

Evaluation of Ford Foundation's

Natural Resources *and* Climate Change

International Strategy

Insights and
Strategic Learnings
from 2019-2022

Summary Version

December 2023



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Dala Institute, 2023. Evaluation of Ford Foundation's Natural Resources and Climate Change International Strategy (Summary Version).

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Intro- duction

- **Natural Resource and Climate Change: A Ford Foundation International Strategy**
- **Evaluation scope and approach**

In late 2022, Ford Foundation engaged Dala Institute (Dala) to evaluate its Natural Resource and Climate Change work spanning the period 2019–2022. This document summarizes the result of that evaluation. The document opens with a brief overview of the program and its strategy, followed by a description of the evaluation scope and approach. It then elaborates the progress toward the outcomes of the strategy, unpacks some key strategic learnings, and suggests considerations for a path forward, including strengths on which to expand and questions to consider as the strategy undergoes a refresh midway through its 10-year working period.

Natural Resource *and* Climate Change: A Ford Foundation International Strategy

Ford Foundation asserts that attention to natural resources and climate change can contribute to the reduction of inequalities. Through its 10-year strategy beginning in 2019, the foundation's Natural Resources and Climate Change International (NRCC-I) program seeks to support efforts to ensure that natural resource governance and climate change action increasingly serve the public interest and reflect the collective rights and aspirations of affected rural, low-income, and Indigenous communities. The strategy focuses on the reduction of inequalities related to the forestry, extractives, and energy sectors, covering control, use, and transformation of forest, mineral, and hydrocarbon resources.

Throughout this document, we use the term 'outcomes' as Ford Foundation does: Outcomes refer to the strategy's results in relation to the four areas of intended impact and the three key approaches.

NRCC-I's work is centered in six regional offices and the foundation's New York office, which focuses primarily on work at the global level. The six regional offices are Andean Region, Brazil, Indonesia, Mexico and Central America, Southern Africa, and West Africa. Between 2019 and 2022, NRCC-I issued a total of 773 grants to 553 grantees with total allocated funds of approximately 241 million US dollars. NRCC-I grantees include non-government organizations (NGOs), community-based organizations, member-based organizations/social movements, faith-based organizations, professional associations or alliances, research organizations, think tanks, universities, academic centers, and individuals. Grantees of NRCC-I conduct various types of work, such as building capacity and technical know-how of community leaders and members, raising community interests in higher level settings through advocacy, campaigns, communications, and mass media, conducting research and collecting evidence to substantiate claims to community rights, providing technical assistance, expertise, legal services, re/sub-granting to strengthen community and grassroots efforts, and alliance building and convening so that it can expand the reach of community and grassroots networks.

The NRCC-I strategy articulates its **outcomes** by specifying them as areas of intended impact and key approaches. The areas of intended impact are where NRCC-I aims to advance change and reduce inequality: **Secured land rights, Local communities having a seat at the table, Equitable benefits, and Good governance.** The key

approaches are ways that NRCC-I is using to enact the change it seeks to make: **Building effective leaders and networks, Strengthening positive narratives, and Mobilizing resources.** This Figure 1 below provides descriptions of the strategy's outcomes.



Figure 1 | NRCC-I strategy's areas of impact and key approaches that also serve as its outcomes.



Evaluation scope *and* approach

For this evaluation, Dala, as an independent evaluator, was to provide collaborative thought partnership to Ford Foundation for the purposes below:

- ➔ assessing (i) what progress has been made toward targeted outcomes and (ii) how the strategy has sought to respond to the challenges/problems articulated in the theory of change;
- ➔ generating lessons in order to strengthen and refine the theory of change and underlying assumptions to inform the next five-year cycle of strategic grantmaking.

Through the evaluation, NRCC-I sought to understand the processes and results that have occurred in the past four years. The evaluation focused on findings at the program level as opposed to specifying grant-level findings, with the intention of adding a layer of independent perspective to better understand what has worked well, what changes have occurred, and what role NRCC-I has played. Findings from the evaluation will support Ford Foundation's learning of its theories of change, progress, and results and will be a key input in the refinement of NRCC-I's strategy.

Methodology

The evaluation was guided by four overarching evaluation questions covering the *what, how, why, and so what* of the international strategy to date.

- ① **What did NRCC-I do and what happened?**
- ② **How did the targeted outcomes transpire (or not)?**
- ③ **Why is NRCC-I employing its current approaches?**
- ④ **What are the lessons learned from NRCC-I so far?**

The evaluation used a mixed-methods approach, combining exploration at both case and portfolio levels. The *case level* was used to capture the variety in NRCC-I grantmaking spanning the years 2019 to 2022. For this evaluation, a case was defined as a collection of grants sharing similar contexts and/or objectives. Twenty cases¹ spanning the six NRCC-I regions plus its globally focused New York office were used as samples of how NRCC-I's work has materialized. The annex lists the sampled cases and the number of grants covered in each case. Meanwhile, the *portfolio* level was used to understand the scope and reach of NRCC-I and to capture current or more recent program-wide insights.

To capture both the breadth and the nuanced insights of NRCC-I's work, Dala used a variety of information sources, both primary and secondary. Dala collected information using three main methods: interviews, online survey, and secondary materials.

Interviews

In total, Dala conducted 314 semi-structured interviews spanning the 20 cases and general programming of NRCC-I. Respondents were categorized into four stakeholder groups: grantees, Ford Foundation staff, non-grantee collaborators, and third-party observers. Non-grantee collaborators refers to entities who were partners or who worked collaboratively with either grantees or Ford Foundation toward, or in alignment with, its goals. Non-grantee collaborators and third-party observers were from either government or non-government entities.

Online survey

An online survey was conducted in English, Spanish, Portuguese, and Indonesian and distributed to 690 grantee contacts. Dala received a total of 277 responses, with 40.1% of the responses being completed surveys².

Secondary materials

Information gathered from secondary materials included program and grant documents, grant data, and other published and communications materials (including academic and gray literature).



¹Cases were determined purposively in a joint effort between the evaluator and NRCC-I staff. An initial 34 cases were shortlisted by NRCC-I staff. Each shortlisted case was accompanied by brief descriptions of the importance of the case in understanding NRCC-I's scope of work. The evaluator determined the final list of the 20 cases to be studied for the evaluation.

²The remainder of the survey responses were partially filled to varying degrees.

Limitations

This evaluation is not intended to be interpreted as representing the totality of the NRCC-I program. Data used case-level analyses with the intention of gaining a deeper examination highlighting similarities and dissimilarities in experiences or contexts across countries and levels, as applied in a wide range of NRCC-I's programming. Listed below are limitations in relation to data collection and the case-level analysis, particularly in reconciling the vast reach of NRCC-I granting (700+ grants between 2019 and 2022) with the scope and resources of the evaluation.

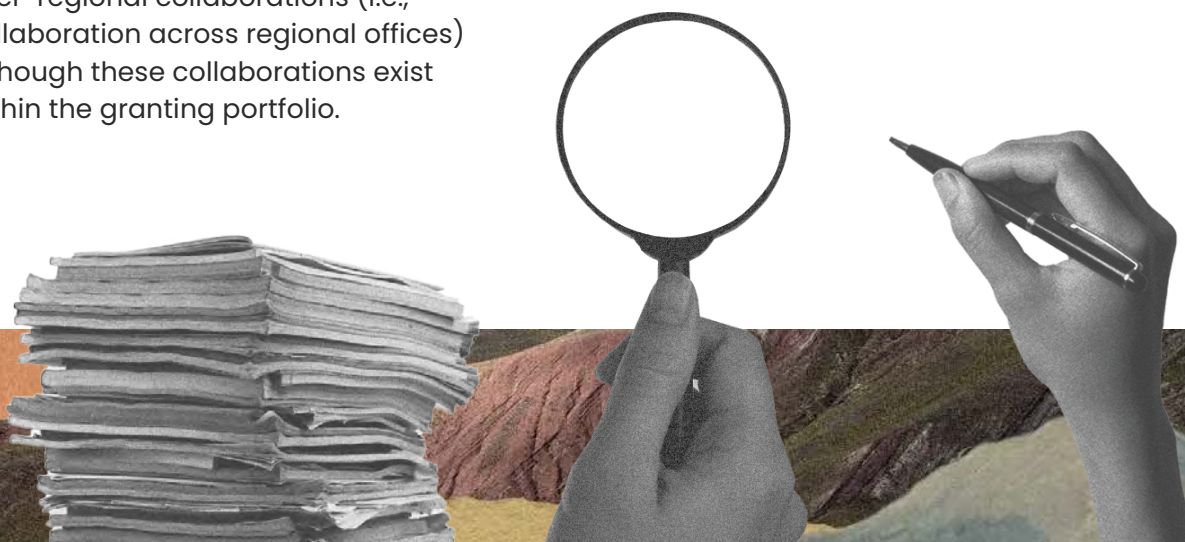
- 1 A non-representative, limited number of cases is likely to have some gaps.** The data collected from the cases is therefore indicative rather than representative, and there are many parts of NRCC-I and its grantmaking about which the evaluation team is unaware.
- 2 While grants within sampled cases operate at varying levels (i.e. local, national, regional, global), during the analysis no differentiation was made of grants based on their operating level.** While most grants within the sampled cases operate at levels from local to regional, some of them include the global level. For cases operating at multiple levels, most have the trajectory of moving from a local level to a national, regional, or global level. None of the studied cases reflects inter-regional collaborations (i.e., collaboration across regional offices) although these collaborations exist within the granting portfolio.

