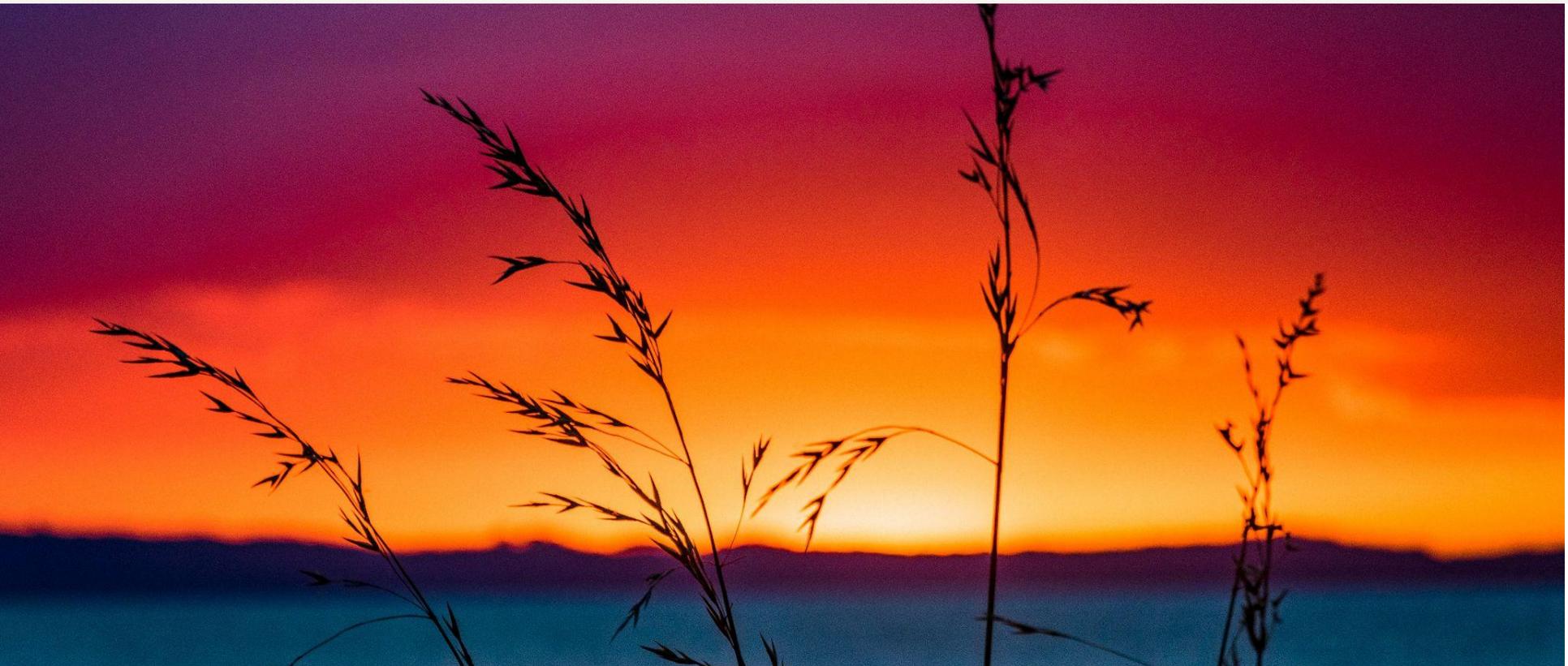


# Climate Playbook

High impact roles for funders

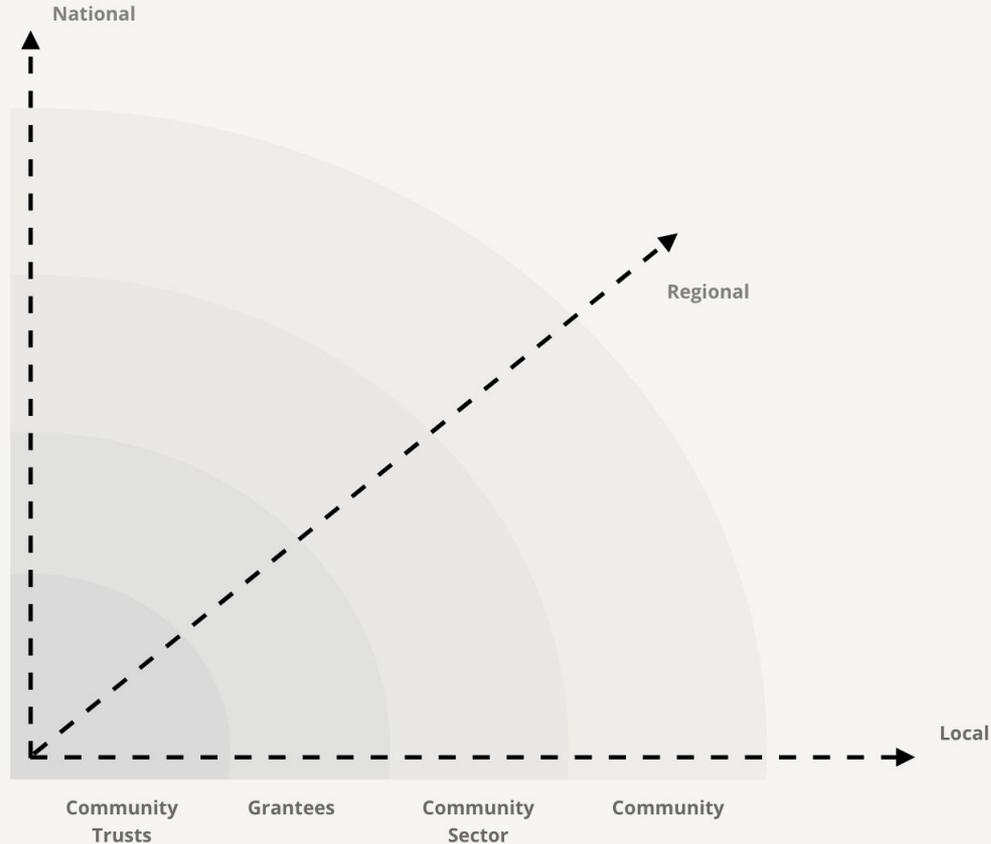


# WELCOME

---

The intent of this playbook is to outline the landscape of potential actions for funders, either individually or collectively, to accelerate the move to a carbon neutral society, with a just transition and communities that are resilient in the face of climate change that is already 'baked-in'.

