Strategic Framework

2017 - 2021

IFIP

International Funders for Indigenous Peoples

Executive Summary

Indigenous Peoples have made significant progress in recent years in regaining rights and the power to direct their own development. At the same time, Indigenous Peoples are reviving traditional social systems and inventing new ones to manage relationships with a globalized world. Yet significant challenges remain.

This rapidly developing situation means that the challenges for funders have evolved as well. Funding for Indigenous Peoples' organizations and initiatives has increased significantly over the last decades, and there are signs of better relationships between some funders and Indigenous Peoples' communities where they work. However, funding is still inadequate and, in some cases, carried out in such a way that it reinforces the very practices that need to change.

With over 15 years of experience, International Funders for Indigenous Peoples (IFIP) has been a key convener and, as such, a catalyst for defining and developing the field of Indigenous Peoples' funding. IFIP today is composed of around 50 members and affiliates who share a commitment to building funding support for Indigenous Peoples that responds to their needs and priorities. It is differentiated from other funder affinity groups by the **conscious inclusion of Indigenous Peoples' organizations along with funders**.

 IFIP seeks to transform the relationship between the funding world and Indigenous Peoples to one of mutual understanding and benefit. It recognizes the urgent need for **solutions that are led and understood by Indigenous Peoples** not only to improve lives in Indigenous communities, but also as a resource for solving social, economic and environmental challenges around the world for everyone.

The overall challenge for IFIP is to provide the convening, information, and sharing of best practices funders need to expand support that **enables Indigenous Peoples and their allies to continue to organize against repressive systems while promoting the innovation and work for self-determined development. IFIP creates the conditions for members to spark connection and collaboration to expand and improve funding for Indigenous issues.**

This strategic framework sets out the following goal and objectives for the next five years.

Strategic Goal: Expand **the sphere of funders and collaborative action** among funders and Indigenous Peoples to support and advance issues of importance to Indigenous Peoples.

Objective One: Foster a **network reaching beyond IFIP members** that strengthens collaboration to improve funding practice and alliances supporting Indigenous Peoples' rights across issues and movements.

Objective Two: Facilitate **innovation, learning and knowledge generation** on funding practices throughout the network to support Indigenous Peoples' rights across issues and movements.

Objective Three: Ensure IFIP has the **organizational capacity** to implement and guide these objectives to the greatest possible impact.

IFIP works through a network that is greater than its membership and in which its role is to convene the key stakeholders—funders and Indigenous-led or focused organizations—in support of the dynamic development of this improved funding. It has several important paths of influence through which it brings about change. These paths include funders within the IFIP network, funders outside the IFIP network and affinity groups.

This framework takes a systems approach to planning. That means that it is based on IFIP's best understanding of the wider system of Indigenous funding, and seeks paths of influence to the ultimate end of self-determined development. IFIP needs to continue to grow its membership, both to influence the field and support its sustainability. To do so, it will find new members both within the field of funders of Indigenous Peoples and in allied movements of funders of UN Sustainable Development Goals, women's rights, climate change, etc. At the same time, it will spread principles of Indigenous funding to those wider funder communities: Respect, Reciprocity, Responsibility and Relationships.

IFIP has accomplished much with few staff. Adding more people is important to expand capacity, and to gradually increase its activity and services to funders. The framework provides several scenarios for staff expansion.

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IFIP International Funders for Indigenous Peoples

1. Mission and Identity

Mission

International Funders for Indigenous Peoples (IFIP) fosters Indigenous solutions and partnerships among Indigenous Peoples and funders around the globe.

International Funders for Indigenous Peoples (IFIP) seeks to transform the relationship between the funding world and Indigenous Peoples to one of mutual understanding and benefit.

It recognizes the urgent need for **solutions that are led and understood by Indigenous Peoples** not only to improve lives in Indigenous communities, but also as a resource for solving social, economic and environmental challenges around the world for everyone.

The mission envisions value-based partnerships that incorporate IFIP's "4Rs" to re-frame funding relationships for greater beneficial impact.

- **Respect**: Honor traditions and respect the ideas of Indigenous Peoples.
- **Reciprocity**: Embrace the idea that giving and receiving connect people, beliefs and actions.
- **Responsibility**: Recognize that Indigenous Peoples should speak for themselves and be responsible for their own voice in meetings, negotiations and on issues.
- **Relationships**: Engage with Indigenous communities by understanding the nature of relationships among ancestral cultures, lands and spirituality.[1]

2. Overview of Framework

IFIP today is composed of around 50 members and affiliates who share a commitment to building funding support for Indigenous Peoples that responds to their needs and priorities. It is differentiated from other funder affinity groups by the **conscious inclusion of Indigenous Peoples' organizations along with funders.**

With over 15 years of experience, IFIP has been a key convener and, as such, a catalyst for defining and developing the field of Indigenous Peoples' funding. Funding for Indigenous Peoples' organizations and initiatives has increased significantly over the last decades and there are signs of better relationships between some funders and Indigenous Peoples' communities where they work, however, funding is still inadequate and, in some cases, carried out in such a way that it reinforces the very practices that need to change.

