



Model of **OPERATION**

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INTRODUCTION

Our idea with this booklet is to share with you our purposes and the different paths of this joint journey towards a more socially just and zero carbon Brazil.

It is a challenging, constant and deeply rewarding work. We celebrate each advance towards the goals of our climate agenda, observing the various contributions of our partners in many of them. We act with focus, determination, organization and responsibility to expand the achievements.

Next, you will learn in general terms and in detail about what we are, what we seek to be and how we are aiming to follow this path. Thank you for being with us!

VISION AND MISSION



Our **VISION** of the future, built on the present, is to have a carbon negative Brazil, with economic growth and social justice, by 2100, compatible with 1.5 °C



Accordingly, our current **MISSION** is to contribute so that Brazil reaches its potential of reducing emissions by 66% in 2030¹

¹Based on 2005 emission levels.

PREMISES

Support for the advancement of the climate agenda

The federal government has announced priority for combating deforestation and for the development of an agenda to combat climate change, with political decisions based on scientific evidence. In this context, the role of iCS should be to support these efforts when necessary; to complement in areas where the government is less able to advance, such as in agriculture and energy transition; and to guarantee that civil society is independent and plays a leading role in deciding the paths to be followed.



Climate as a pillar of socioeconomic development

The effort to implement the climate agenda needs to be, more than ever, directly related to actions that seek the social and economic development of Brazil, with a positive and real impact on people's lives, especially for the most vulnerable groups.



Priority of the Amazon

The work in the Amazon must continue to embrace the complexity and diversity of the region. The government and civil society must guarantee that the entire Amazon region benefits from a development model based on the preservation of the forest, its indigenous peoples and the traditional communities, so that combating climate change avoids future political setbacks. We defend the preservation of the forest allied to the development of the socio-bioeconomy, generating income and quality of life for the local population, including the urban population.



Specific climate actions in the territories

It is fundamental to support the subnational entities (municipal and state governments and local communities) in the implementation of specific climate actions. In order to guarantee that the implementation is accomplished, we need to start by carrying out research or designing climate policies.



OUR OPERATION

The operation of iCS is self-complementing between the roles of **grantmaker** of organizations that work - on different fronts - in combating climate change and as a **catalyst** for actors, actions, ideas, knowledge and partnerships.

Therefore, in addition to enabling financial resources, iCS seeks to contribute by promoting **dialogue** between the sectors, adding knowledge and establishing information networks.



CRITERIA

The operation priorities of iCS have been defined by criteria that evaluated impact and implementation capabilities. Accordingly, the following were taken into consideration:



Impact

- GHG emissions
- Environmental co-benefits
- Increase of the ambition in the Brazilian NDC
- Scalability in 5 years
- Systemic effect on the economic sectors linked to the climate
- Employment and income
- Quality of life and access to rights
- Importance to the strengthening of the field



Implementation

- Timing
- Additionality of the iCS contribution
- Alignment with international priorities
- Availability of philanthropic funding in 5 years
- Availability of partners
- Coordination effort of the actors from the sector

THE 4 AREAS OF WORK

The iCS teams integrate into a **transversal** and multidisciplinary professional routine, with an emphasis on **cooperation** and dialogue.

We have established four areas of work in the new model of operation of iCS. For each one of them, strategic objectives have been planned, which precisely define the focus of the work and what we want to achieve, as follows:



Transition in land use and food systems

The transition in land use and food systems involves the strengthening of actions to combat deforestation, the promotion of low carbon agriculture and the bioeconomy.



Energy, industrial and transport transition

Just energy transition, with the electrification of public transport and the decarbonization of the electric sector and industry to a low carbon economy.



Agents of change for climate action

Change agents who must play a leading role in the just transition to a low carbon economy.



Climate policy and institutional framework

Create and strengthen the institutional conditions that are favorable to transition, such as laws, policies, organizations and instruments.



Transition in land use and food systems

The transition in land use and food systems involves the strengthening of actions to combat deforestation, the promotion of low carbon agriculture and the bioeconomy.

OBJECTIVES



FOREST CODE: Strengthen the implementation of the Forest Code by the strengthening of the command and control mechanisms, the consolidation and improvement of regulations, the support/provision of technical assistance and economic incentives.



TRACEABILITY: Ensure that large companies in Brazil implement traceability mechanisms and that domestic consumers and market players use traceability information to make informed food choices.



FOREST CARBON: Promote carbon pricing instruments that contribute to the financing of the forest restoration, guaranteeing integrity and socioenvironmental safeguards.



BIOECONOMY: Strengthen the bioeconomy as a promoter of local and regional development, preserving the environmental integrity, increasing the leading role of the traditional populations and promoting their greater insertion in the national GDP and in our policy of Research, Development and Innovation (RD&I).