- 3 Gathering data from communities affected by natural resource policies and/or extraction activities was not an expectation of this evaluation.**

Therefore, the perspectives reflected in the data do not capture community and household levels and are mainly those of professionals and/or community organizers. While in some regions evaluators were able to meet with representatives of communities, this was not expected from the evaluation and was not a uniform experience in all regions.

- 4 Most of the secondary materials reviewed were in English.** While a significant portion of the evaluation team is fluent in Indonesian and some have capacity in French and Spanish, our review of literature and reference materials was based mostly on English language publications.

Additionally, in relation to interpretation of the evaluation's findings, there is no baseline to compare to, and because some grants are ongoing, we are limited to reporting either extent of progress or current status. In instances where 'success' or 'wins' are mentioned, this is based on an assumed achievement in a snapshot of time, either intended or unintended, without ways to substantiate comparison between a 'before' and an 'after' situation.



Progress Towards Outcomes

● Notable progress ● Efforts underway

As previously mentioned, NRCC-I's strategy identified seven outcomes that it targets as the changes that would help contribute to the broader goal of reducing inequalities related to the forestry, extractives, and energy sectors. Of these outcomes, four are viewed as areas of impact and three are key approaches necessary to both contribute to advances in the impact areas and serve as important steps along the way. As such, while NRCC-I's strategy does not make it explicit, the evaluation found relationships between key approaches and impact areas—specifically, that the implementation of the key approaches is commonly coupled with or nested within work that targets the intended impact areas. For example, strengthened narratives were used to advocate for secured land rights or equitable benefits.

Figure 2 visualizes these relationships based on Dala's understanding on how the key approaches together with the areas of impact to contribute to change. Dala also recognized that some efforts are ongoing while others may not have experienced enough time to exhibit change. Because of this, the evaluation's synthesis of findings on NRCC-I's strategy outcomes focused more on discerning patterns of progress and outlining the status of efforts rather than declarations of success.



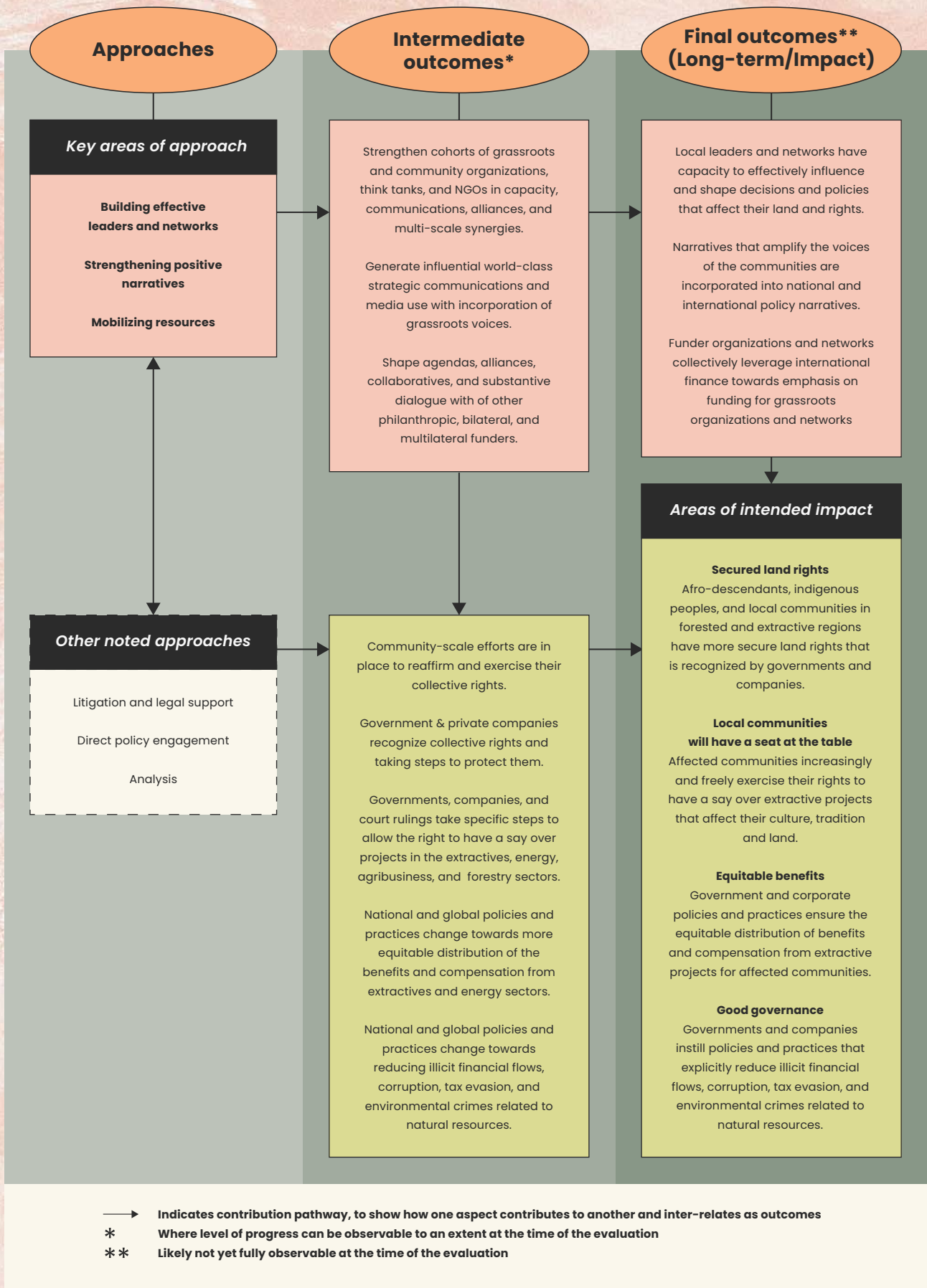


Figure 2 | Visual depiction of the relationships of the areas of impact and the key approaches as outcomes, as understood by Dala.

Notable progress

The evaluation found four main themes where there is notable progress toward change as a result of NRCC-I's work. NRCC-I support enabled its grantees and their collaborators to (i) set the basis and footings for community participation even when tangible changes were not yet achieved, (ii) advance justice claims and rights for communities, including stopping encroachment, realizing customary rights, and winning claims to benefits, (iii) establish ways and connections to amplify collective governance, and (iv) promote narratives aimed at gaining public support and generating pressure for high-level action. The four themes are expanded below.

Setting the basis for civil society and community-led grantees to advance intended change






Multiple respondent groups, including grantees, their collaborators, and their community partners, showed that NRCC-I support has generated results that are viewed as necessary steps toward reaching and advancing change within the intended impact areas. These types of work included raising awareness on rights, building capacity of both civil society and communities, and setting up processes that enable inclusive decision-making for collective governance. As described below, the sampled cases highlight three areas these institutional and capacity footings

helped to strengthen: legitimacy and continuity of civic institutions and spaces for community participation, knowledge and processes for effective collective action and decision-making, and knowledge and capacity for strategic litigation.

• Civil society and community-led grantees used NRCC-I support as a lifeline for their operations and organizational capacity for more effective action and decision-making.

NRCC-I support enabled grantees to develop their institutional legitimacy and maintain their efforts in mobilizing civic action to protect the interests of affected and often marginalized communities, such as Indigenous peoples, Afro-descendants, and rural communities. Moreover, against the backdrop of the COVID-19 pandemic, many grantees described NRCC-I support as a crucial enabling factor in keeping their and their communities' efforts alive. Additionally, with growing partisanship and polarization around the world in the past few years, the

This finding applies to these areas of intended impact and key approaches:

	Secured land rights
	Local communities having a seat at the table
	Equitable benefits
	Good governance
	Building effective leaders and networks

support not only enabled grantee organizations to continue their efforts in service to affected communities but also, in some instances, prevented them from stalling or even backsliding. Amid these backdrops, the evaluation found that, in addition to their organizational capacity, an enabling factor in grantees' effective action was the presence of a strong ecosystem of civil actors and an environment where they are able to perform civic engagement. In examples from sampled cases in Brazil that address Indigenous peoples and Afro-descendant representation, a vibrant civic space and grassroots social movement ecosystem enabled grantees to continue performing their collective actions. Grantees from these sampled cases noted how they were able to maintain and persist with their efforts even during difficult periods due to COVID-19 and the undoing of Indigenous peoples and local community (IP&LC) rights in the previous regime.

• Continued engagement with community leaders and collaborators resulted in increased knowledge and capacity for collective action and decision-making by communities.

Findings from the evaluation showed that strengthening of civil society and community-led grantees also led to strengthened capacity, knowledge, and technical ability of the community leaders and members they support. When grantees helped communities

develop skills, share knowledge, and get technical support, it encouraged them to voice collective concerns and decisions about their rights. Sampled cases from the Andean Region, for instance, showed that grantees supported IP&LCs in developing their knowledge and strengthening their capacity to directly participate in dialogues with the government and come up with proposals for non-mining development activities that benefit communities.




• Grantees and their collaborators introduced litigation & legal mechanisms to communities as a way to uphold rights to free prior and informed consent (FPIC)³ and claim benefits from commercial extractives and energy projects.

The evaluation found that while grantees, their collaborators, and their community collaborators recognized that there is still much needed work to address territorial, FPIC, and benefits rights issues through the legal system, their efforts are notably strengthening the building blocks of participatory legal action. In particular, grantees are equipping communities with knowledge, capacity, assistance, and guidance in relation to the legal system and the litigation process. A sampled case from West Africa demonstrated community members being increasingly aware of the laws and accountability mechanisms that could support their rights and FPIC exercise in the presence of mining projects.