In this context, IFIP conducted a broad consultation with members and constituents in 2016 to orient its future strategies. The consultation included two surveys, interviews with stakeholders, board and staff discussions, and an organizational assessment. It also included a planning session with participants in IFIP's 2016 Peru Conference: *Buen Vivir: Supporting the Role of Indigenous Peoples in Bio-Cultural*

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[1] Abbreviated version adapted from IFIP Website, November 2016.

Diversity, Human Rights and Sustainable Economic Models.

The framework is intended to provide a strategy through which the IFIP network can focus its work and a base for annual planning over the next five years. It envisions continuing the conferences that IFIP is known for and a deepening of member services to increase their impact and strengthen their networks.

The framework has two parts
- The framework itself.
- A companion document entitled "Supplement to the IFIP Strategic Framework"

This framework presents an overarching strategy for IFIP to be used in annual planning over the next five years. It takes into account IFIP's need to move with the times and the shifting realities of funding for Indigenous Peoples. It lays out a path for IFIP to play a critical role in developing funding practice informed by Indigenous Peoples' knowledge, customs and interests. It serves as a guide for fruitful avenues of action that can be adapted as needed.

3. The Challenge

In recent decades, the nature of the challenge in Indigenous Peoples' funding has evolved as struggles to change the laws, policies, institutions, and understanding affecting Indigenous Peoples have made some progress–UNDRIP (United Nation Declaration on the Rights of Indigenous Peoples) and important legal and political changes in many countries, for example. At the same time, Indigenous Peoples are reviving traditional social systems and inventing new ones to manage relationships with a globalized world.

Rights have been recognized in principle, but until they are internalized, defended and consolidated, this can mean little improvement on the ground.[2]

The overall challenge for IFIP is to provide the convening, information, and sharing of best practices funders need to expand support that **enables Indigenous Peoples and their allies to continue to organize against repressive systems while promoting the innovation and work to reorganize practice for self-determined development**. Starting from the 4Rs developed through the IFIP network— Respect, Reciprocity, Responsibility and Relationships—IFIP promotes a way of offering support that does not center power in the funder.

At the same time, Indigenous Peoples also need to address the opportunity and challenge of integrating and supporting diversity internally–people with disabilities, women, LGBTQ, etc. New and renewed practices need to be careful to prioritize these communities as well.

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[2]   As the Permanent Forum on Indigenous Issues reports in May 2016: "The Permanent Forum remains concerned about the many indigenous peoples across the world, in particular in Africa and Asia, who lack legal and political recognition as indigenous peoples or even face the denial of their existence as indigenous peoples. Such denial of status and existence as indigenous peoples results in the violation of their human rights." Permanent Forum on Indigenous Issues, Report of the Economic and Social Council, 2016.
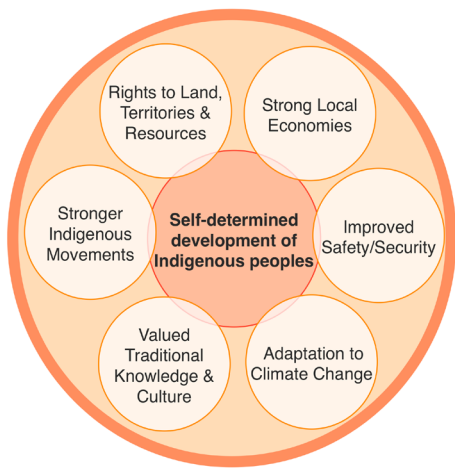
IFIP International Funders for Indigenous Peoples

Figure 1 – Key factors in Self-Determined Development

The challenge for funders as partners with Indigenous Peoples' communities is to help them shape their future with the dignity of self-determined development. The funding community is one partner in this challenge and it can be of enormous help in addressing the change and innovation that is needed.

Self-determined development refers to the ability of communities to preserve, evolve and transform social, political, economic and cultural systems along the lines of their priorities. This is contested space within Indigenous Peoples' communities, and something that often eludes *all* communities. But it is a goal to work toward, and an end by which to evaluate progress. [3]

Note that "self-determined development" does not here refer to isolated or autarchic development. It envisions informed and connected communities that can determine their own development without external compulsion and with sufficient knowledge and capacity to act.

Figure 1 suggests some of the key factors necessary to build the capacity to move toward self-determined development. IFIP members are active in these areas, which, are evolving along with local and global challenges. There are clearly many more, but these six factors—stronger Indigenous movements, valued traditional knowledge and culture, adaptation to climate change, improved safety/security, strong local economies and rights to land, territories and resources—represent areas that must be dealt with in this struggle.[4]

4. How IFIP Promotes Change

IFIP has always been a meeting place for funders and Indigenous Peoples. The inclusive nature of the network has been and will continue to be important to its results.