# Action by Community Trusts can happen at multiple levels to have a long term impact on emissions and climate impact



# Climate action requires adaptive leadership: the Cynefin Model

This is a challenge. The scale and speed of change required is considerable. Covid-19 has set a precedent for decisive collective action in the face of large scale threats. Climate requires a similar response.

## Navigating decisions

The scan of international philanthropic action shows that best practice is yet to emerge. The Cynefin Model offers a way for managers to navigate uncertainty. Decisions will need to be made in the absence of a 'right answer'.

We are working in the space of the **Complex** and the **Complicated**. It needs expert guidance



# A strong response to climate breakdown is needed, even though there is uncertainty and no single 'right answer'

## Complicated

### Organisations become net neutral

This is the domain of good practice. There are some knowns, and some known unknowns.

More than one right answer is possible and experts need to be convened to discuss the path forward. There may be conflicting opinions.

It's also important that external and internal stakeholders views are included, and offer challenge to experts about the best ways forward.

## Complex

### Climate action and community

This is the case with some of the large scale systems changes that are needed. This Includes the role of the community sector in mitigation and adaptation as well as the transition of the community sector to net neutral carbon emission.

There are no right answers. There is a need for innovation and creativity and increased interaction and communication between stakeholders. The temptation is to seek certainty and plan rather than sense what is emerging and learning.

## Chaotic

### Extreme-weather incidents

These situations are unpredictable. The response to Covid-19 is a good example of this. There are many decisions to make and no time to make them.

This will apply to the increasing number of environmental incidents due to climate breakdown. It requires a leader to take action immediately. Parallel and empowered teams can lead to greater innovation.

# Community organisations and Community Trusts indicate a wish to increase funding to climate action

4%

The PNZ Stocktake of Philanthropic Environmental Funding indicated that \$26.5M of philanthropic funding, just 4 per cent (of 102 funding from 102 funders), went to environmental activity in 2020.

Of this 4 per cent, \$360,000 went to mitigating the impact of, and preventing, increased levels of greenhouse gases in the atmosphere and the increase in average global temperature.

50%+

More than half of Community Trusts indicated that they would increase funding to climate action in the next 12-months. It is much needed.

Beyond 'climate funding', the mitigation of emissions and community resilience in the face of climate change, needs to be embedded across funding strategy.

The playbook outlines many ways that funders can act on climate.

It also highlights areas of potential collaboration between Community Trusts and other funders.

# Goals for Climate Action

1

**Te Tiriti, Māori aspirations and climate action**

Whakapapa and the principles of rangatiratanga, rite tahi (equality) and kaitiakitanga are respected

---

2

**Support the transition to a carbon neutral society that is equitable for all**

Community participation and inclusion in solutions for equitable outcomes

---

3

**Understand and prepare for the impact of climate change**

Communities are resilient in the face of the impacts of climate change

---

4

**Kaitiakitanga and resilient natural environment**

The wellbeing of the natural environment is improved and resilient in the face of climate change

---

5

**Organisations become carbon neutral**

Funders and community sector organisations become carbon neutral

---

# Approaches to Climate Action

## 1 Te Tiriti & Māori aspirations

Learn about the interconnectedness in Te Ao Māori of papatūānuku, te tangata, wellbeing and resilience.

Authentic engagement with Māori communities in the spirit and practice of te Tiriti and Rangatiratanga

Consider new partnerships for the governance of funding related to climate and Māori aspirations

## 2 Support the transition & equity

Community Climate Action funds

Create and share intelligence

Enhance citizen and community participation in climate action

Amplify marginalised voices

## 3 Prepare for climate change impact

Communities have the information to make decisions about resilience

Community voices are amplified to influence adaptation measures

## 4 Kaitiakitanga and resilient environment

Support the creation of new regenerative carbon offset initiatives in the region

Environmental Resilience Funds

Climate Resilience Investments

## 5 Organisations become neutral

**Funders:** Demonstrate leadership

Accelerate the move towards lower emission investments

Create an funder roadmap to reduce emissions

**Charities:** Shift the funding environment

Target orgs with highest emissions to transition

Cascade learning through networks

Influence behaviour by grant policy & processes

# 1

## Te Tiriti, Māori aspirations and climate action

### AIMS

Support the Māori principles of Whakapapa, Kaitiakitanga and Rangatiratanga

Engage with Māori in the spirit of te Tiriti on the topic of climate, and with respect to te ao Māori and matauranga Māori

Engage in authentic conversation with Māori and mana whenua about climate, self-determination and the power-dynamic in funding decisions.

### APPROACHES

**Learn about the interconnectedness in Te Ao Māori of papatūānuku, te tangata, wellbeing and resilience.**

**Authentic engagement with Māori communities in the spirit and practice of te Tiriti and Rangatiratanga**

**Consider new partnerships for the governance of funding related to climate and Māori aspirations**

# 2 Support the transition to a carbon neutral society in a way that is equitable for all

## AIMS

Invest in mitigation as there is a short window for the rapid reduction of emissions

The transition to a low emission society should not perpetuate inequalities

Communities are empowered to lead and partner in low carbon solutions, and share the benefits.

Marginalised voices are amplified and have the information needed to shape the transition

## PRINCIPLES

More equitable solutions will occur when communities are empowered through knowledge and participation

Support action that will have the greatest impact on emissions reduction

Consider co-benefits of action such as improved outcomes for health, biodiversity, local economies, social capital and youth empowerment.

## APPROACHES

**1. Community Climate Action funds** that (1) signal the importance of the issue to community (2) lead to rapid learning on climate change in funders, and (3) give an opportunity for co-investment

**2. Create and share intelligence** about effective reduction measures for more effective funding decisions

**3. Enhance citizen and community participation in climate action** by funding grassroots and democratic learning, organising and advocacy

**4. Amplify marginalised voices**

## Community climate action funds



### National Lottery Community Fund: Climate Action Fund

The Climate Action Fund is a ten-year £100 million fund supporting communities across the UK to take action on climate change. In addition to the grants programme, the Climate Action Fund is committed to supporting a broader movement of change. [Fund link](#)



### Joseph Rowntree Charitable Trust: Sustainable Futures

JRCT is deeply concerned about climate change and its effects. JRCT believes it as a serious injustice and fundamental changes to economic models and social norms will be required. The focus is developing and promoting sustainable, low-carbon alternatives to a growth-based paradigm. [Fund link](#)



### Packard Foundation: Climate

Climate change is an urgent and undeniable threat that has the potential to undermine everything the foundation cares about. Reducing emissions over the next 10 years is essential to stabilize our climate. It is a problem that can be solved in ways that provide economic and social benefits for all. [Fund link](#)



Opportunity for collaboration:

## A collaborative climate action fund



There is power in the collective. Climate Change and the need for rapid decarbonisation is an issue that goes beyond geographical boundaries. It is a threat that affects us all.

