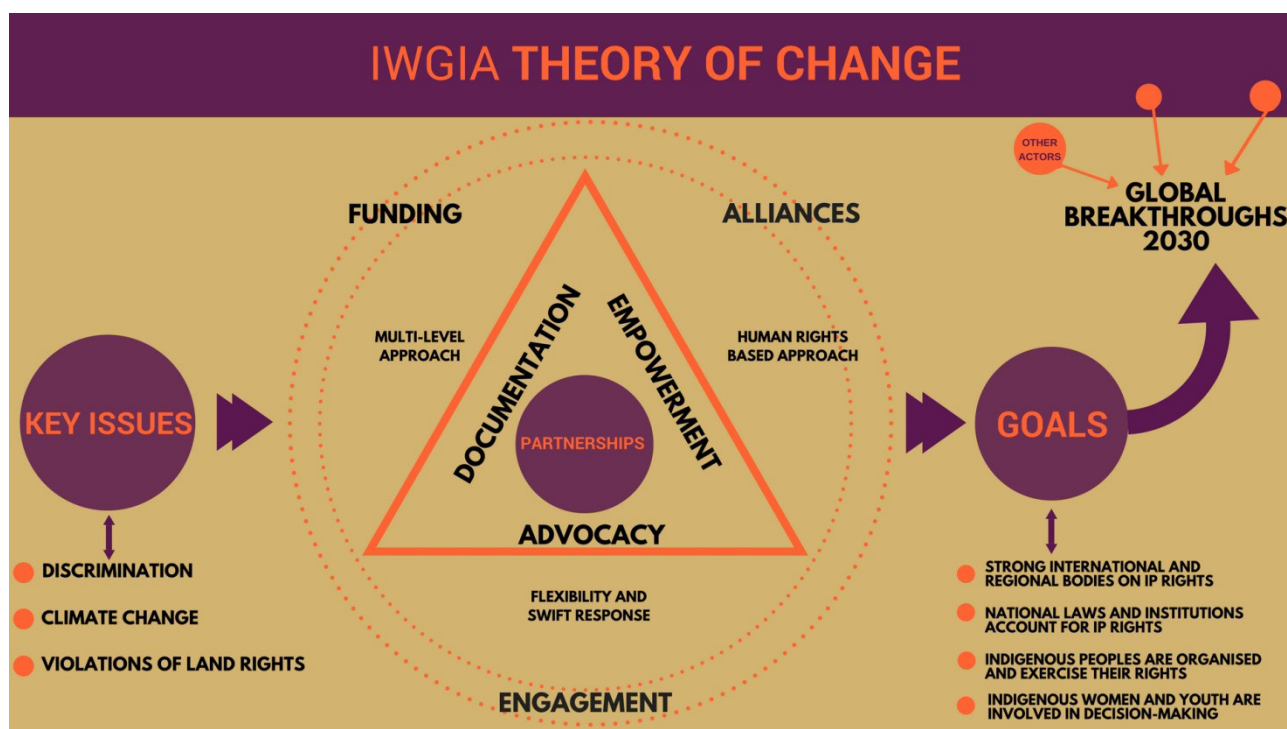
## We cannot do it alone: alliances, engagement and funding

We cannot achieve our goals alone.

**Alliances** with relevant stakeholders are important. Environmental and development organisations working with broader agendas need to adequately account for indigenous peoples' rights. Human rights organisations are potential strong allies for indigenous peoples. The private sector is a key driver of change in the world, often – however - to the detriment of indigenous peoples' rights. If we are to achieve our 2030 ambitions, we need all stakeholders to move along together.

We believe our cause has the potential to **engage** many people and organisations. Standing Rock, where the Sioux Indians in North America protested against an oil pipe, and achieved global support in their fight for their rights to land and clean drinking water, is an illustration of the engagement that is possible. Today, broad engagement is a powerful way of creating change, as both companies and decision-makers are attentive to public opinion - and people want and expect to engage. Social movements are popping up and attracting active citizens, and NGOs will lose their credibility if they do not cater to these new trends.

Only with others is it possible to achieve the 2030 ambitions and our goals. And we - and others - need **funding** to carry out the work: to support the projects on the ground and the documentation and advocacy work we carry out together with partners.





