

#PhilanthropyForClimate
CASE STUDIES

From Ideas to Action



WE ACT
#PhilanthropyForClimate

INDEX

Introduction	5
Alana Institute	11
Alliance of Socio-Environmental Funds of the Global South	14
Arapyaú Institute	20
Avina Foundation	24
Community Foundations of Canada	29
Dompét Dhuafa	33
Friends Provident Foundation	36
Guangdong Harmony Community Foundation	40
High Tide Foundation	44
Jordan River Foundation	49
King Khalid Foundation	52
Lord Mayor's Charitable Foundation	55
Open Society Foundations	59
Pan American Development Foundation	63
Sabancı Foundation	68
The African Climate Foundation	72
The Compagnia di San Paolo Foundation	75
The Daniel and Nina Carasso Foundation	80
The Shehu Musa Yar'Adua Foundation	84
Trottier Family Foundation	88
Bibliography	93

CREDITS AND ACKNOWLEDGEMENTS

Published by WINGS in March 2023 as part of the project “Unlocking Philanthropy’s Potential: Enhancing the Enabling Environment, Effectiveness and leveraging the contributions of Philanthropy actors”.

This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of WINGS and do not necessarily reflect the views of the European Union.



Funded by
the European Union

WINGS | www.wingsweb.org

WINGS is the only global network of philanthropy support and development organisations. We are a community of over 200 philanthropy associations, networks, academic institutions, support organisations, and funders, in 58 countries who are committed to growing and strengthening philanthropy to ensure that it reaches its fullest potential as a catalyst for social progress. We are committed to ending inertia, breaking down silos, challenging conventional wisdom and creating an enabling environment for philanthropy to flourish.

Contact: info@wingsweb.org

PUBLICATION AUTHORS

Alice Amorim, Senior Lead - Philanthropy for Climate
Amanda Lima, Consultant

WINGS COORDINATION TEAM

Alice Amorim, Senior Lead - Philanthropy for Climate
Naira Bonilla, Communication Coordinator
Zubair Sayed, Communication Director

EDITING

Zyaan Davids

DESIGN

Manuel Ayuso

FOLLOW US ON

Twitter: [@wings_info](https://twitter.com/wings_info)

Facebook: [@wingswebinfo](https://www.facebook.com/wingswebinfo)

LinkedIn: [@wings-elevatingphilanthropy](https://www.linkedin.com/company/wings-elevatingphilanthropy)

This work is licensed under the Attribution-NonCommercial-ShareALike 4.0 International License:



Attribution: You may give appropriate credit, provide a link to the license, and indicate if any changes were made.

NonCommercial: You may not use the material for commercial purposes.

ShareALike: If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original.

ACKNOWLEDGEMENTS

WINGS is grateful to everyone who was willing to be interviewed for this publication, including Catherine Brown, Chief Executive Officer of Lord Mayor's Charitable Foundation; Eduardo Franco Berton, President of Fundación Semilla; Eric St-Pierre, Executive Director of Trottier Foundation; He Xin, Program Director at Guangdong Harmony Community Foundation; Juan Camilo Mira, Coordinator of Fondo Emerger; Laís Fleury, Director at Alana Foundation; Marie-Stéphane Maradeix, Executive Secretary at Fundación Carasso; Marisa de Belloy, Executive Director of High Tide Foundation; Natasha Matic, Chief Strategy Officer at King Khalid Foundation; Nevgül Bilsel Safkan, General Manager of Sabancı Foundation; Pak Syamsul Ardiansyah, Senior Officer of Strategic Alliance of Dompét Dhuafa; Paula Ellinger, Climate Director and Juliana Strobel, Fundación Avina; Polly Alakija, Director of the Shehu Yar'Ardua Foundation; Renata Piazzon, Executive Director of Arapyáú Institute; Saliem Fakir, Executive Director at African Climate Foundation; Sara Leporati, Manager of the Environmental Mission of Fondazione Compagnia di San Paolo; Yamide Dagnet, Director of Climate Justice of Open Society Foundations; Walaa Ayasrah, Program Quality and Research Senior Manager of Jordan River Foundation; Dana Decent, Partnership Director of Community Foundations of Canada; Joaquín Vallejo, Senior Program Manager Environment and Anti-Corruption at Pan American Development Foundation. Each of you provided important insight into the work.

INTRODUCTION

Context and objective

WINGS is the only global network of philanthropy support and development organisations. We are a community of over 200 philanthropy associations, networks, academic institutions, support organisations, and funders, in 58 countries who are committed to growing and strengthening philanthropy to ensure that it reaches its fullest potential as a catalyst for social progress and support the achievement of the 2030 Agenda and the Sustainable Development Goals (SDGs).

WINGS hosts the International Philanthropy Commitment on Climate Change¹, one of the commitments that belong to #PhilanthropyForClimate, a global movement of foundations and philanthropy support organisations that aim to catalyse and support meaningful climate action by philanthropic organisations worldwide. The movement was initiated with the launch of the UK Funder Commitment on Climate Change² in 2019. Under the leadership of the European Philanthropy Coalition for Climate (EPCC)³ led by Philea and WINGS, it expanded to include emerging new national commitments in Italy, France, Spain and Canada. The movement now has more than 600 signatories in over 20 countries.

WINGS' almost two years of experience with the #PhilanthropyForClimate movement has shown that many non-climate philanthropic institutions wish to engage in climate action, and many don't know how to start. It also showed that there are common challenges but different ways of approaching them. By adopting the pillars of the International Philanthropy Commitment on Climate Change⁴ and its Implementation Guide⁵ as frameworks, this publication aims to highlight different possible ways to start looking at all types of philanthropic activities through a climate lens. Instead of bringing abstract suggestions of what philanthropies should do, this publication aims to highlight concrete stories of change.

¹International Philanthropy Commitment on Climate Change, Philanthropy for Climate, 2020
<https://philanthropyforclimate.org/international-commitment/>

²Funder Commitment on Climate Change, <https://fundercommitmentclimatechange.org/>

³European Philanthropy Coalition for Climate - Philea, <https://philea.eu/how-we-can-help/initiatives/philanthropy-coalition-for-climate/>

⁴International Philanthropy Commitment on Climate Change, Philanthropy for Climate, 2020
<https://philanthropyforclimate.org/international-commitment/>

⁵Implementation Guide, Philanthropy for Climate, 2021 <https://philanthropyforclimate.org/implementation-guide/>

This publication consists of 20 case studies of organisations from around the world, with a specific emphasis on Global South philanthropies and highlights examples of non-climate funders and a diversity of philanthropic profiles. Our objective is to inspire philanthropies to act on climate. Most importantly, to show that despite some similarities, there is no one-size-fits-all when it comes to embracing an approach to understanding the impacts of climate change and including a climate lens in a philanthropic organisation. We believe that by sharing real-life experiences that can be adapted to different contexts, non-climate funders, anywhere in the world, can feel encouraged to replicate whatever is suitable to their realities.

Based on the #PhilanthropyForClimate movement's conviction that every philanthropic organisation counts and can contribute to tackling the climate crisis – regardless of its size, location or thematic expertise – this publication aims to provide useful, easy-to-read information to facilitate the entrance of new philanthropic players into the climate philanthropy ecosystem. It also aims to show that the power of philanthropies to ignite positive change in their ecosystems can surpass the volume of resources invested in climate-specific grants.

Methodology

This publication started with desk research and a literature review about climate action in the philanthropy sector. The initial analysis comprised climate philanthropy case studies publications, climate philanthropy-specific reports⁶, cases published in Alliance Magazine⁷, the SDG Philanthropy Platform⁸ and impact and annual reports of leading philanthropy actors. The effort was meant to answer the following question:

- What have philanthropic organisations been documenting and publishing about their efforts to include a climate lens in their work?
- How diverse are the examples that were already published?
- To what extent are their efforts aligned with the areas of action recommended by the International Philanthropy Commitment on Climate Change?

⁶ See Bibliography

⁷ Climate Philanthropy 2030, Alliance Magazine, January 2020, <https://www.alliancemagazine.org/climate/>

⁸ SDG Philanthropy Platform, <https://www.sdgphilanthropy.org/home>

After the initial analysis, we defined the basic framework and goals for the cases, which were:

1. To identify 20 philanthropic organisations representing the diversity of the field in terms of types of philanthropic organisations⁹
2. To showcase more Global South philanthropies (60%) than those from the Global North (40%)
3. To have at least half of the cases showcasing non-traditional environmental funders (50%)
4. To document at least one case of members of the different national commitments that belong to the #PhilanthropyForClimate movement
5. To correlate the stories with the seven pillars of the International Philanthropy Commitment on Climate Change.

After mapping the targets, 17 of the 20 philanthropies highlighted in this publication had a representative participate in a semi-structured interview to discuss their experiences. All of them generously shared valuable insights on their foundations' climate journey.

The sample

Out of the 20 case studies examined, 13 were from organisations in the Global South, meeting the originally set threshold of 60%. The sample, classified according to Candid's Philanthropy Classification System¹⁰, represented a diverse range from company-sponsored foundations to family foundations, governmental-linked foundations, and independent and operating foundations. The cases came from all corners of the world including North, Central and South America, Europe, the Middle East, Africa, Asia and Oceania, and from organisations operating at the local, regional and global levels. Only 5 out of the 20 cases could be considered climate philanthropies originally or have a background in environmental causes, meeting the 50% target. More than 60% of the cases portray organisations that have signed either one of the national philanthropy for climate commitments (Canada, France, Italy, Spain the UK) or the International Philanthropy Commitment on Climate Change. All the cases were associated with at least one of the pillars of the International Commitment, with some falling under two or more pillars.

⁹ Philanthropy Classification System, Candid, 2019, <https://taxonomy.candid.org/organization-type>

¹⁰ Idem

Conclusions

Although the sample size and scope of this research may not be extensive enough to allow generalisations about the field, the following are some key takeaways:

- 1. Climate philanthropy is an emerging field which is experiencing exponential growth and diversification of players.** While North American and European climate foundations are much more visible in the global climate philanthropy debate, there is an emerging movement of new organisations in the Global North and the expansion of climate regrantor philanthropies in the Global South. Both movements reinforce each other and the overall growth of the field that has been trying to support locally-led institutions. Examples like the [Alliance of Socio-Environmental Funds of the Global South](#), the [Fundación Semillas](#), [Fondo Emerger](#) and the [African Climate Foundation](#) are highlighted in this publication. We also identified CLUA - Climate Land Use Alliance, iCS - Institute Climate and Society, ICM - Iniciativa Climatica Mexicana, and Tara, among others.
- 2. The global debate on climate philanthropy places more emphasis on investments than transformation.** There is more interest in the volume of philanthropic investments in climate mitigation or adaptation than in the deeper transformation that happens in societies and inside institutions when they embrace climate action. The cases of [PADE](#) and [Friends Provident Foundation](#) are noteworthy examples to illustrate how the changes that happen do not necessarily depend on additional money invested. More investigation and understanding of the systemic change that is underway in the process of philanthropies including a climate lens will help us better understand what the landscape of trends and demands look like. One thing is clear: We have more than 2% of philanthropic funds going to climate action.
- 3. Some foundations have experienced a substantial institutional change as part of their effort to embrace Sustainable Development Goals (SDGs) and climate action.** Many of the foundations analysed were willing to reorganise their internal operations to align with the SDGs and include climate action as part of a broader institutional change. In general, these internal processes and challenges are not well documented in philanthropy, which makes it difficult to understand the steps and learnings that could be helpful to others. Outstanding exceptions in this sample are the [Compagnia di San Paolo Foundation](#) and [Lord Mayor's Charitable Foundation](#). Examples from the Global South are even more difficult to find given the absence of translated institutional materials, making it harder for researchers or interested stakeholders to understand and learn from this field of knowledge.

- 4. Although some of the organisations have been in existence for as little as a year while others have for as long as 500 years, the majority of them began implementing effective climate action processes around 2019.** It is difficult to say exactly what triggered this shift, 3 years after the Paris Agreement entered into force. The Covid-19 pandemic, which emerged in early 2020, had a mixed effect on climate efforts. Flights are a significant source of emissions for most philanthropic organisations, and the 2020/2021 context allowed many organisations to adopt a less carbon-intensive approach to work-related travel. For some organisations, the pandemic reinforced short term priorities that made it harder to address the climate crisis while dealing with the health crisis. Most organisations established a Climate Action Plan to organise their climate-friendly operations, as illustrated by the [Community Foundations of Canada](#), [Avina Foundation](#), and [Daniel and Nina Carasso Foundation](#) cases.
- 5. Climate advocacy strategies differ substantially from one foundation to the other.** Based on this sample, it is not possible to derive general conclusions about which of the seven pillars of action of the International Philanthropy Commitment on Climate Change are more advanced in terms of implementation. However, a surprising feature relates to advocacy efforts (Pillar 6). Whereas inside the #PhilanthropyForClimate movement we have identified some kind of taboo around advocacy efforts¹¹ this sample provides evidence of different approaches that philanthropies have been using to advocate for climate action. How philanthropic organisations advocate for climate action depends substantively on the contexts in which they operate but also on the prior expertise of their leadership. For example, foundations whose leadership has a background in financial markets find it easier to engage in shareholder advocacy than others. Cases like the [Alana Foundation](#), [Arapyaú Institute](#), [High Tide Foundation](#), [Friends Provident Foundation](#), [Guangdong Harmony Community Foundation](#), and [Shehu Musa Yar'Adua Foundation](#) are illustrative examples.
- 6. Policy signals and priorities, either domestic or international, have a direct influence in stimulating many philanthropies to engage in climate activities.** Many philanthropic organisations have supported the development of business innovation and low-carbon sectors that aim to help societies deliver the emissions reductions set in international and domestic policy instruments. Others have aligned philanthropic investments with new policy changes. The cases of the [Open Society Foundations](#), [King Khalid Foundation](#), [Jordan River Foundation](#), [Trottier Family Foundation](#) and [Dompét Dhuafa](#) show how different these approaches can be in each region and context. It also

¹¹ An evidence of that is the fact that not all national climate philanthropy commitments have an advocacy pillar.

shows how climate interventions are somehow challenging the traditional boundaries of support from philanthropy to for-profit and not-for-profit interventions.

- 7. Concerns about accountability and lack of internal climate knowledge prevents organisations from being more transparent about their climate efforts.** As the level of climate ambition of some commitments is measured through target setting (net zero targets) and in quantitative data (either millions of dollars invested or tons of carbon reduced), many organisations tend not to publicise all their efforts. This may also help to explain why it is so difficult to find online stories about philanthropic strategies to decarbonise endowments which seems to be a field in which philanthropic organisations are lagging. This lack of publicly available information makes it even more difficult for non-climate experts in the philanthropy space to engage with their climate peers. In other words, it would be helpful if more climate philanthropies were willing to share their expertise and experiences in considering climate change in their endowments and operations. The sole carbon-centric quantitative measurement of climate ambition also shadows the challenging human aspects that shape the daily effort of implementing coherent climate measures.

This publication aims to contribute to the fast-growing and changing landscape of climate philanthropy on two main fronts: First, by identifying examples from the philanthropy sector from both climate and non-climate funders that are embracing climate action. Much more must and can be done, but these stories help us understand some of the strategies and journeys undertaken. Secondly, it reinforces the idea that philanthropic organisations do not need to wait to have all the knowledge, all the tools, and all the resources to act on climate. More important than doing a lot, is to start doing something. No matter what you work on, there's something you can do. We encourage all stakeholders to read the cases, borrow and test some of these ideas, reach out to WINGS to discuss the findings and join or support the #PhilanthropyForClimate movement.



Pillar 3.

INTEGRATION

ALANA INSTITUTE

The climate crisis as a children's rights crisis

- **Country:** Brazil
- **Number of staff:** 120
- **Year of incorporation:** 1994
- **Type:** Private foundation
- **Endowment:** Yes
- **More information:** alana.org.br

Alana Institute is dedicated to working towards developing full capacities and defending the rights of children and adolescents. Their work towards this goal is aligned with other entities of the same group – Alana Foundation and Alana Lab – with each one approaching the cause from a different perspective. All three entities work in the philanthropic space, investing in the fields of technology, innovation and research.

One example of Alana Foundation's contribution to tackling the climate emergency is its partnership with X-Prize – a global platform for impact that is leveraging the power of competition and incentivising radical breakthroughs for the benefit of humanity. The Lab focuses on entertainment-led strategies as tools to lead positive social impact. The Alana Institute focuses more on advocacy and awareness raising, litigation¹, publications, and campaigning. The three entities work independently but their activities are intertwined by three transversal strategic pillars: climate, digital development, and social justice.

The Institute's mission is to honour the rights of children. Their approach was initially inspired by the experiences of Alana's founders – siblings, Ana Lucia and Alfredo Villela – with vulnerable communities in Jardim

¹ "Pacote verde do STF: crianças e natureza nas mãos da Justiça", Alana, <https://alana.org.br/pacote-verde-do-stf/>

Pantanal, in São Paulo, Brazil. As heirs of one of the wealthiest families in Brazil, they inherited some land that was occupied by several homeless families. Instead of hiring lawyers to cease the occupation, they decided to address some of the key social challenges that contributed to the situation and, through social welfare work, developed the “Espaço Alana”.

From their initially more traditional social development work, they grew more aware of how consumerism affects vulnerable communities, especially children. To address this issue, Alana developed the Child and Consumerism Programme², which encourages people to reflect deeply on the unsustainability of consumption patterns in our society, and exposes its adverse effects, especially on children. Childhood obesity, for example, is a particularly harmful effect which Alana produced a documentary to unpack, entitled “*Muito Além do Peso (Way Beyond Weight)*”³. Producing the documentary helped Alana’s team learn about the importance of storytelling as a powerful tool for education and advocacy.

From children’s obesity to climate change

“

They (children) are always placed in the future, not in the present”.

– LAÍS FLEURY, ALANA FOUNDATION DIRECTOR

Alana’s team wanted to go beyond problematising the issue, to proposing solutions and part of the solution relates to nature. It is the mission of the [Children and Nature Programme](#)⁴ to defend the right of every child to live in a healthy environment, strengthening their bond with nature. Through the Programme, several activities are organised, such as conferences, policymaker missions and visits to cities that are leading public policy efforts to create more child-friendly environments. The more that the team talked about this, the clearer it became that climate change had to be included in the Institute’s overall strategy.

It became apparent that, while youth are considered a key stakeholder in the global climate debate, children are rarely included or considered as a specific segment of society. Furthermore, despite the urgency of preserving nature for future generations, today’s children are being harmed by not having access to an ecologically balanced environment, as established by the Brazilian Federal Constitution.

² “Criança e Consumo”, Alana, <https://alana.org.br/project/crianca-e-consumo/>

³ YouTube, *Muito além do peso*, Complete film, January 2013, <https://www.youtube.com/watch?v=8UGe5GiHCT4>

⁴ “Criança e Natureza”, Alana, <https://alana.org.br/en/project/crianca-e-natureza-2/>

From climate awareness to climate advocacy

As an organisation with experience in strategic litigation, and understanding the impact it could have, one of Alana's main strategies was to prioritise children's right to nature within the courts. Alana was one of several non-profit organisations and political parties that filed a package of seven lawsuits in the Brazilian Supreme Court, against the Brazilian government, for its anti-climate agenda. Alana's policy briefs about children's right to nature were used to inform the Court's decision.

As Alana's system expands, they are starting to work more with match-funding and innovating in the way they work by connecting with other foundations and the private sector. The Institute's goal is to establish multisectoral partnerships for climate advocacy and to centre children within climate conversations. They also drive climate advocacy through the production of fiction media. The Institute recently partnered with the most prominent TV company in Brazil to produce a TV series called *Aruanas*⁵, which fictionally explores the lives of activists in the Amazon region fighting illegal mining.

Realising the importance of expanding their national advocacy strategy for children's rights and climate change, in 2020, the Institute interviewed children from different regions of Brazil, aged between 6 and 12, to understand how their lives were being impacted by the climate emergency. The Institute shared the insights gained at COP26, in Glasgow, promoting discussions about this perspective in side events and roundtables, and distributing material about climate justice and their initiatives.

“COP is a picture of what is happening worldwide, the main discussions, and what must be done about these issues. And during our first time at the conference, we evaluated that the child's perspective was not being considered”.

– LAÍS FLEURY, ALANA FOUNDATION DIRECTOR

Alana has several plans with partners for future COP meetings. The Institute is creating the Children's First Coalition, which will strive to engage more philanthropies and other stakeholders interested in raising the children's rights agenda in the context of the implementation of the Paris Agreement. This could present exciting new opportunities for other foundations working on this topic to engage further.

⁵ *Aruanas*, IMDB, <https://www.imdb.com/title/tt9856336/>

 Pillar 2.
COMMITMENT OF RESOURCES

ALLIANCE OF SOCIO-ENVIRONMENTAL FUNDS OF THE GLOBAL SOUTH

Creating an alliance of Global South socio-environmental funds

- **Region:** Africa, Latin America, Southeast Asia
- **Number of staff:** N/A
- **Year of incorporation:** 2021
- **Type:** Regranting foundations
- **Endowment:** No
- **More information:** [linkedin.com](https://www.linkedin.com/company/alliance-of-socio-environmental-funds-of-the-global-south)

ALLIANCE MEMBERS

- [Casa Socio-Environmental Fund](#) (Brazil)
- [AC Solidarity Action Fund](#) (México)
- [Tierra Viva Foundation](#) (Central America)
- [The Samdhana Institute](#) (Southeast Asia)
- [Fundación Semilla](#) (Bolivia)
- [Peru Socio-Environmental Fund](#) (Peru)
- [Emerger Socio-Environmental Fund](#) (Colombia)
- [Ñeque Fund](#) (Ecuador)
- [Tindzila Fund](#) (Mozambique)

The Alliance of Socio-Environmental Funds of the Global South (Alianza Socioambiental Fondos del Sur) was created in 2021 by bringing together independent and activist socio-environmental funds from nine countries and regions in the Global South. Each fund is nationally or regionally based, operates in local languages and cultures, and issues grants in local currencies.

The Alliance is inspired by a growing Latin-American activist philanthropy model which has been addressing socio-environmental issues since 2005. Its primary goals are to act on two distinct problems faced by several philanthropies and other donors working on the climate agenda: how to define a grantmaking strategy that responds to local priorities and is grounded in local knowledge, and how to disburse resources in the absence

of a legal entity operating in the country. The emergence of institutionally and politically strong local funds has the potential to make resources readily available for grassroots organisations that face the worst impacts of environmental devastation and support the most vulnerable populations in places that do not usually receive traditional philanthropic support.