There is a significant opportunity for collaboration between funders in NZ to take bold action, combine resources, attract co-investment and demonstrate leadership to NZ communities that the time to act is now.

[Oak Foundation](#) investment in ClimateWorks - a collaborative philanthropic initiative

## Create and share intelligence about effective reduction measures

Emissions reduction and adaptation are complex, and systemic issues. To take informed action funders need access to relevant, up to date intelligence from experts of all types (community, scientific, live experience). Convening expertise and access to intelligence is an efficient way for funders to target funding to effective solutions.



### Wellington Community Trust: Climate Action expert panel

A spend-down fund of 2 million dollars to support community-led movements that tackle climate change. An expert panel was convened to answer the question: 'where would funding create the greatest impact for the level of investment?' This led to a focus on **Advocacy and building community, and ecological resilience.** [Fund link](#)



### Bloomberg Foundation: ClimateWorks Foundation

ClimateWorks increases the impact of philanthropic donors in climate action. It works as an advisor and strategist for climate action. It develops philanthropic strategies, aggregates and awards funding and evaluates investments. [Fund link](#)



Opportunity for collaboration:

## Shared intelligence on effective community action



[Project Drawdown](#), resource for climate solutions  
[Climate Works](#), advises funders how to invest in  
effective climate strategies

The most effective strategies for a transition to a low carbon society needs expertise - from community action to carbon science. Just as Wellington Community Trust convened an expert group to advise for the Climate Action fund funders could collaborate to collectively access ongoing expertise.

Project Drawdown was a landmark book and website that assessed and prioritised action to reduce the highest amount of emissions possible based on science.

The same could be produced for the community sector in Aotearoa - unique to place and culture. It is a depth of expertise that is hard to access alone. If made available to both funders and the community sector efforts and resources are targeted at the most effective interventions.

## Catalyse a Just Transition

The logo for the Just Transition Fund features the words "JUST", "TRANSITION", and "FUND" stacked vertically in a bold, blue, sans-serif font. A green L-shaped graphic element is positioned to the right of the text, with the top bar extending to the right and the bottom bar extending downwards.

Guided by a deep belief in the power and wisdom of communities to solve their own problems. The Rockefeller Family Foundation created an innovative philanthropic hybrid—part grantmaker, part catalyst - for a Just Transition.

Direct investments improve the effectiveness of individuals and organisations involved in the transition movement and accelerate communities' ability to respond to the energy transition.

[Just Transition Fund](#), Rockefeller Family Foundation

### GOALS

- Connect Rural And Urban Markets.
- Stimulate Entrepreneurship.
- Prepare Workers For The Jobs Of Tomorrow.
- Advance State And Federal Transition Policies.
- Incubate Newly Developing Transition Efforts And Build Local Community Capacity For Transition.

### PRIORITY POPULATIONS

Communities hardest hit by the transition and historically marginalised, including low-income, Black, Indigenous, and/or People of Color.



Opportunity for collaboration:

## Catalyse a Just Transition

Actions may include:

- Identify communities that will be hardest hit in the transition to a low carbon economy, and actively engage in future planning for a resilient community, economic and ecological future.
- Co-fund and seed fund new ventures, and support systems supports, to ensure that these community aspirations can be achieved.

The need for a just transition is recognised globally. This work includes accelerating the transition low carbon energy, whilst building resilient communities through economic development that have low impact on the environment - ideally weaving together share prosperity and ecological regeneration.

This is about taking a community development approach to decarbonisation and community resilience and may include funding, community development processes, social entrepreneurship ecosystem support.

[Weaving the Community Resilience and New Economy Movement.](#)

## Enhance citizen and community participation in climate action

Climate Action needs change across many sectors. Some actions need to be rapid and radical to meet our targets. Citizen participation - such as enhanced understanding, campaigning and advocacy - can result in faster and more radical change - giving leaders a mandate for action and assisting with change as part of the social contact.



### **Esmee Fairbairn: Climate Assembly UK**

A citizen's assembly considered how the UK should reach its net zero emissions by 2050 target. 100+ participants took part. They were representative of the UK population by demographics, region and attitudes to climate change. They produced The Path to Net Zero report for government. [Initiative Link](#)



### **Impact Funding Partners: The Big Climate Community Conversation**

Funding and guidance for small community groups, who are not primarily environmentally focused, to host conversation with the public about climate change. This informed the Scottish Government about thoughts and opinions of people not usually included in the discussion about climate. [Initiative Link](#)

## Amplify marginalised voices

It is easy for marginalised voices to be lost when large change is needed, and survival alone is a struggle for some. However, if marginalised voices are not included in climate conversations and decision-making there is a significant chance that changes will not meet their needs, and result in greater inequality.



In order to create a broad-based, democratic and lasting transition to a low-carbon sustainable society, we need to involve everyone. JRCT is particularly concerned that marginalised groups and young activists have a voice in decisions which affect them. They fund:

- campaigns and movements that give marginalised or under-represented groups a voice on issues of environmental and economic justice
- networks that link and support local environmental justice groups
- initiatives that encourage organisations from outside the traditional environmental field to get involved in environmental justice
- the replication of innovative local projects to involve New Voices regionally or nationally

InterClimate Network engages young people with the challenges of climate change, inspires their climate action, and promotes their voices in their own sustainable future.

Inspiring the next generation of climate leaders

[Fund link](#)

# Amplify marginalised voices



## FORDFOUNDATION

The Ford Foundation support climate justice in a number of areas:

1. Building effective leaders and networks. This includes indigenous peoples and local communities capacity to be effective leaders to build their collective power and shape decisions.
2. Increase timely and appropriate funding for worldwide climate action initiatives led by women and their communities

3. Connect indigenous and local communities with think tanks, researchers, legal groups, and scientists who use data to support arguments, and with advocacy organisations and communicators who can amplify the voices of the communities.

