

FIMI's Leading from the South

End External Evaluation

March 2026

By Juniper Glass and Sophia Lowe, Lumiere Consulting

Executive Summary

This report presents the findings of the end-term external evaluation of the Leading from the South (LFS) program implemented by the International Indigenous Women's Forum (FIMI) from 2021 to 2025. LFS is a Global South-led feminist funding initiative delivered through a consortium of four women's funds, supporting grassroots and movement-based organizations across Africa, Asia and the Pacific, and Latin America and the Caribbean.

FIMI's implementation of LFS focused on strengthening Indigenous Women's Organizations (IWOs) and advancing the rights, leadership, and collective power of Indigenous Women globally. Through a model of co-investment, accompaniment, and movement-building, the program supported 152 IWOs across diverse thematic areas including political participation, climate and land rights, economic empowerment, and violence prevention.

Evaluation Approach and Methodology

The evaluation applied contribution analysis, recognizing that outcomes emerge from multiple interacting factors rather than a single intervention. A mixed-methods design combined quantitative and qualitative data from multiple sources, including:

- 143 IWO project reports (97% response rate)
- 26 in-depth case analyses
- 6 focus groups with 41 participants from IWOs
- 25 external stakeholder surveys and verification inputs from IWOs' local stakeholders
- 11 bellwether interviews
- Secondary research on laws and policies influenced by IWOs
- Consultations with FIMI staff and LFS partners
- Review of FIMI program documents, including field visit notes and annual reports

Approximately 37% of IWOs were included in qualitative samples, providing a robust evidence base. Findings were generated through systematic coding, triangulation, and validation across sources. Feminist and Indigenous methodological principles were operationalized through reflexive, relational analysis while maintaining analytical rigor.

At the same time, conclusions should be interpreted in light of key methodological limitations. Quantitative findings were based on self-reported data from IWOs. Qualitative findings were based on purposive samples and may reflect some degree of self-selection bias. Conclusions are therefore specific to the LFS program context.

Contribution Analysis Findings

The evaluation found substantial evidence that FIMI's LFS made a significant and credible contribution to the observed outcomes, within a broader system of interdependent influences. Outcomes emerged through the interaction of four main contributing factors:

- **IWOs' own assets** (foundational): Indigenous knowledge, community trust, leadership, and relationships were essential to all results.
- **FIMI's LFS support** (major): Financial support was rated "very important" by over 90% of IWOs in the sample. FIMI's distinctive value came from its integrated model combining funding, accompaniment, movement-building, and global connection for IWOs.
- **Other organizations and funders** (important but uneven): Where present, partnerships and additional resources significantly enhanced reach and effectiveness, though access varied widely.
- **External context** (influential): Policy environments, social norms, and crises both enabled and constrained progress.

Programmatic Outcomes

1. Strengthened Capacity of Indigenous Women's Organizations

LFS made a substantial contribution to strengthening IWOs' institutional and movement capacities. Reported capacity gains were both technical and relational, reinforcing IWOs' ability to mobilize communities, build alliances, and engage decision-makers. Approximately one-third leveraged these gains to secure additional funding. These reported gains appear to have strengthened many IWOs' effectiveness, legitimacy, and sustainability, though results are based on self-reported data and varied across contexts.

2. Empowerment of Indigenous Women and Expanded Public Voice

Evaluation evidence suggests that LFS contributed to important advances in Indigenous Women's empowerment across many participating communities:

- IWOs reported directly engaging over 74,000 Indigenous Women and Girls through LFS-supported activities
- IWOs created public and civic spaces for Indigenous Women to raise their priorities approximately 1388 times
- Around two-thirds of IWOs reported observing increased leadership and political awareness among participating Indigenous Women

Empowerment included increased knowledge of rights, confidence, collective organizing, and leadership. Across contexts, Indigenous Women moved into visible leadership roles in governance and advocacy. Economic empowerment emerged as a key enabling factor, strengthening autonomy and sustained participation. In some contexts, participation remained partial due to structural barriers.

3. Changes in Stakeholders, Institutions, and Policies

The evaluation identified evidence of gradual and context-dependent stakeholder, institutional and policy changes to which LFS-supported IWOs contributed::

- A majority of IWOs observed improved stakeholder knowledge and 68% reported increased stakeholder commitment to Indigenous Women's rights, which IWOs' external stakeholders confirmed, observing Increased recognition of IWOs by authorities and decision makers (83%) and Greater inclusion of Indigenous Women in decision-making (74%).

- 45% of IWOs reported engaging in advocacy or policy processes as part of their projects.

- In approximately one-third of sampled cases, evidence suggested that IWOs contributed to policy or regulatory changes, alongside other actors and contextual factors.

Relevance, Coherence, Sustainability, Efficiency

Relevance: FIMI's LFS was perceived by most respondents as highly relevant to Indigenous Women's priorities. Being Indigenous Women-led, flexible, and culturally grounded enabled FIMI's alignment with community realities and needs.

Coherence: Internal coherence was strong, with LFS closely integrated with FIMI's broader programs. Most IWOs benefited from layered support combining funding, training, and advocacy opportunities.

Externally, FIMI was widely seen as a complementary and distinctive actor, uniquely focused on Indigenous Women within the global feminist funding ecosystem.

Sustainability: LFS appears to have strengthened several conditions associated with IWO's sustainability including improved capacity, visibility, and access to networks and funding opportunities. However, challenges remain, including short funding cycles, administrative burden, and limited access to long-term flexible funding.

Efficiency: Evaluation evidence suggests that FIMI managed complex implementation processes relatively efficiently, given the scale of LFS and geographic and cultural diversity. FIMI reached 152 IWOs across diverse contexts while managing complex donor and regulatory requirements. However, key implementation challenges included a high administrative burden for IWOs and FIMI

alike which directed a substantial amount of human resources away from program implementation.

Negative and Uneven Outcomes

The evaluation identified:

- Administrative burden
- Uneven access for IWOs to FIMI's other programs (but strong appreciation for the many IWOs that did access these)
- Approximately 6% of IWOs did not complete projects, mainly due to government interference and security risks

These challenges were generally mitigated and did not appear to result in harm but unrealized potential. These findings reinforce that outcomes across IWOs were not uniform and that the depth, sustainability, and scale of results were shaped by contextual constraints and organizational differences.

Key Learning

- Feminist accompaniment is critical to IWOs' capacity and impact
- Providing network spaces, peer exchange and political participation opportunities amplifies impact
- Administrative burden can limit effectiveness
- Flexible, trust-based funding is highly effective
- FIMI's pilot regranteeing model with trusted regional partners expanded reach and inclusion to under-served Indigenous Women's groups
- Data systems require strengthening

Key Recommendations

- Simplify and adapt reporting requirements
- Invest in digital M&E and reporting systems
- Expand regranteeing mechanism
- Increase in-person accompaniment and engagement
- Ensure equitable access to opportunities across IWOs
- Secure multi-year, flexible funding for LFS
- Strengthen the LFS consortium as a political alliance to further advance Global-South leadership and decision-making

Conclusion

The evaluation identified substantial evidence suggesting that LFS made an important contribution

to strengthening IWOs, advancing Indigenous Women's leadership and strengthening IW's movements globally. Outcomes reflect reinforcing contributions, with IWOs' capacities as foundational, LFS as major and other funders and partners are important contributors. Findings also highlight constraints and variation. FIMI's LFS present strong potential while requiring adjustments to improve equity, accessibility, efficiency, and long-term sustainability.

Introduction

Background on Leading from the South

Leading from the South (LFS) is a feminist Global South-led consortium conceptualized and managed by four women's funds: African Women's Development Fund, Fondo de Mujeres del Sur, Women's Fund Asia and International Indigenous Women's Forum (FIMI). LFS is a feminist resource alliance that supports feminist activism and lobbying efforts by women, girls, and trans-led organizations, movements, and networks at the regional, national, and grassroots levels in the Global South. The first phase of LFS was financed by the Dutch Ministry of Foreign Affairs (MFA) with funding of €42 million in 2017 for four years. In 2020, the MFA committed to contribute €80 million over five years for LFS phase 2 from 2021 to 2025. The LFS Consortium is also supported by the Fondation Chanel and by Fenomenal Fund, the latter for a learning initiative on collective care among the LFS consortium members.

About the International Indigenous Women's Forum

The International Indigenous Women's Forum (FIMI) is a global mechanism that brings together collective leadership of Indigenous Women's human rights leaders and activists from around the world – Africa, Arctic, Americas, Asia, and the Pacific – in order to develop a common political agenda, build capacities, and develop the leadership of Indigenous Women. FIMI acts as a bridge that generates and mobilizes human and financial resources to promote the initiatives of Indigenous Women at the local, regional, national and international levels. FIMI has four main programs that work together to increase the impact of the global network and Indigenous Women:

- **Political Participation and Advocacy**, to promote Indigenous Women's active participation in key decision-making spaces, the fulfillment of international agreements, and the strengthening of networks of Indigenous Women
- **Research and Knowledge Exchange**, to facilitate research and the sharing of knowledge that values Indigenous worldviews
- **Capacity Building**, including the Global Leadership School for Indigenous Women

- **The Ayni Fund**, for the reciprocal exchange of human, financial and material resources that support Indigenous Women's projects

FIMI's Vision

A world free from all forms of discrimination, where Indigenous Women are empowered and are realizing their individual and collective human rights, as well as their well-being.

FIMI's Mission

To bring together Indigenous Women from around the world to promote the recognition and realization of their individual and collective rights and their well-being at all levels.

FIMI's LFS Budget and Activities, 2021-2025

FIMI managed a budget of \$11,832,200 USD over 5 years to implement LFS. The following are the main activities that FIMI undertook, as described in the Theory of Change (TOC; see Appendix A). A more in-depth description of activities is found in Appendix F.

- Establish and maintain strategic partnerships between FIMI, the other funds of the consortium, and donors
- Co-investment (granting) to Indigenous Women's Organizations (IWOs) for project development and implementation led by Indigenous Women, including small, medium and large Indigenous Women's networks
- Provide accompaniment to IWOs to support their capacity strengthening
- Provide access to joint (advocacy) actions, linkages and learning for and among Indigenous Women networks (including through FIMI's strategic programs: Advocacy, Global Leadership School, Research and Knowledge Exchange)
- Document and share the successes, challenges, learning and added value of IWOs, Leading from the South, and the LFS consortium
- Build alliances with allied organizations
- Mobilize more resources for women's rights and movements (including other women's funds and Indigenous Peoples' funds) and create spaces for dialogue on collective care- based granting

About the evaluation

Objective and scope of the end external evaluation

This report presents the end-term external evaluation (ETE) of FIMI's implementation of LFS from 2021 to 2025. The ETE review was conducted by external evaluators [Lumiere Consulting](#), from June 2025 to March 2026.

Evaluation questions

1. What are the main **outcomes** of FIMI's LFS? To what extent did the project contribute to the medium-term intended outcomes in the TOC and the selected Women's Rights and Gender Equality (WRGE) basket indicators of the Netherlands Ministry of Foreign Affairs?
2. **Contribution analysis:** Is it reasonable to conclude that FIMI's LFS contributed significantly to the observed outcomes? What were the other contributing factors?
3. To what extent was FIMI's implementation of LFS **relevant, efficient, coherent, and sustainable**?
4. What was the **key learning from the collaboration** with the other women's funds in the LFS consortium, particularly regarding coherence and localisation/ Southern leadership?

The Results Framework is found in Appendix A. The Evaluation Matrix explains how data was collected and analysed to address each question (see Appendix C). The three WRGE basket indicators applied to FIMI's LFS are mapped to the medium term indicators in the Results Framework (see Appendix D).

Summary of how and where each Evaluation Question is addressed

Below is a map of which sections address which evaluation questions, and the main evidence sources drawn upon. All EQs were answered, though with varying depth. The focus of the evaluation was on questions 1 and 2 (outcomes and contribution analysis) while questions 3 and 4 were given a lighter touch in terms of data gathering and analysis.

Evaluation Question / Sub-question	Main Methods / Evidence	Section of this Report Containing Findings
1a. What are the main outcomes of FIMI's LFS?	• Review of 143 IWO reports • 26 case analyses • 6 focus groups with 31 IWOs • 25 external stakeholder surveys • Secondary research on 34 governmental policy, strategy or law changes reported by IWOs • Bellwether interviews • FIMI documents and field notes • Focus group with FIMI regional technical team	• Contribution Story • Outcome 1: Strengthened Capacity of IWOs • Outcome 2: Empowerment of Indigenous Women • Outcome 3: Stakeholder, Institutional and Policy Change • Negative and Uneven Outcomes
1b. To what extent did the project contribute to the medium-term intended outcomes in the TOC?	• Contribution analysis • 26 case analyses • 6 focus groups with 31 IWOs • 25 external stakeholder surveys • Secondary research on 34 governmental policy, strategy or law changes reported by IWOs	• Contribution Story • Outcome sections • TOC analysis sections

	• Focus group with FIMI regional technical team • Review of TOC indicators and MEL data	
1c. To what extent did the project contribute to the selected Women's Rights and Gender Equality (WRGE) basket indicators of the Netherlands Ministry of Foreign Affairs?	• Quantitative descriptive analysis of 143 IWO reports on WRGE indicators • IWO reports • 25 external stakeholder surveys	• WRGE indicator analysis • Outcome sections
2a. Is it reasonable to conclude that FIMI's LFS contributed significantly to the observed outcomes?	• Contribution analysis • 26 case analyses • IWO Focus groups • 25 external stakeholder surveys • Bellwether interviews • Quantitative contribution ratings	• Contribution Story • Contribution findings sections • Outcome sections
2b. What were the other contributing factors?	• Case analyses • Focus groups • External stakeholder surveys • Bellwether interviews • Secondary research on 34 governmental policy, strategy or law changes reported by IWOs • Context analysis	• Contribution Story • Context Analysis • Contribution factors sections
3a. To what extent was FIMI's implementation of LFS relevant?	• IWO interviews and focus groups • Bellwether interviews • Document review • External stakeholder feedback	• Relevance section • Context Analysis • Outcome sections • Negative and Uneven Outcomes
3b. To what extent was FIMI's implementation of LFS efficient?	• IWO reports • FIMI staff focus group • Document review • Case analyses	• Efficiency section • Limitations • Negative and Uneven Outcomes
3c. To what extent was FIMI's implementation of LFS coherent?	• Bellwether interviews • Focus groups with consortium partners • IWO interviews and focus groups • Document review	• Coherence section • Consortium partnership findings • Contribution Story
3d. To what extent was FIMI's implementation of LFS sustainable?	• Case analyses • IWO interviews and focus groups • External stakeholder feedback • Bellwether interviews	• Sustainability section • Outcome sections

4a. What was the key learning from the collaboration with the other women's funds in the LFS consortium?	• Focus groups with consortium partners • Bellwether interviews • Document review	• Consortium findings • Coherence section • Key Learning sections
4b. What was the key learning regarding coherence within the LFS consortium?	• Focus groups with consortium partners • Bellwether interviews • Partnership analysis documents	• Coherence section • Consortium findings
4c. What was the key learning regarding localisation and Southern leadership?	• Bellwether interviews • Consortium focus groups • IWO interviews and focus groups • Document review	• Southern Leadership/ localisation findings • Coherence section

Methodology

Contribution Analysis

Contribution Analysis was the overarching methodology applied during this evaluation. Contribution Analysis was selected because it is appropriate for evaluating complex multi-stakeholder initiatives where outcomes emerge through the interaction of several actors and contextual factors, rather than through a single linear intervention (Mayne, 2008).¹ Contribution Analysis is considered especially useful when experimental or quasi-experimental designs are not feasible and where programs are implemented through a Theory of Change involving multiple interacting influences (Mayne, 2008) and where causal pathways are complex and non-linear (Mayne, 2012).²

This approach was well suited to FIMI's implementation of LFS because the initiative combined multiple forms of support over five years, including co-investment (grantmaking), accompaniment, networking, movement-building, advocacy support, and access to broader FIMI programs. In addition, it was understood from the beginning that outcomes would be shaped not only by LFS activities, but also by IWOs' pre-existing capacities, community involvement, partnerships, policy environments. Finally, FII's LFS supported IWO projects in 41 countries, each with its own environmental, economic and socio-political conditions. UNICEF notes that Contribution Analysis is particularly suitable for "non-linear, multi-stakeholder and context-dependent" interventions where change results from interacting factors over time rather than simple cause-effect relationships (UNICEF, 2020).³ This was especially relevant for LFS, where IWOs operated across highly diverse

¹ Mayne, J. (2008). Contribution Analysis: An Approach to Exploring Cause and Effect. [https://www.researchgate.net/publication/46472564_Contribution_analysis_An_approach_to_exploring_cause_and_effect](https://www.researchgate.net/publication/46472564_Contribution_analysis_An_approach_to_exploring_cause_and_effect)

² Mayne, J. (2012). Contribution Analysis: Coming of Age? <https://evaluationcanada.ca/system/files/cjpe-entries/31-3-307.pdf>

³ UNICEF (2020). Innovation Measurement and Evaluation (MEL) Toolbox.

political, cultural, and territorial contexts, and where outcomes related to empowerment, movement-building, and systems change could not reasonably be reduced to a single causal variable.

Alternative evaluation approaches were considered less appropriate for several reasons. Experimental or quasi-experimental designs were not feasible or ethical, given that LFS was implemented across diverse countries and contexts and was intentionally designed to respond flexibly to Indigenous Women's priorities rather than standardized intervention models. Similarly, purely quantitative approaches would have been insufficient to capture relational, political, and movement-building outcomes, including changes in leadership, collective action, legitimacy, and empowerment. Contribution Analysis allowed the evaluation to combine qualitative and quantitative evidence, test the Theory of Change, examine alternative explanations, and assess how different factors interacted over time to influence outcomes (BetterEvaluation, n.d.).⁴

Contribution Analysis Steps

The evaluation did not seek to establish direct causal attribution, but rather to assess the plausibility and significance of FIMI's contribution alongside other contextual and organizational influences. These steps were followed:

1. Set out the attribution question to be addressed. These were Evaluation Questions 1 and 2 above.

2. Reviewed and revised FIMI's LFS TOC

The evaluator facilitated discussion with FIMI team members to review the linkages between the activities, outputs and medium term outcomes in the TOC, and to assess if the assumptions were still valid. Some revisions were made to the TOC to better reflect the implementation of projects by IWOs (revised version in Appendix B).

3. The evaluator developed alternative explanations based on inputs from preliminary interviews with key stakeholders and discussion with the FIMI team based on their field observations. The following were hypothesized as **potential factors contributing to outcomes**: IWO's pre-existing organizational capacities, IWO's partnerships, participation in other leadership or capacity building programs, support from other funders, enabling policy environments, and cultural shifts underway regarding gender roles and/or Indigenous rights.

4. Evidence was gathered on the outcomes and assumptions in the TOC, as well as the alternative explanations.

Primary evaluation data was gathered from IWOs and external stakeholders to a) identify the

[https://www.unicef.org/innovation/media/25891/file/Innovation%20MEL%20Toolbox%20PDF_Final.pdf.pdf](https://www.unicef.org/innovation/media/25891/file/Innovation%20MEL%20Toolbox%20PDF_Final.pdf.pdf)

⁴ BetterEvaluation. Contribution Analysis.

<https://www.betterevaluation.org/methods-approaches/methods/contribution-analysis>

perceived and observed outcomes and b) assess the perceived significance of FIMI's contribution relative to other contributions and influences. Secondary data from IWOs and FIMI was reviewed, coded and triangulated with primary data. The IWOs' local stakeholders surveyed included a mix of organizations that were and were not directly involved in the project. In some contexts, particularly in remote regions with only Indigenous structures and organizations, IWOs were not able to identify any other group that knew their work but had not been involved in some way.

5. Data analysis and drafting of the contribution story.

Using the analysis methods described further in this report (see "*Data analysis method*"), data was translated to English, coded, and compared across sources. The contribution story focused on the main outcomes and elements that made a contribution to them.

6. The draft contribution story, contribution ratings and in-depth description of the supporting evidence were **reviewed by a panel of external and internal evaluation and implementation experts**. They identified where the contribution story and evidence were logical and supported, and where there was more analysis to be done to address gaps and challenges in the contribution story.

7. The evaluators conducted further analysis of data to fill in gaps and answer questions and challenges. Specifically, reviewers asked for greater discussion and nuance about the contributing factors to each of the three main outcomes, versus the more generalized contribution presented in the first draft of the contribution story. In particular, outcomes regarding policy and law changes were explained to give adequate weight to the influence of the external environment and the work of other organizations, in addition to the IWO, to these systemic changes.

8. The contribution story was revised to better reflect the available evidence and areas of convergence across sources. The contribution story is presented in this **report** with supporting evidence.

Data Collection Methods

Information was collected from six main sources:

- IWOs that participated in LFS
- Organizations that are external stakeholders of the IWOs, in their respective countries
- Secondary sources reporting on IWOs' policy advocacy and on governmental law or policy changes indicated by IWOs
- Bellwethers (expert informants) in the development, funding and women's movement global ecosystems
- Women's funds that are part of the LFS consortium
- Documents and internal stakeholders at FIMI (staff team)

Primary data collection by the evaluators through interviews, focus groups and surveys triangulated and complemented secondary data from FIMI and IWOs, including project proposals, project reports, field visit notes and annual reports. **The full Evaluation Matrix is found in Appendix C,** including the rationale for each method and sample.

Methods and sources

Method	Source	Sample
A. Document review	FIMI staff	Annual reports to MFA; FIMI LFS Work Plans; Linking & Learning reports; Field visit reports.
	External evaluators of LFS consortium	Report of mid-term external review on LFS consortium (partnership analysis)
B. IWO project report review	IWOs project reports	143 reports from 152 IWOs (97% response rate). The most recent report was used in analysis: • 36 mid-term reports • 107 final reports • 9 not completed
C. Case Analyses (in-depth report review, interview, stakeholder survey for each case)	IWOs	26 IWOs (17% of all IWOs that participated in LFS): • Africa - 8 cases • Latin America and Caribbean - 9 cases • Asia and Pacific - 9 cases Stratified random sample. Stratification by: • country and region • year funded • organization/grant size • thematic area
	IWO project reports	26 mid-term and final reports. The standardized reporting form included quantitative and qualitative questions.
	Interviews with IWOs	26 IWOs: • In-person with 11 IWOs • By Zoom or What's App with 15 IWOs
	External stakeholder survey	25 external stakeholders (96% response rate) knowledgeable about the IWO (1 per case). Selected by the IWO. Included local governments, Indigenous organizations, other NGOs, research institutions, provincial and national networks.

D. Thematic and Regional Focus Groups	IWOs	6 focus groups with total 41 participants representing 31 IWOs (21% of all IWOs participating in LFS): A. Africa (Economic empowerment) - 8 IWOs B. Africa (Climate, land and resources) - 3 IWOs C. Asia and Pacific (Climate, land and resources) - 3 IWOs D. Asia and Pacific (Political participation) - 5 IWOs E. Latin America and Caribbean (Political participation) - 6 IWOs F. Latin America and Caribbean (Violence prevention) - 6 IWOs
E. Bellwether interviews	Experts, funders, policy actors in the development, funding and women's movement global ecosystems	11 bellwethers (7 in-person; 4 by Zoom) 1. Prospera International 2. Equality Fund 3. African Women's Development Fund 4. Foundation for a Just Society 5. Women Win 6. Fondo de Mujeres del Sur 7. International Fund for Agricultural Development 8. International Fund for Indigenous Peoples 9. Ellen Sprenger (former advisor to Government of Netherlands; Spring Strategies) 10. Feminist Foreign Policy Collaborative 11. Fondation Chanel
F. Focus Group with LFS Advocacy Working Group	LFS consortium partners	5 participants from the 4 Women's Funds
G. Focus group with regional technical teams	FIMI LFS technical teams	1 focus group with 5–8 staff
H. Focus group with 4 women's funds (partnership analysis)	Directors of each LFS consortium partner organization.	Directors of African Women's Development Fund, Fondo de Mujeres del Sur, FIMI, Women's Fund Asia

I. Secondary research on law, policy and strategy changes	Academic, news and third-party grey literature	
--	--	--

IWO Sampling

A total of 56 unique IWOs were included in the samples for qualitative analysis: 26 in the case analyses and 31 in the focus groups (note: one organization took part in both a focus group and a case analysis). This represents 37% of all IWOs that participated in LFS during the 5 year initiative. These sample sizes were chosen to generate rich qualitative data that reflected findings across the full cohort of 152 IWOs, while remaining feasible given the short evaluation time period and the intensive nature of case methods and the number of focus groups.

The cases were selected by stratified random sample, with stratification by country, organization and grant size and thematic area. Case analyses enabled exploration of contributions and pathways between the activities, outputs and outcomes, contextual influences, and verification results that were not fully captured by the survey-like questions in the IWO project reports.

The focus group participants were also selected for diversity across regions, countries, and size within each thematic area.

Case analyses

Original target: 24-30 (15%-20%) of IWOs. Target met.

Region	# organizations invited	# of organizations participating in cases
Africa	11	8
Latin America and Caribbean	11	9
Asia and Pacific	11	9
TOTAL		26 (17% of all IWO in LFS)

Focus groups

Original target: 5-6 IWOs per focus group (20%-24% of IWOs). Target met.

Region	Thematic area	# organizations invited	# organizations participating	# of individual participants
Africa	Economic empowerment	8	8	12
Africa	Climate, land and resources	6	3	4

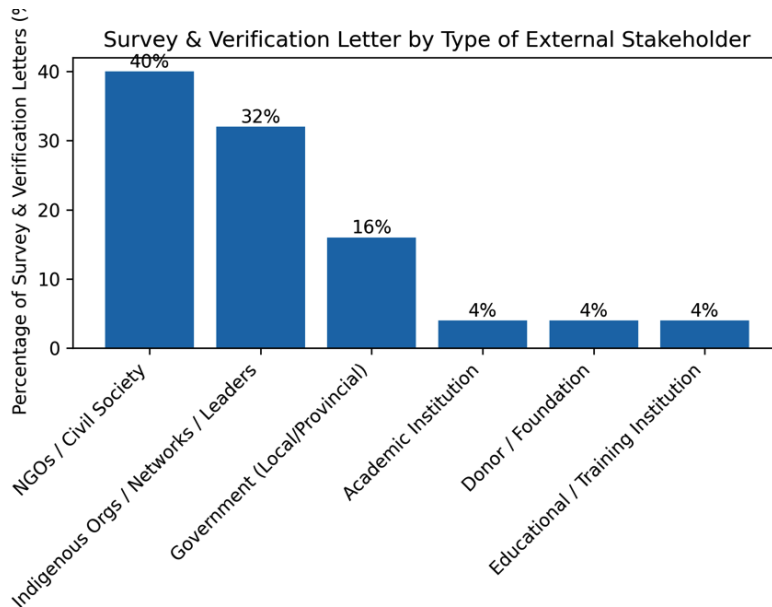
Latin America and Caribbean	Political participation	7	6	9
Latin America and Caribbean	Violence prevention	7	6	7
Asia and Pacific	Political participation	6	5	6
Asia and Pacific	Climate, land and resources	6	3	3
TOTAL			31 (20% of all IWOs in LFS	41

External Stakeholder Sampling

IWOs' stakeholders

IWOs participating in the cases asked one of their key stakeholder organizations to complete a survey and write a letter verifying their projects. All but one IWO secured survey responses from at least one external organization. This met the evaluation target of 1 external stakeholder respondent per IWO. While there was a diversity of organizations that responded, most IWOs chose a local or regional stakeholder with whom they had been collaborating on certain activities during their projects. The largest share of external verification letters came from civil society organizations (40%) and Indigenous customary governance bodies, organizations or networks (32%), reflecting strong collaboration between IWOs and peer organizations and movements. For some cases, verification was provided by government authorities (16%), as well as research partners and academic institutions (4%), funding organizations (4%), and educational organizations (4%).

This diverse sample of local external evaluation sources for 25 of the 26 IWOs in the cases provided a credible basis to triangulate IWOs self-reported data, consistent with qualitative evaluation standards using a purposive subset of cases to validate broader patterns of reported outcomes. While IWOs selected the stakeholders themselves, the contents of most surveys and letters demonstrate a balanced and objective perspective on the IWO's projects and progress. Letters were sent directly from the external stakeholder to the evaluators' secure email address to further support objectivity.



Bellwethers

For global and ecosystem-level perspectives on FIMI's LFS, interviews were conducted with bellwethers from 11 organizations, one less than the targeted sample due to the short timeline for the evaluation. The following stakeholders provided informed, arm's-length perspectives from recognized leaders across the global philanthropy, Indigenous rights, and women's rights ecosystems, contributing to the evaluation on the role, coherence and relevance of FIMI's LFS.

- International Funders for Indigenous People
- Fondation Chanel
- Feminist Foreign Policy Collaborative
- Spring Strategies (Ellen Sprenger, Advisor to the Government of the Netherlands, Ministry of Foreign Affairs grants department, 2008-2020)
- Foundation for a Just Society
- Prospera International
- Equality Fund
- African Women's Development Fund
- Women Win
- Fondo de Mujeres del Sur
- International Fund for Agricultural Development

Saturation

Saturation was achieved through an iterative process in which data collection and analysis proceeded concurrently, allowing evaluators to continuously assess whether new information altered or reinforced emerging findings. Over time, core themes related to outcomes, contribution pathways, and contextual influences were consistently repeated across cases and focus groups. Additional data increasingly confirmed existing patterns rather than introducing new categories or

explanations. Similar causal relationships—particularly regarding the interaction between LFS support, IWOs’ capacities, and external factors—were observed across regions, thematic areas, and organizational types.

Given the inclusion of approximately 37% of IWOs in the sample, along with the use of multiple independent data sources for triangulation, the analysis achieved a reasonable level of saturation regarding outcome patterns and contribution pathways across the sampled organizations. It is recognized that in complex, multi-country evaluations, full saturation of all context-specific variation is neither expected nor required. Instead, the analysis reached a level of saturation sufficient to support credible and transferable conclusions about the outcomes and how they occurred, but findings should not be interpreted as statistically representative of all participating IWOs, nor as fully capturing all context-specific variation across the 41 countries.

Data analysis method

Analysis was designed to verify the Theory of Change by tracing how activities and outputs contributed to outcomes, including the medium-term outcomes in the TOC and any unexpected results. The main steps were:

- A. **Development of a Coding Framework:** All qualitative data were consolidated and analyzed within this grid, which had categories directly aligned with the ToC, evaluation questions, and contribution analysis framework. IWO reports, case study interviews, external stakeholder inputs, FIMI’s field visit notes and other documents, and focus group transcripts were reviewed and key data entered into the coding grid (Excel sheet). The codebook provided a consistent analytical lens across all data sources.

Coding Framework

Outcome domains	- IWO Organizational capacity (technical, governance, and movement-building dimensions) - IW’s empowerment (confidence, leadership, collective action) - Stakeholder change (knowledge, behaviour, and policy influence) - Other outcomes / unexpected
Contribution factors	- FIMI financial support - FIMI non-financial support (e.g., accompaniment, networking, learning) • Participation in FIMI’s LFS and other programs - IWOs’ pre-existing capacities and co-investment - Contributions from other funders - Contributions from other organizations / partners - Broader contextual dynamics (same as <i>Context</i>)

Context	- Environmental, political, regulatory, socio-cultural, economic • Helpful factors • Hindering factors
OECD Criteria	- Coherence - Relevance - Sustainability - Efficiency
Recommendations / improvements	- Suggestions to maintain or improve contributing factors - Criticisms of FIMI or LFS

- B. Analysis of quantitative data** across the cases, focus groups and external stakeholder survey
- Descriptive statistical methods, including aggregation and calculation of frequencies, percentages, and distributions across IWOs, cases, focus groups, and external stakeholder survey responses. Some of the same questions were asked of Case Analysis and Focus Group participants, in which case these data were combined.
 - Identification of broad patterns and trends related to organizational capacities, empowerment outcomes, stakeholder change, and contribution ratings.
 - Given the nature of the available data, including self-reported programmatic MEL data without baseline or counterfactual comparison groups, quantitative findings were interpreted descriptively and used to complement qualitative contribution analysis rather than establish causal attribution.
- C. Consolidation of the cases (deductive coding):** Key excerpts and evidence were entered into the Coding Framework from each cases' project reports, interview transcripts, FIMI field visit notes, and stakeholder survey responses.
- D. IWO Focus group coding:** Key qualitative excerpts and evidence were entered into the Coding Framework.
- E. Reviewer-based validation:** The Coding Framework included space for the three evaluators to comment, question, compare, and refine coded findings. This reduced individual reviewer bias and supported inter-reviewer reliability and cross-case comparability.
- F. Inductive identification of emerging themes.** Once all datasets were coded, the evaluators conducted:
- Horizontal analysis (across cases and focus groups within a theme)
 - Vertical analysis (within each case or focus group across domains)
- Recurring patterns and dominant themes were identified, distinguishing between widespread findings, context-specific findings, and divergent or contradictory evidence.

G. **Verification of causal chains.** Within each case, the evaluators reviewed how well mapping the coded evidence mapped onto the LFS activities, outputs and medium-term outcomes of the Theory of Change. Focus groups data was not as in-depth but also allowed for some testing of these causal chains. The evaluation focused on LFS' activities and outputs that directly engaged IWOs (funding, accompaniment, networking, Linking and Learning and access to other FIMI programs). Less emphasis was placed on FIMI's activities and outputs related to their communications and partnerships beyond the IWOs. The verification process also incorporated unintended and emergent effects, which were captured through inductive coding within the matrix. These included both positive outcomes not originally anticipated in the ToC and negative or constraining effects of LFS or contextual factors.

H. **Refinement of themes through triangulation**

Findings were assessed through a structured triangulation and weighting process across data sources (IWO self-reports, case study interviews, focus groups, external stakeholder inputs, and FIMI documentation). Greater analytical weight was given to findings that were consistently observed across multiple sources, while recognizing that several data sources were interconnected within Indigenous Women's rights and movement ecosystems and therefore not fully independent from one another. Where discrepancies emerged between sources (e.g., between self-reported outcomes and external perspectives), these were systematically reviewed and retained in the analysis as divergent or context-specific findings, rather than excluded.

I. **Negative case analysis.** The evaluators conducted a deliberate search for disconfirming and contradictory evidence within and across sources. This included identifying instances where contributions were weaker than anticipated or where contextual factors constrained results. The Coding Framework enabled tracking of both supporting and non-supporting evidence for each outcome domain and contributing factor. Illustrative examples and quotations were selected based on their representativeness of recurring patterns across multiple cases or focus groups, rather than as isolated or exceptional cases. Despite these efforts, the evaluation design may still have favored the perspectives of more engaged, responsive, or higher-capacity organizations that were more likely to participate in interviews, focus groups, and verification processes.

