



# Funding change that **lasts**

A guide for conservation funders who want to  
ensure long-term community impacts



## Introduction

SOS supports ‘community-centred’ conservation programmes. Through deep and meaningful engagement with the people living alongside Sumatra’s wild orangutans and their forest home, we aim to secure a long-term thriving future for both.

But accessing funding for truly transformative projects can be a huge challenge.

This handbook explains why traditional funding processes are often not compatible with community-centred conservation, and how those processes can be adapted to support programmes that produce lasting results.





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Community-centred conservation combats entrenched problems of power dynamics and historical inequalities ... we can stop those things, not by stopping funding but by funding better.

– Aya Sakamoto, Synchronicity Earth



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This resource has been developed by Sumatran Orangutan Society in consultation with environmental grant-makers and environmental anthropologists, and drawing on a growing body of evidence about best practice in community conservation.

It provides information and insight for funders who want to deepen their understanding of progressive and impactful community-centred methods. It also explains how traditional funding overlooks these approaches and highlights key features of funding models that can support deep and meaningful engagement with communities.

These are all lessons which SOS has learned from implementing robust, long-term conservation solutions which are owned and championed by the communities practising them. While our experiences are focused in orangutan landscapes, we believe that the principles are broadly applicable in any geography where effective conservation relies on the thriving co-existence of wildlife and people.

#### [A note on terminology](#)

We use the term ‘community-centred’ (in line with [Armitage et al., 2020](#)) to refer to conservation programmes that may be initiated by external actors (in contrast to ‘community-led’ conservation, which is initiated by the community) but in which the community has a central role in programme planning and decision making (in contrast to other ‘community-based’ conservation approaches, which may not centre the community in planning processes).



## Deep & Meaningful

Conservation practitioners and funders share a common goal: to create benefits for biodiversity and local people through long-term changes in the way that nature is valued, protected and managed. These deep transitions, founded on meaningful community engagement, take time and tenacity. Ever-evolving social, economic and political dynamics mean that activities need constant adaptation, re-evaluation and reinvention. Outcomes can be fragile until strategies which align prosperity and protection are truly embedded.

This type of approach requires long-term, flexible funding. However, traditional funding models focus on short-term grant cycles which encourage short-term projects that often only achieve short-term outcomes.

To ensure lasting impacts, conservation funders and practitioners need to take a fundamentally different approach to mobilising resources: one that acknowledges the complex and dynamic relations between people and nature. This has to include access to long-term and agile funding. The challenge for donors is to adapt their systems to achieve this in a transparent and consistent way.

SOS has worked alongside frontline partners in northern Sumatra since 2001. Our focus is on critical habitats outside protected areas, often in complicated and contested landscapes. In these contexts, securing long-term protection for wildlife and forests is all but impossible if local communities do not play an integral role in conservation efforts.

Constant refinement of our approach has led us to a detailed understanding of how to engage communities to reconcile nature and development. However, we are regularly reminded that many conservation funders have limited exposure to this kind of conservation challenge or to the programme models that successfully address it.

Drawing on our experiences, and on expertise from both inside and outside the organisation, this handbook is designed to support funders in evaluating community-centred conservation proposals so that they can provide funding for impactful, resilient programmes in this challenging field.

**From Helen Buckland - CEO, SOS**



**Join us in this journey towards  
a future where nature and  
people thrive together.**

## Our Experience

### How SOS Works

Our work on the ground follows a progressive strategy designed to maximise our impact and secure a thriving future for wild orangutan populations in the short and long term.

We focus on the most strategic and vulnerable landscapes outside protected areas, identified through detailed mapping and analysis. These areas often have complex and overlapping land ownership status which has to be properly understood and carefully navigated.

We co-create long-term, sustainable programmes with local communities, addressing the unique context in each village, to meet their needs and aspirations, align with their cultural values and generate meaningful benefits for them. Successful engagement requires a deep and nuanced understanding of the community and its relationship with nature; we use environmental anthropology to begin our engagement and - crucially - throughout the lifetime of our programmes.

We persevere in our engagement and our pioneering approach, recognising that communities may not prioritise forest protection, especially where it conflicts with limited economic opportunities, but committing ourselves to building enduring solutions.

We work through innovative local grassroots organisations, helping them to develop the skills and capacity to maintain and expand conservation action on the ground.