IFIP defines itself as **more than a funder affinity group**. It has a paid membership of funders and affiliated NGOs and a broader "IFIP network" of groups that participate in IFIP events, research, or other activities. This network is much wider than the membership, and includes organizations of many descriptions and missions that are generally dedicated to addressing Indigenous Peoples' issues. Many Indigenous Peoples' groups are in this network, and reach beyond it to their own networks and communities.

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[3]   "Like land rights, self-determination is an umbrella term that covers central concerns of indigenous peoples, from the right to educate their children in their native languages to control over natural resources. It is also a highly contentious issue, since self-determination can extend into the realm of national sovereignty. For example, even when governments recognize ancestral lands, they often stipulate that the national government still owns the subsoil— which is critical when they want to drill for oil or mine on indigenous territories." IFIP and GrantCraft, Funding Indigenous Peoples: Strategies for Support, 2016.

[4]   A fuller map of systems of Indigenous funding and the forces at play is contained in a companion document entitled "Supplement to the IFIP Strategic Framework"

This wider definition of the IFIP network can create a tension in meeting the needs and expectations of both funders and non-funders, but it also provides an important resource for advancing improved funding practice that is informed by the 4Rs.

As a network, IFIP supports its members to expand a community of practice beyond its membership to a wider set of funders active on Indigenous issues. Members reach out to private foundations, NGOs, Indigenous Peoples' organizations, private sector, and allied government agencies to draw in the variety of stakeholders necessary to make progress on these complex issues. The IFIP network acts as **a bridge**, connecting IFIP members with key players across the network and in the wider world.
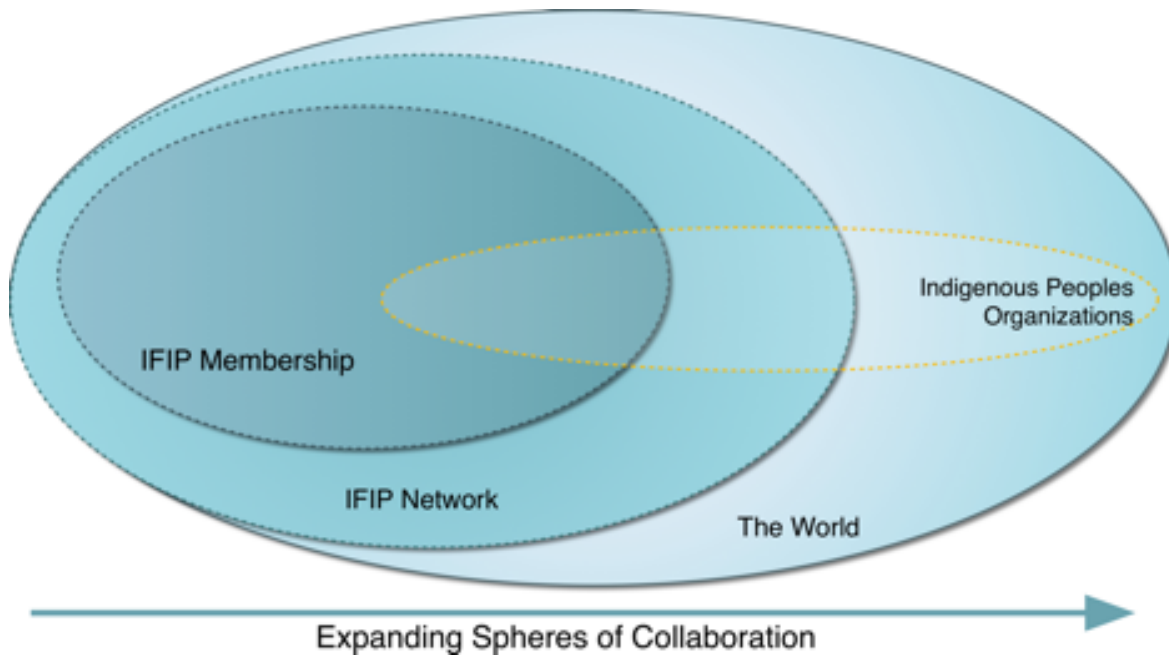

Figure 2 – IFIP Community of Practice

This outreach is not only to people working on Indigenous issues. Finding common ground with groups and networks on related issues such as the Sustainable Development Goals, climate change, human rights and protecting the space for civil society brings attention to Indigenous issues in these related networks where it may not be a priority. It reminds the wider world of social action that "we are still here."

IFIP therefore brings about change by assisting funders to improve the quality of funding for **the self-determined development of Indigenous Peoples**. IFIP assists funders to expand the field by direct interaction with Indigenous Peoples' networks and priorities that might otherwise be missed. At the same time, IFIP assists Indigenous Peoples to engage with a broader group of funders in a way they can be heard. Greater mutual understanding will lead to improved funding relationships and better results.