## 4. WHAT WE WILL DO



### What we have already set in motion

Recently IWGIA has made a number of organisational changes. We have:

- ▶▶ Reduced the number of countries in which we support projects
- ▶▶ Changed from a regional to a thematic focus, with three themes: Land Rights & Territorial Governance, Climate & Conservation, and Global Governance & Effective Mechanisms. Along with this institutional strategy, we have developed sub-strategies for all three themes
- ▶▶ Enhanced our communication, including increased press hits, and launched a new web page. We have developed a communications strategy
- ▶▶ Institutionalised and increased our fundraising efforts. We have developed a fundraising strategy.

With a strong theory of change and a clear strategic direction, we believe that we are well equipped to reach the goals set out in this strategy. The strategy gives us clear guidance when we develop projects with partners, when we plan documentation, and when we support and carry out advocacy work. Having said that, as a learning organisation, we must develop and revise our work continuously.

# What we will focus on over the next three years

To achieve the results sketched out in part 3, in particular we will:

- ▶▶ Strengthen the synergy between documentation, empowerment and advocacy by ensuring that indigenous peoples' organisations have the knowledge and capacity to act on achievements made at policy levels
- ▶▶ In our international and regional advocacy take departure in the situation of indigenous peoples' in our focus countries and carry out advocacy on what is most likely to achieve changes for them
- ▶▶ Facilitate (where relevant) networks of partners for effective advocacy and lobbying at national and international levels in policies, plans and implementation
- ▶▶ Increase our focus on human rights violations that need urgent action, continue to react fast, and strengthen our communication and follow-up
- ▶▶ Reach out to progressive parts of the private sector and build our in-house knowledge and skills to aid them in respecting indigenous peoples' rights. Collaborate with other NGOs/institutions with a longer track record on private sector engagement when it comes to private sector behaviour that breaches indigenous peoples' rights
- ▶▶ Do partner assessment and scoping in selected countries to optimise our partner portfolio. Pay particular attention to supporting women's and youth organisations, and to smaller and more remote partners and linking them up with bigger and stronger partners. Facilitate the institutionalisation of international advocacy experience within the partner organisations
- ▶▶ Enhance our internal learning through regular reviews of specific aspects of our work.

In addition, there are three areas in which we must pay special attention to ensure success in our goals. We want to:

- ▶▶ Strengthen IWGIA as a knowledge-based organisation
- ▶▶ Be an open and engaging organisation with strong alliances
- ▶▶ Increase our financial sustainability.

## IWGIA as a knowledge-based organisation

A key cornerstone of IWGIA's approach is our documentation of indigenous peoples' situation and violations of their rights. Over the next three years, we want to strengthen our role as a global knowledge centre for indigenous peoples' rights. We will strengthen our documentation of situations on the ground, spot new global and regional trends, and increase our role in monitoring human rights. We want to enhance the use of our documentation to create change for indigenous peoples. This means that, over the next three years, we will:

- ▶▶ Strengthen project partners' capacity to carry out thorough documentation of local situations
- ▶▶ Gather and use data to a greater extent, including longitudinal studies of change
- ▶▶ Identify and document global trends and link them to local realities

- ▶▶ Ensure that our timing is just right for creating real change, whether at local, regional, or global level
- ▶▶ Explore the possibilities of publishing urgent alerts and other documentation about human rights violations in more countries (where we do not have projects) and linking them to other measures to put a successful stop to these
- ▶▶ Redesign our successful Yearbook to reach an even larger audience
- ▶▶ Further develop and use media channels such as radio podcast and video.

In our endeavours, we will explore collaboration with other actors that can bring with them competence in, for instance, data, long-term studies etc. In 2018, we will produce a Publications and Documentation Strategy that develops this area further.

### **IWGIA as an open and engaging organisation with strong alliances**

IWGIA wants to contribute to fostering a global movement on indigenous peoples' rights, driven by indigenous peoples and with those who stand by them. This means that in this strategy period we will:

- ▶▶ Continue to support the movement for indigenous peoples' rights in the global community of indigenous peoples, including those non-indigenous actors that actively support their cause (inner pink circle) through project work, advocacy and documentation
- ▶▶ Explore to what extent it is viable for us to further develop into being the go-to global organisation on indigenous peoples' rights, by not only strengthening our own work and our communication of it but also by communicating campaigns, projects and publications of other actors and taking on a 'connecting' role to further unite the indigenous peoples' global community
- ▶▶ Link into the campaigning space of other organisations working with indigenous peoples, contributing our expertise (projects, advocacy, documentation) or simply amplifying a case, concern or solution.