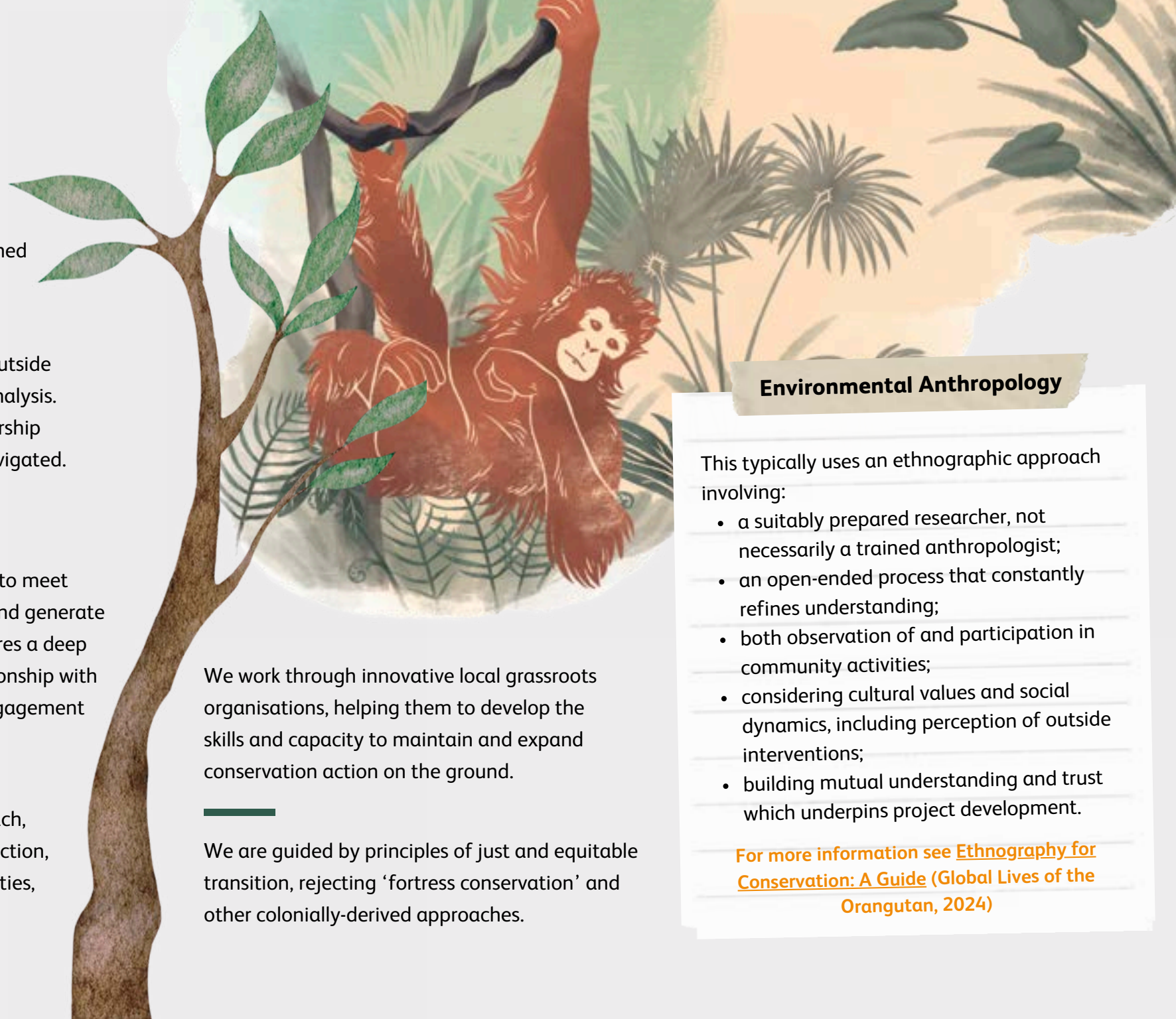
We are guided by principles of just and equitable transition, rejecting 'fortress conservation' and other colonially-derived approaches.

### Environmental Anthropology

This typically uses an ethnographic approach involving:

- a suitably prepared researcher, not necessarily a trained anthropologist;
- an open-ended process that constantly refines understanding;
- both observation of and participation in community activities;
- considering cultural values and social dynamics, including perception of outside interventions;
- building mutual understanding and trust which underpins project development.

For more information see [Ethnography for Conservation: A Guide](#) (Global Lives of the Orangutan, 2024)







**Our findings suggest that equitable conservation, which empowers and supports the environmental stewardship of Indigenous peoples and local communities represents the primary pathway to effective long-term conservation of biodiversity**

