

*“These Are the
Tools that You
Can Carry
with You:”*

A Mid-Term Review of the **Climate Justice Resilience Fund**

By

Colleen McGinn and Chris Allan, ISET International

With

David Gordon, Mizan Khan, and Violet Matiru

September 2020

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The authors would like to thank Mia Chung, Thanh Ngo, and Atalie Pestalozzi for graphic design and editing support.

Published by

Institute for Social and Environmental Transition-International. Boulder, USA

Citation

McGinn, C., Allan, C., Gordon, D., Khan, M., Matiru, V. (2020). *“These Are the Tools that You Can Carry with You:” Mid-Term Review of the Climate Justice Resilience Fund*. Institute for Social and Environmental Transition-International.

Cover Photo

Borana Naming Ceremony courtesy of Dida Ali Ibrahim, Strategies for Northern Development (Kenya)

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Image courtesy of Mokhles Rahman, CNRS

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Executive Summary

The Climate Justice Resilience Fund (CJRF) is a new and innovative endeavor which seeks to support climate justice and resilience. Initiatives are selected to **catalyze integrated and nuanced approaches to climate resilience, and to build movements and leaders.**

This mid-term review was commissioned to assess its efforts and achievements to date. While it is too early to assess the full impact of CJRF's grantmaking, the evidence clearly demonstrates positive early results. **CJRF has a compelling and innovative portfolio,** and its grantmaking finances **promising initiatives** at local and international levels. There are signals of both initial impact and potentially significant contribution toward long-term, sustainable change.

This mid-term review is built upon qualitative reflection, harvesting of stories elicited through a series of in-depth narrative interviews, document review, zoom-roundtable discussions with diverse participants, and a stakeholder survey. The review specifically explores:

- The strategy and grantmaking processes that the Fund established to support its work; and
- Emerging results of grantee work supported by CJRF to date, especially related to community empowerment, advocacy, resilience solutions, policies, and funding priorities.

CJRF's portfolio strategy has been most successful when it finances community-driven (not just community-based) approaches and advocacy at local to international levels. Intellectually, the portfolio strategy is compelling. CJRF pursues a synthesis of local-level solutions in key climate-vulnerable sectors; shifts critical concerns from the periphery to the center; acts on intersectionality; and infuses technical questions and service delivery with advocacy which addresses underlying drivers of climate vulnerability. **CJRF is to be especially commended for bypassing a prosaic path focused on "fool's gold" technical solutions that so much climate resilience work promotes in favor of developing leaders, building movements, and pursuing transformational change at the local level.** For example, in Bangladesh CNRS physically extended a network freshwater canals to better reach poor people *and* confronted local elites who were diverting water to plantations. Indeed, it can be argued that **CJRF's unique role is to demonstrate that integrated approaches lie at the heart of climate resilience and justice.**

Programmatically, there is an opportunity to address gaps, including advocacy targets, bridging local-level programming with national/global policy and praxis, and contributing to a global evidence base on rights-based climate action. For example, the CJRF supports several CSOs engaging in successful global advocacy aimed at the Green Climate Fund (GCF), but there is potential to further magnify impact by ensuring that GCF's new, progressive policies are fully implemented by the projects and partners that it funds at local and national levels.

On an operational level, **CJRF has outgrown some policies and procedures** that were inherited from the Oak Foundation and/or were suitable for a start-up pilot, but are

less fit for a maturing, independent Fund. CJRF's original mandate (which included pro-active outreach to the philanthropy community) was scaled back to focus on good grantmaking. This was justifiable given resource constraints, and enabled the small CJRF team to focus on – and successfully carry out – its core purpose. The time may now have come for CJRF to **re-visit its niche in the funding landscape**, and more strategically pursue influence on the global stage through knowledge generation and outreach to peers. If the Fund is to be influential among climate actors, it should raise its visibility in cutting-edge debates, such as what effective climate resilience programming looks like through a justice lens.

Our overarching conclusion is that **CJRF is to be commended for crafting a thoughtful, ambitious portfolio of meaningful grants which demonstrate emerging results within a short timeframe.** CJRF's small, committed team consistently exhibits insight and commitment to not just the what (i.e., funding projects which deliver results), but the how (i.e., empowering grassroots action and marginalized constituencies). **CJRF's underlying strategy is sound, and effectively guides funding the “right mix” of advocacy, development interventions, and empowerment while putting marginalized people at the forefront.** Despite some missteps along the way, **CJRF's portfolio is full of powerful stories** which reflect the Fund's strategy. Going forward there is opportunity for further strengthening.

Our key recommendations are:

- CJRF's grantmaking strategy is compelling, and is being effectively implemented. It would be strengthened by **a fundamental revisiting of what is meant by both climate resilience and climate justice.** Some of the original premises that inspired CJRF have become dated, while other topics are ascendant. There is rising global interest about what practical climate resilience action looks like through a justice lens. CJRF has the potential to influence this debate, but regretfully is not yet fully engaged.
- CJRF is **innovative** in its commitment to realizing local-level systems change through **funding the “right mix” of projects, advocacy, and constituent**

empowerment. It should continue to invest in this pathway.

- CJRF recognizes **advocacy** as a key component. However, there are missed strategic opportunities, including effectively bridging advocacy across levels, targets, and actors, as well as for CJRF to directly advocate to its climate finance peers. Investing in **knowledge generation** would advance CJRF's ability to influence policy and praxis more widely.
- **CJRF's operations and influence would be enhanced by greater regional presence, participatory approaches to M&E, and knowledge generation** that aims to inform climate action globally.
- **CJRF's grantmaking processes are smooth, satisfactory, and**

appreciated by its partners.

There are nevertheless some opportunities for improvement, including transparency, monitoring, exploring more participatory grantmaking approaches, and making entry to CJRF less dependent on individual interactions.

- Now that CJRF has established itself in terms of grantmaking, **the time is ripe for CJRF to reconsider its niche in the donor landscape, and how to influence climate action.**
- As stakeholders consider a potential second phase for CJRF, **a more inclusive decision-making structure** would enhance participation by potential grantee partners.

Photo courtesy of Dida Ali Ibrahim, Strategies for Northern Development, a partner of CJRF's global grantee the Pawanka Fund. SND has Indigenous leadership, and works with pastoralists around such topics as peace building, access to information, drought, and linking traditional and modern knowledge approaches to monitoring the weather. Dida's story can be found in Annex III.



1 Introduction & Approach

The Climate Justice Resilience Fund (CJRF, or the Fund) is at the half-way mark for its initial six-year phase. CJRF commissioned this mid-term review to take stock of its efforts and achievements to date. This review specifically explores:

- The strategy and grantmaking processes that the Fund established to support its work; and
- Emerging results of grantee work supported by CJRF to date, especially related to community empowerment, advocacy, resilience solutions, policies, and funding priorities.

The evaluation explores the following topics:

OVERALL EFFECTIVENESS (RESULTS) QUESTIONS

- Changes in Key Actors
- Systems-level Change
- CJRF Contribution

SPECIFIC STRATEGIES

- Constituent Empowerment
- Local Solutions
- Advocacy
- Portfolio Mix
- Geographic Scope

GRANTMAKING PROCESS

- Grantee Selection
- Non-financial Support
- Adaptive Management

This paper presents the overall findings from this evaluation. It is based on an extensive round of in-depth interviews with grantees, community representatives, staff, and Review Board members, supplemented by a follow-up round of in-depth narratives and roundtables with a subsample of grantees and community representatives, document review, and a survey of grantees. The results were interpreted by a team of climate change evaluation experts. The methodology is detailed in Appendix 1.

2 Evaluation Findings

Constituent Empowerment

CJRF seeks to realize its vision and commitment for climate justice by directly funding vulnerable *constituencies*, namely women, youth, and Indigenous Peoples. CJRF’s strategy concerns not only *what* to fund (i.e., innovative and effective projects that deliver results), but *who*. It partners with those who are most harmed by climate change, and centers crafting resilience solutions with empowerment and

leadership development. The evidence collected for this evaluation selected accordingly. The grantees’ narratives that they are not simply passive recipients of aid, and confirm that projects and organizations have been selected thoughtfully and with awareness about how to fund constituencies in ways that put them in the driver’s seat. As one grantee explained, “What CJRF’s investment did is help us take on a particular piece of the work that we had wanted to do for a while. For us it’s not capacity building, it’s actually

building constituency and coalition and expanding the movement.” The interviewee added that interaction with CJRF has been much more collaborative and respectful than with most donor and INGO partners. “And it’s not just the language they use, it’s the way they treat us. You know, we’re not a project.” There are compelling examples across CJRF’s geographically diverse portfolio, for example, which build upon Indigenous knowledge and highlight its role in strengthening climate resilience.

FIGURE 1
PORTFOLIO UPDATE: GRANTS SORTED BY CONSTITUENT





Photo of camel caravan event to raise awareness about restoring and protecting the Ewaso Nyiro River. Image courtesy of David Silakan, IMPACT. His story can be found in Annex III.

CJRF has intentionally selected projects which address underlying drivers of marginalization, instead of simply delivering beneficial services. CJRF's success in empowering its core constituencies has been by equipping them to achieve systems change by addressing (and sometimes confronting) justice and advocacy issues at the *local* level. This is especially clear when observing the portfolio as a whole; while there are individual partners who specialize in a specific approach (e.g., advocacy or access to information on a particular key topic, or extending agricultural extension services to an especially vulnerable group), others address the complex intersection of issues that face people, including marginalization due to gender, ethnicity, or age. The portfolio as a whole reflects a thoughtful mix of *peoples* and *strategies* as well as projects.

“

We develop programs that are geared towards resiliency and empowering young people to take steps in their own lives to achieve the goals that they want to achieve. We are seeking to broker relationships and offer interventions for young people to be able to access all the things that they deserve. Land-based teachings can support identity development and healing mechanisms. One is a sort of collection of ceremonial items that you might carry with you throughout your life, **these are tools that you can carry with you**. One thing is about climate, but another thing is about sickness. There are traditional teachings about great sicknesses that we're experiencing globally right now. We've been having conversations about a sickness as a result of climate change and as a result of essentially nature striking back. There's a process through our lives that follows a cycle, and at times we need to let go of things. And when we think about something like a global pandemic, this isn't the first time it's happened. This is also a process of cleansing, for rebirth.”*

* Long quotes in this report (including annexes) have been edited for flow and brevity.

“

We don't need an intermediary.

What we need are allies who don't mistake their role for our role, and don't represent us in ways that are not us. I'll say it to all of their credit: CJRF listened to some pretty painful conversations, and listened to the ways that we were challenging things. I heard Heather saying some things in public about what works and what doesn't when partnering with grassroots. And I could tell she wasn't just parroting what we'd said, she was actually internalizing the gap between our expectations and their expectations, and what it takes to actually stage the sorts of conversations that gets us to where we want to go.”

CJRF's partner CNRS works to enhance access to freshwater by subsistence farmers affected in increasing salinity. His story can be found in Annex III.

CJRF is also clearly willing to fund groups and people who are approaching climate change in their own ways. By prioritizing intersectionality over business-as-usual, CJRF recognizes that matters such as access to legal justice, supporting positive identity, and reducing suicide may be just as critical to being resilient to climate change as scaling up and out a new (or old) rice varietal. Rather than simply echoing a global best practice document or conforming to some present notion of how to respond, many grantees are exploring the 'brave new world' of climate change on their own terms, in a thoughtful but experimental way. That exploration often involves renewing traditional practices and relationships. Indigenous grantees in particular cited the value of redefining

the whole issue in terms of their relationship to the land and how their identities are linked to that; Pawanka, the Global Greengrants Fund, and MakeWay (previously Tides Canada) all serve as examples. This experimentation is key to devising resiliency projects, because climate change is a *new* problem, and thus the global body of practice is emergent and uncertain. Indeed, this intersectionality is one way in which CJRF is piloting innovation.

Overall, CJRF is realizing both its strategy and its core values through funding the “right” people, but there are also some examples of missteps in this regard. One example is of a women's rights community center that broadened its mandate to include climate resilience and community justice. It has now been



stretched too thin and consequently diluted its focus on women and girls. Another illustrative example concerns an inappropriate sub-granting arrangement in which several diverse organizations were grouped together under a single grant at CJRF's request. This was very much a marriage of convenience for CJRF, and one which has indeed been more efficient from an administrative

perspective. There have been no problems in executing either the single contract, implementing the diverse projects, or the relationships between the primary and sub grantees. The problem lies in the fact that an organization that represents a marginalized constituency which has been explicitly fighting for its own seat at the table was abruptly and arbitrarily placed under a 'higher-

capacity' organization which does not represent – or even partner – with them. In another case, a single women-led organization felt pressured to 'carry' gender the entire coalition. These examples suggest that CJRF can improve sensitivity and consultation with partners, especially with those who truly represent core constituencies.

CJRF's overarching strategy and thinking would be further strengthened by a fundamental revisiting and external engagement on what is meant by both climate resilience and climate justice, and how they distinguish from each other. The ambiguity is in the name – Climate Justice Resilience Fund – which places climate justice and resilience together when the two concepts are quite distinct. Some of the original premises that inspired the focus on these terms have become dated. Globally, climate resilience is widely embraced as a central pillar of global climate action; it no longer needs special attention in global climate discussions. Climate justice represents an even thornier question for CJRF, insofar as there appears to be some confusion and disconnect on this front among some stakeholders. Some suggest that CJRF is breaking new ground insofar as climate justice is a mitigation issue. This may be true among certain audiences, but globally that is not at all the case. Globally, there is considerable uncertainty about what climate resilience action looks like through a justice lens. The question of how climate justice transforms climate resilience policy and praxis is a compelling topic that CJRF is poised to influence, but with which it regretfully is not yet fully engaged.

Local Solutions

CJRF's stated pillars of work include a commitment to local initiatives, and the narrative data demonstrates that CJRF indeed finances projects and organizations which meaningfully address local solutions. One of the ways in which CJRF is distinctive is that it seeks to fund local initiatives that deliver results in light of the local context, without being preoccupied with 'scaling up and out' technical solutions. Indeed, many of the CJRF stakeholders are frustrated with 'technical' solutions and aspire for *synergies*. In some cases knowledge exchange can be critical and key, but voices from the field call for contextualizing and tailoring solutions on their own terms. Given that 'scaling up' is one of CJRF's three explicit grantmaking objectives, it may be useful for CJRF to sharpen its definition of what that means, and what kind of scaling up it aims to pursue¹. Indeed, scaling up is not necessarily promotion of a technique; it can refer to creating political space to ensure sustainability or wider adoption of an approach; broadening the functions or elements of an intervention; or creating an organizational framework or network to facilitate learning.

CJRF's local initiatives are learning examples within a particular context or population. They have been most effective when they are connected with systems change *at the local level*, which may include

disseminating good practice across a particular locale, ecosystem, or population. As one said,



It's not about the specific activities you do, it's the mix and intersection of activities that conveys resilience. What sometimes isn't on the radar for [other funders] is the power dimension, and what it takes to empower women is sometimes pretty radical. Even more so for Indigenous People. There's not a lot of public sector money that supports movement building, but it's really key."

Technical interventions and 'typical' development work should not be seen as incompatible with empowering constituents. Indeed, many CJRF projects include interventions that have been funded by other donors for many years, including climate-smart agricultural techniques and support to pastoralism. In these cases CJRF's value added may be in infusing intersectionality or advocacy

into more classic technical interventions, especially when larger NGOs and donors have failed to do so effectively. These workstreams can be strengthened by better connecting them to international best practice if a strong evidence base already exists. Building bridges with established development institutions would also be an opportunity to explore under what conditions international 'best practice' works. At the same time, as the CJRF portfolio matures it may be useful to partner with technical/research institutions and development partners to explore whether, how, and under what conditions CJRF-funded partners' interventions are ripe for uptake by others. Moreover, building relationships with national entities responsible for managing and/or accessing climate finance may be promising.

Constituents voiced similar themes across the globe, including to not transfer *techniques* from one location to another without culturally-informed investigation, while also calling for common *approaches* such as meeting constituents in their own communities, listening to their own concerns, and letting them take the lead on applying, adapting, or rejecting global best practice.

¹ See, for example: Hartmann, A. and Lim, J. (2007). Scaling up: A path to effective development. Available at: https://www.brookings.edu/wp-content/uploads/2016/06/200710_scaling_up_linn.pdf

At a global roundtable, CJRF's grantees emphasized the importance of local initiatives, local solutions, and especially, local benchmarks of *success*. As one argued,

“

We have to be very mindful of and very respectful that success looks different to others. What success looks like to me sitting in a city is completely different than what it would look like in a remote community. So when funders and philanthropists define success, it is not necessarily the same as how local people see it. Success is something that outsiders can't define on their own. The people themselves need to have a say in what that success is for them.”

Indigenous voices and their allies are especially strong on this last point, but by no means unique.

EMERGING RESULTS: LOCAL SOLUTIONS

In Annex III, Carolann Harding from SmartICE tells the story of an innovative technical solution which combines cutting-edge science with traditional Inuit knowledge. This activity monitors disappearing ice sheets in the Canadian Arctic and equips Inuit people with the information they need to safeguard their lives and livelihoods. The technology is too specific to local context and culture to be easily scaled up and out to others, but the *approach* is a model for crafting climate resilience action together with Indigenous Peoples.

Photo courtesy of Carolann Harding. SmartBUOY deployment in Igloolik, Nunavut. The SMARTIce story can be found in Annex 3.



Advocacy

CJRF recognizes advocacy to be a key pathway towards realizing climate resilience and climate justice, and this commitment is reflected across its portfolio. Advocacy is often successfully integrated into many of the funded projects, and there are also stand-alone interventions aimed at advocacy broadly (e.g., Docudox's work to influence climate change policy in Kitui County, Kenya, and how Internews enables access to information in the Bay of Bengal). It is notable that much of the advocacy strategically targets local-level issues for which CSOs are not easily able to fundraise.