Operationalisation of feminist and Indigenous methodological principles

Feminist and Indigenous methodological commitments were operationalised through structured reflexive and relational analysis practices embedded in coding and validation. Critical reflection was applied as a concrete procedure, including: (1) iterative team review of coded findings to question interpretations and surface assumptions; (2) intentional identification of divergent and disconfirming evidence, including cases where outcomes or contributions were limited; and (3) prioritisation of IWOs' perspectives as primary sources of knowledge regarding their own experiences and outcomes, while triangulating with external and documentary evidence.

Analysis also emphasized contextual interpretation, ensuring findings were grounded in the specific realities of IWOs. The Coding Framework supported this by systematically capturing contextual and constraining factors alongside outcomes.

While this approach aligns with Indigenous and feminist evaluation principles, it may also contribute to a stronger emphasis on participant-defined success and lived experience than would be typical in more externally validated or experimental evaluation designs.

Data analysis and rating process for contribution

The evaluation applied a structured analysis process and rating framework to assess the relative importance of different contributing factors to observed outcomes. Case and focus group participants and their external stakeholders were explicitly asked to identify other contributing organizations, the level of importance of these as well as the contextual enabling and constraining factors, which were the main alternative theories.

Data was extracted and coded data from case analyses, focus groups and external stakeholder responses to identify mentions of contributing factors, specific contributing organizations/programs named, descriptions of why they mattered to the respective project, and the level of importance accorded by the respondent. Quantitative contribution ratings were gathered from IWOs and their external stakeholders through a survey. These quantitative ratings were analysed descriptively using frequencies and percentages across respondent groups and regions to assess recurring perceptions regarding the relative importance of FIMI, IWOs, other organizations, and contextual factors in contributing to outcomes. Quantitative findings were compared against qualitative evidence from interviews, focus groups, and external stakeholder responses to assess consistency and divergence across sources.

These data were analyzed to assess whether any of alternative theories could fully explain outcomes, whether LFS contribution was necessary or additive, and to accord a rating to the main contributing actors and factors. Ratings reflect the relative contribution of each factor rather than isolated causal attribution. They also reflect the aggregated sample of 56 IWOs, rather than individual IWOs. Where there were variations within each contributing factor across the group of IWOs, this was explicitly noted (e.g. for example, not all IWOs received additional funding from other sources, but where they did the contribution was important).

There is a moderate to high level of confidence in the contribution assessment. This is due to because of the consistency of findings across multiple qualitative and quantitative data sources, the explicit contribution questions asked, the examination of alternative contributing factors, and the disparities identified (e.g. not all IWOs got to access FIMI's other programs but those that did noted it as a factor of success.. However, confidence is moderated by the reliance on self-reported data, purposive qualitative sampling and the limited availability of fully independent external verification sources,

Contribution ratings were assigned using the following criteria:

- a. **Strength of Evidence** - The extent to which evidence supports a contribution claim, based on: Frequency of references across cases and focus groups, Presence of detailed, concrete examples (not general statements), Corroboration by external stakeholders.
- b. **Consistency Across Sources** - The degree to which findings are replicated across IWOs (self-reports, interviews and focus groups), external stakeholders, FIMI documents and staff focus groups.
- c. **Position in the Causal Pathway** - The role of the factor within the Theory of Change.
- d. **Counterfactual Plausibility** - Assessment of whether outcomes would likely have occurred in the absence of the factor, based on: Respondent testimony, Comparative patterns across cases, Evidence of dependence on specific inputs (e.g., first-time funding).

Contribution Rating

Foundational	Essential precondition; outcomes unlikely without this factor
Major	Primary driver of change; strongly accelerates outcomes in the majority of cases and contexts
Important	Significant enabling factor; strengthens outcomes in many cases and contexts
Moderate	Contributes somewhat, in certain cases or contexts
Influential	Shapes conditions but does not directly drive outcomes

Limitations of the study

The evaluation prioritized relational, context-sensitive, and Indigenous-led approaches to knowledge, while acknowledging the trade-offs this entailed for standardization and comparability.

Data quality and comparability constraints

The analysis of IWO reports took place in January 2026 and drew on the most recent available project reports for each IWO, including 36 mid-term reports and 107 final reports. 9 of 152 IWOs did not submit a report due to internal challenges that prevented project start or completion. While a full set of final reports would have provided the most complete data, given the March 2026 deadline for the ETE report, this was not possible.

There were also some challenges in data quality and consistency in IWOs' reports. Some reports were incomplete, with qualitative or quantitative questions left unanswered. Although IWOs were

responding to a standardized reporting form and questions, the level of detail of their narrative reporting varied significantly. Reports were submitted as Word or PDF documents which did not include standardized data fields, such as dropdowns or required questions. This reduced comparability across organizations and over time. In addition, there was considerable variation in how IWOs reported reach and results, with some reporting small-scale engagement and others indicating very large numbers of participants. These inconsistencies, including potential over- or under-reporting, constrained the evaluation's ability to systematically quantify outcomes. The case analyses helped to mitigate the challenge of capturing the depth and breadth of IWOs' project results by triangulating IWOs' self-reported data with external stakeholders and allowing prompts and follow up questions during interviews.

Triangulation of self-reported data

The evaluation relied in part on self-reported data from IWOs and FIMI staff, in alignment with feminist and Indigenous evaluation principles that prioritize voice, agency, and self-representation. To mitigate the subjectivity involved in self-reporting, the evaluation triangulated findings with external perspectives, including representatives from public and nonprofit organizations that directly observed the IWOs that participated in the case analyses and bellwethers (regional and global leaders).

Case selection and external stakeholder input

The selection of IWOs for case studies introduced a potential source of bias. While IWOs were initially selected through a random, stratified sample, only those that responded to FIMI's invitation were ultimately included, which may have resulted in a self-selection bias toward more responsive or higher-capacity organizations. In addition, each IWO identified an external stakeholder to provide an independent perspective on their work. As these stakeholders were selected by the IWOs themselves, this may have influenced the nature of the feedback provided. In many cases, these external stakeholders were collaborating organizations, networks, or institutions that had new or existing relationships with the IWOs during the projects. In some cases, these organizations such as local municipal governments, had collaborated on delivering project outreach or activities or, in the case of other Indigenous organizations, broader Indigenous rights activities. As a result, while they provided valuable external perspectives, most cannot be considered fully independent in the methodological sense. This may have introduced a positive bias toward the perceived contribution and outcomes of LFS-supported initiatives.

To mitigate this risk, evaluators required stakeholders to complete a structured survey rather than submit open-ended letters, helping to standardize responses. Furthermore, all stakeholder inputs were submitted directly to a secure evaluator-managed email address, rather than through the IWOs, to support confidentiality and reduce potential influence on responses.

The evaluation also had a limited number of fully independent external data sources outside the broader sphere of organizations connected to IWOs, Indigenous Women's movements, or LFS-related ecosystems. While bellwether interviews and external stakeholder surveys

strengthened triangulation, the absence of comparator organizations or larger samples of independent actors limits the extent to which alternative explanations and broader external validity could be rigorously tested. This may have contributed to some confirmation bias in assessing the contribution of LFS to observed outcomes.

Limited external and independent data sources

While the evaluation included several forms of external verification, including IWOs' local stakeholder surveys, bellwether interviews, and secondary research on selected policy and legal changes, the overall evidence base remained weighted toward internal sources at IWOs and FIMI. In addition, some of the bellwethers were directly linked to LFS and as mentioned above, IWOs selected their external stakeholders for participation in the evaluation. As a result, these inputs provided valuable external perspectives but were not always fully independent in the methodological sense.

To strengthen external verification, the evaluation added a secondary research method focused on the sample of IWOs that reported contributing to governmental law, policy, or strategy changes. This involved searching for academic, news, government, and third-party grey literature sources to verify whether the reported policy, legal, or strategy changes had occurred. This additional research helped confirm the existence of several reported changes and increased confidence in findings related to policy and legal outcomes. However, the availability of independent public documentation varied considerably by country, issue area, and level of change. Some local or community-level changes were not documented in media, or academic sources, even when they were credible and well described by IWOs and their stakeholders. In other cases, public sources confirmed that a law, policy, or strategy change occurred, but did not provide enough detail to assess the precise contribution of a specific IWO or LFS-supported project. For this reason, findings related to stakeholder, institutional, and policy change should be interpreted as credible contribution claims supported by triangulated evidence, rather than as definitive proof of attribution. This limitation is especially relevant for outcomes that occur over long timeframes and involve multiple actors, such as changes in laws, policies, institutional practices, and social norms.

Cultural, linguistic, and epistemological diversity

The diversity of cultural, linguistic, and epistemological contexts across participating Indigenous communities presented both a strength in terms of wide reach and a methodological challenge. IWOs operated within distinct worldviews and knowledge systems, which shaped how concepts such as success, impact, progress, and failure were understood. In line with a feminist and Indigenous evaluation approach, this evaluation did not privilege a single "objective" framework but instead recognized multiple ways of knowing. In addition, in some data collection, professional interpreters familiar with FIMI's context were mobilized when members of the evaluation team were not fluent in the language.

The evaluation team actively engaged IWOs and FIMI staff to describe what results were important to them and why. Evaluation tools were reviewed by English, Spanish and French speakers familiar with the regional contexts to ensure the vocabulary was appropriate and clear. Interviews in Portuguese were conducted with the help of an interpreter, while interviews in French, English and Spanish were conducted directly by the evaluation team. During interviews and focus groups, follow up questions and requests for concrete examples were often asked to understand what a respondent meant, rather than assume words had the same meaning in each context.

Methodological stance and positionality

The evaluation approach was intentionally grounded in FIMI's PMEL strategy, which emphasized Indigenous Women's rights, intersectionality, and leadership. The evaluation team was aligned with FIMI's commitment to listen to and trust Indigenous Women and communities. While this can be perceived as a form of bias from a traditional positivist perspective, it was enacted as a deliberate methodological stance aimed at countering historical Eurocentrism and extractive evaluation practices. The team sought to balance this approach with critical reflection, triangulation, and ongoing clarification to ensure depth and rigor in analysis.

Overview of Partners Supported through FIMI's LFS

During 2021-2025, a diverse group of 152 Indigenous Women's Organizations, networks and organizations led by Indigenous Women (IWOs) received co-investment (grants) for their projects through LFS. They were located in 41 different countries across Africa, Asia and the Pacific, and Latin America and the Caribbean. A total of 175 projects were funded from 2021 to 2025, with 23 of those organizations that received funding for two projects during the time period.

Three rounds of co-investment took place: an open call in 2021, an open call in 2023 and a closed call in 2024. During open calls for proposals, any IWO from one of the three regions could apply for support. FIMI staff reviewed all proposals, screened out ineligible proposals, and made recommendations to FIMI's board of directors. During the closed call, the FIMI staff made recommendations based on the IWOs that had previously been involved in FIMI programs, including their engagement in regional and global policy spaces. The FIMI board made the final selection of projects to be supported.

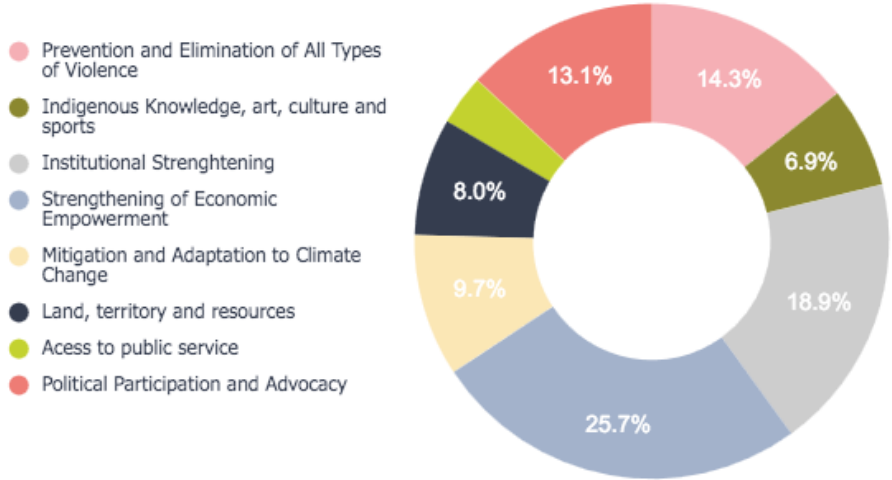
	Number of applications and projects that received co-investment during LFS			
	2021 open call	2023 open call	2024 closed call	TOTAL
Projects selected	65	55	55	175
Applications received	345	682	n/a	1027

Country of organizations that received co-investment during LFS

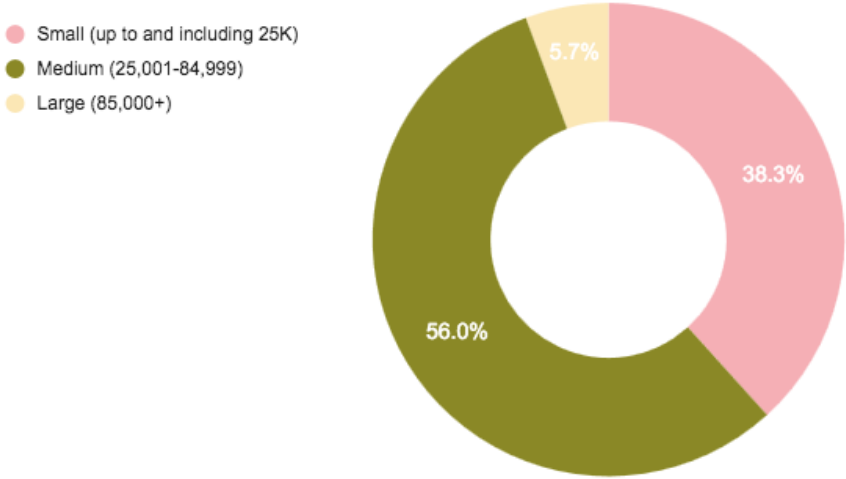
Africa (59 projects)	Asia & Pacific (60 projects)	Latin America & Caribbean (56 projects)
Kenya Tanzania DRC Rwanda Uganda Burkina Faso Cameroon Algeria Benin Burundi Ethiopia Madagascar	India Nepal Bangladesh Philippines Malaysia Thailand Indonesia Cambodia Myanmar Pakistan Mongolia Micronesia	Guatemala Colombia Mexico Ecuador Bolivia Peru Brazil El Salvador Argentina Paraguay Honduras Nicaragua

Nigeria Zimbabwe	Vanuatu Lao People's Democratic Republic Palestine	
---------------------	--	--

IWO Partner Projects: Thematic Focus



Size of Co-Investment (Grant)



Context Analysis 2021-25

Indigenous Women and their organizations have been working within a global context marked by both deepening crises and important advances in recognition, organizing, and influence.

Three interrelated dynamics shaped the context in which LFS took place:

- Persistent and, in many cases, worsening structural inequalities affecting Indigenous Women and their communities
- The convergence of global crises, including climate change, conflict, and the long-term effects of COVID-19, creating compounded risks
- Increasing global visibility, recognition, and leadership of Indigenous Women, particularly within international policy and advocacy spaces

These dynamics formed the backdrop against which IWOs implemented their LFS projects, requiring constant adaptation while also opening new avenues for influence and movement-building.

Turning point in global recognition of Indigenous Women's individual and collective rights

A defining milestone was the adoption of CEDAW General Recommendation No. 39 in October 2022. This marked the first time that a comprehensive international human rights instrument explicitly addressed the rights of Indigenous Women and Girls, reflecting decades of advocacy led by Indigenous Women globally.

The process leading to this achievement was itself significant. It involved extensive consultations, including global and regional convenings of Indigenous Women, and demonstrated the growing capacity of Indigenous Women's movements to influence international legal frameworks. Following its adoption, attention shifted toward dissemination and implementation, with IWOs actively engaging governments, partners, and international bodies to ensure that the recommendation translated into concrete policy and programmatic changes.

This period also saw increased engagement of Indigenous Women in other global policy spaces, including:

- UN Permanent Forum on Indigenous Issues (UNPFII)
- Commission on the Status of Women (CSW67 and CSW68)
- COP27, COP28, and COP29 climate conferences

Through these spaces, Indigenous Women strengthened their role as advocates shaping global agendas on gender equality, climate justice, and Indigenous rights.

Persistent structural inequalities and systemic exclusion

The structural conditions affecting Indigenous Women remained deeply unequal during 2021-25. Across all regions, Indigenous Women continued to experience systemic barriers in accessing essential services, economic opportunities, and decision-making spaces.

In many contexts, Indigenous Women faced limited access to healthcare, education, and social protection systems, alongside restricted opportunities for sustainable livelihoods. Political

underrepresentation further limited their ability to influence decisions affecting their communities. These inequalities are rooted in long-standing patterns of discrimination, marginalization, and exclusion.

These patterns manifested differently across regions. In parts of Africa and Asia, Indigenous Women were more likely to be engaged in informal or subsistence economies with limited social protection, while in Latin America, inequalities were often closely tied to land rights, territorial conflicts, and exclusion from state institutions.

These challenges were not uniform. They varied significantly depending on regional, cultural, and political contexts. However, the cumulative effect was a persistent pattern of exclusion that continued to shape the conditions in which IWOs undertook their work.

Intersecting global crises and their compounding effects

The global context during this period was profoundly shaped by the convergence of multiple crises, which had compounding effects on Indigenous communities and disproportionately impacted Indigenous Women. Climate change was one of the most significant drivers of disruption. Across regions, Indigenous territories experienced increasing environmental degradation, including droughts, floods, deforestation, and biodiversity loss. These changes directly affected traditional livelihoods, food systems, and cultural practices, exacerbating economic and food insecurity for many Indigenous Peoples.

These impacts were regionally distinct. In Africa, prolonged drought and climate variability led to displacement and climate migration. In Asia and the Pacific, communities faced high exposure to climate disasters and rising sea levels, particularly in low-lying island contexts. In Latin America, deforestation and forest fires, particularly in the Amazon, contributed to food insecurity and increased violence in Indigenous territories.

Armed conflicts and political instability further reduced safety and mobility in some countries, which contributed to displacement and social fragmentation. These dynamics were particularly acute in parts of Africa (e.g., DRC, Sudan, Sahel region) and Asia (e.g., Myanmar, parts of South Asia), where ongoing conflict directly disrupted community life and project implementation.

The lingering impacts of the COVID-19 pandemic added another layer of complexity, as communities continued to face reduced access to healthcare, education, and economic opportunities.

What distinguishes this period is not only the presence of these crises, but their interaction. Climate stress, for example, contributed to food insecurity, which in turn heightened household tensions and increased the risk of gender-based violence. Economic pressures combined with political instability further constrained the capacity of communities to respond effectively. Within this context, Indigenous Women often bore a disproportionate burden to sustain households and communities while also acting as key agents of resilience.

Violence, criminalization, and protection risks for Indigenous Women

In this period, Indigenous Women, particularly those engaged in leadership and advocacy, faced a heightened risk environment. Indigenous Women human rights defenders faced increasing levels of violence, harassment, and criminalization. In many cases, these risks were linked to conflicts over natural resources and extractive industries, where Indigenous Women's activism challenged powerful economic and political interests.

These risks were especially pronounced in regions experiencing active conflict or extractive pressure. In parts of Africa and Asia, weak rule of law and ongoing conflict increased exposure to physical violence and displacement, while in Latin America, environmental defenders, particularly in forest and resource-rich areas, faced heightened threats linked to extractive industries and land disputes.

Forms of violence included:

- Harassment and intimidation
- Legal persecution and criminalization
- Physical violence and threats to personal safety

These risks were sometimes compounded by gender-based violence. In contexts where rule of law was weak or contested, there was limited accountability for such violations. This environment required IWOs to integrate protection considerations into their work, strengthen collective safety mechanisms, and draw on networks of solidarity at regional and global levels.

Shrinking civic spaces and barriers to participation

Many countries experienced increasing restrictions on civil society, limiting the ability of IWOs to operate freely and engage in public protest or policy advocacy. Barriers included regulatory restrictions on funding, administrative burdens, and political pressures. In some contexts, increased polarization and authoritarian rule further restricted space for dissent and organizing.

The degree of restriction varied by region. In Asia and parts of Africa, political instability and conflict created direct security risks for organizations, sometimes forcing activities to pause. In Latin America, while overall civic space was relatively less restricted, specific countries, particularly in Central America, faced increasing threats to civil society participation.

Despite these hurdles, Indigenous Women expanded their participation in political and civic spaces in a variety of ways. IWOs were central to creating and strengthening platforms for Indigenous Women's participation at local and national levels, while also increasing their engagement in international forums.

Lasting impacts of COVID-19

Although the acute phase of the pandemic subsided, its effects persisted with Indigenous communities, particularly those in remote areas, continuing to face challenges in accessing healthcare and vaccination, as well as recovering from economic disruptions.

These impacts were often more pronounced in remote regions across Asia and Africa, where limited digital infrastructure and service access further constrained recovery and participation in emerging virtual advocacy spaces.

The pandemic contributed to increased unemployment, reduced mobility, and disruptions in education, with long-term implications for youth and future opportunities. Limited access to digital technologies further exacerbated isolation and restricted participation in virtual spaces, which became increasingly important for advocacy and coordination. In some cases, pandemic-related measures were used to justify restrictions on movement and assembly, affecting Indigenous Peoples' rights and limiting civic engagement.

Climate justice and Indigenous Women's leadership

While climate change created significant challenges, it also became a central area of leadership for Indigenous Women. Across regions, this leadership reflected local priorities: land and forest protection in Latin America, climate adaptation and pastoralist resilience in parts of Africa, and disaster response and environmental protection in Asia and the Pacific.

Throughout this period, Indigenous Women played an increasingly visible role in global and national climate discussions, advocating for approaches grounded in rights, justice, and traditional knowledge. Participation in global climate forums, such as COP27, COP28, and COP29, provided opportunities to influence policy discussions and highlight the specific impacts of climate change on Indigenous communities. Indigenous Women advocated for recognition of:

- Land and territorial rights
- Biodiversity protection
- Food sovereignty

At the community level, many IWOs led initiatives focused on climate adaptation and resilience, drawing on traditional knowledge systems and collective practices in restoring lands and cultivating food and goods from the land in new climatic conditions. Their leadership contributed to a growing recognition of the importance of Indigenous Peoples and knowledge in addressing climate change.

Funding landscape disruptions

The funding landscape during this period saw important shifts toward more participatory and trust-based approaches. The growth of feminist funds and Indigenous-led funding mechanisms created new opportunities for more accessible and context-responsive financing aligned with the realities of IWOs. However, these advances were accompanied by persistent structural barriers.

Many IWOs continued to face challenges accessing funding due to complex compliance requirements, language barriers, and limited access to information and networks.

These constraints were further intensified by broader changes in the global development financing landscape. From 2023 onward, several Global North countries, including the United States, reduced or reprioritized official development assistance (ODA), often shifting resources toward geopolitical or humanitarian priorities. This has contributed to a contraction in available funding for gender equality and grassroots movements. For many IWOs—particularly smaller or grassroots organizations in Africa and Asia—these barriers were compounded by language, administrative, and access constraints, while in Latin America, funding pressures were often linked to high demand and competition for limited resources.

For IWOs, these shifts have resulted in more limited resources, shorter funding cycles, and greater uncertainty, alongside heightened administrative burdens. By 2024, concerns about a broader funding crisis had become more pronounced, raising risks for the sustainability of organizations and the continuity of long-term, community-based work. In response, there is growing emphasis on strengthening Indigenous-led and feminist funding models, expanding flexible and long-term funding, and building more equitable, trust-based partnerships.

Strengthening of Indigenous Women’s Movements and Collective Resilience

Despite the many challenges, the period from 2021 to 2025 was also marked by significant strengthening of Indigenous Women’s movements. This strengthening was reinforced through regional convenings and exchanges across Africa, Asia and the Pacific, and Latin America and the Caribbean, enabling context-specific strategies while building shared global agendas.

Across regions, Indigenous Women expanded their networks, increased their visibility, and deepened their collective strategies. Movement-building efforts included regional and global convenings, cross-regional exchanges, and participation in international advocacy spaces. These processes contributed to stronger solidarity, shared learning, and coordinated action. An important dimension of this strengthening has been the emphasis on collective care, spirituality, and cultural revitalization. IWOs increasingly named these elements as essential to sustaining leadership and ensuring long-term resilience.

Diversity within Indigenous Women’s Movements

Both the diversity and commonalities among Indigenous Women are important to acknowledge. Indigenous Women and their communities are not homogeneous. Across regions, Indigenous Peoples reflect distinct cultures, languages and environmental, political and social contexts. The IWOs supported through LFS responded to the specific needs in their communities and countries, while also contributing to and benefiting from being part of Indigenous Women’s networks at the sub-national, national, regional and global levels to address common challenges. Indigenous

Women's movements use diverse action strategies and some are also working to strengthen the inclusion of youth, Elders, LGBTI people and Indigenous Girls and Women with disabilities.

Programmatic analysis: Effectiveness

Contribution story

Contribution analysis in the context of Indigenous holistic worldviews

Indigenous worldviews are holistic, recognizing interdependence and shared responsibility. Across case analyses and focus groups, IWOs were careful to acknowledge the multiple sources of support that contributed to their achievements. Rather than ranking contributions in a hierarchy, many emphasized that success was the result of community members as well as partners, including FIMI, who provided financial and non-financial support. IWOs frequently expressed that all forms of support were important and that sustained, expanded funding and capacity building was needed for the future.

Indigenous knowledges add nuance to conventional contribution analysis methodology that seeks to isolate and rank contributing factors. While such analysis remains useful, it must be interpreted alongside the understanding held by Indigenous Peoples that positive changes emerge from many factors, including relationships of trust, community knowledge, partnerships, and layered forms of support working together over time.

Main outcomes achieved

The following is a brief overview of the main outcomes of FIMI's LFS as part of the contribution story. In the next section of the report, each outcome is described in detail with evidence.

1. Strengthened capacity of Indigenous Women's Organizations across Africa, Latin America, the Caribbean, Asia and the Pacific.

Over five years, LFS appears to have contributed to strengthened capacity among many of the 152 IWOs supported in Africa, Latin America and the Caribbean, and Asia and the Pacific, enabling them to advance Indigenous Women's rights (individual and collective) with greater effectiveness, legitimacy, and sustainability. Nearly all participating IWOs reporting through FIMI's MEL system (95%) said that they strengthened their ability to advocate for women's rights and gender equality, reflecting expanded movement-building capacity and wider mobilization of Indigenous Women. At the same time, IWOs reported reinforced internal capacities: 85% improved administrative and financial management, 82% strengthened project planning, 75% enhanced monitoring and evaluation, and over 80% built stronger coordination, alliances, and networking capacities. About one third of IWOs in the sample were able to secure additional funding through the knowledge and capacities built during LFS. These gains were mutually reinforcing. Stronger governance, financial accountability, and strategic planning appear to have enabled IWOs to engage more confidently in public and political spheres, while deeper community mobilization increased their credibility and legitimacy. Importantly, many of these changes appear to have become embedded in organizational

structures and community relationships, creating a more stable, accountable and interconnected ecosystem of IWOs that could potentially sustain empowerment and long-term influence on gender equality and Indigenous Women's rights.

2. Empowerment of Indigenous Women and expanded voice in public sphere

Over five years, LFS appears to have contributed to the empowerment of Indigenous Women and the expansion of their collective voice in the public sphere, with IWOs reporting that their projects directly engaged over 74,000 Indigenous Women and Girls across Africa, Asia and the Pacific, and Latin America and the Caribbean. Empowerment took multiple, reinforcing forms: the sample of IWOs and their local stakeholders reported that Indigenous Women strengthened their political awareness and knowledge of rights (including CEDAW General Recommendation 39 and national legal frameworks), built confidence and agency, organized into collective structures, and increasingly spoke and acted in public and political arenas. About two-thirds of IWOs in the cases and focus groups reported clear gains in women's political awareness and leadership. During LFS, IWOs reported creating approximately 1388 public or civic spaces for Indigenous Women to voice demands and influence decisions. Across regions, Indigenous Women moved from silence or informal participation to recognized leadership roles in Indigenous and non-Indigenous community councils, national and regional networks, and even international forums, raising issues ranging from gender-based violence and land rights to climate justice, economic autonomy, and self-determination. Economic empowerment initiatives, such as cooperatives, savings groups, enterprises based on Indigenous skills and practices and climate-resilient livelihoods, were reported to have strengthened women's autonomy and sustained participation in public life. Together, these shifts reflect a qualitative transformation: Indigenous Women not only gained skills and confidence, but increasingly exercised collective power, shaped public dialogue, and assumed leadership in advancing their communities' collective rights and well-being.

3. Improvements in stakeholders' understanding, behaviour, practices and policies affecting Indigenous Women

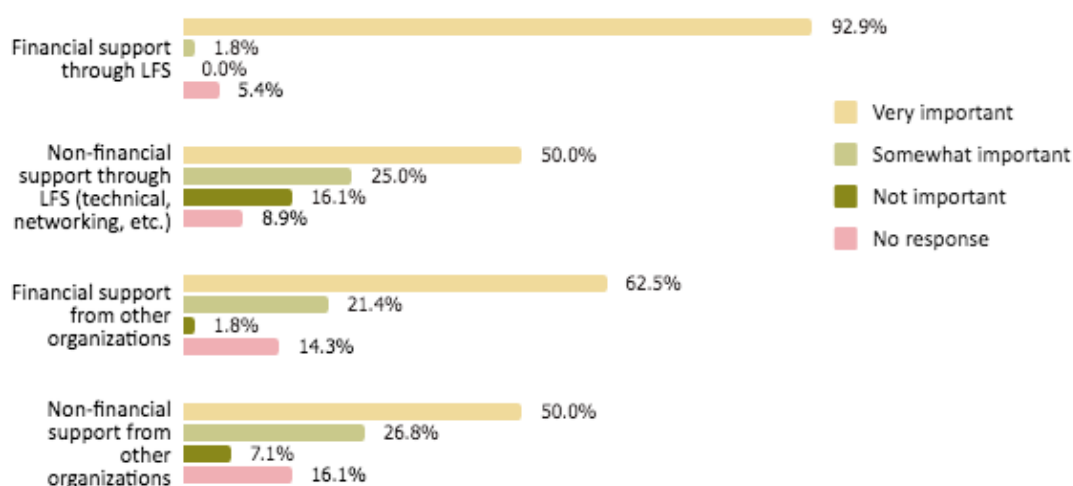
LFS appears to have contributed to progressive changes in stakeholders' understanding, behaviour, institutional practices, and, in some cases, policies affecting Indigenous Women and their communities. Across all IWOs receiving LFS support, 74% reported observing improved stakeholder knowledge of Indigenous Women's rights, 68% reported observing increased commitment of stakeholders to advance those rights, and 45% indicated that their projects included some level of engagement in political or policy-level change processes. Dutyholders appear to have increasingly recognized IWOs as legitimate public and political actors, including community men and Elders, Indigenous customary institutions (governing bodies), municipal and state authorities, civil society actors, and in some cases international institutions. Across the 26 case analyses, the great majority of IWO's local stakeholders surveyed confirmed shifts within at least one and frequently several of these stakeholder groups, particularly noting greater consultation of Indigenous Women and their organizations in planning and decision-making spaces.

Change unfolded gradually but often along a common pathway. Recognition and visibility of Indigenous Women's collective actions typically came first, followed by stakeholders more consistently and meaningfully including Indigenous Women in consultations. Gradual shifts in social norms took place in many communities, particularly in the acceptance of Indigenous Women's leadership in the public sphere and the rejection of violence against women as normal. Over time, improvements were made in service delivery and administrative practices, and, in roughly one-third of the cases, contributions to concrete policy or regulatory reforms at local, provincial, national, or global levels. Given that LFS-funded projects ranged from one to 2.5 years and were implemented in often challenging political and social environments, these systemic-level shifts, especially in stakeholder behaviour and institutional practice, represent significant and credible progress toward longer-term structural change.

Summary of contribution findings

Consistent with Indigenous worldviews, the evaluation indicated that outcomes emerged not from a single source but from mutually reinforcing contributions. IWOs in the cases and focus groups were asked to rate the level of importance of various types of support for the success of their project. Financial support from FIMI (93% very important; 1.8% somewhat important) and financial support from other sources (63% very important; 21% somewhat important) were the highest rated. Non-financial support such as collaboration on activities or skill building were similarly rated from FIMI (50% very important; 25% somewhat important) and from other sources (50% very important; 27% somewhat important).

How important was each of these sources and types of support for the success of your project? N= 56 (IWOs that participated in case analyses and focus groups)



Taken together, the quantitative and qualitative evidence shows that multiple actors and forces contributed to the outcomes:

- **IWOs' own assets, community knowledge and co-investment** were indispensable to the positive results of LFS.
- **FIMI's LFS financial and technical support, including Linking and Learning and connections to other FIMI programs (research, Global Leadership School, advocacy and political participation)** played a unique, often catalytically important role. FIMI's LFS often contributed to IWO's overall capacity and sustainability, the results of their LFS projects, and the movement capacities necessary for ongoing empowerment and systemic change. FIMI's support was consistently rated as highly important by IWOs and their external stakeholders consulted during the evaluation. The level of importance that IWOs accorded to FIMI's non-financial support from FIMI was weaker overall than financial support, because not all IWOs were able to access FIMI's other programs or travel to regional gatherings.
- **IWOs' partnerships with other organizations and additional funding and in-kind support** received from other sources (beyond FIMI) were also important elements in achieving results. However, the level of importance of these contributions varied widely between IWOs. Many IWOs had local-level partners including other Indigenous organizations and local authorities. Many IWOs were unable to access financial support from other sources.
- The **external environment** also had an influence on IWOs, their project implementation and the results they were able to achieve. There were significant challenges caused by climate change and extreme weather, hindering policies and political regimes, and ongoing violence and discrimination against women and Indigenous Peoples. Depending on the country, positive external factors included evolving national legal frameworks recognizing Indigenous Peoples' rights, growing international commitments to gender equality and climate justice, and global policy recognition of Indigenous Women's rights through CEDAW General Recommendation 39 on Indigenous Women and Girls.

While the consistency of findings across multiple sources strengthens confidence in the overall contribution narrative, the evaluation design did not seek definitive attribution claims, and findings should be interpreted within the methodological and contextual limitations outlined earlier in the report.

The main factors that influenced outcomes are described in greater detail below. In addition, in the three Outcomes sections later in the report, the level of contribution of each of these factors to each respective outcome is also described, as there was some variation between the three outcomes that was deemed important to capture.

A. Co-investment by IWOs and community members: Essential contribution to outcomes

IWOs brought substantial pre-existing strengths to LFS implementation. These varied across IWOs, but they often included ancestral knowledge, knowledge of Indigenous languages, knowledge of the land, climate and territory, cultural and spiritual practices, trust of community members, community relationships, understanding of local governance and power dynamics, organizational

partnerships, and established networks. These contributions were foundational to positive outcomes.

FIMI explicitly recognized that communities and organizations already came with valuable strengths and that LFS funding and accompaniment would complement, rather than replace, these assets. A defining feature of FIMI's LFS was its "co-investment" approach. IWOs were encouraged to identify and assign value to their own contributions in project design and budgets, including Indigenous knowledge, volunteer time, cultural practices, collective spaces and community leadership. This framing affirmed Indigenous agency and positioned IWOs not as beneficiaries, but as co-creators of change. The evaluation found that IWO's and their community members' contributions to be essential elements in the results of LFS.