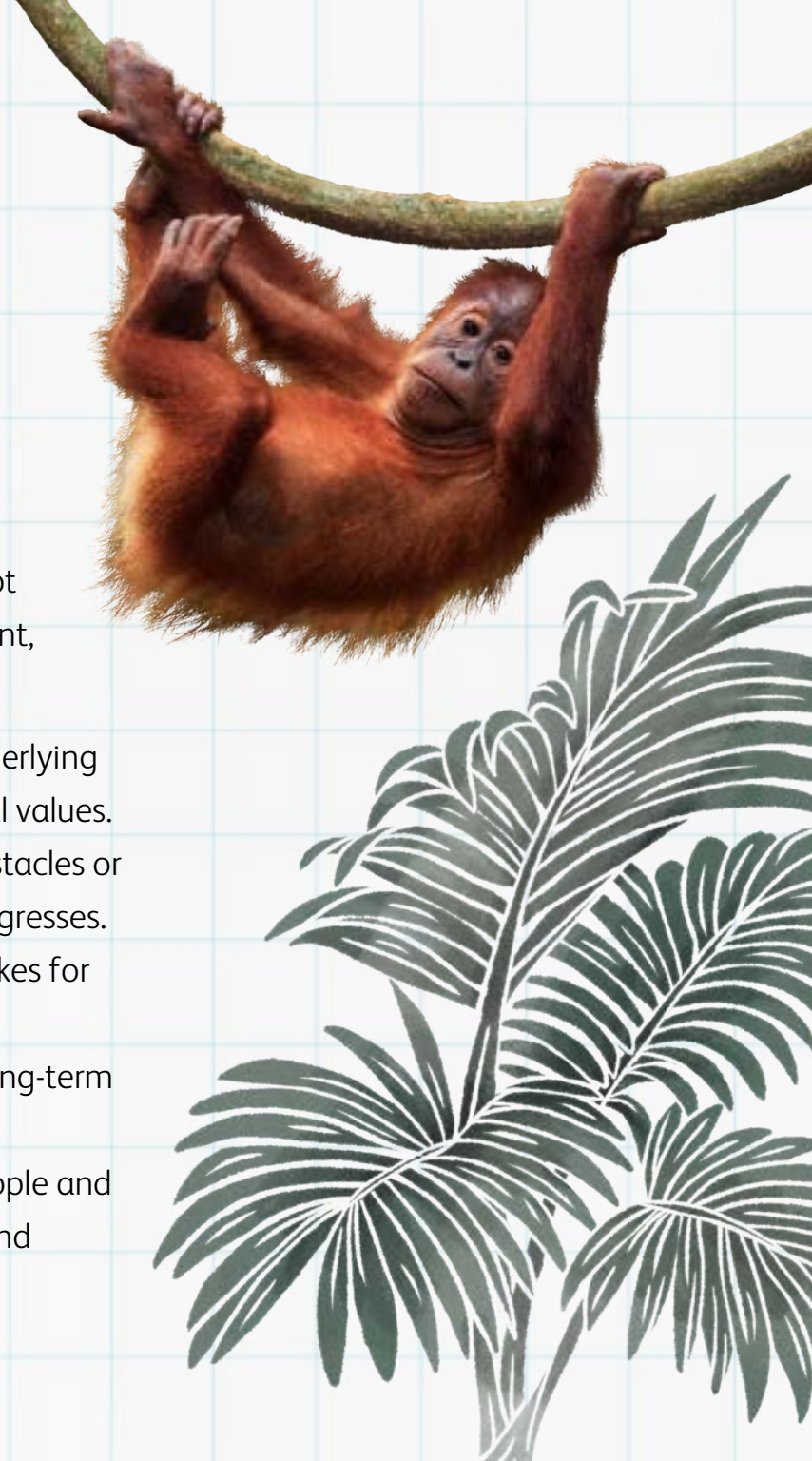
**Dawson, et al., 2020**

### The Advantages

## Limitations of Short-Term Projects

We find that there are intrinsic reasons why projects that do not invest in long-term engagement frequently fail to create resilient, enduring outcomes.

- They are often based on inadequate understanding of underlying community social structures, political dynamics and cultural values.
- They do not provide sufficient opportunities to address obstacles or changes in circumstances that arise as the programme progresses.
- They do not accommodate the time that it unavoidably takes for new activities to become embedded in community culture.
- They typically focus on short term objectives rather than long-term outcomes, with limited post-project evaluation.
- They risk further damaging relationships between local people and conservationists, who may have a long history of conflict and resentment.





**Funders often look for a quick result from their limited resources. Although progressive community-centred approaches may be more expensive and time-consuming, the long-term outcomes represent much greater impact and better value overall.**

**Florence Miller, Environmental Funders Network**



### The Advantages

## What Community-Centred Conservation can Deliver

Adopting a long-term, agile, community-centred approach:

- ensures a respectful, ethical and inclusive engagement with the community;
- creates change that is fully embraced by the community, not simply through consent but through co-creation;
- enables long-term investment in developing and embedding local capacity for conservation action;
- leads to resilient, long-term solutions that become part of the community culture and persist through changing circumstances;
- enables a just and equitable transition to a sustainable economy.

This is slower and more complex than traditional project structures but has many profound advantages. We wholeheartedly believe that this approach is key to achieving resilient solutions and lasting changes which disrupt the drivers of biodiversity decline.





# The Practice

There is no formal structure for conducting ‘deep & meaningful’ programmes, because each case is rooted in the specifics of the community, but there are several features that are typically involved.

