

iCS
institute for
CLIMATE & SOCIETY

Annual REPORT 2025



Yanomami Woman Planting Cocoa: This photograph was one of the winners at the *Olhar pelo Clima* photography contest, part of the exhibition that marked the iCS's 10th anniversary during COP30 in Belém

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iCS: 10 Years Strengthening the Field and, **ACCELERATING IMPLEMENTATION**

By Maria Netto and Sérgio Gusmão Suchodolski

After a full decade of activities, the Institute for Climate and Society has reached a point of clear institutional maturity. Throughout these 10 years, the iCS has contributed to consolidating the climate field in Brazil through the mobilization and strategic allocation of funds and, above all, by building bridges between civil society, the public and private sectors, science, and funders. This trajectory has consolidated the iCS as a technical, independent, and non-partisan platform in Brazil, which is capable of coordinating different actors, knowledge, and instruments to transform climate ambition into implementation capacity.



MARIA NETTO
Executive Director



SÉRGIO G. SUCHODOLSKI
Chairperson of the iCS Board

This evolution is aligned with the maturation of the national climate agenda. Over the past decade, our key challenge was to consolidate milestones, coalitions, and political legitimacy, while the current moment is focused on execution. This transition is, at the same time, operational, economic, and social: the climate agenda is becoming more directly integrated into strategies for development, prosperity, competitiveness, and inclusion. The challenge is no longer just about mobilizing resources or building consensus: it now involves the capacity to target investments, structure production chains, generate economic opportunities, and ensure that the benefits of the transition are widely distributed and inclusive.

In this context, one's ability to transform commitments and instruments into concrete results becomes central. This includes addressing recurring implementation bottlenecks, among which the so-called last-mile financing. It is not simply a matter of how much funding is available. We need to consider our ability to ensure that structured capital at the national or international level may translate into viable projects, executable investments, and real impacts on the territories. In agendas such as restoration, bioeconomy, and adaptation, the pipeline is often there, but it faces barriers to structuring, risk, coordination, and execution capacity.

The implementation agenda also requires a stronger connection with territorial realities. The execution of climate policies largely relies on states and municipalities—whether in land use management, urban mobility, resilient infrastructure, or coordination with local production chains. This reinforces the importance of aligning planning, financial instruments, and institutional capacities at different levels, ensuring that the national strategy may lead to effective action in the territories.

The past few years have given Brazil an unprecedented central role in climate geopolitics.

The G20 Presidency, the leading role in BRICS+, and the hosting of COP30 have broadened the country's role in debates on financing, trade, nature, energy transition, and South-South cooperation. This cycle reinforced a key understanding: Brazil should not be seen as a mere recipient of climate finance, but as a provider of globally relevant solutions, supported by natural assets, a clean energy matrix, a strong production capacity, and a growing ecosystem of innovation and climate finance.

In this context, the role of the iCS is consolidated as that of a facilitator and coordinator "from the inside out, and from the outside in": it translates global agendas into operational priorities for the country and projects Brazilian capabilities for international debate. Its actions are expressed in the form of support to policy development and implementation, structuring climate finance, and strengthening actors with real execution capacity, in areas such as restoration, bioeconomy, carbon markets, adaptation, and green industrialization.

The new 2026–30 Programmatic Strategy reflects this moment. Rather than expanding the existing themes, it seeks to concentrate technical and financial capabilities in priority areas, focusing on results and flexibility to respond to changing contexts. The additionality of the iCS lies in ensuring that the climate field is better coordinated, more inclusive, better prepared, and more capable of generating impact on a large scale—especially in a context where the maintenance of our agenda depends on its ability to navigate political cycles.

The challenge ahead is clear: we need to transform the recent momentum into consistent implementation. This implies strengthening the connection between national strategy and territorial execution, reducing barriers that prevent investments from reaching the grassroots levels, and structuring instruments and arrangements that connect planning, financing, and execution. After 10 years helping to build the Brazilian climate field, the iCS has now entered a new stage: that of a strategic platform devoted to organizing priorities, aligning actors, and enabling delivery—contributing to the consolidation of the climate agenda as a driver for sustainable development, economic dynamism, and social inclusion in Brazil.



Institutional Basis **FOR IMPACT**

The iCS has established itself as a true institutional infrastructure for climate action at scale in Brazil. As such, it has steadily advanced in strengthening its governance, systems, and process architecture. In addition to mobilizing and channeling strategic resources, the iCS also operates as a field orchestrator and knowledge generator, maximizing impacts, connecting stakeholders, and contributing to the construction of systemic and lasting solutions. The iCS has an increasingly implementation-oriented approach, and therefore a robust institutional base becomes indispensable.