4. Mobilise resources by building a network of philanthropies and organisations to leverage international finance to reduce inequality, curb climate change and preserve the agency of the communities we support. [Initiative Link](#)

FORDFOUNDATION WORK · WORLDWIDE · LEARNING · LATEST

THE LATEST | IN THE HEADLINES



### To address the climate crisis, we must address inequality

4 OCTOBER 2017  
In the linkage between inequality and climate change, questions of land tenure are key.

PUBLISHED IN PLACE | OCTOBER 6, 2017

#### To address the climate crisis, we must address inequality

BY DARREN WALKER

For most people, the mega-hurricanes we have witnessed - along with their devastating consequences - have put an exclamation point on the urgency of climate change. But an even bigger exclamation point came in the form of a new scientific study showing how the carbon released by tropical



JUST MATTERS — 13 January 2021

### The Changing Face of Advocacy



Opportunity for collaboration:

## Catalyse a Just Transition

Community Trusts can partner with national organisations that have a key role in amplifying the voices of marginalised groups.

Non-environmental groups have expressed interest in hosting conversations with groups that have not yet have a strong voice in climate discussions. These groups have an existing role in amplifying the voices of, and advocating on behalf of, their communities.

Organisations might include the GirlGuides, YouthTown and CCS Disability Action.

There is also a need for a strong Pacifica voice in national discussions when both NZ Pasifika communities and island communities face such significant impacts.

Actions may include:

- Funding to strengthening community leadership and voices, locally and nationally. Collaboration may include partnership with national organisations holding sector leadership and advocacy roles.
- Support partnerships with, and provide access to, experts with knowledge on the impact of climate change and low carbon policies
- Fund and/or host hui, networks and conversations
- Fund policy resource to assess specific policy changes and the needs of marginalised groups

# 3

## Understand and prepare for the impact of climate change

### AIMS

Communities are resilient in the face of the impacts of climate change.

Communities understand the likely impacts of climate on their communities, and are empowered to take action.

Communities are empowered to decide what needs to change to be resilient in future.

### PRINCIPLES

Climate change is already here. Even if mitigation strategies are successful adaptation is needed.

Especially in communities that are dependent on natural resources to live or live in areas vulnerable to change.

Locally led adaptation recognises that people and communities on the front lines of climate change are often best placed to identify solutions that fit local cultures, contexts and interests.

Local knowledge is respected and local people and groups decide what is implemented, by whom and how.

### APPROACHES

- 1. Communities have the information to make decisions about resilience**
- 2. Community voices are amplified to influence adaptation measures**

# Communities have the information to make decisions about resilience

Collaboration is needed between communities, businesses, nonprofits, and governments to strengthen both physical and social resilience.

Climate change worsens social and health inequities, making it more challenging for communities to effectively prepare, adapt, or recover from negative climate impacts. Early intervention is the most effective way to minimise these impacts.



Barr seeks to catalyse actions and policies that make communities more resilient and equitable. In addition to supporting efforts focused exclusively on resilience, they support goals for Clean Energy and Mobility. Priorities include:

- Build awareness and mobilise a diverse constituency for action on climate risks, impacts, and resilience strategies.

- Mobilise key stakeholders to advance equitable policies and resilience plans.
- Catalyse momentum through demonstration projects that integrate resilience into the fabric of cities. [Fund Link](#)



## Community voices are amplified to influence adaptation measures

Climate impact information is not easy to understand. Import reports are often written by scientists for a professional audience. There is a need to create accessible information for local communities.

Conversations need to be led by local community leaders, with support to interpret and communicate complex information.

### THE KRESGE FOUNDATION

#### **Kresge Foundation: Climate Resilience and Urban Opportunity**

A five-year, \$29 million initiative to support advocates and organisers in urban communities facing disproportionate environmental burdens. The aim was to influence local and regional climate planning and policy to better reflect the needs and priorities of low-income communities. An evaluation showed grantees achieved meaningful policy wins in their local communities, regions and at the state level. [Initiative Link](#)



#### **Quartet Community Foundation: Vital Signs 2021**

The Vital Signs 2021 'Climate and communities' report by Quartet Community Foundation examines how the climate crisis is already affecting local lives in their local area. It includes local and national data on energy and transport, food, weather and nature. It also features local projects already taking positive steps to improve the environment and tackle climate change. [Initiative Link](#)



Opportunity for collaboration:

## Support communities to understand & prepare

Community Trusts can partner with others to provide access to high quality information and resources about local impact of climate change.

Community organisations and community leaders can lead conversations with communities about the likely and possible impacts, working alongside experts to interpret and communicate complex information.

A methodology for community engagement may be trialled with learning shared across networks.

Actions may include:

- Provide communities and community organisations with access to information about impact and resilience i.e. climate and adaptation specialists and GIS modelling
- Support community engagement, local organising, planning and advocacy for adaptation measures
- Work with partners to develop resources and methodologies that can be replicated in communities around Aotearoa e.g. Vital Signs Climate and Communities

# 4

## Kaitiakitanga and resilient natural environment

### AIMS

The wellbeing of the natural environment is improved and resilient in the face of climate change

Ecological resilience is enhanced. This means a particular ecosystem has greater capacity to resist damage and recover quickly in the face of disruption.

### PRINCIPLES

Regenerative and native planting can increase biodiversity, environmental resilience, and play a part in offsets

Protection and afforestation projects can increase income to hapu and communities vulnerable to climate impacts

Offsets will be a necessary part of a low carbon society, but a last resort once emissions reductions are maximised

### APPROACHES

- 1. Support the creation of new regenerative carbon offset initiatives in the region**
- 2. Environmental Resilience Funds**
- 2. Climate Resilience Investments**

## Create new regenerative carbon offset initiatives in the region

Carbon offsets will be necessary both short-term (while behaviour change initiatives shift emissions) and long term (to offset residual emissions).

Multiple benefits can be derived from creating carbon offset initiatives in the region including regenerating land, increasing biodiversity and creating more resilient landscapes as well as increasing income to the regions.