With its strong focus on these types of local-level issues, it would be easy to criticize CJRF for insufficiently magnifying grantees' voices at the national and international levels. However, CJRF's niche includes financing local-level advocacy on issues which are overlooked on the global stage, and bringing them to bear in a way that creates an enabling environment. This has led to promising early results, because these projects include work on the wider systems that are at the root of local problems. They also produce local-level victories that would seem inconsequential in any global sense, but are potentially transformational within a community. In one of many examples, an interviewee explained:

“

When we started this process, and especially when we scaled, the local authority sort of went, who are you guys who continually bombard us with questions and comments? So we had to go around to the office and introduce ourselves, which was good. We're a little painful for them, I think it's an interesting dance. Community members now record what happens, so we've got this active record of meetings, and we can show what has and hasn't happened. That was one of the ways we won that court case. And those are massive wins! People don't really know about them. A lot of our advocacy has been trying to push spaces open. We're still pushing hard. It's not easy.”

Some CJRF grantees also target national policy. Examples include CNRS outreach to central government representatives in Bangladesh; IMPACT and its partners taking demands to land registration to the Ministry of Lands and Physical Planning in Nairobi; and the Alaska Institute of Justice (AIJ) engaging the US Senate in both a briefing and written submission. However, there are some notable missed opportunities to bridge local, national, and international opportunities, actors, and targets. There are questions surrounding the role of the 'global grantees' (e.g., those who engage in international advocacy at COP and GCF), and whether CJRF should better support synergies and linkages between them and advocates operating at local or national levels. In some cases grantees perceived (perhaps erroneously) that CJRF had limited interest in doing so, or in partners who especially focus on national or international levels. In short, there is uncertainty about the appropriate role (and funding amount) for 'higher' level advocacy within the CJRF portfolio.

In this regard, certain questions particularly stand out for consideration if CJRF is renewed. The first is to expand finance for the work of global grantees through their own, existent advocacy networks that reach to national or subnational levels. As one explained, “We have been looking into youth organizations, with very clear linkages to the local level. Often they are not reached by standard ways of funding. If you really want to reach other levels and other kinds of change, you have to reach other people. That's very important.”

A specific example is that some global grantees and stakeholders point to glaring funding gaps (by no means exclusive to CJRF) to bridge international, national, and local advocacy aimed at the GCF and other specific global climate institutions. When opportunities overlap with CJRF's own priority regions, there is ample potential to strengthen ties. This is one of several potential avenues to enhance linkages and synergies across grantees and advocacy aims.

CJRF could also pursue advocacy in its own right - not just finance it. It could poise to influence wider climate and development finance landscapes about rights-based approaches to climate resilience policy and praxis, and disseminate key lessons and learnings from its own portfolio with an aim to influence others. CJRF, together with its partners and stakeholders, should develop joint agendas to seed the use of a climate justice analytical lens in resilience programming decisions.

Overall, the kinds of advocacy practiced by CJRF grantees is summarized in the figure below. Most methods of advocacy have been supported, ranging from public education at the bottom left to litigation and coalition building at the top right.



It is true that there are a lot of activities and policy discussion in GCF, but that is like in another world... So what we can try to do is we bring out this information or knowledge and try to spread this information at a local level, and define with these organizations at the local level how they want to engage with the national entities that are part of the GCF structure.”

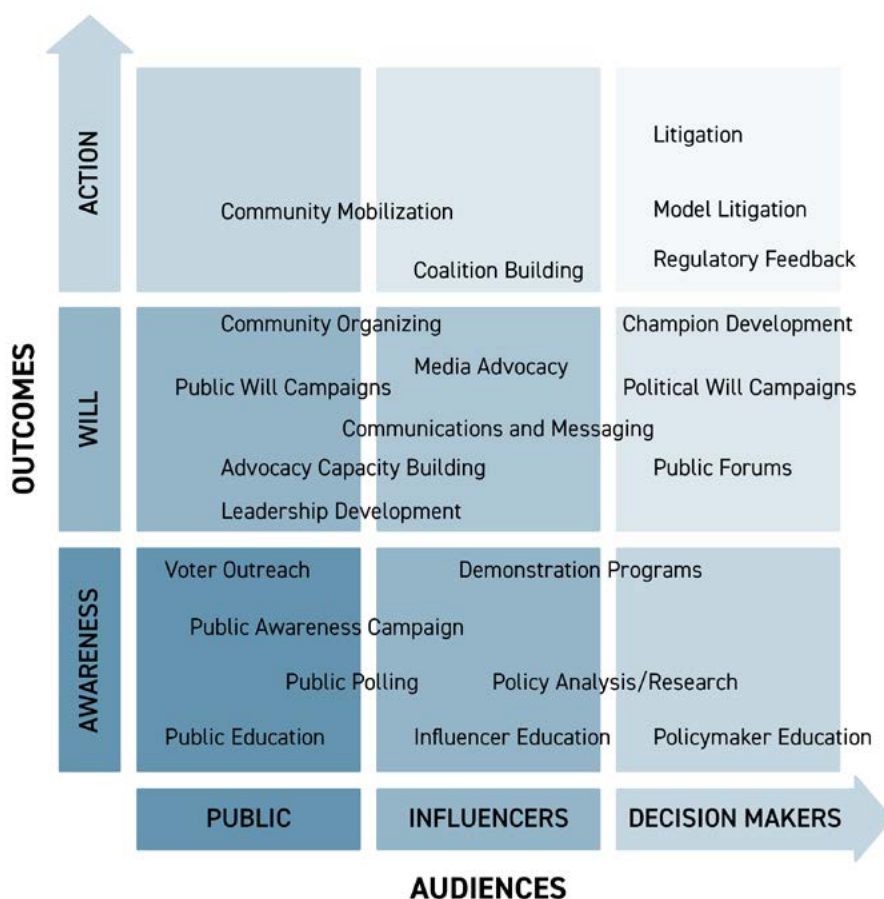


FIGURE 2

CJRF GRANTEES' ADVOCACY AIMS AND TARGETS.

Carlos Martin (Urban Institute) unpublished tabulations. Policy framework from Innovation Network and the Center for Evaluation Innovation.

Portfolio Mix and Geographic Scope

CJRF's grantees are engaged in important resilience-building work. While many projects are still in early stages, they are poised to deliver meaningful results. From a portfolio perspective, however, it is critical to

consider whether CJRF's portfolio is strong, sound, and strategic overall.

CJRF's portfolio is guided primarily by Grantmaking Objectives and Success Factors. These objectives are:

- Support development and implementation of community-driven adaptation and resilience *solutions*;
- Support *advocacy* for community-driven solutions in national and international policy; and
- Support *scale-up* of community-driven solutions through knowledge exchange and influence on global finance.

FIGURE 3
PORTFOLIO UPDATE: NUMBER OF GRANTS BY REGION

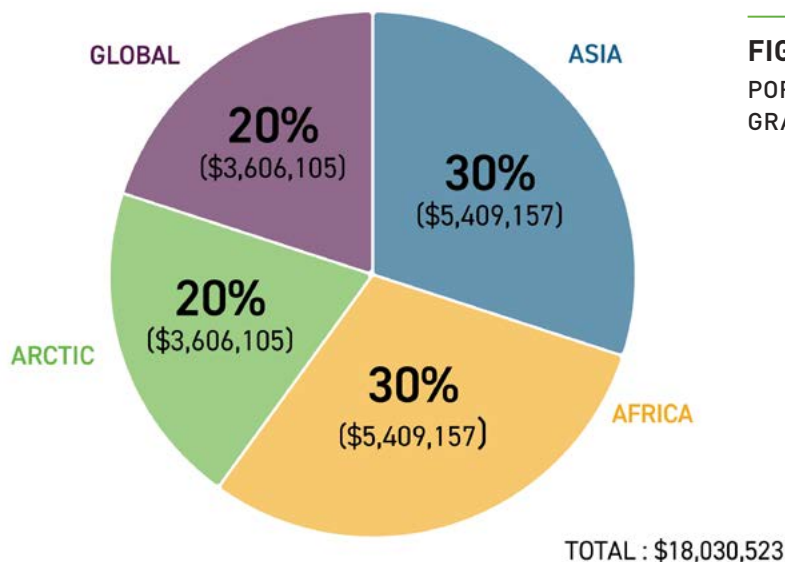
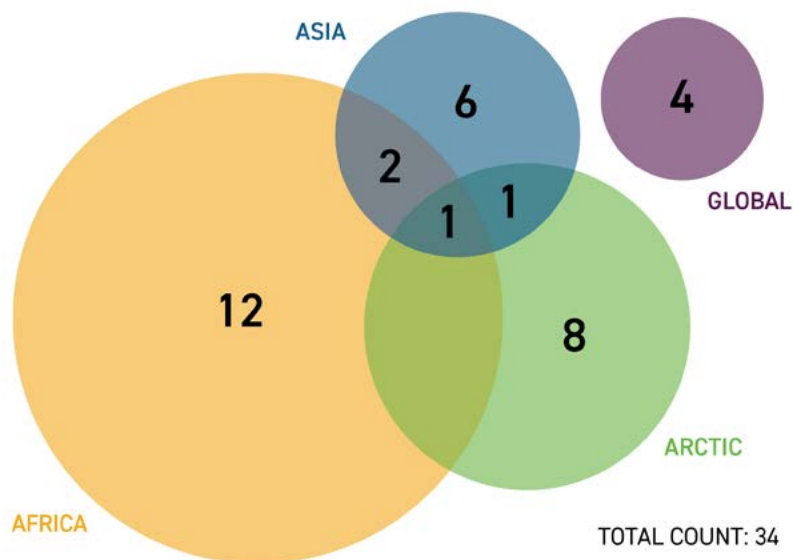


FIGURE 4
PORTFOLIO UPDATE: PROPORTION OF GRANTS BY REGION



Photo of CNRS staff briefing a local advocacy group. CNRS combines tangible projects with hard-hitting local advocacy in the Bay of Bengal. Image courtesy of Mokbles Rahman. His story can be found in Annex 3.

In pursuing these objectives, CJRF’s strategy rests on five pillars of work, four entry points, and three regions. Stakeholders report that the entry points largely serve external communications purposes, and as gatekeepers to keep the range of issues funded to a manageable level. It is the pillars of work and regional balance that are most critical for framing CJRF’s portfolio. The pillars of work frame CJRF’s overall approach (i.e., the how), and the regions frame the where. A consultant’s analysis of the portfolio also identified the following descriptive categories (See Figure 7).

Internal stakeholders generally (but not universally) agree that the existing strategy documents sufficiently articulate CJRF’s strategy, guide thoughtful decision-making, and communicate externally. The aim to scale out has been relatively weak; in *grantmaking* CJRF has emphasized local solutions, whereas scale out was folded into the discontinued effort to engage philanthropy. Going forward, CJRF might revisit what exactly it intends to scale, and devise a strategy for how to do so. In 2018-19 CJRF began engaging in a process to develop a more comprehensive Theory of Change; the process has not yet been completed.² Ultimately, CJRF is a small fund, and does not need a plethora of expansive (and potentially redundant) documents to distill or deliver its aims. The more salient issue is whether the underlying strategy is strong and sound, and enables effective grantmaking and mark CJRF’s place within the wider donor landscape.

² Internal stakeholders consulted for this evaluation have not found the draft Theory of Change to be helpful, since it lacks change pathways and is seen as too simplistic to lend strategic guidance. It may be useful for communications purposes, however.

“

Intellectually, the portfolio strategy is compelling. CJRF is strongest when it pursues a synthesis of local-level solutions in key climate-vulnerable sectors (e.g., water, livelihoods); elevates critical concerns like migration from the periphery to the center of analysis; takes intersectionality seriously and acts accordingly; and infuses technical questions and service delivery with hard-hitting advocacy, including that which addresses marginalization and other underlying drivers of climate vulnerability. CJRF is to be especially commended for bypassing a prosaic path focused on fools-gold “technical” solutions in favor of developing leaders, building movements, and pursuing transformational change at the *local level*. Indeed, it can be argued that CJRF’s unique role is to demonstrate that these lie at the heart of climate resilience and justice.

FIGURE 5

CJRF'S SCALES OF ENGAGEMENT

How: Working from local to global



CJRF further seeks to build linkages with broader efforts of global advocacy, learning, sustainable movement building, and outreach to the European and American philanthropy communities. These latter elements have been perhaps too far a reach for a short-term portfolio of 30 projects worldwide, managed by two individuals. CJRF cannot be comprehensive on all fronts, and recognizing this limitation, it scaled back its ambition in some areas – particularly in engaging philanthropy. Looking forward, there are key questions on whether and how to best consolidate or bolster certain themes or components, with an eye toward long-term impact and sustainability beyond the results delivered by individual grants. These questions include:

- ? Geographic scope
- ? International advocacy
- ? Knowledge generation and external engagement
- ? Climate rationales

Photo courtesy of David Silakan, IMPACT. His story can be found in Annex III.





FIGURE 6
CJRF GEOGRAPHIES

Geographic scope

CJRF cannot be all things in all places, and it indeed makes sense to focus geographically. There is some logic underpinning the choice of the three regions, but frankly not a strong one. Nevertheless, continuity is important to building sustainable and meaningful impact. Each focal region has clearly important climate justice and resilience priorities that need funding and can have globally influential impact. However, convenience and follow-up on some past Oak Foundation commitments appear to have been highly influential factors in choosing the focal regions. Some portfolios are clearly stronger than others and have received more attention from CJRF staff; there is also inconsistency from one region to the next in how the funded projects and partners interact with each other, and come together as a coherent portfolio. There is no consensus among observers, stakeholders, and the evaluation team on whether and how to strategically adjust CJRF's geographic scope. One stakeholder singled out CJRF's East Africa

portfolio as a standout, for example, while another criticized CJRF for prioritizing two countries that are already saturated with donor funding for similar endeavors. (Indeed, the projects may be performing well precisely *because* there are many high capacity NGOs in this region due to longstanding donor interest.) Others point to unmet needs and more strategic opportunity for CJRF elsewhere; small island states and climate migration in Central America are two examples. Some call for greater flexibility to fund especially important individual projects that may fall outside the three regions. Geographic restrictions may prevent other funders from joining the Fund if they prioritize other parts of the world. While it makes sense for direct CJRF investments to continue focusing on these three areas, a less restricted geographic scope would enable other funders to extend the CJRF strategic approach to other parts of the world.

International advocacy

This body of work is important and has delivered some clear wins. As

discussed above, it is also in some cases unnecessarily disconnected from the community-based work. The evaluators strongly endorse CJRF's commitment to funding advocacy *at the local level* as a priority. At the same time, national and international advocacy can and should play a strategic role for CJRF going forward. This evaluation urges CJRF to consider a more intentional, integrated approach.

Knowledge generation and external engagement

This is arguably the most glaring gap in CJRF's portfolio. If CJRF intends to influence other donors and advance the field, it should more deliberately invest in action research which contributes to a global evidence base on what constitutes effective climate resilience action through a justice lens. Indeed, while CJRF is committed to 'scaling up,' its forte is intersectional approaches that are tailored to local context. Knowledge generation is a potentially powerful avenue to encourage others to embrace this model. It would be useful for CJRF to unpack and disseminate lessons

on such topics as how justice is key to sustaining climate resilience policy and practice; the importance of addressing complex intersectionality; and contribute to a global evidence base on how empowering vulnerable constituents can advance climate resilience.

At CJRF's outset, there was an intention to directly engage the philanthropic community, including to demonstrate that resilience is a climate justice issue, and how to achieve it. This latter effort was scaled back due to resource constraints, freeing the CJRF team to focus on good grantmaking. This was a defensible decision for a new fund with limited resources. Now that

the portfolio has matured, however, several stakeholders voiced the need to re-engage. There are diverse opinions, however, about who to reach out to, and how. Several highlighted the need for CJRF to return to efforts to influence the philanthropic community (if resources are sufficient to do so). However, some of the earlier assumptions underpinning external engagement are no longer compelling. For example, the premise that climate justice is narrowly-understood in terms of mitigation is now quite dated. Climate resilience is now fully recognized as a core pillar of climate action and informed by a burgeoning body of policy and praxis, including how to mainstream resilience into sustainable

development pathways broadly. Many of these efforts, however, are experimental, at times clumsy, and often resemble development business-as-usual (BAU). There is burgeoning interest in how to elevate the standards for what constitutes climate resilience. The CJRF model is potentially influential, but to position itself so would require engaging directly on contemporary debates and with a broader swathe of actors. CJRF would place itself in a stronger strategic position by positioning itself within the climate finance landscape in a more sophisticated way, but this is presently constrained by limited staff numbers.

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The CJRF portfolio includes quite a significant global strategic element. We're trying to get others to appreciate what needs to be done *differently* to walk the talk of investing in community-led action, particularly women-led community action. But let's face it, they're small.”

Photo courtesy of Dida Ali Ibrahim, Strategies for Northern Development. His story can be found in Annex 3.



Climate rationales

As discussed above, whether and how interventions distinguish from development (or advocacy) business-as-usual is a complicated and often thorny question. The CJRF model is largely compelling from a climate perspective, perhaps precisely *because* it aims for the “right mix” to catalyze local-level climate action. That said, the evaluators did encounter examples and situations where the climate perspective was unclear. It is fully expected that many local

actors and agents engage on issues like salinity without understanding either the breadth and scope of underlying climate change or complex resilience strategies. Nevertheless, there were cases of grantees and partners engaged on important topics (e.g., environmental conservation, female empowerment) which were not compellingly linked to climate change. Inevitably, many topics *potentially* contribute to climate resilience, but whether they *do* depends on how specific actions link

to climate-related risk factors. CJRF’s commitment to intersectionality and constituent empowerment is one of its core strengths, but stories from the field highlight that the climate perspective may in some cases get lost. There is opportunity to better support grantees to frame their intersectional work through a climate lens.