Collectively, IWOs estimated their total co-investment in LFS-supported projects at USD \$1,406,500. This included both tangible and intangible resources, with no standardized methodology for estimating the intangible contributions.

IWO voices:

"As an Indigenous Women's Organization, our work is grounded in a strong understanding of the lived realities of Indigenous communities. This trust and long-standing presence in the communities made it easier to ... engage women openly and meaningfully. At the community level, the project benefitted from our existing rapport with Indigenous women and local leaders in the project sites. Because these relationships were already in place, community members were willing to participate, share their experiences and take part in dialogue with local governance actors." - IWO, Nepal

"Se valora el aporte de Fimi para la contribución de los alcances de la misión de la [IWO], asimismo los aportes de la [IWO] y las personas que han intervenido se valora debido a que ambas partes aportan." (The contribution of FIMI to achieving the scope of the IWO's mission is valued; likewise, the contributions of [the IWO] and the people involved are valued, as both parties contribute.) — IWO, Guatemala

B. FIMI's LFS: Major contribution to outcomes

Across case analyses and focus groups, IWOs consistently described LFS support as foundational to their achievements. When asked about the importance of different sources of support, 92.9% rated financial support from FIMI's LFS as "very important," and an additional 5.4% rated it as "somewhat important." No organizations rated LFS financial support as "not important" (1.7% did not respond).

Many IWOs stated that their projects would not have been possible without LFS support. IWOs repeatedly emphasized that LFS funding allowed them to move beyond short-term, activity-by-activity survival toward more stable organizational trajectories. This included hiring core organizers, maintaining women-only spaces, planning across multiple years, and responding flexibly

to emerging needs. For some IWOs, LFS represented their first significant funding source. About 30% of IWOs received financial support from FIMI for the first time through LFS. Several stated explicitly that without LFS funding, their work would likely have remained intermittent or informal, limiting both collective empowerment and external influence.

About half of the IWOs reported that participation in LFS contributed to their organization's sustainability, not only financially but by strengthening community mobilization, credibility with stakeholders, governance, and internal institutional systems.

The IWOs' external stakeholders consulted during the case analyses verified this finding. Many described LFS financial support as not only important but transformative for participating IWOs, particularly in contexts where organizations previously lacked stable funding. External stakeholders observed visible improvements in organizational stability, continuity of programming, and credibility with authorities and partners as a result of LFS co-investment. Some external stakeholders also noted that LFS support enabled continuity and resilience in contexts marked by political repression, economic precarity, and/or climate-related shocks.

Many IWOs stated that FIMI's flexible, trust-based approach to funding was particularly important to their success. By supporting IWOs to define their own projects and adjust activities and timelines during implementation, FIMI's LFS allowed them to be responsive to emerging community needs and external barriers and opportunities.

"The support from FIMI didn't just help us deliver one project. It helped reinforce the foundation we need for long-term impact." - IWO, Nepal

"Together, FIMI's financial and non-financial support contributed not only to the successful implementation of project activities, but also strengthened women's agency, collective action, and long-term community capacity for advocacy and sustainable change." - IWO, Malaysia

"Thanks to FIMI for its respectful support. It strengthens us in a strategic, sustainable way" - IWO, Honduras

"FIMI's values of collective care, autonomy, and movement-building aligned deeply with our Indigenous feminist approach, allowing us to center women's voices, lived experiences, and priorities rather than donor-driven agendas. This flexibility allowed us to adapt activities to the real-time needs of women, especially those facing political exclusion, burnout, trauma, and systemic marginalization." - IWO, Uganda

Global connection built local credibility for IWOs

Several IWOs expressed the unique value of being linked to FIMI as a global organization. FIMI's backing as an international, Indigenous-led mechanism often increased IWOs' confidence to

implement their local efforts for movement building. The connection with FIMI also helped some IWOs to increase their legitimacy in the eyes of governments and other stakeholders. Some IWOs leveraged FIMI's support as a demonstration to their local and state governments that they were credible actors that should be taken into account in policy discussions and governance.

“FIMI’s endorsement added legitimacy to the project, which made it easier to engage local governments and parliamentarians who might otherwise have been hesitant to participate.”
— IWO, Nepal

Technical, strategic and networking support: Added value and coherence across FIMI’s programs

Non-financial support through LFS, including technical assistance, networking, and strategic accompaniment, was highly valued. Half of IWOs (50%) rated this support as “very important,” and 25% as “somewhat important.” Only 16.1% considered it “not important.” These tended to be IWOs that were already well-developed or IWOs that did not have the opportunity to participate in FIMI’s programs.

IWOs frequently highlighted the coherence of FIMI’s diverse programs and methods of supporting IWOs, which included opportunities for skill building, research, leadership development, political participation and networking which they would not have been able to access elsewhere. Many IWOs explained how participation in FIMI’s LFS-supported learning spaces, peer exchanges, and regional convenings strengthened their political awareness, confidence, and sense of belonging to a broader movement. This contributed directly to empowerment outcomes by reinforcing Indigenous Women’s confidence, solidarity, and leadership skills.

At the same time, about one-fifth of IWOs stated that they did not access FIMI’s other programs but would have liked to. Many wanted to know more about the opportunities FIMI offered and recommended that additional resources be dedicated to allow more IWOs to be aware of and take part in, for example, the Global Leadership School, Advocacy and Political Participation program, and Research program.

FIMI’s technical assistance during LFS was highly valued. Many organizations appreciated FIMI’s direct accompaniment which helped them strengthen their project planning and strategy as well as financial protocols, record-keeping systems, and reporting practices. While LFS reporting requirements were demanding, IWOs described a “learning by doing” process that strengthened internal systems and accountability over time.

“The training and guidance from FIMI helped improve our financial systems, sharpen our fundraising abilities, and make our organization more visible to other donors. This increased visibility helped us reach new partners and strengthened our ability to represent Indigenous women’s interests.” — IWO, Tanzania

“We had no support from anyone else, which is why we are so grateful. Thank you very much for FIMI's contributions and support, which are significant for our communities and help to strengthen processes.” - IWO, Colombia

“The FIMI technical support was exactly when we needed it - we were able to hone our skills on social media and communications, how to use a cell phone, etc. ” - IWO, Ecuador

Catalyst for additional funding

Approximately one third of organizations in the case analyses reported that LFS support helped them secure additional funding. Organizations described LFS as strengthening their credibility, internal systems, monitoring capacity, and public visibility, which in turn made them more attractive to other funders. FIMI's technical team often provided support for IWOs to understand the funding landscape, find new prospects that could be appropriate for IWOs in each region, and make connections with potential funders. In most cases, additional funding from other donors supported new initiatives rather than reinforcing the original LFS project. LFS was therefore described as catalytic, providing the institutional base upon which further resources could be mobilized.

IWO voices:

“[IWO] was able to involve new funders and strategic partners who have continued to support its initiatives, which we credit to the financial support on capacity building received from FIMI.” — IWO, Kenya

“The grant and technical support from FIMI strengthened our organization's credibility, systems, and confidence, which supported our efforts to access additional sources of funding. FIMI's support enabled us to demonstrate a strong track record in managing funds... This strengthened our organizational profile and helped us engage more effectively with other donors and partners.” - IWO, Malaysia

C. Financial support from other organizations: Important where available

Beyond the funding from LFS, access to other sources of financial support was uneven across the IWOs. Among the 56 IWOs in the cases and focus groups, 62.5% rated financial support from other organizations as “very important” and 21.4% as “somewhat important,” indicating that where such support existed, it mattered. However, 14.3% reported no such financial support.

For IWOs that had additional funders, this support was also deemed important to project success. In some cases, other funding supported discrete projects or activities rather than core organizational costs, collective processes or long-term capacity development.

D. Non-financial support from other organizations: Major contribution to outcomes

Non-financial support from local authorities, NGOs, networks, research or educational institutions and health services also contributed to IWOs' outcomes. Many IWOs emphasized that they were not working alone and that collaboration with other organizations allowed them to maximize LFS resources. Half of IWOs participating in the case analyses and focus groups rated non-financial support from other organizations as "very important" (50%), 26.8% as "somewhat important," and 16.1% as "not important." Some IWOs in the cases and focus groups reported having no collaborating organizations. These data suggest that while partnerships and external accompaniment were valuable where present, access to meaningful non-financial support was uneven.

Partnerships were often essential for implementation, solidarity-building and advocacy. Some organizations received technical support for outreach to new geographic areas, access to services, or specialized training which made their projects more successful. Many of the gains in policy or laws were made due the work of several organizations, including the IWOs. In cases where the LFS project was led by a broader community organization rather than an Indigenous Women-led entity, partnerships with Indigenous groups and local structures were essential for building credibility and effective mobilization.

Some IWOs received important in-kind contributions for resources, such as access to land for agriculture and climate adaptation activities, equipment or meeting space. These forms of support enabled practical implementation.

IWO voices:

"The university also supported us to offer training." - IWO, Ecuador

"One positive force that has helped our project succeed is strong partnerships with other organizations, which give us support, and new opportunities. For example, we participate in ... Indigenous Women Network workshop prepared by CORDS the FIMI partner. These learning opportunities help our team improve skills, connect with others, and make our projects even succeed." - IWO, Tanzania

"Our partners supported knowledge-sharing, provided spaces for dialogue and learning, and helped amplify the voices of Indigenous women and girls with disabilities within broader Indigenous, feminist, disability, and climate justice movements. Their engagement also strengthened our advocacy efforts by facilitating linkages with networks, policymakers, and civil society platforms." — IWO, Nepal

"La collaboration et leur implication et le partenariat avec les autorités de la zone du projet ont contribué au succès de votre projet car ces autorités ont octroyé 15 hectares de terres de maïs aux femmes autochtones pour les exploiter. Association Rwandaise pour la Promotion et la Connaissance des Droits de l'Homme a contribué au succès de notre projet

à travers ses conseils et échanges sur le bien-être de la communauté.” (Collaboration, involvement, and partnership with local authorities contributed to project success by allocating 15 hectares of land to Indigenous women; ARPCDH also contributed through advice and exchanges on community well-being.) — IWO, Rwanda

“En el marco de la implementacion de este proyecto, se sumaron algunas agencias de las Naciones Unidas como por ejemplo UNFPA, brindando apoyo para procesos formativos a Mujeres y Juventud indigena sobre prevencion de violencias, salud sexual y reproductiva, del cual se implementaron replicas comunitarias realizadas por la mismas mujeres Indigenas formadas.” (As part of the implementation of this project, several United Nations agencies joined the effort, providing support for training programs for indigenous women and youth on violence prevention and sexual and reproductive health. These programs were replicated at the community level by the indigenous women who had received the training themselves.) — IWO, El Salvador

E. External context (policy, social, economic and environmental): Important influence on implementation and outcomes

Across the three regions, LFS outcomes were shaped by a mix of enabling structural conditions and broader normative shifts that created openings for Indigenous Women’s leadership and collective action. In several contexts, affirmative action measures, decentralization processes, evolving legal frameworks recognizing Indigenous Peoples’ rights, and growing international commitments to gender equality and climate justice created formal entry points for engagement with local and state institutions. Even where imperfectly implemented, these frameworks strengthened the legitimacy of Indigenous Women’s claims and enabled dialogue with local authorities, ministries, and international mechanisms. Broader national and global conversations on biodiversity, land rights, gender-based violence, and intersectionality increased recognition of Indigenous Women’s leadership, particularly in climate and territorial governance. In some countries, political transitions, emerging women leaders, and expanding civic spaces created momentum for women’s representation and greater consultation in decision-making.

At the same time, across many countries in Africa, Asia, the Pacific, Latin America and the Caribbean, IWOs operated within complex and often restrictive environments that constrained the pace and scale of change. Political instability, coups, democratic backsliding, and securitization of Indigenous territories disrupted implementation, delayed approvals, and exposed leaders to surveillance, harassment, and threats. Shrinking civic space, regulations that restricted civil society, administrative burdens, funders’ lack of Indigenous values and approaches, and funding competition, such as from larger international organizations, posed challenges for institutional sustainability and long-term local capacity building. Weak enforcement of rights frameworks, limited awareness among duty-bearers, and bureaucratic obstacles required sustained investment in sensitization before policy influence could occur. Deeply entrenched patriarchal norms, persistent gender-based violence, and social stigma continued to restrict women’s leadership, while economic

crises, inflation, migration pressures, and widespread poverty reduced time and resources available for participation. Climate-related shocks, environmental degradation, appropriation of land by state or private enterprises, and expanding extractive industries intensified land and resource conflicts, increased care burdens, and undermined livelihoods. In some countries, Indigenous Women faced criminalization and harassment for their efforts to secure individual and collection rights and land stewardship. Geographic remoteness, weak infrastructure, digital exclusion, and documentation barriers caused further challenges for Indigenous Women to gather and for IWOs to travel to or communicate with certain communities during their projects. Despite these adverse conditions, LFS-supported organizations in the sample demonstrated resilience and adaptive strategies. IWOs were flexible in their strategies and implementation and drew on centuries of knowledge of surviving and thriving in the face of colonialism. It must be acknowledged that many of these constraining factors have been an ongoing part of Indigenous Peoples' contexts for hundreds of years.

IWO voices:

“El sistema patriarcal oprime a las mujeres y que no les permite su participación plena.” (The patriarchal system oppresses women and does not allow their full participation.) — IWO, Guatemala

“Barrières: L’assimilation et la faible priorisation de la question des peuples autochtones Batwa du Rwanda dans les priorités des groupes vulnérables. Ceci affecte négativement ces peuples autochtones et à aggraver leur situation socio-économique et favorise leur isolement et la précarité de mauvaise condition de vie” (Barriers: The marginalization and low prioritization of the issue of Rwanda’s Batwa indigenous peoples within the priorities for vulnerable groups. This negatively affects these indigenous peoples and exacerbates their socio-economic situation and contributes to their isolation and precarious living conditions.) — IWO, Rwanda

“Ante la embestida de un gobierno nacional que ha derogado leyes esenciales para la vida social en los territorios de los pueblos indígenas y de mujeres indígenas que viven en los barrios marginales de las ciudades de nuestro país, llevar adelante un proyecto que reivindique los derechos consuetudinarios es un hecho de gran importancia. Dentro de un contexto frágil, de derogaciones de diferentes derechos conseguidos para los pueblos indígenas, se ha logrado promover la recomendación general número (RG39) de la CEDAW.” (In the face of a national government that has repealed essential laws for social life in Indigenous territories and for Indigenous women living in marginalized urban areas, carrying out a project that vindicates customary rights is of great importance. Within a fragile context, with the repeal of various rights achieved for Indigenous peoples, it has been possible to promote CEDAW General Recommendation No. 39.) — IWO, Argentina

Assessment of alternative theories

The following alternative theories were hypothesized prior to primary data collection as likely factors contributing to the outcomes:

- IWO’s pre-existing organizational capacities

- IWO's partnerships (non-FIMI)
- participation in other leadership or capacity building programs (non-FIMI)
- support from other funders (non-FIMI)
- enabling policy environments
- cultural shifts already underway in society regarding gender roles and/or Indigenous rights

The evaluation tested this set of alternative factors to assess whether factors beyond LFS plausibly contributed to observed outcomes. As expected, these factors, many of which relate to IWOs' internal capacities and the broader environments in which they operate, were present across most cases and influenced results to varying degrees. IWOs brought substantial pre-existing strengths, including community trust, cultural knowledge, and established relationships, which shaped their ability to mobilize participants and sustain engagement. Partnerships with other organizations and institutions also played an important role in extending reach, strengthening legitimacy, and supporting implementation.

Additionally, some IWOs participated in training and leadership programs, often offered by women's funds or Indigenous or women's networks in their regions. Some IWOs were also able to access support from other funders. The wider policy and socio-cultural context enabled IWOs, in some cases, to leverage opportunities such as openings for policy dialogue, changes in roles of Indigenous Women to take on more public leadership, and increased recognition of Indigenous Women's rights. However, these conditions did not apply evenly to all IWOs and, in many cases, IWOs did not access additional capacity of funding outside of LFS and many were constrained in their results by political, economic, or social barriers.

Overall, the findings confirm that these alternative theories were reflected in the realities of IWOs' project implementation and often contributed to outcomes, as anticipated. However, they do not fully account for the scope and consistency of results observed. Rather, they interacted with FIMI's LFS support in each case.

In the three Outcomes sections later in the report, the level of contribution of each of the main contributing factors to each respective outcome is described, as there was some variation between the three outcomes that was deemed important to capture.

Assessment of results chain and assumptions

This evaluation reviewed three levels of the results chain for logic and cohesion: activities, outputs, and medium-term outcomes. Short-term outcomes were not identified in the FIMI Theory of Change, but several of the indicators represented short-term results. The assessment focused primarily on the subset of activities and outputs directly related to Indigenous Women's Organizations, namely Activities A–D, Outputs A–E, and all three Outcome areas. Prioritizing the IWO-focused causal chains aligned with LFS' core purpose and greatest human resource and budget allocation.

The evaluation found that the IWO-related Activities, Outputs and Outcomes were coherently linked in both the implementation and results of LFS. Activities such as co-investment (granting), capacity strengthening, and convening of IWOs consistently generated expected outputs, including the number of IWOs funded, participation in technical support and learning spaces, and collaboration in joint advocacy actions. These outputs were directly associated with outcome-level changes: IWOs that engaged in them reported strengthened organizational capacities, increased leadership and participation in decision-making processes, and contributions to stakeholder awareness and policy

influence. Across data sources, this pattern indicates that outcomes were not standalone results, but were grounded in and flowed from preceding activities and outputs, and enhanced by the contributions of the IWOs existing capacities and, in some cases, support from other partner organizations and funders.

The main weakness in the results chain is that not all IWOs were able to access further non-financial support from FIMI. All IWOs in LFS received funding and basic technical support through FIMI. However, there was unevenness in their participation in regional networking events, learning spaces, and joint advocacy actions at the regional and international level. This unevenness had a moderate impact on Outcomes 1 and 2, whereby those IWOs that had limited no or limited participation in these LFS activities had a weaker sense of coherence with other IWOs and movements in their region or globally. Other outcomes such as their growing capacity in administration and local partnership development, the empowerment of IW locally and their influence on local institutions were still seen in those IWOs that had limited access to FIMI's additional programs.

These findings indicate strong logic to reinforce the following assumptions in FIMI's LFS TOC, which are those that relate directly to IWOs and their respective projects:

- Local, place-based IWOs are well-positioned to mobilize more Indigenous Women to understand their rights and increase their voice in the public and political spheres.
- Funding and technical accompaniment leads to stronger IWOs and networks.
- Stronger organizations and networks create conditions for social, political and economic change.
- Strengthened IWOs can articulate shared demands and influence decision-makers.
- A global mechanism that connects local, national and regional IWOs builds solidarity and political power.

Overall, the evidence confirms that the causal pathways and assumptions outlined in the TOC were reflected in practice, with observable connections from activities through outputs to outcomes. The consistency of these linkages across qualitative and quantitative findings strengthens confidence that LFS implementation translated into the intended results.

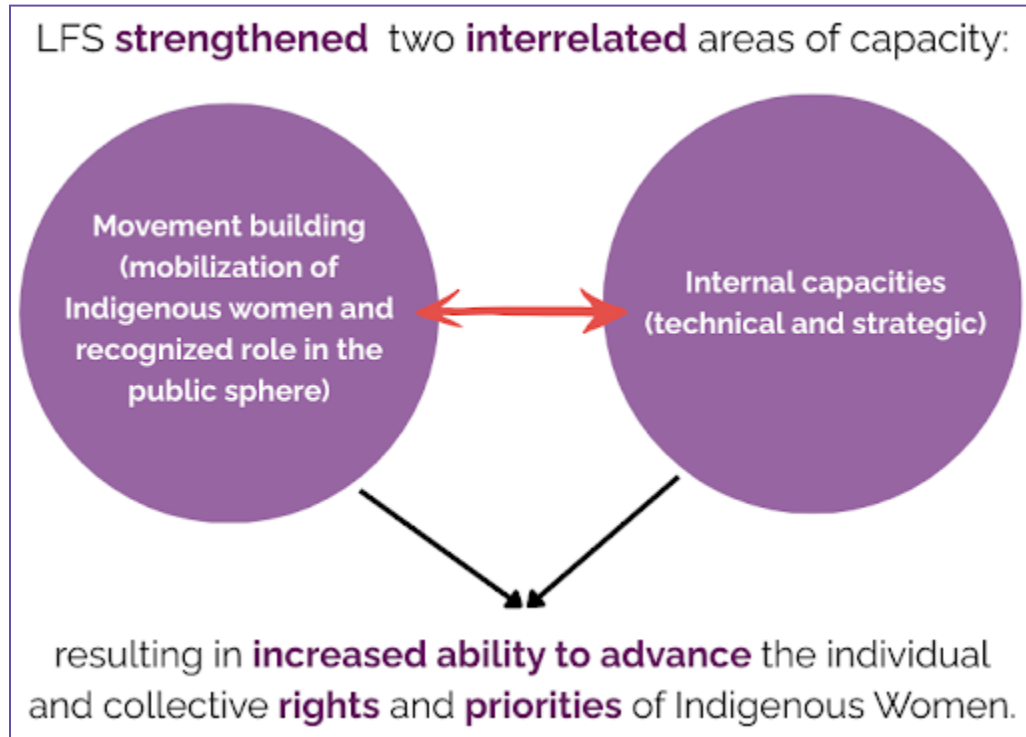
SUMMARY OF EVIDENCE

Outcome 1 - Increased capacity of Indigenous Women's Organizations to advance Indigenous Women's rights

LFS appears to have made a significant impact on the institutional capacity of the participating IWOs. The vast majority of the IWOs in the sample reported strengthening in two interrelated areas:

movement building (mobilization of Indigenous Women and recognized role in the public sphere) and internal organizational capacities (technical and strategic skills).

As these two areas became stronger, they reinforced each other, and IWOs increased their ability to make an impact on the priorities identified by Indigenous Women in their respective towns, regions or countries. In this holistic way, LFS strengthened capacity to advance gender equality and uphold the individual and collective rights of Indigenous Women.



Many of the capacity building results described below became rooted in the organizations and communities. The expanded internal systems, outreach and mobilization of women, and visibility among stakeholders did not end when their LFS project ended; instead these became elements of the IWOs' sustainability.

New or younger IWOs often demonstrated the most significant gains in capacity, especially as LFS was a first funding source for many. About a fifth of the IWOs supported by FIMI were either new or young organizations or newly established program streams focused on Indigenous Women within mixed organizations, and these experienced the greatest institutional change during LFS. Established IWOs also showed evidence of institutional strengthening, particularly in the areas of collaboration, partnerships with ally organizations and the expansion of their advocacy activities in the public sphere.

Overall the capacity changes during the 5 years of LFS represent a shift toward more stable, accountable, interconnected and collectively-governed IWOs, laying the institutional foundation necessary for sustained empowerment and external influence.

Evidence for Outcome 1 came primarily from IWO reports, case analyses and focus groups, complemented by the IWOs' external stakeholders surveyed during the case analyses, FIMI staff observations shared through field visit notes, and a focus group with the regional technical teams. Together, these sources provided insight into changes in IWOs' technical, administrative, governance, advocacy and movement-building capacities. External stakeholders provided additional verification of changes that were visible outside the organizations themselves, including strengthened legitimacy, improved coordination, and greater recognition of IWOs as capable partners and public actors. The strongest evidence relates to areas that IWOs directly reported and that were also visible to external stakeholders (such as coordination with other IWOs, and strengthened advocacy or networking capacities) or to FIMI staff (such as project planning, financial and administrative systems, monitoring and reporting practices). Confidence in these findings is strengthened by the consistency of evidence across multiple sources and regions, including portfolio-level self-reported MEL data from all IWOs, qualitative case evidence, focus group discussions, external stakeholder surveys and field visit observations. However, confidence should be interpreted in light of the evaluation's limitations: most capacity data were self-reported by IWOs, there was no baseline or independent organizational capacity assessment, local stakeholders were selected by IWOs themselves, and the extent of observable change varied depending on the type of capacity being assessed. As a result, the evidence is strongest for identifying perceived and documented improvements in organizational capacity, and more limited for measuring the scale, depth or durability of those changes across all IWOs.

Contributions to Outcome 1

- **IWOs' existing strengths and knowledge** and their ability to learn and make improvements within their collective structures made an essential contribution to Outcome 1.
- **FIMI's LFS financial support** made an essential contribution to Outcome 1.
- **FIMI's LFS technical support and linking and learning approach** – particularly direct accompaniment by FIMI's LFS regional coordinators and sub-regional, regional and global gatherings of IWOs – made an important contribution to Outcome 1 for IWOs that were able to access these supports. Access to learning and networking opportunities was uneven, although most IWOs accessed at least one form of support from FIMI during LFS.
- **Other organizations that offered IWOs implementation collaboration and training** made a moderate contribution to Outcome 1. This included other women's funds, regional and sub-regional Indigenous women's networks and educational institutions that offered technical or leadership training, or helped foster alliances and movement building.

1.1 Movement building: Increased mobilization of Indigenous Women and credibility with stakeholders

Nearly all IWOs (95%) reported that, through LFS, they strengthened their ability to contribute to “the enforcement of women’s rights and gender equality (advocacy, lobbying and leadership).”

No. of Indigenous Women's Organizations that report having strengthened their capacity to contribute to the enforcement of women's rights and gender equality (advocacy, lobbying and leadership). (WRGE Output indicator 5.2.1 - Sub Indicator WRG045 Women-led)	Asia and Pacific	Africa	Latin America and Caribbean	TOTAL
N = 134 organizations reporting on this indicator	40/43 (93%)	41/43 (95%)	46/48 (96%)	127/134 (95%)

Qualitative analysis reinforced that IWOs increased their capacity for movement building in their respective geographic areas – that is, their ability to facilitate “processes that build the collective power of an organized constituency of excluded, marginalized, oppressed or invisible people, around a change agenda.”⁵

They strengthened movement capacity by deepening and expanding Indigenous Women’s engagement in collective learning and action. Second, they strengthened their visibility as key actors in public spheres, bringing forward Indigenous Women’s knowledge and solutions with greater legitimacy and power.

1.1.1 Collective mobilization of Indigenous Women

The vast majority of IWOs in the 56 cases and focus groups reported increased capacity to mobilize Indigenous Women, usually at the local level and in some cases state-wide or nationally, and this was verified by FIMI’s field visits and IWO’s external stakeholders’ survey responses. Some IWOs reached out to women in communities they had never engaged before, while others expanded participation through outreach to greater numbers of women in the same area.

The most important element of mobilization, however, was depth, not reach. Most IWOs prioritized the quality of relationships with women, a sense of trust and safety and the development of

⁵ “A progressive social movement engages in ‘processes that build the collective power of an organized constituency of excluded, marginalized, oppressed or invisible people, around a change agenda that enables them to access the full body of human rights, challenge the distribution of wealth and control of resources, challenge dominant ideologies, and transform social power relations in their favor.’” [Feminist and Women’s Movements in the Context of Ending Violence against Women and Girls – Implications for Funders and Grant Makers](#). UN Women (2022). Reference for definition: Batliwala, S. (2010), as cited in Horn, J. (2013), Gender and Social Movements – Overview Report (Brighton, Institute of Development Studies).

collective mindsets and strategies in their community mobilization activities. Rather than formal programs or predefined agendas, IWOs tended to start their initiatives by facilitating women-centered spaces, such as community meetings, small group gatherings, cultural activities, or informal circles, where women could speak freely and be heard. Group activities helped to move from individual experiences to collective articulation of issues and identification of shared concerns and potential solutions.

A majority of IWOs in the cases and focus groups also used training as a mobilization approach. They facilitated group learning about practical skills, leadership skills and/or laws and rights affecting Indigenous Women and communities. Learning in groups strengthened collective confidence and reinforced the understanding that women's empowerment is a collective, not an individual, responsibility.

Throughout the mobilization process, many IWOs also included support for healing and collective care, particularly in contexts affected by violence, displacement, or intergenerational trauma. Indigenous practices for wellbeing, traditional medicines and the creation of safe spaces for emotional support and reflection allowed women to process personal and collective experiences of harm while building trust in one another.

Finally, as described later in Outcome 2, IWOs supported groups of Indigenous Women, through livelihood and political activities, to take action to claim their rights and raise their voices on problems and solutions in the public sphere.

What IWOs said:

"By working across four districts and bringing Indigenous Women together through trainings and dialogues, we were able to strengthen connections among women leaders and build a broader collective understanding of Indigenous women's rights and priorities."
— IWO (Nepal)

"El proyecto permitió reunir a mujeres indígenas de diferentes comunidades, lo que fortaleció nuestra organización y permitió que las mujeres compartieran experiencias y construyeran una red de apoyo entre ellas." [The project made it possible to bring together Indigenous women from different communities, which strengthened our organization and allowed women to share experiences and build a network of support among themselves.]
— IWO (Peru)

External stakeholder voices:

"Sua contribuição durante os anos de existencia ampliou a participação das mulheres e jovens nos espaços das organizações indígenas do rio negro." ([The IWO's] contribution over the years has expanded the participation of women and youth in Indigenous organizational spaces in Rio Negro.) – Indigenous women's network, Brazil

“[The IWO] has grown in strength and has expanded its ability to reach the larger community of Indigenous Pacific Women.” – Indigenous activist / regional Indigenous women’s network partner, Pacific region

“Las actividades permitieron fortalecer el tejido social entre mujeres indígenas de diferentes territorios.” (“The activities strengthened the social fabric among Indigenous women from different territories.”) – Indigenous women’s association partner, Colombia

“Collaboration and synergy-building among Indigenous women and Indigenous Peoples across Kenya have contributed to strong movement-building initiatives.” – International NGO / donor partner, Kenya

“Les femmes et filles autochtones sont de plus en plus présentes dans les mouvements de défense de droits...” (“Indigenous women and girls are increasingly present in rights movements...”) – Indigenous women’s network, Democratic Republic of Congo

1.1.2 Increased legitimacy and capacity of IWOs to advocate

Over the lifespan of LFS, many IWOs reported experiencing a significant increase in credibility and legitimacy, from Indigenous Women and external stakeholders alike. Across the 56 IWOs participating in the cases and focus groups, the majority described becoming more clearly recognized as serious, organized, and representative bodies. FIMI’s field visit observations and IWO’s local stakeholders reinforced this finding, frequently mentioning how an IWO was gaining a stronger role as a credible actor in the public sphere.

Importantly, credibility grew first within communities. Many IWOs reported that Indigenous Women increasingly trusted them and the collective activities they organized. Trust was built through consistent presence, listening and responsiveness to women’s priorities, opportunities to be in groups and develop a sense of collective solidarity, transparent decision-making, and the integration of cultural practices and healing approaches. In contexts where women had experienced exclusion or tokenism in mixed organizations or male-dominated community structures, IWOs became recognized as places where women’s concerns were central rather than peripheral.

At the same time, IWOs appear to have gained greater recognition as legitimate interlocutors in public or community forums. About two-thirds of the IWOs in the cases gave clear examples of how they strengthened their capacity to advocate and influence decision-makers such as local authorities, national governments, regional bodies, and international institutions. Rather than relying on ad-hoc engagement or informal relationships, IWOs described becoming more deliberate in how they framed issues, built alliances, generated and used evidence, and positioned themselves as credible representatives of Indigenous Women’s priorities. These shifts enabled organizations to move from reactive participation toward proactive agenda-setting, sustained dialogue, and greater influence in decision-making spaces.

IWO's external stakeholders engaged in the evaluation frequently identified that IWOs had strengthened their ability to advocate effectively in the public sphere for Indigenous Women and communities. These stakeholders (partner organizations, research institutions, local governments, NGOs, national networks) observed greater advocacy capacity in 74% of the IWOs in the cases. They described how IWOs had become more organized, strategic, and consistent in their engagement, and therefore more difficult to ignore by decision-makers. External stakeholders commenting on the cases also frequently identified specific local or national regulations or policies that IWOs were influencing.

IWO self-reporting, FIMI's field observations and local external stakeholders indicated that local authorities, state ministries, civil society organizations, and in some cases international institutions, increasingly engaged IWOs as representatives who could bring forward Indigenous Women's perspectives. They consulted IWOs more regularly, inviting them to participate in assemblies or working groups, or seeking their input on issues affecting communities. IWOs, in turn, used this increased visibility to center Indigenous Women's collective voices, rather than organizational leaders or individual spokespersons.

In summary, over the period of LFS, these shifts contributed to a qualitative change in how IWOs were positioned in their respective contexts: from marginal or informal groups, to recognized actors with community backing and growing influence in decision-making spaces. In addition, FIMI's LFS linking and learning activities supported IWOs to become more connected to each other, which built collective strength within and across regions.

For example, **Red Nacional de Mujeres en Defensa de la Madre Tierra (RENAMAT, Bolivia)** strengthened its role as a recognized actor in territorial and environmental defense. Through sustained participation in environmental governance spaces and improved internal risk-management practices, RENAMAT increased its legitimacy and authority at both community and national levels. External recognition by the United Nations as defenders of Mother Earth further reinforced the organization's credibility, enabling members to engage more confidently with state and international actors despite the risks associated with denouncing extractive activities. **Pacific Indigenous Women's Network** undertook ongoing training to strengthen their leaders' ability to represent the organization, while engagement at the United Nations increased organizational confidence and legitimacy in global advocacy spaces.

External stakeholder voices:

"[The IWO] has evolved as a torch bearer as far as effectively asserting the rights of women is concerned." – Human rights organization, India

"The [IWO] is a mobiliser and ground-shaker on Indigenous women's rights." – International NGO, Asia

“La organización se ha convertido en una referencia para la defensa de los derechos de las mujeres indígenas en el territorio. Las mujeres organizadas participan ahora en las decisiones comunitarias sobre el territorio y el bienestar de la comunidad.” (The IWO has become a reference point for defending Indigenous Women’s rights in the territory. Organized women now participate in community decisions about territory and community wellbeing.) – Civil society organization, Bolivia

“Grassroots women’s voices are increasingly finding space in local discussions and planning processes.” – Indigenous women’s NGO, Uganda

1.2 Institutional strengthening: Technical and strategic capacities

LFS appears to have contributed to stronger organizational capacities for the majority of participating IWOs. They reported increased skills in the technical aspects of operating a nonprofit, including administrative and financial management (85% of all IWOs), project development and planning (82%), and monitoring and evaluation (75%). Many also reported advancing their strategic capacities, including advocacy, building partnerships and networking with other stakeholders (83%). Coordination and alliances with other IWOs was the most frequently reported capacity built during LFS (86% reported increased capacity). While these data were self-reported from IWOs, they were supported by consistent patterns across the dataset and strong triangulation with qualitative evidence.