Through convening, informing, and highlighting best practices, IFIP **creates the conditions for members to spark connection and collaboration to expand and improve funding for Indigenous issues**. In other words, IFIP's role is to add value by creating an environment for collaboration and learning for its members.

5. Frame for Action
5.1 The Big Picture

In recognition of the importance of both the need for advancing funding partnerships and to improve funding practice over the long term, the following framework will guide the work of IFIP for the next five years.

Strategic Goal: Expand **the sphere of funders and collaborative action** among funders and Indigenous Peoples to support and advance issues of importance to Indigenous Peoples.

Objective One: Foster a **network reaching beyond IFIP members** that strengthens collaboration to improve funding practice and alliances supporting Indigenous Peoples' rights across issues and movements.

Objective Two: Facilitate **innovation, learning and knowledge generation** on funding practices throughout the network to support Indigenous Peoples' rights across issues and movements.

Objective Three: Ensure IFIP has the **organizational capacity** to implement and guide these objectives to the greatest possible impact.

All three objectives work together to bring about the conditions that will result in improvements to the quantity and quality of funding. However, it is IFIP's members, greater networks and even funders outside of its network that will take the lead on the funding itself, and thus the strategic goal aspires to bring about improved funding practice that cannot be fully attributed to IFIP. What can be attributed to IFIP, however, is success in connecting funders with each other and with Indigenous Peoples and promoting learning throughout the network. Rather than attempt to attribute change in a shifting environment to a single agent, this view follows paths of influence that are multi-layered and complex within the funding universe.

The Strategic Framework is intended to guide planning. IFIP will need to develop annual plans based on the broad paths laid out here. Activity areas are sketched for each objective with room for further development each year.

5.2 The Strategic Goal

Strategic Goal
Expand **the sphere of funders and collaborative action** among funders and Indigenous Peoples to support and advance issues of importance to Indigenous Peoples

The sphere of funding for Indigenous Peoples is funding that takes into significant account the **values, practices and priorities** of Indigenous Peoples, incorporating the 4Rs and seeking to build on mutual understanding between funders and Indigenous Peoples.

This funding should lead towards the self-determined development of Indigenous Peoples' communities, and recognize that Indigenous solutions are necessary for many of the social, economic and environmental challenges facing *all* communities today.

Funding that promotes self-determined development:
- Shifts the balance of power to improve the **role of Indigenous Peoples in funding processes**
- Increases the amount of funding that is made in accordance with **IFIP's 4Rs** of funding—*Respect, Reciprocity, Responsibility and Relationships.*
- Continually develops practical **criteria and approaches** for supporting good programs that integrate Indigenous perspectives and participation
- Strengthens **communities of practice** among funders and Indigenous Peoples
- Builds spaces for **Innovation** with new organizational forms or practices
- Creates opportunities for **marginalized groups** within Indigenous communities to be heard.

The goal implies that IFIP focus on priority issues of its members and catalyzing new collaboration. It should mine the depth of knowledge and commitment of current members and channel its resources into expanding their impact. IFIP needs to continue to invest in bringing in new members who will add value to this goal and seek to influence funders who do not identify as funders of Indigenous Peoples, but whose funding touches on important issues for Indigenous Peoples' communities.

5.3 Objective One

Objective One
Foster a **network reaching beyond IFIP members** that strengthens collaboration to improve funding practice and alliances supporting Indigenous Peoples' rights across issues and movements

IFIP will continue to connect members to each other for learning and collaboration. Convening members through conferences, webinars, regional meetings, and focused working groups will deepen member understanding of the issues and potential partnerships.

Yet IFIP membership will always represent a small part of the wider world of funders influencing Indigenous Peoples. Connecting with funders in other sectors will support IFIP members to address intersectional struggles. Exchange and dialogue promotes a two-way street—IFIP members make valuable connections with other movements, and encourage them to incorporate Indigenous perspectives into their work as well.

The same thinking applies to making connections with the broader worlds of organizations working on other areas such as the UN Sustainable Development Goals, climate change, the closing space of civil society, and similar issues. These worlds have developed their own networks, language, and acceptance in the wider culture. Inserting Indigenous perspectives into them influences their approaches, and provides a far larger platform for IFIP members.

IFIP needs to continue to grow its membership, both to influence the field and support its sustainability. Since the world of funders explicitly supporting Indigenous issues is limited, continued growth will come from reaching out to funders who do not specialize in funding Indigenous Peoples. In addition to new members, IFIP can expand its influence for the next five years by communicating and disseminating good practice within the broader funding system, reaching across funding sectors (human rights, persons with disabilities, women, environment, etc.) and geographic divides. IFIP will encourage funders to join, but recognize that not all will become members. To maximize influence, IFIP publications and services need to help members to disseminate good practice and expand the sphere of improved funding for Indigenous Peoples. In this way IFIP approaches the ideal of supporting **the self-determined development of Indigenous Peoples** through both members and non-members.