### Bay Trust: Partnership with EKOS

EKOS partners with land owners to develop projects that grow and protect indigenous forests. The establishment and protection of these forests draws down carbon dioxide out of the atmosphere, enhances biodiversity, improves water quality, reduces soil loss through erosion, develops climate resilience and provides diversification and sustainable land use opportunities for land owners. Bay Trust is working with EKOS to establish local carbon offset projects. [Link](#)



### Commodicarbon: Regenerative Agriculture soil carbon offsetting

The first UK-certified soil carbon offsetting scheme is available to farmers who use regenerative agriculture practices, offering them a commercial opportunity worth up to £100/ha from sequestering carbon in their soils. The system tracks carbon sequestration throughout the year, look at ways to change the eventual outcome and take steps to improve it. [Initiative Lin](#)

## Nature-based funds and investments

Climate adaptation is grossly underfinanced. innovative funds blend public, philanthropic, and private funding and provides a scalable way to finance sustainable solutions that build resilience to a changing climate.



### NAB Foundation

The NAB Foundation's Environmental Resilience Fund (the Fund) has been established to help support practical projects that build environmental resilience to natural disasters and climate change. The NAB Foundation will provide funding of up to \$10 million over ten years, for regional projects that build the evidence base for investments and interventions that improve resilience to natural disasters, particularly flood and fire hazards. [Fund Link](#)



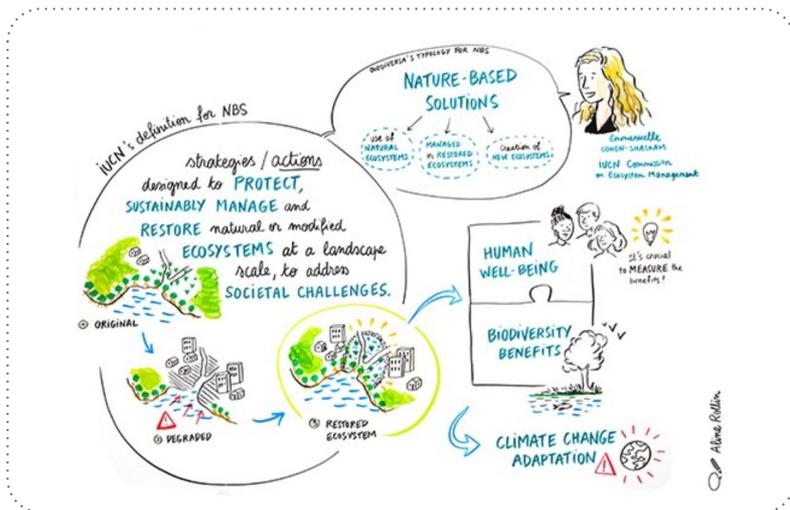
### WWF and Chanel

The Landscape Resilience Fund (LRF) is an independent non-profit foundation driven by the objective to generate the maximum possible environmental and social impact. The LRF aims to mobilize USD 100 million by 2025. Providing knowledge to and investing in small and medium enterprises (SMEs) that target adaptation and resilience through sustainable land management. Anchor investor Chanel is committing USD 25 million. [Link](#)



Opportunity for collaboration:

## Collaborative Innovation for sequestration and resilience in the natural environment



Actions may include:

- A shared fund to support initiatives that are working to scale projects and enterprise that restore natural habitats that also enhance resilience to climate impact.
- Seek out partnerships that maximise co-benefits of nature-based action such as more resilient rural economies, social outcomes and food security.
- Build relationships and projects with Mana Whenua and Hapu for land and water based ecosystem restoration

# 5

## Organisations become carbon neutral - A focus on funders

### AIMS

Community Trusts achieve net neutral emissions

### PRINCIPLES

Demonstrate leadership

Use behavior change theory as a foundation for action

Be open about efforts, share the organisations journey and learning

Experiment with multiple approaches

Prioritise action that will result in the largest emissions reductions first

### APPROACHES

**1. Demonstrate commitment and leadership**

**2. Accelerate the move towards lower emission investments**

**3. Create an organisational roadmap to reduce emissions**

## Funders show leaders in carbon transition



### FUNDER COMMITMENT ON CLIMATE CHANGE

Sixty eight funders based in the UK have signed a collective commitment to recognise the important role of funders, and to commit to action and reporting.



We, the undersigned charitable foundations, recognise that the growing climate emergency is a serious risk to the pursuit of our charitable aims. All foundations, whatever our charitable mission and field of expertise, can play a part in addressing the causes of climate change and supporting adaptation to its effects.

[Funders Commitment on Climate Change Year One Report](#), April 2021  
[Esmee Fairbairn Update Report](#), 2020

- 1. EDUCATE AND LEARN**  
Educate and learn about climate change impacts and solutions
- 2. COMMIT RESOURCES**  
Commit resources to tackling and adapting to climate change impacts
- 3. INTEGRATE**  
Integrate climate considerations within existing programmes
- 4. STEWARD INVESTMENTS**  
Steward investments for a post carbon future
- 5. DECARBONISE OPERATIONS**  
Ambitious action to minimise the carbon footprint of operations
- 6. REPORT ON PROGRESS**  
Annual reporting against goals



Opportunity for collaboration:

## A shared public commitment to action

### COLLECTIVE COMMITMENT

A demonstration to other funders and the community as a whole. A collective commitment can show to others what is important and create shared accountability.

A common framework, with flexibility to set individual action plans, would ensure that this can be inclusive enough to involve Trusts of different sizes and stages.

Annual accountability reporting (centralised) can also provide transparency about progress made against those plans. Over time the requirements may become more prescriptive.

## NEWS

### New report shows funders' commitment to tackling climate change in year of COP26

22 April 2021

## Funders show leaders in low carbon investments

### Charities Responsible Investment Network

Charities supporting one another to align their investment with their missions

In the UK, Charities have over £115 billion invested. This means they can be a huge catalyst for change. By investing responsibly charities can align their money with their missions and further their charitable objectives. Network members gain:

- One-to-one support on responsible investment;
- Peer learning and networking;
- Detailed and digestible research on emerging responsible investment themes and about asset manager performance;

[Share Action](#), network managers, a charity building a movement for responsible investment

The network supports charities to:



#### NETWORK

Achieve positive, cost effective change by working collaboratively and developing and sharing best practice.



#### LEARN

Draw on bespoke research to develop skills and knowledge as responsible investors.



#### ADVOCATE

Engage with investee companies, investment managers and policy makers on a range of environmental, social and governance issues.