CATEGORIES OF CLIMATE ACTION

Improved access to: financial and technical resources; technologies; use of information; services and markets

Stronger, more equitable systems of governance: for natural resource planning, decision making

Strengthening local capacities (of women, youth, IPs but also other key actors) and of media (which involves capacity building and skills development)

Ecosystem restoration & restoring and safeguarding rangeland ecosystem services

Empowering women, youth and IPs: to lead, participate, know/assert their legal rights, adapt practices

Strengthening the voice and participation of key constituents in policy/key decision-making processes at all scales

Securing land rights and ownership of women, youth and IPs

Supporting livelihood diversification and security/increased incomes

Showcasing local solutions at national and global scales

FIGURE 7
PORTFOLIO ANALYSIS
– CLIMATE RATIONALE
STATEMENTS FOR
CJRF GRANTEES

Emerging Results

It would be premature to expect concrete results on a portfolio as new as CJRF's, and it is certainly too early to fully gauge its contributions to a problem as complex as climate change. We can, however, present emerging stories and insights that illustrate promising paths for future grantmaking. We break these emerging results into two main categories:

- Key Actors; and
- Systems-Level Change.

Key Actors

CJRF's diverse portfolio shows that CJRF has a strong eye for identifying champions for local-level change, and funds not simply the "right" groups, but also the "right" people. The portfolio reflects a thoughtful selection of diverse organizations, including:

- *Local CSOs that have empowered local communities* by helping them understand and express their priorities, and organize themselves

to solve local climate-related problems. The collaboration among Docubox and SASOL in Kitui County in Kenya is an example of such a collaboration.

- *Medium-sized local NGOs with high capacity* that bring specialized expertise to help communities address climate resilience needs and engage effectively with local authorities or the legal system, like Natural Justice in Kenya, Centre for Natural Resource Studies (CNRS) in Bangladesh,

“

Community people do not understand what climate change is. For them, training means someone is foolish and you are giving knowledge. So we call them dialogues. This is respectful. All of our work involves these. We begin by saying something like, okay now we have climate change and find out what people know. **These people know things! They have knowledge! What we do is facilitate that knowledge. We talk about climate change.** Do you have any idea what that is and how it affects us? Then they answer, oh the droughts are happening, we didn't have them before. Oh, plants are disappearing. We ask them questions and they share their knowledge. They don't know the term climate change, but they know all about the droughts and we facilitate and they understand. Then we talk about what to do, because **you cannot talk about a problem without talking about a solution!**”

and SmartICE in Canada. These NGOs bridge local community action with a sophisticated understanding of catalysts for change at other levels. They also have the resources to connect communities with each other, and with other allies.

- **Broad constituent networks** that organize or support networks of Indigenous Peoples, women, youths, and local environmental justice groups like Pawanka, Huairou, and Global Greengrants. These partners have not only expanded their own reach and body of programming with CJRF funding, they have also enabled CJRF to effectively reach grassroots groups far beyond its small office in Washington. The grants from these groups do best when they support grantee participation in wider networks or processes like legal action or advocacy, rather than isolated efforts. Grants that potentially develop local leadership, especially among youth, may also have far-reaching impact although results may not manifest for many years.
- **CSO coalitions.** These grants focused on movement building and leadership development to leverage local action that is already happening, or is expanding. The CJRF grant to IMPACT in Kenya supports alliances and action networks, for example, while support to MakeWay (previously Tides Canada) supports Indigenous stewardship and guardian programs across the Canadian Arctic.

EXAMPLE: SUPPORTING KEY ACTORS

In Annex III, Barkat Ullah tells the story of Radio Meghna, Bangladesh's only community radio station led by adolescent girls. They write, produce, and broadcast content, with financial and technical support from Coast Trust. The radio station broadcasts a wide range of programming, but often includes spots related to disaster preparedness and climate-related topics. CJRF is also supporting Internews to train local journalists across the Bay of Bengal to raise their knowledge and skills to report on stories related to climate change and the environment across the region.

Photo courtesy of Barkat Ullah



In all three regions and globally, a large proportion of grants supported community-led efforts to identify their own solutions and implement them. In nearly all cases, this work was facilitated by NGOs that worked across a variety of communities. In the Bay of Bengal, all grantees in the evaluation sample (except Internews) worked in this way: DRSC successfully supported women to improve livelihoods and enhance land rights, for example. In the Arctic, grants supported a restoration of Indigenous knowledge, leveraging this knowledge together with Western methods to increase understanding of what is changing and how to adapt. In East Africa, the sampled grantees initiated meaningful dialogues with community members about climate change and its impacts, engaging local

governments so that they are more responsive to community needs, and pursuing diverse, thoughtful strategies to respond to them. Globally, four grantees – Pawanka, Global Greengrants, Tebtebba, and the Huairou Commission all work with communities far beyond the reach of CJRF to mobilize and educate local communities. Across the portfolio, the choice of NGO collaboration with communities led to successful implementation of projects at the local level, because they understood the context and could act effectively.

A key element of CJRF's original mandate was to influence other partner foundations. CJRF staff devoted considerable time engaging fellow foundations about climate justice and resilience, and encouraging

similar investments. In the end, the CJRF team did not have sufficient resources to catalyze discussion or produce the knowledge products that are needed to influence peers. Creating a new \$20 million global grant program *and* moving the field of philanthropy was too ambitious an expectation for two staff members. Staff and board acknowledged this fact and the team concentrated its focus on grantmaking itself. Several stakeholders, however, articulated a desire that going forward, the CJRF should return to more external engagement. We concur, and encourage CJRF to return to questions surrounding its niche in the donor landscape, *who* it is seeking to engage and influence, and how.



Photo courtesy of Mokles Rahman, CNRS. This CJRF partner has pursued integrated solutions for subsistence farmers to access freshwater, which is increasingly scarce due to rising salinity.

Systems-Level Change

CJRF took a nuanced view of systems change, supporting grantees to take on issues at multiple levels and in a variety of ways.

- *Local systems change.* A number of grants achieved observable systems-level change. CJRF is to be commended for respecting and embracing systems change *at the local level*, while also being cognizant that advocacy at other levels (e.g., international climate negotiations) is also critical. CJRF has had significant participation of local community members, formal NGOs, and engagement with local government personnel. Grants in Kenya and Bangladesh were particularly successful in this way.
- *Movement infrastructure.* Some grants also built movement infrastructure, bolstering organizations and strengthening networks. For example, Indigenous Climate Action has scaled up efforts to grow Indigenous leaders with an intersectional approach to climate justice in Canada. MakeWay (formerly Tides Canada) built a network of Indigenous Guardian programs that strengthened their ability to negotiate with provincial and federal authorities and with companies extracting resources from their territories. The Huairou Commission used CJRF funding to strengthen exchanges between member NGOs in India and Kenya. Through conversations

with CJRF staff, these groups also took advantage of the opportunity to dialogue with a group of foundations to motivate their interest in broader issues of community-led action and connecting networks. Building the constituency itself forged avenues for women in India and Kenya to access international institutions that were previously closed to them. There is an opportunity for CJRF to further enhance this work, by opening up NGOs' access to foundations, without speaking *for* them. This is also an example of how CJRF can use its access and influence beyond giving grants.

HOW: OUR PILLARS OF WORK



FIGURE 8

CJRF'S PILLARS OF WORK

Going forward, demonstrating results in systems change necessitates long-term commitment, a diverse set of investments and interventions that are tailored to local conditions, and engaging multiple actors and

underlying drivers of climate vulnerability and resilience. This will most likely be achieved by nuanced understanding of local conditions, engagement of multiple actors, and recognition that

transformational change can be both elusive and difficult to measure. CJRF is well-poised to play a catalyzing role, especially *because* it is not driven by metrics and ‘one-hit-wonder’ technical solutions.

EMERGING RESULTS: SYSTEMS CHANGE NETWORK OF GUARDIAN GROUPS IN THE ARCTIC

For many Indigenous communities around the world, personal identity is closely intertwined with a long tradition of connection to the land. Colonial transformations have profoundly disturbed their rights to steward land and natural resources, in accordance with longstanding traditional knowledge and cultural practices. The ability to care for the land and manage the ravages of climate change therefore goes hand in hand with heritage.

MakeWay (formerly Tides Canada) has been investing for years in Guardian programs, helping communities in the Canadian Arctic provide for their families while caring for the land in a sustainable way. Beyond harvesting natural resources, community members gather environmental knowledge, take care of cultural places, support research and monitoring, and provide hospitality

services and education to visitors - a whole menu of actions. Rather than recommend that everyone get a job with a mining or timber company, Guardian groups explore economic pathways in these communities that are more aligned with community aspirations and with the actual assets on the ground in those communities.

For Indigenous communities in the Canadian Arctic, Guardian programs have greatly strengthened abilities to negotiate with provincial and federal authorities and with companies extracting resources from their territories. The place-based monitoring conducted by Guardians provides real-time information that Indigenous communities can use to secure critical agreements concerning their lands, territories, and resources.

Using CJRF funding, MakeWay has been supporting these programs – so far two dozen – and help grow a network that shares solutions, such as systems to collect and manage data. For example, several communities were concerned that as they spend less time on the land and ice, the more dangerous it becomes. One hunter noted that “every day I’m not on the land is a day that I don’t know how that ice formed over there.” In discussions among Guardian groups, one had already developed a simple iPad system for tracking wildlife movements that all could share.

A key element in support of this work has been the fact that the Climate Justice Resilience Fund strategy understands that these issues are intertwined, and is open to supporting work that bridges nature, culture, and identity.

Photo courtesy of Mokbles Rahman, CNRS. His story can be found in Annex III.



4 Grantmaking Process

Grantee Selection

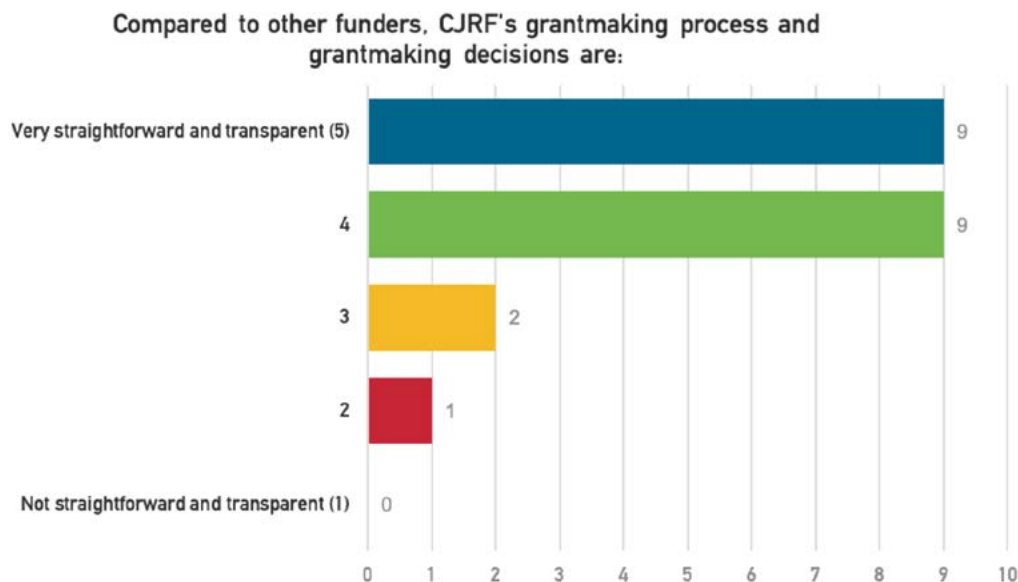
The narrative data collected by this evaluation - together with a brief survey on CJRF's grantmaking processes that was distributed to CJRF stakeholders (see Annex I) - shows that the grantmaking process is considered smooth and responsive to grantee needs. Overall, surveyed grantees (n = 21) gave CJRF a score of 4.2 out of 5 on satisfaction with

the grant process. Grantees praised transparent selection, and gave staff high marks for their responsiveness. As one grantee said, "We only have fantastic things to say about CJRF. They approached us to get to know our work, and helped us refine our project proposal. They have been flexible, understanding, and supportive." When there were difficulties, they often related to the length and pace of discussion: "The

process was drawn out quite a few times and there would occasionally be long gaps in communication from CJRF's side, then a request for additional information with a very short deadline."

The evaluation team noted that the granting process was overly complicated during the first two years of CJRF's operation, with multiple entities signing off on

FIGURE 8
CJRF'S
GRANTMAKING
PROCESS AND
GRANTMAKING
DECISIONS



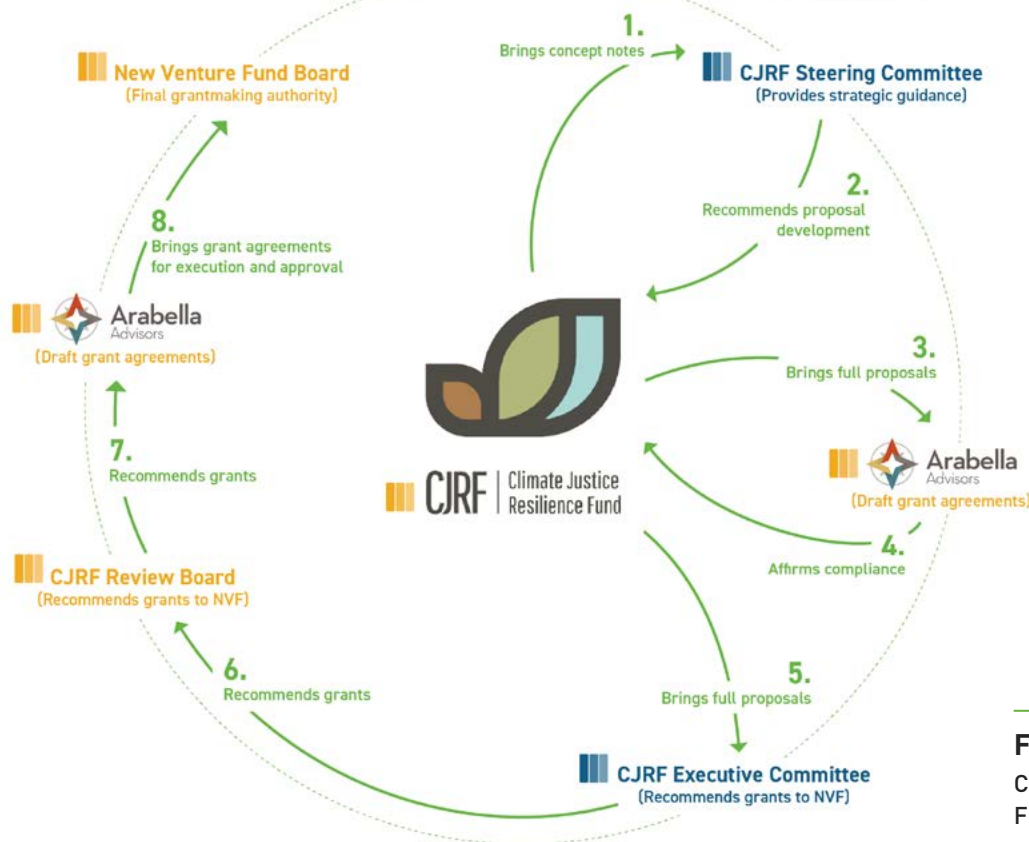


FIGURE 9
CJRF 2017 GRANTMAKING
FLOWCHART

letters of inquiry and proposals at various times, including a Steering Committee, Review Board, Arabella Advisors, and New Venture Fund Board. The process is illustrated in Figure 8. Streamlining in 2019 was greatly welcomed, and it is reasonable to presume a smoother process in the future. It is to the credit of CJRF staff that applicants were largely – but not completely – shielded from these complications.

Grants were multi-year grants, and were often generous compared to partners' other funding streams. With CJRF funding, grantees were able to establish firm programs, hire staff,

and scale up work. This is extremely positive, although in limited cases, confusion or lack of clarity about the potential for ongoing funding led to staff layoffs or turnover. Clarifying uncertainty about future CJRF funding after the expiry of current grants would significantly help to not undermine this very positive outcome.

CJRF staff do understand that reaching from Washington, DC to tiny villages directly is hard, and that intermediary relationships with a strong local presence are key. Grantees such as the Huairou Commission, Global Greengrants Fund, Pawanka Fund, Natural Justice, MakeWay

(formerly Tides Canada), ICA (and others) all can navigate local contexts better than a distant organization with two staff. These NGOs are also able to link local communities with larger structures and processes, allowing them to influence local systems of governance, livelihoods, and resource management. CJRF's effectiveness in funding local initiatives and enabling interaction among grantees would be enhanced by greater presence on the ground. It is currently staffed by a team of two, and occasional field trips are not fully satisfactory to monitor and support in-country agents. CJRF is too small to justify

full-time in-country presence, but could explore in-between alternatives such as on-site part-time employees/contractors who would be more

attuned to local nuances and could enhance cross-learning, judicious grant selection, and knowledge generation. Alternatively, rather than

attempt to monitor everything from an outside perspective, CJRF could tap into the local movements they are supporting to build their own power using their own social networks or support these movements through participatory grantmaking and monitoring approaches. A number of grantees have been using methods like these for many years.

The process of choosing grantees appears at times too personal and dependent on relationships and interactions with individuals associated with CJRF. Indeed, most narratives around engaging with CJRF begin with a variation on “we met Heather at a conference.” This may be understandable for a pilot fund, but it may also invite challenges to the transparency of the process and create a barrier for entry to consideration by CJRF that is too high for most groups except the most well-connected. There is also some evidence that individual disagreements or miscommunications with CJRF’s small team can trigger exaggerated effects. Going forward, it would be appropriate to more directly involve movement leaders in both identifying potential grantees, and mentoring them through the work. Doing so may enhance opportunities to catalyze systems change by linking grassroots work more strongly with wider policy work. As one grantee noted, “we would like CJRF to solicit input from current grantees and other organizational partners to inform their future funding.”