We want to seek new alliances with organisations, institutions and the private sector (purple circle) that will further the cause of indigenous peoples' rights. We will:

- ▶▶ Make new alliances with other development and human rights organisations, where IWGIA's role will be to contribute expertise on and support to indigenous peoples
- ▶▶ Collaborate with progressive parts of the private sector in a pragmatic case-by-case approach and strengthen their knowledge and use of Free Prior and Informed Consent (FPIC) and other instruments to strengthen indigenous peoples' rights.

We want to engage the public (brown circle) in our cause and the struggles of indigenous peoples. We will:

- ▶▶ Increase our outreach on social media, primarily Facebook and Twitter, to audiences in the Nordic countries firstly, and secondly globally, and give people an opportunity to engage (not just be informed) through sharing, replying or donating
- ▶▶ Become a more open organisation in Denmark where supporters can actively engage in IWGIA's work and in supporting the cause. Exactly how this will take place will be further defined in the Engagement Strategy to be developed in 2018.

## ENGAGEMENT AND ALLIANCES



### Funding

In this strategy period, we will diversify our funding portfolio and grow our turnover in order to become less vulnerable and able to achieve our goals as set out in this strategy. To be agile and innovative, we need to grow our unrestricted funding. We will:

- » Continue our focus on raising and diversifying institutional funding, so that no donor makes up more than fifty percent of our total portfolio
- » Seek funding from private individuals and foundations.

We will strive to increase our turnover by 20 per cent by the end of 2020, compared to the 2017 level.

## Implementing and monitoring the strategy

This strategy will first and foremost be implemented through a number of strategy plans that have base-lines, measurable targets and indicators. Several strategy plans are already in place and will subsequently be revised to ensure that they reflect the strategy. They are:

- » Communications Strategy
- » Fundraising Strategy
- » Sub-strategy on Land Rights and Territorial Governance
- » Sub-strategy on Climate and Conservation
- » Sub-strategy on Global Governance and Effective Mechanisms.

Two new strategies will be drawn up in 2018:

- » Publications Strategy
- » Engagement Strategy.

An annual Key Implementation Plan will be established that pools together key initiatives and specifies annual milestones towards implementation of the Institutional Strategy. Once a year, IWGIA's Board will take stock of progress towards the strategy and discuss adjustments to it.



# ANNEX 1

## GOVERNANCE

IWGIA is an international membership organisation. The majority of IWGIA's members are people active in civil society and interested in indigenous issues. Among them are researchers, human rights activists, students, development practitioners, etc. One of IWGIA's most valuable resources is a global and comprehensive network of indigenous peoples' organisations, support NGOs, international institutions, indigenous and non-indigenous academics and experts working with indigenous peoples and issues, which IWGIA has nurtured over the past five decades. IWGIA regularly draws on this network and they have been consulted for this strategy.

### **The International Board**

The highest governing body of IWGIA is the International Board with a membership of seven persons. The employees have a permanent observer, who is elected by and from among the staff.

The Board holds at least two annual meetings, more if the Chair deems it necessary or a Board member, the Executive Director or auditor so requests.

The Board guides IWGIA's work in accordance with the organisation's institutional strategy and annual budget.

### **The Secretariat**

The executive body of the organisation is the International Secretariat, which is headed by the Executive Director. The Executive Director is hired by the Board and assisted by the Head of Finance and Administration in the leadership functions. The power to hire and fire staff members lies with the Executive Director.

The Secretariat is located in Copenhagen. As of 1st October 2017, IWGIA's staff members total approximately 16 persons.

IWGIA's activities are implemented under three thematic programmes (teams) focused on the following themes: 1) Land Rights and Territorial Governance, 2) Global Governance and Effective Mechanisms, and 3) Climate and Conservation. Each thematic programme is coordinated by a team leader.