The Alliance was ignited by the Casa Socio-Environmental Fund's efforts to build sister philanthropic funds in the Global South. Since 2015, the Casa Socio-Environmental Fund, a signatory of the International Philanthropy Commitment on Climate Change, has experienced increased demand from foreign philanthropic and international cooperation players that are willing to fund locally-led, climate-related projects, particularly in Latin America. Based on the belief that philanthropy must rely on a deep local understanding of the environmental challenges faced by the most vulnerable populations, the Casa Socio-Environmental Fund decided to share its operating model and expertise with like-minded players in relevant countries. Instead of opening new offices and expanding its work across different countries, Casa Socio-Environmental Fund helped build a loose intercontinental network of funds.

These funds all face similar institutional challenges in their start-up phase, regardless of where they are located or the specific thematic issues that they address. They encounter challenges in building the institutions, setting up calls for proposals and other grantmaking mechanisms, engaging with donors and defining communication strategies, among others. Acknowledging this, the Casa Socio-Environmental Fund shared its own expertise and practical tools with partners in other countries who want to learn from their model and work on socio-environment challenges with strong grassroots implications. The exchanges in Bolivia and Colombia are illustrative of how this works.

Fundación Semilla: Socio-environmental philanthropic giving in Bolivia

Fundación Semilla was created in 2020 to contribute to conservation and strengthening the leadership of Bolivian community groups and grassroots movements working on socio-environmental issues. When the initial conversations about creating Fundación Semilla started in 2015, Eduardo Franco Berton, Semilla's founder and director, was working as an environmental journalist for an organisation that was supported by the Casa Socio-Environmental Fund. Strong connections with movements that are active on the ground facilitate the process of identifying players and priorities, as well as channelling funds from foreign organisations that are willing to support the climate agenda in the country.

“

“As a journalist, part of my work is to tell the stories of the communities that had their rights violated and their territory destroyed.”

— EDUARDO FRANCO BERTON, FOUNDER OF FUNDACIÓN SEMILLA

A deep understanding of what is happening on the ground, socially and environmentally, is essential for stimulating solutions at a grassroots level so that communities can promote the protection of their own territories. Semilla has already supported around 35 community-based projects, small and medium organisations, civic platforms, groups and social movements with small grants (between USD 2 500 and 7 500). Beyond financial support, Semilla invests considerable human resources into strengthening local capacities. Focusing on the institutional development of these organisations is intended to empower grantees to manage and execute their own projects and access larger funds independently. La Asociación de Recolectoras los Mangales del Sur¹ is an example of a grantee, led by women, that collects, recycles and reuses garbage, and became the first group to have a legal statute in Santa Cruz – the most populous Bolivian city.

Apart from receiving grants from different funders, Semilla manages the Bolivian chapter of the Global Alliance for Green and Gender Action (GAGGA)² which aims to strengthen and unify the capabilities of community-based women’s rights and environmental justice groups and movements. In its second year, GAGGA supported 11 groups with projects focused on climate change and women’s rights. By drawing from members’ experiences and emulating their practices, Semilla has leapfrogged some of the challenges of the start-up phase and has been able to mobilise more resources from different donors, despite operating in a small country like Bolivia. Furthermore, Semilla is developing a South American programme focused on supporting groups affected by large infrastructure projects, such as mega-dams. By learning from the experience of other socio-environmental funds in the Amazon that opposed the Belo Monte hydroelectric power plant³, Fundación Semilla succeeded the Casa Socio-Environmental Fund in supporting women-led communities in the Gran Chaco – the second-largest forest in South America. Since Semilla is closer to the impacted community than the Casa Socio-Environmental Fund, it continued the work to resist the territorial destruction caused by large energy infrastructure interventions in Bolivia, Ecuador, Paraguay, Chile and Argentina.

Fundación Semilla seeks to promote a socio-environmental agenda in the long term by leveraging domestic resources. Its association with the Global South Alliance and the frequent meetings to share intelligence have

¹ La Asociación de Recolectoras los Mangales del Sur, <https://www.instagram.com/p/CkmEB4KpBfV/>

² Global Alliance for Green and Gender Action (GAGGA), <https://gaggaalliance.org/>

³ “A vida das famílias que reagiram contra Belo Monte”, Fundo Brasil, 2018, <https://www.fundobrasil.org.br/a-vida-das-familias-que-reagiram-contra-belo-monte/>

helped Semilla gain a better understanding of how the climate philanthropy ecosystem works. Its goal is to find ways to connect its grantees with the Bolivian philanthropic world.

“

“These groups (community organisations) do not conceive themselves as organisations. They are movements pulled by their territories, and they organise around that because they fear their territory will disappear. It is not up to the money. It’s something else working from the ground. It’s even more powerful.”

— EDUARDO FRANCO BERTON, FOUNDER OF FUNDACIÓN SEMILLA

Emerger Socio-Environmental Fund: Strengthening grassroots movements in Colombia

The Emerger Socio-Environmental Fund⁴ is a community fund that was created in 2021 with the goal of fostering environmental knowledge, management, conservation and sustainability in Colombia. The Fund currently works in four thematic streams: Food and post-pandemic food sovereignty; Food sovereignty post-Covid; Sustainable management and ecosystem community protection; Vulnerability and responses to climate change. Emerger adopted the model of public calls for proposals and targets very small organisations with an annual budget of less than COP 50 million (roughly equivalent to USD 10 million).

The establishment of Emerger can be traced back to Colombia’s recent environmental history. In the 1990s, the creation of Ecofondo — a non-governmental organisation in charge of channelling debt-for-nature swap Funds with developed countries — was a pivotal axis of articulation of the national environmental movement. All five founding members of the Emerger Socio-Environmental Fund participated in Ecofondo’s expansion and experience in co-financing 357 environmental management projects until its shrinking process in the early 2000s. This experience provided important lessons which they brought to establishing Emerger.

“

“The access of grassroots organisations to this kind of resource is difficult. This kind of financial support usually demands large, technical interventions and well-established political relationships. Without them, things don’t really change.”

— JUAN CAMILO MIRA, COORDINATOR OF THE EMERGER SOCIO-ENVIRONMENTAL FUND

⁴Fundo Emerger Socioambiental, Facebook, <https://www.facebook.com/EmergerSocioambiental/>

After Ecofondo reduced its funding capacity, the concentration of resources for the environmental movement shifted to the Colombian Presidential Agency of International Co-operation⁵. The government-led structure directed resources towards the kinds of activities that grassroots organisations required. There was a need to create a legitimate and agile structure grounded in local expertise, to ensure that those on the front lines would be able to access the resources. Dependence on foreign resources made grassroots organisations more vulnerable. The exchange of technical information between members of the Global South Alliance has been very helpful in speeding up the process of finding other funding sources and strengthening capacity for growth. Knowledge exchange with the Alliance has also helped Emerger with different tasks, from drafting statutes and templates to dealing with daily challenges and jointly participating in missions like COP27.

“

“It’s not possible to create an alliance without practice. On paper, a new platform can be beautiful and establish new moral grounds for action. But we are dealing with people. And when financial resources are involved, we need to deepen our platform exchange if we don’t want things to get complicated.”

— JUAN CAMILO MIRA, COORDINATOR OF THE EMERGER SOCIO-ENVIRONMENTAL FUND

In 2022, in partnership with other Alliance members, the Emerger Socio-Environmental Fund received funds from Climate and Land Use Alliance (CLUA)⁶ and UNICEF to finance another 40 projects⁷. Colombia is one of the country priorities for CLUA, which supports the implementation of protected indigenous and Afro-descendent communities’ land rights and their sustainable management of forests and biodiversity. A partner like Emerger, which has strong local connections and regranting capacity, helps to ensure that the resources respond to local needs.

Emerger has positioned itself as an important fund in the region in a short space of time. It has received funds from the Inter-American Foundation, Open Society Foundations and the Global Fund for Community Foundations, which gives it more capacity to act. In one year, the number of projects it supported has doubled. Although the climate agenda represented only 5% of Emerger’s portfolio until 2022, elements of climate action are present in several of its grants which tackle food sovereignty and efforts to combat the expansion of fracking in the country. Emerger’s Urban Amazon programme aims to increase communities’ resilience to climate shocks, which is currently a minor but growing component of the unfolding climate agenda in the region.

⁵ Colombian Presidential Agency of International Co-operation, <https://www.apccolombia.gov.co/>

⁶ Climate and Land Use Alliance (CLUA), <https://www.climateandlandusealliance.org/>

⁷ Proyectos apoyados, Fondo Emerger, <https://emerger.org/proyectos/>

The examples of Fundación Semilla and the Emerger Socio-Environmental Fund demonstrate the value of cooperation mechanisms like the Socio-Environmental Funds of the Global South, for speeding up the channelling of resources locally, in communities vulnerable to socio-environmental impacts, by proactively facilitating knowledge sharing about how regranting organisations function in practice. To tackle the climate crisis at a local level, it becomes clear that when bigger philanthropies lack political connections, legitimacy or institutional conditions to operate, socio-environmental funds and other regranting mechanisms can serve as the missing link.



Pillar 6.

INFLUENCING AND ADVOCACY

ARAPYAÚ INSTITUTE

Incubating initiatives to be stronger advocates for the forests

- **Country:** Brazil
- **Number of staff:** 20
- **Year of incorporation:** 2008
- **Type:** Independent foundation
- **Endowment:** No
- **More information:** arapyau.org.br

The Arapyau Institute is a Brazilian private social investment foundation with a 15-year history of supporting transformative networks. Arapyau is part of the Maraé ecosystem – a group of companies, not-for-profit and impact investment organisations that are committed to sustainability, have pledged not to invest in fossil fuels and are working to advance sustainable business models.

Guilherme Leal, the founder and primary donor of Arapyau, is the co-founder and co-chairman of the board of Natura – a leading cosmetics manufacturer in Brazil. Natura has been pushing the boundaries of best commercial sustainability practices for decades, prioritising Brazilian biodiversity and engaging local communities in its value chain since its establishment in 1969. This responsible business approach also inspired other creative sustainable ideas from Leal, many of which have since become projects incubated by the Arapyau Institute. The Southern Bahia Territorial Development Programme, for example, started in 2008 from his vision to “make the region a Brazilian benchmark of sustainable development, with reduced inequalities”, by seeking to dynamise the cocoa value chain. This Programme, alongside its Climate Programme, remains the Institute’s main focus.

The central theme for Arapyau’s Climate Programme, established in 2015, is to combat deforestation and address land-use change – the sector responsible for around 70% of Brazil’s greenhouse gas emissions. The Climate

Programme engages various sectors, particularly business, civil society and decision-makers, to design effective public policies and create conditions for forestry-related sustainable businesses to flourish. The Programme consists of three main strategies: network activity, international agenda, and bioeconomy.

Discovering its DNA: From funder to incubator

After years of experimenting with traditional grantmaking and providing structural assistance to early-stage projects, the Arapyau team identified significant demand for the incubation of more multi-stakeholder networks and initiatives while in their early stages of institutional development. Backed with the expertise and passion to do this, the team recognised that responding to this demand would present a unique opportunity to reach their larger advocacy goal of promoting sustainable practices in Brazil.

Incubating transformative networks has proven to be a useful strategy to mobilise diverse organisations to collaborate on climate advocacy. The Institute usually supports high-impact projects over four to five years. At the beginning of this cycle, it provides a wide range of support, from sharing office space to providing legal advice. Based on the Institute's experience with nascent projects and the demand to professionalise them, incubated initiatives are required to plan to become self-sustainable, thereby enabling Arapyau to move on to supporting other projects to flourish. The Institute is now in the process of systemising its learnings about the different governance structures that they have adopted in multi-stakeholder initiatives, including its strengths and weaknesses.

Arapyau's first incubated initiative was RAPS – Rede de Ação Política pela Sustentabilidade¹ (Political Action Network for Sustainability) – a network of politicians and civic leaders dedicated to helping politicians, regardless of their political affiliations, to include sustainability in their agendas, renew the Brazilian political system and contribute to enhancing democracy. RAPS was founded in 2012 and now counts more than 750 local politicians, 45 members in Congress, and 228 mayors and state governors, affiliated with 29 political parties.

Another multi-stakeholder platform incubated by Arapyau was Coalizão Brasil Clima, Florestas e Agricultura² (Brazilian Coalition on Climate, Forests and Agriculture). The Coalition is constituted of more than 300 representatives from the private sector (particularly the financial sector), academia, and civil society. Since

¹ RAPS – Rede de Ação Política pela Sustentabilidade, <https://www.raps.org.br/>

² Coalizão Brasil Clima, Florestas e Agricultura, <https://www.coalizaobr.com.br/home/index.php/sobre-a-coalizao/quem-somos>

2015, they have been joining voices to call for greater Brazilian leadership in a new forestry and agriculture low-carbon economy. The learnings from this initiative led the Institute to other advocacy spin-offs.

After an enormous effort to launch the Coalition's position paper for COP21, a big gap in the Brazilian agriculture and forestry sector became evident: reliable data. Data for policymaking and advocacy is at the core of another initiative incubated by Arapyau and supported by several climate philanthropic organisations: MapBiomass³. This high-tech, multi-institutional, scientific-led initiative contributes to public understanding and awareness about the transformation of Brazilian territory.

The interaction between data, science and democracy permeates everything Arapyau supports. Their third initiative is called Uma Concertação pela Amazônia⁴ (Amazon Concertation) – a plural and non-partisan network of people, entities and companies formed to seek solutions for the conservation and sustainable development of this territory. Through this initiative, more than 400 engaged leaders, representing dozens of initiatives in defence of the Amazon, convene in a democratic space around the shared goals to increase the impact of their actions, and to generate new proposals and projects to protect the forest and populations living in the region.

Finding its own climate advocacy voice

During the 2019 UN General Assembly, Arapyau's founder felt compelled to call on businesses, donors and funders, to act against climate change and towards sustainable development in the Amazon region. This moment marks the Institute's shift to establishing a stronger climate advocacy goal as part of its philanthropic mission.

Having incubated many different initiatives and stakeholders, Arapyau must now identify the sustainability focus areas in which it can most effectively use its voice as a philanthropic institution, to contribute to advancing climate debates. When it comes to talking about bioeconomy, Arapyau has a more active public presence. While the Institute tends to keep a low profile, Arapyau's founder actively uses his entrepreneurial experience to seek out decision-makers and high-level networks to raise the climate agenda in non-philanthropic spaces, such as with the B-Team⁵ ecosystem (a global collective of business and civil society leaders).

³ MapBiomass, <https://mapbiomas.org/en>

⁴ Uma Concertação pela Amazônia, <https://concertacaoamazonia.com.br/>

⁵ The B-Team, <https://bteam.org/>

“

It does not make sense to have an endowment that would last up to 100 years if the crisis is here now”.

– RENATA PIAZZON, ARAPYAÚ EXECUTIVE DIRECTOR

Developing Arapyau’s international voice and contribution is the next chapter of the Institute’s advocacy efforts. During the Global Climate Action Summit in 2018, Arapyau signed a joint pledge with 18 other philanthropic organisations to call for an urgent increase of investments to conserve forests and land. In 2021, Arapyau was the first Brazilian institution to sign the International Philanthropy Commitment on Climate Change and in 2022, they co-hosted a Brazil Summit as part of New York Climate Week.

Arapyau’s climate journey is still unfolding, but one thing for them is clear: now, and not later, is the time to invest in climate collaborative efforts.

AVINA FOUNDATION

Embracing the challenge of becoming carbon neutral

- **Country:** Panama
- **Number of staff:** 76
- **Year of incorporation:** 1994
- **Type:** Regranting foundation
- **Endowment:** No
- **More information:** avina.net

The Avina Foundation (Fundación Avina) was founded in 1994 by Swiss entrepreneur Stephan Schmidheiny to contribute to sustainable development in Latin America. During three decades of work, the Foundation has donated USD 454 million in grants that supported over 10 000 initiatives led by local allies¹.

The Foundation fosters collaborative processes that are designed to change systems, which inspired it to develop CollaborAction². This practical guidebook systematises over twenty years of philanthropic work on promoting social change and long-term sustainability through local, regional, and global processes of collaboration with diverse actors in the Global South. Since knowledge sharing and collaboration is at the core of Avina's work, the Foundation has gathered a resource library³ containing several publications about its partners and their work. It has recently expanded its work to the African continent and supports initiatives in Asia and the Middle East.

¹Relatório Anual 2021, Fundación Avina, 2022

<https://www.avina.net/wp-content/uploads/2022/04/Relatorio-Anual-Avina-2021-POR-.pdf>

²"CollaborAction - A practical guide to promoting sustainability", Fundación Avina,

<https://biblioteca.avina.net/biblioteca/collaboraction-a-practical-guide-to-promoting-sustainability/>

³Biblioteca Avina <https://biblioteca.avina.net/biblioteca/>

The Foundation's programmatic approach is based on three pillars, encompassing the urgent need to advance systemic changes globally: climate action, democratic innovation, and a just and regenerative economy. Climate change has been one of Avina's programmatic priorities since the early 2000s when it started working with partners on the conservation of the Amazon biome. Since then, the Foundation has gradually expanded its climate contribution by promoting circular economy models, fostering energy transition and supporting climate adaptation in cities, water and food security and the livelihoods of people and communities.

“

“We wanted climate change to be transversely considered in each programme's strategy.”

— JULIANA STROBEL, PROGRAMME MANAGER AT AVINA FOUNDATION

Examples of the Foundation's climate-related work range from supporting national governments' implementation of their climate commitments through the NDC Partnership and the Green Climate Fund Readiness Programme, to fostering multi-stakeholder collaborations which is a key element of Avina's work. Other examples include co-building Impulsouth⁴ – an alliance of organisations working collaboratively to increase knowledge and capacities on climate action in developing countries; the Andes Resilientes⁵ – a regional collaboration scheme to enhance capacities and services for climate resilience in the Andes region; and Nanum Mujeres Conectadas⁶ which is based on a partnership with the private sector to increase the resilience of rural women from isolated communities in the Gran Chaco region (Argentina, Bolivia, and Paraguay) through targeted access to the internet, climate information (including an early warning system), and economic opportunities that help diversify livelihoods.

Despite a long trajectory in the climate space and some ad hoc actions such as offsetting the carbon emissions of its meetings and acknowledging its low levels of emissions in relation to the global mitigation efforts needed, Avina adopted the belief that every ton of emissions matters and, in 2019, embraced the challenge of decarbonising its operations.

⁴ Impulsouth, <https://impulsouth.org/about-us/>

⁵ Andes Resilientes al Cambio Climático, <https://andesresilientes.org/>

⁶ Nanum Mujeres Conectadas, <https://mujeresnanum.org/en/home/>

Preparing an institutional decarbonisation strategy

In 2019, Avina published a Climate Emergency Declaration⁷ and committed to achieving carbon neutrality in its operations and projects by 2025. The Foundation team developed a step-by-step institutional strategy to build internal conditions to reach this goal.

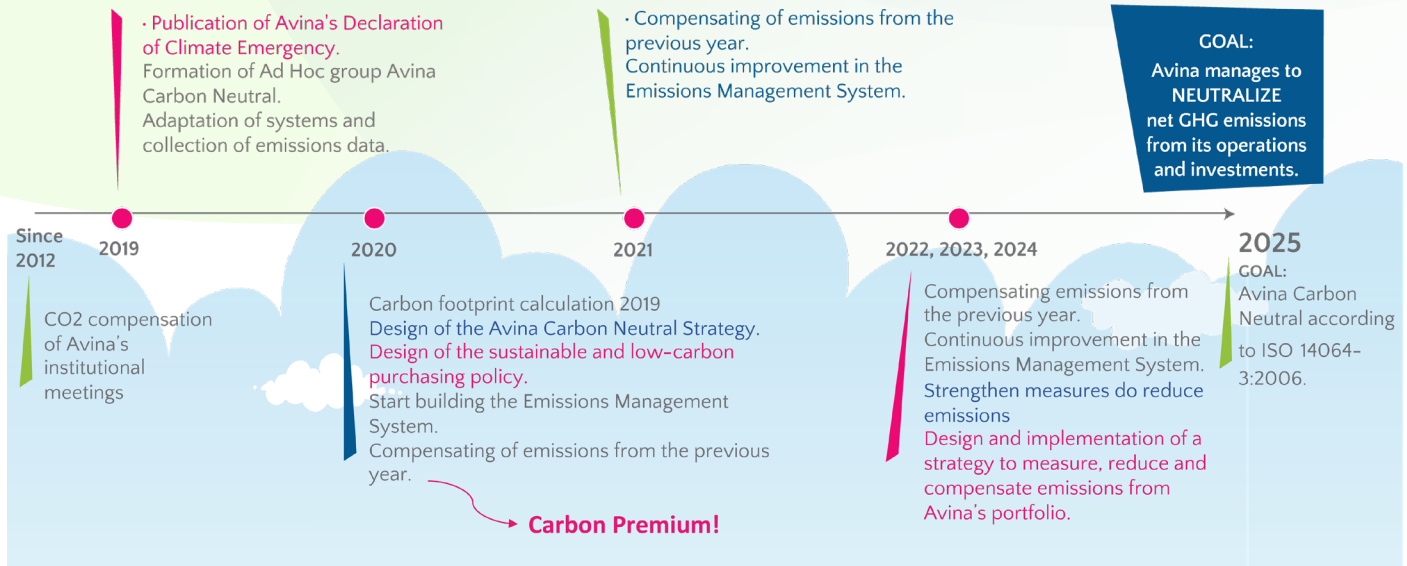


IMAGE SOURCE: AVINA'S INTERNAL DOCUMENT

Avina's senior management championed this process from the beginning. Considering the number of changes required to achieve carbon neutrality, support from the Foundation's chief executive officer and the chief operating officer was fundamental to creating awareness among all employees and partners.

The first step was to measure Avina's greenhouse gas emissions for 2019 to establish a baseline. The Foundation had a total of 413.54 tCO₂eq⁸ which, by comparison, is similar to the yearly emissions of 100 cars⁹. Avina's

⁷"Es ahora: Fundación Avina se suma a la Declaración de Emergencia Climática", Fundación Avina, <https://www.avina.net/es-ahora-fundacion-avina-se-suma-a-la-declaracion-de-emergencia-climatica/>

⁸A carbon dioxide equivalent or CO₂ equivalent, abbreviated as CO₂-eq is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.

