



**INTERNATIONAL TROPICAL  
TIMBER COUNCIL**

Distr.  
GENERAL

ITTC(LX)/11  
24 October 2024

Original: ENGLISH

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SIXTIETH SESSION  
2-6 December 2024  
Yokohama, Japan

**REPORT ON THE REVIEW UNDER DECISION 5(LIV)  
OF THE EFFECTIVENESS OF THE OPERATION OF  
ITTO'S FINANCING ARCHITECTURE (PROGRAMMATIC APPROACH AND LINES)**  
(Item 16 of the Provisional Agenda)

# Review – Programmatic Approach

## // Executive Summary

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ITTO first commissioned expert and external analysis of its external funding options and strategy *eleven years ago* [CFA(XXVIII)/8 - 10 October 2013 ], which considered Markku Simula encyclopaedic report on “Mobilizing New Funding and Partnerships for ITTO and Its Objectives”, and concluded that:

*After the presentation, the Working Group had an extended discussion of the work and concluded that the Background Document provides (i) an effective review of potential sources of existing and new funding and takes into consideration the views expressed by ITTO members and the Secretariat; (ii) useful considerations and elements for the fundraising strategy and action plan; (iii) adequate information on the strengths and weaknesses of ITTO and its comparative advantages; and (iv) extensive detailed information on existing and potential sources of funding for ITTO.*

Five years later (2018), we were contracted to conduct another analysis on the same topic, resulting in a second, exhaustive, and reinforcing set of analyses and recommendations.

## // Current State (2024)

Recent intensive fundraising efforts by the Secretariat, led by the Executive Director, have resulted in a gradual increase in external revenue from bi-lateral and multi-lateral donors. They should be applauded. But while welcome, this accomplishment was a result of sustained *personal* efforts without sufficient institutional fundraising infrastructure, and is unsustainable over time. To be clear, it is the result of current staff taking on an additional set of roles – those of highly-specialised fundraising professionals – and applying dedication, passion, and a volume of efforts above and beyond their ‘day jobs’. It is not only inefficient (through no fault of their own), but it requires a sacrifice of health and other priorities.

Our conclusion then and now is that the ‘new’ Programmatic Approach (including the otherwise very rational move to the internal Concept Note model) is unrelated to this fundraising success. Funders aren’t motivated by internal rebranding of ITTO’s aspirations.

## // Recommendations (2024)

The findings of the most recent survey on Fundraising provide some internal insights, but are largely immaterial to our current (2024) recommendations to the ITTC, which are the same those in the 2013 Simula document, and our own 2018 report, namely:

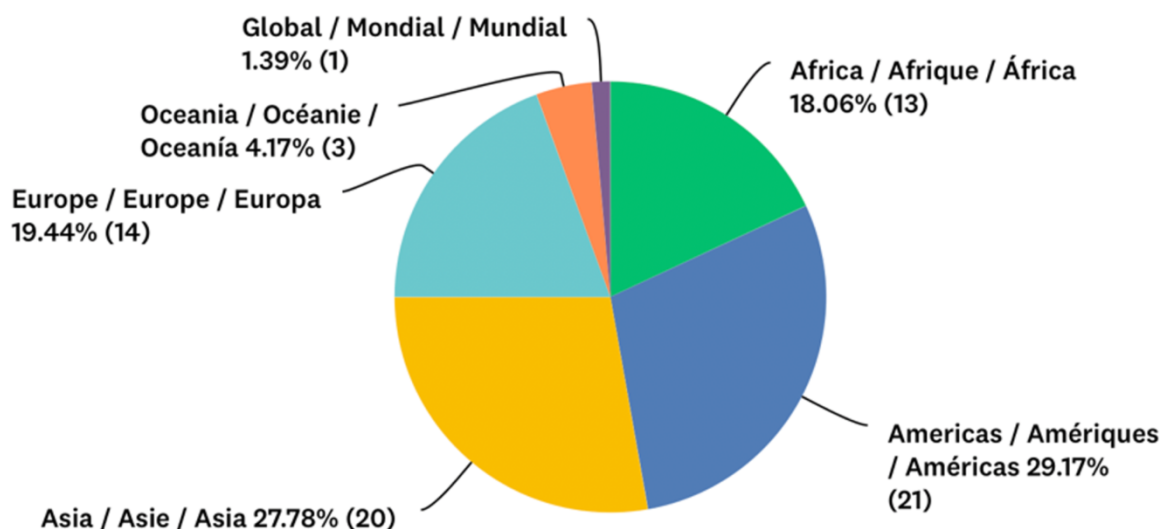
- Increase the operational budget by 1.5% to cover specialised fundraising personnel;
- Invest in the specialised fundraising tools/infrastructure necessary for them to work;
- Invest in the necessary market analysis and outreach to enable effective fundraising;
- Accept organisationally that ITTO will *not* dictate funders’ priorities for their budgets;
- Stop internally debating/recreating to avoid competing for available external funds.

With apologies, ITTO has been already told what it needs to do to accomplish its funding goals, and given a roadmap in 2018/2019 to deliver it (attached). The results of this survey only reinforce their validity, and that they’re still needed after these eleven years.

## // Section One – Respondent Demographics

Which geographic region are you primarily associated with? – À quelle région géographique êtes-vous principalement associé? – ¿Con qué región geográfica está principalmente asociado?

Answered: 72 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ Africa / Afrique / África	18.06% 13
▼ Americas / Amériques / Américas	29.17% 21
▼ Asia / Asie / Asia	27.78% 20
▼ Europe / Europe / Europa	19.44% 14
▼ Oceania / Océanie / Oceanía	4.17% 3
▼ Global / Mondial / Mundial	1.39% 1
<b>TOTAL</b>	<b>72</b>

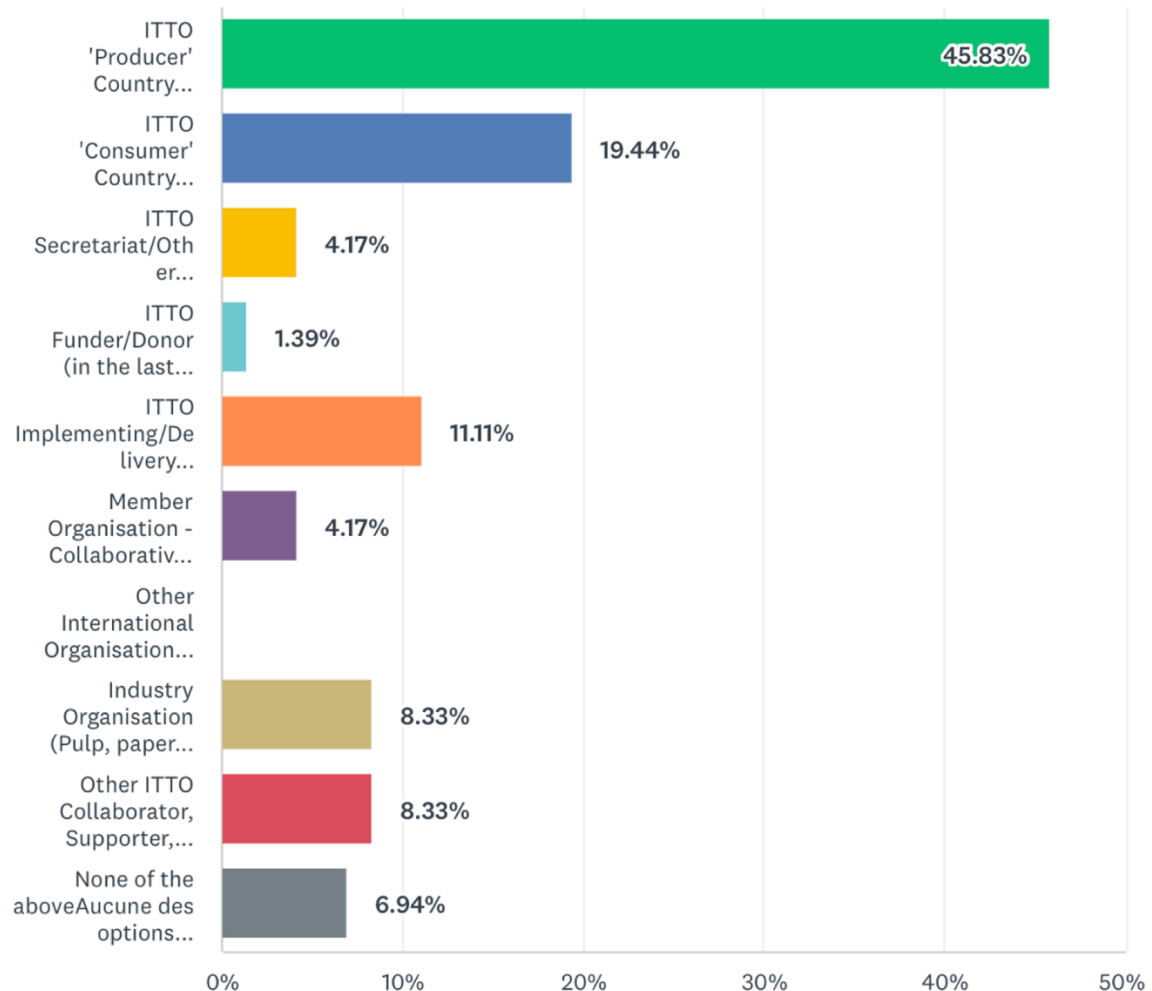
For clarity, 72 total responses were started, and all subsequent questions received at least 51 answers. Since the survey was opened to participants *outside* just the Producer and Consumer members, it's impossible to determine the percentage response rate, but from *within* the organisation's membership, there were 47 individual responses:

ANSWER CHOICES	RESPONSES
▼ ITTO 'Producer' Country MemberMembre des pays producteurs de l'OIBTPaís miembro "productor" de la OIMT	45.83% 33
▼ ITTO 'Consumer' Country MemberMembre des pays consommateurs de l'OIBTPaís miembro "consumidor" de la OIMT	19.44% 14

Note: One of the 'Consumer' Country Members responding is the EU, so the total number of responding Members represented is 60 (33 Producers + 13 Consumers (non-EU) + 27 Consumers (EU) out of a possible 82 for an *approximate* 73% (internal) response rate.

Which group(s) do you feel most associated with? – À quelle(s) catégorie(s) vous considérez-vous le plus associé? – ¿Con qué grupo(s) considera que está más vinculado?