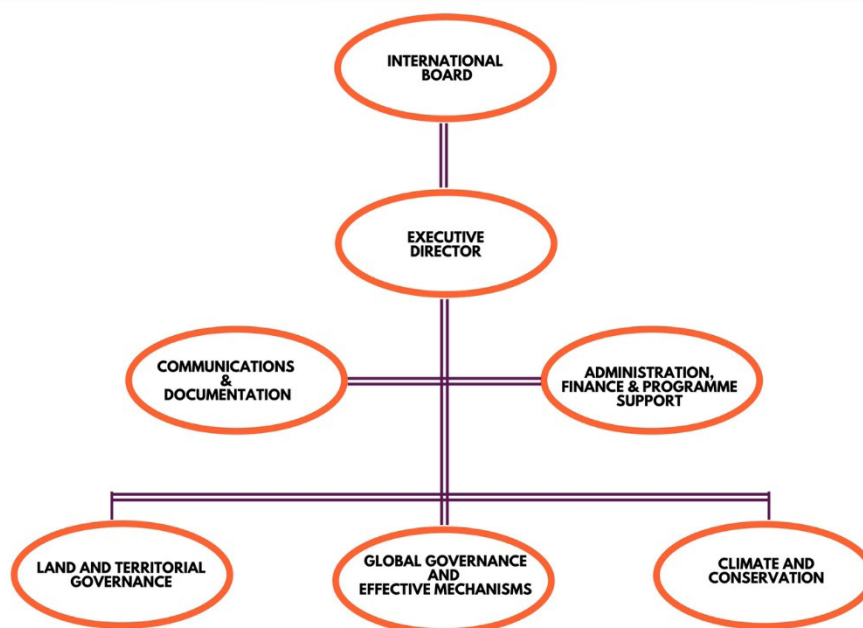
In addition, there are two crosscutting teams, one that deals with all issues related to Administration, Finance and Programme Support, which is led by the Head of Finance and Administration, and another that deals with all issues related to Communications and Documentation issues.

### **Governance policies**

A document comprising all of IWGIA's governance policies has been developed.

These policies constitute the main reference document for IWGIA's Board members and refer to both governance policies and operational policies. The former regulate the activities of the Board members, the latter the activities of IWGIA's Executive Director.

# ORGANIGRAM



## ANNEX 2

# OUR HISTORY AND MAIN ACHIEVEMENTS

The International Work Group for Indigenous Affairs (IWGIA) was founded as a working group in August 1968 by a group of concerned scholars, mainly anthropologists, driven by a global perspective to defend the rights of indigenous peoples.

Reports of gross violations of human rights committed against indigenous peoples in Latin America prompted this group of scholars to establish a working group. The group soon developed into an international organisation aiming at defending and promoting the rights of indigenous peoples, and its international secretariat was established in Copenhagen.

The initial focus of the organisation was to document human rights violations committed against indigenous peoples in all parts of the world. This has remained a focus to this day, and IWGIA has over the years published numerous solid and well-researched books and reports, which carry great authority and are highly valued by indigenous peoples and all the actors working for their cause.

From the very beginning, IWGIA's focus remained strictly on indigenous peoples, while most other like-minded NGOs that grew up in the late 1960s had either a broader minority focus or were more restricted to solidarity with a specific indigenous group. IWGIA's policy aim was to increase concern among governments, professionals and an international audience as to the human rights situation of indigenous peoples. While this focus has remained constant during IWGIA's almost 50 years of existence, the means of doing this have changed dramatically in accordance with changes in national and global policies, funding opportunities, the development of communications technology and, not least, the entrance of indigenous organisations onto national and international arenas.

After a few years, IWGIA's focus diversified, with more effort put into supporting the establishment of indigenous organisations in the Americas, the Arctic and also in Asia. In this process, IWGIA maintained – as very few NGOs did in those days – its work with and not for indigenous peoples. IWGIA was the first international NGO which directly supported the establishment of indigenous organisations and networks – initially in Latin America and Asia and, from the late 1980s, also in Russia and Africa. When IWGIA acquired Observer NGO status in the United Nations (1989), this status was used to facilitate access to indigenous peoples' organisations that could not otherwise have entered the UN, and IWGIA actively promoted and supported the participation of indigenous representatives from Russia and East and Southern Africa in the only UN body dealing with indigenous peoples' rights at that time, namely the Working Group on Indigenous Populations. At the same time, IWGIA also started project support to the indigenous organisations to empower and enable them to resist human rights violations and advocate for their rights and survival.