Glossary: Carbon dioxide equivalent, Eurostat, https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary:Carbon_dioxide_equivalent

⁹According to the US Environmental Protection Agency (EPA), the average car in the United States emits approximately 4.6 metric tons of CO₂eq per year. This value is based on the assumption that the car drives 11,500 miles per year, which is the average distance driven by a car in the USA, and uses gasoline as fuel.

Greenhouse Gas Emissions from a Typical Passenger Vehicle, US EPA, <https://www.epa.gov/greenvehicles/greenhouse-gas-emissions-typical-passenger-vehicle>

primary source of carbon emissions, as in most philanthropies, was flight-related. The Covid-19 pandemic accelerated the implementation of measures that were already planned for an organisation that works across 19 countries: encouraging collaborators to adopt home offices as a default; reducing office spaces and air travel, without compromising relationships with local allies; and updating purchasing policies to favour low-carbon products and services. During 2020, at the height of the pandemic, Avina's emissions decreased to 93.58 tCO₂eq. In 2021, Avina emitted the equivalent of 105.14 tCO₂eq – 75% less than the 2019 baseline. This reduction was highly influenced by the pandemic but, as travel normalises, the Foundation is determined to maintain significant reductions through changes in travel practices. Emissions that cannot be reduced are compensated. In partnership with Instituto de Conservação e Desenvolvimento Sustentável do Amazonas¹⁰, Avina offset 2019–2021 emissions by reforesting the Brazilian Amazon, compensating 630.27 tCO₂eq.

Fostering buy-in from staff and collaborators

A central challenge of the Foundation's institutional strategy was how to increase staff engagement in a process which demands more data generation, restricts people's daily behaviour and creates more work. The key to solving this challenge was to help people feel and know that they are making progress and are part of bigger efforts. As its main instrument to foster buy-in, Avina built an emissions management system that is open to its staff and can be used as a tool to inspire sustainable habits and behaviour changes that are aligned with a lower carbon footprint.

The system, while not complex software, is robust and constantly being improved. Based on spreadsheets and systematic data management, the Foundation continues to add more layers of information. The current focus is to add data about avoided carbon emissions as well as Scope 3¹¹ emissions from its portfolio of grantees, which is one of the most challenging aspects on the path to becoming a carbon-neutral organisation. Calculating Avina's value chain emissions demands a more comprehensive methodology which has yet to be designed and will require even more engagement with local partners and suppliers. The strategy to further encourage

¹⁰ "Fundación Avina partners with Idesam's Carbon Neutral Program", Fundación Avina, <https://www.avina.net/en/fundacion-avina-partners-with-idesams-carbon-neutral-program/>

¹¹ Scope 1, 2 and 3 is a way of categorising the different kinds of carbon emissions an organisation emits in its own operations, and in its wider value chain. Scope 1, 2 and 3 emissions.

Scope 3 Frequently Asked Questions, Greenhouse Gas Protocol, 2022, https://ghgprotocol.org/sites/default/files/standards_supporting/Scope%203%20Detailed%20FAQ.pdf

collaborators to track emissions is still in progress, but Avina knows that adding to the workload will not automatically achieve buy-in and that other incentives will need to be created.

For the Avina Foundation, climate coherence means that climate action begins at home. Measuring, reducing and compensating for CO2 emissions is an opportunity to be part of the solution and to motivate others to join this climate journey.

COMMUNITY FOUNDATIONS OF CANADA

Investing in your own climate journey before helping others

- **Country:** Canada
- **Number of staff:** 40
- **Year of incorporation:** 1992
- **Type:** Community foundation
- **Endowment:** Yes
- **More info:** communityfoundations.ca

The Community Foundations of Canada (CFC) is the national leadership organisation for Canada's 206 local community foundations. Founded in 1992 as an association, CFC has been actively leveraging its role as an intermediary to build partnerships and movements that help drive sustainable local and national development.

Two examples of ways in which CFC works with partners to advance well-being in communities are the Indigenous Peoples Resilience Fund – an Indigenous-led effort to build community resilience that supported 384 community leaders through the pandemic in 2020¹ and the Equality Fund – a partnership to advance gender equality across Canada which, in its first round, distributed a total of CAD 3.4 million to projects impacting more than 20 communities².

As a philanthropy support organisation, CFC began studying ways to support foundations on their climate journey. A small group of staff benchmarked other businesses' sustainable work and was inspired to start the Green Team that later became a Sustainability Committee, with just two staff members, to learn how to

¹ "Indigenous Peoples Resilience Fund", Community Foundations of Canada, <https://communityfoundations.ca/initiatives/indigenous-peoples-resilience-fund/>

² "Communities For Gender Equality", Community Foundations of Canada, <https://communityfoundations.ca/initiatives/national-efforts-to-advance-gender-equality/>

‘walk the talk’ and deepen the climate discussions inside the organisation. During an internal workshop where the Green Team discussed with other CFC staff which aspects of their daily work needed to change from an environmental perspective, most flagged travel as one of the most unsustainable CFC practices.

In early 2020, the Green Team interviewed all CFC staff about motivations and barriers to sustainable behaviours. They understood that the constraint was not rooted in a lack of information or willingness to act, but that deeper behavioural change was required. Once insight had been collected, the Green Team met weekly to strategise. They wanted to base their recommendations on solid research, evidence, and a deep understanding of the organisational culture. The Green Team found it effective to link issues that people really care about – like prioritising their health – with sustainability practices. The Covid-19 pandemic hit as momentum for this internal conversation was building. The organisation’s full attention was redirected to supporting non-profit organisations³ that were serving vulnerable communities during the crisis⁴. Knowing that, once the peak of the pandemic subsided, sustainability would again be a fundamental issue for their constituencies, the Green Team continued its data collection and desk review on procedures and methods to become more sustainable in their operations. They decided to rely on the expertise of Ottawa’s Green Business Program to measure CFC’s carbon footprint for the first time, using 2019 as a baseline year. In the process, they realised that most of the calculating standards targeted businesses and that these needed to be readjusted for the reality of philanthropic organisations.

Adopting meaningful travel practices

The investigation confirmed that most of CFC’s emissions were scope 3⁵ emissions and, more specifically, came from one activity: travelling, which accounted for approximately 84% of all CFC emissions. Acknowledging the limitation of their capacity to tackle travel-related emissions and the importance of travel for a national network with members all across the country, they decided to host a staff workshop to present the key results of their

³ “COVID-19 | Map: Community Foundations who Participated in the ECSF”, Community Foundations of Canada, 2020, <https://communityfoundations.ca/covid-19-community-foundations-participating-in-the-ecsf/>

⁴ “Emergency Community Support Fund”, Community Foundations of Canada, 2020, <https://communityfoundations.ca/initiatives/emergency-community-support-fund/>

⁵ Scope 1, 2 and 3 is a way of categorising the different kinds of carbon emissions an organisation emits in its own operations, and in its wider value chain.

Scope 3 Frequently Asked Questions, Greenhouse Gas Protocol, 2022, https://ghgprotocol.org/sites/default/files/standards_supporting/Scope%203%20Detailed%20FAQ.pdf

data collection efforts and discuss possible solutions. They needed a set of guiding principles to ensure more strategic and sustainable travel and give staff the opportunity to adopt meaningful travelling practices.

CFC invested in boosting the technical capacity of the Green Team and strengthening sustainable governance practices. When the CFC team began travelling again in 2021, they were better prepared to do so more sustainably. They realised that most of the team's travel was linked to core activities, such as local membership engagement, which could be done by road or rail instead of flying. While the alternatives to flying would take longer, they would consume fewer carbon emissions and still be feasible.

“

“The message we developed was: every tonne counts.”

— DANA DECENT, CFC DIRECTOR OF PARTNERSHIPS

CFC senior management approved a climate action plan and set an operational target to reduce 40% of the organisation's carbon emissions by 2024, using 2019 as the baseline. As the organisation grows, every year it may evaluate whether this target is still achievable and what other measures it can adopt to take climate action. The organisation also invested significantly in a data-collection system, monitoring process and budget. A Sustainability Committee was formalised to report CFC's climate progress to its board. The committee produced a sustainable travel guide and now monitors all travel quarterly, making projections and re-evaluating their sustainable strategy. An edited volume of the sustainable travel guide will be released to the public in 2023. CFC also adopted more practices to constantly engage its team in climate decisions, like inviting them to vote for top Gold Standard⁶ carbon offset projects⁷ that would compensate for the emissions that CFC cannot reduce.

⁶ Gold Standard, <https://www.goldstandard.org/>

⁷ “Foundant is CFC's first Carbon Offset Partner”, Community Foundations of Canada, 2020, <https://communityfoundations.ca/foundant-is-cfcs-first-carbon-offset-partner/>

Pushing climate action forward externally

“

“We cannot just get caught up in individual or organisation carbon emissions without looking to other climate action pillars: what are we saying about climate, how we are influencing our peers, how we are showing up in spaces, and all of that is important.

I think the work we are doing as a national philanthropic organisation talking about climate is very important. For example, the sustainability statement on our webpage was really big as we had never published something like this before. It sends a very strong signal that we take climate seriously.”

— DANA DECENT, CFC DIRECTOR OF PARTNERSHIPS

CFC decided to publish a sustainability statement⁸ on their website because they felt it was important to give visibility to their efforts. After understanding climate issues better, they also decided to work on their members' engagement on climate change. In 2021, CFC became one of the coordinators of the Canadian Philanthropy Commitment on Climate Change – a joint initiative with The Circle on Philanthropy and Aboriginal Peoples in Canada, Environment Funders Canada and Philanthropic Foundations Canada. In addition, in September 2022, CFC launched a learning cohort for community foundations about climate action: Communities for Climate Resilience. Twenty-two community foundations are participating in the 2022-2023 cycle.

Learning how to stay accountable to their climate pledge and avoiding the silos approach is an experience that CFC is eager to share. Their journey shows that climate action needs to be embedded into strategic debates and staff participation is the key to better buy-in. Most people find it hard to deal with an existential crisis like climate change if they do not know how they can directly contribute to solving the problem, even if it is a small step. As we know, every carbon emission tonne counts.

⁸ “Sustainability at CFC”, Community Foundations of Canada, <https://communityfoundations.ca/sustainability-at-cfc-1/>

⁹ “Press Release: Canadian Philanthropy Commitment on Climate Change opens for Signature”, Community Foundations of Canada”, 2021, <https://communityfoundations.ca/press-release-climate-change-pledge/>



Pillar 3.

INTEGRATION

DOMPET DHUAFA

Using religious donations to tackle climate change

- **Country:** Indonesia
- **Number of staff:** Unknown
- **Year of incorporation:** July 2, 1993
- **Type:** Operating foundation
- **Endowment:** No
- **More information:** dompethuafa.org

In 1993, a group of Indonesian journalists and activists ran a column on the front page of the *Republika* – a daily national newspaper targeted at the country’s Muslim community – to call for donations. Living in one of the poorest¹ and most populous Muslim-majority countries in the world, they aimed to leverage the Islamic principles of giving and social finance for poverty alleviation. From that initial effort emerged Dompeth Dhuafa, which means ‘the wallet of the poor’ – an Islamic philanthropic foundation that collects and manages various forms of alms obtained from individuals, groups or corporate donors to empower poor people in Indonesia, who are referred to as *mustahik* (*‘the deserving’*).

Since its establishment, Dompeth Dhuafa has supported more than 28 million people with the direct transfer of funds, social capital development and advocacy campaigns, in both urban and rural areas in Indonesia. Over the decades, the foundation’s focus has expanded to five programmatic pillars: Health, Education, Economy, Social Affairs, and *Da’wah* and Culture, always maintaining the *Da’wah*² spirit of preaching Islam and adopting people-centred approaches. The combination of the broader Islamic community’s engagement on climate change, coupled with the foundation’s first-hand experience of communities vulnerable to climate change, were key triggers for Dompeth Dhuafa’s initial steps in climate action.

¹ “Poverty Data: Indonesia”, Asian Development Bank, 2022, <https://www.adb.org/countries/indonesia/poverty>

² Chitwood, K. (2018). “Da’wah”. In: Gooren, H. (eds) *Encyclopedia of Latin American Religions*. Springer, Cham., https://doi.org/10.1007/978-3-319-08956-0_254-1

Religious calls to climate action

In 2021, ahead of COP21 and the adoption of the Paris Agreement in 2015, several groups of stakeholders, including Pope Francis of the Catholic Church and leaders of the Buddhist and Muslim communities, issued calls for greater commitment and ambition from governments and more active citizenship to address the climate crisis. The issuing of the Islamic Declaration on Climate Change³ was a pivotal movement for Dompot Dhuafa because it helped to clarify how climate action could be aligned with Islamic principles and motivated the foundation to reflect on how to optimise the potential of its assets for climate action. On its website, Dompot Dhuafa shares ideas⁴ about how Islamic donation instruments can be leveraged for climate-relevant interventions, such as financing renewable energy projects or capacity-building schemes that train farmers to make their crops more resilient to climate impacts such as droughts or floods. The foundation has also been focusing on disaster response measures, which are specifically relevant for the under-resourced communities that it aims to serve.

Raising awareness among beneficiaries

Working alongside the *mustahik* and with local farmers, the Dompot Dhuafa team came to understand poor communities' dependency on ecosystem services, as well as the territory's unpreparedness to deal with climate impact and disasters. The team identified two main problems: many communities in which they worked did not have enough information about their level of exposure to climate risks, nor did they have an established structure or disaster preparedness plan.

“Climate change is a global issue with local impacts. So, we are trying to focus our advocacy efforts to raise awareness among vulnerable local people and develop their adaptive capacity to disaster response.”

— SYAMSUL ARDIANSYAH, DOMPOT DHUAFa SENIOR OFFICER OF STRATEGIC ALLIANCE.

³ “Islamic Declaration on Climate Change”, UNFCCC, 2015, <https://unfccc.int/news/islamic-declaration-on-climate-change>

⁴ “Waqf for Climate Change”, Dompot Dhuafa, 2021, <https://www.dompotdhuafa.org/wakaf-untuk-perubahan-iklim/>

The foundation decided to invest mainly in capacity building and information provision by integrating a climate lens into their programmes. To improve the quality of information about disaster management in the communities in which they operate, the foundation provided disaster preparedness training for journalists. They also created the Dompot Dhuafa Disaster Management Center⁵, with the mission of ensuring that disaster volunteers meet basic standards of disaster management knowledge and tactical skills before being deployed. The Center belongs to the Global Platform for Disaster Risk Reduction⁶ – a multistakeholder mechanism to review progress on the implementation of the UN Sendai Framework for Disaster Risk Reduction.

The foundation has also supported other projects, like planting 2,050 mangrove trees⁷ as part of a community effort to encourage local officials to transform the Pacitan Regency area, specifically Sidomulyo Village, into an area that could respond to and recover from climate disasters. Furthermore, through its Economy Programme, the foundation led capacity-building efforts to improve farmers' and fishers' sustainable production capacities.

In addition to its domestic focus, Dompot Dhuafa started actively pursuing international engagement on climate and sustainable development to strengthen collaboration and peer learning on the climate agenda. When Indonesia assumed the G20 presidency at the end of 2021, Dompot Dhuafa joined the Civil Society 20 (C20) – a platform for civil society organisations to voice their aspirations for the G20 presidency. The foundation played an active role in preparing and delivering the C20 policy recommendations presented during the C20 Summit in Indonesia. The alignment of G20 countries' policies and regulations with the goals of the Paris Agreement was one of the group's key asks of government representatives.

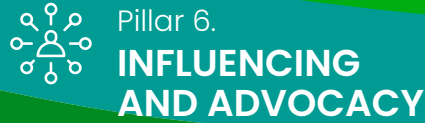
Recently, Dompot Dhuafa has won several awards⁸, including second place in the philanthropy category of the 2022 SDGs Action Award - an Indonesian government initiative in appreciation of all parties who have taken real action to realise inclusive and sustainable development. Dompot Dhuafa aims to continue to grow and expand its climate work, always following the principle of leaving no one behind.

⁵ Dompot Dhuafa Disaster Management Center, 2022, <https://dmcdompetchhuafa.org/>

⁶ Global Platform for Disaster Risk Reduction, 2022, <https://globalplatform.undrr.org/about-gp>

⁷ "To prevent Abrasion, DMC and Several Institutions Plant Thousands of Mangroves in Pacitan", Dompot Dhuafa, 2022, <https://www.dompetchhuafa.org/en/to-prevent-abrasion-dmc-and-several-institutions-plant-thousands-of-mangroves-in-pacitan/>

⁸ "Indonesia SDGs Action Award", 2022, <https://sdgs-awards.bappenas.go.id/>



FRIENDS PROVIDENT FOUNDATION

A 'whole of endowment approach' to tackling climate and economic injustice

- **Country:** United Kingdom
- **Number of staff:** 8
- **Year of incorporation:** 2004
- **Type:** Independent foundation
- **Endowment:** Yes (GBP 33 million)
- **More info:** [friendsprovidentfoundation.org](https://www.friendsprovidentfoundation.org)

The Friends Provident Foundation (FPF) is a British independent charity that was established in 2004, with a mission to promote economic systems change. Built on Quakers¹ legacy and values of equality and justice and the Foundation's financial management expertise, FPF explicitly leverages its influence as an asset owner, grantmaker and convener to promote a fairer and more sustainable economy. Since its early years, the Foundation has only had one programme to deliver its mission, which it recently reshaped and renamed 'Building a 4D Economy'. This programme aims to change the global economic system through the four 'Ds': decarbonisation, decentralisation, democratisation and diversification.

FPF's climate journey is relatively recent and encompasses its programmatic approach, operations and broader understanding of the difference that a philanthropic organisation can make by using its influence as an asset owner. The Foundation's concern about the climate crisis was made public in September 2019, when it published a Climate emergency declaration² through which it committed to framing all its activities.

¹ "The Religious Society of Friends (Quakers) is a movement that began in seventeenth-century England and experienced persecution for their comparatively progressive thoughts and religious practices. Quakers rejected elaborate religious ceremonies, didn't have official clergy and believed in spiritual equality for men and women, among other ideas considered polemic at that time.

² "Climate emergency declaration", Friends Provident Foundation, 2019,
<https://www.friendsprovidentfoundation.org/about-us/climate-emergency-declaration/>

“

“Recognising the role we can play in challenging ourselves and our sector to do philanthropy better – pushing for greater accountability and transparency in what and how the sector funds”.

– FPF’S CLIMATE EMERGENCY DECLARATION

In addition to its own declaration, FPF also signed the Funder Commitment on Climate Change³ – the UK climate commitment of the #PhilanthropyForClimate movement.

In its operations, for example, the Foundation is committed to various actions, such as engaging with its property manager to switch to a renewable energy tariff and improve energy efficiency in its buildings; reviewing its travel policy to support sustainable travel; revising working practices to help staff reduce the carbon impact of commuting; and reducing its catering carbon footprint. Although the Covid-19 pandemic impacted FPF’s ability to deliver on some of its operational commitments, one year later the Foundation reported⁴ that it managed to accomplish some progress on all of them.

Adopting a ‘whole of endowment approach’

Having adopted a holistic approach to its climate commitment, the main climate efforts undertaken by FPF are concentrated on investment outreach. The Foundation uses its grants, investments, shareholder activism, communications, collaboration, influencing, events and movements to disrupt and challenge the current economic status quo and increase the diversity of thought and practice. Although FPF did not specify deadlines for fully decarbonising its endowment and did not publish a percentage of divestments towards this objective in its first progress report, the Foundation has been engaging in several efforts to change the norms and practices of the financial system.

One of the main instruments for this has been to use its shareholder influence, which refers to the power that shareholders of a company have to affect or influence the decision-making processes of the company. Shareholder influence can take several forms, including voting rights on key decisions, such as the election of board members, mergers, acquisitions and major corporate actions, or establishing a dialogue with the

³ “Funder Commitment on Climate Change, <https://fundercommitmentclimatechange.org/>

⁴ “Climate emergency declaration”, Friends Provident Foundation, 2019, <https://www.friendsprovidentfoundation.org/about-us/climate-emergency-declaration/>

company's management to express concerns, ask questions and provide feedback. By using its shareholder influence, FPF wants to ensure that its investments have a positive climate impact. Examples of concrete actions are published on the Foundation's website, below the Climate emergency declaration. In partnership with Royal London Asset Management, FPF used its shareholder's position to influence energy utility companies like SSE Energy Services – one of the UK's largest energy suppliers – to publish the world's first formal just energy transition strategy in 2020. In response, at its annual general meeting, SSE announced that it would integrate socioeconomic factors into its decarbonisation strategy. The following year, many other energy companies followed this example by also publishing just energy transition strategies.

FPF is also encouraging other organisations to think about how their investments can help to address the climate crisis. In partnership with Students Organising for Sustainability - UK, the Charities Responsible Investment Network, and the Responsible Investment Network – Universities, FPF articulated the COP26 *declaration: asset owner climate expectations of asset management*⁵ – a set of minimum standards to judge asset manager claims and commitments, which counted 25 founding signatories representing GBP 7 billion of investment, mainly through foundations and university endowments.

Investing in a just carbon-neutral economic transition

Aside from its advocacy to promote a systemic shift away from fossil fuels, FPF has also been investing in a low-carbon economy. The Foundation organised the ESG investing Olympics to push for best practices in the environmental, social and governance (ESG) market and send a message that asset owners want to invest with purpose. For the ESG investing Olympics, FPF partnered with the Joffe Charitable Trust and the Blagrove Trust to put over GBP 33 million of investment funds to tender to increase the quality of ethical investment funds. More than 60 proposals were received and, together with the winner⁶, Cazenove Capital, a fund was created that sets high-level ESG standards.

By favouring investments in companies with a net zero business model, the Foundation has invested in businesses with the goal of promoting transport decarbonisation, such as Riding Sunbeams, and in strategies that push the energy utilities sector to change.

⁵ "It is time to end greenwashing in asset management", Friends Provident Foundation, 2021,

<https://www.friendsprovidentfoundation.org/news/it-is-time-to-end-greenwashing-in-asset-management/>

⁶ "Cazenove declared winner of the 'ESG investing olympics'", Friends Provident Foundation, 2020,

<https://www.friendsprovidentfoundation.org/news/cazenove-declared-winner-of-the-esg-investing-olympics/>

Mainstreaming climate in its programmes

Beyond its investor role, FPF supports climate action work in its programmes. The promotion of a low-carbon economy and community energy were among eight issues prioritised by the Foundation, along with core funding; diversity, equity and inclusion; corporate investor behaviour; local development; tax; and community assets. FPF's threefold strategy, which was approved in 2020, includes mainstreaming climate into its grantmaking and the Foundation's ability to convene and communicate. FPF has been adopting different strategies to provide climate-related grants. Some grants addressed the risk of 'stranded people' and 'stranded communities'⁷ and others have focused on climate leadership efforts and leadership programmes for Black, Indigenous and people of colour and youth associated with the Green New Deal⁸. A full list⁹ of supported projects is available on the Foundation's website.

