



**Global
Alliance**
of Territorial
Communities

SHANDIA

WORK PLAN 2025



Background – The struggle for direct funding and the Shandia Platform

The subject of direct funding is a recurring theme in global discussions about climate change and biodiversity conservation. As noted during the organization of the Shandia Forum, there is a political consensus that this issue is key to the effectiveness for facing the polycrises we live in. The Shandia Platform has been a cornerstone in advancing this agenda, driving notable progress despite systemic challenges. Yet, while commitments to enhance direct funding for Indigenous Peoples and Local Communities (IP&LCs) have been broadly voiced, action often lags behind rhetoric, exposing a troubling imbalance.

Since the advocacy of IP&LCs brought attention to the asymmetry between their critical role in addressing climate change and biodiversity loss and the resources allocated to them, some progress has been achieved. According to the April 2024 report by the Rights and Resources Initiative, annual resources directed to IP&LCs have averaged \$517 million since 2020—a 36% increase compared to the previous four years. This uptick owes much to investments by the Forest Tenure Funders Group (FTFG), which contributed to 72% of the increase, reinforcing the importance of the \$1.7 billion Pledge established at COP26 in 2021. Additionally, the Global Biodiversity Framework Fund (GBFF), launched in 2023 under the Global Environment Facility (GEF), promised \$211 million, with a non-binding commitment to allocate 20% of resources to IP&LC projects. However, only \$37.8 million has been directed toward projects in Mexico, Gabon, and Brazil to date, reflecting the persistent gap between promises and outcomes.

Efforts to increase transparency and accountability in funding have yielded some advances. Initiatives like the Paris Roadmap, where GATC plays a central role, have created frameworks to track funds allocated to Indigenous Peoples. The new IP & LC finance tracker launched by the Path to Scale initiative is an important step towards better transparency and accountability, but the OECD, MDB's and UN agencies remain far from being able to adequately track finance and have not begun to implement the agreements in the Paris Roadmap framework. These measures are crucial, as the need for direct funding to IP&LCs remains urgent. Estimates suggest at least \$10 billion is required by 2030 to secure territorial



rights over 400 million hectares in 18 critical countries. Despite progress, current funding levels fall far short, with countries like Indonesia and Cameroon—home to 36% of unrecognized territories—receiving only 9% of the required resources.

Direct financing to IP&LC-led mechanisms remains limited. The latest FTFG report indicates that while 79% of the \$1.7 billion Pledge has been invested, only 6% has been allocated directly to IP&LCs organizations. Although there has been an improvement—direct investments rose from 2.1% in 2022 to 10.6% in 2023—the pace is alarmingly slow. Meanwhile, IP&LCs continue to face threats such as land invasions, mining, and agribusiness, endangering their lives and territories. Despite these challenges, we protect our forests and ecosystems, which harbor most of global biodiversity and play a vital role in carbon sequestration.