From the start, IWGIA took a human rights-based approach to the work for indigenous peoples. One of its main ambitions was therefore to have the United Nations take up the violations of the human rights of indigenous peoples and to hold governments accountable for their human rights obligations. This ambition remained unachieved for many years, and it was only in the early 1980s with the establishment of the UN Working Group on Indigenous Populations and when the process of revising the ILO Convention 107 began that IWGIA started focusing on the United Nations, and international human rights advocacy became one of the main pillars of IWGIA's work.

The developments regarding indigenous peoples' engagement in the UN had an enormous impact on indigenous peoples' movements throughout the world, and IWGIA seized the opportunity not only to ad-

vocate for the cause of indigenous peoples in other regions such as Africa and Russia but also to take a proactive role in developing strong cooperation links with Nordic governments, which were beginning to expand their policies on development cooperation and prioritise respect for human rights. This is reflected in the focus placed by IWGIA in the 1990s on promoting dialogue with governments wherever possible and putting pressure on donor governments to support initiatives aimed at empowering indigenous peoples, including institutional building of indigenous organisations.

The strategic alliances established during the 90s with Nordic governments and the financial support granted to the organisation by these governments gave IWGIA a unique strength to promote the rights of indigenous peoples. This manifested itself, firstly, during the establishment of the UN Permanent Forum on Indigenous Issues and in the negotiation process leading to the UN Declaration on the Rights of Indigenous Peoples and, recently, during the process towards the World Conference on Indigenous Peoples. In these three processes, IWGIA played a unique role, policy wise, and in supporting indigenous peoples' own initiatives to develop their own strategies, assisting them in engaging in a direct dialogue with governments and facilitating the professional and practical participation of indigenous peoples.

In the 1990s, IWGIA acquired observer status with the African Commission on Human and Peoples' Rights (ACHPR), which it considered another important regional/international platform from which to advance indigenous peoples' rights, specifically on the African continent. IWGIA started collaboration and partnership with the ACHPR in 2002, and this led to very significant results, including African states' endorsement of the UN Declaration. When IWGIA began this collaboration and support, the ACHPR had never even heard of the issue of indigenous peoples' rights and refused to work with it. Fifteen years later, the ACHPR has developed into the main platform for indigenous peoples' rights on the African continent. It has developed a strong and ground-breaking normative framework, it has a well-functioning and very active special mechanism for the promotion and protection of indigenous peoples' rights, and it has issued standard-setting legal rulings.

As an international organisation, IWGIA never developed a large membership base but rather a strong, professional network of concerned individuals, academics, NGOs and international institutions. Even more important, however, has been the establishment of a unique global network of indigenous peoples' organisations that associate themselves with IWGIA and support IWGIA's neutrality – in relation to indigenous peoples' organisations' own agendas, governments and specific political interests.

When direct support for indigenous peoples' organisations to implement projects at country level became part of IWGIA's portfolio at the beginning of the 90s, it was as an integrated component of an holistic approach, combining documentation, human rights, advocacy and capacity development of indigenous peoples' organisations. This is still IWGIA's core way of fostering change and achieving its goals.

For the last 30 years, in its project support, IWGIA has maintained a focus on capacity building, institutional strengthening of indigenous organisations and land defence. This has been complemented with the financial and technical support provided to bring their cases to relevant international human rights mechanisms and to carry out advocacy initiatives at national, regional and international level for the recognition and the protection of their rights. IWGIA's project work has always placed particular emphasis on supporting indigenous peoples' own initiatives aimed at defending their land rights, including the titling of their lands and territories, both considered a pre-condition for the protection of indigenous human rights and the control of their futures.