Answered: 72 Skipped: 0



ANSWER CHOICES	RESPONSES
ITTO 'Producer' Country MemberMembre des pays producteurs de l'OIBTPaís miembro "productor" de la OIMT	45.83% 33
ITTO 'Consumer' Country MemberMembre des pays consommateurs de l'OIBTPaís miembro "consumidor" de la OIMT	19.44% 14
ITTO Secretariat/Other StaffSecrétariat/Autre personnel de l'OIBTSecretaría/Otro personal de la OIMT	4.17% 3
ITTO Funder/Donor (in the last four years, non-Member)Bailleur de fonds/donateur de l'OIBT (au cours des quatre dernières années, non-membre)Financiador/donante de la OIMT (en los últimos cuatro años, no miembro)	1.39% 1
ITTO Implementing/Delivery Organisation (project management, non-Member)Organisation d'exécution/prestataire de services pour l'OIBT (gestion de projet, non-membre)Organización ejecutora/prestadora de servicios de la OIMT (gestión de proyectos, no miembro)	11.11% 8
Member Organisation - Collaborative Partnership on Forests (CPF)Organisation membre - Partenariat de collaboration sur les forêts (PCF)Organización miembro - Asociación de Colaboración en materia de Bosques (ACB)	4.17% 3
Other International OrganisationAutre organisation internationaleOtra organización internacional	0.00% 0
Industry Organisation (Pulp, paper, timber, or related)Organisation de la filière industrielle (pâte, papier, bois ou secteur connexe)Organización de la industria (pulpa, papel, madera o afín)	8.33% 6
Other ITTO Collaborator, Supporter, Consultant, or FriendAutre collaborateur, soutien, consultant ou ami de l'OIBTOtro colaborador, socio, consultor o amigo de la OIMT	8.33% 6
None of the aboveAucune des options ci-dessusNinguna de las opciones anteriores	6.94% 5
Total Respondents: 72	

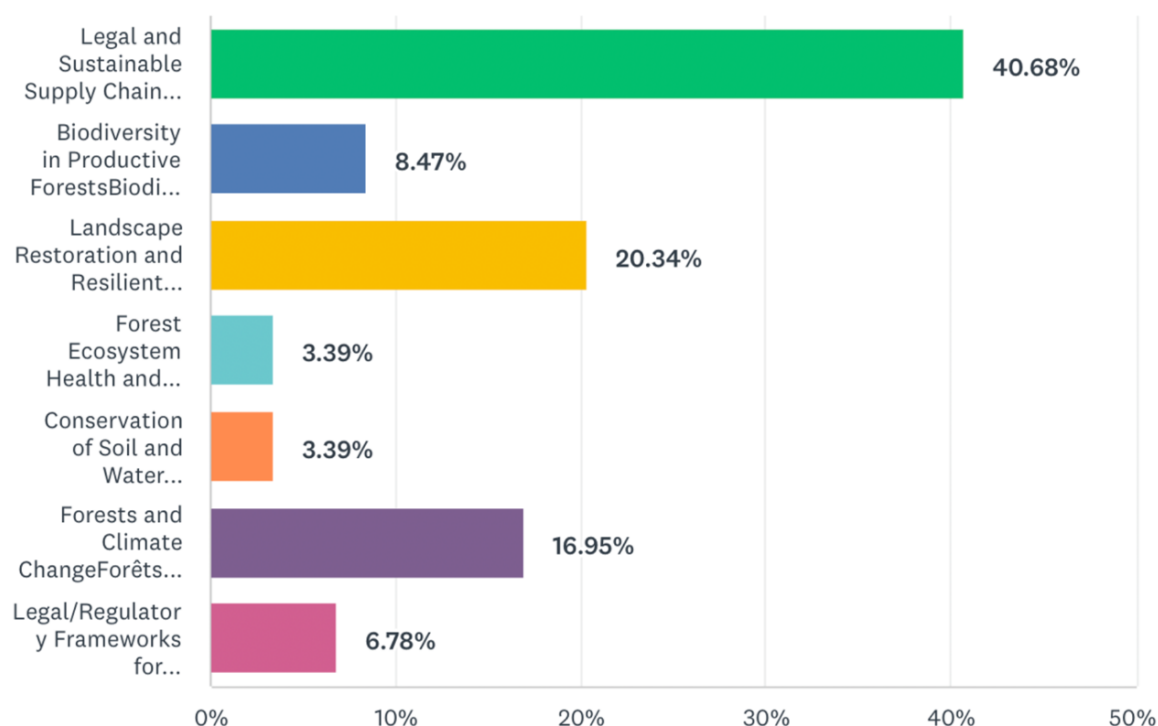


## // Section Two – What Is the Need for ITTO

The range of needs for ITTO have expanded since its founding in 1994, and the world's complexity and interdependence has expanded even further since the last significant update to the ITTA (2006). Looking forward, and aware that the next renegotiation will be taking place in the coming years, it's important to identify current needs for the ITTO:

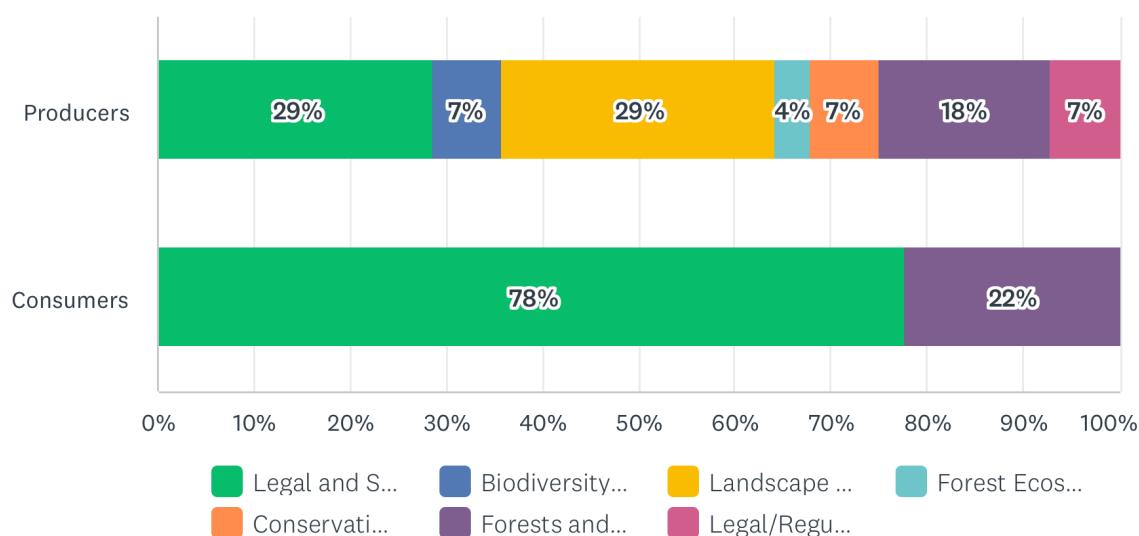
What do you feel is the top priority for ITTO for the next five years? – En su opinión, ¿cuál es la principal prioridad de la OIMT para los próximos cinco años? – Quelles sont, selon vous, le priorité première de l'OIBT pour les cinq prochaines années?

Answered: 59 Skipped: 13



ANSWER CHOICES	RESPONSES
Legal and Sustainable Supply Chains Chaînes d'approvisionnement légales et durablesCadenas de suministro legales y sostenibles	40.68% 24
Biodiversity in Productive ForestsBiodiversité dans les forêts de productionBiodiversidad en bosques de producción	8.47% 5
Landscape Restoration and Resilient LivelihoodsRestauration des paysages et moyens d'existence résilientsRestauración de paisajes y medios de vida resilientes	20.34% 12
Forest Ecosystem Health and VitalitySanté et vitalité des écosystèmes forestiersSalud y vitalidad de los ecosistemas forestales	3.39% 2
Conservation of Soil and Water ResourcesConservation des ressources en terres et en eauConservación de los recursos de suelo y agua	3.39% 2
Forests and Climate ChangeForêts et changement climatiqueBosques y cambio climático	16.95% 10
Legal/Regulatory Frameworks for ForestsCadres juridiques/réglementaires relatifs aux forêtsMarcos jurídicos/normativos relacionados con los bosques	6.78% 4
<b>TOTAL</b>	<b>59</b>

When Producer and Consumer responses are extracted – again, with the 27-country bloc of the EU responding as one in the Consumer group – additional insights emerge:



Producers have a much wider opinion of where needs exist for ITTO in the next five years. Both groups prioritise 'Legal and Sustainable Supply Chains' (though at a far larger degree among Consumer Members), and include 'Forests and Climate Change', but Producers' second-most important priority is 'Landscape Restoration and Resilient Livelihoods'. Moreover, at least one respondent chose each of the seven possible options as their single top priority.

## // Comments on this Question

The EU and its 27 Member States would like to additionally tick the options: Biodiversity in Productive Forests and Landscape Restoration and Resilient Livelihoods. Furthermore the EU and its 27 MS believe that the work of ITTO should not only focus on one priority but be broader and envisage all three dimensions of sustainable forest management. Therefore, climate change and biodiversity, incl. all targets of the Kunming-Montreal Global Biodiversity Framework, should be reflected horizontally in the work of ITTO. Climate change mitigation and adaptation has been and still is one of the six major focus areas of ITTO. Since climate change is one of the most pressing challenges of our time, and has strong interactions with forests and their vitality, the EU and its 27 Member States consider it as a horizontal priority. Additional to legal and sustainable supply chains we believe this priority should envisage as well deforestation-free supply chains.

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La forma en que apoyan los programas internacionales de Desarrollo

*"The way in which they support international development programs"*

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Producción de semilla de las especies nativas, manejo de arboles semilleros nativos

*"Production of native species seeds, management of native seed trees"*

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se debe generar una campaña de comunicación asertiva desde nivel internacional para que el público en general comprenda la importancia de lograr que los bosques sean integrados de forma sostenible en sus cuentas nacionales

*"An assertive communication campaign should be launched at the international level so that the general public understands the importance of integrating forests sustainably into their national accounts."*