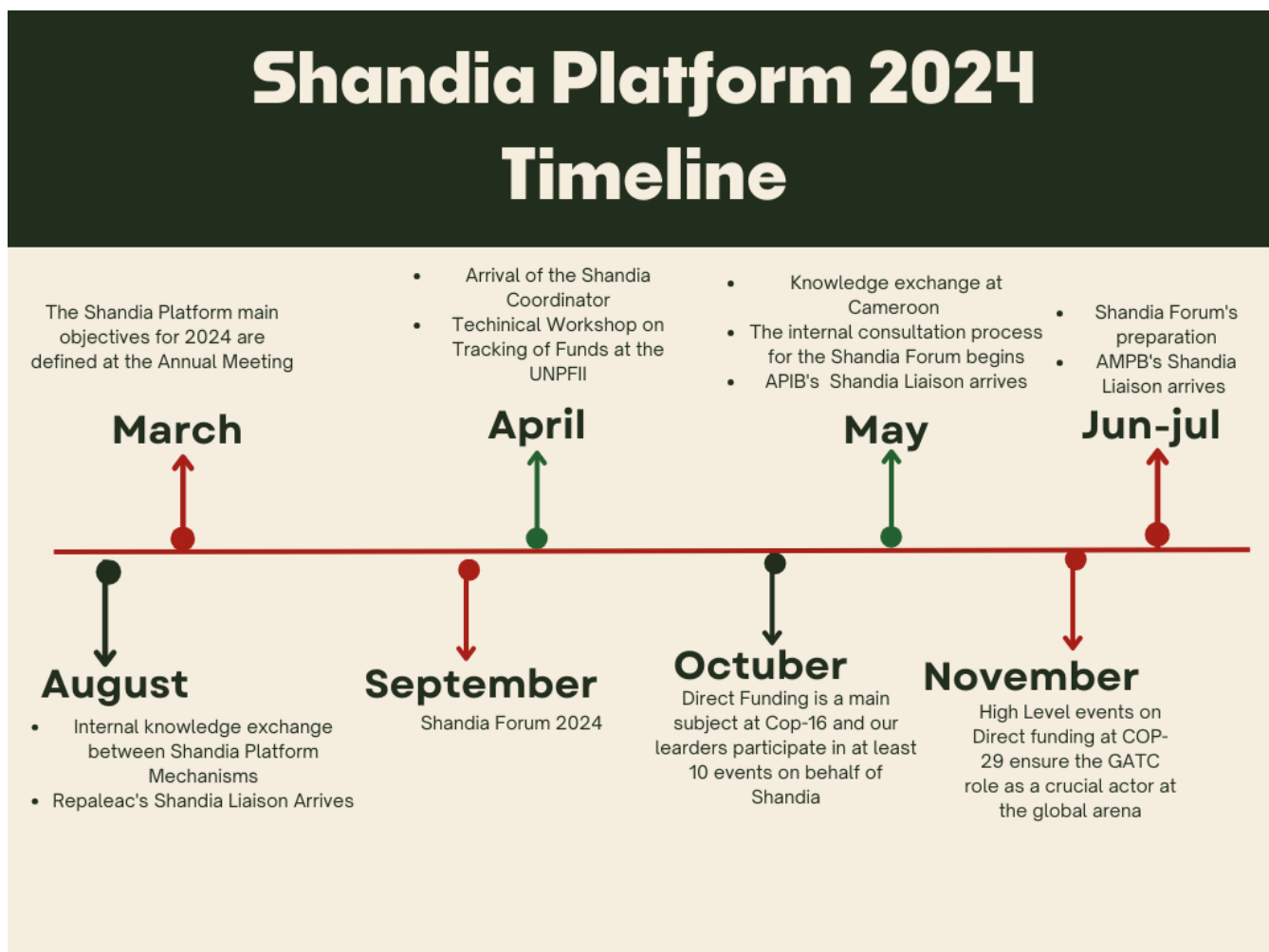
Shandia has been pivotal in amplifying community-led solutions. Under its umbrella, mechanisms like the Mesoamerican Territorial Fund (FTM) and Nusantara have achieved tangible impacts. For example, FTM supported ten projects across six countries, benefiting 16,952 people with \$600,000. Nusantara allocated \$948,142 to 157 initiatives in 32 provinces in Indonesia within its first year. Additionally, mechanisms under development, such as those by the Articulation of Indigenous Peoples of Brazil (APIB) and REPALEAC in the Congo Basin, aim to further direct financing to IP&LCs.

Yet, the demand for resources far exceeds supply. Only 30% of project proposals submitted to IP&LCs mechanisms receive funding due to resource limitations. This inequity extends to marginalized groups, as only 1.4% of philanthropic budgets between 2016 and 2020 were allocated to Indigenous women, often through non-Indigenous intermediaries. Addressing these disparities requires systemic changes, including reducing bureaucratic barriers, respecting cultural diversity, and enhancing collaboration between donors and IP&LC-led mechanisms.

While the Shandia Platform has made strides in fostering innovative accountability and direct funding mechanisms, significant challenges remain. IP&LC organizations continue to face competitive funding environments dominated by the so called intermediaries, with

decision-making often centralized among governments and big NGOs. Shandia's call for justice underscores the need for equitable and decolonized funding structures that prioritize those who safeguard the planet. By scaling up support for IP&LC-led mechanisms, donors and policymakers can ensure the survival of our biomes, biodiversity, and the communities that sustain them, advancing the global pursuit of climate justice.

Shandia Timeline: the progress through 2024



2025: Shandia road to COP30

Outlook for the Shandia Platform in 2025

After a year dedicated to institutional strengthening and improving its internal structure, 2025 marks a decisive moment for the consolidation of the Shandia Platform's role in the debate on direct funding for Indigenous Peoples and Local Communities (IP&LCs). The current context is complex, marked by both risks and opportunities that require strategic attention.

An Adverse International Political Landscape

The change in government in the United States, with Donald Trump's return to the presidency, has directly impacted the global climate agenda. Among his first actions was the shutdown of USAID, which disrupted key funding flows to regions such as Mesoamerica and the Congo Basin. This shift also generated instability for U.S. civil society organizations and philanthropic partnerships, affecting the predictability of previously stable investments.

Domestically, Indigenous Peoples in the United States are facing alarming setbacks in protection and rights policies. Repressive measures and climate denial rhetoric are now part of a broader global trend of strengthening conservative governments, as seen in the rise of far-right movements in Europe. This context weakens the ambition of multilateral climate and biodiversity negotiations and introduces uncertainty regarding the future of initiatives that depend on international engagement, political will and parliamentary aid allocations, such as the FTFG Pledge.