IWGIA's core method of fostering change for indigenous peoples by documenting their situation; reporting on violations of their rights and analysing trends; empowering indigenous peoples' through organisational support and projects on the ground and by supporting human rights institutions to advance indigenous peoples' rights; and by conducting advocacy with and in support of indigenous peoples' in relation to key duty-bearers at international, regional and national level has indeed proved an invaluable approach for the advancement of indigenous peoples' rights worldwide. The success of this approach is reflected in the fact that IWGIA has emerged as one of the main global expert organisations on indigenous issues, as a legitimate and loyal ally of the indigenous movement and as a recognised partner of intentional institutions.



## **Some highlights in relation to IWGIA's recent successes and achievements**

### **The global network for indigenous peoples' rights**

Over the years, one of IWGIA's most valuable successes has been the creation of a unique global and comprehensive network of indigenous peoples' organisations, human rights advocates, academic experts and international institutions working on indigenous peoples. This has been possible thanks to our sustained engagement and contribution to the cause of indigenous peoples at national, regional and global level. Our global network has been a tremendous resource in the development of our strategies, the implementation of our activities at all levels, and the achievement and assessment of our results.

### **Documenting and raising awareness of the situation of indigenous peoples**

IWGIA has, over the years, published one of the most comprehensive collections of books, journals, briefing papers, reports and articles on indigenous issues, as well as a growing number of videos and multimedia materials. Apart from contributing to raising awareness of indigenous issues through knowledge-based documentation, IWGIA's publishing activities have also made it a trusted source of information on indigenous peoples, for indigenous peoples and other relevant stakeholders.

IWGIA's annual flagship publication "The Indigenous World" is internationally recognised as a unique monitoring tool of indigenous peoples' human rights situation and is widely used by indigenous peoples, multilateral organisations, development practitioners, academics and donors as a reliable, quick and easy reference point for policy input to State officials, diplomatic missions, and high-ranking officials of international institutions concerned with indigenous peoples' rights and challenges.

### **Partnership leading to stronger advocacy results**

Over the course of the years, IWGIA has been able to build and develop a unique partnership with indigenous organisations and networks from all regions. This has significantly helped to coordinate and enhance advocacy efforts at national, regional and international level in pursuit of common objectives, within a framework of dialogue, mutual trust, respect and cooperation. The results achieved through this are reflected in the establishment of the three UN mechanisms dealing with indigenous peoples' issues, the adoption of the UN Declaration on the Rights of Indigenous Peoples and, more recently, in the adoption by the UN General Assembly of the Outcome Document of the World Conference on Indigenous Peoples, the increased attention from the UN Treaty Bodies and the UPR to indigenous peoples' rights, the references to indigenous peoples' rights and traditional knowledge in the Paris Agreement on Climate Change, the inclusion of six explicit references to indigenous peoples in the Sustainable Development Goals and the commitment expressed by states in the 2030 Agenda to empower and engage indigenous peoples in implementing and reviewing progress in achieving the SDGs.

IWGIA has also established a unique partnership and working relationship with UN mechanisms dealing with indigenous peoples' issues (UNPFII, EMRIP and SR) in order to maximise the effectiveness of their mandates. As a result of this partnership, many initiatives such as thematic seminars, sensitisation workshops, country visits, round-table dialogues and so on have been co-organised with IWGIA. These initiatives have resulted in submissions and specific recommendations made to states regarding indigenous peoples' rights and have enhanced constructive dialogues between the UN, states and indigenous peoples. As a result of the strategic partnership established between IWGIA and UN agencies such as IFAD and the OHCHR, with the aim of following up implementation of the WCIP Outcome Document, an increasing number of states in Asia, Africa and Latin America are engaging with indigenous peoples' organisations at country level to develop action plans to advance the implementation of indigenous peoples' rights.

At regional level, IWGIA has for many years partnered with the ACHPR and the Inter-American Commission on Human Rights, and has financially and technically supported their work with a view to strengthening strong continental platforms that can be used by indigenous peoples for respect and protection of their rights. Our achievement in this regard is that the African Commission has developed from a stage whereby it had never heard of or dealt with indigenous peoples' rights to a level where it is now the key regional platform for indigenous rights' issues in Africa and the Inter-American Commission has become the main source of jurisprudence on indigenous peoples' rights.