Strategic Activity Areas

Activities focus on network convening and engagement. These activities should be built into each annual plan on a gradual basis, expanding as resources allow. A table with suggested targets appears in section 5.6 to summarize all activities.

1. **Biannual Conference of Reference**
   Continuing the annual conference is a flagship activity from which others can build. The IFIP conference is a key event for learning, building partnerships and developing areas of action. Member involvement on planning committees guides the themes, content and format. IFIP staff need to ensure a clear decision-making structure and provide logistical support leading to an excellent member experience in the organization of conferences. Conferences should create multiple open space opportunities to plan together how to support working groups and other interests in the network.

2. **Responsive Regional and Thematic Meetings**
   In addition to the biannual conference, IFIP regional and thematic meetings put a spotlight on key issues and grow the network. They provide an accessible way in which funders in a region or working on a common issue can improve and develop their support programs. They are also important ways to build partnerships with **other funder affinity groups**—through co-sponsorship to serve funder members—and other organizations to disseminate funding practices.

3. **Working Groups**
   A new area of action for IFIP is to support working groups. While IFIP members come from a variety of fields, there are some recurrent themes that are important to concentrations of members. To encourage member-led collaboration, IFIP can create a small number of working groups where members can engage each other in deeper ways than are possible at a conference. Working groups can set their own agendas and run their own activities, with IFIP staff providing support from logistics through facilitation, depending on member desires. Working groups are particularly appropriate for joint research, collective funding, and advocacy on specific issues.

   Current topics mentioned by members that could become working groups are:
   • Indigenous leadership in funding
   • Security for Indigenous activists
   • Social impact investment.

Priorities will change over the years, so working groups must adapt as well. Working groups may emerge as follow-up action from conferences, requests from individual members, or suggestions from IFIP staff based on frequent discussions with members. IFIP's role is to host and enable members to learn from and collaborate with each other. The working groups also will offer IFIP an opportunity to develop project funding whether through funding proposals or contributions from working group participants themselves, covering IFIP's costs as well as any additional costs needed.

4. **Engage other Funder Constituencies**
   Over the years IFIP has developed relationships with other funding constituencies such as the International Human Rights Funders Group and the Consultative Group on Biological Diversity. These relationships are an important way to broaden IFIP's network to include funders who do not identify as funders of Indigenous Peoples but are funding in Indigenous Peoples' communities on health, environment, economic development, human rights and other areas. Towards this, IFIP will seek partnerships with other funding constituencies, especially other foundation affinity groups to bring Indigenous funding issues to other funder fora, and create opportunities for other funders to participate in IFIP events supported by relevant reports and publications.

Learning Questions

1. Are more funders inside and outside the IFIP membership incorporating funding practices consistent with IFIP principles?
2. Is IFIP raising the profile of Indigenous-led funders and organizations and expanding their contacts?
3. Are IFIP members satisfied with IFIP as a tool for meeting their own objectives and mission?
4. Are there new and/or strengthened collaborations in the network?

5.4 Objective Two

Objective Two
Facilitate **innovation, learning and knowledge generation** on funding practices throughout the network to support Indigenous Peoples' rights across issues and movements

IFIP's members have invested in funding relationships with Indigenous Peoples and created funding innovations that are very valuable to the network. Likewise, progress in Indigenous Peoples' movements in recent decades has opened the path for new forms of organization and relationships with governments and businesses.

For example, some funders have incorporated Indigenous leaders into their decision-making processes, have adapted funding processes to be more in line with Indigenous community working styles, and have developed hybrid for-profit/non-profit models. Indigenous Peoples have created their own democratic organizations, life plans, sustainable businesses, and restored traditional practices to community life.

These innovations are a dynamic resource the network can use to propagate what is working, develop new approaches and forms of organization, and create tools for others to build on important insights leading to the advancement of self-determined development for Indigenous Peoples.

Strategic Activity Areas

Activities in this area are those that provide support to funders and Indigenous Peoples to access, develop and disseminate good funding practice. Projects are responsive and, where possible, led by members to ensure that they meet a need and will be well used and received. They also are directed toward the strategic goal to expand the field of funding for Indigenous Peoples, serving existing members and bringing in new members. IFIP should gradually include a few of these activities each year, testing and evaluating their impact.

1. **Tools of the Field**
   Develop tools for members to reach out to important funding communities such as conservation organizations, government funders, etc. Tools may include innovative practice documents, Indigenous funding principles, network contacts, or logistical support. If a fee for some tools is appropriate, that may generate income. If not, tools should be fully supported through grants and dues in order to maximize their availability to funders.