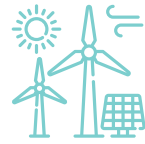
LANDHOLDING GOVERNANCE: Contribute to the legal allocation of unallocated public lands, ensuring the socioenvironmental safeguards and protection of the biodiversity.



COMBATING DEFORESTATION: Combating deforestation through intelligence, the reconstruction of the institutional and legal apparatus, and the accountability of the public and private agents that promote deforestation.



JUST TRANSITION OF AGRICULTURE: Promote a low carbon transition in Brazil, guaranteeing sustainable agricultural systems and their benefits for the Brazilian population.



Energy, industrial and transport transition

Just energy transition, with the electrification of public transport and the decarbonization of the electric sector and industry to a low carbon economy.

OBJECTIVES



RENEWABLES: Strengthen the competitiveness of the renewable sources through the reform of the electric sector and promote the preparation of regional development plans in the Northeast, guaranteeing the universal access to safe and accessible energy for everybody.



ELECTROMOBILITY: Accelerate the adoption of electric buses and freight vehicles in urban areas, extending municipal electrification initiatives, improving air quality and encouraging financing mechanisms.



INDUSTRY: Promote the transition of the strategic industrial sectors to comply with a low carbon economic structure, considering the opportunities offered by energy efficiency, electrification, low carbon fuels such as biomethane and green hydrogen, as well as possible disruptive technologies.



FOSSIL FUEL IN ELECTRIC GENERATION: Eliminate the use of fossil fuels in the generation of electricity by 2035, through the programmed elimination of liquefied natural gas (LNG), coal and diesel in the generation of electricity.



FUELS FOR TRANSPORT – under construction



Agents of change for climate action

Change agents who must play a leading role in the just transition to a low carbon economy.

OBJECTIVES



VOTERS: Strengthen the mobilization and the civic engagement in relation to climate change in the electoral processes, by raising the awareness of the electorate and the promotion of the communication capacity of the Amazonian organizations.



INDIGENOUS PEOPLES AND TRADITIONAL COMMUNITIES: Strengthen the leading role of the indigenous peoples and traditional communities in the climate agenda, ensuring their rights, way of life and their autonomy in the management and protection of territories.



POPULATION OF THE URBAN AMAZON: Engage the urban population of the Amazon in the defense of the social and environmental integrity of the cities of the Amazon and contribute to the advancement of the climate agenda, with the strengthened local civil society to play a leading role in the changes.



BLACK POPULATION: Promote the leadership of the Afro-descendant population in the climate debate and their just participation in the decision-making processes, allowing them to promote solutions that are compatible with their security and rights and appropriate intersectoral climate actions and policies.



CONSUMERS: Strengthen the ecosystem of the consumers by allowing them to play a leading role in the climate debate, especially with respect to food systems and energy.



ENTREPRENEURS AND BUSINESS OWNERS: Inform and engage entrepreneurs and business owners to lead the transition to a low carbon economy.



Climate policy and institutional framework

Create and strengthen the institutional conditions that are favorable to transition, such as laws, policies, organizations and instruments.

OBJECTIVES



WATCHDOG: Strengthen the watchdog capacity (vigilance) of civil society in relation to the commitments made by the subnational governments and the private sector, in addition to the commitments of the Paris Agreement.



FOREIGN POLICY: Strengthen an ecosystem that links climate change with the agendas of foreign trade and international cooperation.



CLIMATE POLICY: Strengthen the climate policy of Brazil, especially by updating and strengthening the PNMC and revisiting its governance in the light of the Paris Agreement, thereby ensuring the participation of the different actors and that the concepts of social justice, equity and climate racism are taken into consideration.



SUBNATIONAL: Strengthen the subnational climate governance, the improvement of regulations and commitments to implement the climate policies linked to decarbonization and adaptation.



JUST FINANCIAL TRANSITION: Ensure the incorporation of the full extent of the climate risks and impacts in the credit pricing, investment decisions and insurance coverage, through the use of regulatory and financial instruments and the incorporation of the climate agenda in the concept of the fiduciary duty of the economic agents.



REDIRECTION OF INVESTMENTS: Stimulate the direction of public and private investments towards an infrastructure that is aligned with the transition to a low carbon economy through the advance of regulations and the promotion of access to “green” lines of credit.