COP30 in Brazil and Emerging Opportunities

Despite the challenges in the global landscape, COP-30 in Brazil opens an important window of opportunity. After three consecutive climate conventions held in authoritarian, fossil fuel-dependent countries, the choice of a democratic nation with a prominent environmental discourse presents renewed prospects for advancing key issues like direct funding for IP&LCs. The Brazilian government has expressed its intention to place Indigenous Peoples at the center

of the event, notably through the Ministry of Indigenous Peoples and the valorization of territorial experiences. At the same time, controversial topics—such as oil exploration at the mouth of the Amazon River—remain on the agenda and may compromise the coherence of the country’s environmental narrative.

For the Shandia Platform, COP-30 could be a strategic milestone. Several new financial commitments are currently being developed, and it is essential that Shandia be prepared to position itself clearly and constructively, ensuring visibility and influence.

Strategic Initiatives Underway

Some processes require special attention:

- **GEF-8 and ICI-2:** Shandia took part in drafting the concept note for a new global project supported by GEF-8, led by WWF USA. The project aims to strengthen regional funds such as the Mesoamerican Territorial Fund (FTM). It will be essential to maintain active participation in the implementation of this initiative.
- **TFFF:** The design of a direct financing mechanism under the Tropical Forest Finance Facility (TFFF), with support from the World Bank, is in progress. Shandia should closely follow and engage in this process.
- **FTFG Pledge 2.0:** The future of this initiative will depend on sustained political engagement to ensure continuity of funding directly allocated to IP&LCs.
- **FCLP Territorial Pledge:** After strong advocacy efforts by the GATC, the countries united under the FCLP have committed to launching a Territorial Pledge at COP-30. The GATC's advocacy has been essential in making this possible, and the Territorial Pledge is closely linked to Shandia's work, as securing adequate financing for it is one of the key requirements.



Key Focus Areas for 2025:

Given this context, the Shandia Platform will focus its efforts on three main fronts:

01 - Institutional Strengthening and mutual learning among Funds;

02 - Influence the International Financial Architecture for Climate Finance for IP&LCs;

03 - Track progress and developments in financial flows for IP & LCs;

A full description of each of the objectives and its planned activity is provided below.

01 - Institutional Strengthening and mutual learning among Funds:

Shandia's institutional capacity—both political and operational—needs to be further strengthened to sustain its international engagement and consolidate its credibility. Recognized legitimacy and technical preparedness are essential for effectively representing the interests of its affiliated mechanisms.

Supporting the development of member mechanisms remains a top priority. Providing access to tools for management, training, and fundraising, as well as investing in monitoring, evaluation, and impact communication systems, will be key to demonstrating the effectiveness of direct funding and increasing its credibility. Advancing common parameters for financial tracking to IP&LCs will also strengthen accountability and support more effective action by governments and donors.

In 2025, Shandia must act in a coordinated, technically sound, and politically engaged way. Beyond responding to challenges, it will need to anticipate trends, strengthen alliances, and consolidate its leadership in strategic arenas. Its success will depend on careful planning, strong collaboration, and unwavering commitment to its founding principles.

Specific outcomes and key activities:

SO1.1 Mutual capacity building	Territorial fund in-person exchanges	Shandia Platform and its funds participate in exchanges organized by allies
		One in-person internal exchange organized with the mechanisms (Forest Basins Summit)
	Shandia Knowledge Exchange Community	Webinar 1 - Strengthen proposal writing and fund management skills
		Webinar 2 - Sharing accountability process with communities
		Webinar 3 - Updates from territorial funds
SO1.2 Shandia funds impacts systematization and diffusion	Documentation and strategic communication on fund activities	Shandia Regular Report (alongside with Funds Updates)
		Funds updates inserted at Shandia Webpage (3 months update)
	Support case study by ENABLE	1 case study on emerging best practices of territorial funds
	Carry out (2-3) baseline surveys of IP	2 survey reports- Africa, Meso &/or Brazil