- To ensure the investment in the programme is justified, the location is carefully selected based on conservation priorities.
- Activity begins with a sustained engagement with the community (for reasons explained above), possibly using an ethnographic approach.
- The initial engagement works towards an understanding of programme objectives that is shared by the community and conservation team.
- The programme plan is co-created with the community in stages as the programme progresses and results of previous actions are observed.
- Implementation continues with ongoing adaptation in response to internal and external developments - responding nimbly to emergent needs is a fundamental feature and a great strength.
- A withdrawal strategy is developed collaboratively, often without any deadline for full project closure.
- Open-ended collaboration allows for long-term monitoring, support and reaction to new challenges (including ending the programme if it is not benefitting the community).
- Deep collaboration leads to regenerative and meaningful but also long-lasting partnership, knowledge co-production and intergenerational impact.



## Selected Further Reading

The need to adopt more community-centred conservation approaches, for reasons of both social justice and long-term impact, is increasingly acknowledged in professional and academic circles. Here are just a few examples:

- [From threat to solution: Rethinking the role of communities in nature conservation \(commentary\)](#) – Mongabay (2019)
- [Embracing diversity: navigating different perspectives in orangutan conservation](#) – Global Lives of the Orangutan (2024)
- [Governance principles for community-centered conservation in the post-2020 global biodiversity framework](#) – Conservation Science and Practice (2020)
- [The role of Indigenous peoples and local communities in effective and equitable conservation](#) – Ecology & Society (2021)
- [Is it just conservation? A typology of Indigenous peoples’ and local communities’ roles in conserving biodiversity](#) – One Earth (2024)

Global Lives of the Orangutan has also produced [six fictionalised scenarios](#), based on real-life research, that illuminate some of the specific, practical issues that community-centred conservation addresses.



A photograph of an orangutan hanging from a thin branch in a lush green forest. The orangutan is looking towards the camera with a neutral expression. The background is filled with out-of-focus green foliage.

# SOS Stories

Community-centred conservation is compelling as a set of general principles, but what about the reality of putting it into practice? For us it is a very practical tool that drives our decision making and delivers lasting impact on the ground. Here are a few examples of how the approach informs our activities and determines the future of the landscapes we work in.

## An Evidence-Led Strategy

When we started the process of developing [SOS' new strategy](#), we wanted to have a better understanding of the real impact of past conservation interventions for orangutans on Sumatra. We wanted to ensure that our resources were invested in actions that effectively address the drivers behind ecosystem degradation and lead to meaningful, long-term change.

We conducted an in-depth analysis on the impact of several conservation projects aimed at protecting standing forests. We found that one-off and time-limited (less than five years) interventions in forest-edge communities - whether a project focusing on livelihoods, patrolling or awareness - did not have any significant impacts. Our results showed that rates of forest loss in target villages continued to follow landscape-wide deforestation trends during and after the intervention, in all cases. The analysis showed us that in order to effectively protect these precious ecosystems, a holistic, multi-stakeholder and long-term approach was needed. This led us to make an informed and conscious decision of transitioning away from supporting project-based approaches in multiple areas and towards long-term, integrated (and also more complex) programmes that focus on a limited number of areas where conservation is most needed and most impactful.





# SOS Stories

## Making the effort where it counts

Our community-centred conservation approach is not quick, cheap or easy - but for some critical conservation challenges it is the only effective solution. In order to avoid wasting time and resources, we and our partners conduct rigorous research to identify the precise locations where intervention is most needed. This research involves detailed spatial analysis that looks for places with a high level of forest cover and a high orangutan density, but also a high risk of forest loss.

We examine forest loss patterns over the last 20 years for every village in our focus areas, and for each forest land classification. We are also guided by models of future land use change trends developed in collaboration with the Durrell Institute of Conservation and Ecology and by studies on priorities for connectivity between orangutan populations that were conducted for us by leading orangutan conservation and ecological connectivity experts.

Putting all this together enables us to pinpoint those locations which are critical to the long-term survival of Sumatra's orangutans and other wildlife, and where working closely with local communities is the only way to secure the protection (and sometimes rehabilitation) of the forest. In West Toba, for example, three isolated orangutan populations with negligible long-term survival prospects are becoming viable through the establishment of a few small forest corridors in the right places.





## Close Connections Bring Unexpected Benefits

Time and again, in dynamic situations on the ground, our community-centred approach has helped our cause in ways we could not have predicted. Once, one of our partners was working in a key location where there was an ongoing dispute between two groups from different sides of the same clan. This centred on the customary ownership of a particular area of forested land located in a small but critical corridor between two orangutan populations. While the conservationists were working to try to protect the area, one of the groups intended to assert their claim by rapidly converting it to oil palm. The other group found out about this plan. Rather than taking matters into their own hands, they passed this information on to the conservationists, whom they knew and trusted. The conservationists had a good relationship with the local authorities and were able to get them involved and stop the plan before any damage was done. Without this intervention, which rested on the strong and trustful relationship between the community and the conservation group, the outcome could have been a major conservation setback.