#### Current members

Baring Foundation  
Barrow Cadbury Trust  
Esmée Fairbairn Foundation  
Friends Provident Foundation  
Guy's & St. Thomas' Foundation  
Jesuits in Britain  
John Ellerman Foundation  
Joseph Rowntree Charitable Trust  
Trust for London

Joseph Rowntree Foundation  
Lankelly Chase Foundation  
Nuffield Foundation  
Paul Hamlyn Foundation  
Polden-Puckham Foundation  
Royal College of Nursing  
Save the Children  
The Health Foundation  
Thirty Percy  
WWF UK

## Funders show leaders in low carbon investments



Charity SRI is a joint initiative between the EIRIS Foundation - a charity working in the area of responsible investment - and UK Sustainable Investment.

It provides information, advice, online training and events for charities and charity trustees, charity supporters and charity fund managers and advisers.

“The number of charities interested in adopting Responsible investment is growing. 55% of large charities in the UK already have a Responsible Investment policy. These and other charities need help in accessing investment advice and investment management services.”

[Charity SRI](#); [EIRIS Foundation](#)

### NGO Roundtable Forum - Taxation and Responsible Investment

Friday 24 November

Christian Aid and investors' responsibility community

A summary please [click](#)

### NGO Roundtable Forum - Land, Food and Agriculture: challenges and opportunities for responsible investors in agribusiness

Wednesday 14 November

Oxfam, in association with investors to freely discuss their approach to investment

Discussion explored: the importance for sustainable principles and standards of current practice.

### What's right for your charity?

Please answer the questions below to receive tailored information relevant to your situation:

#### 1. Type of charity.

- Campaigning
- Grant Maker
- Membership
- Representation
- Service-provision

#### 2. Size of investment assets.

- Less than £25,000
- £25,000 to £250,000
- £250,000 to £2.5million
- Over £2.5million



Opportunity for collaboration:

## Accelerate the move to lower emission investments

### CHARITY INVESTMENTS

Community Trusts have investment assets of around \$3.7B. Charities in New Zealand have an endowment and investment asset base of more than \$20B. 85% of which is concentrated in 15% of organisations in the charitable sector.

Collective leadership in responsible investing in the charitable sector - that supports and builds networks and capacity - to transition to Net Neutral targets would have an outsized impact.

Actions may include:

- Partner with Responsible Investment specialists to provide information, advice, online training and events for charities and charity trustees and charity fund managers and advisers.
- Share expert resource, and learning from emerging practice, of moving investments further toward net neutral portfolios. This includes key questions for investment advisors, expectations of tradeoffs and timelines etc.

# A funders roadmap for carbon reduction

## A SCAN OF INTERNATIONAL FUNDERS

A scan was carried out of 75 websites. Funders had a range of focus areas, size and included corporate, community foundations and endowment trusts.

Only three were found to report GHG emissions with one further funder emissions covered by GHG reporting of the parent company.

Two foundations report on emissions from investments. These are narrative reports due to inconsistent measurement by fund managers.

The most developed practices by funders are climate funding, followed by sustainability policy (e.g. travel) and investment policy. No funders were found to have targets for net neutral operational emissions.

Those that have signed the Funders Commitment on Climate Change have a more holistic approach to climate, but many remain at early stages.

An open access resource hub was created with links to the funds, sustainability policies and investment strategies.

[Link to hub of resources](#)

The screenshot displays the 'Philanthropic Action on Climate' website, which is a resource hub for funders. The page features a grid of 12 funder profiles, each with a title, logo, and a brief description of their climate-related activities. The funders listed include:

- Climate Change Statements: Third Percy
- Investment Approach Inc. climate: Paul Hamlyn Foundation
- Funders Emissions Reports: The David and Lucile Packard Foundation, The William and Flora Hewlett Foundation, Hewlett Foundation
- Climate Progress Reports: The Joseph Rowntree Foundation, Monrovia Carbon Pledge Disclosure 2019/20
- Sustainability Policy: Joseph Rowntree Foundation, JRF Sustainability Policy, Foundation Scotland
- Community Participation: Vital Signs: Climate and Community, Vital Signs 2021, Big Climate Conversations Impact Partners and Scottish Government, Living Wage
- Other funders shown: Balgrave Trust, Guy's and St. Thomas Foundation, Sam Worth Foundation, The National Lottery Community Fund, Acadia, and the Environmental Stewardship Foundation.

## A funders roadmap for carbon reduction

### INCREMENTAL CHANGE AND STALLED EFFORTS

It was observed that sustainability efforts in the charity sector overseas dating back to the early 2000s. The UK Charity Commission published guidance in 2012.

These didn't get traction. Leaders change, or strategies shift, and climate action and emissions reduction are deprioritised.

There have been examples of measurement of emissions by funders. They were one-off measures, and action lost momentum.

Primarily this is because action was not seen to have active senior leader support, efforts became isolated with responsibility falling on a single member of staff.

Large scale, sustained change needs a movement with multiple efforts, not one-off initiatives.

This applies equally to trusts and to community organisations.

Climate and emissions reduction needs to become ubiquitous in the spaces where organisations operate - at conferences, in capacity building programmes and embedded in sector guidance, as well as in grant-making processes.

Information and toolkits are needed, but alone will not work.

# For behaviour change to happen there needs to be both *motivation* and *ability* to act

## MOTIVATION

To shift motivation needs change at a social, personal and structural level.

1. Make it the default
2. Make it what they want to do
3. Make it the norm

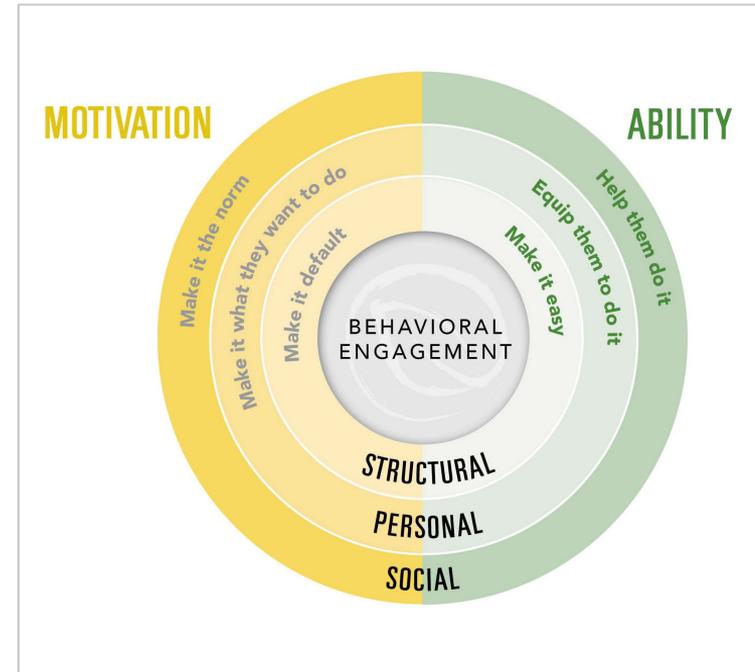
This includes the norms, incentives and disincentives, and the social signals in networks.

