

IFAD's Engagement with Indigenous Peoples Evaluation Synthesis

Overview

I. Background and context

1. **Background.** Of the groups targeted by the International Fund for Agricultural Development (IFAD), indigenous peoples – together with rural women and youth – are among the most likely to experience poverty and marginalization. IFAD's work with indigenous peoples began early in the Fund's institutional history. IFAD has been financing projects in support of indigenous peoples since 1979, in particular in Latin America and Asia. Its work on the ground at the project level as well as its policy and advocacy work at the international level since the early 2000s reveal a sustained and clear commitment to addressing indigenous peoples' issues, leading to the formulation of the IFAD Policy on Engagement with Indigenous Peoples in 2009.
2. In accordance with its work programme – based on consultation with IFAD Management and as approved by the Executive Board – the Independent Office of Evaluation of IFAD (IOE) has prepared the present evaluation synthesis report on IFAD's engagement with indigenous peoples. Given the long history of IFAD's work in this area and in light of an important milestone at the international level in 2014 in the form of the World Conference on Indigenous Peoples, this evaluation synthesis serves as an opportunity to reflect upon the experiences and lessons so far and the way forward.
3. **Evaluation synthesis objectives and approach.** This exercise has two objectives: (i) identify lessons and good practices for IFAD's engagement with indigenous peoples at the project, country and global levels, with the aim of contributing to IFAD's knowledge base on the topic; and (ii) identify key issues for reflection and make recommendations for IFAD's future engagement with indigenous peoples.
4. The evaluation synthesis covers: (i) IOE evaluations (mostly project and country programme evaluations) conducted between 2002 and 2013 (19 project evaluations and eight country programme evaluations); (ii) selected country strategic opportunities programmes (for 14 countries before and after the development of the IFAD policy on indigenous peoples); (iii) project designs after the policy in nine out of the 14 countries for which country strategies are reviewed; and (iv) IFAD's activities at global level. Lessons from other development agencies were also reviewed to complement the findings emerging from the review of IFAD's operations and support.
5. Given the diversity of the sample (e.g. country/project contexts, project approaches) and considering that the main purpose of the exercise was to learn, the synthesis took an iterative approach, while remaining within an overall scope of work and analytical framework.
6. The primary instrument for the synthesis was a desk review, supported by interviews and discussions with stakeholders and key informants. No field visits were conducted specifically for the synthesis. Among those interviewed were IFAD staff members and representatives of indigenous peoples' organizations and networks, and other development agencies. Key emerging findings were shared at an internal workshop held on 3 February 2015 with IFAD Management and staff, as well as at the Indigenous Peoples Forum held on 12 February 2015. Feedback received during these sessions also served as inputs for the report's preparation.

7. **Limitations.** Some limitations were encountered in carrying out the evaluation synthesis. First, the depth of analysis and quality of information specific to indigenous peoples' issues in the available evaluations vary depending on both the expertise of respective evaluation teams and the prominence of indigenous peoples and other priority issues in the country programmes or projects evaluated. Second, reference to indigenous peoples and their issues is not always explicit or discernible in documents. This is not only because the term "indigenous peoples" or other recognizable terms are not always utilized, but also because indigenous peoples are often discussed as part of "the vulnerable" or "the marginalized", with limited explicit attention being paid to their specificities and issues. Third, it is difficult to disaggregate the influence of the IFAD policy on indigenous peoples on country strategies and recent project designs from the influence of other IFAD corporate policies, guidelines and processes. Consequently, this report presents observations on overall recent trends in country strategies and project designs, but does not attempt to attribute these to the policy.
8. Despite these challenges, based on the iterative approach and triangulation with various sources of information (past evaluations, other documents on IFAD operations, evaluations and analytical reports by other agencies, interviews with a diverse range of stakeholders), it has been possible to identify the main recurring issues in the sample and draw coherent findings.
9. **Overall context.** While the international community has not adopted a universal definition of indigenous peoples, there is an overall consensus that indigenous peoples share the following characteristics: (i) priority in time, with respect to the occupation and use of a specific territory; (ii) voluntary perpetuation of cultural distinctiveness; (iii) self-identification, as well as recognition by other groups, or by state authorities, as a distinct collectivity; and (iv) experience of subjugation, marginalization, dispossession, exclusion or discrimination. In some countries, instead of the term "indigenous", other local terms (such as tribal and ethnic minorities) or occupational and geographical labels (hunter-gatherers, pastoralists, nomadic or semi-nomadic, hill people, etc.) may be used to refer to indigenous peoples.
10. According to United Nations estimates, there are more than 370 million indigenous people worldwide. Indigenous peoples normally live within or maintain close attachments to geographically distinct ancestral territories and share a spiritual, cultural, social and economic relationship with their traditional lands. The main challenge they face is ensuring territorial security, legal recognition of ownership and control over customary land and resources, and the sustainable utilization of land, territories and other renewable resources for their cultural, spiritual, economic and physical health and well-being. They continue to be overrepresented among the poor: while they constitute just 5 per cent of the world's population, they account for 15 per cent of the world's poor people.
11. Indigenous peoples are repositories of knowledge founded in thousands of generations of hunting and agricultural practices, land management and sustainable water use, and agriculture-related engineering and architecture. The maintenance of these cultural and spiritual relationships is also vital to the conservation of biodiversity. Although belatedly, it is now increasingly recognized that indigenous peoples are at the cutting edge of sustainable development. Their economies represent sustained interaction with and adaptation to particular locations and ecosystems, and are among the longest-standing and most proven examples of "sustainable development" in the twenty-first century. The future of indigenous peoples is inextricably linked with solutions to the crises in biodiversity and climate change, which must incorporate respect, protection and promotion of indigenous peoples' rights as an essential component of a global strategy.