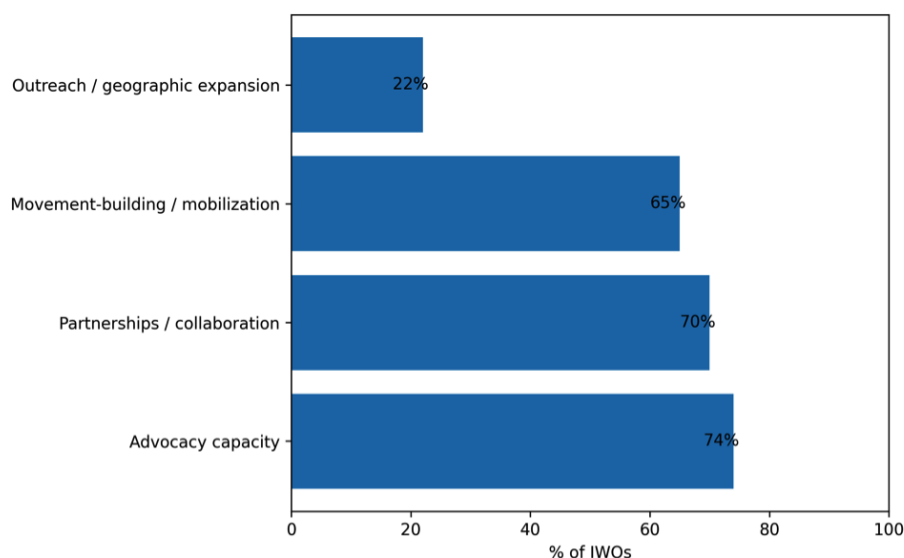
CAPACITY AREAS (n = 152)	Built capacity	Did not build capacity	No answer
Administrative and financial management	129 (85%)	6 (4%)	17 (11%)
Project development and planning	125 (82%)	10 (7%)	17 (11%)
Monitoring and evaluation	114 (75%)	22 (14%)	16 (11%)
Coordination and alliances among Indigenous Women’s Organizations	130 (86%)	8 (5%)	14 (9%)
Networking with other organizations	126 (83%)	7 (5%)	19 (13%)

The 26 case analyses reinforced this global self-reported data and also brought to light other areas of capacity development within participating organizations. Several IWOs also gave examples of stronger governance and internal leadership structures and increased ability to advocate and apply strategic approaches to influence stakeholders. Observations during FIMI’s staff field visits to IWOs and the focus group with FIMI’s regional technical teams reinforced these findings as they were able to witness IWO’s operations and strategic decision making up close.

In addition, IWO’s external stakeholders identified certain areas of IWO capacity building as a key result of LFS. These tended to be the externally visible capacities, rather than internal (which they

likely could not see). Stakeholders verified that IWOs developed stronger partnerships and collaboration with other organizations (70% of IWOs), strengthened their ability to advocate effectively in the public and political spheres on behalf of Indigenous Women and communities (74% of IWOs), and expanded their geographic and demographic outreach (22% of IWOs in the cases).

IWOs' External Stakeholders: Areas where they observed IWOs' increased capacity



1.2.1 Administrative systems, financial management and additional funding

Improved administrative and financial management was among the most frequent capacity changes reported by IWOs. 129 IWOs, or 85% of those participating in LFS, reported strengthening this area.

Around three-quarters of the organizations in the case **analyses** reported significant gains in administrative and financial management. FIMI's field observations reinforced this finding, as visiting staff saw the operational systems IWOs had set up, sometimes for the first time, to administer the LFS-supported project. Overall, IWOs described moving away from informal or overstretched systems toward clearer financial policies, standardized documentation, improved budgeting and reporting practices, and stronger internal accountability. For many IWOs, these changes were foundational: they reduced operational risk, strengthened donor compliance, and increased confidence both internally and among external partners.

In large part the increased capacity was a response to LFS' detailed and time-intensive reporting requirements, which some IWOs said was more in-depth than the IWOs had had to deliver for other funders. IWOs described a strong "learning by doing" approach, with administrative and financial processes getting stronger through ongoing accompaniment and real-time feedback on narrative and financial reports from FIMI. Partners valued FIMI's group training and one-on-one support to navigate reporting requirements.

Approximately one third of organizations in the case analyses reported that LFS support helped them seek and receive additional funding. The external stakeholders consulted during the evaluation verified this finding, with about 13% of them reporting that the IWO they observed had secured additional funding. IWOs made a direct link to the contribution of FIMI's LFS to building their internal systems and funding knowledge, which gave them more credibility in the eyes of other funders.

For example, **ONG EN PINE (Bénin)** adopted new accounting software and financial systems that substantially improved financial traceability and accelerated reporting timelines. These upgrades increased the organization's credibility with funders and partners, while reinforcing transparency and internal controls. This was an important shift for an organization working with nomadic Indigenous communities where long-term trust and reliability are essential. **Naga Women's Union (India)** reported upgraded financial management systems alongside clearer internal planning routines, including regular monthly meetings with defined objectives and deadlines. Strengthened administrative practices boosted internal team confidence and performance, while contributing to greater organizational stability as leaders increased their participation in national and regional leadership and learning spaces.

1.2.2 Governance and internal leadership structures strengthened

Case analysis indicated that LFS funding and accompaniment assisted IWOs to bring about changes in governance structures, internal leadership, and decision-making processes for several IWOs. These included the creation or strengthening of formal bodies, more participatory governance models, and increased women's leadership. Opportunities for some IWO members to travel and participate in FIMI gatherings were also cited by participants as instrumental for leadership growth and network-building.

For example, **Samburu Women Trust (Kenya)** developed an Indigenous Women Council Work Plan as a formal mechanism to guide collective decision-making. These governance and engagement changes supported grassroots women's gatherings and fed into the 10th Annual National Indigenous Women's Conference. Before LFS, leadership responsibilities within **Organización de Mujeres Indígenas Amazónicas (Peru)** were concentrated among a few individuals, and decision-making processes were largely informal. Throughout their project, the organization clarified leadership roles and established collective decision-making practices, strengthening internal accountability and shared ownership of organizational direction. **ONG EN PINE (Benin)**, a mixed gender organization, shifted its leadership composition from a 50/50 gender balance to approximately 80% women, reflecting greater trust in women's leadership.

1.2.3 Monitoring, evaluation, and learning (MEL) capacity increased

114 IWOs, or 75% of those participating in LFS, reported strengthening capacity related to MEL. The case analysis also highlighted organizational capacity in this area, with **roughly two-thirds of IWOs**

reported enhancing MEL capacity in some form. This is notable, given the wide variation in initial capacity and organizational size amongst the 26 cases analyzed.

Capacity gains appeared to be especially high for IWOs that previously lacked formal data collection systems or relied on narrative reporting. Many reported moving toward structured, indicator-based approaches that improved outcome tracking, learning, and accountability. While some of these changes came about in response to FIMI's reporting requirements for LFS, many organizations described MEL as a tool for reflection, advocacy, and strategic decision-making. Technical accompaniment from FIMI helped them understand the value of MEL in advancing project impact and movement building, as well as practical ways to improve MEL systems.

Several organizations significantly strengthened their internal MEL systems by developing dedicated tools, processes, and roles. For example, **Solidarité des Jeunes Filles pour l'Education et l'Intégration Socioprofessionnelle (DRC)** professionalized this internal function by establishing a dedicated MEL department, improving data quality, organizational learning, and credibility across complex humanitarian and crisis contexts.

Often IWOs strengthened MEL through participatory and community-centered approaches that aligned with Indigenous values. For example, the **Pastoral Communities Empowerment Programme (Kenya)** introduced a community-led monitoring system in which Indigenous Women participate in annual social audits to track both accountability of duty-bearers and progress on biodiversity restoration. This approach expanded MEL as a mechanism for collective oversight and empowerment. Similarly, several **network-based and regional IWOs** also strengthened MEL capacity in order to document Indigenous Women's lived experiences and create credible evidence for rights-based policy advocacy.

1.2.4 Increased capacity to plan and implement projects effectively

Overall, 125 participating IWOs (82%) reported that through LFS they improved their project development and planning skills. The 26 cases, FIMI's staff field visit observations and focus group with FIMI's regional technical teams reinforced this finding and also gave a closer look at how LFS led to stronger project implementation capacity. Several organizations in the cases (65%) and FIMI's regional technical teams spoke of IWOs' enhanced ability to plan, coordinate, and implement projects more strategically and consistently, moving beyond ad-hoc or activity-by-activity delivery toward more structured, programmatic, and results-oriented approaches. Many IWOs were working with women across geographically dispersed or hard-to-reach communities or in situations of armed conflict and climate-related extreme weather events. They reported that LFS increased their ability to manage remote, complex and multi-site initiatives and to adapt plans when the external environment shifted.

For example, **National Indigenous Disabled Women Association Nepal (NIDWAN, Nepal)** significantly strengthened its operational ability to work in remote and low-access regions, particularly Karnali Province, a geographically isolated and underserved area. NIDAWN also adapted

implementation methods to improve access to the project for Indigenous Women with disability-related constraints. Another example of strengthened planning and adaptation is the **Network of Indigenous Women-Bai (Philippines)**. The organization improved its ability to record activities, reflect on results, and use these lessons internally to strategically guide programming, future planning and support collective organizational learning.

1.2.5 Partnerships and collaborative capacity strengthened

Overall, 130 participating IWOs (86%) reported improved coordination and alliances among IWOs, and 126 (83%) reported increased capacity to network with other organizations. The case analyses highlighted the importance of networks and partnership development for movement building and community impact. Consultation with IWO's external stakeholders affirmed this outcome: they observed expanded partnership capacity in 70% of the IWOs included in the cases, and often cited specific local government, research or civil society organizations with which the IWO had collaborated during project implementation. FIMI's staff field visits also frequently noted the new or expanded partnerships being developed by the IWOs.

FIMI's LFS consistently enhanced IWOs' collaborative capacity and connections with other ally organizations. IWOs that participated in FIMI-organized regional Linking and Learning events cited them as key spaces for meeting other IWOs, building their sense of solidarity and fostering collaboration. FIMI's technical support also strengthened IWOs' ability to build and sustain effective partnerships with community actors, government institutions, other women's and Indigenous organizations, and provincial, national or regional networks.

Several IWOs also deepened collaboration with customary governing bodies, local governments, and diverse service providers, resulting in more coordinated and responsive systems. Some reported that these partnerships extended beyond the LFS project timeframe and scope to become ongoing and reciprocal.

Through their LFS project, many IWOs in the sample acted as convenors, bringing other system actors together and collaborating across sectors. FIMI's regional technical team often consulted with IWOs as they were planning these convening events and partnerships. Some IWOs built new or strengthened existing coalitions through their projects. Project funding for travel, convenings, and collective processes was consistently cited as a key enabler for IWOs' partnership development, particularly in remote, politically constrained, or fragmented contexts.

For example, **ONG EN PINE (Benin)** now collaborates closely with local authorities, who proactively seek the organization's input and provide guidance on environmental protection. **Shelter Participatory Organization (Pakistan)** provides an example of strengthened partnerships with other non-governmental organizations. As a result of LFS, collaboration with other community organizations shifted from informal and ad hoc to intentional and organized, strengthening coordination, enhancing collective planning and shared action while maintaining women's leadership.

External stakeholder voices:

“[The IWO] has expanded partnerships with civil society organizations, academic institutions, and regional Indigenous networks, enabling joint programs, learning exchanges, and policy engagement.” – Academic institution, Malaysia

“The organization has become a trusted partner for different actors working on Indigenous rights and community development in the region.” – Indigenous network organization, Uganda

“During the project implementation phase [the IWO] established networking with provincial government departments and partner organizations to continue community-based development initiatives.” – Local government authority, Vanuatu

Outcome 2 - Strengthened empowerment of Indigenous Women and their voice in the public sphere

Evaluation evidence from IWOs, their local stakeholders and FIMI staff observations suggests that LFS-supported projects contributed to Indigenous Women’s increased sense of agency, confidence and skills to raise their voices collectively about problems and solutions faced in their communities. IWOs reported directly engaging a total of 74,123 Indigenous Women and Girls in LFS- projects. This figure is self-reported program reach, rather than a direct measure of empowerment.

Across the 56 organizations participating in focus groups and case analyses, empowerment was reported and observed to include greater political awareness and confidence amongst Indigenous Women, taking several forms: livelihood activities that supported economic autonomy, self-organizing Indigenous Women in group structures, Indigenous Women taking on leadership roles, and collective voice in the public sphere to advance Indigenous Women’s and communities’ rights and well being. Observations by FIMI’s field visits and IWO’s local stakeholders generally supported these findings, particularly where changes were visible through women’s participation in workshops, community meetings, livelihood groups, leadership activities, and public dialogue spaces.

About 61% of all IWOs that received LFS support reported creating spaces in the public sphere to voice demands related to the rights of Indigenous Women. Overall, IWOs reported creating such spaces approximately 1388 times throughout the 5 years, with IWOs in Latin America and the

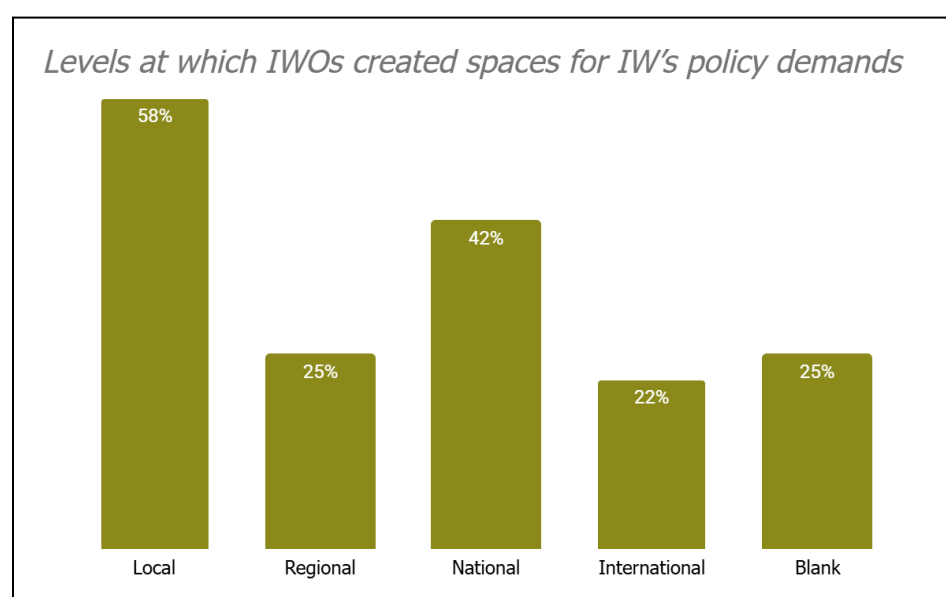
Caribbean reporting over half of the total.⁶ IWOs most often reported creating spaces for Indigenous Women’s policy demands at the local levels (58% of IWOs worked at this level). Many also worked at regional (25%), national (42%) and international (22%) levels, with several IWOs engaging at more than one level to raise Indigenous Women’s voices on key issues. Reports from IWOs indicate that Indigenous Women raised their demands and positions through a diversity of actions and venues, including speaking at public fora, providing collective input into policy consultations, organizing or participating in public protests and marches, establishing ongoing representation in local governance, taking part in international policy fora and holding direct meetings with government ministries including those responsible for health, forestry or children and families, to represent Indigenous Women’s collective concerns.

Evidence for Outcome 2 came primarily from IWO reports, case analyses and focus groups with IWOs, complemented by the IWOs’ external stakeholders surveyed during the case analyses, FIMI staff observations shared through field visit notes, and a focus group with the regional technical teams. These sources provided insight into changes experienced by Indigenous Women and girls who participated in LFS-supported activities, including increased confidence, political awareness, leadership, livelihood-related skills, collective organization, and participation in public or community decision-making spaces. External stakeholders provided additional verification of empowerment outcomes that were visible beyond the project participants themselves, including greater public recognition of Indigenous Women’s leadership, increased participation in decision-making spaces, and stronger collective voice in community, institutional and policy settings. The strongest evidence comes from the convergence between IWO-reported results, qualitative case and focus group narratives, external stakeholder perspectives, and FIMI staff observations of visible changes among participants and organizations during field visits. Portfolio-level MEL data also provided important scale indicators, including the number of Indigenous Women and girls directly engaged and the number of public spaces created for Indigenous Women to raise demands. Confidence in Outcome 2 is strengthened by the consistency of reported patterns across regions and organizations. At the same time, the findings should be understood as contribution-based rather than attribution-based: empowerment is relational, gradual and context-specific, and the evaluation did not include direct longitudinal tracking of individual participants or a comparison group. As a result, the evidence supports a reasonable level of confidence that LFS contributed to empowerment outcomes, while remaining cautious about the depth, duration and individual-level variation of these changes.

Table 3: No. of times that Indigenous Women's Organizations manage to create spaces in the public and civic spheres for their demands and positions (WRGE Outcome indicator 2.2 - Sub Indicator (WRG017))

⁶ The meaning of the term “spaces in the public and civic spheres” appears to have been interpreted differently across the three regions. There are also different levels of civic space and opportunities for policy engagement in each region and country, for example the strong women’s movements in LAC and more frequent opportunities to participate in institutional and public policy spaces likely contributed to the high number of reported spaces.

Results 2021-2025				
Year	Asia & Pacific	Africa	Latin America & the Caribbean	Total by year
2025	220	15	380	615
2024	15	33	255	303
2023	36	83	230	349
2022	15	53	53	121
Grand total	286	184	918	1388
*IWOs were asked to select the range of number of times they created spaces, not the specific number. The possible responses were: 0; up to 5; 5-15; or more than 15. These totals are approximate as they were calculated based on the averages within each range (2.5 for “up to 5”; 10 for “5-15”; and 16 for “more than 15”).				



Contributions to Outcome 2

- **IWOs' existing community knowledge, cultural knowledge, language, and relationships with community members and other stakeholders in their geographic areas** made an essential contribution to Outcome 2. These assets enabled IWOs to create culturally grounded and trusted spaces where Indigenous Women could participate, learn, organize, and speak collectively.
- **FIMI's LFS financial support** made a major contribution to Outcome 2 by enabling IWOs to organize workshops and mobilization activities for Indigenous Women, travel to engage additional communities, and pay staff who coordinated empowerment, outreach and advocacy activities.
- **FIMI's LFS technical support**, particularly direct accompaniment by FIMI's LFS regional technical teams, made a moderate contribution to Outcome 2 by offering specific advice on community mobilization strategies, supporting adaptive implementation and helping IWOs to

reflect on how to engage Indigenous Women across different community contexts. In addition, by facilitating **opportunities to exchange strategies with one another**, LFS supported IWOs to be inspired by each other and gain ideas to apply in their own projects.

- **Other organizations collaborating with IWOs for outreach and community mobilization activities** made a significant contribution to Outcome 2. Not all IWOs had this form of support from other stakeholders, but it was often an important factor supporting reach, participation and visibility. The main types of stakeholders that supported outreach and community mobilization were: local authorities (both Indigenous and non-Indigenous), such as local decision-making councils and departments responsible for community development or economic development, and regional and sub-regional Indigenous women's networks. They helped IWOs reach Indigenous Women in new communities and to organize larger-scale gatherings than they could have done on their own.
- **External factors** were identified by IWOs and external stakeholders as largely constraining Outcome 2, although some contextual openings also supported Indigenous Women's public voice and participation.. Challenging geographic terrain and weak or non-existent internet made it challenging for some IWOs to reach Indigenous Women in more remote communities and to sustain regular participation. Armed conflict, election-related social disruption and climate related weather disasters inhibited travel and required some IWOs to change or delay outreach and mobilization activities. Positive external factors that contributed to Outcome 2 for some IWOs included increasing national and international dialogue and supportive policies on women's and Indigenous rights, which created opportunities for Indigenous Women to share their priorities and concerns with a wider audience.

Participation and diversity

Collectively, IWOs reported that 74,123 Indigenous Women and Girls were engaged directly in their LFS projects. FIMI field visit observations and regional technical team reflections helped contextualize these participation numbers by documenting how engagement took place in practice, including through workshops, community dialogues, cultural activities, livelihood activities, and public events. These observations supported IWO reports that many projects reached women in remote or previously less-engaged communities, while also highlighting that participation was often shaped by travel distances, care responsibilities, security conditions, and access to information.

Gender: All projects primarily engaged Indigenous girls and women and were focused on advancing gender equality. Some IWOs also implemented activities that engaged male Indigenous community members, however this number was not captured in IWOs' reporting.

Youth: 11% of direct participants were reported to be girls under 18. 38% were young women aged 35 and under. Nearly all projects included some participation of Indigenous young women aged 18-25, reflecting the fact that, globally, the youth population in Indigenous communities tends to be a high proportion of the total. Some LFS-supported projects focused specifically on the development of girls and young women's empowerment, skills and leadership. Some youth-led IWOs were funded through LFS, although FIMI encountered challenges reaching youth-led groups as they are often less established and more informal. At the global level, FIMI and other IWOs ensured that youth

were included in the CEDAW General Recommendation 39 and helped develop instruments to assist IWOs and countries to apply GR 39 to youth issues.

A small proportion of direct participants were identified by the IWOs to be **LGBTI** or Indigenous girls and women with **disabilities**.

Number of Indigenous Women Engaged Directly and Indirectly in LFS2 Projects n = 129		
	Direct	Indirect
Under 18	7,754	79,745
18-35	27,938	508,285
36-70	34,196	268,335
Elders over 70	4,235	15,424
TOTAL	74,123	871,789

Number of people with disabilities engaged directly and indirectly in LFS2 projects		
	Direct	Indirect
People with disabilities	2,575	31,034

Number of LGBTI people engaged directly and indirectly in LFS2 projects		
	Direct	Indirect
LGBTI people	220	10,190

Results

2.1 Indigenous Women increased their knowledge about their rights, confidence and agency

About two-thirds of the IWOs in the cases and focus groups identified how, through LFS projects, Indigenous Women strengthened their understanding of power, rights, and governance, enabling meaningful action in their communities. The majority of the IWOs' local stakeholders surveyed in the evaluation reported that they had observed Indigenous Women gaining greater political awareness and understanding of their rights.

Often through workshops offered by the IWOs, women built their knowledge of local regulations, such as their rights to use land, as well as national and international legal frameworks, particularly regarding CEDAW General Recommendation 39. In many cases, they also expanded their view about the role women could play in governance and public life. This new knowledge appears to have been a key element in supporting women to exercise and advocate for their rights, especially when combined with collective spaces, peer support and culturally grounded leadership activities.

Across many LFS-supported projects, IWOs reported that participating Indigenous Women experienced internal shifts, specifically greater confidence, sense of agency and willingness to get involved in collective action. Case analysis revealed that across contexts, women reported increased confidence to speak, lead, and assert their views in both private and public spaces. This was directly related to the activities that IWOs offered Indigenous Women: leadership development, training, and peer exchange. Several IWOs shared that survivors of violence, in particular, appeared to gain self-worth and confidence through collective healing and leadership development activities, although the evaluation did not independently assess individual-level change. The safe environments facilitated by IWOs appear to have helped Indigenous Women overcome fear and engage more actively in community dialogue and organizational leadership.

FIMI field visit observations and regional technical team reflections also supported this finding, noting that in many projects, women's participation in training and dialogue spaces appeared to build confidence progressively: first through speaking in women-only or community spaces, and then, in some cases, through engagement with authorities, mixed community meetings, and wider advocacy platforms.

IWO voices:

“La capacitación permitió que las mujeres indígenas participaran con mayor confianza en reuniones con autoridades locales y presentarán sus demandas colectivas.” [The training enabled Indigenous women to participate with greater confidence in meetings with local authorities and present their collective demands.] — IWO (Bolivia)

“Training and networking opportunities helped women gain confidence and begin expressing their ideas openly in community meetings and discussions.” — IWO (Nepal)

External stakeholder voices:

“Indigenous women have gained confidence and advocacy capacity, enabling them to clearly articulate community priorities.” – NGO, Kenya

“La organización ha contribuido en un aspecto muy importante, ya que genera un espacio para que la mujer indígena fortalezca su liderazgo y libere sus habilidades... favoreciendo su crecimiento integral.” (“The organization has contributed in a very important way by creating a space for Indigenous Women to strengthen their leadership and develop their abilities... supporting their overall growth.”) – Women’s association, Colombia

“Nous les voyons dans l’éducation de leurs paires et la sensibilisation communautaire face aux normes sociales toxiques.” (“We see them [Indigenous Girls and Women] educating their peers and raising community awareness about harmful social norms.”) – Indigenous women’s network, Democratic Republic of Congo

“Indigenous women have been able to be included in more decision-making and have increased voice in the community and at the family levels.” – National NGO, Tanzania

“Las mujeres... han comenzado a participar más activamente en espacios organizativos y de articulación.” (“Women have begun to participate more actively in organizational and network spaces...”) – Indigenous youth organization, El Salvador

2.2 Indigenous Women increasingly raised their collective voices in public and political spaces

About 61% of all IWOs that received LFS support reported that they created spaces in the public sphere to voice demands on the rights of Indigenous Women, and that such spaces were created a total of 1388 times throughout the 5 years.

Nearly all IWOs in the cases and focus groups gave specific examples suggesting that Indigenous Women moved from silence or speaking through intermediaries to raising their collective voices in public and political spaces. The majority of IWOs’ external stakeholders surveyed for this evaluation also reported that they observed an increase in Indigenous Women’s public rights-claiming and proposing solutions to community challenges. FIMI staff, during field visits and the regional technical team focus group, reinforced this finding by observing women participating in community meetings, public events, local dialogues, or advocacy spaces with greater visibility and confidence. These observations were particularly useful in corroborating changes that could be seen directly, such as women speaking in group settings, presenting collective priorities, or engaging with local leaders.

Across LFS projects, women increasingly claimed space in meetings and decision-making arenas, spoke for themselves in assemblies and forums, shared experiences of violence, exclusion, or land loss, and advocated collectively rather than individually. Many IWOs noted that women also organized to use cultural events, media, and collective platforms to make their perspectives heard. The levels at which IWOs created spaces for Indigenous Women’s policy proposals and demands for rights were mainly local (58% of all IWOs), national (42%), Regional (25%) and international (22%). The main types of civic engagement and political activities reported by IWOs were meetings with decision-makers (97%), participation in public events (86%), and participation in political processes (46%). A small proportion also provided education sessions directly to decision-makers (3%).

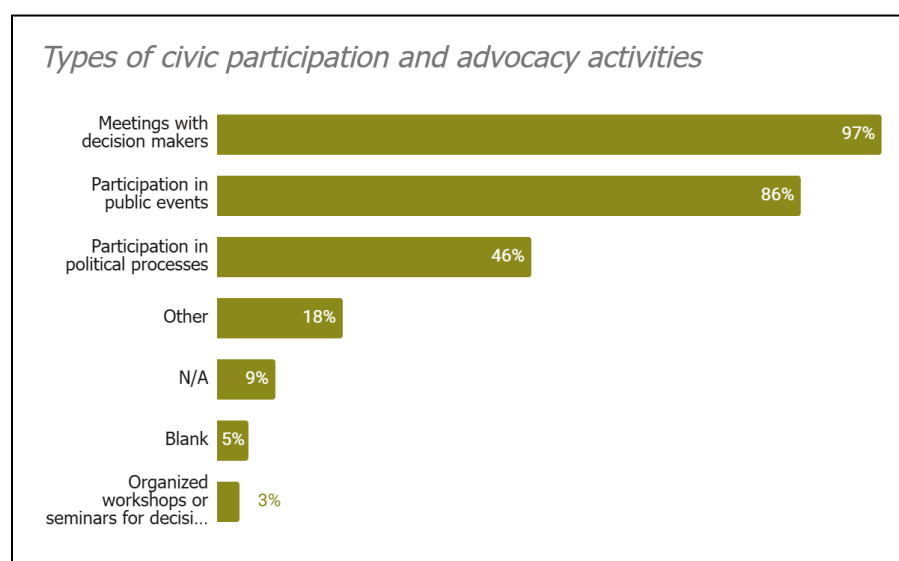
The topics about which Indigenous Women spoke varied, depending on community and local priorities, including rights, safety, justice, political participation, economic participation, climate change, land and territories, health, Indigenous languages and cultures, and issues specific to rural women. An extensive list of the diverse issues that Indigenous Women addressed throughout LFS in their respective communities is found in the Appendix E.

For example, **Sandugo Movement (Philippines)** supported Indigenous Women leaders to strengthen their collective voice by speaking publicly in assemblies and advocacy spaces. Women

shared community experiences related to land, rights, and justice, acting as visible spokespersons and amplifying Indigenous Women's perspectives beyond households and informal settings.

Yayasan Karya Sosial Pancur Kasih (Indonesia) reported that as Indigenous Women increasingly brought forward their voices on climate and land issues, they built a sense of confidence and collective power that enabled them to mobilize communities more widely and engage directly with authorities.

These shifts from private to more public expression suggest growing confidence, collective agency, and recognition of women as legitimate actors in civic and political life. In some cases, these changes appear to be laying a foundation for more sustained participation and influence across governance and advocacy spaces, although continued participation of Indigenous Women appears to depend on security, resources and the openness of decision-making structures in each context.



External stakeholder voices:

“The organization has strengthened community capacity to engage in discussions related to the protection of customary lands.” – Academic institution, Malaysia

“Nous les voyons revendiquer des services de santé adaptés...” (“We see them [Indigenous Women] demanding adapted health services.”) – Indigenous women’s NGO, DRC

« Grâce à leurs capacités renforcées, les femmes et filles autochtones dans l’ensemble des communes ont pu organiser et tenir des séances de discussion et de causerie-débat avec les leaders-chefs coutumiers, les hommes et jeunes garçons autochtones, des autorités communales notamment les responsables au développement local et à la planification de leurs communes respectives... » (Thanks to their strengthened capacities, Indigenous women and girls in the municipalities were able to organize and hold discussion sessions and community dialogues with traditional leaders (‘Rouga’), Indigenous men and boys, and

municipal authorities, including officials responsible for local development and planning in their communes.) — Local government authority, Bénin

“Maior participação das mulheres em encontros, assembleias, participação e eleição para cargos na organizações indígenas.” (“Greater participation of women in meetings, assemblies, and elections to positions in Indigenous organizations.”) – Indigenous women’s network, Brazil

2.3 New and expanded structures for Indigenous Women’s collective organization

Creating or expanding structures for Indigenous Women’s collective organization was a prominent outcome across LFS projects. The majority of IWOs participating in focus groups and case studies emphasized the importance of bringing women together to discuss shared issues, build solutions collectively, and sustain voice and leadership over time. Projects supported the formation or strengthening of women’s groups, councils, cooperatives, and local or cross-community networks. In addition, some IWOs created, expanded, or reinforced provincial or national networks. These collective structures often served multiple purposes, including economic cooperation, practical knowledge sharing, and coordinated action on community and policy issues. Responsibility for these collective structures was often shared amongst multiple women, resulting in more sustainable structures capable of continuing beyond the life of LFS funding.

For example, community savings groups were one successful way that **Yiaku Laikipiak Trust (Kenya)** organized Indigenous Women, building solidarity and a base for action on many community and rights issues. **Organización de Mujeres Campesinas e Indígenas (CONAMURI, Paraguay)** facilitated spaces and created a structure that endured beyond the project. CONAMURI’s collective organizing created spaces for dialogue, healing, and planning, and shared leadership that fostered skill-sharing, confidence and collective action. **Pacific Indigenous Women’s Network (PIWN)** strengthened regional coordination among Indigenous women across Pacific islands, formally incorporating in 2019. PIWN was able to convene women leaders, survey Indigenous women across the region, and establish a shared database, creating new structures for collective organization and voice.

2.4 Indigenous Women increasingly took on leadership and decision-making roles

About two-thirds of the IWOs in the cases and focus groups reported that Indigenous Women had increased their leadership roles in local, organizational, network or international spheres, supported by the LFS projects. The IWOs’ external stakeholders surveyed for this evaluation verified this finding. In many communities, stakeholders noted that Indigenous Women were in new roles with greater power and responsibility.

At the local level, women were reported to have taken on greater leadership roles within community governance and everyday decision-making, often in spaces previously dominated by men. Examples included serving on municipal councils and committees, serving in Indigenous customary

governing bodies, leading community assemblies, and acting as recognized spokespersons for community concerns to different levels of government. In these roles, women were guiding priorities related to land use, climate adaptation, livelihoods, safety, or other rights.

Within IWOs, Indigenous organizations, networks and other NGOs, Indigenous Women sometimes moved into formal leadership roles, such as becoming directors or board members. There were several cases of women taking on greater leadership in Indigenous or women's movement structures, including young women entering leadership for the first time. Some women also moved into regional, national, or international political spaces. They engaged with government assemblies, ministries, or district authorities or participated in global policy fora such as CEDAW and other UN spaces.

For example, **Women Empowerment Nepal** supported networking and training of Indigenous Women who wanted to enter politics. Several have since been selected as their party's candidate and some have been elected to office. Similarly, over 40 Indigenous Women seeking or already holding elected positions across the state of Oaxaca were brought together by **Ixmucane A.C. (Mexico)** to develop mutual support and build solidarity, recognizing that holding office is a challenging role and support is needed to sustain Indigenous Women in such positions.

Consejo Nacional de la Mujer Indígena (CONAMI, Argentina) increased Indigenous Women's leadership in national policy spaces. After receiving sustained accompaniment, training, and institutional strengthening, Indigenous Women leaders deepened their engagement with national and international legal and policy frameworks, including Indigenous rights and non-discrimination laws. Women leaders increasingly participated in public decision-making spaces, contributed to rights-based advocacy, and positioned CONAMI as a national interlocutor on Indigenous Women's rights. An example at the local level is **Maasai Women Development Organization (Tanzania)**. Throughout their project, women involved in MWEDO's climate and land projects took on leadership roles within community structures, coordinating water access, village savings groups, and land-use activities. Women led collective decisions affecting livelihoods and resource management.

External stakeholder voices:

"Through collective action and mutual support, 14 women have successfully attained Local Council I positions across Moroto, Kotido, Napak, and Abim." – NGO, Uganda

"There has been a significant increase in women's representation within community land governance structures." – International NGO / donor partner, Kenya

"Logramos ocupar espacios de toma de decisiones en la organización interna de la comunidad." ("We [Indigenous Women] have occupied decision-making spaces within the community.") – Indigenous community representative, Argentina

2.5 Indigenous Women developed practical and income-generating skills that strengthened their power in the public sphere

Across regions, in about a third of the LFS projects participating in the cases and focus groups, Indigenous Women were reported to have developed income-generating and livelihood skills, including agriculture, cooperatives, savings groups, manufacturing of goods, and land restoration, often with climate-adaptive practices. Many of these projects built upon local Indigenous knowledge and skills, such as knowledge of plants, water systems, and crafts, to increase revenue-generation. Some of the IWO's external stakeholders consulted during the cases, as well as FIMI's regional technical teams, observed and confirmed the importance of economic activities in the IWOs' projects.