In the area of **governance**, the recent past has been marked by a more structured model, with multiple deliberative and technical bodies. The Deliberative Council expanded its strategic role, supported by specialized committees that improve decision-making processes and allow for greater focus on resource allocation, risk management, and strategic direction. The increasing incorporation of external experts, including members of sounding boards, strengthens the technical depth of our decisions.

In parallel, there has been progress in **grantmaking** processes with the introduction of public calls for proposals, which represented a structural change in the selection process, increasing transparency, competition, and diversity in our portfolio. This measure led to the incorporation of new grantees and greater territorial reach.

Furthermore, a new module implemented in the grant management system provides updated quantitative data on the grants made.

At the operational level, the modernization of management systems has strengthened compliance (dedicated area and risk analysis). In addition, the iCS updated integrity codes and practices (with systematic training of staff and grantees); improved monitoring, documentation, and auditing systems (with standardization of processes and traceability requirements); and implemented new digital tools (such as Salesforce), integrating programmatic, financial, and grant management. By promoting the formalization of manuals, flows, and internal processes, the iCS has increased its capacity to handle a growing portfolio—in terms of volume, thematic diversity, and complexity—with greater consistency, predictability, and accountability.

From a strategic perspective, the revision of the iCS Vision and Mission was accompanied by a new Programmatic Strategy for 2026–30, which has repositioned the iCS around a more integrated logic oriented toward systemic impact. Thus, the iCS now plays a stronger role as a facilitator of complex ecosystems (multiple actors); a driver of standards, transparency, and integrity (including taxonomies, certifications, and regulatory frameworks); a platform for mobilizing and aligning public, private, and philanthropic capital; and a catalyst for scalable solutions.



Seeds Represent Hope: This photograph was one of the winners at the *Olhar pelo Clima* photography contest, part of the exhibition that marked the iCS's 10th anniversary during COP30 in Belém

Finally, **the new Board's leadership**—with the end of Ana Yang's term, a central figure in the construction of the iCS, and the arrival of Sérgio Suchodolski—has prepared the iCS for a new cycle, which is more demanding in terms of scale, impact, and institutional resilience. This will be necessary for us to sustain a climate agenda that depends less and less on commitments and more and more on delivery.

Learn more about our governance

Strategic Alignment & **TEAM INTEGRATION**

The iCS works with the certainty that no systemic change is possible without an engaged and developed team that share a common purpose. In order to ensure the institutional maturity of the iCS, a people management model was consolidated to connect organizational priorities to individual deliverables. It integrates strategy, performance, and continuous development, while broadening the focus on care, collaboration, and the sustainability of work relationships.

In 2025, this model translated into **74 structured work maps** with a high level of granularity and direction, **83 percent of which have been fully executed.** The results demonstrate that the iCS is capable of transforming strategy into coordinated action, with shared responsibility and a focus on impact.

Another improvement in terms of team management was the launch of the **Good Practices Manual,** a guiding document that translates fundamental principles into day-to-day activities, improving quality in deliverables and relationships. It is one of the results of a growing effort to consolidate an agenda focused on capacity building and constant team training.

Last year was marked by the intensification of climate agendas and preparations for COP30, which demanded a high level of mobilization, coordination and responsiveness, with a stronger focus on strategic management improvements. Throughout the year, we strengthened our efforts to prepare our team to maintain our deliveries, while prioritizing the balance between performance and well-being.

It is in this intersection between strategy, development, and care that the iCS continues to expand its capacity to generate impact, while working to value plurality and its commitment to diversity, equity, and inclusion (DE&I), structural conditions for innovation, and higher-quality institutional responses.

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MARIELLE FRANCO NUCLEUS

The Marielle Franco Nucleus (NMF in the Portuguese acronym) serves as a focal point for promoting reflection and awareness of race, targeting not only the organizational culture of the iCS, but also the field of institutions that orbit our ecosystem.

Learn more about the NMF

Get to know our team

Expanding the Climate Ecosystem **IN BRAZIL**

The role of climate philanthropy is crucial in strengthening organizations, fostering cooperation, expanding resources, and ensuring that the climate agenda will remain central to the issue, even in the face of challenging scenarios. **As the only philanthropic institution focused exclusively on climate issues** in Brazil, the iCS has worked to strengthen the climate transition in Brazil since its creation. Indeed, it has provided approximately 1,305 grants to 512 organizations across all regions of Brazil, totaling over R$780 million.

In 2025, the iCS launched a highly successful **public bidding** process, attracting new partners from all regions in the country, and thus expanding its reach in an orderly and transparent manner. By strengthening a diverse ecosystem of institutions working on the topic (through support for the third sector and academic and research institutions, and the promotion of multisectoral coordination), the iCS has been helping Brazil to convert its potential into concrete leadership in the global climate economy.