   - **Making the Case** -- Focus communications on making the case for Indigenous Peoples funding through storytelling and other avenues. A brief *State of the Sector* report can be produced on an annual basis that provides key information on trends, changes and context in funding for Indigenous Peoples. IFIP will create plans annually to communicate these stories and information through consistent messages on its web sites, conferences, newsletters, webinars, social media, and personal contacts. The plans will advance the IFIP network as an international leader on information about Indigenous Peoples' funding, a place in which funders will go to understand and learn

   - **Publications** – Continue the tradition of producing useful guidance documents such as IFIP's funder guides in an *IFIP Learning Series* on key issues of importance to members.

   - **Research** – Organize research by staff, consultants, and members to identify needs, good practice, and cutting edge approaches to meet member demand and build the field of Indigenous funding. Research should also serve the working groups in Objective One.

2. **Brokering Opportunities and Partnerships**

   IFIP responds to member needs by identifying and developing effective funding practices and assisting funders to incorporate these practices into their funding programs. It can also help to prepare Indigenous Peoples' groups for success in building relationships with funders. The resource it draws on is member experience and interests as well as its linkages to organizations led by or working with Indigenous Peoples. Some activities to be investigated in this area are:

   - **Referral Service** – Identify **key bridgers** to link organizations in the IFIP network and support them to connect with strategic actors outside the network. Maintain an active membership and

other funders database to assist members and others to connect around active initiatives. IFIP staff continually monitor other funder affinity groups for effective practices that IFIP members can draw on.

- **Opportunities Broker** – Facilitate participation of IFIP members in significant fora (philanthropic, UN and other meetings) to improve funding for Indigenous Peoples. Members, affiliates and others in the network become ambassadors for the network, staying current on innovative approaches to priority issues and passing on awareness of new organizations and leaders. Staff disseminate these opportunities through the newsletter or by alerting specific members or working groups.

- **Peer Learning Events** – Organize member-led peer learning events to raise capacity of members. Occasional webinars, field visits around conferences, or speaking events that take advantage of visitors in areas with concentrations of IFIP members can be held to provide members and the network access to innovation and information that will enhance their programs.

- **Fellows Program** – Create a program that facilitates exchange by matching IFIP "Fellows" who commit to work with an organization on a given skill or topic. The program would strengthen the development of a community of practice. Fellows would commit to working for a set period or purpose. These matches can take the form of mentor relationships or joint research on current topics (such as activist security, innovative forms of finance, etc.). As a new area, IFIP would need to allocate staff time and raise dedicated funding.

- **Awards** – Give awards each year to members whose work IFIP wants to highlight. Develop clear criteria and process for making decisions on winners.

Learning Questions

1. Are our tools and brokering activities meeting the needs of members?
2. Are we reaching new constituents who would advance our goals but are not yet engaged with IFIP?
3. Do our research, publications, social media, and peer learning activities respond to member learning needs?
4. Are members and the wider network adopting practices from our peer learning activities?

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Objective Three

Ensure IFIP has the organizational capacity to implement its objectives to the greatest possible impact

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IFIP has developed many of the institutional tools it needs to manage and raise funding. It now needs to hone its management, and improve its responsiveness to members. Building the organizational capacity to meet its objectives over the next five years will require an investment in this streamlined and effective management.

Strategic Activity Areas

1. **Governance, Management Systems and Planning**
   Employ sound management practices and policies and utilize strong financial controls and systems to meet high ethical standards.
   - Regularly update the strategic framework and annual plans with a strong feedback system from members.
   - Prepare a work plan each year following its objectives, and evaluate progress against it at least annually with significant Board involvement.
   - Develop fundraising plans with goals, targets, and timelines and work with the Board and other volunteers to identify, cultivate and solicit donors.
   - Develop and implement a communication and marketing strategy for all events, publications, convening and outreach.

2. **Member Coordination**
   IFIP members under this framework are central to IFIP's success and capacity. Develop IFIP's engagement with them to:
   - Ensure that IFIP activities support the leadership and ideas of members.
   - Systematize a feedback system to assess members' priorities and practices to support their work better.

3. **Fundraising**
   Meet IFIP funding needs through membership, services, and fundraising.
   - Periodically review the IFIP membership fee structure to balance membership recruitment and revenue goals.
   - Hold fully self-funding conferences through fees and grants.
   - Develop grant funding for specific thematic areas led by members.
   - Raise funding for publications, working groups and specific activities to ensure that sufficient staff are in place.

4. **Organizational Development**
   - Create and manage a membership database with profiles of each member that tracks funding practices and innovations.
   - Improve the finance system to provide more consistent information on the organization's

financial situation to improve management decisions.
- Develop a fundraising plan with goals, targets, and timelines and work with the Board and other volunteers to identify, cultivate and solicit donors to ensure IFIP has the resources to achieve its goals.
- Develop staff capacity to reduce board involvement day-to-day-operations and increase its involvement in fundraising.