12. **Evolving global frameworks on indigenous peoples.** Considerable progress has been made in addressing indigenous peoples' rights and issues at the international level. A number of mechanisms and frameworks have been established to monitor and address issues related to rights and development for indigenous peoples, for example the United Nations Permanent Forum on Indigenous Issues (UNPFII) established in 2000 and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) adopted in 2007.
13. There has been increasing recognition of the need for and the value of "development with culture and identity". The thinking has shifted from one based on integration of indigenous peoples into dominant communities to an approach that is rights-based and related to their priorities and needs as expressed by the indigenous peoples themselves through their own governance structures and that respects their diversity and cultures. This approach recognizes their unique cultures and practices, including attachments to ancestral lands and dependence on natural resources.
14. There is also increasing appreciation of the knowledge held by indigenous peoples and their potential to contribute to sustainable development – not only for their own benefit but also for the benefit of all humankind.
15. The primary focus of the debate today is on ensuring the right of indigenous peoples to determine their own future, and on addressing exploitation of the spaces that belong to them without their consent. This intention is reflected in the requirement by UNDRIP of free, prior and informed consent (FPIC) of all indigenous peoples to any development that affects their land and territories.

II. IFAD's engagement with indigenous peoples: support and policy

16. **Historical overview.** Since its establishment in 1978, IFAD has paid particular attention to indigenous peoples' issues, mainly in Latin America and Asia. The first IFAD loan in support of indigenous peoples was for the Omasuyos-Los Andes Rural Development Project in the Plurinational State of Bolivia, approved in 1979. In Asia, pioneering initiatives were undertaken in India, with a series of tribal development projects in the states of Orissa (now called Odisha) and Andhra Pradesh, starting in the late 1980s.
17. Building upon experiences at project level since the mid-2000s, IFAD has been proactively supporting indigenous peoples' issues at the international level, including through its participation in UNPFII sessions and the Inter-Agency Support Group on Indigenous Peoples' Issues (IASG), and through support to indigenous peoples' organizations and networks, and partnership-building. Key steps taken to strengthen IFAD's role and contribution in promoting indigenous peoples' issues include: (i) takeover of the Indigenous Peoples Assistance Facility (IPAF) to finance development initiatives by indigenous peoples' organizations (transferred to IFAD from the World Bank in 2007); (ii) development of a policy on indigenous peoples in 2009, as well as increasingly proactive and explicit incorporation of indigenous peoples' issues into other strategies and guidelines; and (iii) strengthening of staffing arrangements, including the appointment of a Coordinator for Indigenous and Tribal Issues.
18. **IFAD Policy on Engagement with Indigenous Peoples.** The policy was developed in a highly consultative manner and approved in 2009. It defines nine fundamental principles of engagement by which IFAD support is guided, under the following headings: (i) cultural heritage and identity as assets; (ii) free, prior and informed consent; (iii) community-driven development; (iv) land, territories and resources; (v) indigenous peoples' knowledge; (vi) environmental issues and climate change; (vii) access to markets; (viii) empowerment; and (ix) gender equality.