COP30 IN BELÉM

iCS funders showed strong commitment to supporting initiatives related to the first COP held in Brazil. Of the existing 45 funders, 32 were involved in COP-related projects, which included both deliverables and results directly linked to the Climate Conference. Considering the total grants provided by the iCS this year, 67 (32.2 percent) were related to the event in Belém. In other words, one in every three projects supported in 2025 focused on or considered COP30 in their intervention strategy.[1] The COP30 agenda mobilized 36 percent of the organizations in the iCS partner portfolio (grants involved 66 different organizations).

Among them, 16 received iCS benefits for the first time in the context of COP30, indicating that the event also served as a driver for expanding the partner base.

In preparation for COP30, 19 grantees underwent media training. **The Belém Desk** initiative held virtual meetings with journalists

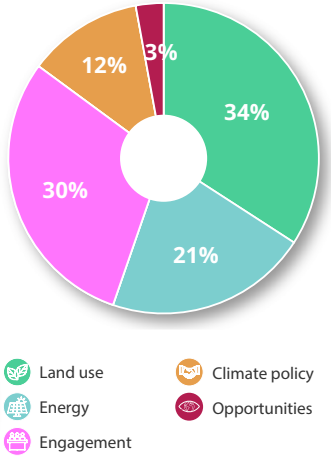
Total Grants in 2025

R$ 195 MILLION

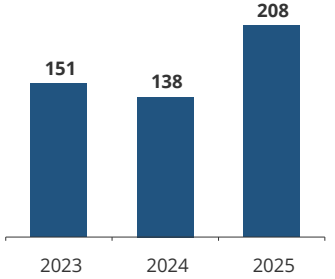
208 Projects approved

184 different **Institutions**

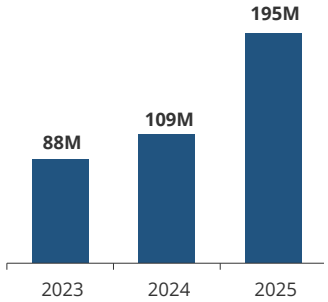
Distribution of grants across strategic areas



Evolution of grants per year



Total grants per year



(R$ millions)

[1] *Data from a qualitative analysis of 208 grants made in 2025, which identified those indicating COP30 as a strategic pillar or goal of the proposed intervention.*

and experts on different COP themes, including 285 journalists from 60 countries (57 percent international, 23 percent Indigenous, and 19 percent Brazilian). In September, a press trip took another nine journalists to visit Belém, Altamira, Medicilândia, and Marabá, where projects on bioeconomy, productive restoration, family farming, and sustainable livestock farming (aligned with the iCS Programmatic Strategy) were presented. Contributing to reputational and cause-related objectives, these events strengthened the iCS as a reference, raised the profile of climate spokespeople, and generated significant media coverage.

The combination of a high number of projects and a wide diversity of organizations reflects a strategy geared toward expanding the climate field and engaging and activating multiple actors around the Climate Conference. At the same time, a significant number of iCS grants last year were related to COP30. Although they were not the majority, these projects indicated a strategic focus on the COP legacy, with grants aimed at building capacity and partnerships with effects that extend beyond the immediate cycle of international negotiations.

CALL	No. REGISTRATIONS	EVALUATION PROCESS	INVESTMENT
Support for studies and initiatives aiming at a green and fair energy and industry transition	210 valid proposals	30 were approved in the 1st first stage, and were invited to submit a complete proposal; 13 proposals selected by the program team.	R$ 8.6 million
AI, Nature & Climate Challenge	395 proposals submitted and 389 validated (24% percent from federal universities and institutes)	20 projects were pre-selected and participated in an intensive specialized mentoring program, a step that preceded the final selection.	R$ 18 million
Research Network for a Sustainable Economy of the Amazon (RESA)	221 proposals received and evaluated	6 projects from scientific institutions in states within the Legal Amazon states region were selected, focusing on themes of sustainable rural development; bioeconomy and socioeconomic development; and public security.	R$ 10 million

STRENGTHENING INSTITUTIONAL CAPACITY

Beyond the mobilization work associated with COP30, the iCS also made a **deliberate effort to enhance its portfolio**, with greater emphasis on implementation-oriented initiatives: a reflection of the strategic understanding that the climate agenda today requires not only advocacy and formulation, but, above all, the capacity to deliver, coordinate, and sustain results on the ground. In this context, the iCS sought **to extend the time horizon of a significant share of its grants**, with a view to ensuring greater predictability, strengthening the institutional capacity of grantees, and increasing the sustainability and impact of the supported initiatives. Approximately 40 percent of all grants in 2025 were expected to last longer than 12 months, as compared to 30 percent in the previous year, indicating a consistent shift toward more structural and long-term support.