	& LC grassroots organizations in each region (Africa, Meso, Amazon)	
	Systematize Shandia Funds Gender Bests Practices	Policy paper: Gender best practices for Shandia Direct Financing Mechanisms
SO1.3 Facilitate the financial flow for territorial funds	Strategic participation in global events	Skoll Forum 2025 [Visibility and possible new financial flows for territorial mechanisms]
		Forest Basins Summit: [The financial pledges with IP&LCs under the 3 Rio Conferences - political evaluation; Funds exchange]
		COP- 30: [Shandia Forum and The Indigenous Pledge]
	Develop a pipeline of investment ready projects at each territorial fund	Mapping 15 projects implemented by IP & LCs with direct financing
	Shandia Forum 2025	Launch of the Mapping document
		Closed meetings between Funds and donors
	Develop a mapping on the status of donors to guide or strategy of	Document systematizing the fundraising opportunities for territorial funds

	fundraising – manera de intercambiar info de donaciones – dinamico	
	Delegation visit to donors in Europe	Territorial mechanisms visit donors
	Support Regional field exchanges with donors	Support one regional events with donors– Meso, Brazil, Congo, Indonesia

O2. Influence the International Financial Architecture for Climate Finance for IP&LCs

The second strategic focus recognizes that, in order to expand the impact of direct funding, Shandia must position itself as a relevant political actor on the global stage. The current moment is marked by ambiguity: on one hand, there are significant setbacks in the commitment of major powers to the climate agenda; on the other, new opportunities are emerging, such as COP-30 and the redesign of multilateral financing mechanisms.

To ensure that territorial voices are heard in the decision-making processes shaping the future of climate finance, Shandia must sustain a strategic and coordinated approach. This includes active participation in negotiation and governance spaces, articulation with allied networks, and clear political positioning to advocate for IP&LC-led funds as legitimate, effective, and priority instruments.

Over the course of the year, this work will translate into concrete actions: political advocacy, knowledge production, engagement with donors, and the building of strategic bridges with other initiatives and international platforms.

Specific objectives and key activities:

SO2.1 Strengthening Shandia Role in strategic advocacy spaces	Ongoing dialogue with FTFG on Pledge 2.0	Develop Shandia proposal for Pledge 2.0
	Ongoing participation in FCLP	Advocacy under IP&LC's Platform
	[Strategic Countries] Advocacy with UK Government for direct funding	Lobby visit to UK
	[Strategic Countries] Advocacy with Norway Government for direct funding	Lobby visit to Norway
	Participation in TFFF IPLC direct investment design process	Form Advisory Committee; organize global workshop in Congo (Forest Basins Summit)
	Negotiation with WWF on GATC participation in GEF8 (ICI-2)	Support the development of criteria for the distribution of funds; investment funds; and the operation of territorial funds.
SO2.2 Consolidate Shandia as a political reference for climate financing.	Develop a best practice guide for donors	Organize a workshop with donors to discuss challenges and good practices on direct funding + surveys - during el the Shandia Forum
		Policy paper with Shandia vision of donors good practices - COP30

	Develop guidance and/or criteria for good intermediaries	Organize a workshop with intermediaries, partners and allies to define good practices - Foro Shandia Forum
		Policy paper with Shandia vision of intermediaries good practices - COP30

O3. Track progress and developments in financial flows for IP & LCs

In recent years, Shandia has played a central role in developing parameters for tracking financial flows to Indigenous Peoples and Local Communities, in coordination with the *Paris Roadmap on Tracking of Funds* process. This work has yielded significant results: various organizations and institutions have begun adopting the standards developed by the Platform, increasing transparency around where—and how—funds are (or are not) being allocated.

Transparency is not an end in itself, but rather a powerful tool to strengthen political advocacy. Making visible the inequities in resource distribution allows not only for the exposure of existing distortions but also for the proposal of concrete changes in the design and implementation of international financial flows.

In 2025, continuing and deepening this process will be essential. The convening and coordinating role that GATC has exercised in this space must be sustained and recognized, further consolidating Shandia's leadership as both a technical and political reference on the issue.

SO3.1 Contribute to improve monitoring funds directed to IP&LCs	Ongoing process of building common parameters for tracking funds	1 workshop Congress of the Global Forest Basins
		1 workshop Shandia Forum
		Local Communities common framework
	Improve GATC participation in Path to Scale	Assign Shandia staff person and regular reports
	Support RFN to update P2S dashboard	Shandia Dashboard: dashboard of resources received by territorial mechanisms and its impacts, to be launched at Cop-30

Evaluation and Monitoring

To ensure alignment between the objectives set and the results achieved, the Shandia Platform will maintain a regular system for monitoring activities throughout 2025, with both internal and external accountability mechanisms.

Internally, a monthly newsletter will be produced for Platform members, serving as a tool for updates, coordination, and the exchange of strategic information. This bulletin will enable real-time tracking of progress and facilitate communication among the various funds and partners.

In addition, public reports will be published on a biannual basis to share progress, challenges, and lessons learned with a broader audience, including donors, institutional allies, and other stakeholders. These reports will also play a key role in strengthening the Platform's credibility by demonstrating transparency and a commitment to continuous improvement.