STRATEGY

iCS and its grantees use different and complementary **STRATEGIC TOOLS** in their actions

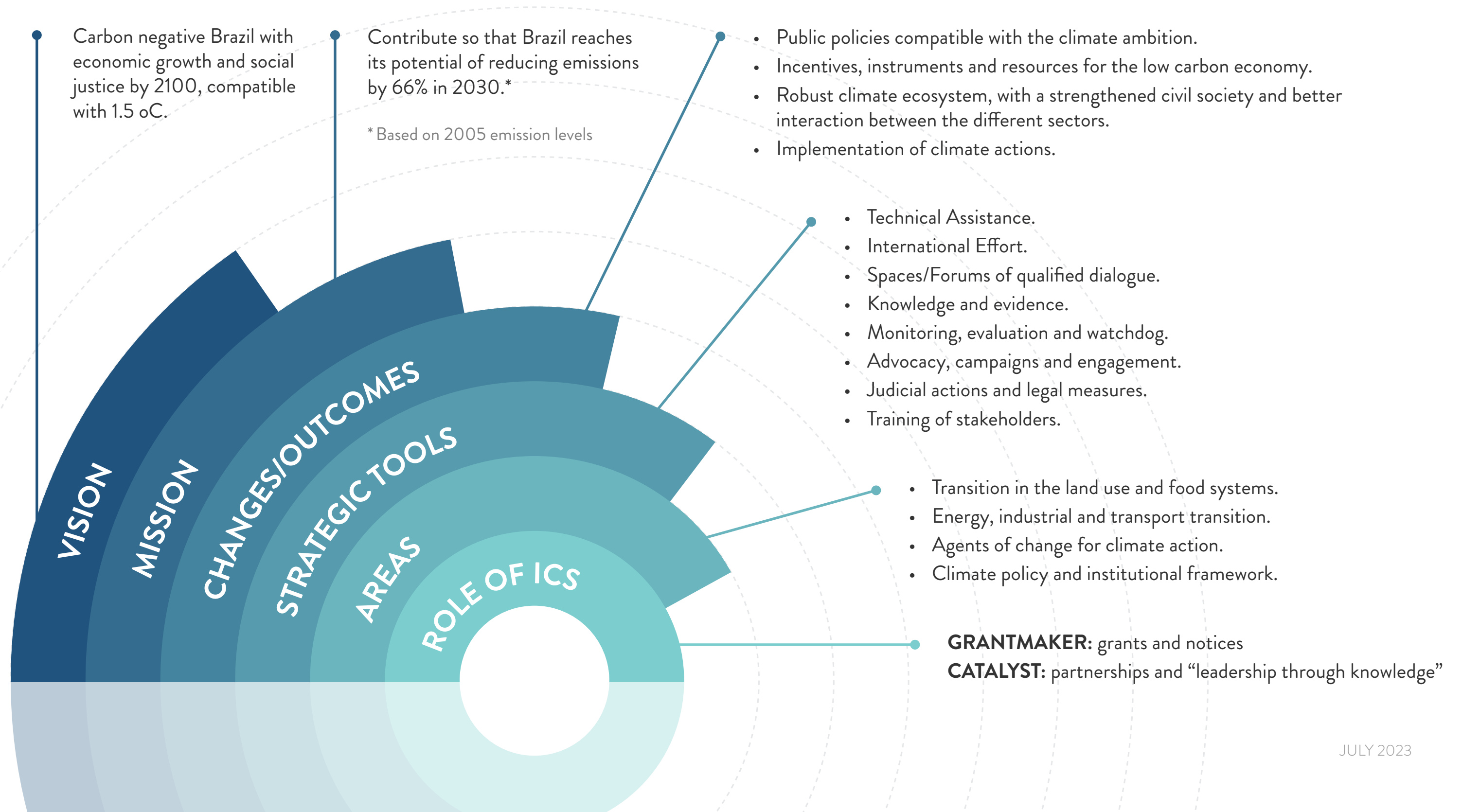
-  Technical assistance
-  International effort
-  Spaces/forums of qualified dialogue
-  Knowledge and evidence
-  Advocacy, campaigns and engagement
-  Monitoring, evaluation and watchdog
-  Judicial actions and legal measures
-  Training of stakeholders

WHAT WE ARE BUILDING

Changes and outcomes to be achieved:

-  Public policies compatible with climate ambition
-  Incentives, instruments and resources for the low carbon economy
-  Robust climate ecosystem, with a strengthened civil society and better interaction between the different sectors
-  Implementation of climate actions

NEW MISSION MODEL



QUESTIONS & ANSWERS

This booklet will not include specific information about the subjects worked on by iCS. The descriptions of the strategic objectives do not contain the details of the content covered by them. Therefore, if you have any questions, please direct them to the technical focal point of iCS who works with the subject.

1) In terms of the management and organizational model of iCS, what are the main changes in the new work model?

The changes in our work model were made with several purposes: updating the previous strategic planning (2019-2022), strengthening the construction of interdisciplinary, multisectoral and multistakeholder strategies, increasing the impact and expanding the scale of the constructed solutions.