Meanwhile, the iCS structured its **institutional support for organizations with less installed capacity** through an Institutional Development (ID) program, contributing to the strengthening of a more diverse, resilient, and representative ecosystem. The effort included not only financial support, but also initiatives focused on organizational development, governance, management capacity, and fundraising. As part of this improvement process, a self-assessment exercise was conducted by the participating organizations themselves, the results of which allowed for the identification of priority challenges and guided the definition of action plans. The program reinforces the iCS's role not only as a funder, but also as a strategic partner in building lasting capacities for the implementation of the climate agenda in Brazil.

Learn more about our grant platform

Objective Targets, **CONCRETE RESULTS**

The new 2026–30 Programmatic Strategy identifies the last few years as an exceptional geopolitical window for Brazil, in which international prominence has not only repositioned the country externally, but has also leveraged domestic discussions and increased pressure for coherence between discourse, policy, financial instruments, and implementation. More than broadening the scope of the topics, the Programmatic Strategy seeks to concentrate technical and financial capabilities on priority areas, with a logical framework, expected results, and flexibility to respond to changes in context without losing institutional coherence.

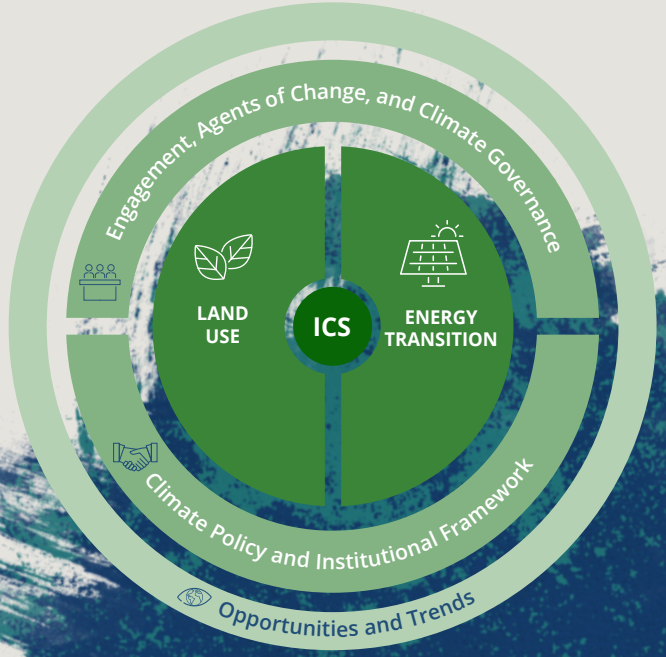
Reiterating our commitment to a fairer and decarbonized future, we have updated our Vision and Mission, reinforcing the role of the climate agenda as a driver of development and as a basis for positioning Brazil as a provider of global solutions. Furthermore, we have structured ourselves to guide decisions focused on concrete, tangible, and scalable results, aligning internal priorities with the evolution of national and international climate agendas. Through a structured work process, objectives, lines of action, and targets have been established so as to reflect the transition of the climate agenda from formulation to implementation.

The new strategy clearly defines the priority areas of work and how they may contribute to generating structural impact. Organized into five axes—*Land Use; Energy, Industrial, and Transport; Climate Policy and Institutional Framework; Engagement, Agents of Change and Climate Governance; and Opportunities*—the Programmatic Strategy positions the iCS as a key player to bring together policy, capital mobilization, and a stronger ecosystem of organizations. These areas combine direct results (outputs) with contributions to systemic changes (outcomes).

The **Land Use** and **Energy** areas reflect the main drivers of emissions, while pointing to great opportunities for structural transformation in Brazil. In the case of Land Use, the focus is on consolidating models that reconcile production, conservation, and the generation of economic value. In the Energy axis, the central challenge lies in going beyond the already predominantly clean energy matrix, showing progress in terms of decarbonizing industrial processes, expanding the demand for clean energy, and promoting new agendas (such as powershoring) that may boost competitiveness, jobs, and income.

The **Climate Policy** and **Engagement** axis operate across sectors to enable and sustain progress in other areas. The strengthening of regulatory frameworks, economic instruments, and institutional capacity—coupled with active engagement of society—is a necessary condition to ensure the implementation and durability of the changes.

Finally, the **Opportunities** axis, also cross-cutting by nature, provides strategic flexibility to the iCS, allowing it to incorporate trends and explore new areas—such as green jobs and oceans—in line with the evolution of the international agenda.