Learning Questions

1. Are members satisfied with the amount and quality of IFIP services?
2. Is IFIP meeting its annual goals, or adapting well to changes and opportunities?
3. Are management systems effective and efficient?

5.6 Summary of Gradual Implementation of Activities

The following chart suggests a level of activity moving from IFIP's current commitments to a gradual expansion by the end of five years. For new activities, such as the working groups or those envisioned under Objective 2, IFIP will pilot activities and closely monitor them, assessing what works and planning accordingly.

Activities	What IFIP is doing now	Suggested Changes by 2021	Resource Implications
Objective 1: Foster a network reaching beyond IFIP members that strengthens collaboration to improve funding practice and alliances supporting Indigenous Peoples' rights across issues and movements			
Biannual Conference	1 conference every 2 years	Same - & improved evaluation & follow up	• Executive director & program associate • Continued member engagement • Sponsorship, grants & fees
Regional & Thematic Meetings	1 every 2 years	1-2 meetings/year & improved evaluation & follow up	• Executive director & program associate • Continued member engagement • Sponsorship, grants & fees
Working Groups	New area	Up to 3 pilot groups,	• Executive director & program associate • New membership leadership • Initiative funding for working groups (from members and other donors)
Engage other Funder Constituencies	Project-by-project with several funder affinity groups	2-3 partnerships with funder affinity groups & active projects	• Executive director & program associate • Communications materials & system • Member participation
Objective 2: Facilitate innovation, learning and knowledge generation on funding practices throughout the network to support Indigenous Peoples' rights across issues and movements.			
Tools of the Field	Several publications & guides	3-5 new strategic tools produced reinforcing all objectives.	• Program associate • Partnerships w/funding research orgs • Research consultants • Communications materials & system • Grant funding

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Activities	What IFIP is doing now	Suggested Changes by 2021	Resource Implications
Brokering Opportunities and Partnerships	Largely new area, informal contacts	Systemic linking & facilitation capacity developed; active database & communications	• Executive director & program associate • Communications materials & system • Member engagement • Core funding
Objective 3: Ensure IFIP has the organizational capacity to implement its objectives to the greatest possible impact.			
Governance, Management Systems and Planning	Inconsistent annual planning & management	Strong executive management & planning in place	• Executive director • Board oversight

6. Monitoring the Strategic Framework
6.1 General Approach to Monitoring Impact

This framework takes a systems approach to planning. That means that it is based on IFIP's best understanding of the system of Indigenous funding, and seeks paths of influence to the ultimate end of self-determined development. Given the complexity of the system governing social change on Indigenous issues, it is impossible to attribute changes observed to IFIP or any other single actor. Instead, IFIP monitors its influence on a shifting set of actors and issues. Influence on funding practice is a more useful measure than attribution, since so many factors are at play in determining outcomes. For working in complex systems, it is useful to think of indicators as pointing to *learning questions*, not pre-determined outcomes or static targets.

There are three levels of changes that IFIP is working towards. The nature of the indicators will vary with these areas. Confidence of attribution to IFIP increases as one descends the list. In the systems approach taken in this framework, only the third level–responsiveness of IFIP– measures IFIP's direct contribution. Given the complexity of the system, however, IFIP must monitor all three levels.

Levels of Monitoring

Aspirational:

On an aspirational level, improving support on issues of importance to Indigenous Peoples considers the whole system of funding of interest to IFIP members.[4] At this level, the indicators are not attributable directly to IFIP work, but track the development of funding overall. Useful information at this level includes overall funding levels, work of funders outside the membership, changes in funding field itself, and trends by sector. Challenges include things like government criminalization of activists and funding that undermines Indigenous efforts.

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[4]   Note that tracking quantity of funding will always be imprecise, since few organizations monitor giving for Indigenous causes. Those that do are limited, tracking only large grants, or only grants in the United States, or only funding from public sources. So while it is good for IFIP to monitor general trends in funding, there should be no expectation of precision.

The exact meaning of these trends changes over time. At first, funders need to take Indigenous Peoples' issues into account in their funding. Then this may move to incorporating the 4Rs into their funding practices. Later funders incorporate Indigenous leaders into their decision-making processes, and later still they may incorporate Indigenous values into their funding of non-Indigenous issues. The point is that the precise content of an aspirational goal shifts over time as the system shifts, and the task is to continually read the system and learn what is needed next to keep moving toward the goal.

Strategic:

a. **Indigenous People's Funding Network** – At a strategic level, IFIP needs to monitor the growth, retention, and stregth of its constituency. This monitoring refers first to IFIP's membership, and second to IFIP's ability to connect members with each other and with influential organizations in the network outside membership. This can stand as an indicator both for the demand for IFIP services and the growth of interest in Indigenous funding. It is relatively easy to track and measure through membership lists and a simple database of member practices. Attributing changes in practice to IFIP is harder, since these changes are influenced by a wide variety of outside factors.

b. **Facilitating motivation, learning and knowledge generation** – IFIP's contribution to the field is its ability to facilitate learning and innovation by members, whether from each other or with others outside its membership. The range can include the basics of Indigenous funding principles for newcomers to improved practices by more experienced organizations. At a strategic level IFIP needs to measure its ability to bring together combinations of organizations and practices that would not necessarily work together without IFIP's intervention.