19. Most of these principles are consistent or comparable with the principles and focus of IFAD's operations in general, i.e. empowerment, access to land, territories and resources, environment and climate change, access to markets; yet, these principles are specifically contextualized in terms of the perspectives and well-being of indigenous peoples – emphasizing their culture, identity, spirituality, knowledge, and their intricate relations with land, territories and natural resources in a holistic manner. Indeed, the principles set out in the policy are closely interlinked (e.g. culture and indigenous knowledge).
20. **Overview of IFAD portfolio and activities.** The main instruments for IFAD support to indigenous peoples are: (i) investment projects through governments (loans, and grants provided under the Debt Sustainability Framework); (ii) grants, notably to IPAF; (iii) the Indigenous Peoples Forum at IFAD; and (iv) participation in the global debate on indigenous peoples' issues.
21. As for the investment project portfolio, during the period 2004-2013 between 20 and 40 per cent of projects approved annually (in terms of the number of projects) included indigenous peoples among expected beneficiaries. The proportion of indigenous peoples in the target group or expected beneficiaries under a project varies greatly, with most projects including both indigenous and non-indigenous populations. In terms of the financing amount, out of US\$6.5 billion for investment projects approved between 2004 and 2013, US\$932 million (or 14 per cent) was expected to be invested in support of indigenous peoples.
22. In the same period, the amount of global/regional grant financing specifically targeting indigenous peoples (excluding small grants financed by IPAF before 2011 and country-specific grants) totalled US\$6.45 million. These grants mainly support activities related to facilitation of indigenous peoples' participation in international processes (e.g. climate change summit, World Conference on Indigenous Peoples), capacity-building (indigenous peoples' organizations, government staff, etc.), and facilitation of dialogue among different stakeholders, advocacy and knowledge management.
23. Since 2007, IFAD has financed, supported and managed the IPAF, which was originally established in 2003 by the World Bank. In recognition of IFAD's experience and knowledge of indigenous peoples' issues, in 2006 the Executive Board approved the transfer of the facility from the World Bank to IFAD. IPAF finances grants of up to US\$50,000 for small projects designed and implemented by indigenous peoples' communities and their organizations. Since 2007, IPAF has supported 102 projects in 42 countries for a total amount of about US\$2.6 million based on three calls for proposals (2007, 2008 and 2011). A board composed in majority by representatives of indigenous peoples' organizations governs the IPAF.
24. When the initial funds for IPAF were exhausted, and on top of additional financing received from Canada and Norway, IFAD mobilized its own grant resources to continue with the facility. Initially the facility was centrally managed by IFAD, but has been decentralized to three regional partner organizations since 2011.
25. IFAD also actively engages in global processes. It has been an active member of the Inter-Agency Support Group and contributor to UNPFII, bringing IFAD's experience on the ground to the international arena. At the corporate level, an Indigenous Peoples Forum was established in 2011 to institutionalize a process of constructive dialogue and consultation among indigenous peoples' organizations, IFAD staff and Member States. Through the forum, IFAD aims to improve its own accountability to its target groups and its development effectiveness, as well as to exercise a leadership role among international development institutions. So far, two global meetings of the forum have been held at IFAD headquarters in Rome, in conjunction with IFAD Governing Council sessions in February 2013 and February 2015. At the latter session a panel of indigenous peoples was organized to discuss the topic of indigenous peoples and sustainable food systems.