Progress in **iCS ACTIONS**

In 2025, the work developed by the iCS was guided by three principles: technical excellence, through the mobilization of experts and leading institutions; multisectoral facilitation, connecting government, civil society and the private sector; and strategic advocacy, aligned with the political cycle of implementing the NDCs and the global climate agenda. Its strategy for promoting international climate finance combined support for financial innovation, resource mobilization and prioritization of nature-based solutions, energy and decarbonization, concessional finance, insurance, and country platforms. This was done through research, publications, events, strategic convenings, and partnerships.

CROSS-CUTTING Actions

COP30 IN BRAZIL

For the first time ever, Brazil hosted the United Nations Climate Change Conference—COP30. Holding the Conference in Belém was a milestone after almost three years of preparation by the iCS and its network of partners, both in Brazil and around the world. The iCS's work in 2025 reinforced the spaces for exchange among grantee organizations, as well as between Brazilian and international organizations, with the aim of supporting the strategic alignment of priorities.

Celebrating the 10th anniversary of the Paris Agreement, COP30 in Brazil stood out for its **strengthened social participation**, as seen in the largest Climate March in history, which attracted more than 70,000 people; and the record presence of about 5,000 Indigenous people at the event. Different groups had an opportunity to speak and engage in decision-making spaces, thus contributing to raising the quality of the debate and confirming that climate policy only makes sense when it reflects the daily lives of those who are most affected by climate change impacts (see results of the Engagement axis).

Aiming to broaden discussions on the negotiations and the COP action agenda, the iCS supported spaces such as the Regional Climate Foundations and Belém+10 pavilions, in the official COP areas, which together mobilized around 3,400 participants. In addition to the official spaces, the



iCS also supported over 100 events promoted by more than 50 grantees in more than 7 houses and themed spaces spread across Belém.

COP30 was also marked by the reaffirmation that we must keep multilateralism alive, while ensuring that negotiation spaces become more action-oriented, and supporting implementation and cooperation among different countries and different actors in society. On line with this vision, the role played by the iCS at COP30 was expressed both in the form of **support to high-level forums** and **efforts to build instruments**, consensus, and concrete arrangements on topics such as restoration, climate finance, bioeconomy, carbon markets, adaptation, regulatory infrastructure, green industrialization, South-South cooperation, and cooperation among subnational governments.









With regard to the latter, in particular state governments, the iCS supported high-level dialogue throughout the year involving organizations that work with these leaders, notably from *Centro Brasil no Clima* and *Plataforma CIPÓ*, and their counterparts from other countries, such as the *Under2 Coalition*. The goal was to discuss replicable solutions and similar challenges in implementation at the local level. The discussions contributed to the consolidation and launch of the Subnational Climate Solutions Bank, featuring best practices from Brazilian governments aligned with the COP30 Action Agenda.

Among many results, it is also worth highlighting the **formalization of the participation of Amazon youth and traditional communities in the climate agenda leading up to COP30.** Leaders of organizations that work directly with Indigenous peoples, Quilombola communities, family farmers, and traditional communities, as well as young people from Pará and the Amazon, started occupying formal governance spaces, with the capacity to influence the preparatory agendas for the Climate Conference. Another achievement was the coordinated and qualified engagement of Brazilian civil society in the negotiations and international preparation for the event, with increased scale, networking, and advocacy capacity. Civil society representatives engaged with common agendas, strategic communication, and a qualified presence in the negotiation spaces.

In past COP editions, the iCS's priority was to ensure its presence and interaction, but at COP30 in Belém, it focused its efforts on developing the capacity of multiple actors and coordinating different agendas in advance. A well-defined strategic plan was orchestrated, with a series of preparatory actions for **skills training aimed at participation in the debates**. Between 2024 and 2025, a training program on *Simulation of International Negotiations on Climate Change* was delivered in partnership with the Center for Sustainability Studies (FGVCes). The goal was to prepare leaders for the negotiations. Since 2024, the iCS has been facilitating and promoting the work of the Climate Action Group, together with organizations of Indigenous peoples, Quilombola communities, family farmers, and traditional communities.

The result translated into the promotion of successful opportunities for dialogue, the strong participation of grantees in mobilization activities, and the engagement of subnational governments in cooperation discussions. In the official program, the iCS strengthened ongoing projects focused on climate finance and participated in numerous parallel sectoral events, such as *Nature Investment Day* and *Casa do Seguro*, an initiative of the National Confederation of Insurance Companies (CNseg) that aimed to discuss the role of the insurance market in the transition. iCS Institute also supported several rounds of discussion on **the role of subnational governments** in international climate action, promoting meetings between government representatives and their counterparts in other countries at international events such as the London Climate Week, the NY Climate Week, and the Local Leaders Forum, held in Rio de Janeiro the week before COP.