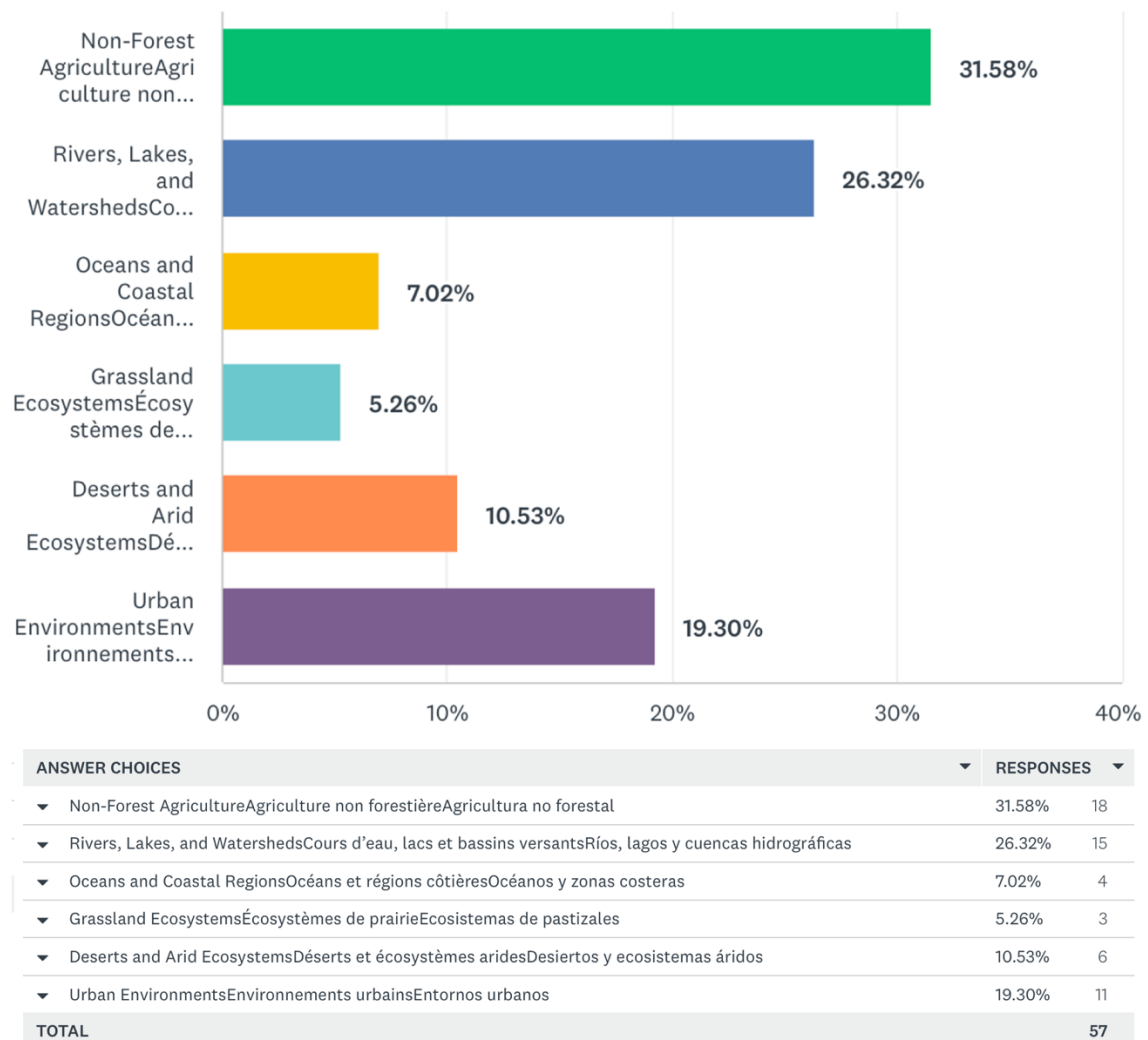
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Forest Ecosystem Health and Vitality

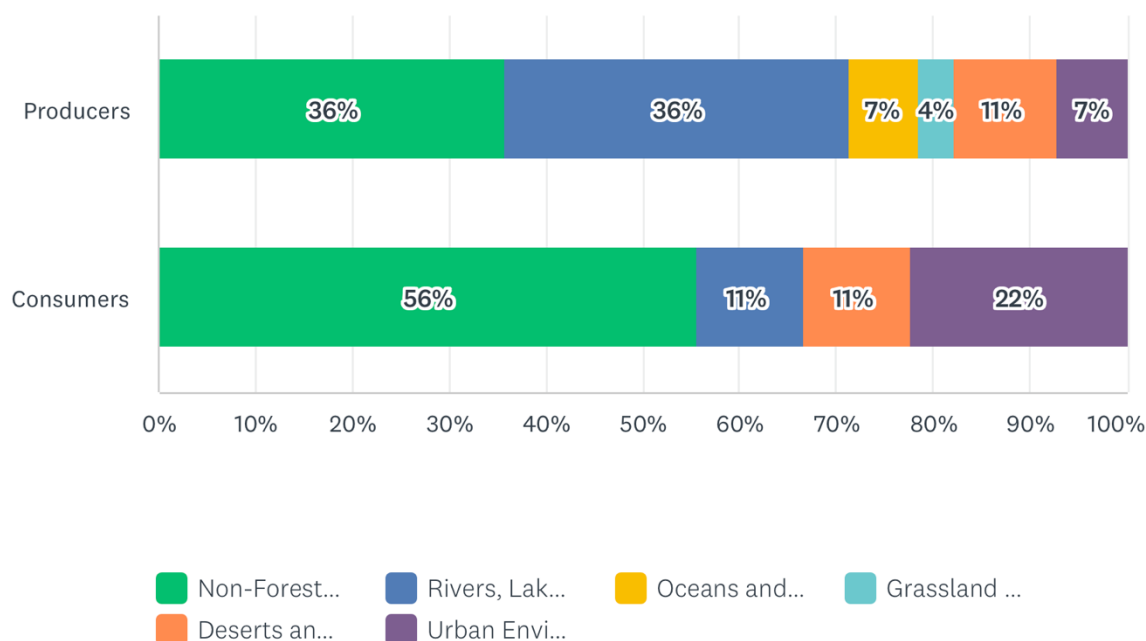
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Tropical Forests are an important part of landscapes, connected to multiple other parts of ecosystems; which other environmental element would you prioritise if funding were available for them together (choose one)? – Formant une partie importante d'un paysage, les forêts tropicales sont reliées à de multiples autres parties d'un écosystème. Quel autre élément environnemental prioriseriez-vous si des financements étaient disponibles pour ceux-ci dans leur ensemble (sélectionnez une seule option)? – Los bosques tropicales son un componente importante de los paisajes y están conectados con muchos otros componentes de los ecosistemas. ¿qué otro elemento ambiental priorizaría si hubiera financiación disponible para todos ellos en conjunto (seleccione una opción)?

Answered: 57 Skipped: 15



When considering funding options that include sustainable forestry *and* another related topic, 'Non-Forest Agriculture' and 'Rivers, Lakes, and Watersheds' were the collective priority of the overall respondents to the survey, followed by 'Urban Environments', and 'Deserts and Arid Ecosystems'.



When reviewing just Producer and Consumer responses, these priorities are mirrored to a significant degree.

## // Comments on this Question

The EU and its 27 Member States would like to additionally tick the options: Oceans and Coastal Regions; and Grassland Ecosystems.

Agro ganadería forestería, buscar y promover modelos.

*"Agro-livestock forestry, seeking and promoting models."*

Sistemas agroforestales en entornos urbanos y periurbanos

*"Agroforestry systems in urban and peri-urban environments"*

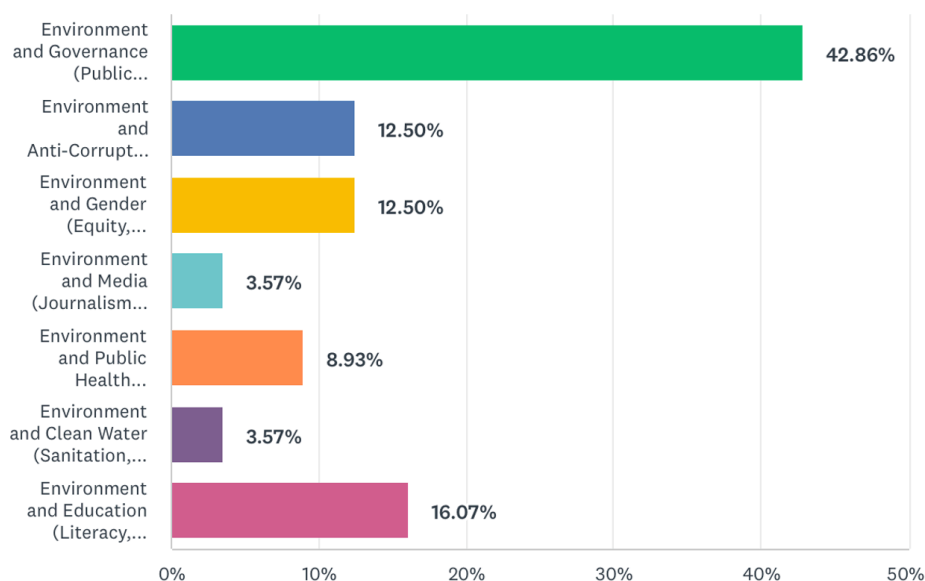
BioD

*[Biodiversity (assumed)]*

Agriculture, Rivers, lakes, Watersheds

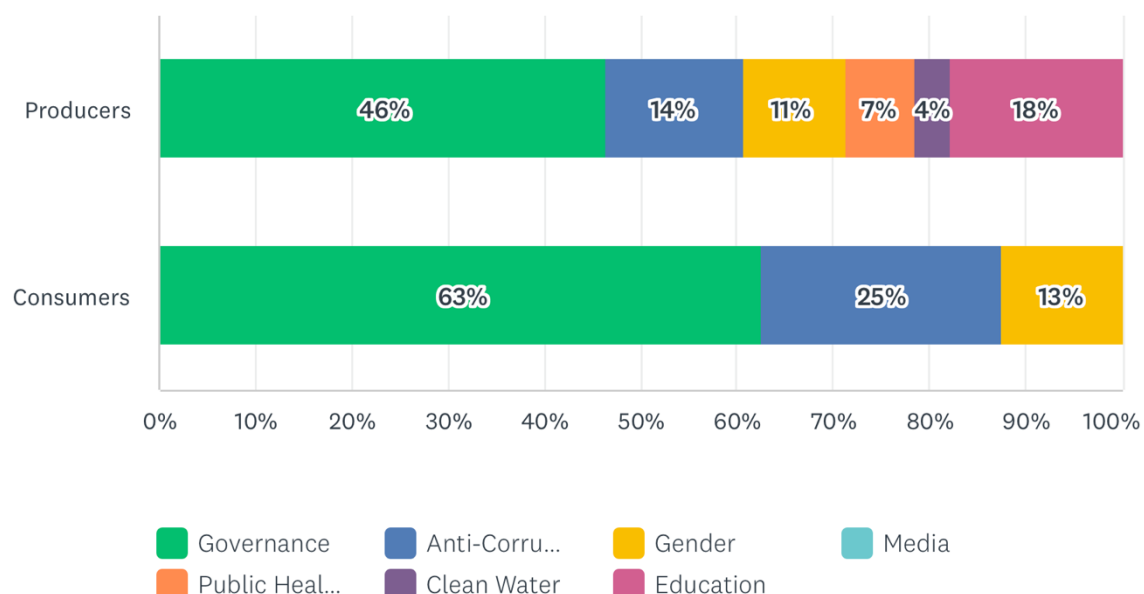
Funders often have programmes for complex needs – two or more development sectors together, for example ‘Environmental Protection’ and ‘Economic Development’ – in addition to that, which of the following areas do you think ITTO should consider for a priority fundraising partnership (choose one)? – Les bailleurs de fonds ont souvent des programmes répondant à des besoins complexes, qui associent deux secteurs de développement ou plus, par exemple, «Protection de l'environnement» et «Développement économique». Compte tenu de cela, pour lequel des domaines suivants pensez-vous que l'OIBT devrait considérer pour un partenariat de collecte de fonds prioritaire (sélectionnez une seule option)? – Los financiadores suelen tener programas para abordar necesidades complejas, combinando dos o más sectores de desarrollo, por ejemplo, "Protección del medio ambiente" y "Desarrollo económico". En este contexto, ¿cuál de las siguientes áreas cree que la OIMT debería considerar para una asociación de recaudación de fondos prioritaria (seleccione una opción)?