Beyond reporting on its climate efforts on its website, FPF has also been proactively sharing its journey to mainstream climate. The Foundation publishes conference reflections, articles¹⁰ and opportunities for collaboration¹¹, backing philanthropy support organisations like the Association of Charitable Foundations by co-hosting an Economic Justice Group and openly inviting¹² interested people to suggest topics for webinars and events that they organise.

⁷The concept of stranded assets refers to people and communities who suffer from an unanticipated or premature devaluation of their skills and economic utility as a result of the far-reaching changes needed to decarbonise the economy.

⁸"350.org - Green New Deal Rising Leadership Programme", Friends Provident Foundation, <https://www.friendsprovidentfoundation.org/grants/projects/350-org-green-new-deal-rising-leadership-programme/>

⁹Live projects, Friends Provident Foundation, <https://www.friendsprovidentfoundation.org/grants/what-have-we-funded/live-projects/>

¹⁰"Reflections on Utilising Whole Endowments for Mission event", Friends Provident Foundation, <https://www.friendsprovidentfoundation.org/news/utilising-whole-endowments-for-mission/>

¹¹Collaborations, Campaigns and Projects, Friends Provident Foundation, <https://www.friendsprovidentfoundation.org/collaboration-and-campaigns/our-approach-to-collaboration/>

¹²Get involved, Friends Provident Foundation <https://www.friendsprovidentfoundation.org/collaboration-and-campaigns/get-involved/>



Pillar 3.

INTEGRATION

GUANGDONG HARMONY COMMUNITY FOUNDATION

Building a sustainable community in China

- **Country:** China
- **Number of staff:** 20
- **Year of incorporation:** 2009
- **Type:** Community foundation
- **Endowment:** No
- **More info:** gdharmonyfoundation.org

In 2009, together with a group of entrepreneurs and scholars, Liu Xiaogang and Jiangang Zhu founded the Guangdong Harmony Community Foundation (GHCF), the first Chinese community foundation recognised by the Guangdong Provincial Department of Civil Affairs. The Foundation is based in the Pearl River Delta in south China's Guangdong province – one of the most densely populated and urbanised regions in the world¹. In the late 2000s, the region experienced a strong state-led effort in poverty reduction and the Foundation, also known as 'Qianhe Community Foundation', was created as a platform for promoting public welfare in the region.

GHCF is a regranting foundation and around 50% of its resources come from foundations such as the Rockefeller Brothers Fund, Partnerships for Community Development, Oak Foundation, Ford Foundation, and other Chinese foundations. The other 50% of organisational resources come from individuals and corporate donors. By integrating knowledge resources and providing comprehensive funding and training support to local beneficiaries, the Foundation supports community growth and local capacity building.

¹ "Press release: World Bank Report Provides New Data to Help Ensure Urban Growth Benefits the Poor", World Bank, 2015, <https://www.worldbank.org/en/news/press-release/2015/01/26/world-bank-report-provides-new-data-to-help-ensure-urban-growth-benefits-the-poor>

Liu Xiaogang, GHCF's Chairman and one of its founders, was inspired by the work of Paul S. Grogan, who she met in 2006 while studying at Harvard Kennedy School. Grogan, who was the President and CEO of The Boston Foundation, piqued Xiaogang's curiosity about whether the community foundation model would work in China.

Investigating how grassroots civil society operated in the Guangdong province, Xiaogang identified only 94 grantmaking foundations², and even fewer supporting community projects. With local resources scarce, there was a need to build a collective platform for Chinese civil society to prosper at the community level. Xiaogang met Jianguang Zhu, a professor at Nankai University, who shared this belief and decided to help.

“

“When the community lacks water, we don't just find a construction team to dig a well in the community. Instead, we support the organisations in that community to mobilise residents and solve the issues behind well digging, through various methods such as community discussions, visits, consultations, and fundraising. The relationships in the community are gradually rebuilt, and the community becomes able to unite and strengthen their bonds to solve water issues and other public needs.”

— LIU XIAOGANG, GHCF CHAIRMAN

From community development to sustainable development

The journey to incorporate the climate agenda in the Foundation's work is relatively new. The Home of Xiaohe⁴ programme is a good example of the organisation's early focus on community development issues. It was an educational programme focused on immigrant workers who were attracted to the region because of new job opportunities.

GHCF's process of integrating sustainability into its work can be seen through its projects, rather than through a transversal strategy. In its early years, the Foundation provided general support and funding to local environmental non-governmental organisations (NGOs) to conduct their projects. Now, GHCF works more actively with partners to shape priorities and deliver more explicitly climate-relevant projects to communities.

² “Guangdong Harmony Community Foundation Chairman Message”, GHCF, 2022,

http://www.gdharmonyfoundation.org/home/about/message/cate_id/3.html

³ Idem. http://www.gdharmonyfoundation.org/home/about/message/cate_id/3.html

⁴ Home of Xiaohe, GHCF, 2022, <http://www.gdharmonyfoundation.org/home/community/cityEducation/id/29.html>

Another example of mainstreaming sustainability is the Watchmen on the Pearl River project⁵, which officially ended in 2021. Pearl River, China's third longest river, is highly polluted due to the country's industrialisation. The community didn't have enough data and evidence about the level of pollution in the river basin and was therefore unable to design interventions that would help solve the impact of water pollution in the community. To address this challenge, the project recruited social organisations and 'watchers' to monitor water quality and encourage local residents to participate in basin governance. During the 10-year project, GHCF boosted multi-stakeholder partnerships and community networks, providing small grants and developing public participation toolkits to strengthen the basin's governance everywhere the Pearl River flows. While the river is not completely depolluted today, community awareness about the problem has improved.

“

“Civil society is like the soil and Harmony Foundation's work is the seed. If the soil is too poor, we could not plant a tree here.”

— HE XIN, GHCF DIRECTOR OF ENVIRONMENTAL PROJECTS

Following the Chinese climate politics agenda

The Foundation's engagement on climate also evolved with the Chinese government's public agenda. In 2015, the joint statement from China's president Xi Jinping and US president Barack Obama, which paved the way for the Paris Agreement⁶, moved China's domestic climate policy agenda. There was substantive growth in environmental discussions in China, from an approach focused on pollution issues to a broader conversation on climate change. Through its Sustainable Community Strategy, GHCF initiated a climate change programme in 2017.

The programme conducted research on how community members perceive climate change and its impacts. GHCF presented the results in the *Report on Climate Cognition of Community Residents in the Pearl River Delta Region*⁷, which gained national media attention. The project team realised that it was urgent to develop emergency coping mechanisms to respond to the perceived climate risks. They developed a climate education toolkit, organised workshops, and gave small grants to improve the community's ability to identify climate risks, build a governance mechanism and implement climate actions. In addition, GHCF held a climate change seminar with climate experts, scientific institutions and representatives of social organisations to discuss how

⁵ Watchmen on the Pearl River (historical project), GHCF, 2022,

http://www.gdharmonyfoundation.org/home/community/rhPlanDetail/cate_id/19.html

⁶ “Reaction: US-China climate pledge”, China Dialogue, 2014, <https://chinadialogue.net/en/climate/7489-reaction-us-china-climate-pledge/>

⁷ “The survey report on climate awareness of community residents in the Pearl River Delta was officially released”, GHCF, 2021,

<http://www.gdharmonyfoundation.org/Home/Community/detail/id/54.html>

civil society could best participate in addressing climate change under the *Chinese National Climate Change Adaptation Strategy 2035*⁸.

One of the challenges of undertaking climate-related work at a community level was that the Foundation could not find NGOs or other partners working on climate issues in the region. They commissioned climate research from academic partners and, based on the results, decided to launch the Climate Pioneers - Climate Adaptation Awareness Programme for Urban Community Residents in the PRD Region⁹ in 2021, in partnership with Vanke Foundation. Aiming to increase community climate awareness through building local climate adaptation capacities, community gardens were selected to pilot the project in the urban communities of Guangzhou, Foshan and Shenzhen. For one year, community climate pioneers were identified and trained to respond to climate risks such as floods and droughts and their impacts both in agriculture and urban settings. Since the beginning of the project, 56 community tree planting sessions and 24 educational activities that explained climate science concepts related to people's daily lives were carried out.

After Xi Jinping made a public pledge in 2021 that China would peak carbon dioxide emissions before 2030 and achieve carbon neutrality before 2060¹⁰, many civil society organisations began to pay more attention to climate change. Even though GHCF has still not made a public call for climate grants, it now funds and collaborates with organisations already in its network to help them transition to a green and low-carbon economy and to develop robust climate adaptation projects, like the climate change network for rural communities launched in 2022. The Foundation's climate journey is just starting, but there is a strong commitment to understanding the impacts climate change has on the community and empowering them to tackle them effectively.

⁸ "Climate Change Adaptation Strategy of the People's Republic of China", Asian Development Bank, 2022, <https://development.asia/summary/climate-change-adaptation-strategy-peoples-republic-china>

⁹ "Starting Point for Building Resilient Urban Communities: Pura Climate Pioneers", GHCF, 2022, <http://www.gdharmonyfoundation.org/Home/Community/detail/id/67.html>

¹⁰ "China headed towards carbon neutrality by 2060; President Xi Jinping vows to halt new coal plants abroad", UN Affairs, 2021, <https://news.un.org/en/story/2021/09/1100642>

¹¹ "Rural community response to climate change network project approved", GHCF, 2022, <http://www.gdharmonyfoundation.org/Home/Community/detail/id/59.html>

 Pillar 2.
COMMITMENT OF RESOURCES

HIGH TIDE FOUNDATION

Funding high-impact climate mitigation solutions

- **Country:** United States of America
- **Number of staff:** 5
- **Year of incorporation:** 2004
- **Type:** Private foundation
- **Endowment:** No
- **More information:** hightidefoundation.org

High Tide Foundation was established as a private foundation in 2004 by Richard and Dee Lawrence. After 30 years of building and managing a successful investment firm in Hong Kong, in the early 2000s Richard Lawrence Jr. moved back to the United States where he sought a way to ensure his children would have a balanced view of global life. This led Richard and his family to volunteer as translators on a medical brigade in rural Honduras after a hurricane season wiped out much of the Caribbean country's infrastructure. Eventually, these early experiences became the basis for High Tide, a leading climate philanthropy with global impact.

While volunteering, the family encountered many rural poor women and children who were being treated by medical staff for serious respiratory issues. But the air was clean, and no one smoked cigarettes, so the Lawrences' started to find the root cause. During a visit to a local home, where the family was cooking their evening meal, the reason became apparent. The house was filled with smoke, posing serious health risks for women and children that are never far from their mothers.

To address the root cause of the problem, rather than just manage symptoms, the Lawrence family decided to build improved cookstoves for the families, which became the seed for the Proyecto Mirador Foundation¹.

¹ Proyecto Mirador Foundation, 2023, <https://www.proyectomirador.org/>

Mirador is now a Gold Standard-certified carbon emission reduction project that has already built nearly 300 000 fuel-efficient stoves in rural communities in Honduras, Guatemala and Nicaragua.

“

“We found a stove that had a chimney to rid homes of smoke while reducing fuelwood use by half. We sourced components locally and created more than 250 jobs in Honduras. We ran it as a non-profit organisation but operated the project like a business.”

— RICHARD LAWRENCE JR., DIRECTOR AND CO-FOUNDER OF HIGH TIDE FOUNDATION²

While the positive climate impact of the project was not their initial goal, the Lawrence family realised that reducing the amount of wood burnt for cooking also reduced CO₂ emissions by nearly half³. By being able to monetize the benefits of that reduction in emissions after meeting stringent Gold Standard carbon crediting program requirements, the project was dramatically improved and able to scale. “They got really interested in this idea that we can verifiably stop carbon from going into the atmosphere,” shared Marisa de Belloy, High Tide Foundation Executive Director. This experience inspired the family to start working to tackle climate change.

Finding their climate philanthropist profile

A few years later, the Lawrence family decided to ramp up their giving and set up the High Tide Foundation – a small organisation to leverage the family’s expertise and strategically support the most critical areas for climate mitigation for maximum impact.

² “Glenn Ong, “Richard Lawrence Jr.: An investment guru who believes in the rise of Asia”, Ivey Energy Policy and Management Centre, Policy Commons, December 2021, <https://policycommons.net/artifacts/2104459/richard-lawrence-jr/2859755/>

³ “Mirador Stoves Can Reduce Your Greenhouse Gas Emissions”, Proyecto Mirador, <https://www.proyectomirador.org/stove-benefits/mirador-stoves-can-reduce-your-greenhouse-gas-emissions>

“

“They are very entrepreneurial. They did not want to just hand out money to non-governmental organisations (NGOs). Yes, we have to send out the money. This is an important part of the Foundation. However, the family does a lot more. They sit on the board, they will help to make the right introductions and help grantees to negotiate deals – whatever is necessary to make the grantees successful.”

– MARISA DE BELLOY, HIGH TIDE FOUNDATION EXECUTIVE DIRECTOR

Building on the family’s business background, High Tide’s approach is focused on measurable and data-led projects, such as those that involve carbon credits. “When done correctly, in alignment with the Sustainable Development Goals, carbon credits can have a trackable impact in a way that a lot of activities in philanthropy are not,” affirmed de Belloy. For them, this is a way to boost short-term action with long-term systemic impact – a characteristic that the Foundation seeks in all the projects it supports.

Another example of High Tide’s data-led, high-impact, high-reward approach is the effort to reduce methane emissions. Why methane? Because of its enormous contribution to global carbon emissions: emissions of methane are responsible for more than 25% of the global warming that Earth is experiencing today⁴. Because of the clear demand, instead of abstractly tackling the problem, subnational governments and community climate initiatives need accurate information on the key territories in which emissions must be reduced.

This targeted approach also has a strong positive impact on improving people’s health. Thus, the Foundation supported the creation of Carbon Mapper⁵ – a coalition between NASA’s Jet Propulsion Laboratory, the State of California, the University of Arizona, and others. This private-public partnership combines expertise and resources in advancing remote-sensing technology to potentialise an operational satellite data service, to help track ongoing methane emissions.

⁴ “Facts about Methane”, United Nations Environment Programme, <https://www.unep.org/explore-topics/energy/facts-about-methane>

⁵ Carbon Mapper, <https://carbonmapper.org/>

Learning how to match funds with other philanthropists

The Foundation's efforts to reduce methane emissions are evidence of its eagerness to address the most significant climate issues, even if High Tide is the sole funder of a project. However, the Foundation soon realised that everything in the climate field is underfunded and that, to move faster and scale up, collaboration with other funders was a strategic lever.

“Getting everybody [funders] to align has enormous benefits. [By collaborating], we can really hash out strategies and figure out the right ones. And then we don't have this field where everybody is trying everything on a small level –that does not get us anywhere. Because then we won't have the effort, the money, and the support to really accomplish stuff. That is part of the problem.”

— MARISA DE BELLOY, HIGH TIDE FOUNDATION EXECUTIVE DIRECTOR

The Global Methane Pledge⁶ is an interesting example of this philosophy. Launched at COP26, the Pledge – which counts the support of several philanthropies and other stakeholders – demonstrates a commitment from participating countries to take voluntary actions to contribute to a collective effort to reduce global methane emissions by at least 30% from 2020 levels, by 2030. To deliver this commitment, High Tide and several philanthropies joined efforts to fund the Global Methane Hub⁷: structures designed to support governments to achieve the Global Methane Pledge. After fundraising for the Hub, High Tide Foundation helped set up a team based in Santiago, Chile, with the mission to scale up cost-effective solutions in methane mitigation across the energy, agricultural and waste management sectors.

By working with other philanthropies like the William and Flora Hewlett Foundation, the Children's Investment Fund Foundation and Bloomberg Philanthropies, High Tide realised that coordinating and matching different organisations' expertise, resources, strategic thinking and access to policymakers and corporations is the best way to advance solutions at a large scale.

⁶ Global Methane Pledge, <https://www.globalmethanepledge.org/#about>

⁷ Global Methane Hub, <https://globalmethanehub.org/>

This kind of coordination also benefits grantees, who usually deal with the enormous burden of meeting various demands from different funders for the same project. Working collectively saves grantees a lot of time, money, and other resources that can be more effectively invested in the field.

“We think that this is the way to go. None of us wants to create a big new entity. We can create something that is way more efficient to the field by combining interests, reporting and strategies.”

— MARISA DE BELLOY, HIGH TIDE FOUNDATION EXECUTIVE DIRECTOR

High Tide Foundation is continuously seeking opportunities to work with other stakeholders to support more ambitious action on climate change. Considering the Foundation’s background and its willingness to act fast, it is a matter of time before new collaborations are formed at the intersections of health and climate in the climate philanthropy landscape.



Pillar 3.

INTEGRATION

JORDAN RIVER FOUNDATION

Aligning interventions with the UN Agenda 2030

- **Country:** Jordan
- **Number of staff:** 627
- **Year of incorporation:** 1995
- **Type:** Operating foundation
- **Endowment:** No
- **More information:** jordanriver.jo

The Jordan River Foundation (JRF) is a private foundation established by Her Majesty Queen Rania Al Abdullah, who is also the chairperson of the board. The Foundation has four programmes: Community Empowerment, Child Safety, Social Enterprises and Training to Success. JRF implements several capacity-building and awareness-raising projects in Jordanian communities, with emphasis on the needs of women and children and with an increasing focus on Syrian refugees. One of the Foundation's main strategies is to boost the potential of vulnerable people to become entrepreneurs or employees of choice. Through small grants, JRF helps communities start their own businesses and connects beneficiaries with job opportunities.

Sustainability goals have been present in several JRF interventions and individual projects for many years. In 2006, JRF co-led a project to promote organic farming with support from the Spanish Agency for International Development Cooperation¹ and the Jordanian Ministry of Planning and International Cooperation. In 2010, in collaboration with the Jordan Ministry of Environment, the International Union for Conservation of Nature and the Global Gender and Climate Alliance, JRF collaborated to implement components of a programme for

¹“Towards a Green Economy: A Scoping Study”, Envision Consulting Group (EnConsult) Jordan, 2011, https://www.greengrowthknowledge.org/sites/default/files/downloads/resource/Green_Economy_Jordan_UNEP.pdf

mainstreaming gender in climate change efforts in Jordan². More recently, climate change and sustainability concerns have progressively spread across the Foundation's different programmes. Fundraising opportunities and the leadership's awareness were important triggers for this.

“

In a country like Jordan, our carbon footprint is quite small. If we really want to make a difference in the world, we have to do it through global collaboration and shared commitments.”

– HER MAJESTY QUEEN RANIA AL ABDULLAH³, FOUNDER AND CHAIRPERSON OF THE BOARD OF JRF

An area of growing interest and demand has been water management related projects. Despite good sewage and water supply coverage, Jordan is the second most water-scarce country in the world⁴. In support of the implementation of the country's National Water Strategy 2016-2025⁵, JRF helped implement efforts such as the Water Innovations Technologies (WIT) project, funded by USAID. The project convened almost 400 awareness sessions to advance the adoption of water-saving technologies and leverage the capacity of community-based organisations to facilitate household water savings across farmlands, households and local communities.

There are several other examples under JRF's Community Empowerment Programme. The Mobile Social Innovation Incubators, implemented in partnership with the Ministry of Youth, supported projects led by young entrepreneurs. One of them promotes equal access to job opportunities for women in agriculture and started a training centre to empower women working in the industry, particularly in hydroponics⁶. The centre offers training in workforce readiness, technical know-how and employability skills. Another example is the Water Conservation project in the city of Madaba which promotes the adoption of water rationing technologies in households and schools across communities, as well as advocating for the socio-economic and environmental benefits of conservation technologies. More initiatives are also supported under JRF's Green Business Entrepreneurship training programme.

² “Programme for mainstreaming gender in climate change efforts in Jordan”, International Union for Conservation of Nature, 2010, https://www.climatelinks.org/sites/default/files/asset/document/2010_IUCN_Climate-Change-Gender-Action-Plan-Jordan.pdf

³ “Jordan's Queen Rania calls for 'global collaboration' on climate crisis”, ITV News, 2021

<https://www.itv.com/news/2021-11-16/jordans-queen-rania-says-global-collaboration-key-to-climate-crisis>

⁴ Water, sanitation and hygiene, UNICEF, <https://www.unicef.org/jordan/water-sanitation-and-hygiene>

⁵ “National Water Strategy of Jordan, 2016 – 2025”, FAO,

<https://leap.unep.org/countries/jo/national-legislation/national-water-strategy-jordan-2016-2025>

⁶ Hydroponics, also called aquaculture, nutriculture, soilless culture, or tank farming, is the cultivation of plants in nutrient-enriched water, with or without the mechanical support of an inert medium such as sand, gravel, or perlite, <https://www.britannica.com/topic/hydroponics>

Aligning interventions with the Sustainable Development Goals (SDGs)

Although JRF does not yet have a plan to mainstream climate into its strategy, the team has been debating how it can more explicitly link its work to the SDGs as an integral part of its strategy. JRF's operational sustainability journey started in 2007, as they were one of the first civil society organisations in the Arab world to issue a sustainability report reviewed by the Global Reporting Initiative. Although the Foundation stopped following the official reporting standard, it continued to adopt sustainability principles in its work, including in its operations.

JRF depends on international donors and partners to expand its work and recently realised that aligning its work more strongly and explicitly with the SDGs could also be useful for increasing its capacity to foster global partnerships.

“

It was very important for us to link our strategy with the SDGs. The vision has been there since 1995. But how do we translate the vision into actions that support the SDGs?”

– WALAA AYASRAH, PROGRAMME QUALITY AND RESEARCH SENIOR MANAGER AT JRF

The Foundation became a signatory of the UN Global Compact and re-evaluated its strategy based on this commitment to contribute to the SDGs. An idea in the pipeline is to expand JRF's work on climate adaptation so that it is relevant to Jordanian communities and reinforces sustainability as a cross-cutting issue.