³ FPIC is a principle protected by international human rights standards, i.e., the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Convention on Biological Diversity, and International Labour Organization Convention No. 169. FPIC provides the space for IP&LC to engage in negotiations for the purpose of shaping the design, implementation, monitoring, and evaluation of decision-making that affects lives, territories, and rights (FAO 2016, *Free Prior and Informed Consent: An Indigenous Peoples' Right and a Good Practice for Local Communities*). Even though FPIC as a principle was started from Indigenous peoples' rights perspectives, it is now widely recognized as a good practice and is required for projects affecting any local communities (ibid.).

Enabling communities to advance justice claims and recognition of rights

This finding applies to these areas of intended impact and key approaches:

	Secured land rights
	Equitable benefits
	Building effective leaders and networks

Several of the sampled cases explored ways to amplify community involvement in demanding justice for their rights. Grantees represented, supported, and/or included community leaders and members in legal cases, as a way to gain recognition of their rights to equitable benefits or to claim punitive damages as a result of companies' lack of accountability and responsibility toward affected communities. Grantees, collaborators, and observers noted that in certain regions, such as the Andean Region, Central America, and West Africa, affected communities are increasingly seeing legal avenues as promising ways to seek justice and compensation, especially compared to previous methods that centered physical resistance. With support, guidance, and representation from grantees and their collaborators, community leaders and members have experienced legal wins and received compensation (or means to obtain compensation), while perpetrators of land rights, tax evasion, benefit-sharing, and environmental violations have been challenged and prosecuted.

• As recounted by grantees, their collaborators, and community leaders, legal battles were fought and won against extractives companies for their breach of territorial claims, the damages they caused to affected communities, and the distribution of benefits rightly owed to affected communities.

These legal wins, as seen in a regional case from West Africa and a global case out of New York, saw communities receiving benefits ranging from monetary compensation to in-kind support. Other instances of this are illustrated by a case from the Andean Region where local leaders defended themselves against company claims of agreement breach, and a case in Mexico and Central America where a community filed for an amparo—a legal instrument—to defend its rights and stop specific mining processes.

• Though the extent varied, affected communities with support from grantees made progress in gaining tenure (or titling), access, and/or usage rights to forested land.

This was enabled by communities' increased awareness of how litigation and advocacy processes can advance efforts to obtain, affirm, and defend their land rights. This was supported by advocacy work that enhanced safeguarding of forested land and territories



against threats from extraction and agricultural commodities, such as shown in the New York global cases. Another enabling factor was that in some countries there are national-level agrarian/land-use policies and spatial planning mechanisms recognizing communities' presence and rights. Sampled cases in the Andean Region and the Mexico and Central America offices addressed Indigenous peoples' tenurial rights to their territorial land. Indigenous peoples were able to obtain, affirm, or protect the formal recognition of their collective land tenure through government-required administrative procedures or by

participating in legal defense that resulted in their land/territorial rights restitutions. Meanwhile, a sampled case in Indonesia saw communities obtaining formally recognized land-use permits pertaining to forested land that they historically and ancestrally managed. Due to state designation of forestry land-use types in Indonesia, many communities faced legal restrictions when trying to conduct their forest-based activities. With grantee support, advocacy, and legal assistance, more communities have been formally granted access to use and manage forest land through the government's social forestry schemes.






Establishing spaces and platforms to amplify collective governance

The evaluation found that grantees and their community collaborators have initiated and made progress in efforts to create spaces, mechanisms, and networks that help develop common agendas for collective action and collaborative governance of communal land use and natural resources.

• Grantees and community collaborators convened communities and diverse stakeholders to establish collaborative spaces and networks, resulting in expanded opportunities for collaborative governance.

At the community level, a sampled case in Mexico and Central America showed a successful collaborative governance approach that secured local community wins in countering the influence of multinational mining corporations. An alliance of diverse grantees and other stakeholders, each contributing specialized roles, fostered frequent communication, dialogue, and collective decision-making that prompted the suspension of mining operations until community assurances were established. Meanwhile, sampled cases in

This finding applies to these areas of intended impact and key approaches:

	Secured land rights
	Local communities having a seat at the table
	Good governance
	Building effective leaders and networks
	Mobilizing resources

Indonesia and Southern Africa also showed collaborative spaces established at national and regional levels where grantees fostered campaign partnerships spanning civil society, media, academia, and communities to pressure inclusion of justice and transparency into policies on energy transition and taxation.

• Spaces, capacity, and connections facilitated by grantees enabled and/or contributed to the formation of community-led funding platforms, many of which addressed territorial governance.

These funding platforms are intended to pool resources that will be directly received and

managed by community-led organizations, including IP&LC organizations, and are allocated based on the needs and priorities of affected communities. Establishing these community-led funds is also an effort to (i) increase the percentage of environmental and climate funding that is actually invested in communities and territories, rather than toward intermediaries, and (ii) reduce the risk of corruption, nepotism, and hidden agendas that comes with regulating

foreign-sourced funds. Examples mentioned in the sampled cases are the Nusantara Fund and Dana TERRA in Indonesia and the Brazil Fund, the Babaçu Fund, the Dema Fund, and the Podaali Fund in Brazil. Other funds and networks such as the Mesoamerican Territorial Fund and several other re-granting entities have also emerged from NRCC-I programming and have been accompanied by NRCC-I through its collaborators.






Supporting narratives aimed to gain public support for collective rights

Many narratives produced by NRCC-I grantees have covered the issues and concerns of socioenvironmental movements, IP&LCs, and their allies. Several of these narratives address topics or viewpoints that may not have received mainstream public attention, with some having the intentional aim of putting pressure on and amplifying the urgency of action.

• Grantees were able to advance narratives by adjusting the messages and their delivery depending on the audience and by paying attention to risks they might raise.

Recognizing that some narratives could be riskier (politically and physically) for the safety of civil society organizations (CSOs), communities, and journalists, grantees are adapting and shaping their narratives in ways that make the messages more likely to reach either a wider or a more targeted audience. Grantees are also cognizant in making sure that these narratives do not compromise, or even harm, communities and themselves. Examples of these

This finding applies to these areas of intended impact and key approaches:

-  Secured land rights
 -  Local communities having a seat at the table
 -  Equitable benefits
 -  Good governance
 -  Strengthening positive narratives
-

narratives include stories that lift youth voices and experiences in Brazil and West Africa; media products that center the socio-environmental worldviews of Indigenous peoples in Latin America and globally; investigative journalism that exposes environmental crimes, wrongdoings of extractives companies, and illicit financial flows in West Africa and Brazil; research findings that show lived experiences of mining-affected and artisanal mining communities in Southern Africa and West Africa; and advocacy, campaigns, and research that promote an emphasis on justice and FPIC of energy transition agendas in Indonesia.



Efforts underway

The evaluation also identified themes where efforts are underway. While these efforts have made discernible progress, it is often incremental and is still often met with limitations that risk overpowering the enablers for progress. These limitations may be due to factors that are contextual and related to issues of scale. We expand on two themes where progress is happening yet limitations are in place that risk stalling or holding back efforts. The first theme is related to working in multiple scales, or levels, and how the breadth of NRCC-I's scope has allowed for this to happen but with challenges in how the efforts or messages translate into different levels. The second theme speaks to rights and how formal recognition of rights do not necessarily lead to them being exercised and implemented fairly.






Targeting multiple levels to amplify recognition of issues and rights

As an international strategy, NRCC-I supports work at different levels from grassroots to global. While some grants focus on one level, many look to start at one level and then bring that to another as a way to amplify importance, urgency, and action. The movement from one level to another can occur from local level to national, regional, and global levels, or vice versa. Sampled cases provided examples of multi-level work occurring in areas of equitable benefits and revenue distribution and strengthening of narratives for rights to land and natural resource governance.

• NRCC-I has supported multi-level efforts to amplify a range of issues in relation to equitable benefits and mining revenue distribution—with varying degrees of success.

At the grassroots level, sampled cases in the Andean Region and West Africa showed that grantee efforts resulted in (i) increased awareness within affected communities on their rights to benefits and how to claim them

This finding applies to these areas of intended impact and key approaches:

	Secured land rights
	Local communities having a seat at the table
	Equitable benefits
	Good governance
	Strengthening positive narratives

and (ii) a sense of unity among community members in relation to claiming their rights. In an Andean Region case, grantee efforts helped unify and clarify understandings among communities about who has rights and how to access them, while in a West Africa case they led to community members collectively deciding and making agreements with a mining company on their compensation amount. At the national-regional level, sampled cases in West Africa and Southern Africa saw grantees focusing their work on advocating for laws that support rightful top-down distribution of revenue, including campaigning for regulations to

enact better transparency of taxation and financial flows. Grantees working toward equitable benefits remarked that meaningful strides in fair and transparent distribution of benefits can be made only with simultaneous and aligned efforts at local and national-regional levels.

Constraints to progress

- ⊕ Mechanisms to track and trace financial flows at the national level are not yet sufficiently in place, enabling companies to take advantage of loopholes or to bypass government rules on distribution of revenue from extractives projects.
- ⊕ Existing internal divisions within and among affected communities can make it difficult for the organizations working with and for communities to effectively accompany and represent them. Differing community views on the impacts of mining projects (due to varying perspectives on development projects) can also cause divisions within and among communities, making it challenging to bring them together for collective action.



• To make community land rights a more widely acknowledged issue beyond the local level, grantees have strengthened their capacity to position and frame their demand for land rights recognition in alignment with environmental sustainability and climate change agendas—yet realize that efforts are still needed to better capture and communicate the nuances surrounding communities’ relationship with their land.