Answered: 56 Skipped: 16



ANSWER CHOICES	RESPONSES
▼ Environment and Governance (Public Administration, Local Government, Regulation...)Environnement et gouvernance (administration publique, pouvoirs publics locaux, réglementation, etc.)Medio ambiente y gobernanza (administración pública, gobierno local, reglamentación, etc.)	42.86% 24
▼ Environment and Anti-Corruption (Standards, Transparency, Investigations...)Environnement et lutte contre la corruption (normes, transparence, enquêtes, etc.)Medio ambiente y lucha contra la corrupción (normas, transparencia, investigaciones, etc.)	12.50% 7
▼ Environment and Gender (Equity, Engagement, Inclusion, Access...)Environnement et aspect sexospécifique (équité, participation, inclusion, accès, etc.)Medio ambiente y género (equidad, participación, inclusión, acceso, etc.)	12.50% 7
▼ Environment and Media (Journalism Training, Public Information, Investigation...)Environnement et médias (formation en journalisme, information publique, enquêtes, etc.)Medio ambiente y medios de comunicación (capacitación en periodismo, información pública, investigación, etc.)	3.57% 2
▼ Environment and Public Health (Maternal/Children, Preventable Diseases, Rural Access...)Environnement et santé publique (maternelle/infantile, maladies évitables, accès en zone rurale, etc.)Medio ambiente y salud pública (materno-infantil, enfermedades prevenibles, acceso en zonas rurales, etc.)	8.93% 5
▼ Environment and Clean Water (Sanitation, Toilet/Bathing, Plumbing/Infrastructure...)Environnement et eau saine (assainissement, toilettes/douches, plomberie/infrastructures, etc.)Medio ambiente y agua limpia (saneamiento, instalaciones sanitarias, plomería/infraestructura, etc.)	3.57% 2
▼ Environment and Education (Literacy, Vocational Skills, Teacher Training...)Environnement et éducation (alphabétisation, compétences professionnelles, formation des enseignants, etc.)Medio ambiente y educación (alfabetización, formación profesional, capacitación de docentes, etc.)	16.07% 9
<b>TOTAL</b>	<b>56</b>

When considering complementary sectors (outside of environment and trade), all respondents identified 'Governance' as the most important priority and 'Education' after that. Closely following those were 'Anti-Corruption' and 'Gender'.



When examining only Producers and Consumers, 'Governance' is even more pronounced as a priority, along with the same additional sectors. With this in mind, AKCGlobal can make introductions to the CEOs and Boards of potential partner NGOs with significant fundraising experience and competitiveness among OECD funders:

Governance	<ul style="list-style-type: none"> <li>International Foundation for Election Systems (IFES)</li> <li>Westminster Foundation for Democracy (WFD)</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://www.ifes.org">https://www.ifes.org</a></li> <li><a href="https://www.wfd.org">https://www.wfd.org</a></li> </ul>
Education	<ul style="list-style-type: none"> <li>World Learning (WL)</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://www.worldlearning.org">https://www.worldlearning.org</a></li> </ul>
Anti-Corruption	<ul style="list-style-type: none"> <li>Transparency International (TI)</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://www.transparency.org">https://www.transparency.org</a></li> </ul>
Gender	<ul style="list-style-type: none"> <li>International Committee for Research on Women (ICRW)</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://www.icrw.org">https://www.icrw.org</a></li> </ul>
Public Health	<ul style="list-style-type: none"> <li>Development Media International (DMI)</li> <li>Options Health</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://www.developmentmedia.net">https://www.developmentmedia.net</a></li> <li><a href="https://www.options.co.uk">https://www.options.co.uk</a></li> </ul>

These are current and former clients of AKCG with whom we have also worked on fundraising, strategy, organisational effectiveness, and impact.

Alternatively, in AKCG's 2018 report on Fundraising for ITTO, we also identified approximately 30 global organisations – with their annual revenue, global coverage, competitive advantages, and contact information for their fundraising staff – already receiving funding in the environmental and trade sectors that would be excellent potential partners for the organisation as it advances its fundraising strategy.

## ITTO International Partner/Competitor Analysis

**Organisational Designations** - Because each potential funding opportunity will be different, each organisation can be a 'partner' or

**Consortia** - In general, large (\$50+m per year) organisations will see ITTO as a potential sub-medium-sized (\$10-50m) as partner, and small (less than \$10m) as a prime contract

Name	Type of Company	Funding from:	Summary	Primary Location	Secondary Locations	Size (Employees)	Turnover (Last Year)
PACT	NGO	ADB, DFID, USAID, WB	A nonprofit international development organization founded in USA 1971, Pact works on the ground in nearly 40 countries to improve the lives of those who are challenged by poverty and marginalization.	USA	Myanmar Cambodia Ethiopia Kenya	51-200	USD 195000000
FCG Group	Consultancy	ADB, AfDB, DANIDA, DFID, EBRD, EC, EIB, IADB, KfW, NDF, SIDA, UNDP, WB, AFD, GIZ, Lux-Development, MFA - Finland, CoE, IFAD, FAO, WFP, UNFCCC	FCG's consulting services focus on developing organizational, social and public sector structures around the world. In international projects their strength lies in a local market presence, solid and versatile international experience and in highly motivated, efficient staff.	Finland	Bulgaria, Singapore, Norway, Sweden, New Zealand	500-1000	Euro 79000000
GOPA Consultants	Consultancy	ADB, AfDB, DFAT, DANIDA, DFID, EBRD, EC, EIB, KfW, MCC, UNDP, WB, Other, AFD, CARIBANK, GIZ, Lux-Development, UN, USAID, SDC, UEMOA	GOPA Consultants works worldwide as an independent consulting firm on behalf of private industry and national and international institutions. We offer services in the fields of economic development and governance, education, infrastructure development, statistics and rural development and environment.	Germany	Worldwide	51-200	Euro 70,000,000

The full list will be appended to this report for reference.

## // Comments on this Question

The EU and its 27 Member States would like to additionally tick the options: Environment and Gender; and Environment and Public Health.

buscar que las normas se apliquen adecuadamente, lo mas común es que nunca hay recursos para esta actividad

*"Ensure that regulations are properly enforced; the most common issue is the lack of resources for this activity."*

Es necesario hacer más visible la participación de las mujeres, jóvenes y grupos vulnerables en los sectores forestales en los países, esto esta practicamente invisibilizado

*"It is necessary to make the participation of women, youth, and vulnerable groups in the forestry sectors in countries more visible, as this is practically invisible."*

environment and domestic wood consumption

Environment and Innovation (Private sSector ilnvolvement such as introduction of cutting-edge technologies into the forest sector)

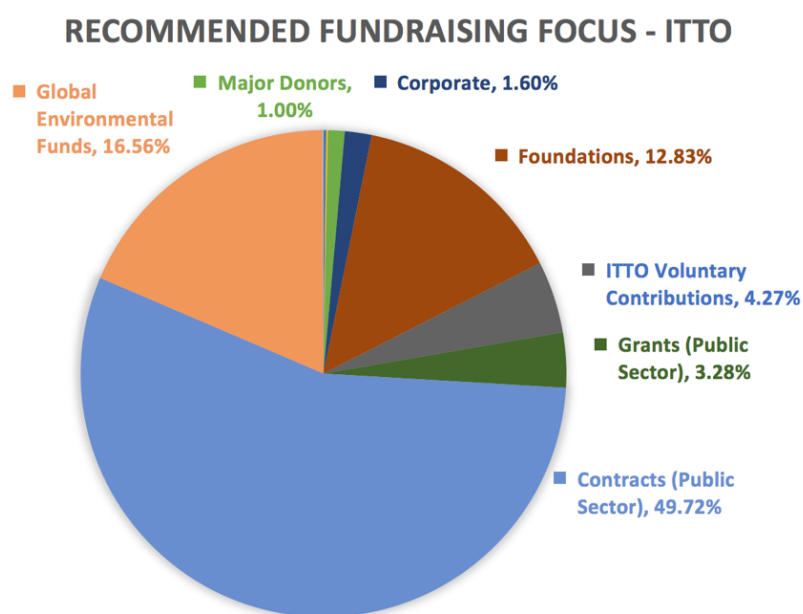
Environment and Governance



## // Section Three – Where is the Funding for ITTO

In 2018, AKCGlobal completed an exhaustive market analysis of ITTO's fundraising potential, and matched it to appropriate donors:

*"More to the point, the supplemental research on specific funding opportunities included with the final version of this report identifies USD 500 million of specific contracts from a wide range of OECD bi- and multilateral donors over ten years (in a funding calendar through 2024 with dates, links to the tender and correlated to the recommended Solutions and Service Lines). With an average of USD 50-75 million per year, funding for ITTO is indisputably available."*



From those funding focus areas, we identified specific contracts from funders available 2018 to 2024, their values, sources, and relevance to ITTO's mandate and members. In the six years since then, this availability has not changed:

### ITTO International Development Funding Opportunities (through 2024)

**Total Value** - USD 507,656,744 (2014-2024)  
Average Value of ITTO-Competitive Tenders = USD 50-75 million annually

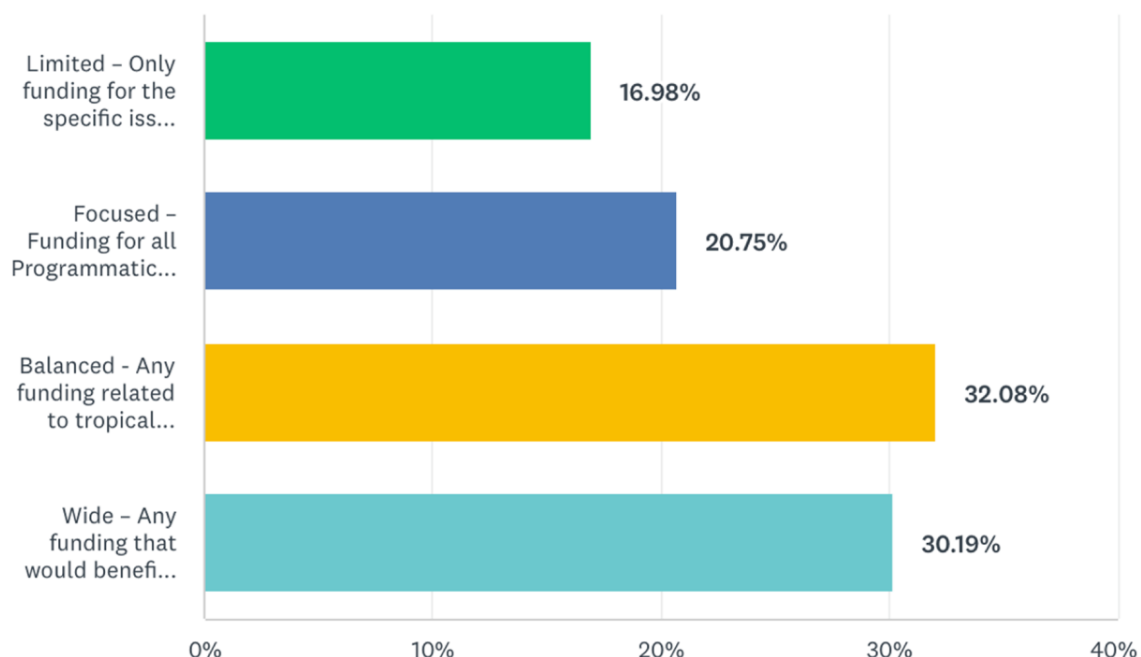
**Renewals** - An average of 60-70% of international development funding agreements renew for recompetition within 8-14 months of closure (for