 Pillar 1.
EDUCATION AND LEARNING

KING KHALID FOUNDATION

Educating for environmental sustainability in the MENA region

- **Country:** Saudi Arabia
- **Number of staff:** 100
- **Year of incorporation:** 2001
- **Type:** Family foundation
- **Endowment:** Yes
- **More information:** kkfeng.org

The King Khalid Foundation (KKF) is a legacy project of King Khalid, who served as the king of Saudi Arabia from 1975 until his death in 1982. It is a family-run royal foundation managed by a Board of Trustees that seeks to support socioeconomic development in Saudi Arabia. KKF started its work by giving grants to non-profit projects focused on creating jobs, skills development for employment, and local support for entrepreneurship in different parts of the country. The climate agenda was not initially an issue of concern for the Foundation.

In 2008, KKF's team ran an impact evaluation and concluded that the initiatives they were implementing had little impact on Saudi society. The study showed that Saudi Arabia's non-profit sector was significantly underdeveloped, with just 200 non-profit organisations in the country formally registered. KKF decided to shift its focus to build a national sustainable non-profit sector. The Foundation began incubating new organisations, offering training programmes to entrepreneurs and supporting them to establish and manage their organisations.

After a decade of supporting the development of the non-profit sector in Saudi Arabia, KKF's team started to look beyond financial sustainability, exploring ways in which environmental sustainability could be incorporated into its approach. The Foundation restarted its grantmaking with added focus on how the private sector could contribute to the realisation of key policy frameworks that informed its approach, such as the country's

implementation of the Sustainable Development Goals (SDGs)¹, the Kingdom's National Transformation Plan 2020 and Saudi Arabia's 2030 Vision. The key strategy adopted was to provide education programmes to business entities, through several KKF Awards. The Responsible Competitiveness Award, launched in 2009, was the first environmental, social and governance (ESG) focused award in the MENA region.

“

The King Khalid Awards are a tool for social change, designed to recognise, encourage and support exceptional achievements in the fields of corporate social responsibility, non-profit management excellence, and social innovation”.

– NATASHA MATIC, KKF STRATEGY ADVISOR

From capacity building to lasting change

The King Khalid Awards include the King Khalid Nonprofit Excellence Award, King Khalid Development Partners Award and the King Khalid Sustainability Award. The most recent is the Sustainability Award, designed to educate different organisations, the private sector and the stock market, and facilitate its engagement in sustainability issues – a big challenge for the region. The Award was also created to ensure that companies are held accountable for their climate and nature goals and targets. Any Saudi company can apply, and around 600 companies have already aligned their sustainability practices with their business imperatives and improved the quality of their sustainability reporting due to their participation in the Award.

All participants receive an evaluation in terms of ESG scorecards, specific training for their staff and leadership, and toolkits to create institutional sustainability. The most prominent driver of participation, as shown in the Foundation's 2020 Impact Report, is to enhance corporate sustainability strategies. After enrolling in this platform, the awarded companies started hiring women, reduced their environmental footprint significantly, improved their views about sustainability, and made advancements in aligning corporate social responsibility (CSR) into their broader corporate strategies.

“

There is a lot of talk about green initiatives in the Middle East. Still, if you look deeper, the number of organisations dealing with climate in Saudi Arabia is minimal – so who are we going to fund?”

– NATASHA MATIC, KKF STRATEGY ADVISOR

¹ Saudi Arabia's 2030 Vision, <https://www.vision2030.gov.sa/>

Building a climate-competitive business sector

In its latest three-year strategy review, KKF decided to expand its actions on climate, going beyond the awards and creating a specific grant scheme to address related issues. The Foundation announced the newly-developed Green Grants, which aim to support the creation of new jobs within the sector, as well as to support entrepreneurs interested in the renewables, climate and other related sectors.

The number of local organisations in the sector is, however, still very small. The Foundation seeks to pique Saudi's interest in developing regional green businesses, similarly to how it supported the development of the non-profit sector a decade before, and to support these local organisations and entrepreneurs to create companies that KKF can fund in the future.

The Green Grants is a culmination of the learnings from KKF's previous efforts in terms of field-building strategies and raising competitiveness through education and resilience. This initiative will prepare companies, non-profits and individuals to deal with the impact of climate on their performance, their lives, and the country's economic development, as well as to contribute to the nexus between climate, nature, poverty, economy and development. It is hoped that COP27 and COP28, planned to take place in the MENA region, will enhance greater awareness about climate change, nature-positive action, and the number of local organisations working on climate solutions.

 Pillar 1.
EDUCATION AND LEARNING

LORD MAYOR'S CHARITABLE FOUNDATION

A COP21 deep dive into the realities of climate change inspire a climate philanthropy journey

- **Country:** Australia
- **Number of staff:** 19
- **Year of incorporation:** 1923
- **Type:** Community foundation
- **Endowment:** Yes
- **More information:** lmcf.org.au

Lord Mayor's Charitable Foundation (LMCF) is an Australian community foundation that was established in 1923. Some of its earliest work includes supporting hospitals in Greater Melbourne – the country's second-most populous city – and funding metropolitan charities focused on housing and community development, among other social issues.

The Foundation addresses community issues through a combination of responsive and proactively engaged grantmaking – an approach which is no different when it comes to climate change. LMCF is responsive to community crises and demands, while also goal setting and encouraging innovation in response to climate change.

This far-reaching issue was first introduced into LMCF's strategy in 2016, after the organisation's CEO, Catherine Brown, returned from the 2015 United Nations Climate Change Conference, COP21, held in Paris. While there, Brown participated in a Funders' Initiative – a delegation of philanthropic foundations led by the US Environmental Grantmakers Association and the European Climate Foundation. During their climate deep dive, the delegation heard from a range of experts, including philanthropists, individuals affected by climate disasters in different parts of the world, and political leaders, among many others.

“

COP21 was a thought-provoking and inspiring experience”.

– CATHERINE BROWN, LMCF CEO

After several days of intensive learning, it became clear to Brown that climate change would impact everyone and everything – a perspective which helped to inform the LMCF’s granting strategy moving forward. Applying a climate lens to all the Foundation’s grant programmes became a strategic goal for Brown, but it did not come without its challenges. The Board’s initial reaction was mixed. While some members thought that it was enough to add climate-related projects to the portfolio, others supported Brown’s idea of applying a climate lens across all the Foundation’s grant programmes and their five impact areas (Homelessness and Affordable Housing; Environment and Sustainability; Inclusive, Sustainable Economy and Jobs; Healthy and Resilient Communities; and Generous Melbourne).

After securing Board approval, Brown hired two climate experts at the programme management level: one to work on Environment and Sustainability, and another on Health and Resilient Communities. The Foundation also invested in climate education for its staff – a key component to accelerating their climate journey. During meetings, staff would discuss the latest climate impact reports and, in their annual planning meeting, they would have in-depth discussions about the relationship between climate change and the projects that they were funding.

The investment in human resources had a profound impact on the Foundation’s work. Integrating climate change into its grantmaking approach has changed the way that LMCF selects the projects that it funds, and how it engages with funding proposals. For example, when funding affordable housing initiatives, the Foundation now requires proposals to clearly demonstrate plans to attain higher energy efficiency standards. LMCF now focuses on reducing energy-related emissions without losing sight of its primary social goal of solving the housing deficit problem in the community that it serves. In job creation-related projects, the Foundation now encourages skills development and jobs that are critical to advancing cleantech and waste management. In health-related projects, the Foundation now funds efforts to turn hospitals greener – training health professionals on the impacts of climate change on people’s health and wellbeing, and supporting projects that focus on reversing the impacts of climate change on Melbourne hotspots.

LMCF’s proactive internal process of expanding the relevance of climate in their strategic approach was fueled by the reality of the country and the increasing salience of the climate issue in Australian public debates.

Learning by facing the reality of climate change

“

Nowadays, 70% of Australian citizens want serious action taken on climate change”.

– CATHERINE BROWN, LMCF CEO

Climate change has always been a controversial topic in Australia, which has led to strong swings in domestic climate politics. The country has among the highest per capita emissions in the world due to its reliance on fossil fuels for power, heating and industry and, particularly, its economic dependency on coal. In 2019, communities, where LMCF worked, experienced several severe heat waves and floods. The heat waves were especially challenging for homeless people – one of the target groups that the Foundation supports and who already face risks such as pre-existing medical conditions.

Recovery from the impact of Covid-19 has intensified debates about how to further incorporate climate resilience into LMCF’s approach. The team has collaborated with other organisations and individuals, attended talks, commissioned research, and funded conferences to support the development of ideas about how to address climate change. The Foundation has also started supporting efforts to influence climate-relevant policies and regulations, and commissioned research to better understand energy poverty, temperature-related risks, residential greenhouse gas emissions and measures to reduce them.

Shifting from reactive to proactive climate approaches

In parallel to responding to climate crises and emergencies, LMCF has also started working to show the community what a sustainable city could look like when climate change considerations are proactively taken. As a result, the Foundation has expanded its efforts to tackle climate change by encouraging solutions development and innovation, demonstrating a more hopeful, actionable and socially inclusive transition to a greener economy.

Most recently on its climate journey, LMCF has been exploring how the Foundation can create an impact beyond its programmatic approach. Since 2021, Foundation staff have been analysing possible measures to ensure that their assets are carbon neutral by 2050 with a goal of at least a 50% reduction by 2030. The Foundation is working with advisors (with connections in the United States of America, Europe, and New Zealand) to ensure

that only climate-responsible companies are included in their investment portfolio going forward. The Foundation is also greening its building and facilities and, in partnership with social enterprises, will share this more energy-efficient Impact Hub space with other non-governmental organisations (NGOs) by creating a collaborative working environment.

The journey is long, but LMCF is leveraging its assets and influence to encourage people, NGOs, companies, and investment funds to respond to the climate crisis and to find solutions to a low-carbon and more resilient Melbourne.

 Pillar 2.
COMMITMENT OF RESOURCES

OPEN SOCIETY FOUNDATIONS

Imagining climate just democracies

- **Country:** Global
- **Number of staff:** +1000
- **Year of incorporation:** 1984
- **Type:** Private foundation / Grantmaking network
- **Endowment:** Yes
- **More information:** opensocietyfoundations.org

Established in 1984, Open Society Foundations (OSF) is a strong global advocate for democracy. Its founder, George Soros, is a Hungarian Jew who survived the Nazi occupation and immigrated to the United States, where he became a successful investor. Influenced by Karl Popper’s philosophy, Soros named the private foundation based on the conviction that “societies can only flourish when allowing democratic governance, freedom of expression, and respect for individual rights”. This belief remains at the core of OSF’s work.

Through its network of more than 20 national and regional foundations and 45 offices globally, OSF issues more than 2 500 grants annually to groups and individuals that promote justice and open democracies. The Foundation engages in human rights litigation, incubates new ideas, promotes advocacy campaigns and deploys impact investments in more than 120 countries. OSF is currently at an early stage of mainstreaming climate into its work. The climate agenda gained traction when on Earth Day 2020, OSF announced the launch of an emergency package to support urgent climate responses related to the Covid-19 pandemic¹.

“

“The climate crisis poses an existential risk to all the communities and causes we support.”

– ALEXANDER SOROS, DEPUTY CHAIR OF OSF

¹ “On Earth Day, Open Society Foundations Announce Climate and COVID-19 Fund”, Open Society Foundations, 2020, <https://www.opensocietyfoundations.org/newsroom/on-earth-day-open-society-foundations-announce-climate-and-covid-19-fund>

In recent reports, the Intergovernmental Panel on Climate Change (IPCC) recommended expanding the just transition to a more holistic and people-centred approach. Scientific evidence showed that, in the territories where the OSF operates, several of its programmatic goals could be jeopardised due to the impacts of climate change. Based on the understanding that it could no longer pursue its vision without integrating climate action into its work, OSF decided to adopt the IPCC recommendation as its mission².

“

“If our goal is a more democratic society, it may be indispensable to reimagine governance in a new low-carbon global economy and forge large coalitions exacerbated by climate justice.”

– YAMIDE DAGNET, CLIMATE JUSTICE DIRECTOR OF OSF

Acknowledging climate risks, creating a climate programme

Participating in several philanthropic gatherings about climate and consulting with many organisations convinced OSF’s leadership of the need for bolder climate action. OSF then grappled with how best to integrate the issue, considering the holistic nature of climate change. The two main possibilities were to simply increase the funding for climate-related grants or to create a specific and strategic climate unit within the programmatic team.

OSF decided on the second model, following a larger restructure in 2021 that created four new global programmes – including one on climate justice. OSF felt that this approach would be more effective for embedding climate into its DNA and that it would have a greater impact. OSF’s Climate Justice Global Programme aims to bring more coherence to its work of supporting communities to thrive in a world transformed by climate impacts. OSF seeks to foster climate just transitions, looking beyond interventions that can contribute to the reduction of carbon emissions to a broader focus on building a resilient society with more equitable access to resources. An example of this is OSF’s decision to join other philanthropies in launching the COP26 Glasgow Loss and Damage Facility³. The vision is embedded in OSF’s roots in human rights and equity.

²“Climate Justice: The Ultimate Challenge of Our Age”, Open Society Foundations, 2022, <https://www.opensocietyfoundations.org/voices/climate-justice-the-ultimate-challenge-of-our-age>

³“Philanthropies offer kick-start funds for prospective Glasgow Loss & Damage Facility to support vulnerable countries suffering from climate change”, CIFF, 2021, <https://ciff.org/news/philanthropies-offer-kick-start-funds-for-prospective-glasgow-loss-damage-facility-to-support-vulnerable-countries-suffering-from-climate-change/>

“

“The main challenge is to demonstrate the climate nexus with the reinvention of democracy.”

– YAMIDE DAGNET, CLIMATE JUSTICE DIRECTOR OF OSF

The Multilateral Partnership for Organizing, Worker Empowerment, and Rights (M-POWER)⁴ – a global initiative focused on elevating the role of trade unions and organised workers as essential to advancing democracy – is an example of this linkage between democracy and climate. This partnership, led by the United States Biden-Harris Administration, has partnered with several philanthropic organisations including OSF and the Response and Vision Fund, also created by OSF and other foundations, which addresses immediate crises and fosters greater structural transformation. In 2021, grants from the Response and Vision Fund addressed “the devastating economic impacts that workers and communities face across the Global South as a result of Covid-19. The investments focus on climate, gender, and debt justice. They aim to catalyse reforms that protect the rights of workers and communities while strengthening accountability mechanisms and addressing inequities in the financial system”.

OSF’s journey to integrate climate considerations into its different workstreams was inspired by its existing programmes’ evaluations of how the climate crisis would impact specific goals. Galvanising intersectionality in its advocacy for positive change programmes and working with governments are two areas in which climate justice has been more prevalent. The Soros Economic Development Fund (SEDF)⁵ – the social impact investment arm of the Open Society Foundation – is also striving to align its investments with climate justice goals by making impact investments to de-risk capital flows into a just energy transformation; prove nature-positive value chains that preserve standing forests; and enhance adaptation and resilience in vulnerable countries and communities.

Supporting climate justice voices from the Global South

OSF’s strategic approach draws on the deep expertise of vulnerable communities who share their knowledge and specific needs regarding climate change impacts. Thus, one of the goals of the Climate Justice Programme

⁴“Multilateral Partnership for Organizing, Worker Empowerment, and Rights (M-POWER)”, U.S. Department of Labor, <https://www.dol.gov/agencies/ilab/multilateral-partnership-for-organizing-worker-empowerment-and-rights-m-power-initiative>

⁵Climate Justice, Soros Economic Development Fund, <https://www.soroseconomicdevelopmentfund.org/how-we-work/climate-justice#featured-case-study>

is to foster more climate-equitable action in the Global South. Acknowledging that the most well-resourced climate organisations are in the Global North, OSF is positioning itself to lead the creation and/or the strengthening of climate consortiums to promote the visions and demands of think tanks and civil society organisations in developing countries. Challenging the status quo, OSF wants to bring more Global South voices to the global stage. For example, Open Society fellowships, such as the Puerto Rico Youth Fellowship⁶, support activists aged 21 to 35 to implement projects that advance decolonisation and climate justice. It is hoped that more philanthropies will join OSF's mission to amplify Global South voices in the climate justice movement.

⁵ "Puerto Rico Youth Fellowship, Open Society Foundations,
<https://www.opensocietyfoundations.org/grants/puerto-rico-youth-fellowship>

PAN AMERICAN DEVELOPMENT FOUNDATION

Reducing the carbon footprint of decentralised operations

- **Region:** United States - Latin America and the Caribbean
- **Number of staff:** Approximately 900
- **Year of incorporation:** 1962
- **Type:** Operating foundation
- **Endowment:** No
- **More information:** [padf.org](https://www.padf.org)

The Pan American Development Foundation (PADF) was established by the Organization of American States (OAS) in the 1960s, to complement the United States Agency for International Development programmes in Latin America and the Caribbean. PADF is part of the Inter-American Human Rights System, but maintains an independent status, focusing on addressing the needs of vulnerable populations, promoting sustainable livelihoods, and advancing rights and justice. While climate considerations are spread across all of these focus areas, it is under ‘promoting sustainable livelihoods’ that the most progress can be seen, from grants that promote workforce skills development, renewable energy deployment and nature-based solutions initiatives. In 2021, 63% of PADF’s resources came from the United States government, 27% from OAS members, and 10% from a few private partners. The Organisation reported reaching over 3.1 million people, partnering with civil society, governments and the private sector to build local capabilities for achieving sustainable development.

Although PADF does not have a specific climate programme, its approach to climate concerns is present in several elements of its 2022-2024 Strategic Plan¹, ranging from climate integration in its projects, to measuring the carbon footprint of its daily practices to help make operations more efficient. For decades, PADF has been

¹ “2022-2024 Strategic Plan”, PADF, <https://www.padf.org/2022-2024-strategic-plan/>

financing nature-based solutions² projects and supporting efforts to strengthen government skills to leverage data about climate vulnerabilities. However, the Organisation became more vocal and explicit about its climate work in 2017, when Katie Taylor joined as executive director.

“

“We will never be a purely environmental organisation. We are at the intersection of people and the planet and productivity. What we are good at is working with people, particularly at the community level – even though we work at every level.”

– KATIE TAYLOR, EXECUTIVE DIRECTOR OF PADF

Building the PADF’s Climate Action Plan

PADF opted to be transparent by publicly announcing its commitment to embrace climate in its operations. The process of deciding to publicly embark on this journey started with the Organisation signing the NGO Climate Compact³, led by InterAction – the largest alliance of international non-governmental organisations (NGOs) in the United States. The Compact commits signatories to assessing “the major categories and sources of greenhouse gas emissions, water usage, and waste at our organisation’s headquarters, country offices, and field offices; consider conducting a baseline study of those aspects using the Greenhouse Gas (GHG) Protocol or other widely recognized industry standards”. In 2021, PADF also joined Climate Accountability in Development (CAD) – a membership-based collective of NGOs and funders working on development issues that commit to taking meaningful action to address their carbon footprints.

“

“My advice to organisations that want to start this journey is to join a community [of practice] like the Sustainability Managers Roundtable. This is the best space to just talk through all the challenges and hear from so many perspectives, and then pick the commitment that is right for you.”

– MAYA STERLING, PROGRAM COORDINATOR AT PADF

²“Finance nature-based solutions in Latin America and the Caribbean”, PADF, 2022

<https://www.padf.org/disaster-resilience/financing-nature-based-solutions-in-latin-america-and-the-caribbean/>

³“The NGO Climate Compact: Commitments toward Environmental Action and Sustainability 2020-2022”, InterAction, 2022,

<https://www.interaction.org/wp-content/uploads/2020/04/Climate-Compact.pdf>

The next step was for the Organisation to calculate its GHG emissions for 2019, 2020 and 2021. The detailed measurement⁴ is published on PADF's website. Establishing an accurate measurement of carbon emissions has been challenging due to a lack of data. PADF's operations are heavily dependent on its partners' and grantees' actions, and many partners do not yet understand the data requirements for measuring carbon. The fact that PADF is a decentralised organisation with offices in different countries added another layer to the data collection challenge since each unit operates with a high degree of autonomy. As a result, the main challenge at the moment is to find ways to incentivise partner organisations and local offices to generate and share data so that PADF can more effectively and systematically measure its carbon footprint. The team knows and is honest about its baseline data not capturing all operational emissions.

“

“This too is a work in progress. In year one of measuring our carbon footprint, we realised that there is a ton of stuff that we don't measure. We didn't even think about measuring it. We might not have all the answers, but we are doing it anyway, and we will learn as we go, and add a little, and so on. And hopefully, this becomes a virtuous cycle of green and blue energy.”

– KATIE TAYLOR, EXECUTIVE DIRECTOR OF PADF

One of the key learnings of this process was to recognise the importance of identifying win-win strategies and understanding the organisations' different motivations for staff to embark on this effort. PADF selected some easily implementable actions so that people would start seeing the results and feel more motivated to continue their efforts. For example, identifying actions that would reduce operational emissions and expenses, such as reducing flights between different offices. While the financial benefit was not the primary objective, it added another incentive to reduce carbon emissions.

The transition of PADF's office in Haiti⁵ to solar panels is another example of a win-win strategy. It shifted to solar panels due to fuel shortages and high energy costs, resulting in savings and increased resilience. The move replaced diesel generators and demonstrated an effective business strategy.

PADF plans to be carbon-neutral by 2025 and the carbon emissions from critical activities, such as shipping humanitarian goods and field travel to check project compliance will be compensated with carbon offsets. CAD has already adopted an internal carbon price for its members and is discussing with them ways to evaluate

⁴“PADF's Emissions”, PADF, 2022, <https://www.padf.org/wp-content/uploads/2022/06/PADFs-Emissions.pdf>

⁵“Q&A: PADF Haiti Office Transitions to Solar Panels”, PADF, 2022, <https://www.padf.org/qa-padf-haiti-office-transitions-to-solar-panels/>

emissions avoided through basic actions. For example, if a meeting takes place virtually, rather than in-person, a process can be followed to automatically calculate avoided emissions. These efforts must include reliable and transparent offsets that have a positive impact on territories and try to provide opportunities for the reforestation projects that PADF already support to be certified and become more financially sustainable.

“

“We want to avoid that race to the bottom that sometimes happens when purchasing emissions. Because that means that a lot of the most valuable ones are undervalued just because they are cheap to implement, like conserving a forest. I saw something on LinkedIn the other day: if we allocate the same amount of resources that countries are trying to allocate to extract carbon from the atmosphere through new technologies, into actually mitigating those emissions through nature, we wouldn't be in this crisis altogether. So it is crazy how that plays out. And for us it is very important to recognise the value of mitigation coming from sources that are not valued appropriately now.”