Responsive:

At the level of activities, the most useful measures are of actual IFIP response to member needs, measurable by specific indicators for each objective. These measures monitor satisfaction of membership with IFIP's services, and its ability to implement activities that promote the objectives.

Monitoring as Learning

Monitoring is a collective learning opportunity, as opposed to the traditional exercise of comparing outputs to static and pre-determined targets. That is, staff, board and members, engage each other in addressing the questions as a discussion. Have we made connections that increase our influence? Are there important organizations with which we need to work more? Do our management systems facilitate our ability to achieve our other objectives? In this way, the monitoring systems lives and changes as the field and the organization evolve, rather than staying fixed in a pattern set at the beginning of 2017.

6.2 Impact Assessment Plan

Strategic Goal: Expand **the sphere of funders and collaborative action** among funders and Indigenous Peoples to support and advance issues of importance to Indigenous Peoples

Aspirational Indicators	Information Sources
1. Are more funders taking the interests of Indigenous Peoples into account in their programs? 2. Are funder programs adopting practices consistent with IFIP principles?	1. IFIP annual member and network survey(s) 2. IFIP member database 3. Funder trend reports and data

Objective 1: Foster a network reaching beyond IFIP members that strengthens collaboration to improve funding practice and alliances supporting Indigenous Peoples' rights across issues and movements

Strategic Activity Areas	Responsive – Learning Questions	Information Sources
1. Biannual Conference 2. Regional/Thematic Meetings 3. Working Groups 4. Funder Program Support	1. Are more funders inside and outside the IFIP membership incorporating funding practices consistent with IFIP principles? 2. Is IFIP raising the profile of Indigenous-led funders and organizations and expanding their contacts? 3. Are IFIP members satisfied with IFIP as a tool for meeting their objectives? 4. Are there new and/or strengthened collaborations in the network?	1. IFIP annual member and network survey(s) 2. Reports and agendas from other funder conferences and meetings 3. IFIP post-activity surveys

Objective 2: Facilitate **innovation, learning and knowledge generation** on funding practices throughout the network to support Indigenous Peoples' rights across issues and movements

Strategic Activity Areas	Responsive – Learning Questions	Information Sources
1. Tools of the Field 2. Brokering Opportunities and Partnerships	1. Are our tools and brokering activities meeting the needs of members? 2. Are we reaching new constituents who would advance our goals but are not yet engaged with IFIP? 3. Do our research, publications, social media, and peer learning activities respond to member learning needs? 4. Are members and the wider network adopting practices from our peer learning activities?	1. IFIP annual member and network survey(s) 2. Annual updated IFIP social network map 3. IFIP post-activity surveys

Objective 3: Ensure IFIP has the organizational capacity to implement its objectives to the greatest possible impact.

Strategic Activity Areas	Responsive – Learning Questions	Information Sources
1. Governance, Management Systems and Planning 2. Member Coordination 3. Fundraising 4. Organizational Development	1. Are members satisfied with the amount and quality of IFIP services? 2. Is IFIP meeting its annual goals, or adapting well to changes and opportunities? 3. Are management systems effective and efficient?	1. IFIP annual member and network survey(s) 2. IFIP board assessment of annual reviews of progress against goals done by staff 3. IFIP executive committee review of Executive Director

Types of Indicators

This plan envisions the IFIP network itself as the major driver of impact assessment. Through continual dialogue with members and its network, built in wherever possible in activities themselves, IFIP will be able to monitor its impact on an ongoing basis.

How will this information be collected?

Ongoing tracking and monitoring of indicators will be the responsibility of the executive director, who can delegate these tasks as necessary to staff members.

On the aspirational level IFIP members are ultimately interested in the quantity and quality of funding for Indigenous Peoples. This information is not readily available despite its direct relevance. To assist in monitoring and tracking it, one method would be for IFIP to produce an annual *State of the Sector* report drawing on and improving the current data sources. The *State of the Sector* report would provide information with a clear and consistent methodology for tracking trends.

An annual member and network survey would provide first-hand information to track indicators of member satisfaction, learning and interests. This survey can be online and a regular element of annual conferences to expand participation. This information would be supplemented with data from the IFIP membership list, IFIP network database, IFIP post-activity surveys, IFIP social network map and conference and meeting reports from other funder groups.

Finally, the board assessment of annual progress will provide a key moment to track and change course where needed. The executive director's report will provide an annual evaluation of the level of IFIP's impact against these indicators. The board assessment will assess impact against the three major objectives and make changes as needed.