The Oak Foundation has been exceptionally generous, but there are questions about if and how CJRF is distinct from it, and whether it should be ‘launched’ beyond Oak’s

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This Fund is truly an offshoot of the Oak Foundation. The Oak Foundation set it up, they attached their staff to it. Their first review board was all Oak staff, it was like this interdisciplinary set-up from across all of these programs. The idea was that they would be working together on it. It had a very Oak-centric kind of frame of reference, and this is what undermined the idea of it actually being a pooled fund. Too many decisions were being made internally by Oak, and there was no way of coming in the door as another funder and having a seat at the table, deciding things. Too much of the decision making ended up back in the Oak Foundation’s purview. I think for CJRF 2.0 this is a huge question. Is this something that is truly going to be co-created by a group of funders who care about these issues? Or is it going to be something that Oak lifts up and says, yes, if other funders want to come along for the ride, ride sidecar with us? These are the kinds of things that have not been figured out.”



Photo courtesy of Helen Magata, Tebtebba Foundation. It depicts Indigenous people meeting together to advocate for their rights at the Green Climate Fund. Helen’s story of their work – with partial support from Oak Foundation and CJRF – appears in Annex III.

inner circle. Oak staff sit on the Review Board and the Steering Committee, and some key decisions have been made based on existent Oak policies (rather than what would be best for CJRF itself or for grantees). Some stakeholders expressed frustration about direct and indirect constraints from being too tied to Oak. Some are arguably minor (e.g., geographic restrictions), but there are real tensions surrounding some more fundamental matters. For example, at its outset CJRF was mandated to engage with and raise funds from other foundations, but funding partners were discouraged by a perceived lack of decision-making power or opportunity to co-create CJRF's strategy or approach. Meanwhile, previous Oak grantees who were "passed" to CJRF found the transition was at times awkward and stressful, with poor communication, seemingly arbitrary choices, and uncertainty about whether unwanted changes were coming. While using

existent Oak policies to inform grantmaking may have been efficient especially for a new fund, continuing to do so may compromise CJRF's potential as an intermediary pooled fund to create simple grantmaking policies and mechanisms that maximize its potential to provide nimble and flexible support.

Non-Financial Support

CJRF strategy recognizes that funders have a role in supporting grantees beyond just supplying money. The survey showed that the primary non-financial support from CJRF was in networking, followed by helping grantees attend important events such as the International Conference on Community Based Adaptation (CBA13) to Climate Change in Addis Ababa, Ethiopia or side meetings at the Madrid Conference of the Parties.³

³ 21 grantees out of 37 responded to a survey of CJRF grantmaking practices.



CJRF's strength is soliciting for funds, this is a big opportunity. And making sure all the grantees, east African regional meetings, bring us together. This is a strength, we learn from each other. And we love the experimental exchange learning, it is invaluable. We learn about women, land impact, other things."

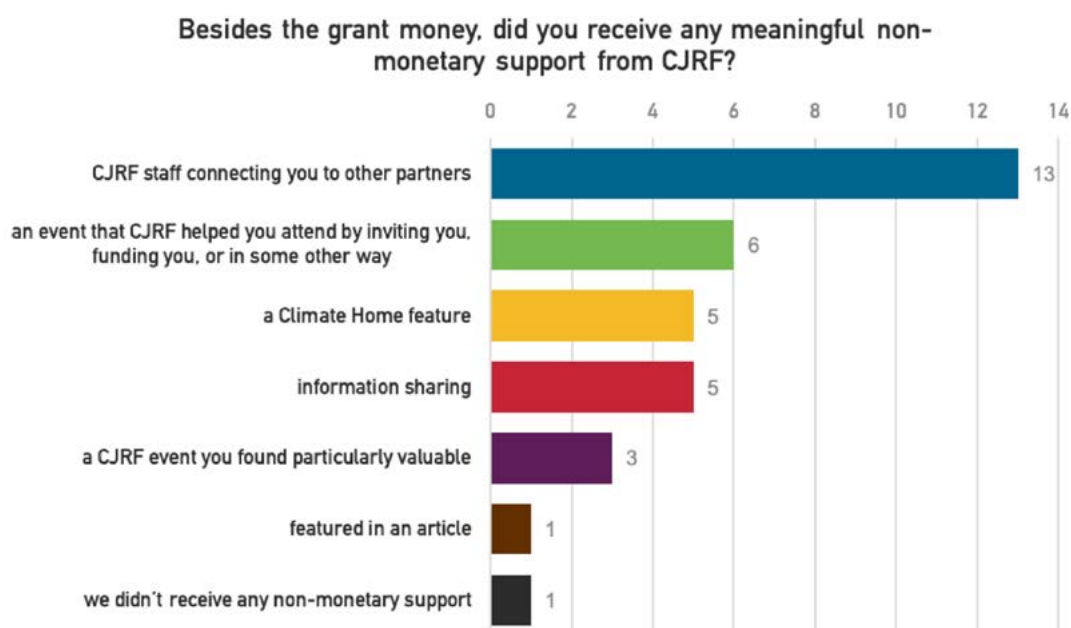


FIGURE 10
SURVEY
ON NON-
MONETARY
SUPPORT FROM
CJRF (N = 21)

East African grantees were nearly unanimous on the value of meeting each other, and in attending international events, to learn about CJRF and wider climate work. In this region, CJRF clearly catalyzed a climate justice network. Grantees from other regions gave more mixed reviews; some were positive or expressed interest in such networking, while others did not particularly value the experience. As one commented,

“I’ve been to meetings like the one in Madrid where they tried to bring people together. That was interesting, but there was no real partnership or connection for me.”

CJRF clearly makes more effort than grantees’ other funders to nurture substantive working relationships with grantees, including joint problem-solving. Staff have invested time to do so, including engaging in

deep dialogue with staff and partners about complex and challenging topics. As the portfolio matures, the intensity of the labor of grantmaking will reduce as all parties settle into longstanding, trusted relationships. Less time vetting new grantees would allow staff to devote more attention to other areas, including non-financial support, generating new partnerships with other funders, or knowledge generation.



Photo courtesy of Dida Ali Ibrahim, Strategies for Northern Development, a partner of CJRF's global grantee the Pawanka Fund. SND has Indigenous leadership, and works with pastoralists around such topics as peace building, access to information, drought, and linking traditional and modern knowledge approaches to monitoring the weather. Dida's story can be found in Annex III.

Adaptive Management

In interviews, grantees consistently (although not universally) gave CJRF high marks for flexibility in addressing unexpected problems and supporting sensible solutions – even when outside of the scope of the original proposal. One story stands out as an illustration:

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One of the biggest activities was going to be alternative livestock ownership for women. This proved to be a little hard, because in this livestock are owned by men. So when we said that we are going to support women to own some livestock, it became clear that this might be a source of community conflict, because it is almost going against the culture. So we asked CJRF to revise our project, and we were allowed. We started other initiatives for women to own and control natural resources, and activities that would build resilience.”



A farmer in Bangladesh tending to her crop of eggplants. Photo courtesy of Mokbles Rahman, CNRS. His story can be found in Annex III.

Grantees report that CJRF staff have been consistently available to discuss arising issues, and worked with most to resolve them. The COVID-19 crisis in 2020 illustrated this further, as CJRF staff contacted grantees to see if any adaptation was needed to schedules, budgets, or activities. Ironically, one observer noted that the crisis pointed to a downside of project funding, in that had CJRF provided general support, or broad program funding, then the labor of adjusting grant activities and funding would have been far simpler.

One noted that CJRF reporting “is flexible with a strong focus on implementation and learning. This is unlike some development partners who are extractive with limited focus on implementation.” There were a few dissenting voices, however. CJRF’s relationships with its grantees can be very personal, but this also means that personal misunderstandings or differences can escalate. A few grantees seem not to have cultivated personal ties with CJRF representatives, and operate more or less independently, with little

interaction or feedback. Similarly, while most grantees largely appreciate the simple (and blessedly logframe-free) reporting forms, some express concern that CJRF is too “loose.” Although this evaluation has not encountered any serious problems, infrequent visits from Washington and simple reporting may potentially set CJRF up for problems; sub-granting arrangements are especially risky. CJRF can also explore innovative approaches to fostering mutual accountability among grantees in a participatory fashion, recognizing the current staff’s limited time for monitoring.

Grantees reported far more satisfaction with CJRF’s adaptive management around *programming* than they did around finance. A number noted that reporting to Arabella Advisors was difficult and time consuming, in contrast to working with CJRF staff. Meanwhile, for grantees who received less money from CJRF than expected, there was dissatisfaction that top-down decisions were made and communications seemed arbitrary.

“

We found working with Arabella Advisors, the group hired by CJRF to handle reporting, to be difficult and time-consuming... We’d have to file multiple financial reports and projections, with the back-and-forth taking many months of time.”

CJRF could also further strengthen its reach and commitment to partners by extending *core funding* to them. This would equip them to build their organizations, empower core constituencies, and pursue advocacy and pilot projects that are more difficult to attract funds for. Indeed, CJRF’s focus on building local leadership and networks that address the drivers of vulnerability (and exclusion) demands long term commitment.





Photo courtesy of David Silakan, IMPACT. His story can be found in Annex III.

Key Conclusions & Recommendations

This evaluation has drawn from a review of dozens of documents and in-depth interviews, analyzed through the lens of narrative research methods. CJRF is a new fund, and seeks to

“invest in front line communities so that they can manage [climate] shocks, rebound and continue on a progressive pathway to sustainable development” (CJRF Strategic

Framework 2016, p. 3). It does so by financing climate resilience and justice action undertaken by CSO engaged in five pillars of work while empowering marginalized constituencies, in three exceptionally climate-vulnerable corners of the world. Although one can argue that community-based work is CJRF’s ‘heart and soul,’ these grants are nested within a broader lens of climate action and global engagement.

It is too early to fully assess the *impact* of CJRF’s grantmaking, but the evidence collected for this evaluation clearly demonstrates promising which signal initial impact. Moreover, CJRF’s approach is not so much to finance individual projects; rather it seeks to *catalyze* integrated approaches to climate resilience (e.g., CNRS in Bangladesh) and build movements and leaders (e.g., Indigenous Climate Action in Canada). This approach is meaningful, but will rarely inspire metrics or clear-cut results which can be confidently attributed solely to CJRF. Nevertheless, we encourage CJRF to continue along this pathway – in part,



Photo of Kenyans discussing how to adapt to climate change and increasing drought. Image courtesy of Dida Ali Ibrahim, Strategies for Northern Development. His story can be found in Annex III.



Photo courtesy of David Silakan, IMPACT. His story of defending the land rights of pastoralists in Kenya appears in Annex III. His story demonstrates how CJRF funding has contributed to systems change, movement infrastructure, and empowering constituents.

precisely *because* larger bilateral and multilateral donors are not always able to invest in this way. We note that CJRF has been more successful in financing community-driven (not just community-based) adaptation and resilience solutions (e.g., Il'laramak Community Center in Kenya), and advocacy (e.g., Huairou Commission). Going forward, there is opportunity to address gaps, including more strategic and comprehensive advocacy, knowledge generation, bridging local-level programming with national/global policy and praxis, and finding CJRF's niche within the climate funding landscape.

Our overarching conclusion is that CJRF is to be commended for crafting a thoughtful, ambitious portfolio of meaningful grants which demonstrate emerging results within a short timeframe. The portfolio is marshalled by a small, committed team which consistently exhibits insight and commitment to not just the *what* (i.e., funding projects which will deliver results), but the *how* (i.e., empowering grassroots action and marginalized constituencies).

CJRF's underlying strategy is strong and sound, and effectively guides its effort to fund the "right mix" of

advocacy, development interventions, and empowerment in a way that puts marginalized people at the forefront. Rather than focusing on technical fixes, the CJRF team seeks to catalyze change at the local level, in a way that is tailored to the relevant ecological and socioeconomic context. At its core, CJRF's portfolio is strong and full of powerful stories, and aligned to the fund strategy. There have, however, been some stumbles along the way and going forward there is opportunity to further strengthen the Fund.



Photo courtesy of Justus Tsofu, Natural Justice. This partner enables community-led environmental management in an area affected by multiple stressors, including pollution and damage from a quarry. His story can be found in Annex III.

Key findings and recommendations for the short term include:

- CJRF's grantmaking strategy makes sense, is compelling, and is being effectively operationalized. The portfolio delivers results in terms of the projects and partners that it selects, including leveraging their strengths for systems-level change.
- CJRF is innovative in its commitment to realizing local-level change, including *systems change*. It seeks to fund the "right mix" of climate-related development projects, advocacy, and constituent empowerment. It should continue to invest in this pathway.
- CJRF's grantmaking processes are smooth, satisfactory, and appreciated by its partners. There are nevertheless some opportunities for improvement, including making processes more transparent and less dependent on personal relationships, strengthening monitoring, exploring more participatory grantmaking approaches, and making entry to CJRF less dependent on individual interactions. The financial procedures should be revised to make them smoother and easier to work with.

Looking forward to the next iteration of CJRF, decision-makers should consider the following **medium/long-term** recommendations:

- The strategy and thinking would be strengthened by a fundamental revisiting of what is meant by both climate *resilience* and climate *justice*, and how they are distinct from each other. Some of the original premises that inspired CJRF have become dated, and this limits CJRF's opportunity to find its niche in the donor landscape. Globally, there is considerable uncertainty about what climate resilience looks like through a justice lens. This is one key area in which CJRF has the potential to influence the practice of climate change resiliency, but regretfully is not resourced to fully engage.
- CJRF recognizes advocacy as a key component of climate action and systems change and has made grantmaking decisions accordingly. However, there are some missed opportunities. Advocacy efforts may be strengthened by a more *consistently* strategic approach, for example tightening linkages between levels of advocacy. CJRF itself could also explicitly embrace an advocacy agenda, for example to influence within the wider climate finance and development landscape on rights-based approaches to resilience. Knowledge generation is a gap in the current CJRF approach.
- The fund's original mandate included extensive outreach to the philanthropic community.

This effort was reduced due to resource constraints, and the team was justifiably directed to focus on making the grantmaking process successful. Now that this has been largely achieved, the time is ripe for CJRF to return to the question of its niche in the donor landscape, and how to influence climate action. Knowledge generation would expand CJRF's reach and influence, and reach a wider audience of climate stakeholders. It would be especially useful for CJRF to unpack and disseminate lessons on such topics as how justice is key to sustaining climate resilience policy and practice; discuss the importance of addressing complex intersectionality; and contribute to a global evidence base on how empowering vulnerable constituents can advance climate resilience.

- CJRF's grantmaking objectives include scale up. In effect CJRF is focusing on contextual, intersectional local solutions rather than scaling out in any quantitative sense; indeed, the 'scale out' aim seems to have been largely conceived in terms of outreach to philanthropy. A sharper definition of scaling up can be articulated, so that it is clear that CJRF seeks to frame an enabling environment for widespread adoption of rights-based approaches to climate resilience. Partnerships with technical research and/or larger

development partners may also be fruitful grounds for exploring whether, how, and under what conditions successful CJRF-funded interventions might be suitable for uptake by others. Building relationships with national entities responsible for managing and/or accessing climate finance may also be a promising pathway to sustain or scale CJRF investments.

- As CJRF considers a potential second phase, it should consider a structure that increases participation in decision-making by grantee partners and maximizes opportunities for involvement by other donors.
- As the CJRF portfolio matures, policies should be revisited to ensure that CJRF is leveraging its ability as a pooled fund intermediary to maximize nimble and flexible funding to achieve climate justice and resilience aims. CJRF should extend core funding to its more successful partners, because the results that CJRF is trying to achieve will not be achieved by individual projects. Building local leadership, networks, and constituents who meaningfully address drivers of climate vulnerability and resilience demand long term commitment.

Changes in Key Actors

QUESTION

What changes are observed in the activities of CJRF grantees and their constituents or targeted actors (women, youth, IPs, local/national policymakers, international funders, etc.)?

CONCLUSION

CJRF takes constituent empowerment seriously. Partners exhibit confidence and are assertive. Across the portfolio, we observe marginalized constituents in the driver's seat in defining what climate resilience means to them. They are not passive recipients of aid: CJRF grantmaking reflects a rights-based approach to climate resilience.

EXAMPLE

In Kenya, Natural Justice partners with local people around environmental health and natural resource management on key environmental topics, including those which intersect with climate change. The local ecosystem is under strain from multiple stressors, including rock quarry blasting and salt mining. Environmental stressors from these industries are being exacerbated by climate change. Natural Justice also asserts rights outlined in the nation's Climate Change Act around public participation and consultation to leverage pressure on local authorities to better protect the health and livelihoods of local people. Justus Tsofa's story can be found in Annex III.

RECOMMENDATION

CJRF's overall approach to constituent empowerment is successful and should be continued. CJRF can further support its successful partners by extending core funding (not just specific projects or programs), and extending technical assistance so that they are better able to articulate strong climate rationales for their important intersectional work.

Systems-Level Change

QUESTION

What (if any) signals indicate CJRF grantees are contributing to progress on large-scale change or shifts in systems?

EVIDENCE

Emerging results demonstrate that in some cases CJRF grantees are catalyzing systems change at the local level. This is achieved when a partner pursues a multidimensional approach, addressing local level needs both directly with communities and with higher level advocacy.

EXAMPLE

MakeWay and its partner Dehcho First Nation's Indigenous Guardian program monitors water and land management across Canada. This effort strengthens Indigenous people in land stewardship, and in maintaining sustainable livelihoods in a context of melting permafrost and collapsing fish stocks. It has also been key in asserting the rights and competence of the Dehcho people to manage natural resources, and in negotiating those terms with the Canadian government. This story is highlighted in Annex III.

RECOMMENDATION

CJRF is to be commended for recognizing that local-level systems change counts, and has the potential to bring about transformational change within specific locales, ecosystems, and constituencies. Going forward, CJRF should seek to better contribute to larger changes in the climate funding landscape by modeling what resilience action looks like through a justice lens. This would be advanced by direct advocacy by CJRF, outreach to potential philanthropy partners, and knowledge generation to advance the growing global evidence base on climate resilience policy and praxis.