## Partners in Transformation: Sibagindar village

The depth and duration of the impact that we can have, through our partners, using the community-centred approach, is shown most clearly by a case study of one of our longest-established projects.

### Forest Under Threat

Our on-the-ground partner Tangguh Hutan Khatulistiwa (TaHuKah) has spent several years working in Sibagindar village in North Sumatra, a critical location in the West Toba landscape. Their anthropologists live in the village, taking part in daily activities like fishing and farming as well as discussing conservation and development issues.

When TaHuKah began working there, the community's rights over their traditional forests - biodiverse ecosystems supporting orangutans and tigers - were not officially recognised. This left the forests vulnerable to exploitation by external groups and gradual encroachment by the villagers, who cleared them to create new fertile land as older areas became less productive.

### Securing the Rights

To regain control over the forest, the villagers decided to apply for Social Forestry status - a recently-established designation set up by the government to recognise traditional land rights. TaHuKah supported the community throughout this process: mediating with the authorities,

assisting in the establishment of a Village Forest Management Institution, helping prepare formal documentation - and providing invaluable encouragement and expertise. In the end the application was successful, giving the people of Sibagindar control over 600ha of their traditional forest.

### Ongoing Support

After the redesignation, TaHuKah continued to support the village by providing training on anything from drafting forest management plans to conducting security patrols and biodiversity surveys. This has helped to empower the people of Sibagindar to successfully care for their ancestral land and the ecosystem within it.

At the same time, the community's attitude towards the forest changed. Village development plans - previously focused on expanding agriculture and establishing plantations - shifted to agroforestry and ecotourism projects like hiking trails and treehouse huts (which could also host academic researchers). Sondang HP Manik, the Head of Sibagindar Village, says "TaHuKah gave us a new perspective. They showed us that the forest doesn't always need to be cleared to provide benefits. In fact, preserving the forest can bring greater and more sustainable rewards."

### Ancestral Wisdom

Since working with TaHuKah there have been no new cases of forest clearance around Sibagindar. "We're starting to think long-term. We want our village to stay green while generating sustainable income," Sondang explains. This transformation also helps the community reconnect with their traditional values.



**We will return to the wisdom of  
our ancestors. If we take care of  
the forest's life, the forest will  
take care of ours.**

— Sondang HP Manik, Head of Sibagindar Village



# Guidance for Funders: A Different View

Traditional funding models make many assumptions about how conservation projects operate which do not apply to community-centred conservation programmes.

To understand why funding processes need to be fundamentally changed it is worth considering some of the major differences between community-centred conservation programmes and more traditional community conservation approaches.



Project element	Traditional community conservation project	Community-centred conservation programme
Site selection	Pre-proposal based on ecological factors	Pre-proposal based on ecological & social factors
Scoping	Pre-proposal based on existing knowledge or short study	Post-proposal based on detailed understanding of community/ies (~1 year and ongoing)
Objectives	Defined pre-proposal based on implementer strategy	Co-developed with community post-scoping, open to adaptation throughout programme
Activities	Specified by type in proposal (education / livelihoods / health & sanitation / etc)	Determined in consultation with communities post-scoping and throughout programme
KPIs / indicators	Measurable / quantitative, defined in project plan, often using log-frame format	May be qualitative / subjective, may change during implementation, standardised formats often inadequate
Impacts	Usually judged on intervention-based indicators with biodiversity benefits assumed	Longer timescale allows more use of direct ecological indicators and verified biodiversity benefits
Timescale for action	Typically ~3 years from initiation to exit / handover	Typically at least 10 years until step-back phase, some contact/support indefinitely
Budget	Itemised budgets for specified activities	Parameters can be defined but expenditures co-decided on an ongoing basis
Ownership	Project direction and key decisions taken by implementer with consultation	Programme developed from start with integral involvement of community (following extended engagement)
Behavioural change	Often temporary, based on what is expected or rewarded during the project	Embedded and resilient as changes are chosen by community and adoption is supported over long period
Impact duration	Very susceptible to reversal of impacts due to lack of community commitment, changing circumstances, maintenance issues, return to familiar habits, etc	Community ownership, careful consideration of socio-cultural factors and long-term support with extended step-back period all increase chances of persistence / permanence



## Core Principles

Adapting funding structures to be more compatible with community-centred conservation approaches not only enables funding for more effective and enduring outcomes. Building long-term relationships with grantees and beneficiaries can streamline communication, deepen understanding of issues and solutions, enable tracking of long-term funding impacts, generate stronger evidence of benefits for biodiversity, reduce application admin due to lower turnover and use the funder's influence to improve conservation approaches more widely. To create a system that achieves all these benefits, several key principles need to be followed.