III. Main findings

26. IFAD Policy on Engagement with Indigenous Peoples is considered to be in line with UNDRIP by UNPFII and by representatives of indigenous peoples' organizations.
27. Positive aspects of the policy noted relate to: (i) its proactive nature rather than focus on safeguards; (ii) its holistic approach and comprehensiveness of the principles of engagement; and (iii) the inclusion of the principle of FPIC, considered to be a step beyond "consultation".
28. **The policy is highly relevant to IFAD's overall corporate strategies and to indigenous peoples.** Through the policy, IFAD reaffirmed its commitment to proactive engagement and partnerships with indigenous peoples at various levels. There are indications that the attention to indigenous peoples' issues is becoming more visible in country strategic opportunities programmes (COSOPs) and project designs, even though these trends are not consistent across the board and there are still challenges in implementation. There has also been lack of clarity on operationalizing the FPIC requirement. The ongoing work by IFAD to develop a "how-to-do note" on this is a step in the right direction, but it is fundamental to emphasize that FPIC is about effective beneficiary participation throughout the project cycle.
29. **The principles of engagement laid out in the policy are consistent with IFAD's emphasis on empowerment and various corporate policies** (e.g. targeting, gender, environment and natural resources). These principles were already inherent – even if partially or implicitly – in many pre-policy projects. Even where the distinctiveness and rights of indigenous peoples are not recognized by the government, finding an entry point through poverty, marginalization and vulnerability has been an approach in IFAD operations. In other words, the policy on indigenous peoples has not imposed new or additional requirements; rather, it has placed good practices and lessons based on experiences in pre-policy projects – and based on a broad consultation – within a cohesive framework. It provides guidance wherever the target group includes indigenous and tribal peoples and ethnic minorities, whether or not they are recognized by the state.
30. **Investment projects have often taken a geographical targeting approach as a first step, and in most cases the population in project areas includes both indigenous and non-indigenous populations.** Applying social, community-based, self-targeting and/or focused empowerment measures within selected geographical areas then helps to hone in on indigenous peoples. Beyond geographical targeting, the main – and not mutually exclusive – targeting approaches include the following: (i) inclusion of interventions that are relevant to indigenous peoples (e.g. non-timber forest products, access to land and territories, adapting and strengthening traditional production systems based on a blend of indigenous knowledge and modern technology); (ii) community-driven and participatory approach; and (iii) specific support facility to directly target indigenous peoples (e.g. funds set up for indigenous peoples in the context of investment projects, IPAF). In all of the above, as pointed out in past evaluations, analysis and understanding of socio-cultural contexts and participation of indigenous peoples in project design are fundamental to developing targeting and empowerment strategies. Caution is necessary to ensure that a primary geographical focus does not diminish the focus on indigenous peoples' specific issues such as attachment to land and cultural issues.
31. In investment projects, indigenous peoples are often "lumped together" with rural youth and women under the label "vulnerable and marginalized". In fact, the need for clearer target group identification and analysis to develop a tailored approach and strategy, with sufficient attention to the culture and identities of indigenous peoples, is a recurring issue. It is also important that differences between women's

roles and positions in the indigenous peoples' communities and non-indigenous population are addressed in a culturally sensitive manner.

32. Even when a project was supposed to be based on a participatory and demand-driven approach, often it was "menu-based", with pre-determined activities that limited the project's capacity to identify and respond to the real priorities of indigenous peoples' communities. If this were addressed and proposed interventions were more responsive to needs, another important factor would be delivery mechanisms and capacity to effectively target and engage with indigenous peoples, as well as monitoring of targeting performance.
33. Socially disaggregated data and monitoring on specific indicators relevant to indigenous peoples' well-being are required to continuously monitor outreach and outcomes, understand effectiveness of project strategies for different social groups and adjust those strategies as necessary.
34. **The available evaluation findings with regard to the extent of indigenous peoples' participation during project implementation are mixed.** Participation was largely influenced by the extent to which the project design was responsive to indigenous peoples' priorities (which also relates to the issue of their participation in the design process), as well as the orientation and capacity of implementers, who are often not trained in participatory approaches. The participation of indigenous peoples in the preparation of country strategies appears to have increased, and some of the recent project design documents also indicated improved consultations at the design stage. However, it was often difficult to glean how the outcomes of their participation and consultations were actually reflected in the project design and strategies.
35. **Beyond the project and country levels, the participation of indigenous peoples in IFAD's institutional platforms (Indigenous Peoples Forum) and initiatives (IPAF) has been exemplary.** For IPAF, the majority of its board members are representatives of indigenous peoples' organizations, and its management has been decentralized to regional organizations. Similarly, the steering committee for the forum is composed of members of indigenous peoples' organizations. Thus, IFAD has taken a consistent approach in terms of putting the indigenous peoples themselves in the "driver's seat".
36. **There have been good examples of investment projects for empowerment of indigenous peoples** – particularly those pursuing participatory approaches built on indigenous knowledge, skills, culture and traditional values. Sensitivity on the part of implementers and service providers to the social and cultural contexts of indigenous peoples and their distinctiveness is critical for their capacity-building and empowerment.
37. While most evaluations covered gender issues, it is challenging to discern information specifically related to indigenous peoples. Still, some good examples of empowerment of indigenous women were found; these were the result of projects that facilitated access to land by both husbands and wives in indigenous communities (e.g. through forest land use certificates), and projects that promoted women in leadership positions and their involvement in management of community initiatives.
38. **Through grant-financed projects, IFAD's contribution to the empowerment of indigenous peoples and their organizations at different levels has been significant.** For example, IFAD has supported their engagement in international processes. Their participation in decision-making and project management in IPAF contributes to their capacity-building. Small IPAF-funded projects, by their very nature (demand-driven and direct management of funds), are likely to have contributed to empowerment of the grant recipients. At the same time, the weak

linkage of these projects with the rest of IFAD's country programmes has been identified as a challenge.