CJRF Contribution

QUESTION

What elements of our strategic framework are contributing most to the results observed? Do any elements seem irrelevant or unrelated to emerging results?

CONCLUSION

CJRF's strategic framework – particularly pillars of work (i.e., advocacy capacity, access to information, local adaptation initiatives, movement infrastructure, and leadership development) – have effectively guided selection of the right partners and programs to support. Strong climate rationales for funded programs are oddly omitted from the strategic framework, and indeed some partners stumble on this count. The entry points (water access, food security and sovereignty, migration and relocation, and sustainable livelihoods) are largely useful for keeping CJRF's funding within a manageable scope of topics. The geographic scope (Arctic, East Africa, Bay of Bengal, and Global) is more convenient than compelling, but continuity and long-term engagement is also important.

RECOMMENDATION

CJRF's strategic framework is especially useful in framing CJRF's overall approach, and this rights-based *approach* is potentially a powerful niche in the climate funding landscape. Strong climate rationales underlying programs and partners should be better emphasized in the strategic framework. As a small fund, continuity in geographic focus makes sense, but potential funding partners should *not* be restricted to CJRF's current locations, especially if they concentrate on other climate-vulnerable pockets of the world.

ANNEX I

Methodology

The evaluation used the following methodology. The primary tools were Document Review, Narrative Interviews and Data Analysis of transcripts. We supplemented these tools with a survey on grantmaking practices.

Document Review – We reviewed dozens of documents covering:

- Donor reporting;
- Grantmaking;
- Learning and governance;
- Monitoring, evaluation, and learning;
- Notes from partner convenings;
- Regional strategies;
- Surveys; and
- Communications pieces.

This evaluation utilized narrative interviews and analysis to examine the lived experiences of grantees about climate justice and climate resilience, the performance of their CJRF funded programs, and their interactions with the donor. Interviews were recorded and

transcriptions created. We analyzed each transcript by key themes and a coding system based on the initial document review. We obtained consent from each person before conducting the interview.

We conducted the interviews in three stages:

1. First stage of interviews

We conducted confidential semi-structured interviews of about one hour with 26 representatives of grantees, CJRF staff, members of the Review Board, and one outside observer. We conducted interviews with 13 community representatives, who were either partner NGOs of grantees, or members of communities where grantees worked. Grantees were drawn from each region and from global grantees, chosen in cooperation with CJRF staff. We used an Interview Guide that asked about work related to climate justice and resilience, experience with CJRF, and advice for other NGOs and donors about how to address these issues.

2. Second stage of interviews

From each of the three regions, we selected one community representative and one NGO representative for follow-up narratives. We chose these follow up interviewers to include a diversity of approaches that represented the different aspects of the CJRF Theory of Change. Again, they were spread across the regions and global grantees. We invited these participants to tell a story of climate change, climate resilience, and climate justice in their communities. We told participants that these interviews were not confidential, since the stories were destined for use in the report as examples of how this kind of grantmaking can work. Participants were offered an honorarium of \$100 for their organizations for the second and third round interviews. On the grantee level, one person from each region and the global grantees participated. On the community representative level, there were interviews with all regions.



Photo courtesy of Mokhles Rahman, CNRS. His story can be found in Annex III.

Interviewees at this stage were Helen Magata of Tebtebba in the Philippines, David Silakan of IMPACT in Kenya, Dr. Mokhles Rahman of CNRS in Bangladesh, and Carolann Harding of Smart ICE in Canada.

Community representatives were Justus Tsofu of Natural Justice in Kenya, Barkat Ullah a partner of Internews in Bangladesh, and Dida Ali Ibrahim of Strategies for Northern Development in Kenya, a partner of the Pawanka Fund, and Dahti Tsetso and Mike Low of Dehcho First Nations, a partner of MakeWay (formerly Tides Canada).

3. Third stage of interviews

Each participant in the second stage of interviews was invited to participate in a one hour online dialogue with counterparts from other regions. We conducted one dialogue for grantees and a second for community representatives. We asked participants to share experiences across the regions, and give their perspectives on good climate justice and resilience work. The same participants from stage two took part in this global dialogue except for Dida Ali Ibrahim, who was unable to connect to the internet at the time of the meeting, and Dahti Tsetso of Dehcho First Nations, who was unavailable.

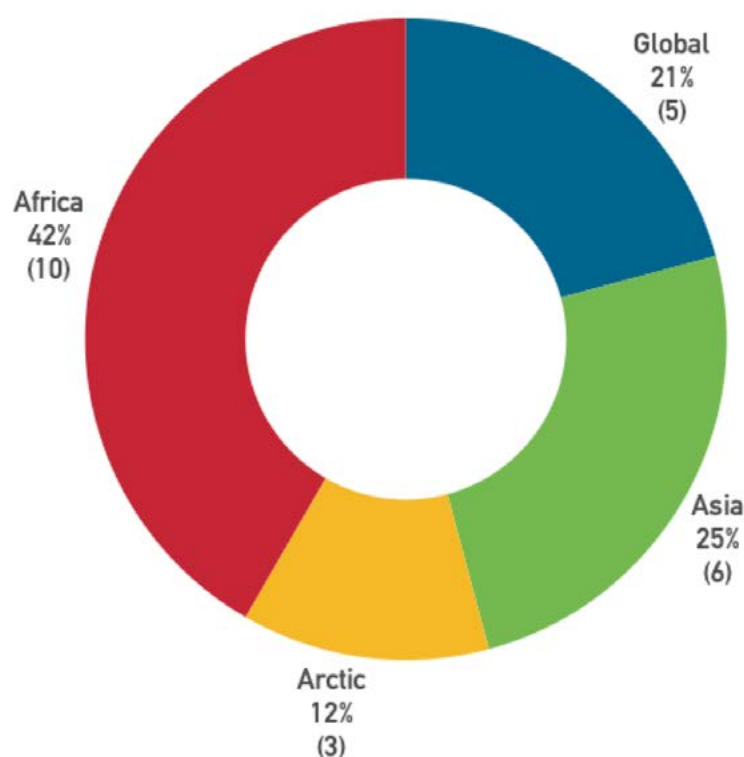
Survey – We conducted a brief online survey of grantees to generate confidential information about CJRF’s grantmaking processes. The survey included both multiple choice and open-ended questions. We received 21 responses, a 41% response rate. The quantitative results are included in the appendix. Comments by respondents are not included since they were guaranteed confidentiality, and with a relatively small survey group we did not want to take the risk that respondents could be identified by their answers. Insights from these comments are included as appropriate in the report.

ANNEX II

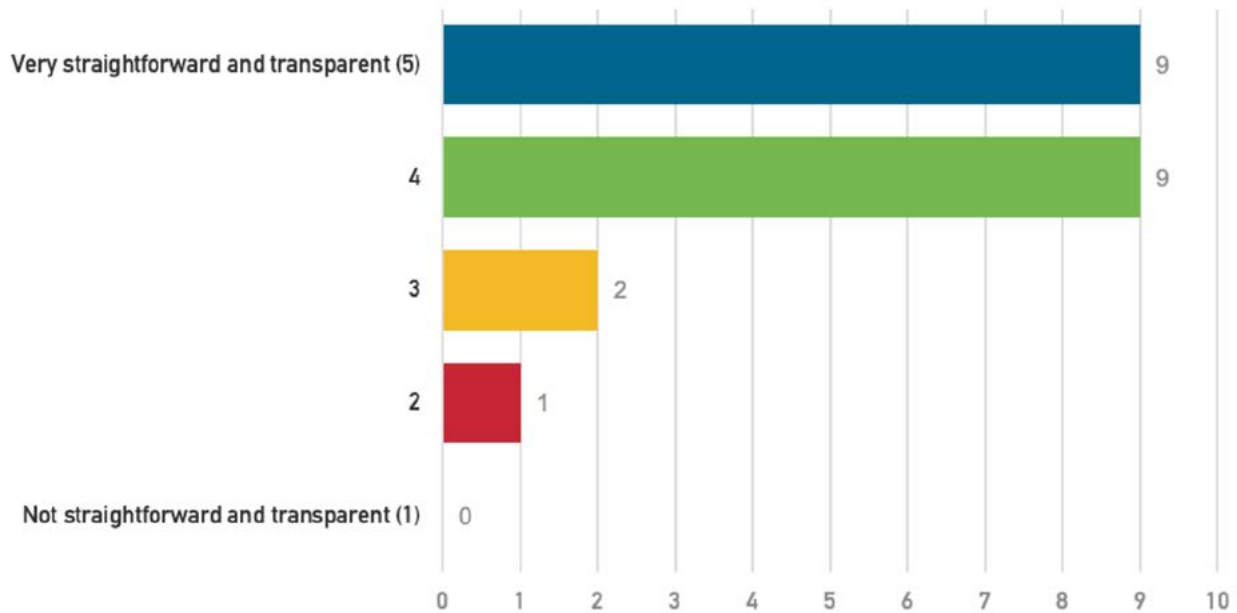
Results of the Grantee Survey

To support this evaluation, ISET distributed a survey about CJRF's grantmaking process to CJRF stakeholders. This annex presents the key responses (n=21). Please note that participation in the survey was voluntary, and the sample is not random. The findings are illuminating, but cannot necessarily be generalized to the entire population. For example, respondents in Africa are overrepresented.

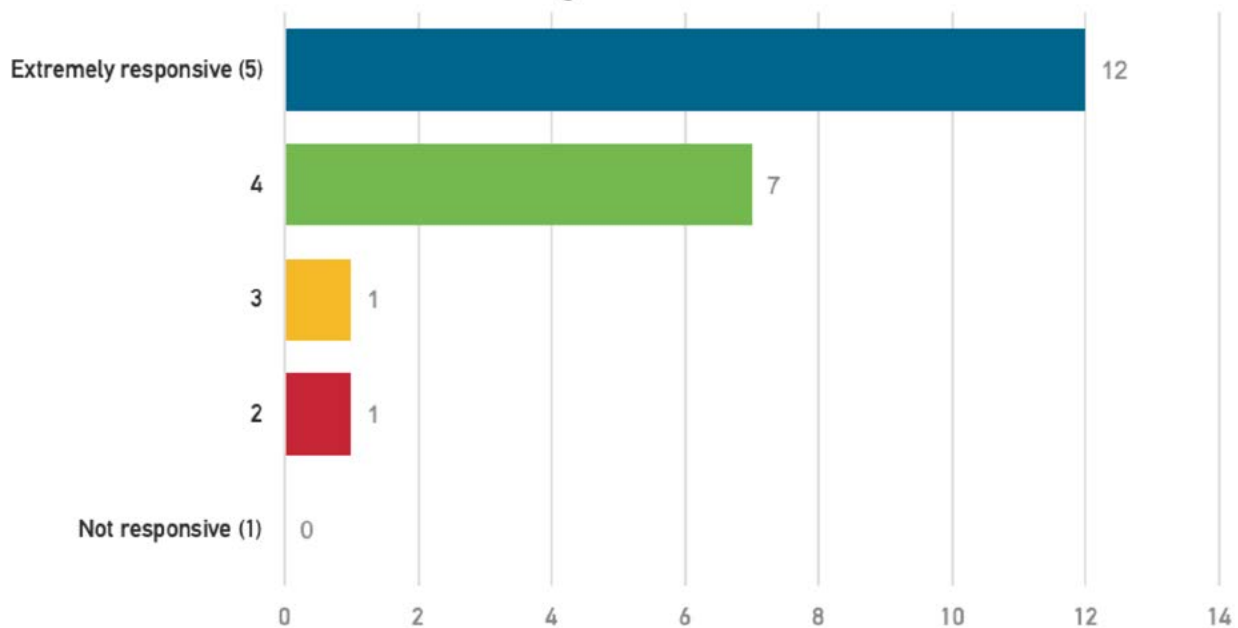
My work that is related to CJRF concerns the following regions:



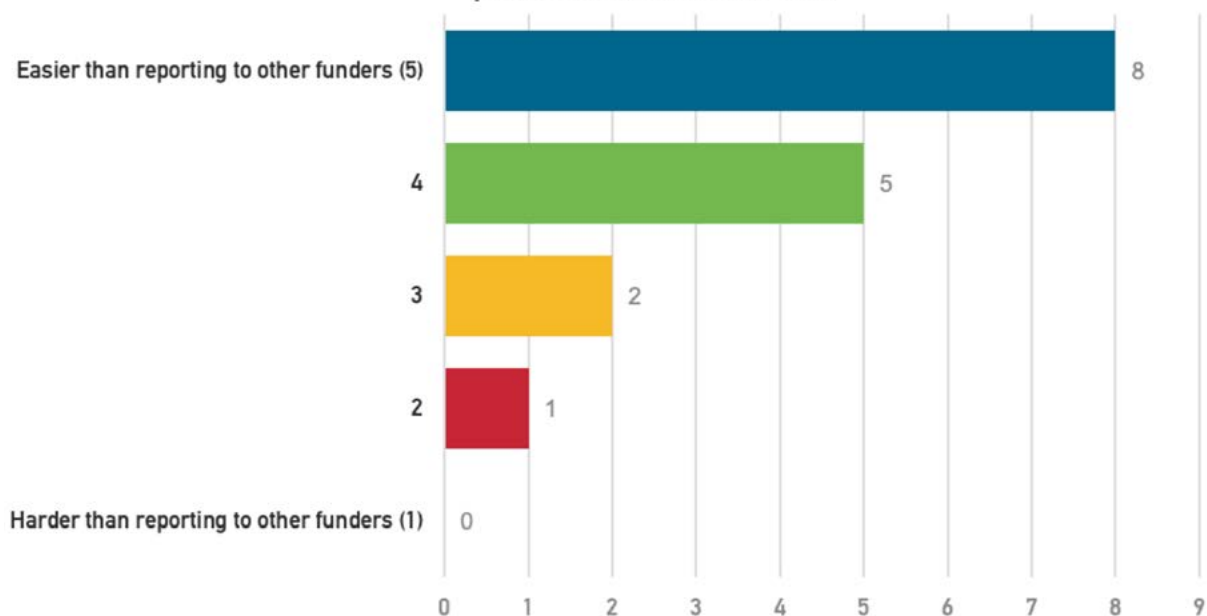
Compared to other funders, CJRF's grantmaking process and grantmaking decisions are:



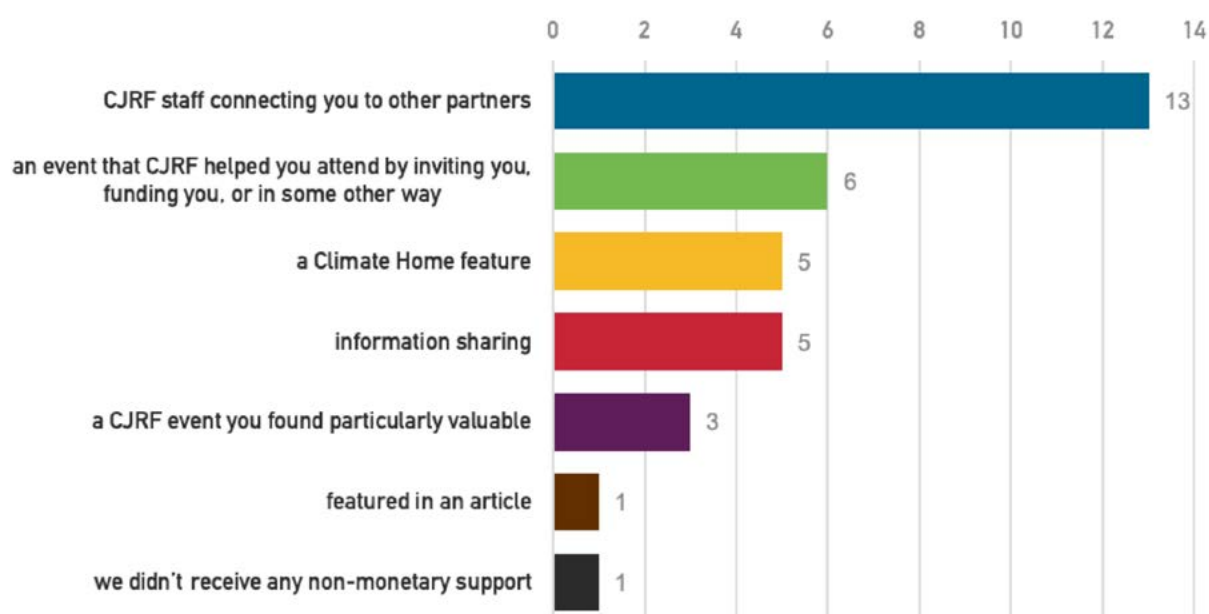
Please rank CJRF's responsiveness to emails and issues that you have brought to their attention.