Name of Contract/Project	Value (0)	ITTO Value (\$)	Source	Start Date	END Date (DD/MM/YY)	Solution(s)	Location	
Central Africa Forest Ecosystems Conservation (CAFECC)	\$62,000,000	\$62,000,000	USAID	01/10/13	30/09/18	Forest Management, Capacity-Building, Data & Technology	Democratic Republic of Congo	In 1995, the U.S. established the CARPE, a 25-year biodiversity loss v forest degradation increasing local, r resource manage and implementat funding framewo
Global Green Growth Institute (GGGI)	£22,200,000	\$29,126,400	DFID	16/10/14	31/05/20	Forest Management, Supply Chains, Trade and Industry, Capacity-Building, Data & Technology	Worldwide: Mexico, Colombia, Peru, Morocco, Burundi, Ethiopia, Uganda, India.....	This programme i green growth poli knowledge and ex implementation a
Supporting Sustainable Management of Tree Species (UNEP/CITES)	euro 8,500,000	\$6,941,246	EU Commission/ UNEP	01/03/16	01/03/20	Forest Management, Supply Chains, Trade and Industry, Capacity-Building, Data & Technology	Africa, Asia, Latin America and the Caribbean	Commission Impl Programme 2016 Global Public Goo from the general  Supporting sustain the African elephi (UNEP) and the C of Wild Fauna and  CRIS number: DCI

The full list will be appended to this report for reference.

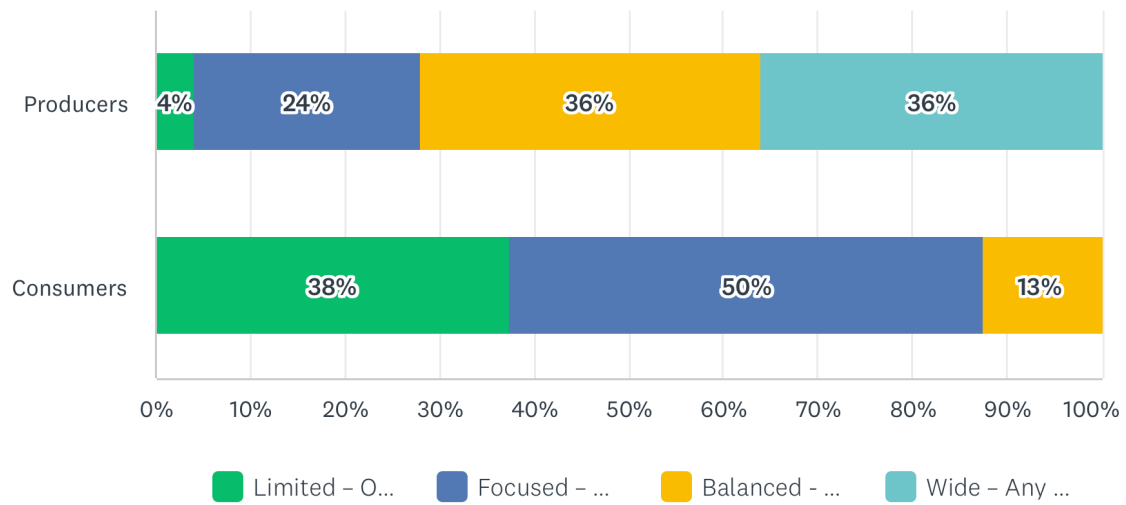
Which of the following would you support to prioritise for ITTO fundraising (choose one)? – Laquelle des options suivantes soutiendriez-vous de prioriser dans le cadre de la levée de fonds de l'OIBT? (sélectionnez une seule option) – ¿Cuál de las siguientes opciones apoyaría como prioritaria para la recaudación de fondos de la OIMT? (seleccione una opción)

Answered: 53 Skipped: 19



ANSWER CHOICES	RESPONSES
▼ Limited – Only funding for the specific issues listed in the current Programmatic Approach Limité – Uniquement des financements pour les thématiques spécifiques répertoriées dans la Démarche programmatique en vigueur Limitada – Financiación exclusivamente para los temas específicos incluidos en el Enfoque Programático actual	16.98% 9
▼ Focused – Funding for all Programmatic Approach topics, and any other previous topic ITTO has implemented historically (for example, from approved historical projects) Ciblé – Financement pour toutes les thématiques de la Démarche programmatique, et toute autre thématique antérieure que l'OIBT a mise en œuvre par le passé (par exemple, dans le cadre de projets antérieurs approuvés) Focalizada – Financiación para todos los temas del Enfoque Programático, y cualquier otro tema previo que la OIMT haya desarrollado históricamente (por ejemplo, a partir de proyectos anteriores aprobados).	20.75% 11
▼ Balanced – Any funding related to tropical forests in ITTO member-states (even if ITTO has to recruit expertise to implement) Équilibré – Tout financement lié aux forêts tropicales dans les États membres de l'OIBT (y compris si l'OIBT doit faire appel à une expertise pour la mise en œuvre) Equilibrada – Toda financiación relacionada con los bosques tropicales en los Estados miembros de la OIMT (incluso si la OIMT tiene que contratar expertos para la ejecución)	32.08% 17
▼ Wide – Any funding that would benefit tropical forests or support strengthening member organisations related to them (training, staff, monitoring and evaluation...) Large – Tout financement dont les forêts tropicales bénéficieraient ou qui soutiendrait le renforcement d'organisations connexes chez les membres (formation, personnel, suivi et évaluation, etc.) Amplia – Toda financiación con posibilidades de beneficiar a los bosques tropicales o apoyar el fortalecimiento de las organizaciones de países miembros relacionadas con ese ámbito (capacitación, personal, monitoreo y evaluación, etc.)	30.19% 16
<b>TOTAL</b>	<b>53</b>

A total of 62% of respondents to the most recent survey support a 'Balanced' (any funding related to tropical forests in ITTO member-states) or 'Wide' (any funding that would benefit tropical forests or support strengthening member organisations) – a majority of responses for a mandate to continue to seek out and compete for funding to advance ITTO's mission. However, when isolating for only the Producer and Consumer responses, additional nuances emerge:

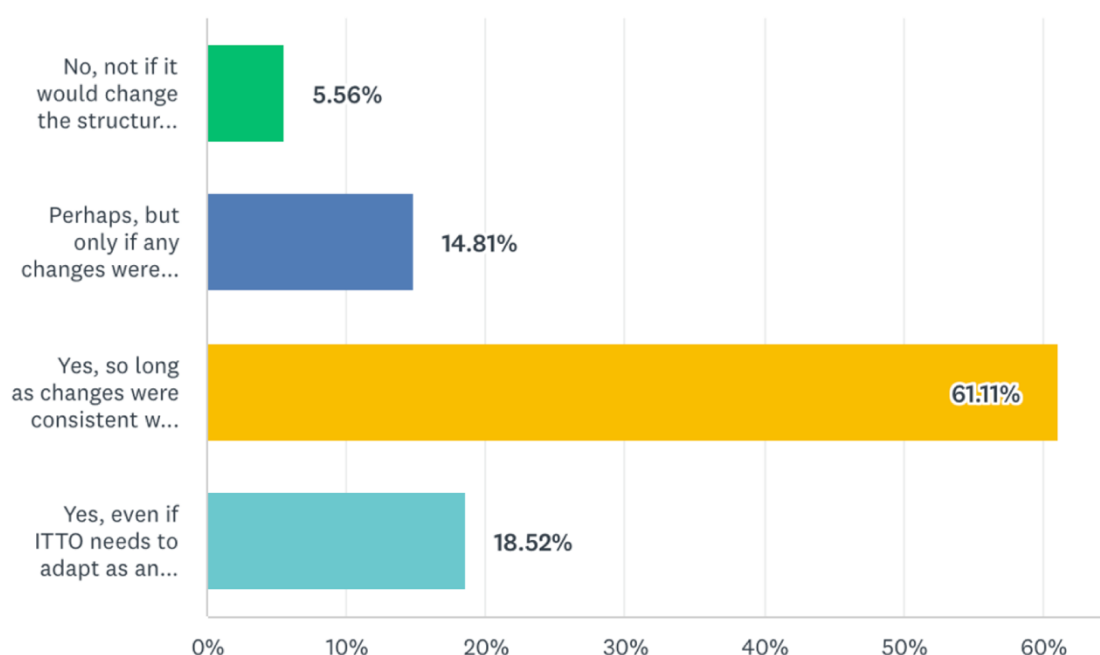


Perhaps unsurprisingly, Producer members are supportive of a much more aggressive (72% for the wider options – ‘Balanced’ and ‘Wide’) approach to fundraising, but Consumer members prioritise almost the complete opposite (88% for the narrower options – ‘Limited’ and ‘Focused’).

There's clearly a reason for the divergence, and given that the Consumer members have been the historical funders of much of the organisation's discretionary budget (through Voluntary Contributions), their reservations about fundraising strategies will be an issue that will have to be resolved before any serious progress will be made.