COP30 was a milestone in terms of national and international visibility for the iCS regarding **strategic agendas**, including bioeconomy, regenerative agriculture, and the recognition of the fundamental role of trade in the climate agenda. In addition, the Climate Conference also made significant progress in the areas of nature protection and food security, supported by initiatives such as TFFF (Tropical Forest Forever Facility) and RAIZ (Resilient Agriculture Investment Plan for Zero Land Degradation).

It is also worth highlighting the launch of the **Belém Declaration,** an international commitment focused on joining climate action with the eradication of hunger and poverty and the promotion of a just transition. Signed by several countries and organizations, the declaration places social justice and the protection of vulnerable populations at the center of climate solutions and sustainable financing.

GLOBAL CLIMATE AGENDA

The iCS and its grantees played an active role in pre-COP30 events throughout 2025. Between June 16 and 26, they were in Bonn, Germany, for the 62nd Session of the Subsidiary Bodies of the United Nations Framework Convention on Climate Change (UNFCCC), a meeting that aimed to achieve technical progress on key negotiation topics such as just transition and the implementation of the Global Stocktake. The participation of the iCS and more than 20 partners strengthened the dialogue with Brazilian negotiators and the COP30 Presidency, as well as with negotiators and organizations from other countries.

Also in Bonn, the coordinated action of the Indigenous, Quilombola, and Traditional Communities delegations from Brazil represented a historic milestone. Peoples of the Brazilian Amazon officially presented their proposal for an Indigenous peoples' nationally determined contribution (NDC), highlighting the recognition and protection of Indigenous lands as elements of climate policy and action.

Subsequently, the iCS helped to organize panels and coordinate different stakeholders at the London Climate Action Week, which also took place in June, focusing on Brazil's leadership in climate action. Following the event, the iCS and the E+ Institute promoted a workshop in London on collaborative strategies for commercial justice in the supply chains of energy transition minerals. The iCS and the International Institute for Environment and Development (IIED) also organized a panel at the London Climate Resilient Finance Summit 2025, a meeting that brought together contributions from leaders in the financial sector, insurance companies, and the private sector to provide suggestions for the report of the *Circle of Finance Ministers and the Baku to Belém Roadmap to 1.3T* (aiming to achieve the goal of US$1.3 trillion in climate finance).

In September, the iCS and partners attended the Africa Climate Week in Addis Ababa and the New York Climate Week, thus completing their journey to Belém. In the Ethiopian capital, the unprecedented meeting brought together local communities from Latin America, the Caribbean, and Africa to promote ways to highlight territorial rights and the centrality of these populations in the global climate debate. In New York, the iCS engaged in discussions on







innovation in agricultural finance, sustainable forest economies, and perennial carbon solutions. The iCS also participated in discussions at the Brazil Climate Summit NY, a forum that connects Brazilian climate solutions to global capital, highlighting the progress in green finance in the country.

CLIMATE FINANCE

Since 2024, the year in which Brazil held the G20 Presidency, the iCS has been targeting its actions to contribute technically to initiatives focused on climate finance with high implementation potential. This repositioning also sought to strengthen dialogue with governments, financial institutions, and strategic partners, expanding its capacity to facilitate priority agendas for the country.

During COP30, this approach translated into concrete results: initiatives supported by the iCS advanced in their level of maturity, attracted new partners, and secured significant funding. Furthermore, the topic of climate finance gained even more visibility and centrality in public debate and institutional agendas, reinforcing Brazil's role as a key player in building solutions aligned with the transition to a more sustainable economy.

In April 2025, the COP30 Presidency launched four Leadership Circles to support the construction of the Baku to Belém Roadmap to 1.3T. The **Circle of Finance Ministers** produced a robust technical study on sources, instruments, and mechanisms for leveraging international climate finance, with contributions from the iCS for the technical design of the recommendations and for the qualified engagement of stakeholders. The final report, endorsed by 33 countries, brought together recommendations for the reform and expansion of the financing capacity of multilateral development banks, aligned with studies supported by the iCS within the framework of the G20 in 2024. The document also promoted innovative instruments to finance projects with high climate, environmental, and social impact, with an emphasis on nature-based solutions and bioeconomy, using case studies and references to iCS-supported work supported (including reports from the CPI and Nature Finance). The publication helped to consolidate the bioeconomy as a strategic pillar for sustainable growth and for Brazil's positioning on the eve of COP30.

During the pre-COP period in São Paulo, the iCS organized the **Climate Implementation Summit (CIS)**, an international conference focused on investment announcements and solutions, to stimulate the promotion of private sector initiatives. Held in November, in partnership with Climate Action and Converge Capital, the CIS included announcements from the financial and corporate sectors linked to the climate agenda.