39. **IFAD has made a significant contribution to advocacy on indigenous peoples' issues at the global level.** This is well recognized by UNPFII and indigenous peoples' organizations. IFAD's approaches go beyond its own participation in international processes: it conducts much of its advocacy work through indigenous peoples' organizations. IFAD has supported these organizations in preparing for and participating in high-level platforms and engaging in advocacy.
40. At project/country level, there are a number of good examples in terms of influencing institutions and policies, but the performance varies according to the extent of government interest, overall environment and other factors.

IV. Conclusions

41. **A number of IFAD-financed projects and programmes in support of indigenous peoples have made important contributions.** Successes relate especially to empowerment, institutions and policies, access to land and territories and natural resource management. Not surprisingly, the evolution of IFAD's long-standing engagement with indigenous peoples is particularly notable in the countries where legislative frameworks related to indigenous peoples are advanced. IFAD's support to indigenous peoples has been highly relevant and appreciated also in middle-income countries, where a high level of poverty is often found among indigenous and tribal peoples and ethnic minority communities.
42. **IFAD's contribution to international processes and advocacy has been substantial.** Starting with the consultative process for developing the IFAD policy on indigenous peoples, initiatives such as IPAF, the Indigenous Peoples Forum, and global and regional grant activities have contributed to building trust and partnerships with indigenous peoples' organizations and other stakeholders. IFAD is perceived as a "partner" and "pioneer" in working with indigenous peoples. The visibility of and appreciation for IFAD among the international community and indigenous peoples' community are impressively high.
43. **IPAF has been a flagship programme and unique instrument that has helped IFAD develop partnerships and trust with indigenous peoples' organizations and also contributed to their empowerment.** By and large, it has been challenging to link IPAF with IFAD's country programmes for scaling-up as envisaged in the policy. Having taken it over from the World Bank, IFAD has continued support to IPAF with its own regular grant resources even though they have been outstripped by a very high demand. Efforts to mobilize more supplementary financing have not resulted in concrete outcomes.
44. **Building on the experiences so far, there is room to strengthen consistent policy implementation at an operational level.** Undoubtedly this poses challenges. IFAD-supported investments are executed through governments, which has a bearing on: (i) the extent to which IFAD can influence the country and project strategies and approaches; and (ii) the capacity of project implementers and service providers (often government staff at field level). This said, IFAD's operating model also provides opportunities to influence public institutions and policies, and IFAD could strengthen its country-level policy engagement on indigenous peoples' issues on the basis of its own corporate policies and UNDRIP.
45. **Another challenge is the limited understanding of indigenous peoples' issues among some of the IFAD staff** responsible for countries where these issues are significant and relevant in terms of rural poverty. In countries where indigenous peoples are not recognized as such and where the use of such term can be politically sensitive, it is still feasible for projects to apply the policy principles as part of the tailored strategy to work with them. But for this, the staff responsible

need to fully appreciate the importance of paying attention to the specificities of indigenous peoples.