## **Empowerment of indigenous peoples**

Due to IWGIA's long-term capacity development efforts to support indigenous peoples' own organisations at the national or local level, we have seen an increase in community capacity building and mobilisation leading to many successes, including the policy engagement of indigenous peoples at country level, the inclusion and recognition of indigenous peoples in constitutional processes and legal reform, the creation of indigenous communication channels, the engagement of indigenous women in policy processes, the demarcation of land, the construction of indigenous local governments, favourable rulings from local, national and regional court, etc. Thanks to the support provided by IWGIA, many indigenous peoples' organisations have become better at monitoring, documenting and communicating human rights violations within their communities, and they have engaged in bold and informed human rights advocacy at national, regional and international level.

# ANNEX 3

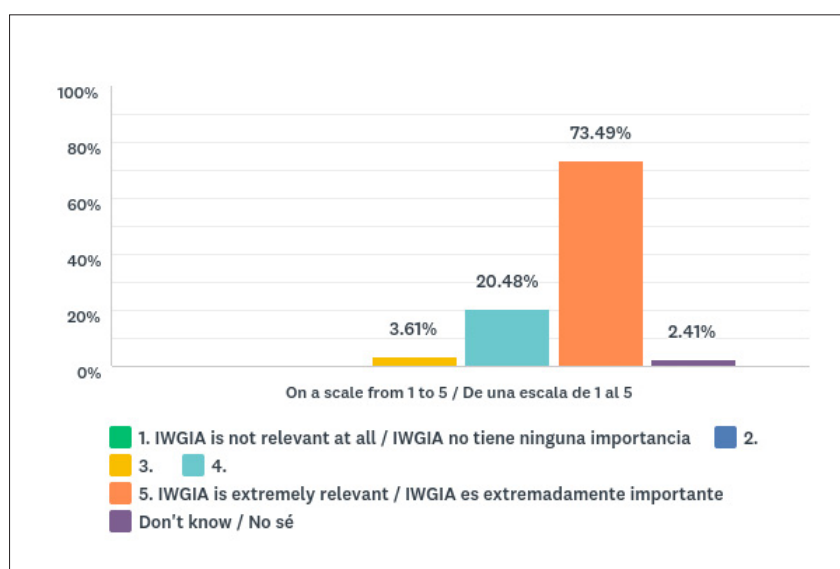
## WHAT OUR STAKEHOLDERS THINK

In mid-2017, IWGIA conducted a survey among our network of stakeholders (project partners, strategic partners, donors and others). The survey showed encouraging results.

IWGIA is highly respected among its stakeholders. On a scale of one to five (where five is the highest) IWGIA scores an average of 4.5 or more in terms of overall relevance, overall achievement, and partnerships.

88 per cent of the respondents had read at least one of our publications in the last year, and 75 per cent had found them 'extremely relevant'.

### Relevance



*IWGIA's overall relevance in relation to further indigenous peoples' rights.*

Three out of four stakeholders thought IWGIA extremely relevant to furthering indigenous peoples' rights. In the words of one of the respondents:

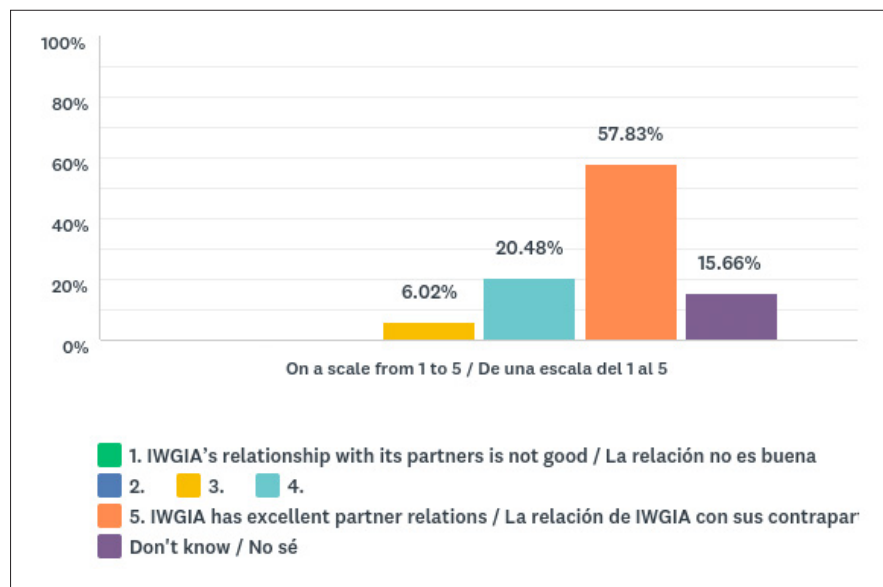
*"IWGIA has played a very, very effective role in helping and giving a platform for voiceless indigenous peoples [...] IWGIA has always been there to help Indigenous Peoples, therefore has its relevance"*