The ways that grantees and their collaborators are able to align their framings of community land rights have led to positive association and attention at the national, regional, and global levels, particularly with Global North audiences. By aligning their messaging and narratives to audiences of the targeted level, issues faced by communities at local levels are increasingly receiving global recognition. Affected communities are increasingly being recognized as legitimate subjects who can sustainably manage and govern land and natural resources. Additionally, involvement of affected communities in conservation efforts has helped strengthen their knowledge and understanding of how their land-based activities align (or can be aligned) with the more globally common principles of nature conservation and biodiversity. However, grantees and their community-led collaborators also raised concerns that the association sometimes prompts dilemmas for them. While acknowledging the positive impact of reaching a wider audience with their core messages, community stakeholders also emphasize the critical need for nuanced and accurate communication regarding the multifaceted nature of land-based livelihoods. They exercise a degree of caution in this endeavor, recognizing the potential for misinterpretation or oversimplification of these intricate narratives when viewed through the dominant lens of Global North perspectives.

Constraints to progress

- ➔ Grantees observed that development and conservation actors sometimes view that traditional farming and mining practices (like artisanal mining and small-scale farming) clash with common ideas about sustainable development in the Global North. This leads to criticism and negative labels, such as ‘unsustainable practices’, that fail to consider the multifaceted elements of communities’ livelihoods.
- ➔ Certain grantees expressed concern that vocal advocacy by communities regarding environmental conservation and climate change initiatives may, on occasion, elicit adverse reactions fueled by the dissemination of inaccurate information resulting from the misconstrual of their messages. Grantees, environmental defenders, and community leaders have been discredited due to this backlash and the narratives they produced have been challenged by interest-led companies and government officials.
- ➔ Grantees and their community collaborators highlight a crucial area of tension: differing perspectives on land use practices. This divergence stems from a disconnect between the lived experiences of local communities, particularly Indigenous populations who rely on and manage the land for sustenance, and prevailing narratives in certain global contexts, primarily the Global North, concerning sustainable development and nature conservation. This misunderstanding fosters conflict and risks misrepresenting these communities’ vital relationships with their natural environment. Particularly when viewed at the global level, this discrepancy risks oversimplification and/or overgeneralization that leads to (i)

overshadowing of the rights outcomes (i.e., recognition of communities’ land and voice rights) by global sustainability or climate action outcomes and (ii) underemphasizing the relational nuances of communities with both nature and their counterparts at the local, national, and regional levels.

- ◇ In the former, while it is a positive that broader-reaching narratives have enabled certain communities to be portrayed as rightful resource managers and sometimes achieve claims to rights recognition, the oversimplification and/or overgeneralization may not always capture the rich histories against which these rights claims are made (which may include histories with exploitative and colonial origins).
- ◇ In the latter, in some instances, narratives in support of more global agendas may understate or conflict with how local communities are viewed, perceived, and portrayed by the nation-state that claims authority over their land, and risk unintended consequences for the communities themselves or their relationships with the government and local counterparts.



Ensuring fair and inclusive implementation of attained rights

As previously mentioned, NRCC-I's support has resulted in progress toward recognition of rights of affected communities, including rights to own or manage land, rights to have a say and have their needs considered (such as FPIC), and rights to benefits and compensation. However, the sampled cases showed that while there is progress in formally obtaining recognition of these rights, challenges still exist to create an enabling and conducive environment in which affected communities can fairly exercise their rights.





• In relation to obtaining rights for land tenure, use, and access, the evaluation found that progress made is partially influenced by affected communities' ability to exercise and engage in FPIC processes in decisions involving development projects in their area or territory—which varies in its implementation.

Communities that face challenges in exercising their rights to FPIC practices also experience setbacks in defending their land and in having a fair say on conduct of mining, energy, & agricultural projects on their land.

Constraints to progress

➔ In some instances, affected communities are still demanding formal recognition of their land tenure rights, while in others, communities that already have rights to land ownership are challenged in their ability to exercise them. Some of the cases sampled from Brazil demonstrated how Indigenous peoples and Afro-descendants could not secure official recognition of their land during the previous government regime due to land invasion and violence perpetuated by the regime's views. Instead,

This finding applies to these areas of intended impact and key approaches:

	Secured land rights
	Local communities having a seat at the table
	Equitable benefits
	Good governance

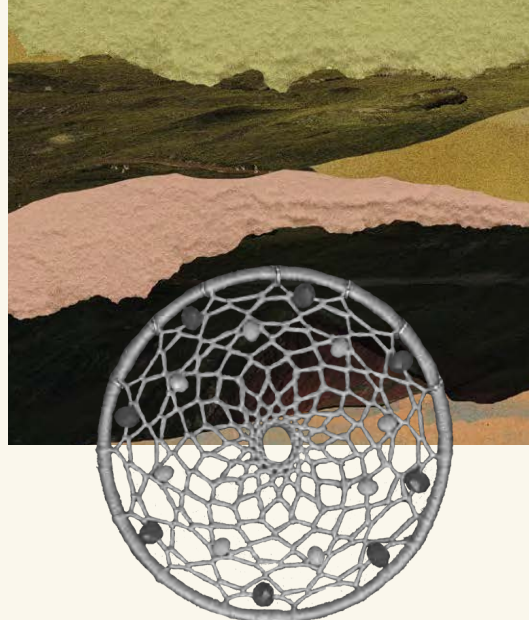
during that time NRCC-I support was re-channeled toward efforts to prevent setbacks on the already obtained land rights. Examples of setbacks in exercising already obtained land rights also emerged in cases from Central America. Despite Indigenous peoples' achievement in receiving official titling in several of their territories, control by some local leaders and criminal groups, coercion, and the subjugation of the population negate the purpose of the titling and inhibit the Indigenous peoples' ability to exercise their rights over the territories.

➔ Other communities experience struggles in gaining rights to access and use land where land use is primarily designated by the government. In instances where land use is designated at the national level by the government and FPIC is not fully exercised, land-use zoning and spatial planning for sustainable development or conservation purposes often take precedence over other forms of activities, including those for communities' livelihoods. Sampled cases in Central America saw how grantees, in their effort to raise voicing platforms of affected communities, are finding that companies, backed by politicians and criminal groups, are being given prioritization in land-use policies and allocation. In a

sampled case in Indonesia, communities are required to obtain permits to officially regain use of and access their forest land. Forest-based communities must abide by official designation of forest land-use type since control of forest land use is held by the government. Grantees and their partners help communities in understanding the processes to obtain permits and in addressing challenges that they may face during the process.

• Through capacity-building and collegiality, grantees and their collaborators have encouraged and supported participation of affected communities in decision-making processes pertaining to their right to receive benefits from mining companies—despite existing barriers in its fair implementation.

The evaluation found this in sampled cases in the Andean Region, in Mexico and Central America, and in West and Southern Africa, where efforts to include community participation in decision-making is accompanied by continuing efforts to raise affected communities' awareness of their equal rights to receive financial benefits from companies and the issues that surround this process. Examples of issues that grantees and their collaborators are raising awareness on include (i) practices of bribery from mining companies to local political leaders (in some instances these may be traditional leaders) and (ii) the likelihood of traditional rulers receiving gifts from oil companies, as a way to push forward the company's agenda. While there is formal recognition of communities' rights over compensation and/or reparation benefits from mining companies' use of their land and natural resources, fair implementation of these rights is still lacking.



Constraints to progress

- ⊕ Some countries do not have standardized mechanisms to steward and monitor the benefits-sharing process in the mining sector. This is in part due to a lack of transparency and policy enforcement on practices of revenue distribution from mining companies and benefit-sharing to communities. Thus, it is still a challenge to (i) ensure that benefits are being rightfully distributed to communities and (ii) increase community members' collective action to make decisions toward equal distribution within their community (distribution not concentrated toward community elites).
- ⊕ At the local level, the evaluation observed that elite capture hinders efforts for equal distribution of rights within communities. Narratives on corruption (and collusion) typically resort to those involving just government and companies, leading to less association of communities being disadvantaged by the ways of working of their own local leaders and representatives. The sampled cases, particularly those in West and Southern Africa, showed how hierarchical local leadership structures, which are class-based and gendered, may be perpetuating company-involved corruption and collusion.

the implementation of
the key approaches is
commonly coupled
with or nested within
work that targets the
intended impact areas.

Key Strategic Learnings

- Clarifying how concepts are understood
- Revisiting assumptions against what happened
- Incorporating differing contexts when working globally

NRCC-I is at the midway point in its implementation of the current strategy. In addition to assessing progress made (i.e., understanding what has happened), the evaluation provided insights into how and why progress has or has not materialized as intended. These insights focus on understanding the processes toward change and the assumptions behind how change happens. The evaluation identified three key learnings related to **conceptual clarity**, **embedded assumptions**, and **context**. Below, we elaborate on how each of these learnings is enabling and/or limiting progress toward the targeted outcomes.

Efforts and progress made so far came with insights into their enabling and limiting factors.



Clarifying *how* concepts are understood

NRCC-I works with complex concepts under an overall assumption that there is a unified understanding of these concepts across the program. However, there are differences in interpretation of these concepts across, and even within, regions, sectors, and levels. Having varying interpretations of these concepts affects the implemented methods and expected objectives, thus challenging the overall understanding of how NRCC-I's approaches and achievements work together as an international program. Discussed here are learnings in relation to the conceptualization of inequality, outcomes, and collective(s)—three concepts that the evaluation observed to be foundational to NRCC-I's work.

Perspectives on inequality

What does inequality look like within multiple dimensions of natural resources and climate change?