Economic empowerment emerged as an unexpected outcome, as it was not originally included in the FIMI LFS TOC. For several IWOs, practical livelihood initiatives played a central role in mobilizing Indigenous Women. The majority of IWOs who engaged in economic empowerment activities described them as complementary to their advocacy and community mobilization efforts. Economic activities were reported to have increased women's autonomy, reduced financial dependency and vulnerability, and enabled more consistent participation in public, collective, and leadership spaces. By generating more income, women strengthened their power as decision-makers within families and communities. Across regions, economic empowerment served as a key enabler of Indigenous Women's voice, leadership, and sustained public presence, strengthening confidence, influence, and respect while also benefiting families and communities.

Regional patterns highlight how economic strategies supported broader empowerment. In Africa, several LFS projects focused on land-based livelihoods and cooperative food production, which improved household security while positioning women as economic organizers and community actors. For example, **Hope for Community Development Organization (Rwanda)**, strengthened women's agricultural and enterprise skills and formed women-led cooperatives, creating a collective economic base that supported their engagement in local governance.

In Latin America and the Caribbean, women's collective enterprises and income-generating activities reduced economic dependence, particularly at the familial level. Several IWOs noted that this economic independence enabled survivors of violence to participate more fully in sustained organizing and public advocacy linked to land and territorial rights. For example, in **Bolivia, Red Nacional de Mujeres en Defensa de la Madre Tierra** supported women to expand their agricultural production and revitalize ancestral economic practices such as barter and *ayni* (Quechua word for reciprocity or "today for you, tomorrow for me"), reinforcing community cohesion and non-monetary values.

In Asia, several IWOs supported savings groups, cooperatives, and income-generating initiatives that strengthened Indigenous Women's economic security and enabled sustained engagement in leadership and collective action. For example, **PROGRESSIVE (Bangladesh)** supported women to produce fertilizer, increasing both their financial independence and food production. This, in turn, enhanced their respect in the community and strengthened their ability to advocate on issues such as preventing early marriage of girls.

External stakeholder voices:

“Fortalecimiento de mujeres emprendedoras en el turismo rural comunitario.” ([What were the main impacts of the IWO’s project?] “Strengthening of women entrepreneurs in community rural tourism.”) – Indigenous community organization, Argentina

“Les adolescentes n’ayant pas eu la chance d’étudier émergent dans l’entrepreneuriat.” (“Girls who did not have the opportunity to study are emerging in entrepreneurship.”) – NGO network, Democratic Republic of Congo

“Through the organization’s project there have been various impacts including more inclusion of women in economic empowerment, minimizing economic gender based violence.” – National NGO partner, Tanzania

Outcome 3: Changes in stakeholders' understanding, behaviour, practices and policies

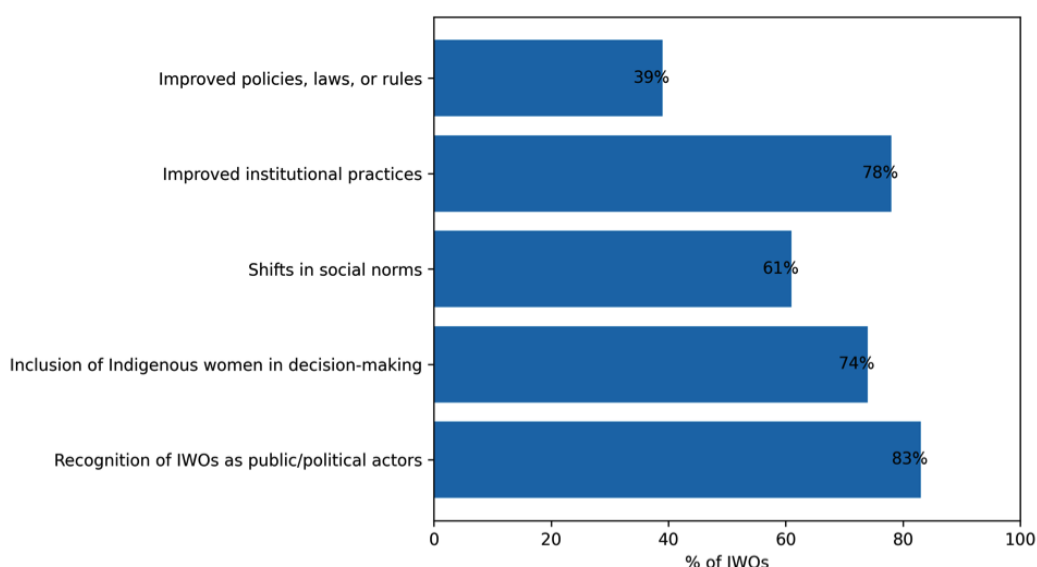
Evaluation evidence suggests that, through LFS, IWOs contributed to gradual and context-specific changes in stakeholders’ understanding, behaviour, practices, and, in some cases, policies affecting Indigenous Women and their communities. The types of external stakeholders reported or observed to have changed varied by project and included men in the communities, Indigenous governing bodies, local non-Indigenous authorities, state ministries, civil society organizations, and in some cases, international institutions.

Evidence for Outcome 3 came primarily from IWO reports, case analyses and focus groups as well as a survey of local external stakeholders selected by IWOs. This was complemented by FIMI staff observations shared through field visit notes and a focus group with the regional technical teams, which provided additional insight into visible shifts in stakeholder engagement, institutional relationships, and local recognition of IWOs. For policy and legal changes, the evaluation also conducted secondary research to identify published evidence of the changes IWOs reported contributing to. This secondary research strengthened confidence that reported legal and policy changes had occurred, while also confirming that these changes usually reflected the work of multiple actors over time rather than the contribution of any single organization or project.

Globally, across all IWOs that received LFS support, 74% observed improvements in stakeholders’ knowledge of Indigenous Women’s rights, and 68% reported that stakeholders increased their commitment to advancing those rights. Nearly half (45%) of IWOs reported that they were promoting changes at the political level, including engagement with local authorities, government institutions, legal frameworks, and formal policy processes.

These reported results were supported by the IWOs' external stakeholders surveyed during the case analyses. Of the 25 external stakeholder surveys and letters received, a strong majority reported that the IWO's projects had contributed to increased recognition of the respective IWO as a legitimate public and political actor (83%), to improved practices within public and other institutions (78%), and to greater inclusion of Indigenous women in decision-making processes (74%). Shifts in social norms among community leaders and authorities regarding women's roles, violence, and exclusion (61%), as well as changes to policies, laws, and institutional rules (39%) were also identified by IWO's stakeholders, though less frequently, as these outcomes often require longer timeframes.

IWOs' External Stakeholders: Systemic changes observed



An important cross-regional insight is that these changes tended to unfold progressively. Collective action by IWOs often appeared first to influence stakeholders' recognition of Indigenous Women's rights, as well as IWOs' visibility and legitimacy as actors in the public sphere. From there, gradual shifts were reported or observed regarding social norms, institutional practices, and, in some cases, policies and accountability mechanisms, often within local governing bodies. These external changes were cumulative rather than immediate, and closely tied to sustained collective organizing, relationship-building, and continued public engagement by Indigenous Women and IWOs.

Bringing about changes to institutional practices, public policies and social norms typically requires time, sustained action by multiple actors, and favourable external conditions. Since LFS projects were relatively short – ranging from one to 2.5 years – it was not expected that all IWOs would achieve significant impact at the systemic level. The evidence of IWO contributions in these areas is therefore noteworthy, given the short project timeframes and the challenging environments in which many IWOs were operating. At the same time, these findings should be interpreted with caution: systemic changes were not uniform across projects, and the evaluation evidence is strongest where

changes were corroborated by external stakeholders, FIMI observations, and secondary documentation.

Contributions to Outcome 3

- **IWOs' past advocacy, collaborations, community trust and commitment to working for systemic change** made an essential contribution to Outcome 3. IWOs were often the actors closest to affected communities and were able to communicate Indigenous Women's priorities during dialogue with authorities, service providers, customary governance structures, and other stakeholders. However, they rarely acted alone, and sometimes advocacy efforts had begun before the LFS project period.
- **FIMI's LFS financial support** made an important contribution to Outcome 3 by enabling IWOs to develop and sustain relationships with partners and decision-makers, organize consultations and events, produce evidence and advocacy materials and travel to policy spaces. This support appears to have strengthened IWO visibility and credibility.
- **FIMI's technical accompaniment, regional support, political participation program, and linking and learning opportunities** made an important but uneven contribution to Outcome 3. IWOs' legitimacy was enhanced through their association with FIMI as a global organization, FIMI's tools on CEDAW General Recommendation 39 and other international policy instruments were used by some IWOs. FIMI's accompaniment helped some IWOs refine advocacy strategies, engage public authorities, and connect local issues to national, regional, or international Indigenous Women's rights agendas. However, the extent to which IWOs accessed these forms of support varied across IWOs..
- **Other organizations with whom IWOs collaborated on systems change and advocacy activities** made a significant contribution to Outcome 3, particularly where policy, legal, institutional, or service-delivery changes were observed or reported. For example, local IWOs often partnered with national networks or other local indigenous organizations to amplify a stronger, shared voice in policy advocacy. While some local authorities initially put up barriers for IWOs, in many projects they became key allies or expanded their inclusion of Indigenous Women's voices in governance and decision making. Although not all IWOs had such collaborations, they were a major factor of success of those that did.
- **External factors** were identified by IWOs and external stakeholders as both a hindrance and a support to Outcome 3. Policy and law changes were made slower or impossible in many countries by entrenched patriarchal and colonial norms and structures and lack of political will on the part of duty-holders. Positive external factors that contributed to Outcome 3 for IWOs in some countries included growing dialogue and supportive policies on women's and Indigenous rights at the national and international levels, which reinforced Indigenous Women's efforts to improve local and national policies and laws.

3.1 Stakeholders increasingly recognized IWOs as public and political actors and improved inclusion of Indigenous Women in decision-making processes

Recognition

The type of external bodies reached by IWOs' projects varied according to the level at which the IWO was working. The stakeholders reported to be influenced included local authorities, Indigenous governing bodies, state ministries, civil society organizations, and in some cases, international policy bodies.

103 IWOs participating in LFS (68%) reported that, throughout their projects, they observed external stakeholders strengthening their commitment to Indigenous Women's rights. Similarly, in about two-thirds of the projects engaged in the cases and focus groups, there was evidence that duty-bearers and stakeholder organizations increasingly recognized IWOs as legitimate public, political, and rights-bearing actors. The IWOs' external stakeholders surveyed during the evaluation validated this finding. Of the 25 external stakeholder surveys and letters received, a majority confirmed that LFS projects had contributed to increased recognition of IWOs as legitimate public and political actors (83%). They reported that this was taking place either within their own organization if the respondent was a local authority, or, for Indigenous or non-governmental organization, they had observed this taking place in decision-making bodies at the local, state, national or international level. FIMI field visit observations and regional technical team reflections supported this finding where staff observed greater willingness of authorities, community leaders, men, service providers, or other stakeholders to meet with IWOs, as well as more direct engagement with Indigenous Women's concerns. The evaluation data overall were most useful for corroborating visible changes in engagement, rather than deeper or longer-term changes in attitudes among individual stakeholders.

Increased credibility and visibility appears to have come about through widely varying strategies on the part of IWOs. Not all IWOs explicitly conducted policy advocacy but nearly all engaged decision-makers within their areas. Some IWOs delivered training directly to local authorities on Indigenous Women's rights, for example on CEDAW General Recommendation 39. Many IWOs found that their economic development and climate adaptation activities with women gained positive attention from other stakeholders that translated into increased respect for their ability to generate community solutions. Several IWOs reported gaining visibility through social media campaigns, radio coverage, fairs, marches, and advocacy actions. Finally, some IWOs leveraged their international engagement, such as in FIMI events, CEDAW, other UN mechanisms and global forums, to build credibility and visibility with local stakeholders.

Consultation

As IWOs and Indigenous Women gained more visibility in the public sphere as holders of knowledge and solutions to community, environmental, economic and societal problems, they reported that authorities at multiple levels increasingly sought their input for planning and decisions. At least half of the projects participating in the cases and focus groups indicated that duty-holders and decision-makers were including Indigenous Women more consistently and meaningfully in consultations on public issues, through councils, assemblies, planning processes, committees, and

governance forums. Nearly three-quarters (74%) of the IWOs' stakeholders surveyed observed greater inclusion of Indigenous Women in decision-making processes, directly linked to IWOs' projects and FIMI's field visits were able to observe this directly in some cases.

This finding was present across all three regions and thematic areas. In some cases, inclusion was reported to have been provided through formal seats at decision-making tables reserved for Indigenous Women. In other cases, local authorities or national bodies created regular consultation practices to engage IWOs. In many cases, consultation appears to have not been formalized but frequent enough to be evidence of a meaningful change in stakeholders' inclusion of IWOs. This was named as a significant change by those IWOs who previously lacked visibility or were relegated by others to domestic sphere concerns only. During the time period of LFS, some organizations moved into positions of recognized authority on issues affecting women and Indigenous communities.

The observed inclusion of Indigenous Women in consultation and decision-making processes was rarely achieved without significant effort by IWOs and was sometimes contested by men or external stakeholders. In some contexts, Indigenous Women's participation appeared to remain partial or symbolic, faced resistance from customary authorities or depended on project-based support, such as travel funding and other accessibility measures, to enable physical presence at consultation events.

For example, through the project implemented by **Yiaku Indigenous Women Network (Kenya)**, Yiaku women gained recognition from elders and local decision-making bodies as legitimate representatives in community discussions on land, livelihoods, and collective priorities. The district government included women from **Hope for Community Development Organization (Rwanda)** in monthly meetings to bring forward Indigenous Women's concerns and solutions. In **Malaysia**, the regional government invited Indigenous Women leaders from **PACOS Trust** to input on the development of the Gender Equality Plan. At the global level, Indigenous Women leaders from the **Network of Indigenous Women in Asia** were recognized as legitimate actors in UN human rights treaty body processes and global policy spaces such as The High-Level Political Forum on Sustainable Development and UN Water Week.

External stakeholder voices:

"[L'organisation] est de plus en plus visible en province et présente dans toutes les tables politiques de prises de décisions." ("[The IWO] is increasingly visible in the province and present in all political decision-making tables.") – NGO network, Democratic Republic of Congo

"Las mujeres... son ahora más tomadas en cuenta en los espacios de diálogo y decisiones comunitarias." ("Women are now more taken into account in decision-making spaces.") – Local government, Benin

3.2 Shifts in social norms regarding Indigenous peoples, women's roles, violence, and exclusion

122 of IWOs participating in LFS (74%) reported that they observed improvements in external stakeholders' knowledge of Indigenous Women's rights throughout their projects. As IWOs and Indigenous Women assumed more visible roles in the public sphere and shared their knowledge and solutions, this often appears to have contributed gradually to more equitable and just gender norms and positive perceptions of Indigenous peoples.

This finding was reinforced through the cases and focus groups. About three-quarters of the IWOs participating in cases and focus groups identified gradual but meaningful normative changes in attitudes toward the role and rights of Indigenous peoples and/or Indigenous Women. They observed greater willingness of stakeholders to discuss Indigenous Women's rights, gender-based violence, land and territorial rights, or women's leadership in public and community settings. About 60% of the IWO's external stakeholders surveyed during the evaluation reported they had observed shifts in social norms among community leaders and authorities regarding women's roles, violence, and exclusion. IWOs cited specific examples of community leaders, men, elders, traditional and religious authorities, service providers and government actions demonstrating greater acceptance of women's leadership, understanding of Indigenous rights, or reduced normalization of violence and exclusion.

Field visit observations and regional technical team reflections added nuance to this finding by showing that behavioural and social norm changes were often incremental. In several contexts, the first observable shift was not a formal institutional change, but increased willingness among men, Elders, authorities, or service providers to attend meetings, listen to Indigenous Women's priorities, or participate in dialogue on issues that had previously been minimized or treated as private matters.

For example, in **Burkina Faso**, the work of **L'association TaRTIT** helped to bring about a significant shift in their area, from Tuareg women being seen as "outsiders" or non-citizens of the country to being recognized and consulted by local authorities and civil-society actors. The organization became a reference on Indigenous and minority women's rights, invited to speak and give input on policy discussions. **Karamoja Women Cultural Group (Uganda)** reported that Elders, men and religious leaders increasingly publicly endorsed Indigenous Women's land and property rights, signaling a break from prior norms that excluded women from land governance. Similarly, **Asociación de Mujeres Q'eqchi 'es Nuevo Horizonte (Guatemala)** observed shifts in community norms around women's participation beyond the domestic, private sphere, particularly as the community recognized the value of Indigenous Women's cultural and productive knowledge. The **Gender Development Association (Lao People's Democratic Republic)** worked to educate and collaborate with provincial, district, and village-level authorities, as well as create spaces for Indigenous women to collectively voice their concerns about violence. This prompted community leaders and local authorities to reject the customary normalization of violence and to recognize violence against Indigenous Women and Girls as a violation of rights.

External stakeholder voices:

“Perceptions of Indigenous women have changed positively, and they are now more widely acknowledged as leaders, decision makers, and knowledge holders.” – Local NGO, Kenya

“El proyecto ha permitido cambiar la visión que históricamente se ha tenido de las Mujeres Indígenas... visibilizando y destacando el rol protagónico que las mujeres deben ejercer en espacios de diálogo y tomas de decisión.” (“The project has made it possible to change the historical perception of Indigenous Women... highlighting the leading role women should play in dialogue and decision-making spaces.”) – Indigenous youth organization, El Salvador

“The project has contributed to steady but meaningful changes in deeply rooted social and gender norms that fuel gender-based violence. Community members are now more willing to speak openly about GBV, power relations, and women’s participation... Women are increasingly seen as leaders and advocates for their communities, rather than only as beneficiaries of development activities.” – Indigenous women’s umbrella organization, Uganda

“The voice of Indigenous women has been recognized. Previously they had been overlooked. Now it is a voice no one can no longer ignore.” – International NGO / donor partner, Kenya

3.3. Improved external stakeholder practices, policies and laws affecting Indigenous Women

Practices

In some contexts, increased stakeholder commitment to Indigenous Women’s rights and wellbeing was reflected in reported or observed changes to institutional practices by public authorities, customary governance bodies, service providers, or civil society partners.. About half of the IWOs in the cases and focus groups were able to identify specific ways that public and NGO service delivery, planning and consultative processes, justice referral systems, and coordination between organizations affecting Indigenous Women’s lives had improved. External stakeholders surveyed reported that they had observed improved practices within public and other institutions in over three-quarters (78%) of the IWOs’ projects. Often, these changes involved the enforcement or application of existing policies or laws, highlighting the important role of IWOs in monitoring public authorities and holding them accountable.

For example, **Red Nacional de Mujeres Indígenas del El Salvador (RENAMIES, El Salvador)** created a national Indigenous Women’s [observatory](#) that generates data, monitors the state’s operations to strengthen the prevention and eradication of violence, in collaboration with UN Women. RENAMIES also developed a long-term strategic alliance with the Office of the Human Rights Ombudsman and the Attorney General’s Office. The **Network of Indigenous Women-Bai**

(Philippines) prompted law enforcement bodies and human rights institutions to directly engage with and respond to reported rights violations and protection concerns instead of dismissing them. Advocacy efforts by **SOJFEP (Democratic Republic of the Congo)** led the Ministries of Education and Social Affairs to adjust their administrative practices to increase Indigenous girls' access to the National School Catch-Up Program, leading to many Indigenous Girls returning to their education.

Governmental policies, strategies and laws

About 68 of all IWOs supported by LFS (45%) reported that their projects and organizations promoted changes at the policy level. Their work did not result in governmental strategy, policy or law changes in every project, nor was that expected given the relatively short timelines and the complexity of legal and policy change. The case analysis and focus groups indicated that in about one-third of sampled projects, IWOs' efforts to promote change at the political level contributed to improvements in laws, bylaws, policies, budgets, representation rules, quotas, action plans, agreements, or other types of binding regulations. About 40% of the IWO's external stakeholders surveyed during the evaluation also reported that the IWO had contributed to changes to policies, laws, or regulations. It is important to note that many IWOs were also working to bring about change by advocating for implementation of existing laws and guidelines such as national laws on Indigenous and women's rights and CEDAW General Recommendation 39.

Secondary research was conducted to review whether reported policy and legal changes were reflected in published sources, including official documents, public announcements, legal records, or other documentation. Evidence was found in these sources of 78% of the IWOs' reported governmental-level changes, although it was less frequent that there was documentation of the IWOs' respective contributions to those changes. The secondary research reinforced the assumption that policy and law reform usually results from efforts by multiple organizations and favourable political or institutional conditions. In most cases, IWOs did not take sole credit for these successes, and they recognized that policy change is the result of many factors.

Examples of policy changes to which IWOs contributed spanned the local, municipal, provincial, and national levels, depending on the scope of the IWO and the project. The following table presents examples of the changes reported by IWOs to be influenced in part by their LFS projects.

Examples of IWOs' contribution to changes in government laws, policies and strategies

This table presents changes reported by IWOs, with examples of the publicly available evidence found, such as links to official policies and news reports on the IWOs' advocacy. An assessment of the strength of the public evidence cited is also provided.

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
Global	FIMI and Indigenous Women's Organizations supported through LFS	Influence on international standards: CEDAW General Recommendation No. 39 on the rights of Indigenous Women and Girls.	GR39 exists as an official CEDAW/OHCHR instrument.	1. OHCHR - General Recommendation No. 39 2. FIMI/IPRI - Guide to CEDAW GR39 3. OHCHR - Draft process / call for input	High for the existence of the international standard; medium-high for direct attribution to FIMI / other IWOs.
Argentina	Consejo Nacional de la Mujer Indígena (CONAMI)	Formal relationship with Tierra del Fuego authorities to strengthen Indigenous Peoples' rights and Indigenous Women's leadership.	The provincial management report records joint work with CONAMI and the signing of a commitment act. Public notes report the preliminary cooperation agreement and its objectives.	1. Government of Tierra del Fuego - 2024 Management Report 2. NotiTDF - Cooperation agreement with CONAMI 3. Government of Tierra del Fuego - Aníá Arwen Majesh Naa Forum	High for the existence of the agreement/ commitment act with the IWO.
Brazil	COIAB / networks of Amazonian Indigenous Women ANMIGA	Contributed to recognition of specific forms of violence against Indigenous Women within national policy discussions for Indigenous Women and Girls.	Official Government of Brazil sources document the final phase of the National Policy for Indigenous Women, including axes on violence, rights and participation. COIAB and ANMIGA documents spaces and protocols on territorial safety for Indigenous Women.	1. Gov.br MPI - Progress on the National Policy for Indigenous Women and Girls 2. Gov.br Ministry of Women - PNMI moves to final phase 3. COIAB - Safe territory for Indigenous Women	Medium-high. Strong evidence of a state policy process and COIAB and ANMIGA contribution.
Guatemala	Asociación MIRIAM / Indigenous Women's Organizations	Reform of the Office of the Ombudsperson for Indigenous Women (DEMI), created by Government Agreement 525-99, to strengthen representation and appointment mechanisms.	Official documents exist for Government Agreement 525-99 and Government Agreement 127-2024, which reforms DEMI's structure. Congress reports the signing and political scope of the reform.	1. Congress of Guatemala - Government Agreement 525-99 2. DEMI - Government Agreement 127-2024 3. Congress of Guatemala - signing of DEMI reform agreement	High.

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
Peru / Puno	Mujeres Aymaras Bartolina Sisa / regional platform of Indigenous Women of Puno	Approval of the Regional Agenda of Aymara, Quechua and Uro Women as a regional public policy of the Regional Government of Puno.	An official source from the Regional Government of Puno confirms Regional Executive Resolution No. 424-2022-GR-GR PUNO. The Regional Agenda document is also publicly available.	1. Regional Government of Puno - R.E.R. No. 424-2022-GR-GR PUNO 2. Regional Agenda of Aymara, Quechua and Uro Women of Puno 3. IDECA Peru - IV Meeting of Quechua, Aymara and Uro Women	High.
Mexico / Oaxaca	Red de Abogadas Indígenas (RAI)	Blocking of a regressive reform affecting the implementation of gender parity in Indigenous municipalities governed by internal normative systems.	The Supreme Court of Justice of the Nation (SCJN) published an official communication on the invalidation of the decree. Media outlets reported that RAI welcomed the ruling and linked it to the defense of Indigenous Women's political participation.	1. SCJN - Decree on parity in Indigenous municipalities of Oaxaca invalidated 2. El Universal Oaxaca - RAI welcomes SCJN ruling 3. Ciudadanía Express - Collectives welcome SCJN decision	High for the legal change; medium-high for direct attribution to RAI.
Tanzania	Pastoralist Indigenous Non-Governmental Forum (PINGO)	Establishment or strengthening of MTAKUWWA committees at village and ward level to prevent and report violence against women and girls.	The MTAKUWWA framework exists officially as a state structure.	1. Prime Minister's Office Tanzania - MTAKUWWA 2. PMO Tanzania - MTAKUWWA Guidelines	Medium.
Democratic Republic of Congo	FACID / Indigenous Pygmy Peoples' organizations	Adoption of Law No. 22/030 of 15 July 2022 on the protection and promotion of the rights of Indigenous Pygmy Peoples.	Official Gazette PDF confirms Law No. 22/030 of 15 July 2022 on the protection and promotion of the rights of Indigenous Pygmy Peoples.	1. UPR Info - Case study on Law No. 22/030 2. IWGIA - Indigenous Peoples in the Democratic Republic of Congo 3. Official DRC Gazette: Law No. 22/030 of 15 July 2022 4. Crise humanitaire dans l'Est de la RDC : FACID appelle le gouvernement et la communauté internationale à protéger les femmes victimes de la guerre	High for the existence and content of the law. No direct attribution to FACID but news stories on FACID's other advocacy.
Kenya	Ogiek women leaders / OPDP and allies	African Court judgment on Ogiek territorial rights, including restitution, delimitation,	The African Court's official reparations judgment exists, along with specialized sources summarizing orders related to	1. African Court - Ogiek Reparations Judgment, Application No. 006/2012 2. TanzLII - African Court on Human and Peoples' Rights, June 2022	High for the judgment; pending evidence to prove the specific participation of women

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
		demarcation and collective title over ancestral lands.	collective title and recognition of the Ogiek people.	3. Minority Rights Group - Reparations at last: Land justice for Kenya's Ogiek	leaders in litigation or implementation.
Malaysia	JOAS / Orang Asli Peoples and allied organizations	Malaysian government announced intention to amend the Aboriginal Peoples Act (1954); advanced jurisprudence in recognition of native customary rights.	Legal and territorial-rights sources document court decisions recognizing Native Customary Rights, including Madeli Salleh and other cases.	1. https://rsisinternational.org/journals/ijris/uploads/vol10-iss4-pg3268-3272-202605_pdf.pdf 2. The Diplomat article Borneo Post : JOAS pushes for stronger indigenous rights with 2025 memorandum	High for NCR jurisprudence; medium for direct contribution by JOAS.
Vanuatu / Western Santo	Santo Sunset Women's Environment Network	Community "No Logging" Resolution and strengthened environmental governance in response to commercial logging in Western Santo.	Local adaptation sources and project reports document the Anti-Logging Summit, the No Logging Resolution and the advocacy of women rangers.	1. https://www.cepf.net/resources/final-project-report/final-project-report-2430 2. https://www.santosunset.org/sustainable-development 3. https://pipap.sprep.org/news/west-santo-says-no-logging-and-road-proposal 4. https://pipap.sprep.org/news/santo-ural-logging-proposal-pending 5. https://llahub.gca.org/stories/ee42a6bb-26ff-4aa1-ba67-3231732a7dd5	Medium-high for the community resolution; pending for "government ban."
Bangladesh / Chittagong Hill Tracts	PROGRESSIVE	Customary governance reforms and women's participation in traditional leadership, including evidence on women Karbaris/headpersons and the formalization of marriage certificate issuance for hill communities.	The Bay of Bengal Post reports a significant shift in Chittagong Hill Tracts traditional authority, including growth in women Karbaris and women headpersons, and names Progressive as one of the local organizations involved in the national consultation. The CHT Today article/clipping documents the formal launch of marriage certificate issuance for hill communities in Rangamati.	1. Bay of Bengal Post - Breaking Barriers: Women Step into Leadership Roles in Bangladesh's CHT 2. CHT Today - Formal launch of marriage certificate issuance for hill communities	High. Strong public evidence for women's increased role in customary leadership and Progressive's involvement in the consultation.
India / Meghalaya	Grassroots	Government rule/legal framework on political participation and	The Khasi Hills Autonomous District (Village and Town Development Council) Act, 2021, published in the Gazette of Meghalaya,	1. Gazette of Meghalaya / KHADC - Khasi Hills Autonomous District (Village and Town Development Council) Act, 2021	High for the existence and content of the government rule/Act.

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
		village/town governance in Khasi Hills, including gender-inclusive language and minimum women's representation in Executive Councils.	includes gender-inclusive language such as "male or female," "he/she" and "his/her." It also states that the Executive Council of each Village or Town Development Council shall include at least 30% women.		Medium for direct attribution to Grassroots unless internal advocacy documents are attached.
Rwanda	Hope for Community Development Organization (HCDO)	Consultation or advocacy around the legal framework on prevention and punishment of gender-based violence, specifically Law No. 59/2008.	The uploaded legal text confirms Law No. 59/2008 of 10 September 2008 on Prevention and Punishment of Gender-Based Violence. The law defines GBV broadly and sets out prevention, protection and punishment measures. However, the attachment proves the legal framework itself, not yet the reported revision process or HCDO's influence within consultations.	Law No. 59/2008 on Prevention and Punishment of Gender-Based Violence	Medium. Good as legal-context evidence; needs a consultation note, invitation, minutes or submission to evidence Indigenous women's inclusion in the revision process.
Kenya / Laikipia and Isiolo	Mukogodo Girls Empowerment Program (MGEP)	Community leadership and social protection strategies addressing Indigenous women's and girls' rights, FGM, child marriage, SRHR and leadership.	public channels identify the organization as a women-led community organization empowering Indigenous women and girls in Laikipia and Isiolo, with program areas that include ending FGM and child marriage.	Kenya News Agency – Stakeholders vow to end teenage pregnancies Kenya News Agency – Residents sensitized on SGBV, Gender Mainstreaming https://www.kenyanews.go.ke/residents-sensitized-on-sgbv-gender-mainstreaming/ Kenyan Health Care Initiatives / KHCI – Mukogodo Girls Empowerment Program	Medium-low for a policy/strategy change. Useful as public evidence of organizational work and reported outcomes; stronger evidence would be a county report, protection strategy, official record or community agreement.
Kenya / Laikipia / Mukogodo-Yiaku context	Yiaku Laikipia Trust / Mukogodo-Yiaku leadership evidence	Indigenous women's leadership and representation in county-level political and community advocacy spaces.	The partner-provided LNN text recognizes Hon. Jennifer Koinante as Woman of the Month for April and describes her as a rising Woman Representative candidate for Laikipia County, with visible grassroots engagement around women's empowerment, youth initiatives, social welfare, education, healthcare and economic opportunities. Public sources also identify Jennifer Koinante	1. Partner-provided text - LNN Woman of the Month profile for Hon. Jennifer Koinante 2. CEMIRIDE - Are the voices of the minority loud enough? 3. Mongabay - Kenya: Bees help Indigenous Yiaku defend and monitor their ancestral forest	Medium for Indigenous women's leadership visibility; pending for policy/law change. Stronger evidence would be an official appointment/election record, county committee

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
			as Head/Executive Director of Yiaku Laikipia Trust and link her to Yiaku/Mukogodo community advocacy, forest stewardship and minority-community participation. This supports leadership visibility, but it is not by itself evidence of a formal policy or law change.	4. Nation Africa - Only seven can speak dying language	membership, policy minutes or formal decision.
Tanzania	CORDS	Land tenure improvement and consultation/ engagement mechanisms for marginalized and vulnerable groups under the Land Tenure Improvement Project (LTIP).	External evidence from the LTIP ESMP Report for Issuance of CCRO in Handeni District identifies CORDS among CSOs/NGOs mapped for the Land Tenure Improvement Project. The report states that these organizations are expected to support engagement of marginalized and vulnerable groups, including sensitization on CCROs, joint titling, GBV/SEA and other project benefits. Additional external literature confirms CORDS' long-standing work on village land use planning, village land certification, by-laws, village land registries and women's participation in land governance.	1. LTIP / Ministry of Lands Tanzania - ESMP Report for Issuance of CCRO in Handeni District 2. ILRI/CGIAR - Village land use planning in rangelands in Tanzania 3. World Bank - LTIP Vulnerable Group Planning Framework	Medium. Useful external evidence for CORDS' involvement in LTIP-related land tenure improvement and stakeholder engagement.
Bolivia / Challapata	Red Nacional de Mujeres en Defensa de la Madre Tierra (RENAMAT)	Municipal measures and advocacy context related to protecting water sources and territories from mining.	External evidence confirms the existence of a municipal law in Challapata rejecting mining to protect water and livelihoods. External human-rights documentation also identifies RENAMAT as a network of Indigenous and peasant women defending land, water and natural resources against extractive industries in Oruro, La Paz and Potosi.	1. Business & Human Rights Resource Centre - Bolivia: communities obtain municipal law in Challapata rejecting mining to protect water 2. Front Line Defenders - Vicenta Calizaya Quispe / RENAMAT profile 3. AIDA - Bolivia references on RENAMAT and water sources	Medium. External sources support the context and the existence of a municipal anti-mining/water-protection measure, plus RENAMAT's role as a network of women land and water defenders.
Mexico	Red de Abogadas Indígenas / judicial inclusion context	Judicial policy guidance and digital-access materials for Indigenous and Afro-Mexican	An official communication from the Federal Judicial Council (CJF) documents the launch of three digital guides for access to justice for Indigenous and Afro-Mexican peoples and communities. The materials include 380	1. Federal Judicial Council / OAJ - Communication 17/2024: digital guides for access to justice 2. SCJN - Protocol for judging with an intercultural perspective :	Medium. High for the existence of official judicial inclusion/digital access materials;