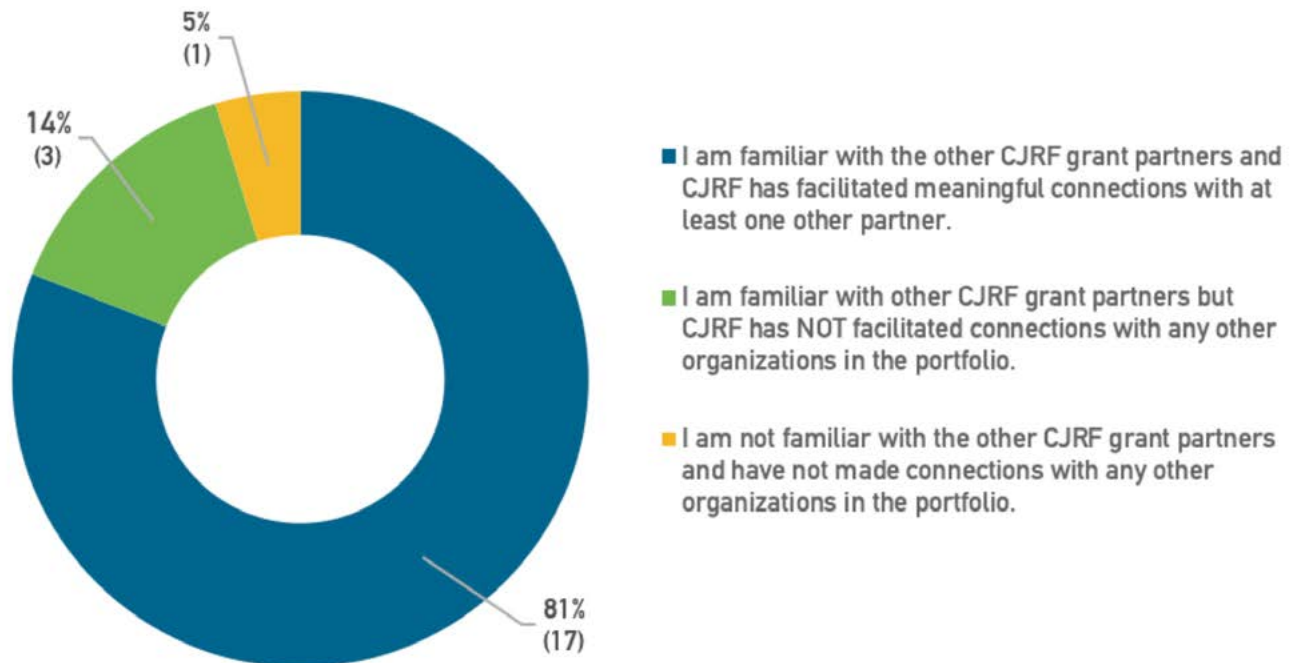
Compared to the reporting process for other funders, annual reporting processes to the CJRF are:



Besides the grant money, did you receive any meaningful non-monetary support from CJRF?



Please select the sentence that best applies to your organization's engagement with other CJRF funded partners.



ANNEX III

Stories

Dida Ali Ibrahim, Strategies for Northern Development (Kenya)

“I started as a herd boy,” said Dida Ali Ibrahim from his office in northern Kenya, near the border with Ethiopia. “I was born here, I was brought up here, I went to school here. I only went to Nairobi for my university

education, and I came back here to again work for this organization.” Dida is Team Leader for Strategies for Northern Development, a non-governmental organization that works with pastoralist groups on peace building and governance, food security, sustainable livelihood and resilience, water, sanitation and health, child protection and education and

humanitarian assistance. A common theme running through all that work is the changes brought about by a changing climate.

Even spending his life in the area does not mean that Dida has the same perspective as elders in the region. The Borana pastoralist communities of northern Kenya have well developed traditional Indigenous knowledge systems for environmental management and coping strategies, making them more resilient to environmental changes. As a result, Strategies for Northern Development (SND) used a grant from the Pawanka Fund to research traditional knowledge about these issues. CJRF funded Pawanka to support many Indigenous groups around the world.

Staff interviewed elders from 67 to 92 years old who play traditional roles for the Borana ethnic group: those who forecast future concerning things such as rain, health, diseases, drought and conflicts (*Uchu*); historians of past events (*Maraar*); and experts in the 2,300 year old Borana calendar (*Aayantu*). In the past people have relied on these experts to survive





in the dry landscape of this part of Africa, knowing when and where to move the cattle, when to expect drought, when to expect conflict.

“We asked them about the frequency of drought,” Dida explained. “How it is now, compared to when they were young, 20 or 30 years ago or more. We asked them about traditional ceremonies. And we asked how drought is now, and how the drought has changed their ceremonies. Finally, we asked about how they are coping, what are their coping strategies.”

The elders explained that while the area has always been dry, the rains were more consistent and predictable. Now droughts are occurring once

every 1-3 years, as opposed to once a decade. And when it does rain, it does not follow patterns of the past. These observations of the elders echo those of climate scientists, who point out that past experience of climate and weather is no predictor of the future.

This unpredictability has affected cultural life as well. Important ceremonies for life passages and community cohesion, like naming ceremonies for children, can be expensive. Traditionally they are done during times of plenty, but now, as seasons are so unpredictable, ceremonies are more difficult to host, and often delayed.

With forecasting becoming more difficult, staff are promoting collaboration between these respected elders and the Kenya Meteorological Department at the local level. The Meteorological Department shares its weekly updates and bulletins with some of these with the elders. Staff and elders reconcile both sets of tools, and staff work with the traditional experts to hybridize the models. “Past ways, present ways, together in some sort of middle ground,” says Dida.

Carolann Harding, SmartICE (Canada)

SmartICE is a social enterprise that produces a climate change adaptation tool for the Canadian Arctic. The tool integrates traditional knowledge of sea ice with advanced data acquisition and remote monitoring technology. The data generated can help community residents make informed decisions that increase safety and resilience in their northern Inuit communities. Carolann Harding, Executive Director at SmartICE, explained:

“Sea ice is the highway in the north. It’s just like you and I headed out to go to the grocery store on our local roads. Their grocery store is on the ice, harvesting country food.... Each northern community has traditional paths, whether it be to fishing grounds, hunting grounds, or for cultural activities.”

As climate change has altered sea ice conditions in the North, ice has become less safe and unpredictable for travel. Ice is thinner, freezes later in the winter, and thaws earlier in the spring. Community members are at greater risk of falling through the ice and lose access to traditional foods. Using specialized technology (SmartBUOYs and SmartQAMUTIKs, a sled-based sensor towed behind a snowmobile), SmartICE trains community members to monitor ice conditions and produce maps that are shared in the community to determine safe travel routes.

“Community members can log on to SIKU to find ice thickness data, and decide where it is safe to travel,” said Carolann. “SmartICE brings another set of decision points for Inuit

residents to use to make informed decisions about where to go on the ice.”

In 2019, SmartICE partnered with the Qikiqtaaluk Corporation, an Indigenous-owned fishing corporation, to train community members and deploy equipment in four remote Inuit communities: Sanikiluaq, Igloolik, Hall Beach and Cape Dorset. Carolann was clear that SmartICE starts by engaging with communities.

“Engaging and building the relationships is essential. We travel to community, engage with community members through public outreach workshops, one on one conversations and working with our local partners. We also work closely with the hamlets, elders, youth, and different groups such as search and rescue,” indicated Carolann. Much of the work is easing into a trusting relationship, listening and engaging with communities without imposing the technology.

“We have learned that honest engagement is essential. You don’t rush anything. Listening to the community is paramount. We work with community to determine what will work best for them, determine schedules and time frames. What we think might take us a month, honestly, could take much longer. We don’t go into a community and say, ‘This is what we’re going to do for you.’ We engage, you listen, you build a relationship, return to the community often and hire local operators to run the program. From the moment you arrive and your feet hit the ground, you commit to building relationships and trust. Community members are

very intrigued and engaged. They feel it is an interesting tool that could be good for their community.”

Once a relationship is established and the technology is vetted, local knowledge and involvement makes the project successful. SmartICE secured government funding and proceeded to procure equipment. A portion of the technology was produced in the Inuit community of Nain where SmartICE has their Northern Production Centre which hires vulnerable youth to assemble the SmartBUOY. Then, SmartICE transported the equipment to the communities – often a complicated logistical operation – and trained people in each community.

In mid-winter, the communities were able to deploy the equipment and start gathering data. SmartICE worked remotely with each community to troubleshoot issues. Each community gathered data and uploaded it. Ice maps are shared through a local, Indigenous-driven website (siku.org).

“When you log into SIKU you click on the SmartICE button and it takes you into our map, and the map of their particular region, then you can see where the SmartQAMUTIK traveled. Users can also check on the ice measurements around where a SmartBUOY is located. That’s available to all community members,” described Carolann. SmartICE operators also share the information through Facebook community groups and print the information to post around in community gathering spaces for those who don’t have internet access.



SmartICE is especially proud of its work to train and employ youth and to re-invest resources in Inuit communities. Carolann notes:

“Youth make up a large percentage of the northern population and there are not enough opportunities for learning and employment for them all. We hire local community members, procure local as much as we can and give opportunity to youth who may not otherwise have that

opportunity. Hiring and training local community members to become operators is essential to the success of the ice monitoring program. We train on the technology but they bring the traditional Inuit knowledge and together it is what makes SmartICE different and effective.”

As a result, SmartICE’s deep collaboration with Inuit communities is helping to strengthen climate resilience.

“Inuit are the northern scientists, they are the holder of how to be resilient within these communities and in the north, how to be resilient because ice is freezing up later and melting earlier, and access to resources is shrinking. Our remote sensing tools, combined with traditional knowledge, can help the Inuit communities become resilient to the climate change.”

Helen Magata, Tebtebba Foundation (Philippines)

The Tebtebba Foundation (Indigenous Peoples Centre for Policy Research and Education) is an international NGO by and for the rights of Indigenous People globally. It seeks the recognition, promotion, and protection of Indigenous Peoples' rights and aspirations while building unions to uphold social and environmental justice and sustainability. Tebtebba had been supported by the Oak Foundation for some years; more recently CJRF has been financing its global advocacy efforts aimed at the Green Climate Fund. This is their story.

"It was only in 2014 or 2015 when Oak Foundation supported our work in the Green Climate Fund that we were able to send Indigenous Peoples representatives to the board meetings of the Green Climate Fund again," explained Helen Magata, Tebtebba's Communications Officer. "But what did Indigenous People want from the Green Climate Fund and why was it very important for us to be present? Indigenous People wanted to make the Green Climate Fund accountable, not only to the developing countries that it should give funds to, but also to sectors and people who are most marginalized and vulnerable to climate impacts, including Indigenous Peoples." This ongoing support has not only helped get Indigenous People a seat at the GCF table, it has also led to one of Tebtebba's most critical global advocacy victories in recent years: in 2018 the GCF passed a strong and unequivocal Indigenous Peoples Policy which applies to all its projects and partners globally.

This achievement was not confidently expected during the early years of Tebtebba's engagement; global climate finance was a new and uncertain milieu, and they had to learn to navigate a complex set of global stakeholders around an unfamiliar topic. "The first GCF Board meeting I went to was in 2015, and the first time I was there I couldn't understand anything. I don't have any finance background, even more so I didn't have any background on climate finance. And during the entire three- or four-day meeting I didn't hear any mention at all about Indigenous People and Indigenous People's rights. So at the onset we listed our main asks or demands from the Green Climate Fund, what do Indigenous Peoples want? So we made a list.... And if we see the final adopted Green Climate Fund Indigenous Peoples policy objectives, most of them embody the vision of the Indigenous Peoples advocacy team that we wanted to see! ... So I think the Green Climate Fund Indigenous Peoples policy is a very far-reaching robust policy, and it wouldn't have been really possible if it were not because of the support of the CJRF."

Their work is not finished now that the GCF has a strong Indigenous Peoples Policy in place; she declared that next steps include ensuring that it is implemented, and that Indigenous Peoples' organizations themselves are able to leverage GCF funding on their own.

Successful advocacy did not only rest on practical strategy and action points; enabling Indigenous Peoples to enter climate negotiations was key. Although the advocacy campaign focused on GCF policy and decision-

makers, Helen asserted that engaging other international civil society organizations had also been key. There is a CSO presence surrounding global climate policy and institutions, but Indigenous Peoples had not been particularly present in these circles. Tebtebba, with support from Oak Foundation and CJRF, helped change that. By fully participating together with other global CSO advocates, Tebtebba raised the profile of Indigenous Peoples and their unique perspectives and issues, and also learned a great deal from allies about how to best approach advocacy in this new arena. As Helen explained, "So I think it became sort of natural to have an Indigenous Peoples representative within the active southern CSO seat... It now has become the work ethic of the CSOs to always consult the Indigenous Peoples team."

Helen concluded with some important reflections on the past few years, and looking ahead to the next. "These are some examples. Small but significant examples of how I think the CJRF has enabled voices of one of the most marginalized and most vulnerable to climate change to be able to step up and be in the same room, or the same negotiation table with CSOs and the Green Climate Fund... And this would not have happened if we were not physically present in all the board meetings where we meet all of these people.

When we talk about resilience and climate justice, climate justice impacts everyone, the rich and the poor, the men and women, the developed and developing countries. But always, always, the impact and also the burden is always heavier on the developing countries, and also more on



communities and the more vulnerable sectors of the communities, including Indigenous Peoples and women. So when we talk about climate justice, it also shows an inequality and injustice in terms of really able to influence, and significantly being able to shape the discussions on climate and climate finance. So climate finance is very technical, it's very high up there, it's very difficult to understand, even for us who have been following the Green Climate Fund. So this project has really sort of domesticized what climate finance means to Indigenous Peoples. I thought at first climate finance is all about money and funds and where do they come from and

where do they go to, but then we learned that climate finance is also about justice, it's also about making sure that the resources for climate finance goes to the communities who need them most.

It also means recognizing and respecting contribution of communities and Indigenous Peoples in mitigating and also adapting to climate change and its impacts. So I think in terms of key takeaway of Tebtebba's experience of working in the Green Climate Fund – participation is really a key. But you can only participate meaningfully if you have the capacity and also the necessary resources to be able to do

so. And we hope this translates into more practical and also more ground work of project implementation in Indigenous Peoples areas by the Green Climate Fund.”

“Voice of the Coastal People” Community Radio Meghna, Barkat Ullah Maruf, Coast Trust (Bangladesh)

In Char Fasson Upazila, an island in the Bay of Bengal, the impacts of climate change are leaving the rural community exposed to natural disasters and pushing people further into vulnerability. Local people struggle with escalating climate issues, like saltwater intrusion and cyclones. They face disastrous consequences with few resources to cope.

At the same time, in Bangladesh many girls and women lack equal access to education and vocational training. Gender discrimination also amplifies the effects of climate change on them. These issues are all very familiar to Barkat Ullah Maruf, who works for COAST Trust: “Women are more vulnerable, more exposed to natural disaster and climate change impacts.”

In 2015, Radio Meghna was established with funding from COAST Trust, a subgrantee of Climate Justice Resilience Fund

(CJRF)’s partner, Internews, an organization dedicated to press freedom, access to information, and building the capacity of local journalists. Community radio was harnessed to disseminate climate-related information, empower women and vulnerable populations, and serve as a tool for community-based action and rural development.

“The island, the community radio station is very much exposed to the natural disasters, the cyclones and climate change impacts in Bangladesh. Basically, it is providing



information, news, entertainment to the local people, fisherfolk and other coastal communities. The radio station is developing their coping capacity,” explained Barkat.

Among those most affected by climate change in the coastal community are fisherfolk and farmers. For farmers, land-grabbing, increasing salinity, and overuse of pesticides, are exacerbated by lack of legal and technical knowledge to manage these challenges.

“Number one is farmer community, because of the salinity. Government and other agencies there are introducing other types of crops, different varieties of rice and vegetables and so forth. The radio is promoting about these different kinds of crops so that farmers can cope with climate change.”

Fisherfolk face similar struggles and are particularly vulnerable to issues like missed weather signals or forecasts. They are often exploited by purchasers, have little knowledge of rules, regulations, their rights, or government services, and lack access to manage their own finances.

To address these challenges, the community radio’s core programming includes climate change education, disaster preparedness and post-disaster recovery, women-specific programs, weather forecasts and capacity-building information for fishers and farmers, as well as information on government and NGO resources.

Perhaps even more impactful is the community and opportunity Radio Meghna created for women. Run

primarily by young women, Radio Meghna grew from the efforts of these volunteers and is where it is today because of their dedication.

When the project began, there were very few local women journalists and women in the news. Barkat discussed how Radio Meghna supported a community of young women in this profession, saying, “We brought them to our discussions, our training workshops, taught them how to deal with the local situation for journalism, also techniques, ethics of journalism and so forth. And we taught them about climate change. ...

Further, with support from Internews, training and capacity building provided the adolescents with an opportunity for gaining technical skills and climate change education.

“These girls had not even seen a laptop before! Now they are editing the sound, mixing the sounds, broadcasting! ... They are making videos from the field, on their mobile phones. They come back, they edit and upload them onto the website of the radio station! They are learning.”

To Barkat, Radio Meghna is a poster child of success and a source of pride. He was thrilled to share how this funding promoted community radio and girls’ rights in an especially climate-vulnerable and conservative pocket of southern coastal Bangladesh.

“They are quite popular in the community. People know them by voice! There are stories when they go buy something in the shop and if they say something, people recognize their voices! ‘We hear you on the radio!’ They are becoming some kind

of celebrities in their community... This is a success story for us. They are emerging in the community, walking with a radio in their hand.”

**Dr. Mokhles Rahman,
Center for Natural Resource
Studies (Bangladesh)**

In coastal Bangladesh, increasing salinization of agricultural land and reduced freshwater access is a growing issue for farmers. With few measures to mitigate the impacts, coastal farms in the Bay of Bengal are prone to flooding from sea-level rise and severe damage from extreme weather events. The all too familiar result is that already vulnerable populations bear the brunt of climate change.

These are issues Dr. Rahman, Executive Director of the Center for Natural Resource Studies (CNRS)

in Dhaka, is all too familiar with. Working in the area for years, he has focused his work on coastal land issues, community-based restoration and adaptation to climate impacts, natural disasters and land-use change.

In Kultali, on the remote southwestern coastline, Dr. Rahman and his team were tasked with finding solutions to help farmers cope with increasing saline intrusion.

“When we designed the project, we found that freshwater availability is the major problem. And why is there non-availability of freshwater? Because the canal system, the canal networks are saline.”

So, the team improved and extended canal networks to make freshwater available to more farmers. Ongoing monitoring of the new system, however, demonstrated that poor farmers were still not using the extended network of canals for farming or for fishing.

The villagers were reluctant to explain why the canals were not being used and because their reasons didn't add up, Dr. Rahman's team dug deeper. They eventually realized the problem was political: the canals had been illegally taken over by powerful people, who didn't allow anyone else to use the water for farming systems.



The CNRS team understood that building canals would not solve the problem if the benefits were only captured by local elites. The infrastructure improvements alone would not be effective without water rights advocacy and law enforcement at the local level. Luckily, the project garnered support from local government officials.