– JOAQUÍN VALLEJO, DEMOCRACY, GOVERNANCE, AND HUMAN RIGHTS DEPUTY DIRECTOR AT PADF

PADF's team is trying to find offset options that align with its priorities. The criteria are detailed in the Organisation's draft Climate Action Plan which will be published on PADF's website once approved.

Capacity building of staff and partners as preconditions for climate action

Work done up until drafting the Climate Action Plan would not have been possible without dedicated human resources. PADF invited staff members to create a working group to champion this effort. A voluntary Green Team was formed and met monthly to educate themselves about climate science. To increase buy-in, the Green Team presented the draft Climate Action Plan to all staff, collected feedback and addressed questions and concerns. The Green Team hopes to have the plan approved in the first quarter of 2023 and is eager to start mentoring colleagues and partners on climate issues.

Implementation partners have shared climate concerns and eagerness to 'walk the talk'. They know that climate impact reporting is likely to become a requirement for project funding in the near future. Currently, PADF

is adjusting its project assessment methodologies to become climate sensitive. The Organisation is setting up a climate mainstreaming guide for all projects to consider climate change and risks and intends to conduct project analysis around two questions: *How does the project impact climate change?* and *How does climate change impact the project?* It is envisioned that the guidelines become a requirement for the new business phase of every PADF project. With full support from the Foundation's executive office, PADF has been piloting the guidelines with a few project co-implementers, collecting feedback and making improvements while building grantees' capacities.

“

“We are trying to respond to trends we see worldwide, in addition to our personal beliefs and commitments to act on climate.”

– JOAQUÍN VALLEJO, DEMOCRACY, GOVERNANCE, AND HUMAN RIGHTS DEPUTY DIRECTOR AT PADF

 Pillar 1.
EDUCATION AND LEARNING

SABANCI FOUNDATION

Philanthropic network memberships: a trigger for climate engagement

- **Country:** Turkey
- **Number of staff:** 23
- **Year of incorporation:** 1974
- **Type:** Corporate foundation
- **Endowment:** Yes
- **More information:** sabancivakfi.org

The Sabancı family established the Sabancı Foundation almost fifty years ago to organise their social responsibility and philanthropic activities. The family's wealth derives from Hacı Ömer Sabancı's successful entrepreneurship when, in the 1920s, he began building one of the largest industrial conglomerates in Turkey. The group now operates in several countries and across diverse sectors, including financial services, industrial, energy, construction and retail. Twenty years after the Foundation was established, the group founded the Sabancı University as an important arm of their philanthropic work, focused on educational, cultural and social development in Turkey. In addition to maintaining the university, since 1947 they have also provided 51 000 scholarships in different knowledge fields.

Sabancı's journey towards engaging climate-related issues forms part of the Foundation's adoption of a more strategic approach to philanthropy. After decades of philanthropic activity, in 2007 the Foundation restructured its grantmaking and decided to focus on three target groups: women, youth and people with disabilities. Since then, more than 180 projects have been supported, including initiatives led by civil society organisations that work to combat child and forced marriage, a recently developed programme to increase women's participation in the Turkish economy¹, the Changemakers programme² and the Zero Project Conference on Accessibility³,

¹ "Young Women Building Their Future," Sabancı Vakfı, <https://www.sabancivakfi.org/en/social-change/young-women-building-their-future>

² "Changemakers," Sabancı Vakfı, <https://www.sabancivakfi.org/en/social-change/changemakers>

³ "Zerocon2022 - accessibility," Zero Project Conference 2022, Zero Project, <https://zeroproject.org/zerocon22>

among other examples.

With the evolution of its new strategic approach, the Foundation felt the need to strengthen the connection between local civil society and international philanthropy by positioning itself as a bridge between international networks and platforms and local organisations. In these international spaces, the Foundation realised how important it was to engage on climate change issues.

“

“Our Chairperson is on top of this crisis, and she is very sensitive to climate issues. In her recent philanthropy letter, she mentioned our climate work and committed to continue to respond to the climate emergency.”

– NEVGÜL BİSEL SAFKAN, GENERAL MANAGER OF THE SABANCI FOUNDATION

Joining international climate collaboratives

The Sabancı Foundation has a long tradition of membership in philanthropy support organisations (PSOs). They are founding members of the Third Sector Foundation of Turkey (TÜSEV) and the European Foundation Center’s Disability and Gender Thematic Networks, and a member of the US Council on Foundations (COF). In 2020, Sabancı Foundation became a member of the Governing Board of the European Foundation Centre (EFC). They actively participated in the merging of EFC and DAFNE (Donors and Foundations Networks in Europe) which resulted in the creation of the Philanthropy Europe Association, or Philea, which hosts the European Philanthropy Climate Coalition⁴ – a coalition that leverages philanthropy climate networks in Europe.

As international engagement grew, the Foundation realised that climate was a problem they could no longer ignore. In 2021, they joined the Foundations 20 Platform (F20)⁵ – a network of more than 80 foundations and philanthropic organisations from G20 countries that advocate for joint transnational action towards sustainable development and future-proofed pathways towards solutions to climate and biodiversity crises.

⁴ “European Philanthropy Coalition for Climate,” Philea, <https://philea.eu/how-we-can-help/initiatives/philanthropy-coalition-for-climate/>

⁵ Foundations 20 Platform (F20), <https://foundations-20.org/>

“

“When we heard that ‘all foundations are climate foundations’ we were very impressed by this saying. Being a part of F20 accelerated our learning”.

– NEVGÜL BİSEL SAFKAN, GENERAL MANAGER OF THE SABANCI FOUNDATION

The F20 Platform facilitated the Foundation’s deeper understanding of climate-related threats and opportunities. The Foundation surveyed its beneficiaries and the broader Turkish population to gain insight into their climate-related interests and main concerns. The results confirmed that the Turkish population feels that climate change is a critical social issue for the next few years. While the survey was being conducted, Turkey experienced severe wildfires – a pivotal moment in which the country was compelled to confront that the climate crisis was not far in the future.

The Foundation established an emergency fund to address the crisis and supported non-profit organisations and local governments to tackle its impact. This practical experience highlighted how difficult it was to respond to climate emergencies as they were happening. The international and national stimulus encouraged the Sabancı team to build a roadmap that integrates climate into their grantmaking programmes.

Mainstreaming climate into their portfolio

The Sabancı team is experimenting with several tactics to push for more climate action and to increase climate awareness in Turkey. They organised an online seminar to discuss ‘The Role of Philanthropy in the Post-Pandemic World’, which assessed the potential of new approaches, the role of philanthropy regarding climate change and disasters, as well as gender equality and education. The Foundation has held an awards ceremony for the Fifth Sabancı Short Film Competition, themed ‘Changing Climate, Changing Lives’, with the motto ‘Short Film, Long Impact’. They published a book series to educate children about climate change, which the Ministry of Education distributed to over 100 000 public schools and libraries across Turkey. The extent of climate-related projects within their portfolio continues to grow. The Foundation supported the creation of a Turkish chapter of Roots & Shoots⁶ – a global movement led by the renowned scientist Jane Goodall that promotes young people’s

⁶ Roots & Shoots, <https://rootsandshootsturkey.org/>

power. This is helping to expand Sabancı's network of climate experts and young activists in the country.

This climate focus is beginning to extend well beyond Sabancı's philanthropic work to the entire Sabancı group. Each Sabancı company has its own climate commitment and all of them share common values while working on climate issues together. The Sabancı University has opened an academic division focused on climate change – the Istanbul International Center For Energy and Climate⁷ – that helps the Foundation gain more technical and academic knowledge.

There are only a few stakeholders leading climate action on the ground in Turkey, which Sabancı wants to contribute towards changing. The Sabancı Foundation has recently signed the International Philanthropy Commitment on Climate Change and, considering all they have done in just a few years, the potential to grow is enormous.

⁷ Istanbul International Center For Energy and Climate, <https://iicec.sabanciuniv.edu/>

 Pillar 2.
COMMITMENT OF RESOURCES

THE AFRICAN CLIMATE FOUNDATION

A climate foundation from Africa, to Africa

- **Country:** South Africa
- **Number of staff:** 22
- **Year of incorporation:** 2020
- **Type:** Regranting foundation
- **Endowment:** No
- **More info:** africanclimatefoundation.org

The African Climate Foundation (ACF) is the first African-led strategic climate change grantmaking foundation on the continent fully dedicated to working on climate and development. In less than two years ACF has issued over 80 grants, supporting work in 23 African countries. ACF has its operational base in South Africa, with teams working out of Kenya, Nigeria and Senegal supporting projects at the intersections of climate and development on the continent.

Despite the relevance of the climate adaptation and mitigation agenda for Africa, most of the international philanthropic community and many African stakeholders still focus on immediate and pressing challenges, such as poverty, health care, education and economic inclusion. In 2018, Funders Table discussions facilitated by ClimateWorks Foundation and the Children's Investment Fund Foundation (CIFF) decided to help fill this gap by establishing a trust that became the seed of what is now ACF.

Building on the success stories of similar operating models like the European Climate Foundation (ECF) and The Institute for Climate and Society (iCS) in Brazil, ACF is the most recent example of a family of regranting organisations that began its operations with a combination of seed capital from traditional and established climate philanthropies, and strong political, operational and strategic knowledge from the region in which it works.

South Africa as a testing ground

In its first year of existence, the ACF team visited several organisations on the African continent and abroad, to understand their structures. The team had more than 1 000 meetings with scholars, practitioners, decision-makers and activists from across the continent, to learn from their insight in to various African countries, get to know potential partners in person and refine ACF's strategic approach. This process confirmed ACF's initial impression: that the climate-development nexus was clear for many, but not explicitly addressed by anyone.

Among various possible intersections between climate and development, ACF decided to focus on just energy transition, looking specifically to South African dependency on coal and the correlated challenges. This focus is underpinned by a sense of urgency to amplify the understanding in Africa and outside the continent about how Africa's future will impact the rest of the world.

“

First, because of the continent's extremely fast urbanising process. Second, it has the youngest population in the world. And third, if nothing changes, it will be the poorest continent, with people going to live across its border”.

– SALIEM FAKIR, ACF EXECUTIVE DIRECTOR

As a result of this extensive effort, ACF's Board approved their first Strategic Framework 2021-2025¹ – an overview of the Foundation's theoretical framing, its body of work, objectives, and approach to delivering impact. Its blueprint is to expand the debate about a new economic development model from Africa, to Africa, that tackles climate issues and considers Africa's context and needs, while paying attention to future carbon emissions in African countries.

Expanding and quickly allocating resources

Since its inception, ACF has grown from one to 13 funders supporting their work, with more funders currently in the application phase. The Foundation is mobilising more resources while strengthening its operational team, in order to expand its impact. The ACF team is working hard to hone its management of a huge pipeline of

¹ “Strategic framework 2021-2025,” *The African Climate Foundation*, September 2022,

<https://africanclimatefoundation.org/strategic-framework/>

grants; streamline Board approval with the organisational expansion strategy; and engage more grantees in the project design process. The team is experimenting with different approaches to defining their various country strategies, by conducting scoping work with local teams in each country. Scoping exercises are followed by identifying anchor grantees that are able to convene key stakeholders to secure local resources and get projects off the ground quickly, while still respecting the time that it takes to build systemic low-carbon economic and social change.

ACF attended COP27, hosted by Egypt in November 2022, and deliberately used this opportunity to fast-track African organisations investing in entities with the potential to impact the whole ecosystem. They joined and co-hosted dozens of roundtables and events, including one² in which a group of philanthropies committed to investing UDS 500 million to accelerate a just and equitable energy transition in low and middle-income countries.

“

It is not about giving grants for [the sake of] giving grants. It is about building this ecosystem [into] a nested model”.

– SALIEM FAKIR, ACF EXECUTIVE DIRECTOR

² “Philanthropies commit \$500 million for an equitable energy transition”, The African Climate Foundation, November 2022, https://africanclimatefoundation.org/news_and_analysis/philanthropies-commit-500-million-for-an-equitable-energy-transition/

THE COMPAGNIA DI SAN PAOLO FOUNDATION

Using the SDGs as a strategic compass

- **Country:** Italy
- **Number of staff:** 389
- **Year of incorporation:** 1563
- **Type:** Independent foundation
- **Endowment:** EUR 7 billion
- **More information:** compagniadisanpaolo.it

The Compagnia di San Paolo Foundation (Fondazione Compagnia di San Paolo – FCSP) is an Italian philanthropic organisation with a funding history that traces back to 1563. The Foundation started when citizens from Turin formed a religiously inspired civic association that aimed to help the poorest people in the city. Today, it is one of the biggest Italian philanthropic grantmakers, with over EUR 180 million issued per year.

Though the Foundation remains focused on promoting civil, cultural, and economic development, mainly in Turin and other cities in Northwest Italy, its reach has expanded both nationally and internationally in recent decades, building national partnerships and supporting European and international cooperation projects. In line with this ‘glocal’ rationale and attentiveness to global megatrends, the Foundation redesigned its work approach to align with the Sustainable Development Goals (SDGs). The Foundation is one of the signatories of the Italian Philanthropy Commitment on Climate Change and an active member of the Foundations Platform 20 F20.

Initial steps on the journey: Identifying the gaps

Since 2020, FCSP has been adopting the SDGs as strategic guidance for its grantmaking. The change was galvanised by the Foundation's new Secretary General, Alberto Anfossi, who invited staff to embrace a systemic approach to FCSP's strategy and fully integrate it with the 2030 Agenda for Sustainable Development.

“

“It was a change that also impacted the Foundation structure. We have changed completely”.

— SARA LEPORATI, FCSP HEAD OF MISSION: PROTECT THE ENVIRONMENT

The Foundation's first step was to analyse its past grants and evaluate the extent to which these contributed to meeting one or more of the SDGs. FCSP used keywords in its project management database to cross-check alignment with the SDGs. This mapping exercise was an important step in identifying the areas in which the Foundation had more expertise, was contributing the most, and where more proactive engagement would be needed in the future. Using the SDGs as a compass helped the FCSP team to identify the environmental field as a major gap in its work.

As a foundation that has traditionally focused its efforts on social issues and poverty eradication, FCSP was not funding many environmentally relevant projects and did not have the internal capacity to mainstream the environment pillar in its programmatic strategy. To address this gap and adopt a more holistic approach to the projects it was funding, FCSP rearranged its programmatic approach to fit into three goals: Culture, People and Planet, which are divided into 14 missions. The chart below illustrates the Foundation's framework:



To boost its impact, the Foundation decided to hire an environmental expert to join the team and oversee the Planet Goal. Climate change became one of the key strategic priorities in FCSP's Protect the Environment mission, together with biodiversity loss and preservation, food consumption and energy transition. Staff leadership in these areas, which now includes climate experts, has been key to the Foundation's understanding of where its action is most needed while being adaptable and people-centred. In 2020, investments in the Planet goal represented 29.6% of the grant-making budget, spread into 177 grants with a total value of EUR 49.7 million. The strengthening of this

¹FCSP Annual report 2020, Fondazione Compagnia di San Paolo, 2020, https://www.compagniadisanpaolo.it/wp-content/uploads/CSP_Annual-Report-2020_WEB.pdf

area had a systemic impact on other goals, as well as the Foundation's grantmaking strategy. FCSP is now working towards a more structured approach to further integrating a climate lens into its work.

From SDGs analysis to mainstreaming climate action

With a clearer understanding of its alignment with the SDGs and its contribution to climate action, FCSP is now moving to the next stage, which involves onboarding its partners on this journey. The Foundation conducted a revision of its grants management system and grants application form. Before this process, grantees were asked, upon completion of projects, how they would contribute to a specific SDG; now grantees are required to address the question before submitting a proposal. FCSP's system now explicitly asks new grantees to indicate which SDGs, and specific targets, their projects aim to contribute towards. Even if an immediate correlation with climate-related goals is not identified, grantees and the FCSP team feel that just encouraging reflection is a useful exercise.

Over the last decade, FCSP has primarily focused on helping its grantees achieve financial sustainability and independence from foundation grants. The SDGs revision process expanded FCSP's focus with grantees to encourage greater impact and deeper understanding of a project's overall sustainability. The grant cycle is now longer, and analysing proposals is more demanding, but grantees' feedback on this process has been very positive. As a result of these changes, FCSP now also offers capacity-building tools to improve grantees' strategic and development planning.

The Foundation has embraced a systemic approach by including the green transition as a transversal element across the whole organisation. The Covid-19 pandemic reinforced that an integrated approach could make initiatives that embrace climate more attractive to different stakeholders. FCSP partnered with another Italian foundation to launch a call for projects that support initiatives that combine sports and nature²; another call focused on innovations to tackle energy poverty³. For example, in 2022 FCSP and AWorld, a UN-backed app to promote individual action on climate change and sustainability launched a campaign to stimulate positive competitiveness and promote measurable initiatives that protect the environment through day-by-day individual actions. Through the app, participants are able to access informative content, register actions that

² "A World and Fondazione Compagnia di San Paolo launch the "Sustainable by Nature" challenge", FSCP, 2022, <https://www.compagniadisanpaolo.it/it/comunicati-stampa/aworld-e-fondazione-compagnia-di-san-paolo-lanciano-la-challenge-sostenibili-per-natura/>

³ "Inclusive Energy Call – Innovators to tackle energy poverty", FSCP, 2021, <https://www.compagniadisanpaolo.it/it/news/bando-energia-inclusiva-innovatori-per-affrontare-la-poverta-energetica/>

positively impact people and the environment and join virtual challenges. The campaign is linked to FCSP's Sports for Nature initiative which, in 2022, selected 18 projects to raise awareness about the importance of doing physical activity in nature, encouraging a more harmonious relationship with ecosystems and helping to accelerate the recovery of sports associations in the Piedmont, Liguria and Aosta Valley regions. The selected projects will also use the app to encourage more people to join in daily sustainable actions. The organisation that mobilises the largest community on the platform will win a prize.

Aligning philanthropic with governmental climate goals

The Foundation believes that aligning its strategy to international and European policies is more effective in terms of the impact it can generate on the ground. A substantive strategic change took place when the European Commission adopted the European Green Deal and launched the Recovery and Resilience Facility. These European policies provided further insights for the new FCSP strategy regarding which areas to prioritise. One example comes from the fact that FCSP's Secretary General serves on the board of the EU Mission: 100 Carbon-Neutral and Smart Cities by 2030⁴. After following the European and subnational climate debates, the Foundation started to identify actions to help the public administration and local communities in Northwest Italy achieve the 2030 decarbonisation targets.

FCSP's next stage of mainstreaming climate into its work is to evaluate its endowments' compliance with ESG (environmental, social and governance) and SDGs criteria. The initial steps indicate that there are margins for improvement and that the Foundation needs a good strategy to divest in the coming decades. FCSP is also exploring ways to better align its operational practices with European and global climate goals. The Foundation instituted a waste management policy and electric recharge stations for cars and e-bikes at its office. It has also selected external suppliers that are compliant with reducing organisations' environmental footprints, such as renewable energy suppliers. The journey is long, but the Fondazione Compagnia di San Paolo is proving its commitment to walking the talk.

⁴ "The 100 Climate-Neutral and Smart Cities by 2030", EuroCities, 2022, <https://eurocities.eu/latest/the-100-climate-neutral-and-smart-cities-by-2030/>



Pillar 7.

TRANSPARENCY

THE DANIEL AND NINA CARASSO FOUNDATION

Movements as triggers to enhance transparency about philanthropic climate efforts

- **Country:** Spain and France
- **Number of staff:** 79
- **Year of incorporation:** 2009
- **Type:** Private foundation
- **Endowment:** Yes
- **More information:** fondationcarasso.org

The Daniel and Nina Carasso Foundation (La Fundación Daniel y Nina Carasso) is a Franco-Spanish private family foundation, created in 2010, that is committed to two major areas: sustainable food – for universal access to healthy food, respectful of people and ecosystems; and Citizen Art – for the development of critical thinking and the strengthening of social ties. The Foundation bears the spirit of the Carasso family whose wealth derives from the creation of Danone, a multinational company known for its yoghurts and dairy products.

The Foundation is at an intermediary stage of mainstreaming climate into different aspects of its work. Its journey has been inspired by and connected to several climate-related movements from the last decade. By the time the Carasso Foundation was created, fossil fuel divestment pledges were starting to increase worldwide, as financial concerns began aligning with ethical and climate considerations. In the context of COP21, hosted in Paris in 2015, a group of foundations and family offices joined the DivestInvest¹ campaign, launched by 350.org. Carasso was among the first group of European foundations that pledged to divest.

By 2021, the movement counted more than 1 500 pledgers, of which 12% were philanthropic institutions. The experience helped Carasso to align its financial strategy to tackle the climate emergency. The Foundation

¹ DivestInvest, <https://www.divestinvest.org/>

committed to allocating at least 5% of its portfolio to invest in climate solutions, set a socially responsible investment objective, and opened an investment line with social and environmental impact. These initial steps have now led to important achievements. In 2021, in their first voluntary climate activities report, Carasso is said to have directed EUR 24 million to financial investments², of which EUR 13,7 million (56%) went to projects that contributed to a low-carbon transition. The Foundation shared details about its impact investment strategy in its Memoria de inversión de impacto³ (impact investing report). It combines shares, bonds and diversified management to move faster and consistently towards a low-carbon society. The Foundation's budget for impact investment has grown from 1% in 2015, to 8% (EUR 48 million), and is aiming for 15% by 2023.

From joining climate movements to supporting the emergence of new movements

“

“Little by little, the climate issue has infused our overall strategy.”

— MARIE-STÉPHANE MARADEIX⁴, EXECUTIVE SECRETARY DANIEL AND NINA CARASSO FOUNDATION

From its first divestment experience, Carasso understood that movements were instrumental in fostering sectoral behavioural changes and that it was necessary to encourage individual organisations to participate in movements and strengthen their capacity to advocate for a global ecological transition. Carasso became very active in advocating for other philanthropies to join in efforts to tackle the climate crisis. Leadership and staff members started attending conferences, leveraging event platforms and other media and public engagements to frequently communicate the Foundation's efforts regarding climate issues and their importance for all foundations.