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
		peoples and communities.	audios in 20 languages explaining how the Federal Judiciary works and what types of cases can be addressed. This supports the existence of judicial access and linguistic inclusion guidance, although direct attribution to RAI is not demonstrated by the public source.	Afro-descendant and Afro-Mexican persons, peoples and communities	low-to-medium for direct attribution to RAI.
Nicaragua / Mayangna territories	Centro para la Autonomía y Desarrollo de los Pueblos Indígenas (CADPI)	Community governance and environmental decision-making participation by Indigenous women.	External evidence from the International Land Coalition documents a participatory 3D mapping pilot in Waspam and Sahsa implemented by CADPI and the Indigenous Women's Organization Wangki Tangni. The process supported the creation of community territorial maps and management planning. FAO documentation on Mayangna women and the MAYARING cooperative further supports women's organizational, business and natural-resource management capacity-building in Mayangna territories.	1. International Land Coalition - Participatory 3D mapping strengthens territorial governance in Nicaragua https://d3o3cb4w253x5q.cloudfront.net/media/documents/ilc_case_study_0095_nicaragua_es.pdf 2. FAO Forest and Farm Facility - Supporting Indigenous Mayangna women in Nicaragua 3. CIFOR - Gender and forests in Nicaragua's autonomous regions	Medium. Evidence supports CADPI-linked territorial governance tools and Mayangna women's natural-resource governance capacity.
Kenya / Kamatira and related community forest areas	Pastoral Communities Empowerment Programme (PACEP)	Climate governance, women's inclusion and Community Forest Association participation.	The West Pokot County PCRA Report confirms the county's participatory climate risk assessment process and references climate governance mechanisms such as ward-level planning. The West Pokot County Gender Policy 2024 recognizes PACEP's contribution and sets a county framework for integrating gender equality into policies, structures, systems, operations and programs. Women4Biodiversity documents PACEP as the restoration partner for Kamatira Forest and states that PACEP facilitated women-led restoration initiatives, including advocacy for women's rights, marginalized communities and youth in West Pokot.	1. https://maarifa.cog.go.ke/sites/default/files/2024-06/IMPROVED-WEST%20POKOT%20COUNTY%20PCRA%20REPORT%20FINAL%20May%202023-1.pdf 2. https://www.westpokot.go.ke/wp-content/uploads/2025/09/WEST-POKOT-COUNTY-GENDER-POLICY-2024-pdf_032044.pdf 3. https://women4biodiversity.org/wp-content/uploads/2024/10/Executive-Summary_compressed.pdf	High for participation in county climate/governance processes and contribution to gender policy; medium-high for women's representation in Community Forest Association committees; still pending for proving formal appointment to county climate action committees unless there is an official list of committee members.
Kenya / Samburu	Samburu Women Trust (SWT)	Community land governance	Namati's 2021 Kenya impact report identifies Samburu Women Trust as an implementing	https://namati.org/our-impact/impact-report-2021/clp-kenya/	Medium-high. The source directly links

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
and community land areas		participation and community land registration processes.	partner in community land protection processes. The report states that 15 communities pursued legal registration of their lands with support from Namati and partner.		SWT to community land registration, by-law development and inclusive land management committees. It supports women's participation in land governance, but does not by itself confirm women's inclusion in official community land registries
Kenya / Ogiek territories	Ogiek Peoples Development Program (OPDP)	Recognition and documentation of Ogiek traditional knowledge and environmental governance practices.	External evidence from the Equator Initiative and UNDP documents OPDP's work training traditional herbalists, documenting traditional medicinal knowledge, supporting forest scouts, re-forestation and conservation activities. UNDP reporting notes that the project contributed to documentation of Ogiek traditional knowledge on medicinal herbs and conservation practices, including links to the National Museums of Kenya's Indigenous Traditional Knowledge documentation work.	1. Equator Initiative - Ogiek Peoples Development Program https://www.equatorinitiative.org/2024/12/05/ogiek-peoples-development-program/ 2. UNDP / ICCA-GSI publication on territories and areas conserved by Indigenous Peoples and local communities https://www.undp.org/sites/g/files/zskgk326/files/2024-10/ir-local_communities_publication-24-10-2024.pdf 3. Natural Justice - Ogiek Bio-Cultural Protocol https://naturaljustice.org/wp-content/uploads/2021/11/Ogiek-Bio-Cultural-Protocol.pdf	Medium. Strong for OPDP's traditional knowledge and conservation work. Pending for the specific claim that one woman was appointed to a county climate change program; an appointment letter, county committee list or government notice would be needed.
Uganda / Kumi District	Teso Karamoja Women Initiative for Peace (TEKWIP)	District-level strategies and policy recommendations to prevent violence against women and girls.	External evidence from COACT and WPHF reporting identifies TEKWIP as part of joint actions with local authorities to prevent and respond to violence against women and girls. The COACT Annual Report states that COACT, TEKWIP and partner organizations developed three position papers with policy recommendations for Kumi, Kyegegwa and Kamwenge districts, and that 15 policy	1. COACT Annual Report 2021 https://www.coact1325.org/wp-content/uploads/2023/08/Annual-report-2021-COACT-Final-version-ED-Dec-23-009.pdf 2. WPHF / MPTF Uganda Annual Report 2021 https://mptf.undp.org/sites/default/files/documents/40000/uganda_wphf-si_annualreport_2021_2.pdf	Medium-high. Stronger than a purely internal report for district-level EAWG advocacy and adopted policy recommendations. For exact district strategy titles or formal

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
			recommendations were adopted across those districts.		adoption instruments, attach district minutes, local action plans or council resolutions.
Kenya /	Indigenous Women Biodiversity Network (IWBN)	Governance and policy participation for Indigenous women in biodiversity and environmental decision-making spaces.	External evidence confirms IWBN's role as a network promoting Indigenous women's leadership, biodiversity governance and participation in international policy spaces. IIFB documentation records the formation of IWBN and its connection to CBD processes. NBSAP Accelerator reporting cites Lucy Mulenkei, Co-Chair of IWBN, highlighting the importance of stakeholder involvement, collaboration and co-creation in biodiversity target-setting processes.	1. Indigenous Information Network / IWBN - Nurturing Future Indigenous Women Leaders 2. International Indigenous Forum on Biodiversity - About / history of IWBN 3. NBSAP Accelerator Partnership - Supporting countries' early actions	Medium. Good external evidence for participation in biodiversity governance and policy spaces.
Philippines	Bai Indigenous Women's Network	Advocacy to repeal the Anti-Terrorism Act and protect Indigenous human-rights defenders; broader advocacy linked to Indigenous Peoples' rights.	External evidence shows that BAI Indigenous Women's Network was part of the Sambubungan Initiative, which called to repeal the Anti-Terror Law and Executive Order 70, review the Indigenous Peoples' Rights Act, especially Section 56 on vested rights, revamp the National Commission on Indigenous Peoples, enact protections against red-tagging and terrorist labeling, and strengthen protections for Indigenous women and girl	1. https://iprights.org/2024/06/19/a-call-for-effective-and-genuine-consultations-on-the-revised-fpic-guidelines/ 2. Mama Cash - Bai Indigenous Women's Network: resisting destructive development 3. https://focusweb.org/wp-content/uploads/2022/03/FINAL-IPAgenda_English_15MAR22-1.pdf	Medium-high for advocacy evidence. External sources directly link BAI Indigenous Women's Network to collective advocacy calling for the repeal of the Anti-Terror Law and the review of IPRA/FPIC-related mechanisms.
Guatemala	Asociación de Mujeres Comprometidas con el Desarrollo de las Comunidades Indígenas y Campesinas IXOQ MAYAJ	Indigenous and campesina women strengthened their participation in agrarian advocacy, territorial dialogue, and economic-development policy spaces, including advocacy around the Agrarian Agreement, women's access to land and productive assets	External sources confirm IXOQ MAYAJ's role in promoting women's access to land ownership, independence, and gender-awareness processes within Indigenous and campesino communities. Public sources also confirm the broader policy context in which this advocacy took place, including the Government of Guatemala's Agrarian Agreement with campesino communities, which prioritizes agrarian conflict, access to land, social economy, territorial articulation for rural	1. https://pbi-guatemala.org/sites/default/files/Defendemos%20la%20vida_cL.pdf 2. https://www.secretariaprivada.gob.gt/wp-content/uploads/2024/08/Comunicado-Acuerdo-Agrario-final.pdf 3. https://lac.landcoalition.org/es/noticias/acuerdo-historico-entre-el-gobierno-y-organizaciones-campesinas-de-guatemala-para-abordar-el-acceso-a-la-tierra-y-la-co-nflictividad-agraria/	Medium-High. The evidence is strong enough to support High. IXOQ MAYAJ's role in women's land-rights advocacy.

Scope / country	Organization	IWO-reported change	Public evidence found	Links	Strength of evidence
	Unión Verapasese de Comunidades Campesinas-UVOC		development, and a permanent political dialogue space. Additional public sources confirm the existence of Initiative 5452 / Ley DEM and the collective advocacy process led by women's organizations to promote women's economic development, access to productive resources, and access to land.		

Negative and unintended outcomes

While the evaluation found substantial evidence of positive outcomes across IWOs, a number of challenges and unintended negative effects were also identified. These were primarily related to resistance from local men or authorities, LFS administrative processes, alignment with Indigenous values, communication gaps, and structural constraints in funding modalities. These findings do not negate the overall effectiveness of LFS but highlight important areas where implementation created barriers or limited outcomes for some partners.

Incomplete projects

A small number (9) of LFS-supported projects were not completed as planned, resulting in partial implementation and, in some cases, the return or non-disbursement of funds. Across these cases, the primary drivers were environmental and home government constraints that limited organizations' ability to continue implementation.

Government intervention and threats

Most notably, three Indian IWOs were unable to proceed due to restrictions under the Foreign Contribution Regulation Act (FCRA), where renewal applications were denied by the Ministry of Home Affairs. This prevented organizations from legally receiving international funding, leading to project interruption after the first disbursement. Similarly, in Bangladesh, delays in obtaining NGO Bureau approval and broader political instability disrupted timelines and prevented full implementation. In three cases, in three different Asian countries, organizations faced direct government pressure, security threats, and intervention after starting their projects. For example, FIMI's staff noted that one IWO after beginning project implementation, "faced intervention from their government. Their committee was reached out by the government official to interrogate and following the incident there were organizational changes where the project coordinator and focal person resigned." About another IWO, FiMI staff noted, "Emergency situation for the partner and staff under the sanctuary due to ongoing threat from government institutions."

Local resistance

A very small number of IWOs reported experiencing backlash or resistance from local men or organizations in response to their activities, particularly those advancing Indigenous Women's rights and leadership. In most cases, this resistance was temporary and was successfully mitigated through adaptive strategies, including dialogue, community engagement, or shifting partnerships to work with more supportive actors. Several of these IWOs reported that, despite initial tensions, their projects ultimately achieved positive outcomes. In some instances, organizations chose to collaborate with alternative partners to bypass persistent resistance. Overall, no deeply harmful unintended negative consequences were reported across the case analyses or focus groups, suggesting that risks were limited and effectively managed by IWOs within their local contexts.

High administrative requirements and misalignment with IWO realities

A consistent finding across multiple data sources was the administrative burden for participating IWOs associated with reporting and financial compliance requirements. Several IWOs reported that LFS narrative and financial reporting formats were lengthy, repetitive, and not adapted to their realities, particularly for organizations operating in oral traditions or in languages other than Spanish, English or French. In some cases, this created additional costs and capacity pressures, requiring IWOs to hire external technical staff, sometimes outside their communities, to meet requirements. At the same time, FIMI staff were aware of these challenges and made efforts to support IWOs in meeting requirements. FIMI was subject to both strict Peruvian nonprofit legal regulations and extensive requirements of the Government of the Netherlands for reporting and compliance. It appears that the majority of these were passed onto IWOs, many of which were small, grassroots organizations with limited capacity at the start of LFS. Some bellwethers wondered if FIMI could find ways to bridge these requirements and absorb them rather than passing on to grassroots IWOs.

This was also a challenging reality for FIMI. Managing reporting requirements and follow-up also required significant staff time, which reduced capacity for other forms of accompaniment that IWOs valued, such as in-person visits, ongoing technical support, and expanded participation in networking, leadership, and advocacy spaces.

Related to this, some IWOs perceived a misalignment between administrative requirements and realities of local economies and manners of working, Indigenous values or trust-based approaches. A small number of partners expressed that compliance processes reflected more “colonial” funding practices, emphasizing documentation and control over trust and relational accountability. One of the organizations decided that post-LFS, they would not seek funding from FIMI again because they spent too much of their grant funds on meeting the reporting and financial administration requirements. As one partner noted, “funding bodies need to decolonize their administrative processes” and prioritize trust, solidarity, and learning over rigid reporting structures. These perspectives suggest that while LFS aimed to embody Indigenous-led and feminist funding principles, some implementation mechanisms were inconsistent with these values.

Short-term funding

The evaluation also identified constraints related to funding duration and operational realities. Some IWOs reported that project-based funding, particularly when limited to short timeframes, did not align with the long-term nature of community change processes or shifting contextual realities such as climate events or political instability. In certain cases, rigid budget allocations and reporting requirements did not reflect local conditions (e.g., informal economies, seasonal cycles), creating challenges for implementation. These constraints were also linked to broader operational pressures within FIMI, including a 2023 challenge in which not all planned funds were disbursed within the expected timeframe. As a result, the team had to intensify grantmaking efforts in 2024 to allocate remaining funds, which affected the overall grantmaking cycle and reduced staff time available for deeper engagement with all IWOs. FIMI has acknowledged and reflected on this challenge and expressed an intention to avoid similar situations in the future.

“FIMI needs to connect more closely with the realities of local communities. There are other high-profile funding organizations that prioritize results and do not get bogged down in the minutiae of accountability, focusing on achievements and lessons learnt, and placing solidarity at the forefront. For example, Thousand Currents. FIMI needs to decolonize and cut the red tape.” - IWO, Peru

Uneven communication and access to programs

Communication and engagement gaps were also identified. Some IWOs reported limited awareness of the other programs offered by FIMI (e.g., training, exchanges, international advocacy opportunities), as well as insufficient feedback on submitted reports. Others highlighted the need for more regular, reciprocal communication and greater in-person engagement with FIMI staff to strengthen relationships and contextual understanding. While FIMI prioritized accompaniment and relationship-building, resource limitations meant that site visits to all IWOs and full participation of all partners in complementary programs and events were not feasible, contributing to uneven experiences across IWOs. Language barriers further affected accessibility for some partners who were not fully fluent in the respective colonial language of English, Spanish or French.

Finally, some IWOs reported uneven access to broader LFS opportunities, including networking and participation in other FIMI initiatives, such as the Global Leadership School, research program and political participation program, contributing to perceptions of inequity in access to non-financial supports.

“We weren’t aware of these offers [FIMI’s other programs]. Please improve the distribution of invitations and invite us because we would actually have liked to take part. We want to become stronger so we can realize our visions.” - IWO, Peru

Thematic areas

Many IWOs’ projects integrated multiple thematic areas, such as land and climate with economic empowerment, or violence prevention with political participation. Although FIMI asked IWOs to select a single main thematic area when applying for LFS support, these interconnections became apparent during implementation. The following summaries highlight the strategies and impacts of IWOs’ projects across the main thematic areas, drawing on findings from focus groups, IWO reports, case analyses, and external stakeholder surveys.

Climate, land & resources

About 9.4% of IWO projects had a primary focus on climate, land, territories, and natural resources. Focus groups on this theme included 6 IWOs: three in Africa (Tanzania and Kenya) and three in Asia-Pacific (Indonesia, Bangladesh, and Thailand). These discussions highlighted how Indigenous women are addressing climate change, environmental degradation, and land rights through locally grounded initiatives.

The most common strategies used by IWOs were community mobilization and collective organizing, as well as sustainable land-based practices that support both environmental stewardship and livelihoods. Organizations often began by organizing Indigenous Women into groups, savings associations, or networks that enabled collective action on land and resource management. Many projects also promoted climate-adaptive practices rooted in Indigenous knowledge, including sustainable agriculture, tree planting, forest restoration, and biodiversity protection. These approaches strengthened women's roles as environmental stewards while also improving local food systems and livelihood opportunities.

Additional strategies included capacity building on climate justice and leadership, and partnerships with Indigenous councils, civil society organizations, and government actors. Some IWOs also engaged in advocacy, supported water access initiatives, revitalized cultural and language practices connected to land stewardship, or introduced low-impact technologies.

The most common impacts of IWO's projects on climate and land were strengthened livelihoods and food security for Indigenous Women and their communities, as well as stronger collective organization among women's groups. Projects also contributed to increased participation of Indigenous Women in community decision-making, improved environmental stewardship and restoration, and greater recognition of Indigenous perspectives in land and environmental governance. Less common outcomes included the revitalization of Indigenous ecological knowledge and improved access to water and natural resources. IWOs emphasized that these results emerged through collaborative efforts involving communities, partner organizations, and supportive institutions, reflecting the collective nature of Indigenous land and climate stewardship.

Violence prevention

One in ten (10.7%) IWOs supported through FIMI's LFS focused their projects on violence prevention and responses to violence against Indigenous Women. Focus groups on this theme were held with 6 IWOs in Latin America and the Caribbean, representing organizations in Bolivia, Colombia, Ecuador, Guatemala, Honduras, and Mexico. These discussions explored how Indigenous Women's Organizations address violence through approaches grounded in collective care, cultural knowledge, and community empowerment.

The most common strategy employed was training and awareness-raising on violence against women. Many IWOs conducted workshops and community dialogues to help Indigenous Women, community members and/or local authorities recognize different forms of violence, including economic, cultural, and political violence that is often normalized or invisible. Another key strategy across IWOs was creating and strengthening women's organizations and collective spaces where Indigenous Women could share experiences, build leadership, and organize responses to violence.

Other complementary strategies applied in these projects included collective healing and self-care rooted in Indigenous knowledge, economic initiatives to reduce women's dependence and vulnerability to violence, and alliances with other IWOs and networks. Some IWOs also employed tactics such as media and radio campaigns to raise awareness, culturally appropriate legal and

psychological accompaniment for survivors, and efforts to promote cultural safety and linguistic inclusion within justice systems and institutions.

The main impacts of violence prevention projects were greater awareness of different forms of violence and increased confidence and collective strength among Indigenous Women. Many communities also noted higher participation of women in leadership and governance. Less common but significant outcomes in some projects included improved economic autonomy, stronger recognition of Indigenous Women's rights in institutional spaces, and the creation of spaces for dialogue and healing of Indigenous Women who were survivors of violence.

These outcomes emerged through collaborative efforts involving Indigenous communities, partner organizations, and, in some projects, supportive institutions. IWOs often worked alongside other women's groups, justice system actors, and community authorities, highlighting that progress in preventing violence reflects collective action and broader social change rather than the efforts of any single organization.

Economic empowerment

About 14.3% of IWO partner projects focused primarily on economic empowerment for Indigenous Women and their communities. 8 organizations in Africa participated in a focus group on the theme, including participants from Burkina Faso, Cameroon, the Democratic Republic of Congo, Ethiopia, and Uganda. These discussions explored how Indigenous Women's organizations support economic resilience, food security, and livelihoods in contexts often marked by poverty, climate pressures, and limited access to land and resources.

The main strategies employed by these organizations included capacity building and skills development, as well as strengthening agriculture and food systems using Indigenous knowledge and sustainable practices. Many organizations provided training to Indigenous Women on agricultural production, food security, environmental practices, and small-scale enterprise development. These initiatives were often rooted in traditional knowledge and climate-adapted techniques that support both environmental sustainability and community wellbeing.

In addition, several complementary strategies were common, including improving market access for Indigenous Women's enterprises, collective organizing through cooperatives or women's groups, and advocating for better access to land and productive resources, including with local authorities. These strategies helped Indigenous Women translate agricultural production, crafts, and other activities into income and economic stability. Some organizations also employed less frequent tactics such as revitalizing traditional crafts and eco-responsible production methods and leadership development with Indigenous Women.

Improved food security, household wellbeing, economic participation and income generation for Indigenous Women were the most common impacts of such projects. Communities also saw stronger collective organization and solidarity among Indigenous Women, along with improved access to land and productive resources supporting sustainable livelihoods. Less common but

notable outcomes included revitalization of Indigenous knowledge and cultural practices related to agriculture and crafts, and greater leadership and influence of Indigenous Women in economic and community decision-making.

Involving Indigenous communities, partner organizations, and supportive local institutions was essential for the success of these projects. Several projects were able to create meaningful partnerships with government departments and civil society organizations.

Political participation

Political participation and leadership of Indigenous Women was the main thematic areas of 12.4% of IWO projects. Focus groups on this theme were held with 11 organizations across Latin America and the Caribbean and Asia, including IWOs from Argentina, Colombia, Ecuador, Mexico, Peru, India, Nepal, Pakistan, and the Philippines. During the focus groups, IWOs explored the challenges and successes they experienced working to strengthen Indigenous Women's participation in governance, policy decision-making, and advocacy related to land, rights, and community priorities.

The main strategy employed by these organizations was training, political education, leadership development and accompaniment of Indigenous Women leaders. Many IWOs organized workshops, leadership schools, and mentoring processes that strengthened women's knowledge of rights, governance systems, and political participation. These initiatives often created safe spaces where Indigenous Women could build confidence, share experiences, and prepare to participate in community assemblies, local government, or broader advocacy spaces.

In addition, other complementary strategies were applied, including collective organizing and Indigenous Women's gatherings across territories, dialogue with community authorities and governance institutions, and advocacy with government actors and public institutions on specific policies. These actions helped strengthen networks among Indigenous Women leaders and connect local organizing to national or regional political processes. Some organizations also employed less frequent tactics such as human rights and paralegal training, amplifying Indigenous Women's voices through traditional and social media, alliances with national or international movements, and livelihood initiatives that support women's sustained participation in political life.

The main impacts reported included increased confidence, skills, and leadership among Indigenous Women and greater participation of women in governance and political decision-making spaces. Communities also observed stronger solidarity among Indigenous Women leaders and greater visibility of Indigenous Women's perspectives in political discussions and advocacy processes. Less common but notable outcomes included policy influence, institutional changes related to women's participation, stronger accountability of duty-holders regarding Indigenous and women's rights, and economic initiatives that enabled Indigenous Women to sustain challenging leadership roles.

In many contexts, IWOs navigated challenging political environments, including discrimination, repression, and resource constraints. Connecting to broader movements advocating for Indigenous rights and gender justice often supported IWOs to make an impact.

Regranting pilot

FIMI's LFS piloted a regranting mechanism that engaged two Indigenous-led partner organizations with strong presence in their respective territories: CHIRAPAQ in Latin America and the Indigenous Information Network (IIN) in Africa. Through this model, FIMI provided funding to trusted Indigenous-led partners who then regranting resources to small grassroots Indigenous Women's groups and provided accompaniment, mentoring, and capacity strengthening. The regranting mechanism aimed to increase access to funding for Indigenous Women's groups that are excluded from receiving other funding sources due to lack of formal legal registration or administrative capacity. IIN and CHIRAPAQ provided flexible, direct financial support to projects led by Indigenous Women across different countries. The regranting mechanism also increased FIMI's operational efficiency by reducing administrative and transaction costs, as funds were transferred to trusted intermediaries that distributed resources and consolidated monitoring and reporting processes.

CHIRAPAQ redistributed \$180,000 USD and supported 7 grassroots Indigenous Women's and youth groups in Peru and Paraguay, with multiple Indigenous Peoples engaged, including Ashaninka, Yanesha, Guaraní, Quechua, Aymara, Kakataibo, and Shipibo communities. Indigenous Women led local economic initiatives in 5 communities, and several of the grassroots projects involved addressing issues such as violence prevention and community development through participation in local governance or community decision-making bodies or events.

IIN redistributed \$150,000 USD and supported 23 grassroots Indigenous Women's groups in Nigeria, Mali, Burkina Faso, Senegal, DRC, Kenya, Cameroon, Uganda, Tanzania, South Africa and Namibia. Many of the local projects enabled Indigenous Women to build both their day to day economic security and long-term independence, through activities such as kitchen gardening, chicken rearing, bead making, preservation of culture, and women's rights education against gender-based violence.

The following results identified from these initiatives are based on partner reporting and project documentation, as primary data collection with grassroots organizations funded through regranting was not conducted for this evaluation. Interestingly, these findings largely mirror the results from FIMI's direct granting programs: increased capacity, ability to organize, economic empowerment, connections between Indigenous Women across communities, and greater political power as a result of project activities.

First, the grassroots Indigenous Women's initiatives that received funding and accompaniment strengthened their governance structures, leadership capacities, and organizational planning processes. For many of these groups, LFS provided direct funding for the first time. Several of the organizations supported by CHIRAPAQ updated their organizational statutes or developed strategic plans to better reflect Indigenous Women's priorities and territorial realities.

Second, the local initiatives appeared to strengthen Indigenous Women’s knowledge of their rights, leadership skills, and participation in community decision-making processes through training, exchanges, and community dialogues.

Third, several of the initiatives enabled Indigenous Women to develop or strengthen small-scale economic activities such as poultry raising, fish farming, cacao cultivation, and community gardens, which reportedly contributed to income generation, and greater economic autonomy. In one initiative in Kenya, the Napakarin Women Group shared water harvesting techniques and Indigenous Women began storing rain water in tanks to continue growing vegetables during dry spells and reduce their need to walk long distances to get water in insecure areas due to armed bandits. Building economic power strengthened many of the groups’ political power as well, with some noting that it reduced violence against girls and women.

Finally, the two partners said that the regranting mechanism and the opportunities to network strengthened connections among groups of Indigenous Women and created new avenues for collaboration and participation in broader Indigenous advocacy processes. Indigenous Women’s groups shared their agricultural and manufacturing skills with those in other communities, which also built networks for long-term resilience, countering the isolation created by armed conflict and poverty.

Regional partners appear to have played an important role in contributing to these outcomes. CHIRAPAQ and IIN both have long histories of working on Indigenous Peoples’ and Indigenous Women’s rights. They drew on this experience to provide mentoring, accompaniment, and capacity-building alongside the management of sub-grants.

Relevance, Coherence, Sustainability, Efficiency

The following is a summary assessment of the programmatic relevance, coherence, sustainability and efficiency of FIMI’s LFS. The assessment of the LFS Consortium relevance is found in a later section.

Relevance

FIMI as an Indigenous Women-led organization

IWOs consistently said that FIMI’s LFS being specifically for Indigenous Women was central to its relevance. This was brought to life through FIMI’s knowledgeable, caring staff who fostered trust, cultural understanding and a sense of shared experience. IWOs often described their experience working with FIMI as being “supported sister to sister.” FIMI’s relational approach enabled organizations to navigate challenging local and national contexts, sustain community projects, and strengthen confidence, leadership, and self-determination.

IWOs said that receiving dedicated funding for Indigenous Women's projects through FIMI's LFS was empowering and legitimizing. As one IWO noted, FIMI's accompaniment builds confidence and counters stereotypes that "we can't do anything because we are Indigenous and the barriers are too high." Another IWO stated: "Having a funder like FIMI that knows us and trusts us increases our visibility and gives us the courage and confidence to put our heads up high."

At the same time, FIMI faced a challenge of supporting such a wide diversity of Indigenous Peoples, languages, country contexts and projects. While many IWOs reported that FIMI staff took the time to ask them questions, learn and adapt to be more relevant for the local needs, this was not always the case. For example, one IWO suggested that the FIMI team could have devoted more time to getting to know their situation: "Representation is meaningful, but must be grounded in genuine, non-tokenizing engagement. FIMI couldn't possibly know the complexity of the region, but should have listened more and asked." Although this was the experience of a minority of IWOs in the cases and focus groups, it indicates an area to be addressed to ensure in the future FIMI has adequate staff capacity to dedicate sufficient time to develop relationships with each IWO they support.

Relevance to Indigenous Women's priorities and context

The LFS funding themes, implementation approaches, and relationships aligned closely with Indigenous Women's priorities, worldviews, and territorial realities. IWOs were able to identify their own priorities and these fit well within FIMI's thematic areas, including economic autonomy, leadership, land and territory protection, violence prevention, cultural survival, and food security. Support enabled partners to implement activities in culturally and territorially appropriate ways, responsive to community feedback and needs. Partners valued FIMI's understanding of local contexts and flexibility in adapting burdensome administrative requirements. IWOs that received field visits from FIMI stated this was highly valuable to build the relationship and share local realities. One IWO said: "When we do activities, we know that someone is supporting us from elsewhere. They have visited in person and seen the challenges we are working with."

However, the administrative and reporting requirements of LFS requirements were named as a key challenge for many IWOs. Some believed that the extensive reporting forms and highly detailed financial administration requirements misaligned with FIMI's approach that centered Indigenous Women and local contexts. Many partners recommended that in the future, financial tracking and documentation requirements should be more aligned with local realities, for example the fact that some IWOs were operating in remote, rural and informal economies where official receipts were uncommon. One partner noted, "Nothing is straightforward in our location [...] It has been difficult to convince FIMI about invoices and receipts here [...] they don't exist." Some IWOs also suggested that FIMI ensure it does site visits with all IWOs they support.

Alignment with Indigenous values and knowledge systems

IWOs highlighted that FIMI's support reflected Indigenous worldviews and respected their cultural practices and spiritual systems. Some IWOs were appreciative that FIMI's LFS supported them to implement activities that were based in cultural, land-based and ancestral knowledge. Through

these activities, IWOs strengthened cultural continuity and collective identity, with one partner noting they “made significant progress in preserving and promoting Indigenous cultures, languages and traditions ensuring they are passed down to future generations.”

Some IWOs noted that FIMI’s value was in supporting IWOs’ capacity building not by imposing external, colonial models, but by strengthening the ancestral knowledge and skills that already exist within Indigenous Women and their communities. They believed that FIMI recognized them as agents of change and honoured their ways of knowing, healing, and leading. Several partners emphasized the importance of continuing to integrate care, wellbeing, and spirituality into funding priorities.

Adaptation in volatile contexts

Many LFS-funded initiatives were operating in politically or socially volatile environments. The relevance of FIMI’s LFS was to support organizational strengthening and sustain leadership, governance, and collective action despite changing and uncertain external conditions. Partners highlighted that “FIMI has double value – not only do they support without knowing how it will develop, they understand how [the project] can work and what complexities there may be.” FIMI’s support was particularly important during crises, enabling organizations to adapt activities, respond to shifting conditions, and continue culturally grounded work. IWOs emphasized the need for increased visibility and outreach in underrepresented regions, more in-person engagement in remote or conflict-affected areas, and flexible administrative processes that reflect local realities. Several noted the importance of expanding opportunities to smaller, lesser-known Indigenous Women’s groups to reach communities most in need.

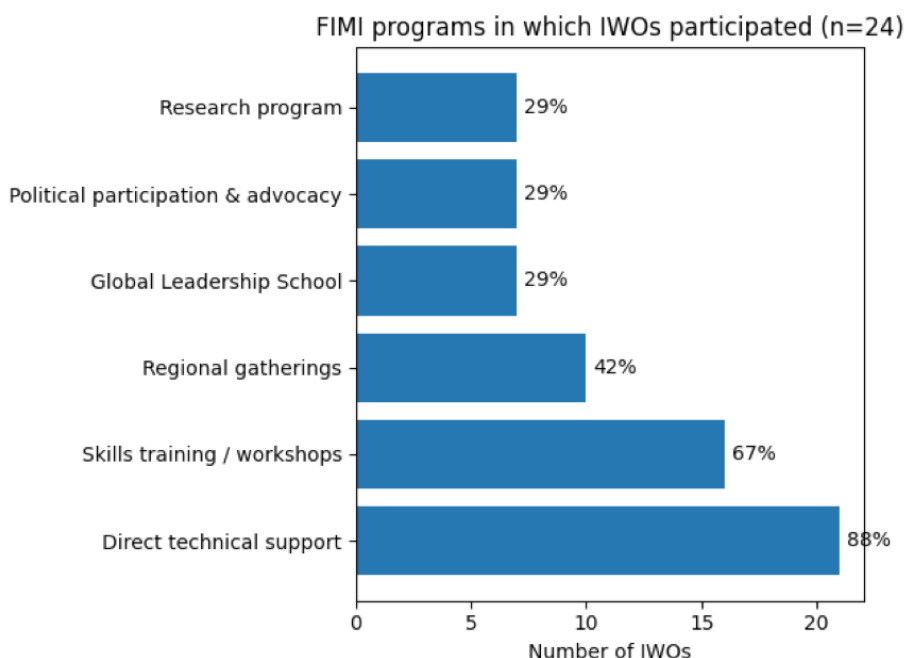
Coherence

Internal coherence with FIMI’s other programs and activities

The case analyses show a strong and consistent coherence between FIMI’s LFS and its broader programs, with most IWOs benefiting from layered, mutually reinforcing supports and opportunities through FIMI. All 24 IWOs that responded to this question reported participation in at least one FIMI program (2 IWOs did not respond to this question). The most common supports included direct technical assistance from FIMI staff, often from the LFS regional or financial coordination teams (88% of IWOs) and skills training and workshops provided by FIMI (67%). About 2 in 5 reported taking part in FIMI’s regional gatherings (42%). Some representatives of the IWOs had taken part in more specialized opportunities offered by FIMI: the Global Leadership School, funding and support to attend international policy advocacy events, and the cross-cultural research program (each 29%). Across cases, these programs did not operate in isolation but deepened and extended the impact of LFS by strengthening internal capacities, leadership, and strategic positioning. As one IWO noted, “FIMI’s non-financial support—particularly its technical assistance and training—strengthened our institutional capacity and allowed us to better manage and implement the project.” This reflects a

broader pattern in which financial resources enabled action, while accompanying supports enhanced effectiveness, sustainability and confidence.

The qualitative evidence further highlights how this coherence translated into increased organizational capacity and movement building. IWOs frequently described improvements in their skills, financial management, advocacy capacity, and strategic clarity as a direct result of engaging with FIMI. For example, one organization reported that “staff confidence and technical competence increased significantly through trainings and ongoing accompaniment,” while another emphasized “practical guidance on budgeting and financial management that improved our organizational systems.” Participation in regional and global network and advocacy spaces also contributed to peer learning, visibility, and solidarity, reinforcing collective action among Indigenous Women. Taken together, these findings suggest that FIMI’s model of weaving LFS with its other programs functioned as an integrated support system to build IWOs’ skills, networks, and leadership.



External coherence: FIMI’s role and positioning in the ecosystem

FIMI’s role globally, in relationship with other funding and feminist stakeholders, is defined by a combination of complementarity and distinctiveness. The global women’s rights and feminist funding ecosystem includes bilateral donors, philanthropic foundations, women’s funds, networks, and grassroots organizations. Within this landscape, FIMI was widely seen by bellwethers as a complementary and coherent actor. Rather than operating in isolation, FIMI collaborated closely with other funds and organizations, exchanging information and knowledge, developing partnerships and contributing to a more effective and connected funding landscape.

At the same time, FIMI occupied a distinct and critical role within this ecosystem. Multiple bellwethers emphasized that FIMI is “really the only fund that focuses solely on Indigenous Women globally.” This specialization was not only thematic, but structural: while many actors support women’s rights or Indigenous peoples more broadly, few center Indigenous Women as a primary constituency and political priority.

Bellwethers consistently described FIMI not only as a grantmaker, but as a key actor supporting and embedded within Indigenous Women’s movements. As one stakeholder explained, FIMI has both “the political arm and the giving arm... they go hand in hand.” Bellweathers also noted that FIMI incorporates capacity building for IWOs and networks along with its functions as a grantmaker and being a global political voice for Indigenous Women’s priorities. It is likely through these multiple, coherent functions that, as one bellwether noted, “FIMI has the credibility and the trust of the Indigenous Women’s movement.”