“We had several meetings and rallies and also organized a press release and press briefing for the local papers we communicated with the Deputy Commissioner who was also supportive... and the Assistant Land Commissioner was very enthusiastic to do this because it aligned with the government’s agenda to excavate rivers and canals for freshwater.”

At first, this seemed like an easy win, but these efforts led to confrontation among stakeholders. The programming expanded beyond technical solutions (.e., small pond-based farming, irrigation canals, etc.) to also addressing other barriers to freshwater access.

“Over four, five, six, seven months we were able to evict the encroachers, the elites. And it’s actually created a kind of example that it is possible if these communities, the advocacy groups and the administration act together, then they can remove this sort of encroachment – these elites who want personal benefit at the cost of the wider community benefits.”

Dr. Rahman emphasized the importance of integrated approaches to development and building climate resilience through advocacy: “We have good results in terms of technology, in terms of water availability, but it’s not enough.” Moreover, advocacy has

other positive externalities in terms of social capital. Young people proved to be especially enthusiastic partners.

“Those who are involved from the youth group have also leased land from other farmers, are growing by themselves and are really enthusiastic to show what are they doing. It’s a kind of vibrant engagement in food production. I like to thank the youth group and the advocacy group and our field staff – they are so committed!”

The community-based efforts also helped boost the agency and influence of advocacy groups and improved lines of communication between farmers and government officials.

“The project created connectivity – now the villagers can communicate with the agriculture officials directly by themselves. They don’t need us to seek technical assistance from them. Either they can go to the subdistrict officials when they have problems, or the advocacy groups at the subdistrict, they are a bit powerful now”.

Between the impacts of extreme weather events, concerns over a resurgence of encroachment issues and with ongoing efforts now further complicated by the COVID-19 pandemic, much unfinished work remains.

“I don’t know how this story will end. We don’t know what new or imagined problem is coming. So, we have to live with this continuous problem of social, institutional and natural obstacles. However, it is proven that we can diversify crops, they increase the agricultural diversity, increase the people’s skills, increasing their connectivity. The cultural diversity,

the biodiversity, the water security, all these are indicators of resilience.”

Dr. Rahman’s takeaway from the project is that development and climate change adaptation is not just an issue of infrastructure and technology and can only be successfully implemented with community input and stakeholder involvement at all levels: “What I understand is that it is not the technical thing alone, like good farming systems, but at the same time the governance part, the policy, process and institutions.”

Historical Land Injustice: Securing Communal Land Rights in Northern Kenya

**David Silakan, IMPACT
(Kenya)**

Pastoralists in Kenya are becoming increasingly more vulnerable to climate change. In addition to direct climate impacts, their longstanding lack of land and resource rights stemming from Kenya's long history

of land injustices make them ever more exposed. Inequalities in land policies rooted in colonialism are further compounded by discriminatory government policies which have significantly impacted pastoral livelihoods and threaten them further.

The Indigenous Movement for Peace Advancement and Conflict Transformation (IMPACT) and partner foundation, Pastoralists Alliance

for Resilience and Adaptation in Northern Rangelands (PARAN), were established to address these mounting problems. The organizations focus primarily on securing land and resource rights, and advocating for human rights and social justice for indigenous peoples.

One recent project aimed to support pastoralist communities to secure land rights once legislation was enacted in their favor. Under the



2010 Constitution, most of the land in Northern Kenya was classified as “communal” and required registration under the newly enacted Community Land Act of 2016. The shift in land policy helped secure land rights for pastoralists and other indigenous communities; however the legislation itself and the process of registration were not widely understood.

“With the help of IMPACT and PARAN Alliance, we did a lot of awareness creation so that the communities understand the new land management legislation, which gave them an avenue for them to begin their land registration process. A lawyer worked with us so that these communities would understand formation of the Community Land Management committees, application for registration, all the processes until they acquired their title,” explained David Silakan, Program Coordinator at IMPACT.

The process is complicated but critical to securing the rights of these predominantly pastoralist communities. To help secure land rights, they also document how the communities protect their environment and are committed to continuing the “conservation of their ecosystem, heritage sites, spirituality, natural resources and culture.” David shares that Il Ngwesi, a community trust in central Kenya run by the Maasai community, is one such group that IMPACT and PARAN Alliance helped register, and now serves as a model for other applications for registration.

“Il Ngwesi is one of the groups (formerly the Group Ranch), that obtained a title within the community

land. And this is now a model that we’re trying to roll out to make sure that the success story of grassroots indigenous people, using their indigenous knowledge, their best practices, to own land is shared.”

Both organizations support community-based land management, capacity building, and resilience and adaptation to climate change. The goal is for these communities to be able to have the tools, skills and knowledge to act independently. David explains,

“We are being led by three key areas: amplifying voice of the northern and pastoral communities, and all those who are members of their lands... securing their land... and building movements so that they can respond to their own needs and their own challenges without having a broker in between.”

Through their work, the PARAN is demonstrating that community-driven land management and conservation, using local knowledge and representative frameworks, can be successfully done, allowing Indigenous Peoples to remain sovereign over their lands.

“Il Ngwesi ... is no longer conservation driven from outside. It is conservation that is driven by the community themselves. The elders are the ones who are on the Board, they are the trustees, they are the people who plan their land, they are the people who know the seasonality, they manage their finances... it’s the only one that won, and has never been leased.”

Other community conservation areas that are leased or sponsored with external funding have not yet started

the registration and title acquisition process, which may jeopardize their livelihoods.

“Il Ngwesi is a good example, and for us a success story...and that’s why we have a plan now to make sure that 23 communities’ land have been registered. Having fast-tracked the process, we want to roll it out, the whole model, all the way through northern Kenya where we have constituent communities.”

Dahti Tsetso and Mike Low, Dehcho First Nations (Canada)

Dehcho K'ehodi is a stewardship program to support on-the-land activities on the territories of the Dehcho First Nations in northern Canada. With support from MakeWay (formerly Tides Canada), they have created a Dehcho Guardian program to monitor the land and water and are networked together with other Indigenous Guardian programs throughout Canada.

The Dene, or people of Dehcho First Nations, have noticed the impacts of climate change for decades. Dahti Tsetso and Mike Low of the community explained the situation. “The Dehcho have been affected by climate change all over the place, from permafrost to warming waters to changing turbidities in the water and lakes that are no longer separating. And a lot of this relates to fish.... Even in the last ten years we’ve been seeing changes in fish populations in almost all the communities. So what we wanted to do was start documenting this.... If we start documenting this stuff, and how it’s impacting your food source – it’s not only a food source but it’s tradition and culture, being able to fish for food. And more than food, it’s... feeding your way of life.”

The Dehcho First Nations initially monitored these changes through its Aboriginal Aquatic Resources and Oceans Management (AAROM) program.

Meanwhile, the Dehcho First Nations were involved in complicated negotiations with the Canadian government about land claims.

Dehcho communities advocating for Indigenous-led protected areas were frustrated with holdups in the negotiations.

The Dehcho First Nations sought ways to support communities to move forward in ways that met community needs. They held meetings and workshops. Community members discussed the need to incorporate culture and language, not just a monitoring framework.

“When we started talking about how we could meet their needs for protected areas, and how we could do it differently and more in line with the Dene perspective, there was a lot of emphasis on supporting language revitalization. There was a lot of emphasis on youth and elder mentorship, and there was a lot of emphasis on respecting the Dene laws, which are laws that just guide the way we treat one another, and the way we have a relationship to the land. Over the course of the year we came up with a program, we called it the Dehcho K'ehodi Program, translated it means taking care of the Dehcho, and that it would be based on these principles of Dene laws, language revitalization, youth and elder mentorship.”

The motto of the Dehcho Guardian program coalesced through these discussions: “Being on the land in the Dene way protects the land.”

The Guardian program incorporated the skills and on-the-land presence of the Dehcho’s AAROM program with a commitment to Dene culture.

“When we partnered together, it elevated the program so much more through bringing these different

concepts and values, where we were actually looking at the biological side, or the life side of things, and then the cultural side of things together.... people really bought into it, and we started getting great buy-in, and we have people currently in the community saying I want to be a Guardian, I want to be a Guardian.”

With this approach, the Dehcho First Nations successfully negotiated several agreements, including an agreement to establish the Edehzhie Protected Area, the first Dene Indigenous Protected Area within Canada. Edehzhie is now protected by Dehcho K'ehodi Guardians from local communities. The Dehcho First Nations also signed an agreement with Enbridge to monitor an oil pipeline.

The Dehcho First Nations’ on-the-land stewardship benefited from connections with other Guardian programs throughout Canada.

“When we were building the foundation of the program, in that first year we invited in a lot of guest speakers to share their perspectives. So we had people come in, we had Miles Richardson as a former Haida President, and he talked about how they asserted their own rights when it came to protecting areas that were important to the Haida, that was a very inspirational story in getting us going.... We had people come in from the Labrador Innu, from Lutsel K'e – so they come in and they share what is it that they do, how is it that they run programs, what is it that makes a program successful, what are some of their challenges.... one clear example of that is they really emphasized the importance – I remember after one

meeting – really emphasized the importance of a Guardian uniform as helping to develop a sense of program identity, a sense of team, and how important that was for their Guardians in the field when they’re dealing with members of the public.”

As a result, stewardship and guardian efforts strengthened the ability of the Dehcho First Nations to address climate justice and resilience issues in their communities and on their territory. The Dehcho First Nations have greater power to negotiate with government and companies as a result of the program, and it builds pride within communities.

“I think that the program, and the way that people try to honor the mandate that was given to the program – there’s excitement around it, people really see the value in it, it makes people feel proud to be part of it. It helps build healthier communities in many regards. It helps recognize the value of Dene knowledge and Dene ways, in ways that weren’t fully being captured in the way in which we were approaching projects before. And so for me personally, it links back to governance on the land, and doing that in a way that aligns with Dene values. It’s been really neat to watch the program evolve over the last – it’s only been five years, six years. There’s been a lot of growth, and there’s still tons of room for growth.”

You Need Faith to Survive Here! - Youth Perspective on Climate Justice

Justus Tsofu, Natural Justice (Kenya)

Indigenous Peoples and other marginalized groups in Kenya, especially in the drylands, are disproportionately impacted by climate change. With Kenya's aggressive development goals focused largely on extractives and infrastructure, many already vulnerable communities now also bear the brunt of disruptive development projects. The resulting livelihood implications, including health and environmental impacts (such as land degradation and crop destruction), are all compounded by climate change.

Natural Justice is an organization working to protect human rights and the environment, using litigation to fight injustices stemming from such development projects in Kenya.

Justus Tsofu is a Community Environmental Legal Officer with Natural Justice. He spoke about a recent project focused on protecting Indigenous Peoples in Kenya's semi-arid and arid zones, from intensive industry and infrastructure development projects, and empowering them to defend their rights. He characterizes his story as being one about faith:

"It emanates from a region we've been working with called Bora Imani. And when I was asking around what Bora Imani means, it can be translated like

'it's better to have faith.' For you to survive in this area you need to have faith. So I wanted to know why they came up with that."

Justus goes on to explain that the community in Bora Imani have a quarry nearby, where rocks are being blasted to use in road construction. The constant blasting from the quarry is a source of stress for the Bora Imani residents for a variety of reasons.

"This blasting is accompanied with tremors – mild tremors, but... the structures that are there, they normally shake, and some of them, they fall... And then another thing that happens, that comes with it, is because of the blasting there is dust. Now, the dust enters into his house, it can be blown by the wind, it can



settle on the crops. Even when he's eating his things most of the time he has to do it inside, because he cannot eat outside because of the dust that comes from the site.... Apart from the aspect that you cannot have that peace, enjoying your meals outside, or even staying outside, we found that it just smothers the crops that were there and it exposes him to...food insecurity."

Justus and Natural Justice work within Kenya's legal system to combat these and other types of injustices toward the country's citizens, using their exhaustive understanding of local laws and regulations. For example, The Climate Change Act technically requires that the public participate and be given information before a project that impacts their lives is approved, which Justus notes, "also gives a room for people to come in with their views to really contribute to this discussion".

But all too often, even when violations are found, attempts to get justice face bureaucratic roadblocks or simply go unaddressed. Justus states,

"We met so many challenges... We wrote a complaint letter to NEMA (the Nation Environmental Management Authority) itself but this complaint, definitely it fell on the deaf ears."

For the Bora Imani community, rampant injustices from development projects translates into a multidimensional understanding of climate justice, with many advocacy entry points beyond just sending a letter of complaint to the NEMA.

"The company was employing 100 individuals they had one pit latrine,

which was supposed to cater for everyone. But we found that most of the time they tend to use the nearby bush to carry out their natural calls and what-have-you. And this area, the nearby bush, that is where people will graze their livestock, that is where we have the pools that collect the runoff, because we don't have piped water. So we found that the project documentation doesn't really look at the health impact.... When water has collected in these shallow pools, and this is where it has just run off whatever...it exposes people to diseases. There were three cases of people were having cholera... And we wrote complaint letter to the area administrative office of Public Health."

This draws Justus back to the original story of the Indigenous Peoples of Bora Imani - the one of faith - which he sees as crucial, alongside endurance, for climate justice in this community:

"So for climate justice in this aspect, for you to live in Bora Imani, you needed to have not just faith, but faith that can endure, because when you look at the conditions that are there - lack of water, the water sources that were there itself had been destroyed, so people had to go longer distances to get water. When you look at the environment itself you cannot stay outside just to enjoy, to have peace and enjoy the nature, because of the dust that was settling there. Leave alone that whenever they blast the sound that comes accompanied with the tremors, for you to survive in such an environment you needed to have faith."

Furthermore, there is a recognition that justice means that community members should not be the ones to disproportionately shoulder the burden of a project, and that this is closely tied with climate justice.

"What I would interpret is that things that are done within a project, for example in this case the dust which emanates from it, it just exposes people, it makes them more vulnerable to the impacts of climate change. So climate justice - there is the leader of the Magarini youth group that we were working with closely, and I was asking her what will climate justice mean to you? And she was telling me that I cannot talk of climate justice without looking at the equity, the balance and benefits of a project. Are they shared equally within the project proponent and the community? Most of the time community members are made to carry the burden of a project. But when it comes to the benefits, they get little from it. So she was saying climate justice to me, it will come to a point of equilibrium where the burdens of a project balance the benefits that we get from that project, and I thought that was good."

For the youth, like Justus, working with Natural Justice, there is a full understanding that faith must be balanced with real action and activism, and that there can be no climate justice in the case of natural resource development unless the cost of that development to the community members can be made to balance by benefits - not only burdens - to the communities themselves.

Nicole Ineese-Nash, Finding Our Power Together

Nicole Ineese-Nash was part of a university research team a few years ago looking at community wellness in Nibinamik First Nation in northern Ontario, Canada. The research quickly showed that it wasn't ethical to continue engaging in purely research work, since there was a high rate of teenage suicides in the small community.

"We then shifted to be able to work directly with youth who were at that time kind of organizing to support other youth in their community," said Nicole. "And so we worked with

them to develop a [documentary video](#) about their community and what they were currently going through, their struggles, their hopes, and how they were hoping to achieve their idea of wellness, which was that young people were able to live and thrive in their community."

Nicole Ineese-Nash is director of an organization called Finding Our Power Together, founded in collaboration with the youth of Nibinamik. She is Anishinaabe from Constance Lake First Nation in northern Ontario. The group has developed a program called [Building our Bundle](#), which is essentially

premised on Anishinaabe teachings of a traditional bundle. "A bundle is a sort of collection of ceremonial items that you might carry with you throughout your life, but we're also kind of thinking about it as your own toolkit, or a more metaphorical bundle of tools of skills that you might have that can support you in handling life's challenges, handling life's joys.... These are tools that you can carry with you."

Communities in the far north "are facing climate change at a much more rapid rate, and a much more personal level than folks in the cities are, or folks in other places of the world. But



we used to have five months of winter road, now it's going down to three. And that's in the last five to ten years. So we know that that's not the only reason why climate matters, but it affects people's day-to-day lives.... Everything that is happening is in relation to the land, and changes to the land that indigenous people didn't ask for."

She went on to explain that "one thing is about climate, but another thing is about sickness, so we're also thinking about, you know, there are traditional teachings about great sicknesses that we're experiencing globally right now, so sometimes those kinds of conversations can offer some comfort, and offer some kind of cultural understanding of the time that we're in, which seems to many to be a time that has no meaning, or is a difficult time to get through, and sometimes those teachings allow people to kind of be, like, okay, I'm part of something greater than myself. We've been having conversations with folks that are talking about a sickness as a result of climate change and as a result of essentially nature striking back....But also that there's kind of a cyclical cleanse that happens....In Anishinaabe culture we do cyclical cleanses."

Thanks to strong networks, Finding Our Power Together received its second grant ever. The grant came from Global Greengrants Fund with CJRF funding. Through a grant to the Global Greengrants Fund, CJRF instantly tapped into a trusted global network that Global Greengrants Fund had built up over many years.

The organization's work is "around essentially how land teaches us about

leadership, and particularly how youth can learn about leadership from being on the land. And what I mean by leadership is not necessarily governance or that kind of typical colonial way we think about leadership, but in my community when we think of a leader, a leader is actually someone who walks a good path so that others will follow.... Being on the land, being connected to your community, being connected to your elders and your ancestry helps you to live a life that other people can follow, and gives other people something to look for."

She went on to explain the importance of relationships and trust in overcoming colonial grantmaking models. "I think it's important to provide invitation to organizations, and make them feel welcome into applying – I think particular for indigenous people, a lot of us feel like we can't take up too much space, and we can't go for that big grant because we're just a small organization, and we've been told from numerous people that we're not smart enough, all of those kind of detrimental ideas permeate a lot of us."

"We are trying to develop programs that are geared towards resiliency and really empowering young people to take steps in their own lives to achieve the goals that they want to achieve."