Global climate finance reached USD \$1.3 trillion on annual average in 2021/2022 compared to USD \$653 billion in 2019/2020. In order to access this funding, would you support ITTO adapting to meet international organisational financial and governance standards (chose one)? – Le financement climatique mondial a atteint une moyenne annuelle de 1,3 trillion \$EU en 2021-2022 contre 653 milliards \$EU en 2019-2020. Pour accéder à ce financement, seriez-vous favorable à ce que l'OIBT s'adapte afin de satisfaire aux normes financières et de gouvernance organisationnelles internationales? (sélectionnez une seule option) – La financiación climática mundial alcanzó un promedio anual de 1,3 billones de USD en 2021/2022, en comparación con el nivel de 653.000 millones de USD registrado en 2019/2020. Con el fin de acceder a esta financiación, ¿apoyaría la adaptación de la OIMT para cumplir las normas financieras y de gobernanza de las organizaciones internacionales? (seleccione una respuesta)

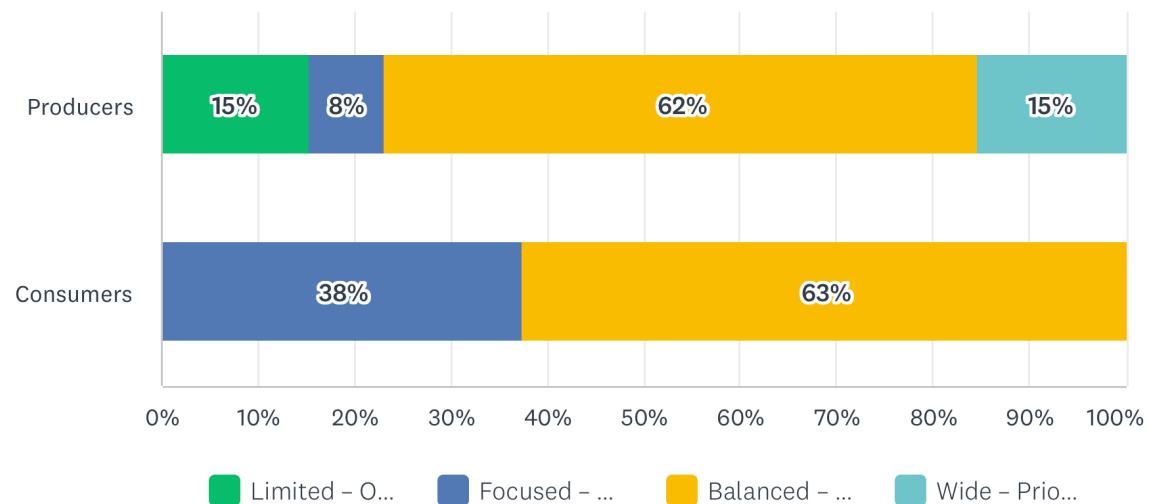
Answered: 54 Skipped: 18



presupuesto de la OIMT

ANSWER CHOICES	RESPONSES
<p>▼ No, not if it would change the structure, voting, mandate, membership, or budget of ITTO</p> <p>Non, pas si cela impliquerait de modifier la structure, le vote, le mandat, la composition des membres ou le budget de l'OIBT</p> <p>No, no daría mi apoyo si se tuviera que cambiar la estructura, sistema de votación, mandato, composición de miembros o presupuesto de la OIMT</p>	<p>5.56% 3</p>
<p>▼ Perhaps, but only if any changes were approved by the ITTC (or incorporated into the ITTA)</p> <p>Peut-être, mais uniquement si toute modification était approuvée par le Conseil international des bois tropicaux (ou intégrée dans l'Accord international sur les bois tropicaux)</p> <p>Quizás, pero solo si todos los cambios fueran aprobados por el Consejo Internacional de las Maderas Tropicales (o incorporados en el Convenio Internacional de las Maderas Tropicales – CIMT)</p>	<p>14.81% 8</p>
<p>▼ Yes, so long as changes were consistent with the Mission and mandate of ITTO</p> <p>Oui, à condition que les modifications soient cohérentes avec la mission et le mandat de l'OIBT</p> <p>Sí, siempre y cuando los cambios fueran compatibles con la misión y el mandato de la OIMT</p>	<p>61.11% 33</p>
<p>▼ Yes, even if ITTO needs to adapt as an organisation to be part of the global effort and funding</p> <p>Oui, y compris si l'OIBT devait s'adapter en tant qu'organisation pour faire partie de l'effort et du financement mondial</p> <p>Sí, incluso si la OIMT necesita adaptarse como organización para formar parte del esfuerzo y financiamiento mundial</p>	<p>18.52% 10</p>
<b>TOTAL</b>	<b>54</b>

There is broad agreement that when it comes to Green Environmental Funds (related to global climate change/mitigation efforts), there should be a solid mandate (62/63%) to pursue those donors “so long as [any related/necessary organisational] changes were consistent with the Mission and mandate of ITTO”.



While these results are insightful about the organisation and what its members and stakeholders might prefer, they're largely immaterial given that ITTO is not and will not be in a position to dictate to funders what they should fund, and how.

As we said in 2018:

*"The question facing the Working Group and ITTC is not "Is there external funding for projects within ITTO's mandate, mission and capability?" because that question has been answered repeatedly with a consistent and resounding "Yes."*

*The money is there for forestry- and trade-related projects, evidenced in the OECD 'Measuring Aid to Forestry (2008)'; the European Foundation Centre's 'Environmental Funding by European Foundations Volume 3 (2014)'; the US Foundation Center's 'Analyzing Trends in Environmental Grant-Making Volume 6 (2015)'; from Global Environmental Funds analysed by the Environmental Defense Fund's 'Mapping Forest Finance (2018)'; and from the World Bank Group's 'Forest Action Plan (2016-2020)'. It's also been answered with evidence in the Advisory Group on Finance (AGF) report on 'Financing Flows and Needs (2008)'; the AGF 'Forest Financing Report of 2012'; and Markku Simula's encyclopaedic internal report on 'Mobilization of New Funding and Partnerships for ITTO (2013)'. All of these sources are integrated throughout this document, and included in full as references, available for readers who wish to corroborate the data that follows."*

The funding for ITTO's work and members' priorities exists already, and the organisation is well-suited in principle to compete for it. But again, its *internal* preferences about how that funding should be secured are largely immaterial given that donors set the terms on what and who they fund.

Successfully generating or replacing ITTO revenue streams wasn't, isn't, and won't be a matter of renaming your service lines from the Biannual Work Plan to the Programmatic Approach, or changing the name of the organisation, or shifting from full proposals to concept notes internally for projects that members want funding for.

If the organisation is serious about fundraising, its strategy needs to focus *externally*.

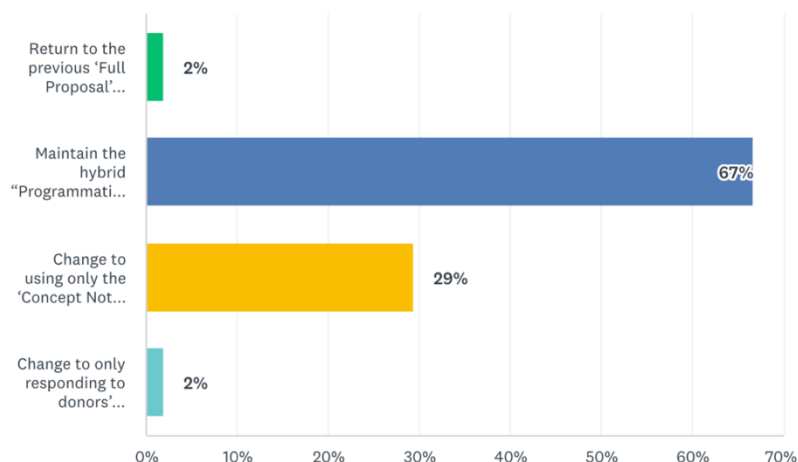
## // Section Four – How to Match Need to Funding

If the organisation is serious about fundraising, its strategy needs to focus *externally*.

While there has been a relative increase in external funding over the last five years, our assessment is that it is less likely to be related to the rebranding of the organisation's internal priorities in 2019 'Report of the ad hoc Working Group on Financing Infrastructure and Fundraising Strategies' (ITTC(LV)/10) as it was due to Secretariat's intensive and sustained outreach to and negotiation with donor governments to identify mutual priorities.

Given the results of the pilot test since 2019, which of the following options would you most strongly support (or recommend) for ITTO moving forward (choose one): – Compte tenu des résultats du test pilote en cours depuis 2019, laquelle des options suivantes soutiendriez-vous (ou préconiserez-vous) le plus vivement pour que l'OIBT aille de l'avant? (sélectionnez une seule option) – Dados los resultados de la prueba piloto en curso desde 2019, ¿cuál de las siguientes opciones apoyaría (o recomendaría) con más firmeza para que la OIMT siga adelante? (seleccione una opción)

Answered: 51 Skipped: 21

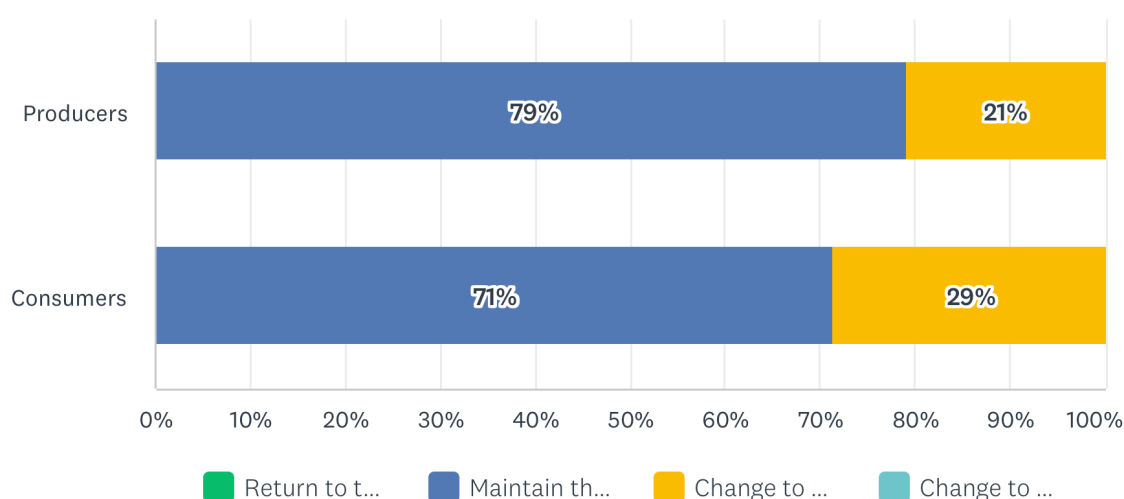


ANSWER CHOICES	RESPONSES	
▼ Return to the previous 'Full Proposal' method used before 2019 Revenir à la méthode préexistante des «Propositions complètes» utilisée avant 2019 Volver al método anterior de "Propuesta completa" utilizado antes de 2019	2%	1
▼ Maintain the hybrid "Programmatic Approach" that has been used since 2019 Maintenir la «Démarche programmatique» hybride utilisée depuis 2019 Mantener el "Enfoque Programático" híbrido utilizado desde 2019	67%	34
▼ Change to using only the 'Concept Note' for funding proposals moving forward Passer à l'utilisation uniquement du système des «Notes conceptuelles» pour les propositions de financement à l'avenir Pas a utilizar únicamente el sistema de "Notas Conceptuales" para la financiación de propuestas	29%	15
▼ Change to only responding to donors' published solicitations to implement their programmes Passer uniquement à la réponse à des appels à soumission publiés par des donateurs pour mettre en œuvre leurs programmes Pas a responder únicamente a las convocatorias publicadas por los donantes para implementar sus programas	2%	1
<b>TOTAL</b>	<b>51</b>	

Similarly, while there is clear support to maintain the 'hybrid' approach of the last six years (accepting both full proposals *and* concept notes for donor consideration), we are uncertain why or what advantage this provides the organisation and (more importantly) its Members.

Given that the organisation doesn't have internal, unrestricted, and discretionary funding to unilaterally allocate, the time and cost to both Members and Secretariat to generate and review full proposals could be far better spent on other priorities when a far shorter concept note serves the same purpose. For the avoidance of doubt, external funders are *less* likely to consider unsolicited funding proposals that have been over-developed at the initial stages of engagement. Shorter is better.