## ABILITY

Ability is about having the personal skill, access to the right resources and information, organisational and social support for action.

1. Make it easy
2. Equip them to do it
3. Help them to do it

This model applies equally to funders and community sector organisations.



## Influencing behaviour change

### PERSONAL MOTIVATION

Leaders can increase this by linking action to employees' existing values through experience and moving stories.

### SOCIAL MOTIVATION

Increase motivation with social signals - positive and negative. Normalising the conversations and behaviours in networks. Formal and informal leaders recognise and reward action.

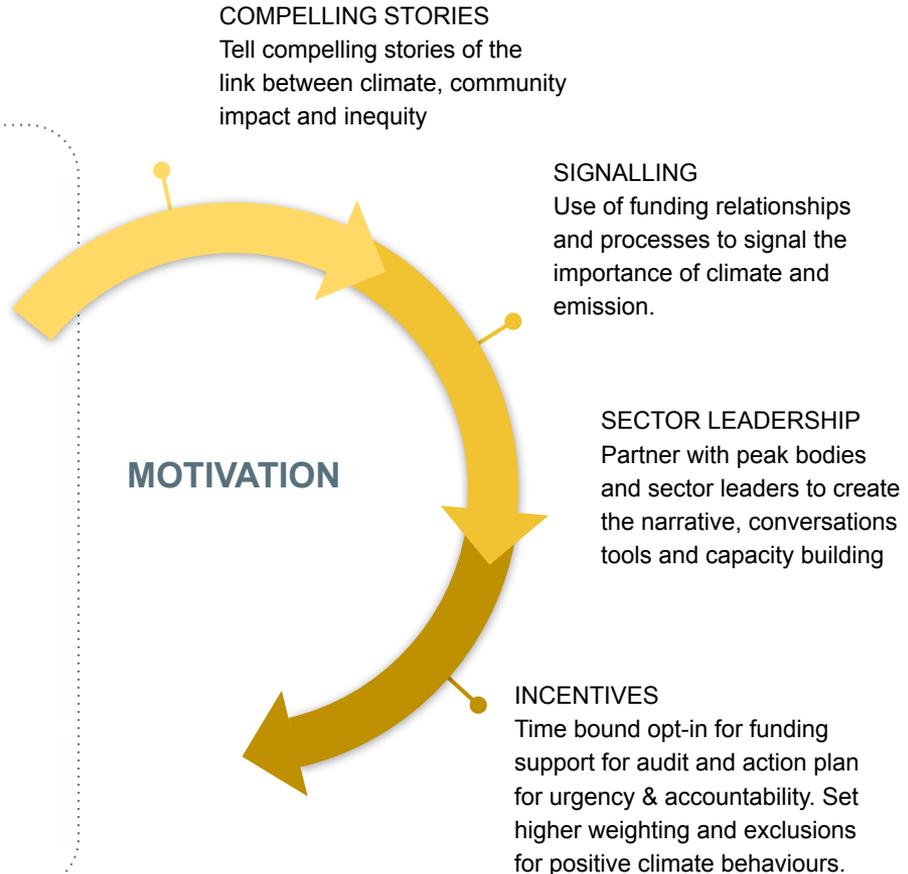
### STRUCTURAL MOTIVATION

Incentive systems support efforts on emissions reduction.

**INCENTIVES** Rewards the climate positive behaviours. This may include additional resources, special funding calls for or public recognition.

**DISINCENTIVES** Build in exclusions or give lower weight to negative behaviours such as high emitting vehicles.

## MOTIVATION



### COMPELLING STORIES

Tell compelling stories of the link between climate, community impact and inequity

### SIGNALLING

Use of funding relationships and processes to signal the importance of climate and emission.

### SECTOR LEADERSHIP

Partner with peak bodies and sector leaders to create the narrative, conversations tools and capacity building

### INCENTIVES

Time bound opt-in for funding support for audit and action plan for urgency & accountability. Set higher weighting and exclusions for positive climate behaviours.

## Influencing behaviour change

### PERSONAL ABILITY

Build understanding and teach skills

### SOCIAL ABILITY

Create supportive teams and networks that increase collective efficacy. Internal and external communities of practice.

### STRUCTURAL ABILITY

The power of the environment to make it easier. For example, simply providing the resource to make an implement a plan.

## ABILITY

### TAILORED INFORMATION

Support to understand the impact in each sector and a bank of policies and stories about how they work in practice

### FACILITATION SUPPORT

Facilitation to have the governance, strategy and operational conversations to make organisation-wide commitments to action

### SKILLS DEVELOPMENT

From trustees to CEOs, employees / volunteers each needs to understand and feel confident in their skills to make change happen

### RESOURCE

The people resource (internal and external) to lead the process (audits, plan and change process) and to financial resource (grants and loans) to fund implementation.



Opportunity for collaboration:

## Create an funders roadmap for net neutral

### CREATE A COMMON ROADMAP

The operations of Community Trusts are reasonable consistent. It would be efficient to engage advice that can be applied and adopted by many community trusts and funders.

Some emissions reductions measures will need to be adapted to context. For example, how to create travel policies that balance stakeholder engagement with remote communities, with emissions reductions. A carbon calculator that suits the size and operations of funders.

A project with shared advice, and to develop common frameworks and policies (aligned to a public commitment) would accelerate the journey to net neutral by Trusts, and other funders.

Actions may include:

- Engage a carbon professional to develop:
  - (1) A common calculator and methodology
  - (2) A common reporting framework
  - (3) A common suite of policies for operational emissions reductions
- Group workshops for staff to learning about organisational change efforts
- Create a green champions network for leaders within funders
- Host climate and emissions conversations at sector conferences

# 5

## Organisations become carbon neutral - A focus on community organisations

### AIMS

Community Organisations achieve net neutral emissions

### PRINCIPLES

Support organisations to show leadership

Prioritise action that will result in the largest emissions reductions first

Use behavior change theory as a foundation for action

Experiment with multiple approaches

Take sector specific action where this will create greatest movement

### APPROACHES

- 1. Shift the funding environment**
- 2. Support organisations with highest emissions to transition to carbon neutral**
- 3. Cascade learning through the wider community**
- 4. Influence behaviour through grant policy and processes**



Opportunity for collaboration:

## Shift the funding environment

### REVIEW FUNDING TO REMOVE BARRIERS

Organisations experience a number of barriers in the funding environment that make it less likely they will make emissions reductions.