In 2019, when Carasso learnt more about funders' commitments to climate change in the UK and Philanthropy Europe Association's efforts with the European Philanthropy Climate Coalition, the Foundation decided to support similar philanthropic climate coalition manifestos in France (Coalition Française des fondations pour le

² “Lucha contra el cambio climático: de la toma de conciencia a la acción Informe 2021”, Fundación Daniel y Nina Carasso, 2021, <https://www.fondationcarasso.org/wp-content/uploads/2022/03/Informe-Movilizacion-Reto-Climatico-2021-web.pdf>

³ “Transformar la sociedad a través de la inversión: Memoria de inversión de impacto 2021”, Fundación Daniel y Nina Carasso, 2021, <https://www.fondationcarasso.org/es/alimentacion-sostenible/memoria-inversion-impacto-2021/>

⁴ “Networks collaborate to address climate challenges: launch of the climate philanthropy mapping”, Philea, 2020, <https://philea.eu/networks-collaborate-to-address-climate-challenges-launch-of-the-climate-philanthropy-mapping/>

climat⁵) and Spain (Fundaciones por el clima⁶). Combined, these coalitions managed to mobilise more than 350 foundations to sign the respective national pledges to tackle the climate crisis. Both coalitions are part of the global #PhilanthropyForClimate movement, which is also supported by Carasso.

Despite not having a specific climate programme in its grantmaking portfolio, the Foundation started exploring ways to incorporate climate into its programmatic strategy, starting with its Sustainable Food Systems programme. By funding research and analysis to better understand the priorities for intervention, Carasso rapidly came to acknowledge the impact that climate could have on its strategy. Again, working in partnership with other foundations or in a coalition setting seemed to be a useful strategy for advancing food security and climate justice issues⁷. The Foundation then joined the Global Alliance for the Future of Food – a strategic alliance of philanthropic foundations working together, and with other stakeholders, to transform global food systems.

While Carasso continues to support climate coalitions and pilot climate projects, it has decided to take one step further to mainstream climate in its work by launching a transversal line of work on climate within its 2024–2028 strategy framework.

Reporting on steps taken to implement the climate commitments

The experience from a decade of exploratory work, learning about the impacts that climate change would have on its Sustainable Food Systems programme, its divestment efforts and a new strategy framework gave the Foundation the confidence to be more vocal about their journey to embracing climate action. The Carasso team, who initially had little to no previous experience supporting movements, have learnt a lot, which they willingly share with peers to encourage the ‘learning by doing’ approach.

The Foundation’s first climate activities report⁸ details its climate journey and successes divided into the seven pillars of the #PhilanthropyForClimate movement, which Carasso has pioneered and supported from the beginning. For example, in accordance with the third pillar (integration), the report shows how the Foundation has included climate into its Arts and Culture programme. It has created collaborative spaces for scientists

⁵ Coalition française des fondations pour le Climat, <https://www.fondationetclimat.org/>

⁶ Fundaciones por el clima, <https://www.fundaciones.org/es/sector-fundacional/fundaciones-por-el-clima>

⁷ “Alimentación y clima: en ruta hacia el equilibrio necesario para el planeta”, Fundación Daniel y Nina Carasso, 2021, <https://www.fondationcarasso.org/es/alimentacion-sostenible/alimentacion-y-clima/>

⁸ “Lucha contra el cambio climático: de la toma de conciencia a la acción Informe 2021”, Fundación Daniel y Nina Carasso, 2021, <https://www.fondationcarasso.org/wp-content/uploads/2022/03/Informe-Movilizacion-Reto-Climatico-2021-web.pdf>

and artists to imagine and build sustainable futures and tackle issues like soil pollution, the carbon footprint of digital technologies, and the role of cars in the cities of the future. The report also shares Carasso's progress on its divestment strategy (pillar four), internal operations (pillar two), and how they are allocating resources to collective climate change initiatives (pillar six). The Foundation's Spanish and French offices work at different paces and have found different ways to include climate issues into their work, which represents the normal flow of journeys like these.

“

“We have to be very open to sharing our experience. This is something you don't learn in universities but from your peers. (...) Any type of foundation is able to integrate climate challenges and to learn from each other, just like we did⁹.”

—MARIE-STÉPHANE MARADEIX, EXECUTIVE SECRETARY DANIEL AND NINA CARASSO FOUNDATION

Carasso improved its grantmaking by experimenting with impact evaluation mechanisms, such as monitoring and participatory evaluation methods with grantees. This process helped them understand the importance of fit-for-purpose data management and facilitated the mainstreaming of climate alongside broader institutional goals.

In 2019, the Foundation started exploring what it could do to reduce its operations-related carbon emissions, measuring its carbon footprint for the first time. Due to Covid-19, Carasso's main source of carbon emissions – flights between France and Spain – declined substantively, and the organisation is now exploring ways to avoid returning to pre-pandemic levels. In addition, the Foundation stopped using plastic and began structuring garbage selection in its offices.

In the coming years, Carasso aims to increase its climate investments beyond food and enhance its engagement on climate issues¹⁰, while empowering grantees in their own climate journey. The doors to learning about the Foundation's journey are open, and the willingness to collaborate continues to grow.

⁹ “Networks collaborate to address climate challenges: launch of the climate philanthropy mapping, Philea”, 2020, <https://philea.eu/networks-collaborate-to-address-climate-challenges-launch-of-the-climate-philanthropy-mapping/>

¹⁰ “Daniel and Nina Carasso Foundation on tackling climate in Europe”, Alliance magazine and International Philanthropy Commitment on Climate Change, 2021, <https://www.alliancemagazine.org/blog/daniel-nina-carasso-foundation-tackling-climate-europe/>



Pillar 6.

INFLUENCING AND ADVOCACY

THE SHEHU MUSA YAR'ADUA FOUNDATION

Using political power and visuals to advocate for climate action

- **Country:** Nigeria
- **Number of staff:** 14
- **Year of incorporation:** 1998
- **Type:** Family foundation
- **Endowment:** No
- **More information:** yaraduafoundation.org

The Shehu Musa Yar'Adua Foundation was established in 1998 by the friends, family and associates of Shehu Yar'Adua – a politician and military leader who fought for democracy in Nigeria after its independence in the 1960s and through the decades that followed. Sentenced to prison by the military in 1995, Shehu Yar'Adua died in captivity in 1997. The Foundation was created to honour his legacy by promoting national unity, good governance and social justice in Nigeria.

The Foundation's vision for Nigeria is to be a country united across ethnic and religious divides and committed to justice and democracy. The country is still grappling with the wounds from decades of war, colonialism and dictatorship that exacerbates division and hinders national cohesion. The Shehu Yar'Adua's family has always been very politically active in Nigeria. They strive to use their political access to benefit the public interest and remain non-partisan while navigating the small network of the Nigerian political elite. The Foundation's board of trustees carries weight among high-level national political figures, which creates access and leverage to attract and convene partner events and meetings. However, this also comes with considerable responsibility to navigate the Nigerian civic space.

“

“We are a bridge between the private and the public sector in Nigeria. Because of who we are and who we have on our board, we are able to speak truth to power and create a safe space for human rights defenders.”

– POLLY ALAKIJA, DIRECTOR GENERAL OF THE SHEHU MUSA YAR’ADUA FOUNDATION

In order to responsibly leverage their assets and deliver impact in the country, the Foundation decided to divide its work into three pillars: Governance and Accountability, Gender Justice and Climate Advocacy.

The governance pillar is the core of the Foundation’s work, with a focus on supporting initiatives that create civic space and promote human rights values and anti-corruption practices. Climate and gender have progressively become transversal topics across all of the Foundation’s work. While gender justice thinking has become fully embedded, climate change thinking is still being integrated into the Foundation’s approach to its work. “There is a general lack of understanding, from kids to business leaders, about climate change. They are not getting the differences between environmental action and tackling the causes of climate change.” – Polly Alakija, Director General of The Shehu Musa Yar’Adua Foundation

In the context of navigating politically sensitive themes, the Foundation started to experiment with approaches and tools beyond their convening capacity. The Foundation commissioned knowledge products and soon realised that online videos could be a very useful tool for advocacy in Nigeria.

Experimenting with climate advocacy through videos

Yar’Adua Foundation started its online advocacy work with video vignettes and flashcards that aimed to inspire collective protection of the civic space and to increase awareness about the National Human Rights Commission (NHRC) platform and its work. The Foundation’s YouTube channel features videos about different topics, from governance and accountability to collective action and civic space, which have received over 120 000 views. Through this online advocacy strategy, the Foundation has also begun to engage with the topic of climate justice, which intersects with its critical anti-corruption and good governance work.

An estimated 25% of Nigeria’s population lives in an exposed coastal region – a hub of economic activity – making the country highly vulnerable to the impact of climate change. These vulnerabilities are only exacerbated when examining the country’s population growth rate and oil dependency. Despite these realities,

there is little stakeholder engagement around climate change. The government has been struggling to improve climate change resilience and natural resource management. Poor governance directly jeopardises the collective climate readiness of vulnerable communities. However, climate change is still not a priority issue for the Nigerian government or the private sector, and decision-makers don't seem to understand the technical language.

Yar'Adua Foundation's Climate Advocacy Programme, still largely funded by international donors, is investing in platforms for engagement and improved decision-making around the issue. Its main focus is to raise awareness by producing and distributing documentaries. Although it is an expensive advocacy strategy, documentaries have proven to be an important tool to create awareness, both nationally and internationally, and to get the attention of those in positions of power. *Swallow: Food Security in Nigeria's Changing Climate*¹ reached an estimated 25 million viewers, and *Nowhere to Run: Nigeria's Climate and Environmental Crisis*² was broadcast on 37 local TV stations across Nigeria. Amina Mohammed, Deputy Secretary-General of the United Nations, who previously served as Minister of Environment of the Federal Republic of Nigeria, described *Nowhere to Run* as "heartbreaking, but ultimately hopeful".

From videos to climate advocacy on the ground

Yar'Adua Foundation believes that it is fundamental to engage frontline communities in designing fit-for-purpose climate interventions and it is using its convening power to connect different stakeholders around the topic. The more that the Foundation engages in climate awareness, the more it realises that investing in developing capacity and resilience at the grassroots level must be prioritised. Mainstreaming the climate vocabulary is one of the Foundation's approaches to bridging this gap. It has been educating secondary schools and local media on this issue and has also reached out to key Nigerian philanthropists who are not yet aligned with the climate agenda.

The Foundation intends to amplify climate justice voices from communities in the coming years. The Niger Delta, for example, despite being an unsafe zone for various reasons, including crime, energy and food insecurity, is home to more than 350 grassroots and community organisations that recently shared their knowledge in a Manifesto for Social Ecological Justice³. Yar'Adua Foundation is partnering to increase its support

¹ *Swallow: Food Security in Nigeria's Changing Climate*, YouTube, 2018, <https://www.youtube.com/watch?v=1lduy5ff0NQ>

² *Nowhere to Run: Nigeria's Climate and Environmental Crisis (Pidgin Translation)*, YouTube, 2018, <https://www.youtube.com/watch?v=pLgKBOCFq18>

³ "Niger Delta Manifesto for Socio Ecological Justice," Health of Mother Earth Foundation, <https://homef.org/resources/books/>

for these frontline organisations.

In the short term, the Foundation plans to launch a documentary focused on communities in the Niger Delta. Currently, in the research phase of film production, the Foundation has been engaging with vulnerable populations and is collecting data on the ground, to better understand how these communities perceive climate justice while having their territories impacted by economic extraction activities. This data will also be used to inform the next phase of the Foundation's climate advocacy strategy, which will focus on climate justice, beyond climate science and food security.

“

“In the green transition, the West keeps forgetting the situation we are dealing with here: exploited communities and the full amplitude of the oil and gas sector. The Niger Delta is a great example of energy policies going wrong. Our concern with green deals and agreements is that we are caught on the back foot all the time here, and it is all too easy to sign off an agreement that replaces one form of exploitation with another.”

– POLLY ALAKIJA, DIRECTOR GENERAL OF THE SHEHU MUSA YAR'ADUA FOUNDATION

The next level of Yar'Adua Foundation's engagement on climate will focus on its operational climate footprint. The Foundation aims to retrofit its central building to become more climate-friendly. Their infrastructure is currently not energy-efficient and is still dependent on diesel, even though solar energy has become an accessible local solution. The Foundation also wants to use this space in a more engaging way to connect young people with all these causes through cultural activities. The average age in Nigeria is 20, and youth need a safe space to create challenging artwork and showcase it to people in power. Imagine Nigeria⁴ is a key reference for this vision.

The green transition is at the centre of this narrative that engages citizens, policymakers and stakeholders in national conversations. Fostering an inclusive and prosperous Nigeria and inspiring future generations is a big part of the challenge, and The Shehu Musa Yar'Adua Foundation wants to meaningfully contribute to this journey.

⁴ Imagine Nigeria - A project on the future of Nigeria, <https://imagineigeria.ng/>

 Pillar 4.
ENDOWMENTS AND ASSETS

TROTTIER FAMILY FOUNDATION

Supporting climate-friendly market-led approaches in Canada

- **Country:** Canada
- **Number of staff:** 5
- **Year of incorporation:** 2000
- **Type:** Family foundation
- **Endowment:** Yes
- **More information:** trottierfoundation.com

Established in 2000 by Lorne Trottier and Louise Rousselle Trottier, the Trottier Family Foundation (TFF) is a Canadian private charitable foundation, based in Montreal. In its first decade, the Foundation's grants reflected the Trottier family's long-standing interests and commitment to education, science, health and the environment. In those early years, the Foundation supported capital campaigns and infrastructural projects, such as building universities and hospitals and providing medical equipment.

In the early 2010s, the family started to become aware of the magnitude of climate challenges and decided to start funding standalone projects. At that time, the Canadian federal government was a borderline climate denier, with few public policies related to the subject and several fossil fuel-based initiatives that were not aligned with the country's climate responsibility. The Foundation's first climate investment of around CAD four million went into a large modelling project that explored how Canada could reach its 2050 decarbonisation target and what the priority sectors should be.

“

“Basically, we feel like the Earth is on fire and we need to act really quickly. So, we are thinking about what tools we have at our disposal and what we can do. The Climate Pledge is one of the examples.”

— ÉRIC ST-PIERRE, EXECUTIVE DIRECTOR OF TFF

In partnership with the Canadian Academy of Engineering and the David Suzuki Foundation, TFF started to employ a systems analysis approach to explore pathways for deep decarbonisation. The idea was to provide alternatives to policymakers about how to reduce Canadian greenhouse gas emissions by 80% by 2050 (with 1990 as a baseline) and reach negative emissions by the end of the century. The document successfully informed what became the Trottier Energy Futures Project¹, an initiative that applies the core principles of diverse participation, transparency, science-based analysis and accountability to help all interested parties work towards the design, development, and implementation of a successful sustainable energy strategy for Canada.

The next project funded by TFF was the Ecofiscal Commission², launched in 2014 with the aim of advising the federal government on different carbon pricing mechanisms. After collecting very positive results, the Foundation decided to go all in by increasing the size of its climate grants, investing in convenings and advocacy strategies and ultimately exploring how it could use its full capacity to contribute to tackling the climate crisis.

Becoming climate philanthropists

The Foundation has been supporting various projects that aim to mitigate climate change and reduce greenhouse gas emissions at scale while addressing social, economic and equality issues. TFF is particularly concerned about the lack of philanthropic funding in the climate space. Despite granting over CAD 8 million a year to climate, the Foundation has identified gaps in the philanthropic sector's contributions to climate issues.

In 2020, the TFF board decided to increase its climate granting budget from CAD 3 million a year to CAD 8 million – an additional CAD 5 million a year for the next decade³. The board also decided to increase staffing capacity to run new initiatives for the Below 1.5C programme, which aims to catalyse change within six sectors: cities, transportation, energy, industry, strategic opportunities and sustainable finance. The Foundation seeks to work with governments, the financial sector and the industry sector to “foster money for solutions” to climate change issues.

TFF uses reactive or proactive approaches when deciding how to allocate money to organisations seeking support. The Foundation employs a reactive approach when an organisation asks for money to support a specific

¹“Canada’s Challenge & Opportunity: Transformations for major reductions in GHG emissions”, Trottier Energy Futures Project, 2016, <https://iet.polymtl.ca/tefp/>

²“Ecofiscal Commission, <https://ecofiscal.ca/>”

³“Below 1.5C Program - TFF Climate Framework (2020-2030)”, Trottier Family Foundation, <https://www.trottierfoundation.com/climate>

project. This is a fast process and constitutes about one-third of the Foundation's climate budget. The other two-thirds of the budget is invested in a proactive approach as a form of 'catalytic capital'. The Foundation comes up with ideas and seeks out key partners to work together on the identified complex gaps. Éric St-Pierre, Executive Director of the Trottier Family Foundation, describes this as "usually unusual stakeholders, and risky projects".

Since the Foundation's initial interest in climate in 2010, the board, which includes scientists and climate experts who deeply value science-based strategies⁴, wanted to create a signature climate project. In 2016, the board accelerated this process and TFF then developed a plan to support climate work across all of Canada.

“

“The word was ‘let’s take risks’, let’s be innovative, let’s be bold, let’s not be afraid to fail.”

ÉRIC ST-PIERRE, EXECUTIVE DIRECTOR OF TFF

To pursue other market-based approaches, the Foundation created the Great Canadian ESG Championship⁵, which advocates and increases the competitiveness among asset managers while identifying new responsible investment opportunities. In more low-key interventions, TFF has also provided technical and convening capacity for Canadian experts and constituents to propose climate-aligned finance legislation. The Climate-Aligned Finance Act⁶ is a new bill that will hopefully be voted into action by the Canadian Senate.

Divesting an endowment and advocating for sustainable finance

When the TFF board decided to completely divest from fossil fuels around 2015, good alternative investments were required. However, few options were available. The year-long implementation of this decision was complex, with challenges on two fronts: the supply of sustainable products and finding sustainable service providers. Finding asset managers who were able to offer low-carbon financial products and attractive ESG-

⁴“The climate crisis galvanised us”: Trottier Family Foundation on their climate action”, *Alliance Magazine and International Philanthropy Commitment on Climate Change*, 2021,

<https://www.alliancemagazine.org/blog/the-climate-crisis-galvanised-us-trottier-family-foundation-on-their-climate-action/>

⁵“The Great Canadian ESG Championship announces winners of \$104.5M investment pool and launches State of the Industry report”, *GlobeNewswire*, 2022, <https://www.globenewswire.com/en/news-release/2022/11/10/2553294/0/en/The-Great-Canadian-ESG-Championship-announces-winners-of-104-5M-investment-pool-and-launches-State-of-the-Industry-report.html>

⁶Climate-Aligned Finance, Senator Rosa Galvez, <https://rosagalvez.ca/en/initiatives/climate-aligned-finance/>

aligned financial assets for immediate reinvestment was harder than expected. After some attempts, the board hired new investment managers and, since 2015, has only hired investment managers that exclude fossil fuel-related companies (coal, oil and gas) from their portfolios.

After these initial steps, the Foundation regularly asked its investment managers about the CO2 emissions data of their investment portfolios. This second step was also challenging because it was tough to set a baseline and benchmarks for analysing the emissions related to the investment portfolios. Knowing the departure point and tracking divestment progress required data that was not available or systematically produced. Éric St-Pierre shared that “it’s not the perfect measurement – we are scientists, so we are aware we don’t have all the data”.

“Divesting is a really good first step, but we need to invest our money in new solutions: like renewables, green hydrogen, energy efficiency, etc.”

ERIC ST-PIERRE, EXECUTIVE DIRECTOR OF TFF

The Foundation acknowledges that even though the philanthropic sector is small in comparison with the private and public sectors, it has an important role to play in the global economic decarbonisation process. TFF states that philanthropy can be bolder and more innovative in its interventions because it is not directly accountable to voters or shareholders. That is why the Foundation’s climate advocacy priority focuses on national politics and is rooted in systemic change, trying to build partnerships – including with other philanthropies – to push for more ambitious climate policy and finance⁷.

Exploring philanthropy’s potential

The Foundation’s goal is to have greater impact than philanthropic funding typically does, thereby exploring philanthropy’s catalytic potential. TFF is creating a new initiative called ‘Foundations Engage’ – a small network of Canadian philanthropic foundations that are willing to do more in terms of shareholder advocacy and engagement. One of these ways is to demand more climate-coherent voting strategies from their investment managers at annual general meetings of companies in which they hold stocks. The Foundation has also helped establish the Canadian Philanthropy Commitment on Climate Change and has been actively encouraging other funders to grant to climate organisations and integrate a climate lens into their investments. Supporting

⁷ “Using assets to catalyze impact”, Trottier Family Foundation, <https://www.trottierfoundation.com/climate-finance-leadership>

networks of philanthropies is part of TFF's bigger goal of mobilising more philanthropies, and building a philanthropic community in Canada that recognises climate issues as part of its strategic priorities.

“We are trying to hit different audiences, looking into regulatory aspects, the investment management aspects, and also the impact investments space that we are involved in – where we use our own capital, and we take risks in projects with renewables and the cleantech sector.”

– ÉRIC ST-PIERRE, EXECUTIVE DIRECTOR OF TFF

The Foundation's team feels that it is working against the clock and dealing with many expectations. “Being a small team and dealing with challenges as huge as climate issues, it is common to feel overwhelmed. On the other side, we know that guaranteed outcomes are impossible and that it is a must to take a chance. More funders are needed to go all in,” concludes St-Pierre.

BIBLIOGRAPHY

Main References

China Issue Guide Series: Environmental Philanthropy. The Centre for Asian Philanthropy and Society. 2022. https://caps.org/work/our-research_cig-environmental-philanthropy

Climate change & Social change: How funders can act on both. Ten Years' Time. 2020. <https://tenyearstime.com/wp-content/uploads/2022/07/Climate-Change-Social-Change-How-Funders-Can-Act-On-Both.pdf>

Climate justice guide for funders: Centering equity and justice in climate philanthropy. Candid in partnership with Ariadne. 2020. <https://learningforfunders.candid.org/wp-content/uploads/sites/2/2022/06/Climate-Justice-Funders-Guide.pdf>

Climate Justice and Women's Rights: A Guide to Supporting Grassroots Women's Action. Global Greengrants Fund. The International Network of Women's Funds. Alliance of Funds. 2015. <https://www.greengrants.org/wp-content/uploads/2017/09/Climate-Justice-and-Womens-Rights-Guide1.pdf>

Climate philanthropy networks: Shaping and supporting the philanthropy ecosystem in the field of climate". Philanthropy Europe Association (Philea). 2022. <https://philea.issuelab.org/resource/climate-philanthropy-networks-shaping-and-supporting-the-philanthropy-ecosystem-in-the-field-of-climate.html>

Environmental Philanthropy Stories to Inspire. Environmental Funders Network. 2020. <https://www.greenfunders.org/success-stories/>

Funding the Future: How the climate crisis intersects with your giving. Active Philanthropy. 2020. https://www.activephilanthropy.org/fileadmin/user_upload/Intersections_guide/Funding_the_Future_-_How_the_climate_crisis_intersects_with_your_giving_final.pdf

Funder Commitment to Climate Change Year 2 Report. Association of Charitable Foundations. 2022. https://www.acf.org.uk/common/Uploaded%20files/Connect%20and%20collaborate/Funder%20Commitment%20on%20Climate%20Change/FCCC_Year_2_progress_report.pdf

Soil to Sky: Climate Solutions that Work. California Environmental Associates. CLIMA Fund (Climate Leaders in Movement Action). 2019. <https://climasolutions.org/wp-content/uploads/2019/09/Soil-to-Sky-1.pdf>

Time to Act: How Philanthropy Must Address the Climate Crisis. FSG. 2022.