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**Select carefully.** Invest time and effort in getting to know the grantee. Do enough investigation and enquiry (including talking to previous or current funders) to be confident that they are trustworthy. The effort invested in securing this level of confidence at the start will be more than paid back over the duration of the programme.

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**Understand the theory of change.** The journey may involve many steps which don't have specific conservation outcomes in themselves (such as securing local land rights) but which are critical to achieving long-term outcomes. These foundational activities need to be understood in the context of the programme narrative - it may take 15 years on the ground to secure the future of the ecosystem for 50 years.

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**Commit to long-term funding.** Short funding cycles (2-3 years), even with possible follow-on funding, are an administrative burden and do not provide the security to undertake long-term programmes. Long-term funding (5+ years) with clear expectations and regular reviews maintains transparency and accountability while allowing the grantee to fully commit to the programme.

**Build in flexibility.** Co-creating a programme with a community means starting with an open mind. Exploration and adaptation are key, lessons are learnt and applied as the programme proceeds, and modifications are needed to respond to internal and external changes. Expectations should be kept as broad as possible and changes during implementation accepted as part of the process.

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**Build trust.** Trust is vital for community-centred conservation, between actors on the ground and also between funders and implementers. Rigorous reporting is a poor substitute for an open and honest relationship. This includes trust within funding agencies, between decision makers and grant managers who may be the main contact point with grantees.

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**Talk to other funders.** Make use of your professional community to deepen your understanding of the issues, discover solutions to key challenges and share learning from your own journey.

**Further reading:** The 2024 report [Where The Green Grants Went 9](#) by the [Environmental Funders Network](#) includes a section on Effective Environmental Grantmaking which echoes many of the issues addressed in this handbook including the importance of flexible, long-term funding, accepting risk, encouraging trust and centering justice and equity.





# Programme Phases

Each community-centred conservation programme is different and the types and timings of activities can vary widely. However, there is a typical life-cycle that most will follow, although the duration of each phase is unpredictable and sometimes the programme may return to early phases as part of its ongoing evolution. Expectations of what types of funding are suitable and what forms of reporting can be provided should take into account the characteristics of each phase.

Project element	Duration	Typical activities	Funding requirements	Reporting opportunities
Site selection	6 months +	Surveys, data collection and analysis.	Traditional project-based funding often appropriate.	Pre-engagement activity, outcome of analysis.
Scoping	1-2 years	Environmental anthropology, building trust and relationships, deep contextual understanding (e.g. challenges, aspirations, power dynamics, land tenure, regulatory framework).	Costs primarily staff time, subsistence, logistics - essential costs, not 'overheads'.	Main outcomes are learnings and relationships. Qualitative feedback insightful; quantitative measures mostly unsuitable.
Programme Co-creation	1 year	Defining shared objectives, identifying potential activities	Costs primarily staff time, subsistence, logistics.	Outline planning outputs: objectives, potential activities and possible outcomes - but all likely to change.
Adaptive delivery	10 years?	Defining shared objectives, identifying potential activities	Project-based activities open to more traditional funding, if flexible. Other activities may be less structured.	Traditional reporting may be suitable, if flexible. Experiences, learnings and adaptations are fundamental. Measurable impacts take time to manifest.
Step back	3-5 years +	Implementation, monitoring, learning & adaptation. Ongoing discussion and development of activities.	Direct actions reduce but engagement and support still key activities.	Similar to delivery phase. Narrative of transition to independence critical.
Ongoing support	5-10 years +	Regular communication, technical support. Return to co-creation / delivery phase if required.	Low level funding required for continued communication.	Regular updates on programme status. Some ongoing monitoring of impact indicators.





## Application Processes

**There is no single accepted framework for inviting and evaluating applications for funding for community-centred conservation programmes. Experiences of applicants have highlighted several common practices that make such applications impractical and which need to be avoided when aiming to support this type of work. Alternative procedures are still largely developed case-by-case rather than following a single format, but our consultation identified some options and approaches.**

### **Focus on processes, not activities or outputs.**

If a community-centred programme is conducted well, with full community involvement as well as attention to the fundamental goals, it should produce optimal outcomes in the long term. Initial questions should focus on how this deep and meaningful engagement will be achieved. Application processes that require a detailed breakdown of activities, such as log-frames, are not suitable.

### **Include preparation as part of the project.**

Community-centred conservation relies on a shared understanding between the conservation team and the community before co-creating the programme plan. This requires time and money even before defining the programme objectives or considering support actions.

Especially where grantees are not already embedded in the community through ongoing programmes, appropriate investment needs to be made in establishing key relationships.

### **Question models of ‘scaling up’**

Every community is different and approaches that work in one location often do not work when applied in the same way elsewhere. Avoid a franchise approach to conservation, and instead look to ‘scale deep’, tailoring activities to individual communities, rather than putting faith in a ‘silver bullet’.