One year funding terms brings financial uncertainty and management of multiple funders leads to heavy administrative burden on stretched organisations.

Additionally, the types of funding that are provided are not often aligned with the types of funding that would be needed to make emissions reductions e.g. capital investment in building or vehicles. Or a strong assets based (such as buildings) would make it less likely that funders will provide funding.

Actions may include:

- Multi-year funding agreements
- Encouragement, through funding and support, to consolidate organisations from sharing back office functions to mergers
- Align funding and reports between Trusts where multiple Community Trusts fund the same organisation.
- Review funding policies to ensure that items that have long term benefits (ROI) and emissions reductions are included in scope for funding.

## Funders support to Community Organisations



The National Lottery Community Fund has a 100 million pound Climate Action Fund. They have also committed to support organisations to reduce emissions in the operating plan.

They intend to test, develop and adopt initiatives to drive improved environmental outcome but these efforts are at early stages of development.

[National Lottery Community Fund](#)

We challenge and support grant holders to improve environmental performance.

- Full rollout of Climate Action Fund with at least 50% budget committed by 2023.
- Test, develop and adopt effective mechanisms for driving improved environmental performance in funded organisations.
- Increased collaboration with other funders and organisations, which strengthens links between funders and projects engaged in environmental action.
- Our role as a significant funder of community environmental action is more widely recognised and we actively champion the role of communities in taking positive climate action.

# Funders support to Community Organisations



## CITY BRIDGE TRUST

Environmental responsibility is one of City Bridge Trust's core values. It recognises 'society's dependence on vulnerable natural systems, and dwindling global resource.'

The Trust covers the costs of an Eco-audit provided by approved consultants. The Eco-audit varies by size and nature of an organisation and is likely to include:

- visit to premises, with discussion with chief executive, staff and trustees
- review of energy and water use, waste, travel and purchasing practices
- review policies and awareness-raising, training and/or eco-tip workshop for staff and/or volunteers
- a follow-up visit after a year to help maintain momentum and produce a 1-year impact measurement.

## Analysis

### Carbon Footprint

The CO<sub>2</sub> emissions per square meter according to the figures supplied are 118 kg/sq m.

As it is an air-conditioned open plan office, this means it is a Type Three building under the CIBSE designations for which good practice emissions are 85 kg/sq m.

**Thus current emissions are nearly 40% above best-practice. It is 174% higher than good practice for non air-conditioned offices!**

The good news is that transport and flights contribute almost zero CO<sub>2</sub> to your overall energy carbon footprint and so very little attention is needed in both these areas, unlike for many other organisations, for which these pose a major challenge.

The sections of the report below on heating, air-conditioning and electricity use will help move the building towards best practice.

### Paper

Paper consumption of 80,000 sheets per year is the equivalent of 9 trees. Thus **by using recycled paper you save nine trees each year.**

It also saves approximately 0.5 tonnes of CO<sub>2</sub> as recycled paper emissions on average are about 40% less than virgin paper.

### Waste

Whilst a recycling system is already in place, we were not able to measure its success, due to no data being available on how much recycled and non-recycled waste is being disposed of each week. This data is needed to determine where VAI record is in relation to national recycled rate, which is currently 40%.

It would be useful if you could come to some agreement with your cleaner contractors for a simple record to be kept, so that this can be calculated in future years.

Electricity use: 180,000 Kwh

Gas:

Premises Energy Carbon Fo

Estimated Area covered by V

**CO<sub>2</sub> /sq meter**

Mileage:

(None reported - No compar

Flights:

**Energy carbon footprint:**

**Per full-time employee (30**

Mains water consumption

(included in rent)

Annual photocopying paper

% photocopying paper made

recycled paper

Non-recycled waste:

Recycled waste:

(Therefore from reported figures n/a % recycling rate achieved.)

**Annual Utility Bills**

Electricity £21,000

## Funders support to Community Organisations

### Julie's Bicycle

CREATIVE • CLIMATE • ACTION

Julie's Bicycle supports the arts and culture to:

- Become net zero carbon and restore nature.
- Inspire public action on climate and ecology.
- Champion environmental justice and fairness.

#### ACCELERATOR PROGRAMME

Funded by Arts Council England the Accelerator is a cultural sector support programme that cultivates the skills, knowledge and aptitudes for environmental action. It helps organisations embed sustainable practice through training, peer exchange and mentoring from Julie's Bicycle and other leading experts in the field.

[Julie's Bicycle](#)



Chiara Badiali  
Project Manager, Julie's Bicycle

1. Direct support for environmental impact management
2. Research, resources and guides inc. free carbon measurement calculators for creative NGOs and companies
3. Support for sustainable business model creation and innovation
4. Leadership through positive story telling, events, creative green certification

## The community sector adoption of sustainability mirrors the adoption of other innovations



### Innovators

Are risk takers who have the motivation and ability to try new things, even if they fail

**Environmental groups**

### Early Adopters

Are selective about what they adopt. They know the latest developments and are seen as leaders.

**Environmental groups**

### Early Majority

Take their time and are willing to embrace new practices if they understand how it fits with their strategy /business

**'Motivated' cluster - 50%**

### Late Majority

Adopt in reaction to peer pressure, emerging norms, or necessity. Uncertainty must be resolved before they adopt.

**'Willing' and 'Uncertain' clusters - 40%**

### Laggards

Are traditional or unmotivated for action and/or don't have the ability to make changes

**Low Priority cluster - 10%**



Opportunity for collaboration:

## Support 'motivated' organisations with highest emissions to transition to carbon neutral



The 'Motivated' cluster of community organisation can be considered as the Early Majority.

Select for larger organisations that have buildings, accommodation, vehicle fleets etc. and have control of assets to make reductions.

Actions may include:

- A multifaceted prototype to enhance motivation and ability to act to reduce carbon emissions
- Start with organisations that can be exemplars for emissions reduction and:
  - Have a CEO climate Champion
  - Are sector leaders with influence in their networks
  - Have a blend of operations and investments