46. **IFAD is in a unique position to support indigenous peoples' social and economic empowerment.** Most other international financial institutions have tended to focus more on safeguard aspects (a "do-no-harm" approach). The size and nature of IFAD-financed projects and its attention to targeting, participatory approaches, community development, empowerment and inclusion have enabled IFAD to naturally follow a proactive approach to supporting indigenous peoples. IFAD's approach to engagement with indigenous peoples, centring upon support to their social and economic empowerment, can also be compared with other United Nations and bilateral agencies that tend to exclusively or mainly focus on human rights aspects. IFAD's comparative advantage stems from interlinkages between its operations and activities at different levels: experience on the ground, various instruments at corporate level and broad partnerships and networks, as well as the roles that IFAD plays at the international level.
47. **As a broad issue, there may be tension between increasing demand for results and efficiency in development cooperation on the one hand, and the perception that more time and resources are needed for designing and implementing projects targeting or affecting indigenous peoples on the other.** Full and meaningful participation of indigenous peoples in the development of a project is indeed key to ensuring relevance, effectiveness, efficiency and sustainability. Demand for better diagnostic analysis, a differentiated targeting approach, full participation of indigenous peoples and FPIC, disaggregated data, capacity-building and empowerment, as well as challenges with implementation capacity: all of these could discourage IFAD operational staff from reaching out to indigenous peoples in investment projects. IFAD reaffirmed its high-level commitment to maintaining and strengthening its engagement with indigenous peoples at the World Conference on Indigenous Peoples in 2014 and the Indigenous Peoples Forum in 2015; this is reassuring since it would be a significant lost opportunity if IFAD were to scale down its support for projects with indigenous peoples as a result of an emphasis on efficiency and shift more to projects that may appear less demanding.

V. Recommendations

48. Key recommendations for consideration by IFAD to further strengthen its engagement with indigenous peoples are presented below.

Strategic level

Recommendation 1: Revisit the main objectives and strategies of IPAF.

The key, and not mutually exclusive, contributions and roles of IPAF could be to:

- (i) finance small projects designed and implemented by indigenous peoples' communities to promote indigenous peoples' well-being and empowerment;
- (ii) identify potential credible partners for IFAD or country programmes;
- (iii) promote innovations to be scaled up in investment projects; and (iv) build capacity of regional indigenous peoples' organizations in project management and strengthen their networks. IPAF's strategy, instruments and operational modalities would need to be adjusted depending on which of these roles should receive the greatest attention. If IFAD intends to continue supporting IPAF in the medium term, opportunities for increasing and stabilizing funding for IPAF need to be explored, including the possibility of mobilizing supplementary financing through IFAD or catalysing direct contributions to IPAF's regional partner organizations by other financiers.

Operational level

49. **Recommendation 2: Pay greater attention to key project design elements and provide adequate implementation support (especially for investment**

projects), ensuring effective participation of indigenous peoples throughout, supported by a team member with an understanding of and skills in working with indigenous peoples' issues. The key project design elements would include:

- (i) Institutional analysis and measures to ensure sufficient implementation capacity, duly recognizing the time and resources required in project implementation and the need for flexibility.
- (ii) Targeting strategies and approaches in the design with: (a) sound socio-cultural and vulnerability analysis of different social groups; and (b) tailored and differentiated approaches to build on the culture, identity and knowledge of the indigenous peoples' communities.
- (iii) Focus on gender issues in indigenous peoples' communities to tailor the design to their specific needs, priorities and potential.
- (iv) Solid basis for monitoring disaggregated data in design (by social group and by gender), also incorporating specific indicators that can better capture the results and outcomes related to indigenous peoples' well-being.

50. **Recommendation 3: Provide guidance on how FPIC can be best operationalized.** Clarification is needed on implementation of the FPIC requirement, both at the design stage and during implementation. It is fundamental to emphasize that FPIC is in essence about effective beneficiary participation throughout the project cycle (project design, implementation, monitoring and evaluation) and enhancing project results and impact. It is also important to increase staff understanding of how to approach this in a practical and pragmatic manner and in what contexts and how the design can facilitate effective participation and the application of FPIC during project implementation.

Staff awareness and understanding

51. **Recommendation 4: Enhance staff understanding of indigenous peoples' issues.** A change of staff can have a significant impact on the nature and orientation of the country programme, depending on their knowledge and experience. It is fundamental that incoming country programme managers without much exposure or understanding of the topic become acquainted with indigenous peoples' issues and their social and cultural values. Systematic and stronger partnerships with in-country partners – including indigenous peoples' organizations – could contribute to this process and facilitate continuity. The responsible staff should understand that it is possible to engage with those who self-identify as indigenous peoples following the spirit and principles of IFAD's policy on indigenous peoples by using local terms and applying context-specific approaches.

Knowledge management

52. **Recommendation 5: Strengthen knowledge management, taking advantage of IFAD's substantial experience, lessons and knowledge on engagement with indigenous peoples.** Based on IFAD's rich experience with indigenous peoples, there is scope for undertaking a study to capture and analyse best practices and lessons in a comprehensive manner to be widely shared as an IFAD flagship publication. Capturing the perspective and voices of indigenous peoples in this process would be crucial.