Respondents expressed many reasons for this relevance but the partners particularly stressed IWGIA's importance in linking peoples and organisations across geographical areas by providing information and documentation on indigenous peoples' situations. Nine out of ten had read at least one of our publications within the past year and noted that it provided them with important insights as well as being a tool for advocacy.

*"IWGIA's publications are unique as there is no other organisation or institution that produces the annual Indigenous World [IWGIA's yearbook] and specific analyses about Africa, a region that still requires studies. All publications of IWGIA are actually precious because they bring out Indigenous authors' expert voices on cutting-edge topics."*

*"I think IWGIA excels at collecting and presenting accessible and detailed information drawn from as close to the ground as possible. Each of these books was well researched and credible, and gave me the information I was seeking."*

## Partnerships



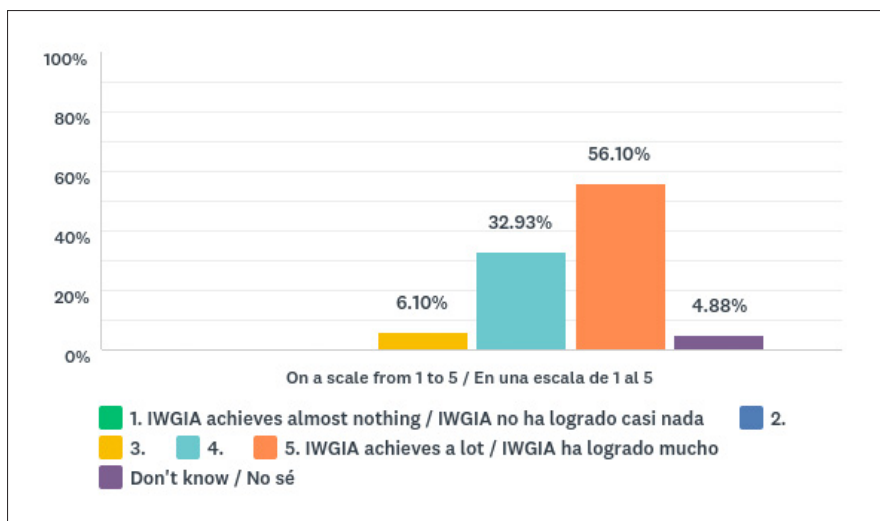
The respondents' answers demonstrate that IWGIA has excellent partner relationships. Comments show that the relationship is characterised by trust, respect and transparency. IWGIA is described as an organisation that is heavily engaged in partnerships and is highly appreciated for listening to and respecting partners' ideas.

*"IWGIA takes its partners on equal footing unlike other international organisations [...] IWGIA knows no complexes of superiority or inferiority for that matter [...] It always respects the views of its partners but also brings up its own views as well. It is extremely humane and kind, but it can also be firm whenever it is necessary."*

## Accomplishments

In the eyes of our stakeholders, IWGIA has achieved a great deal in terms of awareness-raising, monitoring, advocating and empowering, among many other things. Comments from stakeholders noted that IWGIA has played an important role in improving the conditions of indigenous peoples thanks to our efforts in working with indigenous peoples on the ground, as well as being a resource and a support in important international fora.





#### IWGIA's overall achievements

*"If you look in retrospect on the development of Indigenous Peoples' Rights over the last 30 years, and the momentous achievements from nil, anyone will notice IWGIA as a leading mover and catalyst in this extraordinary development, and maintaining a very respected position by all stakeholders all the way through. The relatively low public profile may be a contradiction in terms, and a strategy to make IWGIA and its achievements more conspicuous without falling in the trap of shameless self-promotion, should be thought out"*