<https://www.fsg.org/resource/time-to-act-how-philanthropy-must-address-the-climate-crisis/>

Where the Green Grants Went: Patterns of UK Funding for Environmental Work. Environmental Funders Network. 2021. <https://www.greenfunders.org/where-the-green-grants-went-8/>

Case 1. Lord Mayor's Charitable Foundation

Annual Report 20/21: Impact & Innovation. Lords Mayor's Charitable Foundation. 2022. <https://www.lmcf.org.au/getmedia/d253fd8b-02a4-480a-9658-877794140f07/2021-LMCF-Annual-Report.pdf.aspx>

Australia's first signatory to International Philanthropy Commitment on Climate Change. Lord Mayor's Charitable Foundation. 2021. <https://www.lmcf.org.au/news/philanthropyforclimate-first-australian-signatory>

Climate Change Resilience in the West. Lord Mayor's Charitable Foundation. 2021.

<https://www.lmcf.org.au/our-impact/initiatives/climate-change-resilience-in-the-west>

Environment & Sustainability. Lord Mayor's Charitable Foundation. 2021.

<https://www.lmcf.org.au/our-impact/impact-areas/environment-sustainability>

"Lord Mayor's Charitable Foundation: integrating climate in Australia". Alliance Magazine. 2021.

<https://www.alliancemagazine.org/blog/lord-mayors-charitable-foundation-integrating-climate-in-australia/>

Case 2. King Khalid Foundation

Annual Report 2018. King Khalid Foundation. 2021. <https://kkf.org.sa/en/insights/>

"Climate Change: Threat or Potential Opportunity for Social Contracts in the MENA Region?". Environment and Society: Advances in Research, 8(1), 95-112. Mousa, H. & Atieh, B. 2022. <https://www.unrisd.org/en/library/blog-posts/climate-change-threat-or-potential-opportunity-for-social-contracts-in-the-mena-region>

Impact Assessment Report: Year 12 (2009-2020) Sustainability Award. King Khalid Foundation. 2021.

<https://www.kkf.org.sa/en/our-work/king-khalid-award/>

King Khalid Awards. King Khalid Foundation. 2021: https://www.kkfeng.org/kingkhalid_awards.html

KKF launches its first community investment in the field of green. King Khalid Foundation. 2021. <https://kkf.org.sa/ne/wed/#>

Case 3. African Climate Foundation

Africa Day Climate Dialogue and our Strategic Framework launch. African Climate Foundation. 2022. <https://www.youtube.com/watch?v=rcSOdtg1MEY>

“Futureproofing philanthropy against climate change: A dynamic conversation on context-specific philanthropic initiatives”. WINGS. 2021. <https://members.wingsweb.org/news/65967>

News and analysis. African Climate Foundation. <https://africanclimatefoundation.org/climate-finance-and-the-political-economy-of-finance/>

Strategic Framework 2021-2025. African Climate Foundation. 2021. <https://africanclimatefoundation.org/wp-content/uploads/2021/05/ACF-Strategic-Framework-2021-2025.pdf>

Case 4. Alana Institute

“Alana e os direitos de crianças e adolescentes na COP 26”. Alana Institute. 2021. <https://alana.org.br/cop-26/>

“Ana Lucia Villela, a força por trás do Instituto Alana”. Revista Trip. 2016. <https://revistatrip.uol.com.br/trip/entrevista-com-ana-lucia-villela-topo-do-ranking-da-forbes-e-coracao-do-instituto-alana>

Aruanas. IMDB. 2019. <https://www.imdb.com/title/tt9856336/>

Believe Earth. <https://believe.earth/pt-br/>

Criança e Consumo. Alana Institute. <https://alana.org.br/project/crianca-e-consumo/>

Criança e Natureza. Alana Institute. <https://criancaenatureza.org.br/pt/>

Institutional Report 2020. Alana Institute. 2021.

“Instituto Alana e Parents for Future lançam campanha global #LivreparaBrincarLáFora para conscientizar famílias sobre os impactos da poluição do ar nas crianças”. Famílias pelo Clima. 2021.

<https://familiaspeloclima.org/2021/07/23/instituto-alana-e-parents-for-future-lancam-campanha-global-livreparabrincarlafora-para-conscientizar-familias-sobre-os-impactos-da-poluicao-do-ar-nas-criancas/>

Muito além do peso. Maria Farinha Filmes. 2013. <https://www.youtube.com/watch?v=8UGe5GiHCT4>

“Pacote verde do STF: crianças e natureza nas mãos da Justiça”. Alana Institute. 2021.

<https://alana.org.br/pacote-verde-do-stf/>

Case 5. Arapyáú Institute

“18 Foundations Call for Increasing Investments in Forests and Land to Fight Climate Change”. SDG Knowledge Hub. 2018. <https://sdg.iisd.org/news/18-foundations-call-for-increasing-investments-in-forests-and-land-to-fight-climate-change/>

Annual Report 2021: Complex problems require network-based solutions. Arapyáú Institute. 2022.

<https://arapyau.org.br/wp-content/uploads/2022/06/arapyau-ra2021-en-1.pdf>

Climate Change. Arapyáú Institute. <https://arapyau.org.br/en/programas/climate-change/>

“Guilherme Leal: a biografia do empresário que virou político e ativista socioambiental”. Folha de S.Paulo. 2018.

<https://piaui.folha.uol.com.br/materia/guilherme-leal/>

Investimento Social Privado. GIFE. <https://www.gife.org.br/temas/investimento-social-privado/>

O poder transformador das redes. Instituto Arapyáú LinkedIn. 2022.

<https://www.linkedin.com/pulse/o-poder-transformador-das-redes-arapyau>

Case 6. Shehu Musa Yar’Adua Foundation

Annual Report 2019-2020: Sustaining the Legacy. The Shehu Musa Yar’Adua Foundation. 2021.

https://yaraduafoundation.org/files/Annual_Report_2021-FINAL.pdf

Climate Advocacy. The Shehu Musa Yar’Adua Foundation.

<https://yaraduafoundation.org/ppi/climate-advocacy.html>

“Time for Nigeria’s ultra-wealthy to get behind climate change philanthropy”. Alliance Magazine. 2021
<https://www.alliancemagazine.org/blog/time-for-nigerias-ultra-wealthy-to-get-behind-climate-change-philanthropy/>

The Philanthropy and Collaboration in Nigeria Report. Philanthropy Circuit. 2021.
<https://philanthropycircuit.org/publications/the-philanthropy-and-collaboration-in-nigeria-report/>

Case 7. Sabanci Foundation

2021 Annual Report. Sabanci Foundation. 2022.
<http://faaliyetraporu.sabancivakfi.org/pdf/SAV-Annual-Report-2021-WEB.pdf>

Changemakers. Sabancı Vakfı, <https://www.sabancivakfi.org/en/social-change/changemakers>

European Philanthropy Coalition for Climate. Philea.
<https://philea.eu/how-we-can-help/initiatives/philanthropy-coalition-for-climate/>

Young Women Building Their Future. Sabancı Vakfı,
<https://www.sabancivakfi.org/en/social-change/young-women-building-their-future>

Zerocon2022 - accessibility. Zero Project Conference 2022, Zero Project, <https://zeroproject.org/zerocon22>

Case 8. High Tide Foundation

Facts about methane. United Nations Environment Programme. 2021.
<https://www.unep.org/explore-topics/energy/facts-about-methane>

“Richard Lawrence Jr.: An investment guru who believes in the rise of Asia”. Glenn Ong. 2015.
<https://policycommons.net/artifacts/2104459/richard-lawrence-jr/2859755/>

Case 9. Dompét Dhuafa

A Comprehensive Guide to Zakat. Muslim Aid. 2022.
<https://www.muslimaid.org/what-we-do/religious-dues/zakat/>

Annual Report 2021: Share inspiration, and collaborate to build the country. Dompot Dhuafa. 2022.

<https://publikasi.dompetchdhuafa.org/downloads/annual-report/>

Climate Risk Country Profile: Indonesia. International Institute for Sustainable Development. 2022.

<https://www.adb.org/sites/default/files/publication/700411/climate-risk-country-profile-indonesia.pdf>

“Islamic Philanthropy in Indonesia: A Study of Dompot Dhuafa”. Rizki, M. Al-Jamiah: Journal of Islamic Studies, 55(1), 107–132. 2017. <https://doi.org/10.14421/ajis.2017.551.107-132>

“Islamic Philanthropy in Indonesia: A Study of Dompot Dhuafa”. Wulandari, F. Hasanuddin Law Review, 5(3), 283–300. 2019. <https://doi.org/10.20956/halrev.v5i3.2305>

“The Role of Philanthropy in Supporting Climate Change Mitigation and Adaptation in Indonesia”. Puspitasari, Y. Gadjah Mada International Journal of Business, 21(3), 267–283. 2019. <https://doi.org/10.22146/gamaijb.46255>

Case 10. Community Foundations of Canada

“Foundant is CFC’s first Carbon Offset Partner”. Community Foundations of Canada. 2021.

<https://communityfoundations.ca/foundant-is-cfcs-first-carbon-offset-partner/>

“2022 SDG Fact Sheets: Working Together to Advance the Sustainable Development Goals”. Community Foundations of Canada. 2021. <https://communityfoundations.ca/2022-sdg-fact-sheets-working-together-to-advance-the-sustainable-development-goals/>

Annual Report. Community Foundations of Canada. 2021.

<https://communityfoundations.ca/annual-report-2021/>

“Press Release: More than 25 Canadian funders join the call to act on climate change”. Community Foundations of Canada. 2021. <https://communityfoundations.ca/climate-pledge-first-signatories/>

Case 11. The Jordan River Foundation

“Jordan’s Queen Rania calls for ‘global collaboration’ on climate crisis”. ITV News. 2021.

<https://www.itv.com/news/2021-11-16/jordans-queen-rania-says-global-collaboration-key-to-climate-crisis>

“National Water Strategy of Jordan, 2016 – 2025”. FAO.

<https://leap.unep.org/countries/jo/national-legislation/national-water-strategy-jordan-2016-2025>

“Programme for mainstreaming gender in climate change efforts in Jordan”. International Union for Conservation of Nature. 2010. https://www.climatelinks.org/sites/default/files/asset/document/2010_IUCN_Climate-Change-Gender-Action-Plan-Jordan.pdf

“Towards a Green Economy: A Scoping Study”. Envision Consulting Group (EnConsult) Jordan. 2011. https://www.greengrowthknowledge.org/sites/default/files/downloads/resource/Green_Economy_Jordan_UNEP.pdf

Water, sanitation and hygiene. UNICEF. <https://www.unicef.org/jordan/water-sanitation-and-hygiene>

Case 12. Guangdong Harmony Community Foundation

“Climate Pioneer is active in the community, planting flowers and grass to learn from nature”. Guangdong Harmony Community Foundation. 2021. <http://www.gdharmonyfoundation.org/home/news/detail/id/61.html>

Pearl River Watcher Action Network. Guangdong Harmony Community Foundation. 2021. <http://www.gdharmonyfoundation.org/Home/Community/detail/id/14.html>

Rural community response to climate change network project project. Guangdong Harmony Community Foundation. 2021. <http://www.gdharmonyfoundation.org/Home/Community/detail/id/59.html>

“Same Bed, Different Dreams? The Divergent Pathways of Foundations and Grassroots NGOs in China – China Development Brief”. China Development Brief. 2021. <https://chinadevelopmentbrief.org/reports/bed-different-dreams-divergent-pathways-foundations-grassroots-ngos-china/>

The starting point of building resilient urban communities: PuraPharma Climate Pioneer. Guangdong Harmony Community Foundation. 2021. <http://www.gdharmonyfoundation.org/Home/Community/detail/id/67.html>

“World Bank report provides new data to help ensure urban growth benefits the poor”. World Bank. 2015. <https://www.worldbank.org/en/news/press-release/2015/01/26/world-bank-report-provides-new-data-to-help-ensure-urban-growth-benefits-the-poor>

“Reaction: US-China climate pledge”. Yang, F., & Wang, X. China Dialogue. 2015. <https://chinadialogue.net/en/climate/7489-reaction-us-china-climate-pledge/>

Case 13. Compagnia di San Paolo Foundation

Annual Report 2020. Fondazione Compagnia di San Paolo. 2020.

https://www.compagniadisanpaolo.it/wp-content/uploads/CSP_Annual-Report-2020_WEB.pdf

Bando Energia Inclusiva – Innovatori per affrontare la povertà energetica. Fondazione Compagnia di San Paolo. 2021. <https://www.compagniadisanpaolo.it/it/news/bando-energia-inclusiva-innovatori-per-affrontare-la-poverta-energetica/>

“La challenge, direttamente connessa al bando “Sportivi per Natura” promosso nel mese di febbraio 2022 dalla Fondazione torinese, partirà nel mese di novembre 2022 e punta a raggiungere, in sei mesi, 100.000 azioni positive a favore dell’ambiente e del benessere delle persone.” Fondazione Compagnia di San Paolo. 2022. <https://www.compagniadisanpaolo.it/it/comunicati-stampa/aworld-e-fondazione-compagnia-di-san-paolo-lancia-no-la-challenge-sostenibili-per-natura/>

Case 14. The Daniel and Nina Carasso Foundation

Alimentación sostenible. Fundación Daniel y Nina Carasso.

<https://www.fondationcarasso.org/es/alimentacion-sostenible/alimentacion-y-clima/>

“Daniel & Nina Carasso Foundation: Tackling climate in Europe”. Alliance Magazine and International Philanthropy Commitment on Climate Change. 2021.

<https://www.alliancemagazine.org/blog/daniel-nina-carasso-foundation-tackling-climate-europe/>

Lucha contra el cambio climático: de la toma de conciencia a la acción Informe 2021 de la Fundación Daniel y Nina Carasso. Fundación Daniel y Nina Carasso. 2021.

<https://www.fondationcarasso.org/es/filantropia/informe-reto-climatico/>

“Networks Collaborate to Address Climate Challenges: Launch of the Climate Philanthropy Mapping”. Marie-Stéphane Maradeix. Philea. 2020. <https://philea.eu/networks-collaborate-to-address-climate-challenges-launch-of-the-climate-philanthropy-mapping/>

Transformar la sociedad a través de la inversión: Memoria de inversión de impacto 2021. Fundación Daniel y Nina Carasso. 2021.

<https://www.fondationcarasso.org/es/alimentacion-sostenible/memoria-inversion-impacto-2021/>

Case 15. The Trottier Family Foundation (TFF)

Divest-Invest Philanthropy: Five Years After Launch. Christi Electris, Kristin Lang, Olive Watkins. Croatan Institute, Divest-Invest Network. 2019. <https://croataninstitute.org/2019/10/01/divest-invest-philanthropy/>

“Our investments should not drive the problems we ask grantees to solve”. Ellen Dorsey and Dan Chu. Alliance Magazine. 2020. <https://www.alliancemagazine.org/analysis/our-investments-should-not-drive-the-problems-we-ask-grantees-to-solve/>

“The climate crisis galvanised us’: Trottier Family Foundation on their climate action”. Alliance Magazine and International Philanthropy Commitment on Climate Change. 2021. <https://www.alliancemagazine.org/blog/the-climate-crisis-galvanised-us-trottier-family-foundation-on-their-climate-action/>

Using assets to catalyze impact. Trottier Family Foundation.
<https://www.trottierfoundation.com/climate-finance-leadership>

Case 16. Open Society Foundations

Climate Justice. Soros Economic Development Fund.
<https://www.soroseconomicdevelopmentfund.org/how-we-work/climate-justice#featured-case-study>

“Climate Justice: The Ultimate Challenge of Our Age”. Open Society Foundations. 2022.
<https://www.opensocietyfoundations.org/voices/climate-justice-the-ultimate-challenge-of-our-age>

“Confusion is the Main Reason Europeans and Americans Underestimate Climate Crisis, Open Society Report Finds”. Open Society Foundations. 2019. <https://www.opensocietyfoundations.org/newsroom/confusion-is-the-main-reason-europeans-and-americans-underestimate-climate-crisis-open-society-report-finds>

International System Change Compass. Open Society Foundations. 2020. <https://www.opensocietyfoundations.org/publications/international-system-change-compass>

“Multilateral Partnership for Organizing, Worker Empowerment, and Rights (M-POWER)”. U.S. Department of Labor. <https://www.dol.gov/agencies/ilab/multilateral-partnership-for-organizing-worker-empowerment-and-rights-m-power-initiative>

Now Is the Time for Climate Action. Open Society Foundations. 2021.
<https://www.opensocietyfoundations.org/voices/now-is-the-time-for-climate-action>

“Philanthropies offer kick-start funds for prospective Glasgow Loss & Damage Facility to support vulnerable countries suffering from climate change”. CIFF. 2021.

<https://ciff.org/news/philanthropies-offer-kick-start-funds-for-prospective-glasgow-loss-damage-facility-to-support-vulnerable-countries-suffering-from-climate-change/>

Shifting Paradigms: An Activist’s Guide to Reimagining the World. Open Society Foundations. 2020.

<https://www.opensocietyfoundations.org/publications/shifting-paradigms>

“On Earth Day, Open Society Foundations Announce Climate and COVID-19 Fund”. Open Society Foundations. 2020. <https://www.opensocietyfoundations.org/newsroom/on-earth-day-open-society-foundations-announce-climate-and-covid-19-fund>

Case 17. Friends Provident Foundation (FPF)

A year in review 2019–20. Friends Provident Foundation. 2022.

<https://www.friendsprovidentfoundation.org/resource-types/annual-report/>

Climate Emergency Declaration. Friends Provident Foundation. 2021.

<https://www.friendsprovidentfoundation.org/about-us/climate-emergency-declaration/>

“Cazenove declared winner of the ESG Investing Olympics.” Friends Provident Foundation. 2021. <https://www.friendsprovidentfoundation.org/news/cazenove-declared-winner-of-the-esg-investing-olympics/>

“ESG Investing Olympics: State of the Sector Report Launched”. Friends Provident Foundation. 2021. <https://www.friendsprovidentfoundation.org/news/esg-investing-olympics-state-of-the-sector-report-launched/>

“It is time to end greenwashing in asset management,” Friends Provident Foundation. (2021)

<https://www.friendsprovidentfoundation.org/news/it-is-time-to-end-greenwashing-in-asset-management>

Our Approach to Collaboration. Friends Provident Foundation. 2021.

<https://www.friendsprovidentfoundation.org/collaboration-and-campaigns/our-approach-to-collaboration>

“Utilising whole endowments for mission.” Friends Provident Foundation. 2021.

<https://www.friendsprovidentfoundation.org/news/utilising-whole-endowments-for-mission/>

Case 18. The Pan American Development Foundation (PADF)

Analyzing Our 2019–2021 Emissions Data. Pan American Development Foundation.
<https://www.padf.org/analyzing-our-2019-2021-emissions-data/>

Climate Accountability. Pan American Development Foundation.
<https://www.padf.org/climate-accountability/>

Climate Accountability in Development. The CAD Collective. <https://www.cadcollective.org/>

Climate Strategy. United States Agency for International Development. 2019.
<https://www.usaid.gov/policy/climate-strategy>

Financing Nature-Based Solutions in Latin America and the Caribbean. Pan American Development Foundation.
<https://www.padf.org/disaster-resilience/financing-nature-based-solutions-in-latin-america-and-the-caribbean/>

“IDB Announces Innovative Solution to Address Ocean Plastic Pollution in Haiti”. Inter-American Development Bank. 2022.
<https://www.iadb.org/en/news/idb-announces-innovative-solution-address-ocean-plastic-pollution-haiti>

PADF’s Emissions. Pan American Development Foundation. 2022.
<https://www.padf.org/wp-content/uploads/2022/06/PADFs-Emissions.pdf>

The Climate Compact. Interaction. 2020.
<https://www.interaction.org/wp-content/uploads/2020/04/Climate-Compact.pdf>

Case 19. Alliance of Socio-Environmental Funds of the Global South

“A vida das famílias que reagiram contra Belo Monte”. Fundo Brasil. 2018.
<https://www.fundobrasil.org.br/a-vida-das-familias-que-reagiram-contr-belo-monte/>

Mulheres Potentes: Atuação de grupos na agenda socioambiental - Experiências na América do Sul. Fundo Casa. 2022. <https://casa.org.br/publicacoes/mulheres-potentes-atuacao-de-grupos-na-agenda-socioambiental-experiencias-na-america-do-sul/>

Proyectos apoyados. Fondo Emerger. <https://emerger.org/proyectos/>

Case 20: Avina Foundation

Annual Report. Fundación Avina. 2021.

<https://www.avina.net/wp-content/uploads/2022/04/Relatorio-Anual-Avina-2021-POR-.pdf>

Biblioteca. Fundación Avina. <https://biblioteca.avina.net/biblioteca/>

CollaborACTION: A practical guide to promoting sustainability. Fundación Avina. 2014.

<https://biblioteca.avina.net/biblioteca/collaboraction-a-practical-guide-to-promoting-sustainability/>

“Fundación Avina partners with Idesam’s carbon neutral program”. Fundación Avina. 2020.

<https://www.avina.net/en/fundacion-avina-partners-with-idesams-carbon-neutral-program/>

“Fundación Avina se suma a la declaración de emergencia climática”. Fundación Avina. 2019.

<https://www.avina.net/es-ahora-fundacion-avina-se-suma-a-la-declaracion-de-emergencia-climatica/>