For this, the teams that previously worked in seven (7) thematic Portfolios now work together around four (4) strategic areas and grants are constructed collectively, based on the designed strategy. Each grant will have a focal point, who will evaluate the project and then monitor the grant and share the outcomes with the rest of the team of the objective. Furthermore, in operational terms, the organizations will fill out a new form in the FLUXX system (the management software of grants used by iCS), which contains more targeted questions regarding our new strategy.

2) Does my focal point at iCS continue to be the same?

If your organization has a current grant, it will continue. However, in new negotiations, the focal point may be different, because it will depend on the composition of the team of the strategic objective in which the new proposal is inserted. To know the focal point of the objective, see the list at the end of this document.

3) Will my current grant alter in any way with these changes?

No. Grants that were already previously approved continue the same and will be monitored by the focal point and by the Portfolio in question until the end of the project. The activities and outputs established in the grants will also continue to be the same.

4) How can we assess the possibility of new grants within the new work fronts?

Each new strategic objective has an interdisciplinary team and a focal point (see the list below).

5) Is there a possibility of any organization not receiving grants from iCS with the new work fronts?

The approval of new proposals depends on several factors, including a good implementation plan, the budget availability of iCS, and the adherence to the new iCS strategy, among others.

6) What happened to the former iCS Portfolios?

The Portfolios have become areas of knowledge that support the iCS strategies (Communication and Engagement; Climate and Law; Low Carbon Economy; Land

Use and Food Systems; Energy and Transport and Climate Policy).

Experts will continue to exchange information within the areas of knowledge, but the construction of grant plans will take place in the groups of the strategic Objectives.

7) Can the strategy change again? Will the arrival of a new executive director change anything in the process?

The iCS strategy is reviewed every 4 years and adjustments can be made to adjust to externalities. We believe that the new executive director will play a key role in supporting the operationalization and achievement of the strategies and goals collectively designed by the team.

8) If my organization has a pending item in an old grant, can we apply for a new grant? What if the areas are different?

Partner organizations that have late or undelivered intermediary or final reports will not be able to receive new grants until the situation is regularized with the ICS. Furthermore, in our monitoring and evaluation process of grants, if our team considers that the project was not satisfactory, and the organization has not complied with what was agreed, there may be an instruction for the organization not to receive new grants.

Even if the grant is from an Objective/Portfolio that is different from the one in which there is a pending item, it will not be possible to apply for a new project or have a new grant approved until there is a complete regularization. We recommend that any pending items are resolved as soon as possible.

	OBJECTIVE	FOCAL POINT	E-MAIL
 <p>Area - Transition in land use and food systems</p>	Forest Code	Julia Norat	julia.norat@climaesociedade.org
	Traceability	Kamyla Borges	kamyla@climaesociedade.org
	Forest Carbon	Paula Bernasconi	paula@climaesociedade.org
	Bioeconomy	Gustavo Pinheiro	gustavo@climaesociedade.org
	Landholding Governance	Paula Bernasconi (temporary)	paula@climaesociedade.org
	Combating deforestation	Paula Bernasconi	paula@climaesociedade.org
	Just Transition of Agriculture	Kamyla Borges	kamyla@climaesociedade.org
 <p>Area - Energy, industrial and transport transition</p>	Renewables	Roberto Kishinami	kishinami@climaesociedade.org
	Electromobility	Roberto Kishinami (temporary)	kishinami@climaesociedade.org
	Industry	Victoria Santos	victoria.santos@climaesociedade.org
	Fossil fuel in electric generation	Amanda Ohara	amanda@climaesociedade.org
	Fuels for Transport	Roberto Kishinami (temporary)	kishinami@climaesociedade.org
	Voters	Americo Sampaio	americo@climaesociedade.org
 <p>Area - Agents of change for climate action</p>	Indigenous peoples and traditional communities	Maira Borges	maira@climaesociedade.org
	Population of the urban Amazon	Leonildes Nazar	leonildes@climaesociedade.org
	Black Population	Leonildes Nazar	leonildes@climaesociedade.org
	Consumers	Americo Sampaio	americo@climaesociedade.org
	Entrepreneurs and business owners	Gustavo Pinheiro	gustavo@climaesociedade.org
	 <p>Area - Climate policy and institutional framework</p>	Watchdog	Walter de Simoni (temporary)
Foreign policy		Cintya Feitosa	cintya@climaesociedade.org
Climate policy		Caio Borges (temporary)	caio@climaesociedade.org
Subnational Policy		Walter de Simoni	walter.desimoni@climaesociedade.org
Just Financial Transition		Gustavo Pinheiro	gustavo@climaesociedade.org
Redirection of investments		Carine Lacerda	carine.lacerda@climaesociedade.org



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