### **Let organisations set their own goals**

Ask organisations to set their own objectives which they will then report on. They have been selected for their expertise, so trust their judgement on what actions need to take place.

### **Leave budgets open and flexible.**

Unrestricted funding is increasingly recognised as being the most effective. Detailed itemisation of budgets and fund allocations is limiting, even if there are procedures to amend this later. Instead, funding can more usefully be directed at a higher strategic level, for example to a particular landscape or outcome rather than to specific actions or outputs. The more flexibility there is built into the funding structure, the less admin there will be around adaptation and evolution as the programme unfolds.





## Reporting Processes

**Community-centred conservation programmes may appear to move slowly when seen from a distance but when viewed in more detail progress is often being made on multiple fronts simultaneously. Milestones and outputs may be infrequent but the essential elements of relationships, learning and collaboration are continuously developing. It is worth taking time to consider what information is most useful and revealing. Refocusing reporting processes to show the progress that the programme is actually making is far more practical and insightful than looking for externally-defined indicators of achievement.**

### Welcome narrative reporting.

Change is a story, so narrative reporting is often the best way to understand it. Reports based on quantitative metrics often lack the context to show what is actually happening on the ground where the most important changes may be political or attitudinal. Narrative reporting also provides opportunities for deeper understanding of processes, motivations and relationships, as well as for capturing 'breakthrough moments' in the progress of the programme. Retrospective impact assessment, such as Outcome Harvesting, can be valuable in identifying the role that activities have played in achieving change.

### Move away from written reporting.

It can be very hard to capture the flow and nuanced progress in community-centred programmes through standardised forms and text passages. The real substance of what is being achieved on the ground may be better conveyed through videos - even if they are just taken on a phone and sent through a messaging app - or through picture-led reports, slide decks or other formats. Live conversations are particularly informative and insightful, and if scheduled regularly can form the backbone of a robust reporting system.

### Provide opportunities for informal reporting.

Scheduled reporting does not need to be the only contact between funder and grantee, and ad-hoc communications can be very valuable from both sides. Having a 'real time' connection to the programmes, where significant news is passed on as it happens, provides further insight and can be very engaging and rewarding. Some challenges within the programme may also be complex or sensitive and best discussed as they happen on a private call rather than delayed until a scheduled report or written in an email.

### Monitoring, Evaluation & Learning.

Reframe reporting to include 'learning' as an outcome that can be just as valuable as activities or performance against indicators. Advancing knowledge and understanding of the situation on the ground is key to achieving long-term impact, but when this is given no space in report structures it is easily overlooked. .

### Accept failure as a learning opportunity.

Since every programme differs in social, environmental and external factors, and activities are developed case-by-case, it is inevitable that some things will not go perfectly on the first attempt. However, mistakes are only a problem if we don't learn from them. Activities that do not succeed should not be penalised or censured - this can discourage innovation and creativity (and encourage skewed reporting). Look for acceptance of failure and positive responses to the lessons it provides.



**Asking for narrative-style reports and a short video can be a really engaging way for our team and board of directors to have a better understanding of what it is like to be on the ground and see the challenges that our funding partners are facing.**

**Amy McCulla, Otter Fonds**



# Conclusion

## Changing approaches to community conservation

Approaches to community-based conservation are constantly changing and evolving. Recent concerns over equity, neo-colonialism and empowerment of indigenous people and local communities have driven the development of methodologies that focus on centring communities in planning and decision making. Studies on the impacts of these methods suggest that they are also more effective in achieving robust, long-term benefits for biodiversity and the environment. Because the willing participation of the individual community is integral to the development as well as the implementation of these programmes, they are conducted in a fundamentally different way from many traditional community conservation projects. While these fundamental differences are key to the conservation and social justice benefits of the programmes, they can present a major barrier to securing funding from sources that are still aligned to more traditional conservation project methods.

## Changing approaches to funding

Members of the funding community are becoming increasingly aware of the disconnect between their methods of applying funding and the approaches that achieve the outcomes they ultimately want to support. This awareness has been growing within the fields of social and humanitarian philanthropy and is now gaining traction within the conservation sector. However, while the causes of the disconnect are largely understood, best practice alternatives are not clearly established or widely promoted. Most conservation funders wishing to align their processes with community-centred approaches create their own systems based on their individual requirements and objectives.