Some bellwethers observed FIMI playing a role in the ecosystem to share its knowledge and its relational and transformative funding practices with other donors and women’s funds. As one interviewee observed, FIMI’s co-investment approach with IWOs “honours their agency” and signals a trust-based way of engaging with grantee partners. Some bellwethers hoped that FIMI would share its experience and approach even more visibly and frequently to help other funders adapt their own practices.

Sustainability

LFS appears to have strengthened the long-term sustainability of IWOs by enhancing organizational capacity, financial and administrative systems, leadership, and visibility, while facilitating access to networks and new funding opportunities. As one IWO stated, “[FIMI’s support] opened new partnerships, learning opportunities, and resource mobilization pathways that contribute to our long-term sustainability.”

Organizational capacity and confidence

Most IWOs used the project grants to strengthen their institutional capacity and sustainability as well as advance Indigenous Women’s priorities. Many IWOs highlighted that FIMI’s model of walking alongside them to support skills and organizational development helped them build internal structures and systems that continued to provide a foundation for their work when the project funding ended. Several IWOs engaged with other stakeholders who provided capacity training and technical support, such as UN agencies, Oxfam Canada, and regional women’s funds.

Many IWOs’ improved their financial, tracking, and reporting systems, enabling them to seek and secure other grants with the confidence that they can manage funds effectively. Partners emphasized the value of enhanced administrative and reporting capacity: “we are experts now!”

At the same time, many IWOs highlighted sustainability challenges. LFS funding did not usually extend over multiple years and came with significant administrative requirements, which took time away from project implementation. For long-term impact and organizational stability, IWOs recommended the development of multi-year funding programs and more flexible, context-sensitive administrative and reporting processes that reflect the capacities and realities of Indigenous-led organizations.

Catalyzing additional funding and support

Diversification of funding and in-kind resources is a factor in project and organizational sustainability. During LFS, many IWOs accessed additional financial and in-kind resources, with 69% of IWOs in the cases identifying how LFS support catalyzed new opportunities. Partners emphasized that LFS funding, combined with accompaniment and technical guidance from FIMI and other collaborators, strengthened organizational credibility, visibility, and readiness to engage new donors. Several IWOs became more able to identify, reach out to, negotiate with and build relationships with other funders.

Expanded relationships and collaborations

Many IWOs collaborated with local or national organizations in the implementation of their projects. Many of these relationships strengthened or expanded during the period of LFS. IWOs intended to continue to maintain these organizational relationships beyond the project end. These relationships, such as with local authorities and public services and institutions, will likely contribute to IWOs' sustainability in the long term.

Leadership, visibility and networks

Many IWOs gained leadership roles in the community, visibility, and credibility during LFS. This forms an important part of their sustainability as the positive regard of decision-makers, governance bodies and community members will support future initiatives.

Many IWOs also strengthened their relationships with other IWOs and national and regional networks of Indigenous women. LFS supported this network- and movement-building by bringing IWOs together in person and providing opportunities to take part in international policy and dialogue spaces. By creating pathways for IWOs to connect local work with global rights spaces and networks, FIMI opened doors for some IWOs to broader awareness of their work and relationships with funders and other actors. Some IWOs noted uneven access to global networks, with certain regions or organizations appearing favored over others.

Strong interest of IWOs and other stakeholders to see LFS continued

IWO final project reports and the local external stakeholders surveyed frequently mentioned a hope that LFS would continue in order to either continue the activities started or to expand to address additional priorities identified by Indigenous Women. Some also mentioned the importance of resources to maintain vigilance on policies to ensure Indigenous Women's rights advances did not backslide.

All bellwethers also recommended that LFS be sustained in the future, to build upon the program infrastructure and relationships already developed, provide longer-term financial and capacity support to IWOs and expand its reach to more communities.

Efficiency

The assessment of efficiency presented here is not based on a financial analysis of FIMI's budget allocations or cost structures. Rather, it draws on data gathered during the programmatic evaluation, including reports from IWOs, interviews, staff focus groups and external stakeholder perspectives. As such, efficiency is understood in terms of how resources, processes, and program design translated into reach, compliance, and perceived value for participating organizations.

FIMI's implementation of LFS indicated a high level of efficiency in several key areas.

The program successfully reached a large number of IWOs in a wide geographic area, supporting 152 across Africa, Asia and the Pacific, and Latin America and the Caribbean. It also deployed significant financial resources across diverse and often remote contexts, reaching many IWOs that had not previously had external funding. At an operational level, FIMI effectively navigated and met the stringent national regulatory requirements associated with operating as a Peru-based nonprofit, while also complying with the MFA requirements for reporting and data collection against specific indicators. This ability to balance accountability to donors with delivery at scale reflects an adequate level of administrative and financial management capacity.

The financial investment from LFS was met by co-investment of IWOs in their projects. Collectively, IWOs estimated their total co-investment in LFS-supported projects at USD \$1,406,500. This included both tangible resources such as time of staff, food and office and activity spaces, and intangible resources such as existing relationships and trust and Indigenous knowledge. However, there was no standardized methodology for estimating the intangible contributions, which could be a useful tool that FIMI could offer IWOs in the future.

At the same time, important efficiency trade-offs were identified. Financial and administrative requirements associated with the program were, in practice, passed on to IWOs, resulting in a high administrative workload for many organizations. Some IWOs reported that the level of detail required, such as tracking all participants and expenses, was difficult to implement in contexts characterized by informal economies and limited administrative infrastructure. A small number indicated that they would be unlikely to seek future funding from FIMI under similar conditions. At the same time, many IWOs expressed that, although the reporting requirements were demanding and time-intensive, they contributed to strengthening their internal systems and capacities, particularly in financial management and documentation, which positioned them to access other funding opportunities.

The regranting mechanism was successfully piloted, which FIMI intends to continue to use in future funding programs, both to increase efficiency of resource allocation by trusted regional partners and to increase reach to a larger number of grassroots and informal Indigenous Women's groups.

Additional efficiency considerations related to the allocation of non-financial support. Due in part to resource constraints and efforts to manage program delivery efficiently across regions, not all IWOs received site visits from FIMI staff or had the opportunity to participate in complementary program components such as regional network gatherings or international political participation forums. While these decisions reflected practical constraints, several IWOs that did not access these opportunities indicated that they would have derived significant value from them. This points to a tension between broad reach and depth of engagement, with implications for how efficiency is experienced by IWOs.

Efficiency could have been improved in the systems used for monitoring, evaluation, and data management. FIMI's processes for collecting and managing reports and other program data were largely manual, which increased the risk of errors and required significant staff time for data entry, verification, and system management. This affected the quality of data and its use for monitoring and evaluation. The introduction of more automated granting and reporting systems could improve efficiency, accuracy, timeliness, and the overall quality of monitoring and evaluation.

Partnership Analysis: LFS Consortium

The ETE focused the partnership analysis on the following elements: coherence, localization and Southern leadership. The following analysis is based on interviews with 11 bellwethers, who had an informed perspective on the global funding and movement ecosystem in which LFS was operating, a focus group with FIMI staff, and a focus group with leaders of the four Global South women's funds that make up the LFS consortium: FIMI, African Women's Development Fund, Women's Fund Asia and Fondo Mujeres del Sur.

Coherence

Coherence between the LFS Consortium and other actors in the global ecosystem

The global women's and feminist funding ecosystem includes bilateral donors, philanthropic foundations, women's funds, civil society networks and grassroots organizations. In this broad landscape, the LFS consortium was perceived by external stakeholders as a highly complementary initiative, adding value to the array of previous or existing initiatives. Among the bellwethers consulted, the majority emphasized that LFS aligns closely with broader shifts in values and practices toward Global South leadership, collaborative funding approaches and respect for the role of grassroots women's organizations in advancing equity and justice globally. Several highlighted that women's funds across the broader ecosystem, including the four LFS partners, actively coordinate, share information, and refer partner organizations to one another. In this context, LFS both operated within and reinforced a networked funding architecture, where actors play complementary roles to extend reach and deepen impact across regions.

A central dimension of this coherence lies in the LFS consortium model itself, which brought together the four Global South women's funds to operate as a collective. Bellwethers noted that this structure enabled joint learning, shared capacity, and stronger political positioning, allowing the consortium to act as a "connecting fabric" across regions and movements. It also enhanced alignment with donor priorities around efficiency, scale, and localization. This created a model for channeling resources to grassroots organizations and networks in the Global South, reducing administrative burdens while strengthening movement-rooted approaches. At the same time, LFS was an opportunity for "proof of concept", demonstrating that Global South-led funds can effectively manage large-scale funding and capacity building initiatives and engage with bilateral donors. Bellwethers and LFS partners believed that perceptions were shifting about their unique positioning, legitimacy and capacity within the global funding landscape, particularly among bilateral and other Global North donors. A concrete sign of this shift are the additional philanthropic donors that contributed funds to LFS for distribution through the four partner funds.

Observations from the Directors of the four funds and the LFS Advocacy Working Group highlighted that alignment within LFS has evolved from technical coordination to deep political alignment and

shared identity. While Phase 1 of LFS involved parallel programming, Phase 2 (2021-2025) marked a deliberate shift toward a shared strategy, a common TOC and a unified MEL framework, underpinned by trust and sustained collaboration. As described by one of the leaders, the consortium moved from “programmatically alignment to political alignment.” The four funds developed trust and relationships not only between the leaders, but also across the staff by instituting regular cross-fund working groups dedicated to granting, MEL, communications and advocacy. The four funds took advantage of other international gatherings to meet in person, alongside organizing global gatherings specifically for LFS. This intentional relationship building fostered a sense of “sisterhood” and mutual recognition. The Advocacy Working Group observed that although not all funds could participate in every joint advocacy or donor engagement event, there was strong confidence that consortium members would represent shared positions and values consistently. The Advocacy Working Group also described how the consortium increasingly coordinated collective engagement in global advocacy and donor spaces.

Throughout LFS Phase 2, the four funds collectively interpreted regional dynamics, identified gaps, and supported each other’s distinct approaches. At the time of the evaluation, the four funds had developed a vision for LFS to continue, not only as a funding mechanism, but as a lasting alliance of Global South feminist funds that will continue to build and apply its power for even greater impact in the future.

Coherence is sometimes understood as “avoiding duplication.” However, the fund Directors directly challenged this concept, emphasizing that concerns about overlapping efforts do not reflect the realities of feminist funding and grassroots women’s organizations and networks – where demand far exceeds available resources. The LFS consortium collectively reaches only a small proportion (approximately 15–20%) of organizations seeking support, indicating that the primary challenge is persistent underfunding of grassroots organizations and movements. From this perspective, multiple actors supporting similar constituencies are not redundant, but necessary and complementary. LFS positions itself as expanding access and reaching women’s organizations often excluded from traditional funding channels, acting as “political translators” between grassroots movements and global funding systems. In this context, coherence is better understood not as avoiding overlap, but as collectively addressing gaps, strengthening coverage, and ensuring that more organizations can access flexible, movement-aligned support.

Finally, from the perspective of the four funds, LFS’s coherence within the broader ecosystem is closely tied to its role in operationalizing and advancing localization. The consortium not only aligns with global calls for shifting power to the Global South, but actively demonstrates how this can be done in practice. It does so through direct resource distribution, multi-year funding, regranting mechanisms, and sub-regional, regional and multi-regional network convening that builds solidarity and shared analysis. LFS has both fit within and reshaped the ecosystem, positioning itself as a collective Global South actor that bridges movements and funders, strengthens alignment across regions, and contributes to a more equitable and effective global funding system towards gender justice.

Coherence between FIMI & the Ministry of Foreign Affairs and Dutch Embassies

FIMI interacted occasionally with Dutch embassies around the world in relation to LFS. Coordination between FIMI and specific embassies took place when opportunities arose in specific countries, rather than being strategic or planned. In all three regions, most often in Africa, engagement tended to occur when embassies initiated contact, such as requesting information on IWOs operating in specific countries (e.g., FIMI shared partner lists with the Dutch embassy in Rwanda) or inviting FIMI to participate in meetings, visits, or learning exchanges. FIMI responded to each of these requests, facilitated connections between embassy representatives and local IWOs partners when requested, and invited embassy participation in certain LFS learning spaces. There was little evidence of consistent follow-up or ongoing engagement between embassies and IWOs, and FIMI noted a gap between the Dutch government's stated intentions for in-country engagement and what materialized in practice. While individual ambassadors showed interest (e.g., in the Philippines), turnover and shifting priorities were one factor that limited continuity and depth of collaboration.

FIMI's relationship with the Ministry of Foreign Affairs (MFA) of the Government of the Netherlands was more formal but also more complex and challenging to operationalize. The coherence of this relationship was shaped heavily by structural factors, including frequent staff turnover at MFA and reliance on individual MFA representatives, which affected continuity and created gaps in institutional understanding of FIMI's work. A key tension arose from the difficulty of translating FIMI's model – supporting Indigenous Women's self-determination and movement-building – into the conventional frameworks used by MFA. FIMI had to continually adapt its narrative to communicate the realities of working with IWOs. For example, FIMI tried to explain that Indigenous Peoples (with collective identities, rooted in shared ancestry, culture, language, and relationships to land and territory and existence predating modern states) are different from “civil society organizations” (modern formal entities created with a legal structure to pursue specific development goals). FIMI also needed to reinforce the high travel cost for IWOs implementing projects across remote geographies and the challenge of IWOs working in political contexts where Indigenous Peoples were not formally recognized by their states. FIMI also communicated with allied women's funds and funders to align their approaches and develop strategies for responding to MFA's processes and requirements, particularly during moments of uncertainty such as funding transitions. Overall, while there was alignment at a high level between FIMI and MFA, the relationship required continuous mediation and translation to bridge differing institutional logics and support meaningful collaboration.

Localization and Global South Leadership: Shifting power in practice

The central objective of LFS was to shift the locus of power in funding and decision-making toward Global South actors, particularly the four women's funds rooted in the regions and communities they serve. Across both bellwether interviews and the focus group with the Directors of the four funds,

there was strong convergence that LFS made a meaningful contribution to advancing localization in practice.

Bellwethers saw LFS as proof that Global South-led women's funds had both "the legitimacy" and "the capacity to manage large-scale bilateral resources." LFS's contribution was seen not only in shifting who made decisions, but how funding was practiced. Bellwethers emphasized the importance of "wraparound support" and "listening and learning," while leaders underscored relational approaches grounded in trust and solidarity with grassroots organizations and movements.

Insights from the Directors of the four LFS partners and the LFS Advocacy Working Group reinforced that localization was an intentional political strategy, intended to build power that would shift the imbalance between Global North and South in the women's and feminist funding landscape. As a leader from FIMI said, LFS was "a game changer... it allowed us to find ourselves in each region, build new alliances, and end the sense of isolation." One bellwether noted that because of LFS funding, the four women's funds were able to be consistently present at international events in the funding and feminist spheres, which had previously been dominated by Global North representatives. The Advocacy Working Group reinforced that this increased participation of Global South women leaders was due to an intentional strategy. They described coordinated engagement in forums such as CSW, GenderNet, Women Deliver and donor dialogues, where consortium members collectively advanced analysis and messaging from the Global South related to feminist financing, funding cuts, and women's movement leadership. The LFS Directors and Advocacy Working Group believed that the consortium's ability to generate and strategically use knowledge rooted in Global South realities was itself an important dimension of shifting power within the global feminist funding ecosystem. The Advocacy Working Group participants also reported that LFS is increasingly viewed as a reference model for Global South-led feminist funding collaboration within the wider ecosystem, evidenced by invitations to speak at events and share the model with other organizations. Overall, LFS appears to have helped Global South women's funds gain wider recognition as key intermediaries and capacity building partners for grassroots women's organizations and movements.

LFS strengthened Global South leadership in the following tangible ways:

- Established a consortium model to amplify Global South leadership, which continues beyond 2025
- Shifted decision-making authority to Global South women's funds
- Strengthened institutional capacity of Global South funds
- Redistributed resources directly to grassroots and local women's organizations
- Built the capacity of and resourced national and regional women's networks
- Enacted relational, trust-based funding practices to support Global South women's movements
- Provided multi-year, flexible funding to support long-term change

- Created spaces for solidarity and shared analysis across the three Global South regions

Conclusions: Lessons Learned & Recommendations

This conclusion synthesizes the main findings of the evaluation in relation to the evaluation questions. The conclusions should be interpreted in light of the methodological limitations described in the Limitations section, including the reliance on self-reported MEL and administrative data, purposive qualitative sampling, the absence of a comparator group, and the limited availability of fully independent external data sources.

EQ1 and EQ2: Conclusions regarding outcomes and contribution

The evaluation evidence suggests that FIMI's LFS contributed to strengthening IWOs, advancing Indigenous Women's leadership and participation, and supporting Indigenous Women's movements globally (see Contribution Story; Outcome Sections 1–3). Across multiple sources, IWOs reported strengthened organizational capacities, including governance, financial management, networking, advocacy, and movement-building capacities (see Outcome 1). These findings appear most credible where similar patterns were reported across IWO reports, case analyses, focus groups, FIMI staff field visit observations, and external stakeholder inputs.

At the same time, these conclusions should not be interpreted as statistically generalizable to all IWOs or as precise estimates of effect size. Quantitative findings were based primarily on self-reported MEL and administrative data and were analysed descriptively, without baselines, counterfactuals, or inferential statistical testing. Qualitative findings were generated through purposive and stratified sampling, which enabled in-depth analysis of diverse experiences but does not allow the evaluation to claim that all LFS-supported IWOs experienced change in the same way or to the same degree.

The evidence also points to empowerment outcomes among Indigenous Women, including increased confidence, leadership, political participation, collective organizing, and public voice (see Outcome 2). Across cases and focus groups, Indigenous Women appeared to be participating more actively in community governance, advocacy spaces, and collective action processes. These patterns were reported across regions, organization types, and thematic areas, and were often reinforced by FIMI's field visit observations and IWOs' external stakeholder feedback.

Importantly, empowerment outcomes were also shaped by IWOs' pre-existing leadership, relationships, Indigenous knowledge, community trust, and broader contextual conditions. The evaluation therefore concludes that LFS appeared to contribute to these outcomes, rather than attributing them solely to FIMI. In many cases, LFS funding and accompaniment appeared to help expand, deepen, or sustain work that IWOs were already leading.

Findings further suggest gradual and context-specific changes in stakeholder awareness, institutional practices, and policy engagement regarding Indigenous Women's rights (see Outcome 3). Evidence appeared strongest for changes in stakeholder understanding, recognition, engagement, and relationships, where multiple sources described improved visibility and legitimacy of IWOs. Evidence of policy, legal, or institutional change was more uneven and should be interpreted with greater caution because such changes typically involve multiple actors, longer time horizons, and broader political or institutional dynamics.

For reported policy and legal changes, the evaluation conducted secondary research to identify media, government, academic, and third-party grey literature sources that could verify whether reported changes had occurred. This strengthened confidence that some policy and legal changes reported by IWOs had occurred or were externally visible. However, the available external sources generally could not establish the degree of FIMI's or each IWO's specific contribution. As a result, the evaluation supports plausible contribution to policy and institutional change, particularly when IWO accounts, external stakeholder perspectives, and secondary sources converged, but it does not claim direct causal attribution.

The evaluation also identified some limits and risks in the outcome story. A small number of projects were not completed as planned, mainly due to external government, political, environmental, and administrative constraints. In a few contexts, IWOs faced direct government restrictions, threats, or intervention that interrupted implementation. A small number also experienced resistance from local men, authorities, or organizations in response to work advancing Indigenous Women's rights and leadership. These negative and unintended outcomes did not appear to negate the broader pattern of positive contribution, but they do show that LFS-supported work unfolded in contexts where civic space, political conditions, and local gender dynamics could constrain or disrupt results.

Contribution analysis findings suggest that outcomes emerged through reinforcing contributions rather than a single causal factor (see Contribution Story and Summary of Contribution Findings). IWOs' own capacities, Indigenous knowledge, leadership, relationships, and co-investment appear to have been foundational to observed outcomes. FIMI's LFS support appears to have played an important role through funding, accompaniment, networking, and access to broader FIMI programs. Other funders, partners, social movements, policy environments, and contextual conditions also shaped outcomes. This means the evaluation's strongest conclusion is that LFS made a plausible and meaningful contribution within wider ecosystems of change, rather than independently producing the outcomes observed.

EQ3: Conclusions regarding relevance, coherence, efficiency, and sustainability

The evaluation evidence suggests that LFS was highly relevant to the realities, priorities, and self-determined strategies of Indigenous Women and their organizations (see Relevance section). The flexibility, trust-based approach, and Indigenous Women-led nature of the program were repeatedly identified by IWOs as key strengths. This conclusion is well supported across IWO reports, case analyses, focus groups, and FIMI documentation.

Much of the evidence on relevance came from participating IWOs and actors connected to the program, who were well positioned to assess whether LFS responded to their needs but may also have had positive relationships with FIMI. The conclusion should therefore be understood as reflecting strong perceived relevance among participating IWOs and stakeholders consulted, rather than an independent assessment of all possible needs across the wider field of Indigenous Women's organizations globally.

Findings also suggest coherence between LFS and FIMI's additional political, advocacy, leadership, and movement-building programs, as well as coherence within the broader feminist funding ecosystem (see Coherence section). Bellwethers and consortium partners frequently identified FIMI as a distinctive and complementary actor within global feminist and Indigenous Women's rights movements. This conclusion is supported by evidence from actors with knowledge of the feminist funding ecosystem, but it remains partly shaped by the perspectives of stakeholders already familiar with, or connected to, FIMI and LFS.

At the same time, the evaluation points to some tensions between LFS's values and certain aspects of implementation. While LFS aimed to embody Indigenous-led, feminist, flexible, and trust-based funding principles, some IWOs experienced reporting and financial compliance requirements as lengthy, repetitive, burdensome, or poorly aligned with local realities, oral traditions, language contexts, informal economies, and Indigenous values. In a small number of cases, partners perceived these processes as inconsistent with decolonial approaches. This does not undermine the overall relevance of LFS, but it does qualify the conclusion: the program's aims and funding model appeared highly relevant, while some administrative mechanisms were experienced by some IWOs as less aligned with those same principles.

The evaluation also identified important efficiency and sustainability challenges (see Efficiency, Sustainability, and Negative and Uneven Outcomes sections). Administrative and reporting burdens appeared to create significant demands on both IWOs and FIMI staff. Access to accompaniment and complementary opportunities appeared to be uneven across IWOs due to resource, timing, staffing, language, geographic, and logistical constraints. Sustainability appeared constrained by short funding cycles and limited access to long-term flexible funding, despite gains in organizational capacity, visibility, and networking reported by many IWOs.

These conclusions are supported by recurring qualitative evidence, but they should be interpreted as identifying patterns and risks rather than measuring the full scale of efficiency or sustainability challenges across the entire portfolio. Because the evaluation did not include a full cost-effectiveness analysis or longitudinal follow-up after funding ended, it cannot determine the long-term sustainability of all outcomes. It can, however, suggest that short funding horizons, reporting demands, and uneven access to accompaniment may have limited the extent to which LFS gains were experienced equally across IWOs.

The conclusion on sustainability should also be qualified by the fact that some IWOs found short project timeframes and rigid budget or reporting structures difficult to reconcile with long-term

community change processes, seasonal realities, political instability, climate-related disruptions, or shifting local conditions. In addition, communication gaps and uneven access to broader FIMI opportunities, including networking, training, leadership, research, and advocacy initiatives, meant that not all IWOs experienced the same level of non-financial support. These uneven experiences suggest that LFS's contribution was strongest where financial support was accompanied by accessible, timely, and relational non-financial support.

EQ4: Conclusions regarding consortium coherence, localisation, and Southern leadership

Findings suggest that the LFS consortium model contributed positively to localisation and Global South leadership by positioning regional and Indigenous Women-led funds in leadership and decision-making roles (see Coherence and Consortium Findings sections). Collaboration among the women's funds appeared to support shared learning, complementary expertise, and collective political influence. The evaluation also suggests that FIMI's accompaniment and co-investment approach aligned with localisation principles because IWOs retained substantial control over defining priorities, strategies, and implementation approaches.

This conclusion is supported by evidence from consortium partners, bellwether interviews, FIMI documentation, and IWO experiences. However, it should be interpreted with attention to the limits of the evidence base. The evaluation primarily captured the perspectives of actors directly involved in, or knowledgeable about, the LFS consortium and feminist funding ecosystem. It did not include a systematic comparative analysis of alternative consortium models or of non-LFS funding mechanisms. Therefore, the evidence supports the conclusion that LFS appeared to advance localisation and Southern leadership in meaningful ways, but it does not establish whether the model was more effective than other possible approaches.

The evaluation also suggests that some tensions remained between trust-based, movement-led approaches and external donor compliance requirements, particularly regarding reporting burden and administrative processes. These tensions are important because they shaped the experience of localisation in practice. While LFS appeared to shift decision-making and resources closer to Global South and Indigenous Women-led actors, external accountability requirements continued to influence reporting systems, timelines, and administrative expectations. This suggests that localisation was meaningfully advanced, but not fully insulated from the compliance demands of bilateral funding structures.

The negative and unintended outcomes further reinforce this point. Some administrative requirements were driven by FIMI's own legal and donor accountability obligations, but the burden of meeting them was often felt by grassroots IWOs. This created a practical tension: LFS advanced localisation in terms of leadership, funding flows, and decision-making, while some accountability mechanisms continued to reproduce administrative burdens associated with conventional donor systems. This does not negate the localisation contribution, but it suggests that future localisation efforts would be strengthened by further absorbing, simplifying, or adapting compliance requirements so they are more proportionate to IWO contexts.

Overall interpretation of confidence

Overall, the evaluation provides credible qualitative evidence of recurring patterns of change across the LFS portfolio and plausible evidence that FIMI contributed to these changes. Confidence is highest where findings were triangulated across IWO reports, case analyses, focus groups, FIMI staff observations, external stakeholder inputs, and secondary sources. Confidence is more moderate where evidence depended primarily on self-reported data, where outcomes were highly context-specific, or where changes involved broader political and institutional systems influenced by many actors.

The conclusions are therefore strongest regarding patterns of plausible contribution, relevance, coherence, and perceived value across multiple cases and data sources. They are less suited to making claims about precise effect sizes, direct attribution, statistical generalizability, or the long-term sustainability of all outcomes. The negative and unintended outcomes also show that positive contribution was not uniform or frictionless. Some projects were interrupted, some partners experienced administrative burden or misalignment, and some IWOs had less access than others to accompaniment and broader FIMI opportunities. This distinction is important for interpreting the findings and for grounding the recommendations that follow.

Programmatic Conclusions / Lessons and Recommendations

Conclusion / Learning	Recommendations
LFS appears to have contributed to strengthened capacities, confidence, leadership and visibility among many IWOs, particularly where financial support was combined with accompaniment, networking and broader FIMI opportunities. Evidence suggests that feminist accompaniment and technical support were important for building skills, confidence, leadership and impact, although access to these supports was not uniform across all IWOs.	Continue to offer and strengthen feminist accompaniment, mentorship and technical guidance. · Ensure accompaniment is context-sensitive, adaptive and responsive to each IWO's stage of development, language, geography and political context. · Prioritize accompaniment for IWOs with fewer existing resources or less access to other funders and networks. · Document how accompaniment contributes to outcomes, while recognizing that outcomes also depend on IWOs' own leadership, capacities, relationships and contextual conditions.

Administrative and reporting burdens were significant for IWOs and FIMI alike, and in some cases appeared misaligned with Indigenous realities, trust-based approaches and feminist grantmaking principles. These burdens did not negate the relevance or value of LFS, but they qualified the extent to which implementation fully reflected decolonial, Indigenous-led and trust-based principles.	Reduce administrative burden and improve reporting systems. · Continue to share practices with other Indigenous-led funds, feminist funds and global grassroots funders to identify practical ways of balancing accountability and trust. · Simplify and streamline reporting requirements to better reflect Indigenous realities, including oral, visual, collective and community-based forms of documentation. · Reduce reporting frequency and eliminate repetitive questions where possible. · Use concise, user-friendly reporting formats and technological tools to capture both quantitative and qualitative results. · Provide timely, constructive feedback on reports so that reporting becomes part of a learning relationship rather than only a compliance requirement. · Continue to offer training for IWOs on reporting and compliance, while also exploring which requirements FIMI can absorb, simplify or translate on behalf of grassroots IWOs.
FIMI's regranting mechanism appears to have expanded reach to grassroots IWOs while reducing some administrative barriers and building intermediary capacity. However, the effectiveness of this approach depends on adequate support to regranting partners and proportionate systems for administration, financial management and MEL.	Continue and strengthen regranting as a strategy for reaching grassroots IWOs. · Continue to implement regranting with the new guidelines developed during LFS. · Strengthen support to regranting partners for financial management, administration, accompaniment and MEL systems. · Ensure regranting processes do not reproduce excessive compliance burdens for smaller grassroots IWOs. · Track whether regranting is improving accessibility, timeliness, contextual fit and equity of support.
Adaptability and flexibility helped many IWOs respond to changing contexts and mitigate risks, including local resistance, climate disruptions, political instability and government restrictions. However, a small number of projects were interrupted or could not be completed as planned due to external political, legal, environmental or administrative constraints.	Maintain and deepen flexibility in timelines, budgets and implementation plans. · Continue to allow adaptive project planning and flexible timelines when IWOs face instability, local resistance, government restrictions, environmental disruptions or security risks. · Build contingency planning into grant agreements and accompaniment processes. · Develop light-touch protocols for responding to government threats, legal restrictions, staff safety issues or sudden project interruptions. · Avoid treating incomplete implementation as poor performance when delays or interruptions are caused by external constraints beyond IWO control.

Strong, trust-based and reciprocal relationships appeared to enhance implementation, learning and risk mitigation, but relationship-building was uneven due to resource constraints. Field visits, regular communication and contextual understanding were valued, but not all IWOs had the same level of access to these forms of accompaniment.	Increase opportunities for consistent, relational engagement with IWOs. - Secure resources for more field visits, especially for IWOs facing complex political, geographic, linguistic or administrative barriers. - Ensure each IWO has a consistent FIMI point person who understands the organization and its context. - Establish regular check-ins, shared learning sessions and informal updates. - Adopt a curious, learning-oriented approach with partners to better understand implementation realities before problems escalate. - Track which IWOs receive field visits, regular check-ins and other forms of accompaniment to identify gaps in access.
Networking, leadership and movement-building opportunities appeared to strengthen IWOs and support Indigenous Women's movements, but uneven access limited the full realization of benefits for some IWOs. Some IWOs were not fully aware of, invited to, or able to participate in broader FIMI opportunities such as leadership, research, advocacy, networking or exchange programs.	Improve equitable access to non-financial opportunities. - Secure adequate resources to offer more programs, exchanges and travel support for IWOs. - Communicate opportunities proactively and repeatedly through accessible channels and languages. - Establish transparent criteria for participation in events, exchanges and programs. - Allocate resources for travel, interpretation, accessibility, childcare or other participation supports where needed. - Monitor participation patterns to ensure that access to non-financial support is not concentrated among better-connected or easier-to-reach IWOs.
Funding duration and structure did not always align with long-term, community-driven change processes. Short project cycles, rigid budget categories and reporting requirements appeared to limit some IWOs' ability to respond to seasonal realities, informal economies, political instability, climate events and the long-term nature of social change.	Increase the duration, predictability and flexibility of funding. - Increase funding duration where possible, especially for work related to leadership, movement-building, policy influence and community norm change. - Allow more flexible budget use, including core costs, administrative costs and adaptation to local economic realities. - Consider renewal or bridging mechanisms for IWOs demonstrating progress but requiring longer timelines. - Advocate with donors for funding structures that better reflect Indigenous Women's long-term strategies and community change processes.

Data collection and reporting processes generated useful information but were time-consuming and not always adapted to diverse organizational, linguistic and cultural contexts. The evaluation also relied heavily on self-reported MEL data, which limits the extent to which outcomes can be treated as independently verified or statistically generalizable.	Develop a context-sensitive, consistent MEL approach that balances accountability, learning and flexibility. · Use digital tools, fillable surveys, dropdowns and templates to simplify and standardize data collection where appropriate. · Continue to implement ongoing, iterative monitoring to support learning and adaptation. · Use standardized core indicators with culturally adapted definitions and explanations. · Include qualitative, cultural and community-centered measures alongside quantitative indicators. · Allow adaptations such as reporting conversations with standardized staff notes, photos, videos, storytelling or collective reflection where written reporting is a barrier. · Strengthen external verification where feasible, including selective stakeholder follow-up, secondary research and documentation of policy or institutional changes. · Clearly distinguish between self-reported outcomes, externally verified changes and plausible contribution claims in future reporting.
Evidence suggests that LFS contributed to stakeholder awareness, institutional engagement and, in some cases, policy or legal changes, but these outcomes were uneven and shaped by many actors and contextual factors. The evidence supports plausible contribution rather than direct attribution.	Strengthen contribution tracking for stakeholder, institutional and policy outcomes. · Continue documenting stakeholder changes, but distinguish between awareness, behaviour, institutional practice and policy/legal change. · For policy and legal outcomes, systematically collect supporting documents such as government records, public statements, media coverage, legal texts, strategies or third-party reports. · Ask IWOs to identify other actors involved in policy or institutional changes to support more nuanced contribution analysis. · Avoid over-claiming attribution; frame FIMI and IWO contributions as part of wider ecosystems of change where appropriate.