NRCC-I's ultimate goal is to address manifestations of inequality in natural resources and climate change spaces. Inequality manifests differently in different sectors, contexts, and levels and these differences have implications when considering what is required for change. For instance, the perception of inequality may differ significantly between contexts within the same strategy. What constitutes an unjust distribu-

tion of land rights, for example, may not necessarily translate to an equivalent understanding of inequality when pursuing changes like equitable access to benefits through strategic litigation.

The sampled cases demonstrated intentions to address inequality, but specific approaches to how inequality is addressed, or could be evidenced, were less clear. Some of NRCC-I's work involves communities and social movements that are not monolithic but filled with nuances, power relations, and frictions that shape different meanings and implications for inequality in different contexts. The evaluation findings suggest that these nuances are recognized within the work NRCC-I supports, but the ways in which they contribute to identifying and addressing the diverse manifestations of inequality are not yet explicated in the current strategy.

NRCC-I's ultimate goal is to address manifestations of inequality in natural resources and climate change spaces.

Interpretation of outcomes

How can outcomes be formulated synergistically and be used to signal the extent of change?

As shown in Figure 1, NRCC-I treats both areas of intended impact and key approaches of its strategy as the strategy's outcomes (i.e., as the 'ends' in the process for change). While this accommodates the nuanced, multidimensional, and multifaceted nature of social change, the evaluation found that it also allowed for various interpretations of the strategy's outcomes. This, in turn, has led to a non-uniform interpretation of what a certain outcome means, both within NRCC-I and among its grantees and collaborators. For example, work to support strengthening of narratives, building effective collective action, and mobilizing resources for social justice was sometimes interpreted as an approach (i.e., as 'means' to an end) and sometimes interpreted as the end in and of itself. Efforts to solve problems sometimes end up going in different directions because the outcome is not understood in the same ways. This means that NRCC-I hasn't clearly defined what success (i.e., reducing inequality) looks like, making it difficult to measure how much progress is being made in reducing inequality around natural resources and climate change.

Efforts to solve problems sometimes end up going in different directions because the outcome is not understood in the same ways.

Framing the collective(s)

Who is meant to benefit from NRCC-I's work?

NRCC-I's current strategy seeks to influence natural resource governance and climate change actions for collective good. NRCC-I's work supports a variety of collective actions that may form through groupings such as communities, social movements, and identity-based groups—all of which are diverse. Some collectives are defined by certain identity markers, including race, ethnicity and age or generation, while others are defined through class and socioeconomic status, or a combination of different identities shaped through their common experience (i.e., of marginalization or impacts from resource extraction).

The evaluation found that the notion of IP&LC was often used and conceptualized within NRCC-I as a proxy for 'marginalized groups'.

The sampled cases suggested that in NRCC-I’s articulation of its work, there is an emphasis on support for work in service to the IP&LC collective.

Articulations of IP&LCs are usually related to the use of land, community, and custom as a normative reference for collective struggles. The sampled cases suggested that in NRCC-I’s articulation of its work, there is an emphasis on support to IP&LCs. From the online survey, ‘Rural and local communities’

and ‘Indigenous peoples’, together with ‘Women and girls’, were the top three groups that grantees considered their grants’ intention and implementation to have had a great or some extent of engagement with, support for, or effect on (Figure 3). Focusing on IP&LCs without robust incorporation of intersectional considerations can obscure the intersectional dimensions of inequality, especially those related to class, gender identity, age/generation, and elite capture, as well as the diverse pathways, references, and framings of collectives.

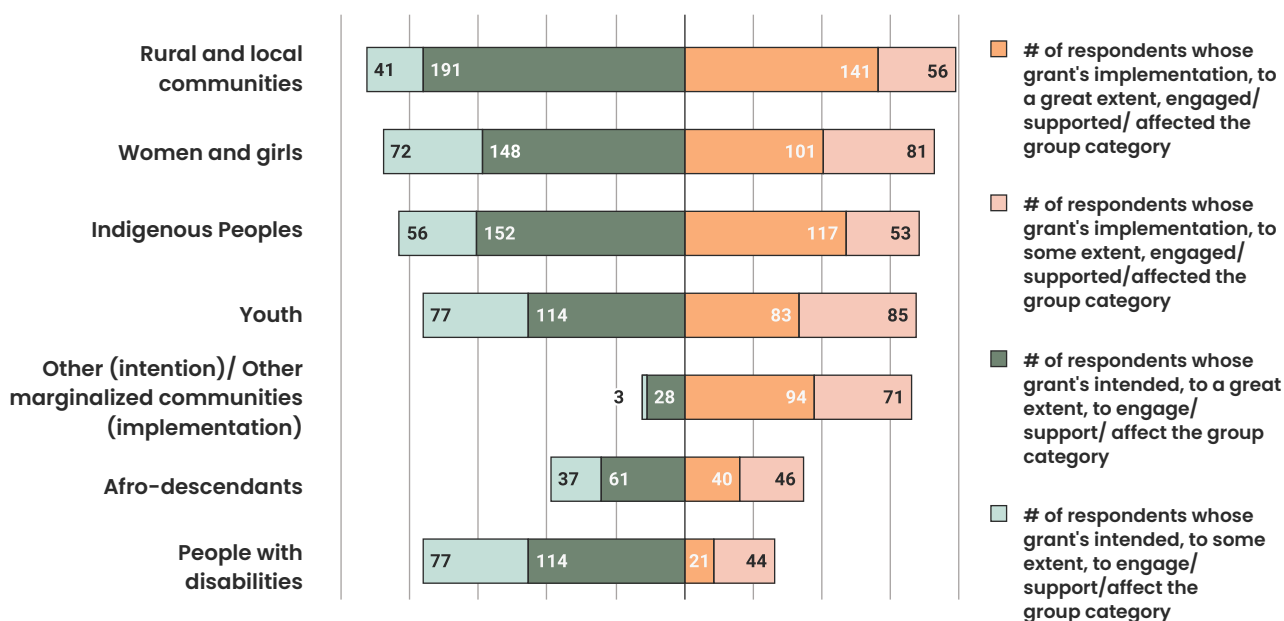


Figure 3 | Collective groups that grantees marked as having a great or some extent of engagement with, support for, or effect on, in relation to their grants’ intention or implementation (from online survey)⁴.

⁴ The figure is an aggregate of two survey questions. First question: *To what extent did the grant intend to directly engage, support, and/or affect the following actors and/or communities?* Second question: *To what extent was/has the grant been/able to directly engage, support, and/or affect the following actors and/or communities beneficially?* For each given category, respondents were asked to select one of five options: To a great extent, To some extent, To a small extent, Not at all, and Don’t know. A respondent could select only one option for each category, but the same respondent could select the same option for more than one category. The figure depicts only responses that selected the ‘To a great extent’ and ‘To some extent’ options. Note that the category ‘Other marginalized communities’ was given only in the second question and not in the first question.

Revisiting assumptions against *what* happened

The evaluation also identified learnings related to the assumptions in NRCC-I's strategy, many of which were related to complex concepts and the interactions among them. How these concepts connect and relate to one another, however, were not always made clear. Three connection assumptions, in relation to what happened, are discussed for the following: land rights and inequality, climate change and inequality, and inequality & (climate) justice.

Connections between land rights and inequality

The evaluation findings pertaining to land rights showed varying levels of progress toward obtaining and securing formal recognition of land rights, where the extent of progress depended on the contexts in each region and the substance of the claims. However, where advances were made toward rights recognition, there was not always a discernible pathway from when these rights were formally recognized to how or if the recognition was then practically realized, and what the recognition meant for reducing inequality. Currently, NRCC-I's strategy focuses mostly on securing land rights and does not further explicate the intended effects of those rights once they are formally secured.

The collected data from this evaluation was not sufficient to form findings on how equality within communities was improved in instances where obtaining land rights



Assumption(s):

Access to natural resources plays an important role for equality (and in reducing inequality) and collective tenure rights matter for equitable outcomes.

Securing land rights requires recognition and protection from government and private companies and communities' own efforts to reaffirm and exercise their rights.

What happened?

Instances of successes in formal recognition of tenure rights (i.e., land titling) did not always lead to an increased ability to benefit from those rights or to inequality reduction.

While there were examples of collective rights won, it is not always clear how winning those rights has reduced or may reduce inequality.

resulted in a community's ability to benefit from land. Due to the scope limitations of this evaluation, it was not able to fully examine in what instances and to what extent do (i) benefits from formalized land rights get distributed within communities or (ii) intra-community changes in inequality happen after land rights were obtained and secured, especially the extent to which men and/or local elites were able to benefit more

than other community members. Sampled cases where collective rights were won (related to both extractives and forest-land ownership or management based on customary territory) gave an indication of these notions as they showed that challenges still exist in fairly distributing benefits from land rights, and that there are tendencies for the benefits to be channeled to local elites and predominantly men.

Connections between climate change and inequality

The evaluation observed that the focus of NRCC-I's work has been on climate mitigation rather than adaptation. NRCC-I has provided support for work that focuses on the role of forests and communities (including IP&LC) in mitigating further carbon emissions. Its strategy elaborates the linkages of this focus with inequality reduction from the viewpoint of climate change as a global issue. However, the ways in which the connections translate to local levels are not expanded upon.

It's important to acknowledge that NRCC-I's work on climate change mitigation has often aligned with mainstream conservation narratives, focusing on nature protection as a key to global climate action. This focus, while valuable, may have inadvertently overshadowed considerations of social justice, particularly regarding IP&LC rights to land and resources based on custom and fairness. This can lead to potential trade-offs when addressing inequalities linked to conservation agendas.