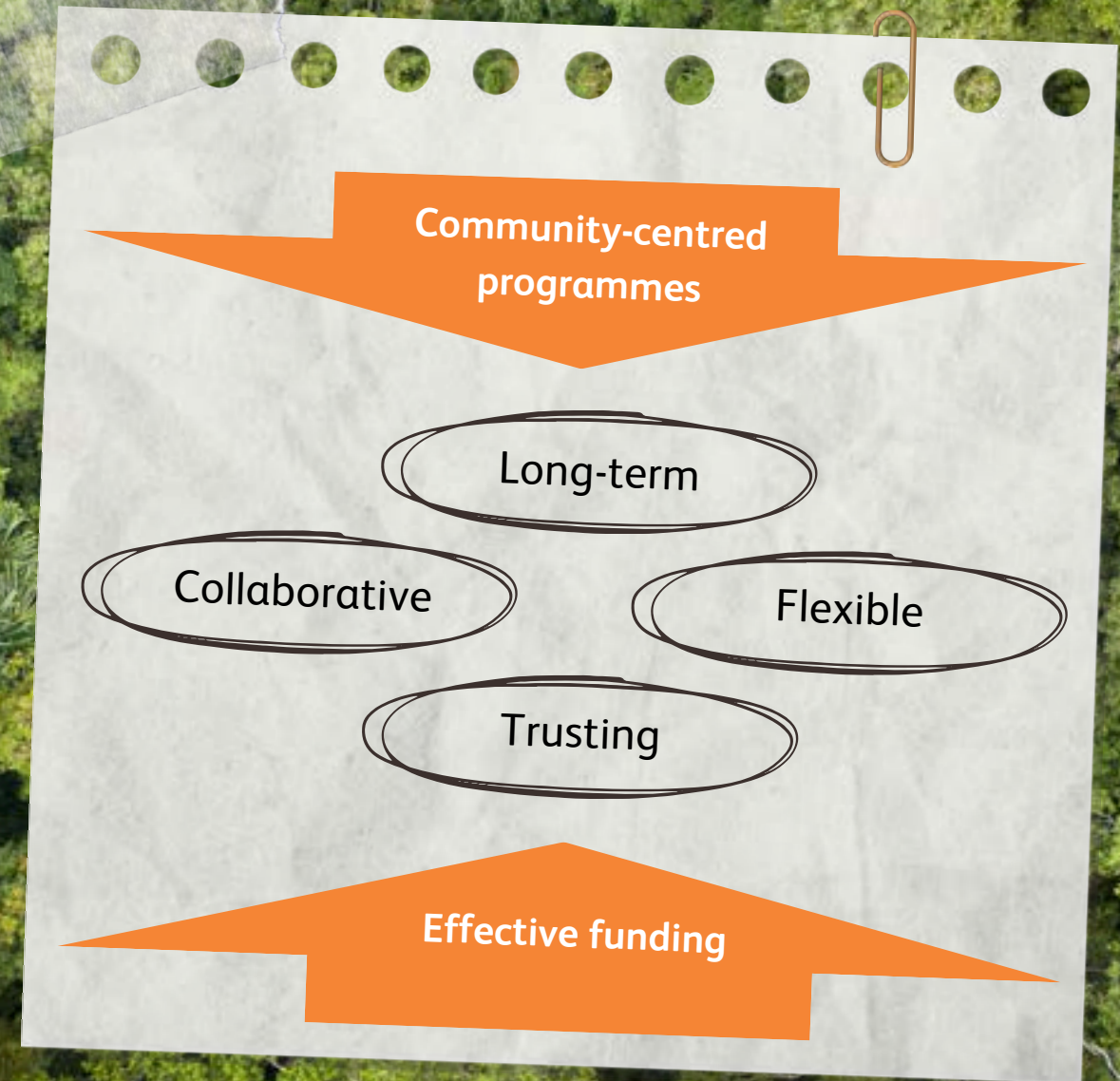
## How to change

Although systems for applying funding to community-centred conservation programmes are not standardised, there is a growing body of experience that can inform efforts to make this change. Communication is key, in particular sharing experiences with other funders and having open discussions with potential grantees about the needs and constraints on both sides. Community-centred programmes are long-term, flexible, collaborative and based on trust, and not surprisingly these principles can also be applied to the types of funding that are best suited to support them. We hope that this Handbook will be useful for funders who are ready to make this commitment to supporting just and resilient community conservation work.





**Community-centred programmes are long-term, flexible, collaborative and based on trust, and not surprisingly these principles can also be applied to the types of funding that are best suited to support them.**





## Continue The Conversation

If you want to know more about SOS programmes, how we manage our relationships with long-term funders, or more detailed advice on how to develop funding processes for community-centred conservation, please contact us. We are always keen to talk to people who share our interest in enabling conservation programmes with resilient, long-term impacts that respect and empower local people.

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SOS was founded in 2001 to support a thriving future for wild orangutans, their forest home, and the communities living alongside them. Over two decades later, we continue to work at the cutting edge of orangutan conservation, using innovative approaches and collaborating with incredible partners to build resilience for orangutans, forests and people.

## Acknowledgements

We would like to thank the representatives of the donor community who took part in the webinar, discussion and further consultation on which this handbook is based.

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