Negative and unintended outcomes were limited but important. Some IWOs experienced local resistance, government restrictions, threats, interrupted implementation, administrative burdens or misalignment between compliance requirements and Indigenous values. These risks do not negate the overall contribution of LFS, but they should inform future program design and risk management.	Integrate risk, burden and unintended-outcome monitoring into program management. · Add simple monitoring questions on unintended effects, backlash, administrative burden, safety concerns and accessibility barriers. · Create safe channels for IWOs to raise concerns about compliance burden, political risk, local resistance or inequitable access to opportunities. · Develop response protocols for projects affected by government restrictions, threats, instability or environmental disruptions. · Use learning from negative and unintended outcomes to adjust grantmaking, accompaniment and donor advocacy.
--	--

Partnership collaboration conclusions / lessons and recommendations

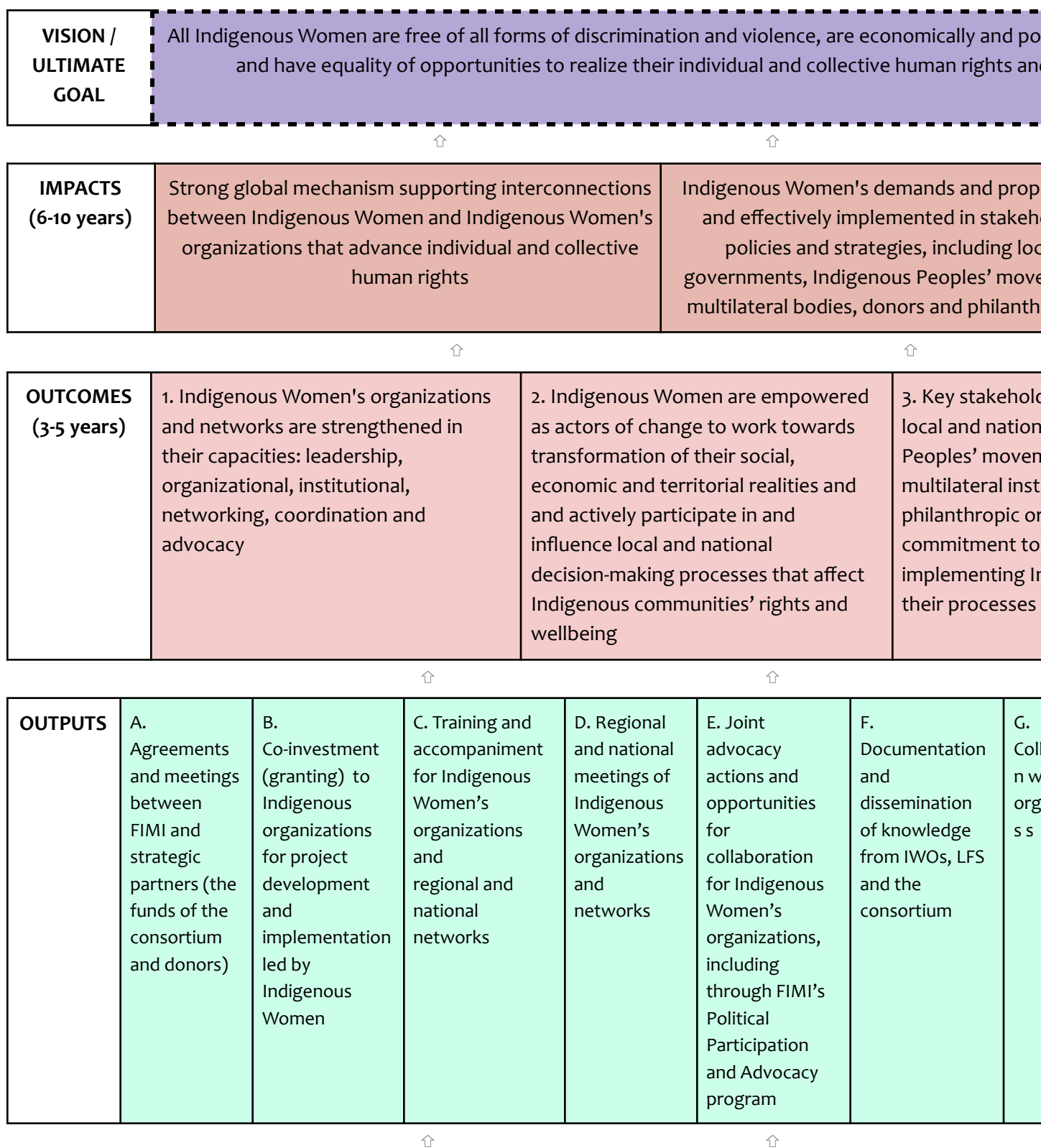
Conclusion / Learning	Recommendations
Relationship building and trust appeared foundational to the effectiveness of the LFS consortium. Collaboration among the women's funds supported shared learning, alignment and collective problem-solving, though sustaining this collaboration required time, resources and intentional communication.	· Continue to invest in regular spaces for reflection, exchange and joint learning among the four women's funds. · Create structured processes for continuity during staff transitions. · Maintain internal mechanisms for documenting decisions, shared learning and consortium-level adaptations.
The LFS consortium appears to have evolved from a programmatic and parallel coordination structure into a stronger political alliance. This strengthened the consortium's value beyond grant delivery, although its future role and strategy need to be clearly defined and communicated.	· Continue to strengthen LFS as a collective political actor. · Communicate the consortium's clear value proposition to donors and relevant ecosystem actors. · Continue to strengthen internal communication, information-sharing and alignment mechanisms. · Clarify when the consortium is acting as a grantmaking mechanism, learning platform, advocacy actor or political alliance.

The consortium appears to have strengthened Global South leadership, credibility and visibility in the global feminist funding ecosystem. However, the evidence does not establish that this model is more effective than all other possible funding models; rather, it suggests that LFS provided a meaningful example of Global South-led and Indigenous Women-led funding in practice.	· Continue to position LFS as a leading Global South-led funding model, while communicating its learning with appropriate nuance. · Continue to engage strategically with donors and global platforms. · Expand dissemination of LFS consortium practices and learning. · Share both strengths and tensions of the model, including how donor compliance requirements can affect localization in practice.
LFS advanced localization and Southern leadership, but some donor compliance requirements continued to shape administrative systems and reporting burdens. This created a practical tension between trust-based, Indigenous-led funding principles and conventional accountability systems.	· Advocate with donors for more proportionate, flexible and trust-based accountability requirements. · Identify which compliance requirements can be absorbed, simplified or handled at fund level rather than passed directly to IWOs. · Develop shared consortium standards for decolonial, feminist and Indigenous-led accountability practices. · Use consortium learning to influence donor practices around reporting, risk and evidence.
Sustaining collaboration requires dedicated resources, intentional governance and clarity on future roles. Without adequate resourcing, collaboration risks depending too heavily on individual relationships, informal coordination and already stretched staff capacity.	· Define the consortium's future governance and collaboration model. · Secure multi-year, flexible funding to sustain joint work. · Resource coordination, learning, communications and governance functions explicitly rather than treating them as add-ons to grantmaking. · Plan for staff transitions and institutional memory across all consortium partners.

Appendices

Appendix A: FIMI's LFS Theory of Change

Revised October 2025



ACTIVITIES	A. Establish and maintain strategic partnerships between FIMI, the other funds of the consortium, and donors	B. Co-investment (granting) to Indigenous Women's Organizations for project development and implementation led by Indigenous Women, including small, medium and large Indigenous Women's networks	C. Provide accompaniment to Indigenous Women's organizations to support their capacity strengthening	D. Provide access to joint (advocacy) actions, linkages and learning for and among Indigenous Women networks (including through FIMI's strategic programs: Political Participation and Advocacy, Global Leadership School, Research and Knowledge Exchange)	E. Document and share the successes, challenges, learning and added value of Indigenous Women's organizations, Leading from the South, and the LFS consortium	F. B coll s wi org
-------------------	--	---	--	---	---	-----------------------------

Assumptions Underpinning the Theory of Change

A. Pathway and Change Assumptions (Why the ToC logic holds)

- Local, place-based organizations are well-positioned to mobilize more Indigenous Women to understand their rights and increase their voice in the public and political spheres.
- Funding and accompaniment lead to stronger Indigenous Women's Organizations and networks.
- Stronger organizations and networks create conditions for social, political and economic change.
- Strengthened IWOs can articulate shared demands and influence decision-makers.
- A global mechanism that connects local, national and regional IWOs builds solidarity and political power
- Alliances with other organizations and social movements amplify visibility, advocacy, and collective influence.
- Knowledge generation and dissemination shift narratives, strengthen public recognition, and support policy engagement.

B. Implementation Assumptions

* FIMI has the institutional capacity and resources to provide accompaniment, learning opportunities, and knowledge exchange.

* LFS partners have the willingness and ability to engage with FIMI's Political Participation and Advocacy, Global Leadership School, Research, and Knowledge Exchange programs when opportunities arise.

* Regional contextual differences do not prevent cross-regional learning and platform-building.

* The consortium and FIMI can continue mobilizing resources despite shifts in the financing landscape.

* Care-based practices in grantmaking and movement financing can be implemented and meaningfully adopted by partners.

* Systems for documentation, learning, and knowledge sharing can be strengthened and maintained.

C. Context Assumptions (External conditions)

* Indigenous Women's groups and movements continue to organize and operate despite political, economic, and cultural pressures.

* National and local governments remain at least minimally open to Indigenous participation in decision-making spaces.

* Multilateral bodies, donors, and philanthropic organizations maintain commitments to gender equality and Indigenous rights.

* The global political environment does not drastically restrict civil society or Indigenous rights defenders.

* Broader women's rights, feminist, and Indigenous Peoples' movements continue to seek collaboration and alliance-building.

Appendix B: Summary of Revisions to the LFS Results Framework

Area	Original Version (2021)	Revised Version (October 2025)	What Changed
Impact level	Emphasis on multilateral bodies and global influence	Includes local and national governments, Indigenous movements, leaders, donors, philanthropy	Reflects multiple pathways to impact
Role of Indigenous Women	Participation in decision-making	Active influence on local and national decision-making affecting rights and wellbeing	Strengthened leadership
Stakeholder outcomes	Focus on multilateral institutions and donors	Expanded to Indigenous governance structures and governments	Aligns outcomes with governance
Capacity strengthening outputs	Workshops, coaching, meetings	Training and sustained accompaniment	Moves from capacity building to sustained support
Advocacy & collaboration	General joint advocacy actions	Explicit links to Political Participation and Advocacy program	Clarifies program added value

Knowledge outputs	Documentation of experiences and learning	Documentation and dissemination of knowledge	Strengthen influence
Financing approach	Horizontal dialogue with donors	Collective care-based financing and resource mobilization	Reflects feminist care-centered
Grantmaking activities	Grantmaking to IWOs	Co-investment with Indigenous Women-led organizations	Emphasizes
Alliances & movements	Alliances with organizations and movements	Ongoing collaboration with allied organizations	Positions L

Appendix C: External End Evaluation Matrix

Evaluation Question	Related Criteria/ Outcomes	Indicators	Methods (see next table for description)
1. What are the main outcomes of FIMI's LFS? To what extent did the project contribute to the medium-term intended outcomes and Women's Rights and Gender Equality (WRGE) basket indicators?	Effectiveness (<i>Outcome 1: IWO strengthened capacity + Outcome 2: IW empowered as actors of change + Outcome 3 : Stakeholders demonstrate commitment to including and implementing Indigenous Women's rights</i>)	INDICATOR 5.2.1 (WRG048 and 045): No. of Indigenous Women's Organisations that report having strengthened their capacity to contribute to the enforcement of women's rights and gender equality. % of IWOs that report increased capacity in each capacity area: Administrative and financial management, Project development and planning, Monitoring and evaluation, Coordination and alliances among Indigenous Women's Organizations, and Networking with other organizations (non IWO) Examples of institutional strengthening reported by IWOs Level of effectiveness of and usefulness of the technical support offered by FIMI, reported by IWOs Reports of LFS contribution to IWO impact and institutional strengthening, by key stakeholders at the local, regional and international levels INDICATOR 2.2 (WRG017): No. of times that CSOs succeed in creating space for CSO demands and positions on women's voice, agency, leadership and representative participation in decision-making processes in public, private and civic sphere, through agenda setting, influencing the debate and/or movement building. Number of Indigenous Women and Girls that: - participated in educational, training and awareness-raising activities - gained greater capacity for leadership and advocacy - participated directly in meetings with decision makers in	B, C, D, G, I

		various levels of government Level of diversity of Indigenous Women and Girls that participated (age, disability, LGBTI) Topics addressed by Indigenous Women during their meetings with decision makers in various levels of government INDICATOR 2.1 (WRG012 and 013): No. of laws, policies, and strategies which were blocked, adopted, or improved in order to support the voice of Indigenous Women, as well as their agency, leadership, and representative participation in decision-making processes. Examples of how LFS has influenced policy-making processes in key political spaces at local, national and international level	
2. Is it reasonable to conclude that FIMI's LFS contributed significantly to the observed outcomes? What were the other contributing factors?	Effectiveness	Proportion of IWOs who state explicitly that funding/technical support from LFS was a critical enabler of their results. Evidence that IWOs applied technical support, capacity-building, or networking opportunities offered by LFS. Proportion of IWOs that report gaining additional sources of funding due to LFS grants and technical support Extent to which IWOs report their improved capacity is tied to LFS activities. External stakeholders' estimation of the degree to which IWO's outcomes were linked to LFS support. New laws, government programs, or shifts in political environment that supported or hindered outcomes. Number and type of collaborations with other donors, NGOs, networks that influenced IWO outcomes. IWOs' and external stakeholders' assessment of IWO's capacity before and after receiving LFS support. Stakeholders identify national or regional factors such as economic conditions, social movements, or cultural dynamics that shaped outcomes. Stakeholders' identification of other organizations, events and processes outside of LFS that advanced IWO's advocacy or visibility.	
3. To what extent was FIMI's implementation	Relevance	Number of applications received from IWOs Number of grants by thematic focus	B, C, D, E, G, H

of LFS relevant, efficient, coherent, and sustainable?		Extent to which IWOs and key stakeholders state that FIMI's LFS reflected the worldviews, practices, and specific contexts of the diverse regions and Indigenous Peoples Degree to which funding themes and mechanisms aligned with Indigenous Women's priorities, as reported by IWOs and key stakeholders Extent to which IWOs and key stakeholders report that LFS adapted adequately to changing political, social, and territorial contexts	
	Efficiency	Number of IWOs that received funding Number of countries represented among grantee partners Proportion of funding granted in each region (Latin America and the Caribbean, Asia and the Pacific, Africa) to small, medium and large organizations Number of IWOs that engaged in technical support activities Identification of strategies and processes for efficient grantmaking that worked well during LFS, reported by IWOs, key stakeholders and staff Amount of co-investment from Indigenous Women's Organizations	A, B, C, G
	Coherence	Extent to which key stakeholders and IWOs report that LFS was unique and/or complementary to other interventions in area Level of integration between implementation of LFS with FIMI's other programs	A, C, D, E, F, G, H
	Sustainability	Extent to which LFS support affected IWOs sustainability Proportion of IWOs that report gaining additional sources of funding due to LFS grants and technical support Extent to which IWOs state they plan to continue activities post-LFS Level of interest of key stakeholders in supporting LFS / seeing LFS continue in the future	B, C, D, E, F, G, H
What was the key learning from the partnership collaboration with the other women's funds in LFS, related to		Level of coherence between LFS and other interventions and organizations in the development, funding and feminist ecosystems, as observed by stakeholders and LFS consortium partners Level of Global South leadership in LFS, as observed by internal and external stakeholders	A, E, F, G, H

coherence, and localisation/Southern leadership?		Level of collaboration and coherence between FIMI, MFA and Dutch embassies	
--	--	--	--

C.1 Methods, Sources, Analysis and Rationale

Method	Source	Sample	Analysis Method	Rationale for method
A. Document review	FIMI staff External evaluators of LFS consortium External author of Regranting learning and guidelines report	Annual reports to MFA; FIMI LFS Work Plans; Linking & Learning reports; Field visit reports; Report of mid-term external review on LFS consortium (partnership analysis) Regranting Learning and Guidelines report.	Content analysis of program documents; synthesis of implementation evidence compared against ToC activities, outputs and outcomes (expected and unexpected); Thematic coding on coherence, relevance, Southern Leadership/localisation, local and global context for LFS, and suggestions for improvement to LFS.	Provides comprehensive data on program implementation. Includes full university documents, ensuring triangulation. Field provided data on observations of challenges, active changes.
B. IWO project report review	IWOs project reports	143 reports from 152 IWOs (97% response rate). The most recent report was used in analysis: • 36 mid-term reports • 107 final reports • 9 not completed	Quantitative descriptive statistical analysis , including frequencies, percentages, aggregation across all IWOs and regions, and comparison across thematic areas and outcome domains. Analysis focused on participation, organizational capacities, WRGE indicators, stakeholder change, and implementation trends. Findings were interpreted descriptively and triangulated with qualitative evidence rather than used for causal attribution.	Full census for quantitative and the Questionnaire effects of the program (changes to laws and understanding and ensured coverage of IWOs.

C. Case Analyses (in-depth report review, interview, stakeholder survey for each case)	IWOs	26 IWOs (17% of all IWOs that participated in LFS): • Africa - 8 cases • Latin America and Caribbean - 9 cases • Asia and Pacific - 9 cases Stratified random sample. Stratification by: • country and region • year funded • organization/grant size • thematic area	See below.	Original target was 15-20% of funded IWOs achieved. This sample was selected to ensure representation by region, country, thematic area, and of a size that made analysis feasible. Sample was representative, random, and of project outcomes and sustainability. Triangulation of IWO documents, interviews, notes, IWO perspectives, and external verification of validity and given impact pathways.
D. Thematic and Regional Focus Groups	IWO project reports	26 mid-term and final reports. The standardized reporting form included quantitative and qualitative questions.	Qualitative coding of narrative data regarding: expected outcomes, unexpected outcomes, context (helping and hindering factors), sustainability, suggestions for LFS program improvement	Sample size allowed for exploration of the groups managed. Purposively selected across regions, country size.
E. Interviews with regranting organizations	Interviews with IWOs	26 IWOs: • In-person with 11 IWOs • By Zoom or What's App with 15 IWOs Interviews conducted in French, Spanish, English and Portuguese.	Thematic qualitative coding of narrative data regarding: expected outcomes, unexpected outcomes, context (helping and hindering factors), participation in FIMI programs, type of contribution by FIMI and other organizations, coherence, relevance, suggestions for LFS program improvement. Cross-case comparison and contribution pathway analysis were conducted to assess how LFS support interacted with contextual and organizational factors to influence outcomes. Quantitative descriptive statistics regarding level of contribution by FIMI and other organizations.	Interviews provided insight into interaction with LFS implementation, expected outcomes, contribution pathways, nuances not reflected in data including contextual factors, participation in FIMI programs and perceived role. Strengthened and supported validation of findings across cases.

F. Preliminary in-person interviews (Lima event)	External stakeholder survey	25 external stakeholders (96% response rate) knowledgeable about the IWO (1 per case). Selected by the IWO. Included local governments, Indigenous organizations, other NGOs, research institutions, provincial and national networks.	Thematic qualitative coding of responses to identify expected outcomes, unexpected outcomes, context (helping and hindering factors), type of contribution by other organizations, suggestions for LFS program improvement. Comparative analysis between IWO self-reported data and external stakeholder responses was conducted to identify converging, diverging, and contradictory findings.. Quantitative descriptive statistics regarding level of contribution by FIMI and other organizations.	A structured survey of stakeholders with each IWO pro validation of reported data enabled triangulation of self-reported data with diverse actor types to ensure external validity. Assessment of community-level change covered 25 of 28 cases ensuring near-complete representation across
D. Thematic and Regional Focus Groups	IWOs	6 focus groups with total 41 participants representing 31 IWOs (21% of all IWOs participating in LFS): A. Africa (Economic empowerment) - 8 IWOs B. Africa (Climate, land and resources) - 3 IWOs C. Asia and Pacific (Climate, land and resources) - 3 IWOs D. Asia and Pacific (Political participation) - 5 IWOs E. Latin America and Caribbean (Political participation) - 6 IWOs F. Latin America and Caribbean (Violence prevention) - 6 IWOs	Thematic qualitative coding of transcripts to identify strategies, expected outcomes, unexpected outcomes, context (helping and hindering factors), and type of contribution by FIMI and other organizations. Analysis included comparison across regions and thematic areas to identify recurring patterns, context-specific variation, and emergent outcomes. Quantitative descriptive statistics regarding level of contribution by FIMI and other organizations.	Participants purposively selected to ensure representation across regions, thematic areas, and types of interventions. Comparison and contrast of common and divergent experiences across countries and manageable groups for in-depth discussion. Thematic focus groups for collective reflection and co-construction of findings with IWOs. Facilitated discussion of shared strategies and contextual factors for analysis of contributions and triangulation of data sources.

E. Bellwether interviews	Experts, funders, policy actors in the development, funding and women's movement global ecosystems	11 bellwethers (7 in-person; 4 by Zoom) 1. Ellen Sprenger (former advisor to Government of Netherlands; Spring Strategies) 2. Prospera International 3. International Fund for Indigenous Peoples 4. International Fund for Agricultural Development 5. Equality Fund 6. Feminist Foreign Policy Collaborative 7. Fondation Chanel 8. Foundation for a Just Society 9. Women Win 10. Fondo de Mujeres del Sur 11. African Women's Development Fund	Thematic qualitative coding of transcripts on coherence, relevance, Southern Leadership/localisation, global context for LFS, and suggestions for the future, regarding: - overall LFS program delivered by 4 women's funds - FIMI's specific role and implementation of LFS	Bellwethers chose perspective on the funding and women's movement global ecosystem knowledge of LFS ability to provide critical perspective desk research and sized balanced for inclusion of external
F. Focus Group with LFS Advocacy Working Group	LFS consortium partners	5 participants from the 4 Women's Funds	Thematic qualitative coding of transcripts on: coherence within the consortium and with the global/regional ecosystems, Southern Leadership/localisation, and suggestions for the future.	Findings from the Working Group for primarily used to related to consortium strategic position advocacy, and successful LFS partnership.
G. Focus group with regional technical teams	FIMI LFS technical teams	1 focus group with 5–8 staff	Thematic qualitative coding of unexpected outcomes, challenges in implementation, suggestions for improvement to LFS. Participatory analysis; collective reflection on findings and contextual interpretation.	Engaged all current technical teams involved in implementation. Provided co-analysis factors and results

H. Focus group with 4 women's funds (partnership analysis)	Executive Directors of LFS partners	Executive Directors of African Women's Development Fund, Fondo de Mujeres del Sur, FIMI, Women's Fund Asia	Thematic qualitative coding of transcripts on: coherence within the consortium and with the global/regional ecosystems, Southern Leadership/ localisation, and suggestions for the future.	All LFS partner f since they repre universe of this a partners have en evaluation firm to specific to the pa and outcomes. M gather unique in and outcomes. A provided to FIMI Evaluator to con
I. Secondary research on law, policy and strategy changes	Academic, news and third-party grey literature	All IWOs reporting contribution to governmental law, policy or strategy changes	Internet search for external references to the reported change. Assessed against IWOs' claims, including evidence of the existence of the law, policy, strategy, process, or public commitment, as well as public mentions of Indigenous Women's participation, advocacy, consultation, or organizational involvement. Public sources were uneven across countries and contexts, especially for local-level changes, Indigenous-language advocacy, informal influence, and politically sensitive issues. As a result, absence of external documentation was not interpreted as evidence that a reported change did not occur.	Traceable public coverage, policy third-party repor additional extern augment the large sources.

Rationale for methods

A. FIMI Document review

Systematic document analysis of key program documents, including annual reports to MFA, LFS work plans, Linking & Learning reports, field visit reports, provided comprehensive secondary data on implementation processes and outputs, enabling triangulation with primary data sources and assessment of relevance, coherence, and efficiency.

B. IWO quantitative project report review

A near-census review of project reports enabled robust quantitative descriptive analysis of key indicators and ensured external validity through full portfolio coverage.

C. Case Analyses (multi-source)

Comparative case study methodology enabled in-depth examination of outcome pathways and strengthened causal inference through triangulation of multiple qualitative and quantitative data sources.

- IWO qualitative project report review
Qualitative content analysis of narrative report data enabled systematic identification of outcome patterns, contextual factors, and contribution pathways, complementing other case-level data sources and strengthening triangulation.
- Interviews with IWOs
Key informant interviews generated primary qualitative data to capture lived experiences, contextual factors, and perceived contribution, supporting interpretation of outcome patterns and causal mechanisms.
- External stakeholder survey
Structured stakeholder surveys provided independent validation of outcomes and enabled comparative analysis with self-reported data to strengthen credibility and reduce respondent bias.

D. Thematic and Regional Focus Groups

Focus group methodology facilitated collective sense-making and identification of shared and divergent patterns, supporting cross-case synthesis and analysis of contextual influences. Focus groups also expanded the sample of IWO respondents regarding contribution of various factors to outcomes.

E. Bellwether interviews

Bellwether interviews generated expert-informed, system-level insights to assess external validity, relevance, and coherence within broader policy and funding ecosystems.

F. Focus Group with LFS Advocacy Working Group

This focus group provided process-oriented qualitative data on collaboration dynamics and advocacy strategies, contributing to analysis of internal coherence and implementation effectiveness.

G. Focus group with regional technical teams

Participatory focus groups with implementers enabled reflective analysis of operational challenges and contextual factors, strengthening interpretation and internal validity of findings.

H. Focus group with 4 women's funds

A full-population focus group of consortium partners supported comprehensive analysis of partnership functioning, localisation, and coherence, ensuring completeness of perspectives

Rational for sampling approach

The sampling approach and sample sizes used in this evaluation were based on the qualitative research principles of purposive sampling, saturation, and information power. In qualitative research, sample adequacy is determined by the extent to which the data generated allows for rich, in-depth understanding and sufficient coverage of variation across key dimensions, rather than by proportional coverage of the total population.

First, the evaluation employed a stratified purposive sampling strategy for case analyses and focus groups to ensure maximum variation across region, thematic area, grant size, and organizational type. This approach is consistent with qualitative case study methodology, where sampling is designed to capture diversity and strengthen analytical generalization (Yin, 2018; Patton, 2015).

Second, sample size was guided by the principle of saturation, meaning the point at which additional data no longer yields substantially new themes. Saturation is a key standard for determining sample adequacy in qualitative research (Guest, Bunce & Johnson, 2006; Hennink, Kaiser & Marconi, 2017). Empirical evidence suggests that code saturation often occurs within the first 12 interviews, while meaning saturation typically requires a larger sample (e.g., 16–24 interviews) to fully understand variation across contexts (Hennink et al., 2017). The qualitative sample in this evaluation, combining 26 in-depth case analyses, 6 focus groups with 31 IWOs, and multiple stakeholder perspectives, exceeds these commonly accepted thresholds and supports both thematic identification and depth of interpretation.

Third, the evaluation design aligns with the concept of “information power,” which posits that the more relevant information a sample holds for the study aim, the fewer participants are required (Malterud et al., 2016). In this case, information power was high due to: (i) clearly defined evaluation questions, (ii) strong relevance of participants (IWOs directly implementing LFS), (iii) use of multiple data sources per case, and (iv) systematic cross-case analysis.

Fourth, qualitative sample adequacy must also consider methodological intensity and feasibility. In-depth case study approaches require substantial analytical effort, including coding, triangulation, and cross-case synthesis. Qualitative evaluation standards especially in international development have emphasized depth over breadth, recommending sample sizes that are sufficient to generate robust insights while remaining feasible (UNICEF, 2020; OECD, 2010). The selected sample size is consistent with these standards.

References

- Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59–82.
<https://doi.org/10.1177/1525822X05279903>
- Hennink, M. M., Kaiser, B. N., & Marconi, V. C. (2017). Code saturation versus meaning saturation: How many interviews are enough? *Qualitative Health Research*, 27(4), 591–608.
<https://doi.org/10.1177/1049732316665344>
- Malterud, K., Siersma, V. D., & Guassora, A. D. (2016). Sample size in qualitative interview studies: Guided by information power. *Qualitative Health Research*, 26(13), 1753–1760.
<https://doi.org/10.1177/1049732315617444>
- Patton, M. Q. (2015). *Qualitative Research & Evaluation Methods* (4th ed.). Sage.
<https://us.sagepub.com/en-us/nam/qualitative-research-evaluation-methods/book232962>
- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.). Sage.
<https://us.sagepub.com/en-us/nam/case-study-research-and-applications/book250150>
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic Inquiry*. Sage.
<https://us.sagepub.com/en-us/nam/naturalistic-inquiry/book842>
- UNICEF (2020). *UNICEF Evaluation Handbook*. <https://www.unicef.org/evaluation/handbook>
- OECD (2010). *Quality Standards for Development Evaluation*.
<https://www.oecd.org/dac/evaluation/qualitystandards.pdf>

Appendix D: Relationship between FIMI's Results Framework and MFA's Indicators

The evaluation was conducted within FIMI's LFS Results Framework (TOC), with particular attention to the three Intended Outcomes. The evaluation also included the Netherlands Ministry of Foreign Affairs' three relevant WRGE basket indicators, which were selected by the LFS partners at the start of the initiative. The WRGE indicators are described in the Strengthening Civil Society IATI Indicator Guidelines (Dutch Ministry of Foreign Affairs, 2021).

The evaluators linked the three Intended Outcomes with the relevant three WRGE indicators as the table below indicates:

Intended Outcome (Results Framework)	Related WRGE basket indicator
1. Indigenous Women's organizations are strengthened in their capacities.	↔ OUTPUT INDICATOR 5.2.1 (WRG048 and 045): No. of Indigenous Women's organisations that report having strengthened their capacity to contribute to the enforcement of women's rights and gender equality (advocacy, lobbying and leadership).
2. Indigenous Women are empowered as actors of change to work toward transformation of their realities and communities and actively participate in relevant decision-making processes.	↔ OUTCOME INDICATOR 2.2 (WRG017): No. of times that CSOs succeed in creating space for CSO demands and positions on women's voice, agency, leadership and representative participation in decision-making processes in public, private and civic sphere, through agenda setting, influencing the debate and/or movement building.
3. Key stakeholders demonstrate commitment to including and effectively implementing Indigenous Women's rights in their processes and decision making.	↔ OUTCOME INDICATOR 2.1 (WRG012 and 013): No. of laws, policies, and strategies which were blocked, adopted, or improved in order to support the voice of Indigenous Women, as well as their agency, leadership, and representative participation in decision-making processes.

Appendix E: Public policy issues on which Indigenous Women voiced their demands and positions during LFS

Rights and safety

Access to services for survivors of sexual violence
Women's rights and gender equity
Indigenous Women's rights
Implementation of CEDAW and General Recommendation No. 39
Gender based violence
Safety of women during armed conflicts and crisis contexts
Abolishing female genital mutilation
Sexual and reproductive health rights
Ending early and forced marriages
Rights of Indigenous children and youth
Political violence against women
Intersectional rights and awareness of disabled and displaced Indigenous Women

Justice and political participation

Women's participation and leadership
Decision-making opportunities
Access to justice
Administration of justice
Freedom of information
Gender- responsive budget
Violence- free journalism
Indigenous justice systems
Training of authorities on Indigenous Women's rights
State accountability and enforcement of laws and policies
Monitoring, reporting, and remedies for rights violations
Protection of Indigenous Women human rights defenders

Economic empowerment

Enterprises, livelihoods, Indigenous knowledge-based livelihoods, agriculture, crafts, and local markets based on Indigenous knowledge and practices
Rights of domestic workers
Recognition and rights of unpaid labor
Social enterprise
Access to land, credit, cooperatives, and capital grants

Digital inclusion and access to technology

Climate change, land & territories

Climate adaptation
Disaster resilience
Water scarcity
Forest access
Sustainable agriculture
Land ownership and inheritance
Right to land
Protection of Indigenous territorial and land rights
Access to climate finance
Natural resource management
Biodiversity
Right to food and food sovereignty
Environmental governance
Resource extraction industries
Benefit-sharing for Indigenous Women from conservation
Protection of water sources, forests, biodiversity, and sacred sites

Self-determination of Indigenous communities

Freedom of movement, mobility restrictions
Rural women's rights
Traditional knowledge, languages and cultural rights
Indigenous knowledge and history in public education
Protection of cultural identity and spiritual practices
Mental health and psychosocial support

Appendix F: FIMI's LFS Activities

Agreements and meetings between FIMI and strategic partners (the funds of the consortium and donors)

- Engagement in collaborative platforms with key networks and women's and Indigenous-led funds
- Participation in global philanthropy and funding dialogues
- Ongoing coordination within the LFS Consortium, including Linking & Learning convenings
- Participation in working groups
- Strengthening relationships with women's funds and Indigenous-led funds to align strategies and mobilize resources

Co-investment (granting) to Indigenous organizations for project development and implementation led by Indigenous Women

The programme implemented a combination of open and targeted funding modalities:

- Open Call 2021:
 - Selection of projects across three regions
 - Progressive signing of MoUs
- Open Call 2023:
 - Development and implementation of a digital grantmaking platform to support the submission, review and management of partner proposals
 - Selection of organizations across three regions
- Directed Call 2024:
 - Selection based on prior performance and strong proposals not funded previously

Operational activities across all cycles:

- Disbursement of funds in tranches linked to reporting compliance
- Review and approval of technical and financial reports
- Technical accompaniment for proposal development, implementation and reporting
- Ongoing follow-up and support to grantees
- Integration of partner data into MEL systems (Salesforce and IATI)
- Adaptation of funding based on contextual needs

Strengthening of regranting mechanisms:

- Development of a guidance tool to systematize and guide partners in regranting processes
- Expansion of regranting as a strategy to reach grassroots organizations in hard-to-access contexts
- Implementation of two regranting pilot mechanisms in Africa and Latin America, reaching grassroots organizations

Training and accompaniment for Indigenous Women's organizations and regional and national networks

- Direct accompaniment to Indigenous Women's Organizations for:
 - proposal development

- o project implementation
 - o reporting processes
- Capacity strengthening in:
 - o advocacy
 - o communication
 - o MEL
 - o financial management
 - o ICT (digital and technological capacities)
- Delivery of training sessions, webinars and technical support activities
- One-on-one mentoring and continuous follow-up with organizations
- Development of tools, guidance materials and capacity-building resources
- Support in administrative, financial and reporting processes
- Integration with FIMI programmes such as:
 - o Global Leadership School
 - o Political Participation and Advocacy
 - o Research

Regional and national meetings of Indigenous Women's organizations and networks

- Organization of regional meetings with partners in Africa, Asia/Pacific and Latin America
- Organization of cross-regional convenings to exchange experiences and strengthen networks
- Preparation and coordination of participation in global processes:
 - o CSW
 - o Beijing+30
 - o COP processes
 - o AWID
 - o PFII
 - o 2WCIW
- Support for the participation of Indigenous Women in international events and convenings to strengthen the visibility and advancement of their individual and collective rights..

Joint advocacy actions and opportunities for collaboration for Indigenous Women's organizations, including through FIMI's Political Participation and Advocacy program

- Participation in global advocacy spaces, including side events and advocacy initiatives:
 - o CSW
 - o UNPFII
 - o COP processes
- Engagement with policymakers and institutional stakeholders
- Contributions to policy processes, including the adoption and implementation of CEDAW GR39
- Strengthening of advocacy capacities at local, national and global levels
- Support to Indigenous Women's participation in political and decision-making spaces

Documentation and dissemination of knowledge

- Production of:
 - annual reports
 - Mid-Term Evaluation report
 - IATI reporting
- Development of:
 - stories of change
 - audiovisual and communication materials
 - knowledge and learning products
- Systematization of lessons learned and good practices through an intercultural methodology
- Development of knowledge products on collective care, spirituality and healing
- Development of a guidance on regranting mechanisms
- Strengthening of evidence generation and learning processes across the programme

Collaboration with allied organizations

- Collaboration with UN Women, UNEP, UNPFII, OHCHR, IWGIA.
- Strategic partnerships with Women Win, Astraea Fund, Pawanka Fund
- Participation in global spaces with partners AWID Forum, CSW, Women Delivery,
- Strengthening of alliances across feminist, Indigenous and human rights movements
- Attending dialogue and exchange with IP organizations and movements.

New resources mobilized and spaces created for dialogue on collective care and financing women's rights and movements

- Resource mobilization and engagement with funding partners
- Development of funding proposals and strategic fundraising processes
- Engagement in philanthropic and funding dialogues
- Organization of dialogue spaces on feminist funding and financing for Indigenous Women's movements
- Contribution to cross-regional discussions on decolonizing funding and strengthening movement sustainability