What's particularly interesting though is the *consensus* between Producers and Consumers on this question of full proposal vs. concept notes:



We could imagine a habitual, nostalgic, or hopeful preference among Producer countries for the familiar process of generating full proposals as they have historically, but we're at a loss why 71 % of Consumer respondents also support this.

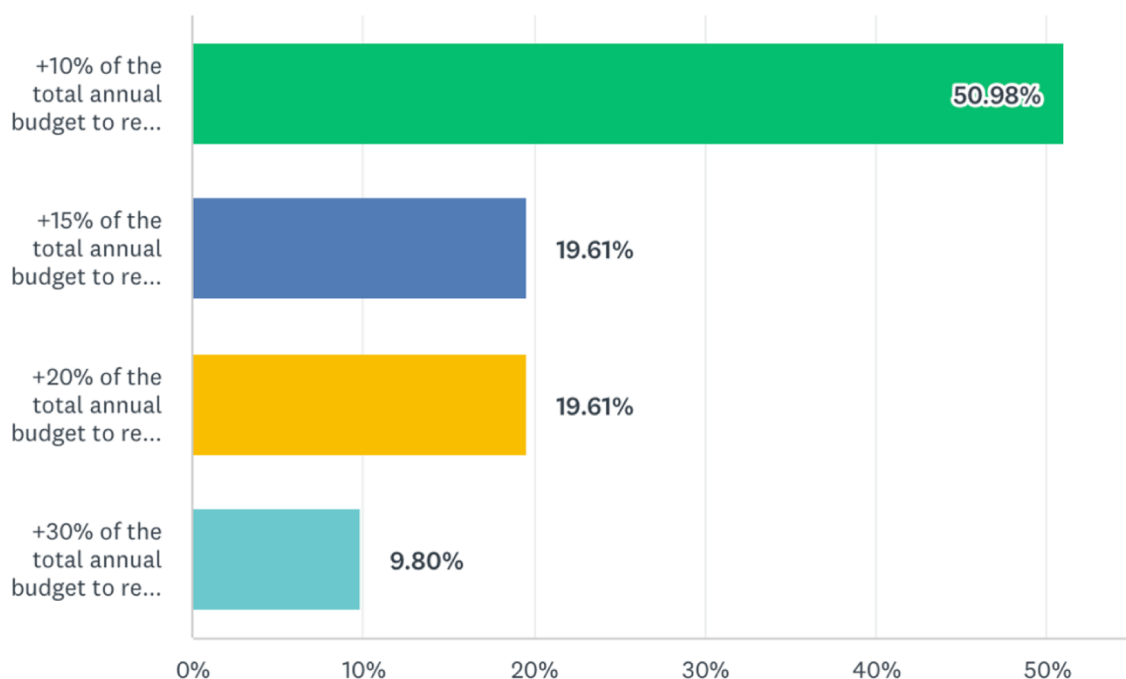
We'd recommend frank conversations with Consumer representatives to unpack this data, as again (after the question above about how aggressively to seek external funding), their sentiments seem to indicate motivations or objectives that aren't clear to this external review.

What is clear however is that these (apparent) paradoxes need to be addressed and resolved.



How much additional budget cost would you support/recommend for professional fundraising staff and resources to meet ITTO revenue targets? – Quel coût budgétaire supplémentaire soutiendriez-vous/préconiseriez-vous pour du personnel professionnel de levée de fonds et les ressources connexes afin d'atteindre les objectifs de recettes de l'OIBT? – ¿Cuánto costo presupuestario adicional apoyaría/recomendaría a fin de contar con recursos y personal profesional de recaudación de fondos para alcanzar los objetivos de ingresos de la OIMT?

Answered: 51 Skipped: 21



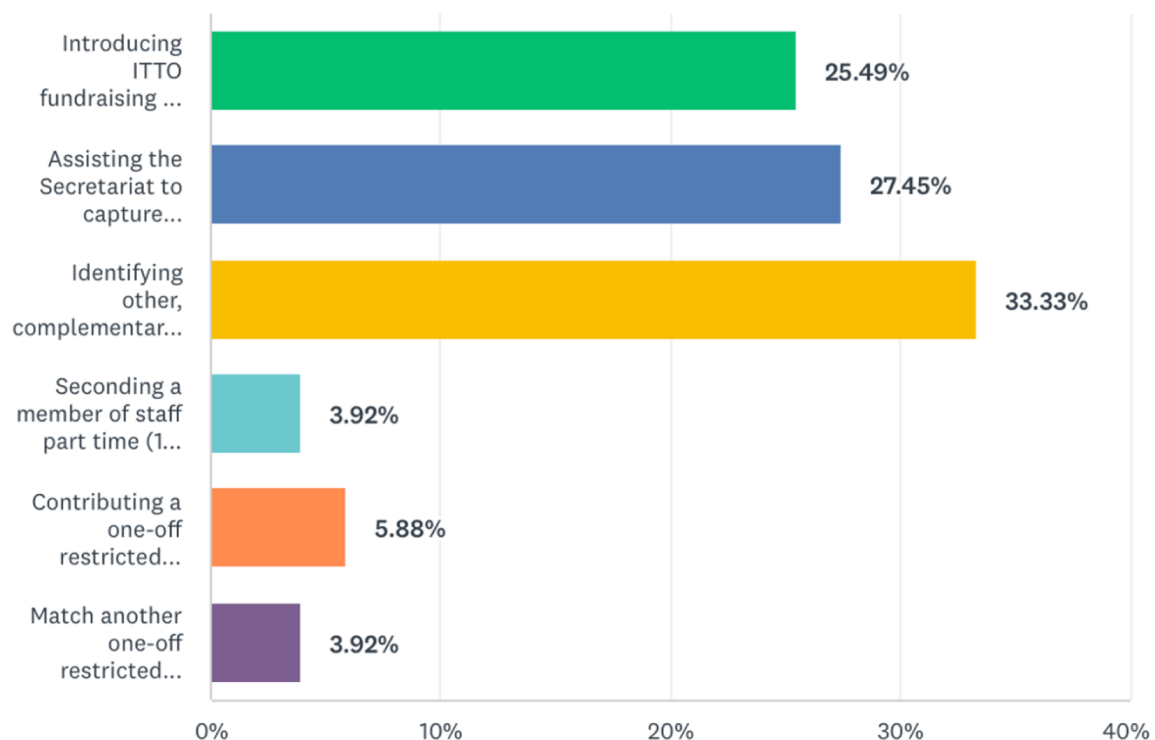
ANSWER CHOICES	RESPONSES
▼ +10% of the total annual budget to reach funding goals in five years+10% du budget annuel total pour atteindre les objectifs de financement en cinq ans+10% del presupuesto anual total para alcanzar los objetivos de financiación en cinco años	50.98% 26
▼ +15% of the total annual budget to reach funding goals in four years+15% du budget annuel total pour atteindre les objectifs de financement en quatre ans+15% del presupuesto anual total para alcanzar los objetivos de financiación en cuatro años	19.61% 10
▼ +20% of the total annual budget to reach funding goals in three years+20% du budget annuel total pour atteindre les objectifs de financement en trois ans+20% del presupuesto anual total para alcanzar los objetivos de financiación en tres años	19.61% 10
▼ +30% of the total annual budget to reach funding goals in two years+30% du budget annuel total pour atteindre les objectifs de financement en deux ans+30% del presupuesto anual total para alcanzar los objetivos de financiación en dos años	9.80% 5
<b>TOTAL</b>	<b>51</b>

Fortunately, there does appear to be significant recognition of and support for additional budget focused specifically on fundraising capability. From the responses to this question, we would recommend that the Working Group invite the Secretariat to propose a fundraising supplement of 15% of last year's total operating budget to cover focused capability for marketing, outreach, matching with funder priorities, and recruitment of specialised staff with appropriate experience in revenue generation.



Successfully funding ITTO's work will also require engagement and support from countries and organisations beyond just the Secretariat; which of the following would you most seriously consider or support? – Réussir à financer les travaux de l'OIBT nécessitera également l'engagement et le soutien de pays et d'organisations au-delà du seul Secrétariat; lequel des éléments suivants considéreriez-vous ou soutiendriez-vous le plus sérieusement ? – Para financiar con éxito el trabajo de la OIMT también será necesario el compromiso y apoyo de países y organizaciones más allá de la Secretaría. ¿Cuál de los siguientes consideraría o apoyaría más seriamente?

Answered: 51 Skipped: 21



ANSWER CHOICES	RESPONSES
▼ Introducing ITTO fundraising and programme staff to your organisational donor/political contacts Préserver le personnel chargé de la levée de fonds et des programmes de l'OIBT à vos contacts donateurs/politiques organisationnels Presentar el personal de recaudación de fondos y programas de la OIMT a los contactos políticos y donantes de su organización	25.49% 13
▼ Assisting the Secretariat to capture relevant technical experts to include in proposals or projects Aider le Secrétariat à cerner les experts techniques pertinents à inclure dans les propositions ou projets Ayudar a la Secretaría a conseguir expertos técnicos pertinentes para incluirlos en las propuestas o proyectos	27.45% 14
▼ Identifying other, complementary organisations with which to partner in fundraising or delivery Identifier d'autres organisations complémentaires avec lesquelles s'associer pour la levée de fonds ou l'exécution Identificar otras organizaciones complementarias con las que asociarse para recaudar fondos o prestar servicios	33.33% 17
▼ Seconding a member of staff part time (1-3 days a week) for one year to support ITTO Détacher un membre du personnel à temps partiel (1 à 3 jours par semaine) pendant un (1) an en appui à l'OIBT Adscribir a un miembro del personal a tiempo parcial (1-3 días a la semana) durante un año para apoyar a la OIMT	3.92% 2
▼ Contributing a one-off restricted financial donation to build the fundraising department Effectuer une donation financière préaffectée ponctuelle pour mettre en place une cellule de levée de fonds Effectuer una donación financiera puntual asignada específicamente para establecer una unidad de recaudación de fondos	5.88% 3
▼ Match another one-off restricted financial donation to build the fundraising department Effectuer une autre donation financière préaffectée ponctuelle de contrepartie pour mettre en place la cellule de levée de fonds Effectuer otra donación financiera puntual de contrapartida asignada específicamente para establecer la unidad de recaudación de fondos	3.92% 2
<b>TOTAL</b>	<b>51</b>

## // Section Five – Conclusions and Recommendations

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Running the risk of repetitiveness, if the organisation is serious about fundraising, its strategy now needs to focus *externally*.