More than 1,200 people from 52 countries attended the event, where dozens of climate and financial solutions were presented in plenary sessions, and where presenters and stakeholders had an opportunity to engage in networking. At the end, major of climate investments were announced, including US$5.37 billion already mobilized for Brazilian forests through the Brazil Restoration and Bioeconomy Finance Coalition











(BRBFC), created with iCS support in early 2025; and the launch of the US$200 million Catalytic Capital for the Agriculture Transition (CCAT) fund.

Still in the field of climate finance, initiatives led by the iCS—involving biofuels, attracting industry to renewable energy, cooperation in the Northeast, development of financial taxonomies, production of sectoral analyses, and building international coalitions—formed part of a coordinated effort **to position Brazil at COP30 as a structuring agent in the global energy transition**, generating the following main results:

- Consolidation of a unified biofuels agenda;
- Creation of an innovative financial framework for green industrialization through an MoU signed by the iCS, Banco do Brasil, and the Northeast Consortium for the development of the first taxonomy of powershoring financing;
- Institutional structuring of the powershoring agenda in the Northeast, with the creation of the Interinstitutional Powershoring Forum and the strengthening of cooperation between the iCS and the Northeast Governors' Consortium; and
- International strengthening of the role of public development banks, mainly through the implementation of the FiCS Thematic Coalition on Supporting the Energy Transition. Launched at COP30 in partnership with CAF and BNDES, and with the iCS acting as permanent secretariat. This is a coalition that aims to harmonize the actions of these banks with the energy transition.

One of the main outcomes of COP30, however, was the announcement of the **TFFF (Tropical Forest Forever Facility)**, an innovative financial mechanism proposed to reward countries that keep their tropical forests standing. Unlike grants, it functions as a long-term fixed-income investment that generates returns for investors and countries that conserve tropical forests. The TFFF was officially launched during the Belém Leaders' Summit in November, but the Brazilian government started promoting and engaging in design and coordination discussions at COP28 in 2023. The TFFF seeks to attract US$125 billion to preserve forests and local communities in up to 70 tropical countries.

The iCS's support for the TFFF began in 2024 through advocacy for the initiative and the holding of discussions on how to structure it. Throughout 2025, the iCS facilitated training and discussions with civil society on the facility and provided technical resources for its final design. As a result, in addition to guaranteeing sovereign funds, one of the greatest achievements was the obligation to apply at least 20 percent of each country's income to programs that could guarantee direct access for Indigenous peoples and local communities.

Finally, it is also worth noting the launch of the **Espírito Santo State Decarbonization Fund**, an unprecedented initiative supported by the iCS, which has around R$1 billion financed with resources from oil and gas exploration and the private sector. The funds will be transferred to projects and companies focused on decarbonizing the Espírito Santo economy.

LAND Use



Areas of work

- Bioeconomy and forest restoration
- Agriculture and food systems
- Land use emissions

The iCS supports transition in the land use sector toward low-carbon production models. In addition to restoring degraded areas and sustainable agriculture, it focuses on building more resilient food systems; promoting traceability, which is key to transparency in production chains; and scaling up forest restoration and the bioeconomy. The High-Level Principles on Bioeconomy—adopted during Brazil's G20 Presidency with support from the iCS and its partners—positioned the sector as key to a more inclusive and low-carbon economy.

A call for proposals on *Nature & Climate AI Challenge* was published in March and received a record number of applications: 389 proposals from across the country, focused on nature-based solutions using technology and artificial intelligence. Of these, 20 were selected to participate in a mentoring program. Nine projects were approved to receive financial support in the amount of at least R$1.8 million each, totaling R$18 million.

Successful applicants include the Kanindé Association, which submitted a proposal titled *AI for Biodiversity Monitoring: Detecting Impacts on Amazon Forests.* The goal is to develop a multisensor indicator that will provide unprecedented capabilities for the early detection of forest degradation.

Among the contributions from iCS grantees, a set of 10 concrete measures for the global climate transition in the land use sector stands out. These measures, presented by the Brazil Climate, Forest and Agriculture Coalition during the New York Climate Week, focus on three strategic areas of work: sustainable forest, ocean, and biodiversity management, focusing on monitoring and conservation of biological diversity; on the transformation of agriculture and food systems, with more sustainable and resilient agricultural practices; and on catalysts and accelerators for international climate finance and strengthening the bioeconomy.

The Land Use team achieved important results at COP30 in Belém, in particular regarding topics that had been little discussed before in international negotiations, such as bioeconomy, forest restoration, and regenerative agriculture. One of the most impactful areas was the TFFF (Tropical Forest Forever Facility, a proposal developed by the Brazilian government): important announcements were made during the event about



new financial contributions to structure the facility. The iCS supported the design of the fund, providing technical input for the development of its governance, ensuring the participation of various stakeholders in the consultation process.