Similarly, the evaluation's findings suggest that it was sometimes challenging to capture the diverse regional expressions of 'sustainable development' while retaining principles of equality. There are tendencies of sustainable development and climate



Assumption(s):

Drivers of climate change and drivers of inequality are interrelated and mutually dependent.

Climate change is a global problem that requires global solutions.

The narrative of 'sustainable development' is a necessary land rights-related narrative and it functions as an alternative to nature conservation and forest-based climate mitigation efforts that exhibit tendencies and/or risks of marginalizing certain communities.

What happened?

NRCC-I's current scope of work tends to focus on climate change mitigation rather than adaptation.

Framing of climate change mitigation often follows current dominant notions connecting it to sustainable development.

mitigation narratives to still be anchored to models derived from colonial or extractivist development models (that historically have

been problematic) that center on economic development, perpetuate growth, and limit explicit emphasis on social justice.

Connections between inequality and (climate) justice

Evidence from the evaluation showed that notions of justice have informed the work and practices of NRCC-I regional officers and grantees, even though the current NRCC-I strategy does not make explicit expositions on them. These notions of justice include (re)distribution (financial and economic), recognition (cultural), and representation (sociopolitical participation), as well as intersectionality (that people experience inequality in many ways and some groups are disproportionately disadvantaged based on multiple inequalities they experience simultaneously). Without explicit explication on justice in the strategy, the way that NRCC-I approach these concepts becomes

discernible and there is inconsistency to how often notions of justice are considered to be important for the program as a whole.

The strategy therefore misses an opportunity to critically engage critiques of global approaches to climate change (and the climate crisis). In particular, critiques that raise how globally-promoted approaches are a result of global injustices and historical colonial relations that also shape the unequal distribution of climate impacts and responses. Connections between climate change and injustice could be more explicitly connected. This means recognizing that groups like Indigenous peoples, women of color, and the working class, especially in the Global South, face extra challenges of compounded inequalities. Likewise, although elements in NRCC-I's strategy are linked to concepts of power, there is no indication that it included explicit consideration of the histories that have led to inequalities—or on how NRCC-I will situate itself in relation to these histories.

Assumption(s):

N/A

What happened?

Concepts of justice (and the closely related concepts of power) are currently undefined in the strategy.

Notions of (re)distributional, recognition, and representation justices in NRCC-I's work and the efforts it supports are evident across the board.



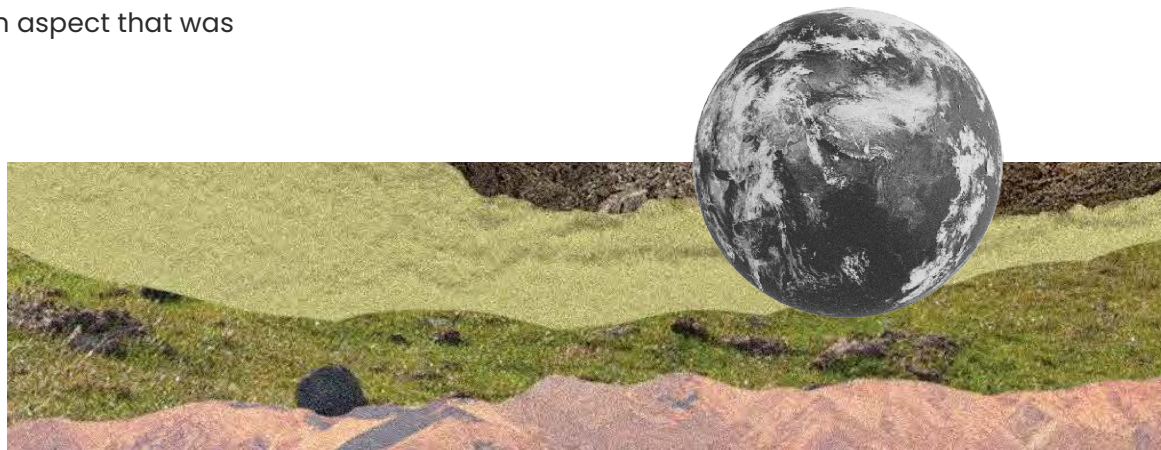
Incorporating differing contexts *when* working globally

In its strategy, the implications and logics of NRCC-I working at different levels and how it were to go about the various contexts are not always made explicit. In relation to its grantmaking, NRCC-I grantees viewed context as both a factor leading to grant achievements and a reason why their work did not meet the planned results (see Figures 4 and 5). Additionally, within the sampled cases the evaluation found instances where outcomes materialized differently due to varying contextual conditions and interpretations, particularly surrounding regional or *country, sectoral, and level contexts*.

Regional or country context: Ways of working of the state and (geo)politics

Characteristics of the state, civic spaces, the market, and corporate structures in each country or region have clear implications for the ways in which an entity can implement an international strategy. Different approaches among regions are rooted in different theories related to the ways of engagement between civil society, the state, and the private sector, as well as the contexts that shape these engagements. For NRCC-I, in most instances, an aspect that was

integral to positive results were committed individual program officers with a strong understanding of the context in which they are working. According to its grantees, 'Grant design aligned with the context' was most ranked as being the most important factor that led to their grant's achievements, while 'Ford Foundation's support' was the most selected factor (Figure 4).



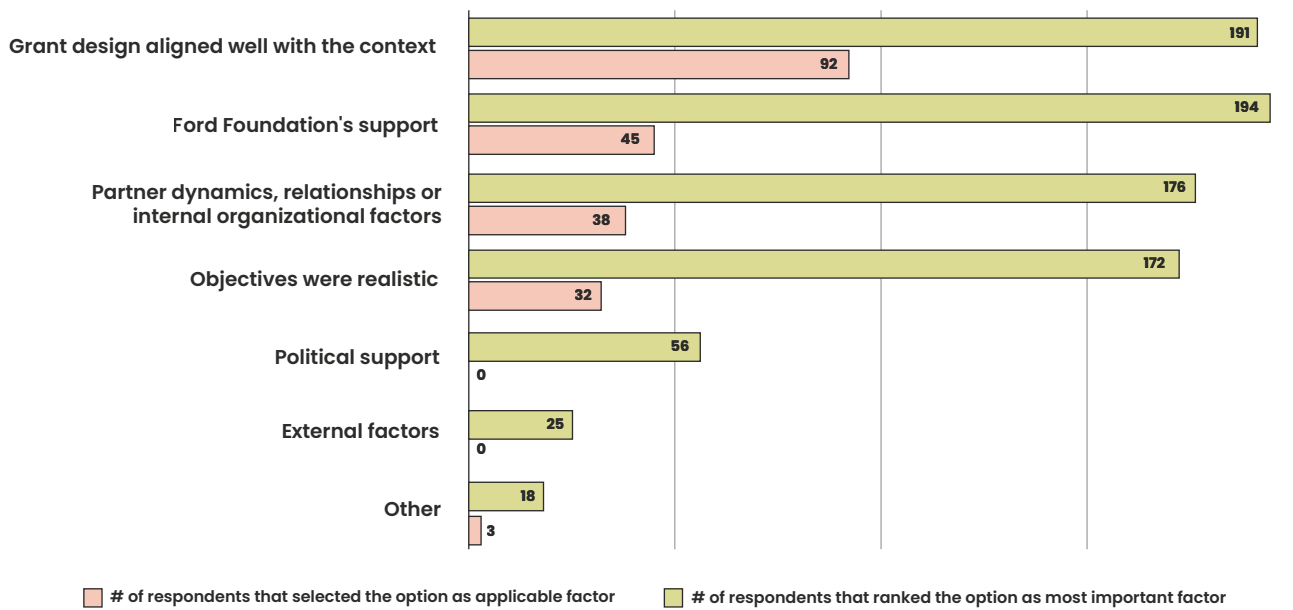


Figure 4 | Factors that grantees considered as factors that led to their work's achievements (from online survey)⁵.

NRCC-I covers a range of topics that intertwine closely with matters of the state and of the markets, especially in natural resource governance and its importance to climate change mitigation and energy transition agendas. Levels of success of the program's outcomes may be influenced by the extent to which the state and government programs, policies, and regulations are consistent and/or aligned with agendas of equality and social justice. On one hand, the evaluation found examples within several cases where respondents noted that some government officials in state institutions with natural resources management mandates were connected to extractives corporate owners, military, and/or criminal groups, with indication that these connections possibly suggest the influence of the latter over development public policies and project implementation. On the other hand, there were also instances

Levels of success of the program's outcomes may be influenced by the extent to which the state & government programs, policies, and regulations are consistent and/or aligned with agendas of equality and social justice.

of government members and law enforcers supporting grantee and IP&LC causes (regardless of the agenda behind their support). The evaluation also found that 'Political obstacles' was the reason most selected by grantees for why they viewed that some of their work did not meet the planned results, & was also most ranked as being the most important reason (Figure 5).

⁵ Survey question: *What factors led to achievements? Please select all that apply and order them based on the most to least important.* First, respondents were asked to select from the list of available factors all that apply to them. Second, they were asked to rank their selected factors from most important to least important. The figure depicts only responses ranked most important. For example, 194 respondents selected 'Ford Foundation's support' as one of their applicable factors and 45 of them ranked it the most important factor.