ANNEX IV

Data Collection Instruments

INTERVIEW GUIDE

Evaluation Narratives – Key Themes and Research Questions

The purpose of the Evaluation Narrative Interviews is to gather and analyze stories of emerging results to which CJRF's investments have contributed.

The Key Themes for the evaluation are presented below (pasted in from the TOR).

You may not have time to ask all of the questions if the participant is very talkative and involved, and this guide can (and should) be adapted according to the participant's perspective, circumstance, and direction. However, please do your best to ensure that you cover the key themes⁴ which best intersect with the participant's experience.

Overall Effectiveness (Results)

1. Changes in Key Actors: What changes can be observed in the activities of our grantees and of their constituents or targeted actors (women, youth, IPs, local/national policymakers, international funders, etc.)?
2. Systems-Level Change: What (if any) signals indicate CJRF grantees are contributing to progress on large-scale change or shifts in systems?
3. CJRF Contribution: What elements of our strategic framework are contributing most to the results observed? Do any elements seem irrelevant or unrelated to emerging results?

Specific Fund Strategies

4. Constituent Empowerment: CJRF's strategy assumes that women, youth, and Indigenous Peoples are critical actors whose voices can, if/when empowered, lead to more (and more effective) resilience-building activities that benefit their communities. Is there evidence that CJRF grants have contributed to these constituents becoming more engaged in resilience-building and associated advocacy?
5. Local Solutions: We assume constituent-led climate solutions are more effective than top-down ones. What types of local solutions are being implemented through our grantmaking? What can we observe as to their results to date?
6. Advocacy: We assume policy advocacy will contribute to greater implementation of constituent-led solutions. What other assumptions must hold true for this to be correct? To what extent do CJRF grantees appear to be making progress on their advocacy objectives?
7. Portfolio Mix: Are the supported strategies, tactics, and approaches appropriate to the changes we want to see? Are they complementary and mutually supportive, or do they in any way contradict each other?
8. Geographic scope: CJRF's three focal regions were chosen because they: 1) offered an opportunity for concrete "proof of concept" because climate change impacts are already palpable, and 2) they are places where Oak Foundation already had active grantmaking and expertise. Do you believe this focus is strategic and justified? Could CJRF's strategy apply to other places?

Grantmaking Process⁵

9. Grantee Selection: Are the proposal and review processes efficient, effective, and fair? How has grantee selection evolved over the first three years of the fund? This should include proposal solicitation, application process, timeline, evaluation criteria, and decisions about size and duration of awards.
10. Non-financial support: Aside from financial support, what other activities did CJRF undertake in support of grantee partners? What results have these had so far?
11. Adaptive Management: Has CJRF demonstrated appropriate ability to learn from experience and adjust strategy and grantmaking?

⁴ These are pasted in directly from the TOR.

⁵ Please note that CJRF has adjusted aspects of its grantmaking process at several points over the first three years of the Fund's life. It is seeking insights and recommendations to inform further reforms in the future.

Guide 1: Evaluation Narrative Interview Guide – For Regional Grantees and Global Stakeholders

Introductory Comments

This is an interview about the story of your experiences with the project that has been financed by CJRF, and also about your experience working with this donor. You do not need to tell us every single detail, so feel free to focus on whatever you feel is most important for us to know, and we may ask some follow-up questions if there is anything we really want to learn further from you.

Our purpose in these interviews is to gather stories and other evidence about what your CJRF-funded program is (or is not) achieving, why, and how. We are also very interested to learn about your experiences working with the CJRF. Finally, we are interested in what advice you have about how other NGOs can more effectively contribute to climate resilience – and how international donors can best enable that.

We are speaking to about 30 stakeholders globally, and will be writing a paper and other material which documents the CJRF's achievements and lessons learned globally, as well as practical advice for other NGOs and donors who are also active on climate justice and resilience issues. We will be sure to share the external briefing paper to you when it is finished, later this year. The interview should last around one hour⁶, and no more than an hour and a half.

Main Questions

Note to Interviewers: These questions are examples. You do *not* need to ask them all, or in order. The purpose of the interview is to invite them to tell the story of their experiences with CJRF, including emerging results from their projects; experiences working with the donor (including its specific fund strategies); and advice for other NGOs and donors. Please refer to the *key themes and research* questions above to pose follow-up questions that are especially relevant to this evaluation.

Because we are inviting them to tell *stories*, the questions below are structured in chronological order of experience (rather than grouped thematically). It may be enough to simply ask them to “please tell me the story of this program from front to finish” (with a few follow-up questions or probes interjected at appropriate moments along the way). With others, however, it might be helpful to pose a series of direct questions, such as those which appear below.

Do *not* ask questions that the participant cannot comment on. For example, beneficiaries are unlikely to be knowledgeable about CJRF's overall portfolio or strategy. Be selective and focus on the topics that the participant is best poised to discuss.

Please do *not* share the interview guide with the participants. We would prefer spontaneous conversation.

- Review Informed Consent statement/form: MANDATORY.
- Basic demographics
 - Please introduce yourself and your work with ____ agency? [Please make sure you get information about the participant's:
 - Role in organization, and on the CJRF-funded project – and for how long
 - How long they have lived in (or been engaged with) the community/target area of the CJRF-funded projects.]

⁶ It may go longer if a translator is necessary.

- Experience with the project

Please tell me the story of this project and your experience with it, from the beginning up until now. [In some cases, this may be all you need to launch the interview, but in other cases you can refer to the list of questions below.]

- How did you first hear about the CJRF funding opportunity or project?
- What are your thoughts about the CJRF's grantmaking process? [Key themes may include: grantee selection processes; time and labor needed to get a grant; CJRF's non-financial support; and adaptive management by CJRF.]
- Tell me the story of starting up and implementing this program. How has it gone?
- What do you think this program is achieving, and why? Tell me about how it's making real change on the ground. [Follow-up questions are encouraged to span the following themes: changes in key actors, systems, and/or CJRF contributions].
- What have been some of the challenges, and how are you addressing them?
- Is this program really addressing climate change? How?
- Has CJRF been a good donor while the program was underway? Why or why not? Tell me more about working with them. How do they support you? What can they do better? How do they compare with other donors you've worked with? And how does it fit into the broader field of climate change donors? [Key themes for follow-up questions may include: constituent empowerment; local solutions; advocacy; portfolio mix; and geographic scope. Only ask questions which are relevant to the participant's experience and knowledge. For example, if you are speaking to a beneficiary who has not had any interaction with the donor, you can skip over this altogether.]
- What advice would you like to give to other NGOs around the world who are also working on issues of climate justice and climate resilience? How about to other donors?
- Is there anything else you would like to tell me about?
- Referral to Community Representative
 - We very much wish that we could do site visits to see the projects and meet the people in the community, but that's obviously not possible right now. Still, we want to reach out to beneficiaries. Is there someone in the community who we could speak to on the phone about this project? A beneficiary would be great, but it could also be a local government authority, local CSO liaison, etc.

Follow-Up Questions and Probes

Follow-up questions are very important to “unpack” any interview. Follow-up questions depend on what the participant has already said, and so it is difficult to plan them early. Probes, meanwhile, are neutral questions, phrases, sounds, and even gestures interviewers use to encourage participants to say more.

Example follow-up questions and probes:

- What happened after that?
- What did you think about when that happened?
- What is/was your opinion about that?
- So you thought that problem was too big for you? Why?
- Did you think that someone would help you?
- Why did you decide to do that?
- How did you feel when that happened?
- You seem very frustrated about that. Is that right? How did you manage that?
- Do you have any take-aways or lessons learned from that experience?
- So you were not worried about XXX because YYY? Can you tell me more about that?
- Can you tell me more about how that links to climate change exactly?
- So what does this say about CJRF's grantmaking process?

Guide 2: Evaluation Narrative Interview Guide for Community Representatives

Introductory Comments

This is an interview about the story of your experiences with the _____ project. You do not need to tell us every single detail, so feel free to focus on whatever you feel is most important for us to know, and we may ask some follow-up questions if there is anything we really want to learn further from you.

Our purpose in these interviews is to gather stories and other evidence about whether and how this project is helping your community, both in general and also in terms of climate change. We are also interested in what advice you have about how NGOs and funders can more effectively contribute to climate resilience in your community.

We are speaking to about 30 stakeholders globally, and will be writing a paper and other material which documents the CJRF's achievements and lessons learned globally, as well as practical advice for other NGOs and donors who are also active on climate justice and resilience issues. We will be sure to share the external briefing paper to you when it is finished, later this year. The interview should last around one hour⁷, and no more than an hour and a half.

Main Questions

Note to Interviewers: These questions are examples. You do *not* need to ask them all, or in order. The purpose of the interview is to invite them to tell the story of their experiences with CJRF, including emerging results from their projects; experiences working with the donor (including its specific fund strategies); and advice for other NGOs and donors. Please refer to the *key themes and research* questions above to pose follow-up questions that are especially relevant to this evaluation.

Because we are inviting them to tell *stories*, the questions below are structured in chronological order of experience (rather than grouped thematically). It may be enough to simply ask them to “please tell me the story of this program from front to finish” (with a few follow-up questions or probes interjected at appropriate moments along the way). With others, however, it might be helpful to pose a series of direct questions, such as those which appear below.

Do *not* ask questions that the participant cannot comment on. For example, beneficiaries are unlikely to be knowledgeable about CJRF's overall portfolio or strategy. Be selective and focus on the topics that the participant is best poised to discuss.

Please do *not* share the interview guide with the participants. We would prefer spontaneous conversation.

- Review Informed Consent statement/form: MANDATORY.
- Basic demographics
 - Please introduce yourself and your work with ____ agency? [Please make sure you get information about the participant's:
 - Role in community, and on the CJRF-funded project – and for how long
 - How long they have lived in (or been engaged with) the community/target area of the CJRF-funded projects.]

⁷ It may go longer if a translator is necessary.

- Experience with the project

Please tell me the story of this project and your experience with it, from the beginning up until now. [In some cases, this may be all you need to launch the interview, but in other cases you can refer to the list of questions below.]

- How did you first hear about the CJRF-funded project?
- Tell me the story of starting up and implementing this program. How has it gone?
- What do you think this program is achieving, and why? Tell me about how it's making real change on the ground. [Follow-up questions are encouraged to span the following themes: changes in key actors, systems, and/or CJRF contributions].
- Has this project helped you personally? How?
- What have been some of the challenges, and how are you addressing them?
- Is this program really addressing climate change? How?
- Has _____ been a good partner in this community? Why or why not? Tell me more about working with them. How do they support you? What can they do better? How do they compare with other donors you've worked with? And how does it fit into the broader field of climate change donors? [Key themes for follow-up questions may include: constituent empowerment; local solutions; advocacy; portfolio mix; and geographic scope. Only ask questions which are relevant to the participant's experience and knowledge. For example, if you are speaking to a beneficiary who has not had any interaction with the donor, you can skip over this altogether.]
- What advice would you like to give to other NGOs around the world who are also working on issues of climate justice and climate resilience? How about to other donors?
- Is there anything else you would like to tell me about?

Follow-Up Questions and Probes

Follow-up questions are very important to “unpack” any interview. Follow-up questions depend on what the participant has already said, and so it is difficult to plan them early. Probes, meanwhile, are neutral questions, phrases, sounds, and even gestures interviewers use to encourage participants to say more.

Example follow-up questions and probes:

- What happened after that?
- What did you think about when that happened?
- What is/was your opinion about that?
- So you thought that problem was too big for you? Why?
- Did you think that someone would help you?
- Why did you decide to do that?
- How did you feel when that happened?
- You seem very frustrated about that. Is that right? How did you manage that?
- Do you have any take-aways or lessons learned from that experience?
- So you were not worried about XXX because YYY? Can you tell me more about that?
- Can you tell me more about how that links to climate change exactly?
- So what does this say about CJRF's grantmaking process?

Guide 3: ‘Deep Dive’ Stories

The second round of conversations (8 in all) are not be supported by a formal interview guide because they will be idiosyncratic. From the pool of regional participants (i.e., grantee NGO staff and community stakeholders), we are selecting one NGO representative and one beneficiary (ideally) from *separate* projects. The sample will be purposive: we will choose informants who are especially articulate and insightful, and demonstrate that they can tell an illuminating story which explains why and how a particular organization, program, project, or initiative has led to significant change in the climate resilience or climate justice arenas.

Please note that while the first interviews were strictly confidential, excerpts from these stories may be used in reports and other media with identified names, photos, etc. As such the informed consent process for these interviews involves a separate form, and the participant should be reminded of these details prior to the start of the interview.

Each participant is invited to choose which story they want to tell. We do request the following parameters:

- The story should be about an initiative that was supported (at least in part) by CJRF. (It does not have to be solely attributable to CJRF, but it should be relevant to an evaluation of CJRF).
 - The story should have a climate lens, i.e., have direct bearing on climate resilience and/or climate justice topics – not just development business-as-usual.
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Guide 4: Climate Justice and Resilience Dialogues

These dialogues will convene three participants each (NGO representatives from three regions + global grantees, and community stakeholders from of these grantees) to come together and discuss climate justice and resilience, and formulate advice for CJRF and other external stakeholders. As these dialogues will be the third round of data collection and storytelling, thinking may very well evolve about what will be the best focus of the interviews. The following guide should be considered tentative, and will be revisited prior to convening the dialogues.

Again, these dialogues will not be confidential, and informed consent is essential.

1. What does climate justice mean to you? How about climate resilience?
2. What does effective climate justice / resilience action look like in the places where you work? What has your organization done to achieve those aims?
3. What is your advice to other CSOs working on climate justice and resilience?
4. What do you recommend that CJRF and other donors should do (beyond more funding) to best catalyze climate justice/resilience?

SURVEY QUESTIONNAIRE

ISET International is conducting an evaluation of the work of the Climate Justice Resilience Fund (CJRF). This survey asks about your experience with the Fund. All answers will be confidential, so please feel free to give your honest opinions to help the Fund improve its support to organizations. Only the independent team from ISET International will have access to the data.

If you have any questions about the survey or the study, you may contact the Team Leader directly at colleen@i-s-e-t.org, skype: colleenmcginn, or telephone/whatsapp at +855 92 948 353.

1. I work in the following regions (choose all that apply):

- a. Africa
- b. Asia
- c. Arctic
- d. Global

2. Compared to other funders, are CJRF's grantmaking process and grantmaking decisions are:

- a. Very straightforward and transparent
- b. Somewhat straightforward and transparent
- c. Not straightforward and transparent

Comment box (Optional)

3. Please rank CJRF's responsiveness to emails and issues that you have brought to their attention.

- a. Extremely responsive
- b. Moderately responsive
- c. Responsive
- d. Somewhat responsive
- e. Not responsive

Comment box (Optional)

4. Compared to the reporting process for other funders, annual reporting processes to the CJRF are:

- a. Better than reporting to other funders
- b. About the same as reporting to other funders
- c. Harder than reporting to other funders
- d. My organization has not yet reported to the CJRF

Comment box (Optional)

5. Besides the grant money, did you receive any meaningful non-monetary support from CJRF?

- a. CJRF staff connecting you to other partners
- b. a Climate Home feature
- c. a CJRF event you found particularly valuable
- d. an event that CJRF helped you attend by inviting you, funding you, or in some other way
- e. We didn't receive any non-monetary support
- f. Other (please tell us what it was) [comment box]

Comment box

6. If you attended a CJRF event, what did you find the most constructive about the CJRF event(s) you attended?

Comment box

7. If you attended a CJRF event, what did you find the least constructive about the CJRF event(s) you attended?

Comment box

8. Please select the sentence that best applies to your organization's engagement with other CJRF funded partners.

- a. I am familiar with the other CJRF grant partners and CJRF has facilitated meaningful connections with at least one other partner.
- b. I am familiar with other CJRF grant partners but CJRF has not facilitated connections with any other organizations in the portfolio.
- c. I am not familiar with the other CJRF grant partners and have not made connections with any other organizations in the portfolio.

9. If you are in a sub-granting arrangement, either giving or receiving, have you found the processes

- a. Appropriate and transparent for all parties
- b. There were some problems with it

Comment box

10. Can you share one thing that the CJRF does really well?

11. Can you share one thing that you wish the CJRF did better?

ANNEX V

List of Participants

Agnes Leina, Il'laramatak Community Concerns

Allison Davis, Global Greengrants Fund

Angela Sanau, Maasai Mara Wildlife Conservancies Association (MMWCA)

Anne Henshaw, Oak Foundation

Beatrice Shanka, Il'laramatak Community Concerns

Carolann Harding, SmartICE

Daan Robben, BothENDS

Dahti Tsetso, Dehcho First Nations

Dave Secord, CJRF Review Board

David Silakan, IMPACT Kenya

Diane Ives, Kendeda Fund

Dida Ali Ibrahim, Strategies for Northern Development

Eileen Mairena Cunningham, Green Climate Fund Civil Society Organisations Observer Committee

Emily Wanja, Docubox

Eriel Deranger and Sheila Muxlow, Indigenous Climate Action

Erika Lennon, CIEL

Gino Cocchiara, Natural Justice

Glenn Dolcemasclo, The Huairou Commission

Heather McGray, CJRF

Jane Meriwas, Samburu Women's Trust

Joydeep Gupta, Internews

Justus Tsofa, Natural Justice

Mariana Lopez, Pawanka Fund

Mokhles Rahman, CNRS

Mostafizur Rahman, HELVETAS

Mutinda Munguti, Sahelian Solutions Foundation (SASOL)

Nicole Ineese-Nash, Finding Our Power Together

Patricia Cochran, Alaskan Native Science Commission

Peninah Taki, Chair of the Maasai Mara Conservancies Women's Forum

Priya Sinha, DRCSC

Raymond de Chavez and Helen Malaga, Tebtebba

Rex Holwell, SmartICE

Robin Bronen, Alaska Institute for Justice

Sanjay Bavikatte, Former CJRF Review Board

Steve Ellis, MakeWay (formerly Tides Canada)

Winnie Asiti, Global Greengrants Fund



For more information, please contact:

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