From our 2018 report on Fundraising for ITTO (Executive Summary):

*"The question that is facing the Working Group and ITTC is "Do we want to adapt the organisation to the international standards of external funders, and invest in the Secretariat's capability to compete effectively over time to engage them financially?" We recommend focusing on this.*

*If the Working Group and ITTC decide to do so, the organisation can be competitive winning external funding, and implementing internal and external programmes. The changes and investments that are necessary to compete successfully would also deliver new, timely value to its own members, increasing the likelihood that those capable of funding will once again choose ITTO over other options for their voluntary contributions. In addition, the recommendations of this report will contribute to the modernisation of organisation's internal strategic and operational capacity, improving efficiency and effectiveness across all its activities, potentially growing its membership, increasing strategic/discretionary funds internally, positioning it well in the market for the next ten years, and for the upcoming renewal of the ITTA.*

*This is, however, a clear and distinct choice: option one - remain largely internally-focused among members using existing priorities and processes and shrink further, or option two - expand and adapt to also engage externally by harmonising those priorities and processes with those of the larger international – and international donor – communities. We recommend option two.*

*Should the Working Group and ITTC decide to choose the second, external option, this report offers a road-map to the most cost-effective funding available, and the changes necessary to compete for it."*

This (2024) survey corroborated that ITTO's Membership and external stakeholders agree:

1. New ways of fundraising for the organisation are necessary;
2. Concept notes added value to the process of identifying funding needs;
3. ITTO's Mission is interdependent with additional topics and sectors;
4. The organisation must adapt (within its mandate) to new funding realities;
5. New capabilities must be included in an increased budget; and
6. Every member must contribute as they can to fundraising success.

These points were also in agreement in 2018, which indicates a positive and sustained appreciation for the need to change. We recommend, as we did then, that the organisation now implement that change, specifically:

Recommendation – Recruit a Fundraising personnel with significant experience in generating revenue from OECD bi- and multilateral donors through competitive tendering for contracts and grants; set expectations and budget appropriately [p. 61]

Recommendation – Develop and launch a focused marketing campaign promoting ITTO's impact in its Solutions and Service Lines in priority donor locations, engaging international umbrella groups, and directly to target consortium partners [p. 61].

We suspect that those professional staff would then corroborate our previous recommendation to move beyond internal re-brandings like the Programmatic

Approach to a wide, externally-focused set of service lines relevant to OECD and multilateral funders:



#### // F.1.7 Service Lines

In today's globalised development market, donors will not take time to decipher their applicants' language or internal terminology describing what they do. In contrast, organisations that are successful at fundraising have a clear, concise and consistent list of their offering that is designed to be applicable to the widest possible range of donors.

Funding proposals do have to be developed uniquely for each application, but that being said, 60-70% of all proposals require the same information, or predictable content that can be developed in advance in the same format, and combined in a modular way to reduce business development costs.

Temptation is great to protest how unique the organisation's products are – with rare exceptions, its untrue in an international market, inefficient for fundraising, and frustrating to donors. Resist that temptation, and craft simple, disciplined, accessible Service Lines.

Recommendation – Agree Service Lines consistent with the ITTA, contributing to one or more of the Solutions delivered by the Strategic Plan, and supporting Members;

Recommendation – Balance Service Lines across Solutions with a priority on universality/market appeal (to the widest possible range of potential funders);

Recommendation – Develop a consistent summary of each Service Line for use across the organisation in a consistent way to reinforce key messages and focus resource and efforts, including:

- Narrative - One sentence, paragraph and page in accessible language suitable for multiple audiences ('What can ITTO do?');
- Methodology - Summary process of implementation for efficiency/effectiveness and highlight competitive advantages ('How does ITTO do it?');
- Case Studies - Three short examples of experience and impact and innovation in diverse environments ('Where has ITTO done it?');

Recommendation – Integrate the Service Lines across the organisation's operations progressively to add:

- Fundraising – Content, clarity and evocative impact examples;
- Proposal Design – Consistent, quality material for bids;
- Management – Find gaps in capability to fill or partner for;
- Marketing – Introducing ITTO to new markets, partners, funders;
- Finance – Baseline for cost control and efficiency analysis;
- Recruiting – Guide to required role skills and knowledge;
- Council – Oversight, and priorities for investment, support;
- Compliance – Evidence of planning, impact, risk management;

F.1.G Develop consistent Service Lines representing ITTO's capability in funder-accessible terms:

This (2024) survey reconfirms that the organisation still wants to see change; it has a road-map to deliver that change and evidence from the past five years that funding is available if it follow the recommendations in it.

## // Section Five – Other Comments and Suggestions

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For this project, this type of assessment is a combination of Market Research, Customer Satisfaction, and Lead Generation surveys:

**Note** – Original comments have been copied and pasted here *exactly* as written, followed (if necessary) by an informal English translation. As with all previous questions that included a 'comment' option, submissions of 'None', 'No thanks', or 'Nothing to add' have not been included.

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Regarding section 3, question 1 "What do you feel are the top priorities for ITTO for the next five years (choose up to three)?", we would like to make a couple of suggestions. The EU and its 27 Member States believe that fighting against deforestation and forest degradation plays a key role to achieving our commitments to address climate change and biodiversity loss. Without protecting the world's forest, we cannot achieve our objectives. With its competence on timber trade ITTO can play an important role in this regard. To this end we would like to see ITTO broaden the context of legal and sustainable supply chains to legal, sustainable and deforestation-free supply chains. Furthermore, we would like ITTO to work on activities that help to ensure that areas under forestry are managed sustainably, through the sustainable use of biodiversity, including through a substantial increase of the application of biodiversity friendly practices as set by the Kunming-Montreal Global Biodiversity Framework, target 10. Additionally, under section 4 "Where is the Funding for ITTO" question 1 "Which of the following would you support to prioritise for ITTO fundraising (choose one)?", we have selected "Limited" and would like to add "and which is in line with the mandate". At the same time, we could consider to include training, monitoring, and evaluation. In the same section on question 1. we would like to add "and which is in line with its mandate". Furthermore on section "How to Match Need to Funding?", question number 3., we would additionally like to tick "Identifying other, complementary organisations with which to partner in fundraising or delivery."

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Es necesario tomar en cuenta las necesidades en conjunto a nivel mundial, existen situaciones que son comunes en muchas regiones, incluso a nivel mundial, por ejemplo, la demanda de madera no cuenta con una concienciación de su procedencia, el cliente final no conoce si su producto procede de fuentes legales y sostenibles, es necesario que exista un trabajo fuerte comunicacional donde se pueda transmitir esta información a los usuarios a niveles locales por países. Esto permitirá que la cadena de valor de la madera se vea forzada a transformarse a un sistema de abastecimiento legal y sostenible.

*"It is necessary to take into account the needs globally, as there are situations that are common in many regions, even worldwide. For example, there is a lack of awareness about the origin of wood; the end customer does not know if their product comes from legal and sustainable sources. It is necessary to have strong communication efforts to convey this information to users at the local level, country by country. This will force the wood value chain to transform into a system of legal and sustainable sourcing."*

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La OIMT podría buscar aliados en iniciativas que usan los bosques como la Alianza por los Bosques y el Clima (FCLP), el Fondo Bosques Tropicales por Siempre de Brasil (TFFF) entre otras iniciativas que canalizan los esfuerzos de conservación y gestión de los bosques.

*"The ITTO could seek allies in initiatives that use forests, such as the Forest and Climate Leaders' Partnership (FCLP), the Tropical Forest Foundation (TFFF) of Brazil, among other initiatives that channel efforts in forest conservation and management."*

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establecer montos topes por proyecto, y de asegurar la continuidad de los proyectos de largo aliento. ejemplo manejo de semilleros de especies nativas, establece la posibilidad de establecer etapas de un trabajo de largo plazo

*"Set maximum amounts per project, and ensure the continuity of long-term projects. For example, the management of seed banks for native species establishes the possibility of setting stages for long-term work."*

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Se podría evaluar la opción de realizar alianzas con la empresa privada de los países consumidores y productores con el objetivo que se reciban fondos (intercambio de persona/propuestas conjuntas empresa privada gobiernos) más pequeños productos del apoyo de la empresa privada, generando una serie de beneficios innovadores para la inversión privada por apoyar la gestión de OIMT.

*"One could consider the option of forming partnerships with private companies in both consumer and producer countries to receive funds (exchange of personnel/joint proposals between private companies and governments). Additionally, smaller contributions from private companies could generate a range of innovative benefits for private investment in support of ITTO management."*

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In response to CN and EPs: In the past there has been push back from producers, which is why we maintained the hybrid approach, though the way this question was written it's a nudge to move on from the old system. We need to figure out what happens to the EP. Do we still use the EP to review full proposals after CNs are accepted? Does this need to be an in-person meeting? Is there a threshold on how many proposals we need for it to be in-person vs virtual, etc.? If we get rid of the EP, how do we validate the proposals are up to the quality and the mandate of ITTO and not just the donor's interests?

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La OIMT debería consolidar un Grupo de Expertos/Socios en recaudación de fondos para el financiamiento de proyectos y actividades, el cual celebre reuniones paralelas periódicas durante el Periodo de Sesiones del Consejo y entre sesiones. Las funciones del Grupo de Expertos podrían ser: • Establecer hojas de ruta de colaboración conjunta con la comunidad de donantes de los principales países que actualmente aportan recursos a la Organización, a fin de conocer las necesidades actuales de financiamiento a proyectos y actividades; • Desarrollar un plan anual de actividades sobre el cabildeo de fondos para garantizar recursos para el bienio siguiente a la Organización; • Buscar Organizaciones/Fundaciones/Fideicomisos distintos a la Comunidad de donantes de la OIMT para atraer recursos adicionales; y • Establecer mecanismos para incorporar nuevos países miembros a fines a los objetivos de la Organización con el propósito de atraer mayores recursos.

*"The ITTO should establish a Group of Experts/Partners in fundraising for project and activity financing, which would hold regular parallel meetings during the Council Session and between sessions. The functions of the Expert Group could include:*

- *Establishing joint collaboration roadmaps with the donor community from the main countries currently providing resources to the Organization, to understand the current financing needs for projects and activities;*
  - *Developing an annual plan of activities for lobbying funds to ensure resources for the following biennium for the Organization;*
  - *Seeking organizations/foundations/trusts outside the ITTO donor community to attract additional resources; and*
  - *Establishing mechanisms to incorporate new member countries aligned with the Organization's objectives to attract more resources."*
-

Under the programmatic approach, it is recommended that the ITTO also consider and prioritize concept notes that emphasize cross-country or regional collaboration in the development of project proposals. These projects should aim to deliver benefits across multiple countries or regions.

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Focusing on collaboration, technology, education, policy, data, and community economic empowerment, ITTO can achieve maximum impact in tropical forest protection and management.

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## // References

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The following documents are referenced in the main text of the report:

2018 Evidence and Requirements for External ITTO Funding

ITTO Fundraising: Global Partner/Competitor Analysis

ITTO Fundraising: Available Contracts/Grants 2018-2024 (Detail)

ITTO Fundraising: Available Contracts/Grants 2018-2024 (Summary Timeline)

Link to the documents:

[https://www.itto.int/files/user/ITTC/Attachments\\_Review%20ITTO%20ProgrammaticApproach.pdf](https://www.itto.int/files/user/ITTC/Attachments_Review%20ITTO%20ProgrammaticApproach.pdf)