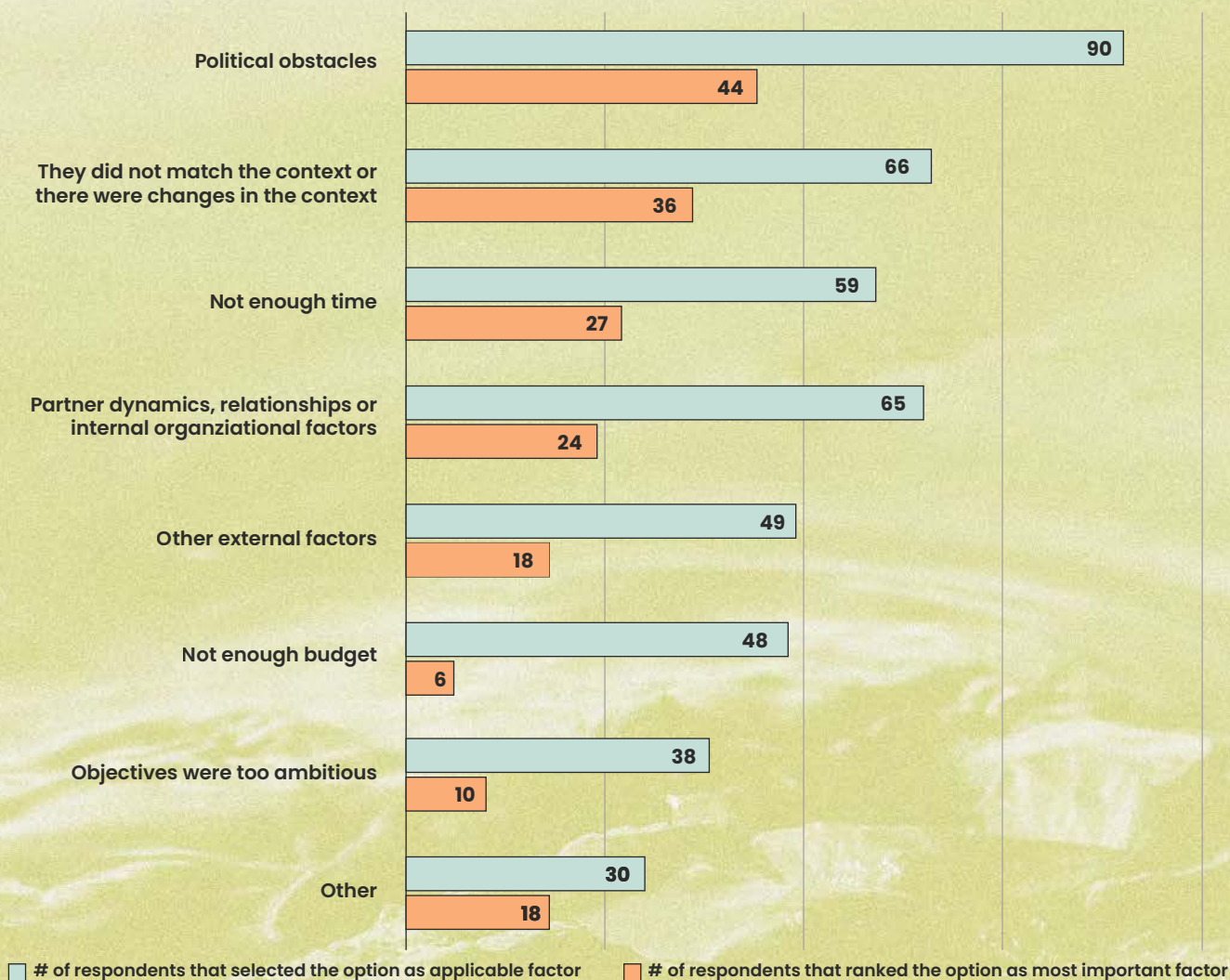


Figure 5 | Reasons why grantees considered some of their work did not meet the planned results (from online survey)⁶.

The strategy has yet to conceptualize how the program considers the geopolitical contexts of the role(s) and authority of the state and government, particularly in relation to their regulatory roles toward both civil society and the private sector. On one hand, the currently undefined conceptualization of the state in the strategy enables regional offices to operate in their own realities without being bound by an international strategy that may not translate to local

contexts. On the other hand, much of NRCC-I's work is deeply engaged with the state and without clear guidance on that, or even guidance on how to make and elaborate on regional state strategies, there is no consistency that would inform an international strategy. In the absence of an explanation into how the strategy deals with the state, regional offices rely on their robust contextual knowledge and networks to find a tactic to work best in each region or country.

⁶ Survey question: Why did some of the work not meet the planned results? Please select all that apply and order them based on most to least important. First, respondents were asked to select from the list of available reasons all that apply to them. Second, they were asked to rank their selected reasons from most important to least important. The figure depicts only responses ranked most important. For example, 59 respondents selected 'Not enough time' as one of their applicable reasons and 27 of them ranked it the most important reason.

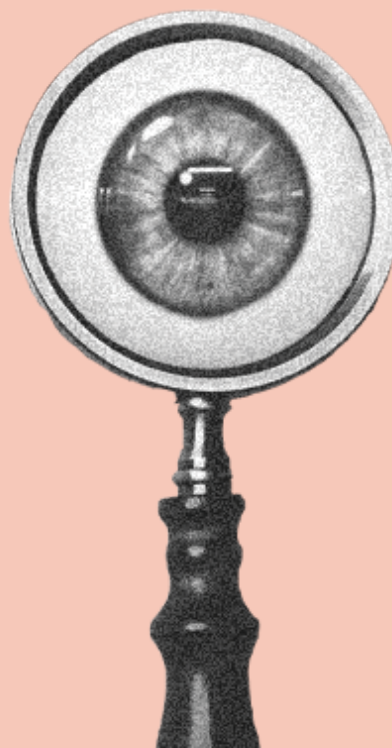
Sectoral context: Land governance, extractives, and energy

Across the sectors in which NRCC-I engages, there are different implicit theories of change behind the approaches used to address inequality. There is also variation among the sectors in the ways in which the theory of change relates to inequality. Even within sectors there are variances that could benefit from more contextual clarity. One way that the evaluation categorized the sectors in which NRCC-I works is by looking at (forested) land governance as one sector group and extractives and energy as another sector group.

NRCC-I frames much of its work related to **(forested) land governance** on local and Indigenous rights recognition and the need for secure property rights. In its strategy, NRCC-I assumes that collective tenure rights matter for equitable outcomes. Therefore, a heavy emphasis is placed on the effective agency and voice of marginalized groups and institutions around rights recognition. NRCC-I achieved promising progress by engaging narratives around the relationship between sustainable practices, conservation, and community rights (including those of IP&LCs). However, there are also conceptual disconnects when communities require livelihood activities that do not align with these goals, or have different future aspirations regarding their lives in terms of land use. Further, there was insufficient evidence in the evaluation to suggest that improved livelihoods contributed to reduced inequality within aggregates.

The approaches used by NRCC-I in **extractives and energy** focus on accountability, transparency, and oversight mechanisms to bring better sharing of revenues. These approaches are based on the assumption that if the public has information, this will lead to demands for more accountability from the government, which

will in turn lead to improved public spending and lower corruption levels, which will in turn reduce inequality. NRCC-I's work has shown progress in efforts to push for accountability and transparency of revenue flow mechanisms (particularly from government and large-scale formal extractives concession) as a step towards ensuring that benefits are equally and fairly distributed to rightful communities. While this area of the work aligns with the dominant theory of change for reducing inequality in the sector, what work on the ground is showing is that there are other viewpoints to approaching inequality in the sector. The evaluation saw that some grantees whose work engage informal, artisanal, and small-scale mining question how the approach can also incorporate the nuances of the mining sector and the different manifestations of inequality it presents. For example, in informal, artisanal, and small-scale mining, community members who are involved in these activities also face unequal treatment, in various forms, in addition to issues related to receiving equitable benefits from formal mining activities.



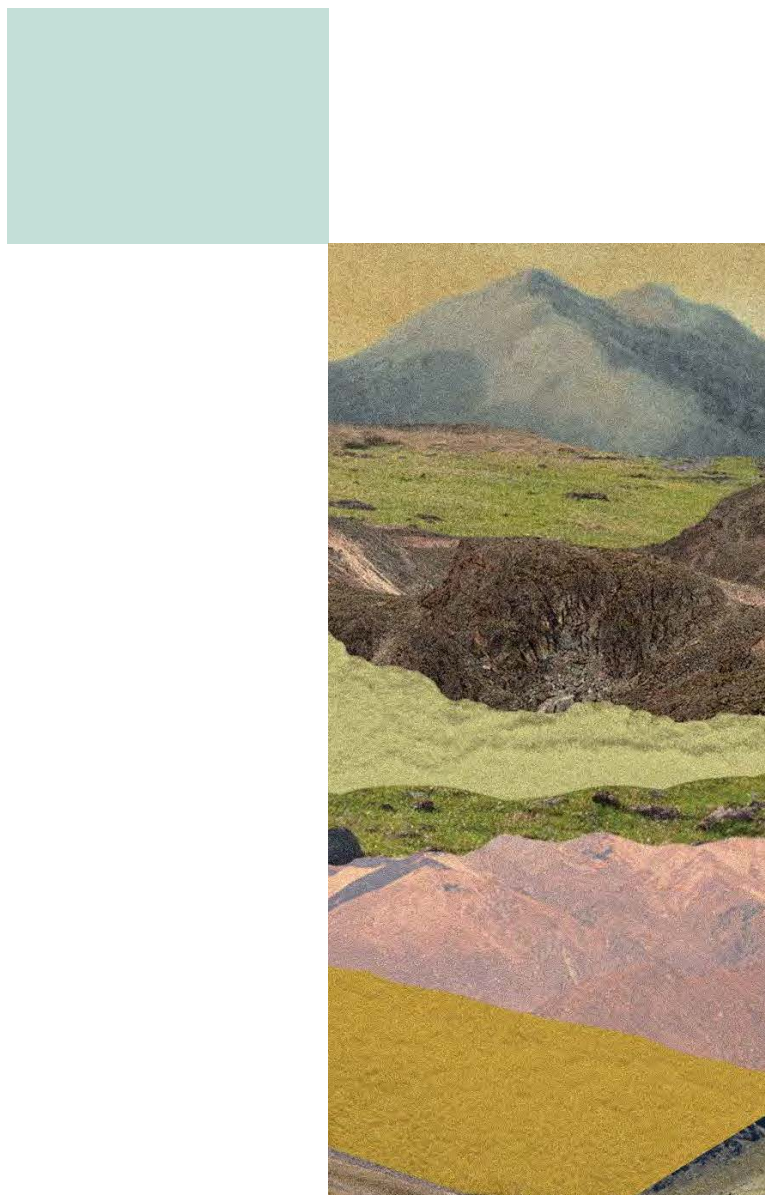
Level context: Local, national, regional, and global

There has been a mix of results in the evaluation's sampled cases that showcase contextual linkages between local and global efforts, although currently the strategy does not expand on the rationale and the modalities for incorporating and linking contexts at different levels. Local efforts demonstrated successes but did not always translate at larger levels, while international pressure played out differently in different regions.

In some regions, high-level formal international or regional processes resulted in better understanding among actors. There were notable successes in global advocacy campaigns and communications around raising the profile and signaling the importance of communities such as IP&LCs. In some NRCC-I regions that experienced regimes with tendencies to limit, or even repress, civil society (particularly communities such as IP&LCs), tensions at the national level led some environmental and Indigenous rights movements—even those focusing on local issues—to work internationally in the hopes that they could apply international leverage to influence national actors. In other regions, higher-level engagements brought political blockages. This led to some questions about risks of either undermining domestic ownership of movements or having insignificant impacts domestically, owing to the complexity of national-level political contexts. Additionally, some cases highlighted risks of decreased safety of environmental defenders when their concerns were elevated to a higher level since the messages they carry can reach powerful actors who may become agitated by their messages.

There is a challenge to developing a global theory of change and coherent international strategy that is embedded in, or informed by,

local contexts. On one hand, concepts that apply globally can be challenging to apply locally in terms of achieving inequality outcomes. On the other hand, grantees working at local levels that engage at the international or regional level can open up new possibilities for progress. While the evaluation found that grantees viewed NRCC-I's support as contextually relevant, the link and pathway between how the theory of change contextually translates from the international strategy to the locally-implemented grant work can sometimes be opaque.





Path Forward

- **Strengths on which to expand**
- **Questions to consider as NRCC-I undergoes a strategy refresh**

As NRCC-I looks ahead, highlighted here are considerations on aspects of its processes that the evaluation found to be its strong points to expand on and questions to consider as it undergoes a strategy refresh.

Strengths on which to expand

01

Enabling flexibility & agility in how grants are being used

Following Ford Foundation's granting mechanisms, NRCC-I grants allow grantees significant flexibility. This has encouraged innovation & adaptability to different regional contexts and shifting political landscapes.

02

Being willing to take risks and support movements

NRCC-I takes risks and supports issues and contexts where it would otherwise be difficult to receive funding. NRCC-I has funded grantees and processes at their early stages, where potential outcomes were still unclear.

NRCC-I works in challenging environments that often involve conflicts over land and resources, accentuated climate vulnerabilities, risky investment contexts, and power-backed agendas that do not fully protect the interests of affected communities.

NRCC-I support enables grantees to work on volatile topics despite the politically charged contexts surrounding them. This is echoed in multiple regions, with grantee respondents stating that the support has provided opportunities to work on unexplored (risky) issues on topics such as rights, litigation, and journalism.

03

Fostering trust with and among civil society actors

NRCC-I fosters enduring partnerships with grantees and communities, which results in trust and appreciation for collaborative efforts.

04

Convening ability and expertise recognition for rights issues in natural resources and climate change

NRCC-I acts as a catalyst to expand networks among funders and to connect funders and grantees who work in the same space.

NRCC-I maintains existing and secures new engagements in funder coalitions seeking to address environmental and climate change issues. In doing so, NRCC-I has become a valued resource for those working in the rights and environment nexus and for funders working in the environmental issues and climate action space.

Questions to consider as NRCC-I undergoes a strategy refresh

01

What are the implications of having a global strategy that does not fully articulate contextual and regional differences in how inequality, natural resources governance, and climate change manifest?

02

What would it look like to focus more on climate justice and environmental justice? How would that help to amplify social justice issues related to managing natural resources and fighting climate change? What might this come at the expense of?

03

How can articulations between local and global contexts be conceptualized more strategically, and what are the trade-offs of working more locally & more globally?

04

How much should NRCC-I adjust its approaches to fit the different political situations in different countries, especially when it comes to the power & influence of the government?

05

How can NRCC-I strategy address differentiation and unequal relations within collective/social movements, such as ethnicity, race, class, age, ability, and gender?



Annex: Sampled Cases

- List of sampled cases

NRCC-I office	Cases	Number of grants in case
Andean Region	Pacific Coast in Colombia , which looked at empowerment and territorial claims in the Chocó Biogeographic ecoregion, especially for the Afro-descendants community.	5
	Mining Andean South in Peru , which looked at how large-scale and illegal copper mining in the 'Mining Corridor' in southern Peru is affecting marginalized IP&LCs' governance of their territory and natural resources.	7
	National & Global advocacy: The Escazu Agreement in Colombia and Peru , which looked at advocacy efforts for the ratification of the Treaty of Escazú in Colombia and Peru.	3
Brazil	Support for Quilombola (African-descendant) organizations' empowerment and autonomy , which looked at creating visibility toward the Quilombola community on various scales, including building connections to the socioenvironmental agenda and connecting racial and social justice with environmental and climate justice.	4
	Support for Indigenous organizations' empowerment and autonomy (Amazônia) , which looked at different types of Indigenous organizations, their financial resource management capabilities, and the dynamics of their interactions with intermediaries or NGOs in connection to natural resources management and climate change.	4
	Investigative journalism focused on the drivers of violence affecting land and territorial rights , which looked at how independent journalism agencies are developing and expanding their capacity to investigate environmental crimes, including illegal mining and deforestation, and the tracking of land conflicts and threats against leaders championing climate and social justice.	2
Indonesia	Just Energy Transitions governance , which looked at how multi-stakeholder engagement/collaborations and collective actions, including by CSOs, are pushing the 'justice' element in the just energy transitions agenda that has been a priority government agenda in recent years.	7
	Recognition of IP&LCs' rights through the social forestry program , which looked at the dynamics of working within Indonesia's forestry sphere to mainstream and implement the social forestry approach.	9
	Mobilizing climate and environmental finance: A case of Indonesia , which looked at efforts to provide resources and capacity to grassroots and community organizations to build capability to develop frameworks for and to mobilize climate change and environmental funding.	4

NRCC-I office	Cases	Number of grants in case
Mexico & Central America	Defense of territory: Energy projects and extractive industries in Sierra Norte de Puebla, Mexico , which looked at how Indigenous communities and local NGOs advocate for their territorial rights and self-determination of their communal forestry-based livelihood.	6
	Supporting Indigenous people to gain, affirm, and realize collective land rights and sustainable management of natural resources: The case of the Moskitia in Honduras, which looked at how the Honduran Moskitia are demanding enforcement of the law and legal regulation of their territories, which in the last decades have been occupied by settlers who deforest and displace the local population.	3
	Supporting biodiversity protection, climate change mitigation, and inclusive rural development in Guatemala , which looked at community, including Indigenous peoples, land rights restitution, advocacy, research, and narrative popularization in Guatemala's Maya Biosphere Reserve.	3
New York (global office)	Adoption of the European Union Deforestation Regulation (EUDR) on Land Degradation and Deforestation , which looked at efforts in research, communication, and advocacy by a cross-Europe coalition of organizations working to delink European consumption from deforestation and human rights abuses through EU processes and regulations.	16
	Oil Impacts, Tax Justice and Reparation: Lot 192 , which looked at multi-scale activities to raise awareness about or take legal action on the environmental impacts of oil extraction and human rights abuses of Indigenous communities living within the oil block/Lot 192 in the Peruvian Amazon.	6
Southern Africa	Supporting land rights of mining-affected communities in South Africa , which looked at litigation, campaign, advocacy, and research efforts to help mining-affected communities in the Southern Africa region understand and claim their land rights, as well as strengthen FPIC in extractive projects.	6
	Strengthening revenue collection as a form of benefit-sharing in Zambia and Senegal , which looked at strengthening revenue collection mechanisms at the national level, particularly revenue from industrial mining and energy transition projects focusing on linking the incoming flow of revenue with taxation laws.	3
	Building a rights agenda in the artisanal and small-scale mining sector in Southern Africa , which looked at gender dynamics in relation to women's rising uptake of artisanal and small-scale mining, notably in Zimbabwe, and the broader rights of those engaged in informal extractive activities.	4

**NRCC-I
office**

Cases

**Number
of grants
in case**

West Africa

Strategic litigation as a tool to promote agency: Land rights in agricultural communities, which looked at efforts offering legal assistance to communities adversely affected by natural resource extractive activities to defend their land ownership, livelihoods, and just compensation rights.

4

Improving domestic revenue through tax reform/illicit financial flows and state capture, which looked at advocacy efforts for corporate tax reform and domestic resource mobilization in the mining sector.

5

Climate and energy justice for youth and women, which looked at efforts in building community resilience, transparency in mineral revenue management and sharing, and young people's and women's engagement in natural resource governance and management.

6