Another relevant announcement was the RAIZ Action Agenda (Resilient Agriculture Investment for Net Zero Land Degradation), an initiative led by the COP30Presidency and the Brazilian Ministry of Agriculture and Livestock (MAPA), with technical support from the iCS, Agroícone (an iCS grantee), FAO, FOLU, and CGIAR. So far, 10 countries have already joined, including Australia, Canada, Germany, and Japan. In Brazil, RAIZ may support the recovery of up to 40 million hectares of productive agricultural land through the *Caminho Verde* program. There are also investment possibilities in the National Program for the Recovery of Native Vegetation (PLANAVEG/MMA) and in the Productive Forests Program (MDA).

The iCS and its grantees Imaflora and Agroícone also played a role in structuring the Profloresta+ Program, led by BNDES and Petrobras with technical support from the Nature Investment Lab (NIL), cofounded by the iCS. The program aims to restore approximately 50,000 hectares of forests in the Amazon and will enable the country to meet its climate commitments with high-quality integrity-based carbon credits.

Other advances were consolidated, such as the Brazil Restoration and Bioeconomy Finance Coalition (BRBFC), led by the iCS, TNC, CI, BTG, and the World Economic Forum. During COP30, an announcement was made regarding US$5.37 billion in commitments for restoration and bioeconomy, with a goal of mobilizing US$10 billion by 2030. In addition, with support from the iCS, the EcoInvest was launched, an innovative blended finance mechanism that has already mobilized R$30 billion to restore degraded areas.

COP30 saw important achievements in promoting local agroecological production, such as the *Na Mesa da COP30* (At COP30's Table) coalition, formed by more than 40 organizations focused on food systems and climate. iCS partners *Instituto Regenera* and *Comida do Amanhã* led the work of mapping producers to help COP30 achieve its goal of ensuring that 30 percent of all food consumed at the event was sourced from agroecological producers. In addition, the *Sociobio* Restaurant in the Blue Zone offered dishes that were 80 percent to 100 percent agroecological. They served more than 4,000 meals a day (at prices below the local average), employed around 100 workers, sourced their products from more than 40 community enterprises, and generated more than R$1 million for family farming.





Energy, Industrial and Transport **TRANSITION**



Areas of work

- Renewables
- Fossil fuels
- Just industrial transition
- Northeast

The iCS sees the energy transition as a key agenda for sustainable development. This area of work focuses on addressing challenges related to infrastructure, regulatory issues, and industrial demand so as to transform and expand the clean energy sector in Brazil, exploring decarbonization models with an emphasis on promoting biofuels for the transportation sector, local value chains, and the powershoring agenda in the Northeast region.

In 2025, the iCS launched a first public call for proposals on *Support for Studies and Initiatives for a Green and Just Energy and Industrial Transition*, which selected effective solutions for the energy transition as a driver of local development, encompassing green, fair and sustainable industrial value chains, regulatory framework, and improvements in the country's energy policy. Launched in January, it received 210 registered proposals from all five regions of Brazil, most of them focused on low-carbon industry.





The call enabled us to reach new organizations that were not part of the iCS ecosystem, representing 93 percent of those registered.







Of the 13 organizations that were selected and had their bids approved, 12 are new to the network of grantees, and five are located in the Brazilian Northeast. Support started in the second half of the year, totaling R$8.6 million. Among the new partners, TEIU Energy stands out: it is a fully Brazilian organization devoted to research and development of technological solutions to transform the energy sector. Its project on the vertical integration of the strategic minerals chain in the Northeast focuses on the refining of critical minerals and the generation of green jobs.

Our work on the powershoring agenda focused on engaging subnational leaders in the Northeast. We signed a technical cooperation agreement with the Northeast Consortium (which represents nine states from the region) and created the Interinstitutional Powershoring Forum, a partnership launched in Fortaleza in October involving the iCS, the Northeast Consortium, and Banco do Nordeste. It functions as a permanent space for cooperation among governments, the private sector, funders, multilateral organizations, academia, and civil society, with the objective of coordinating efforts to attract, enable, and accelerate green production chains based on the energy potential of the Northeast region. At the same event, the iCS signed a cooperation agreement with the government of Sergipe to support green industrial development in the state.

At COP30, the iCS acted on several fronts to boost the decarbonization agenda for industry and transport, ranging from technical coordination and institutional mobilization in favor of biofuels to strengthening institutional capacities and facilitating government partnerships for the construction of guiding instruments for public policies that promote powershoring. In this regard, the iCS and Banco do Brasil signed a memorandum of understanding (MoU) with the Northeast Consortium, establishing institutional cooperation with a view to promoting the development of financial pathways, sustainable taxonomies, and governance structures for green industrialization and powershoring. On that occasion, a technical cooperation agreement with the government of Pernambuco was also signed promoting the advancement of this agenda.

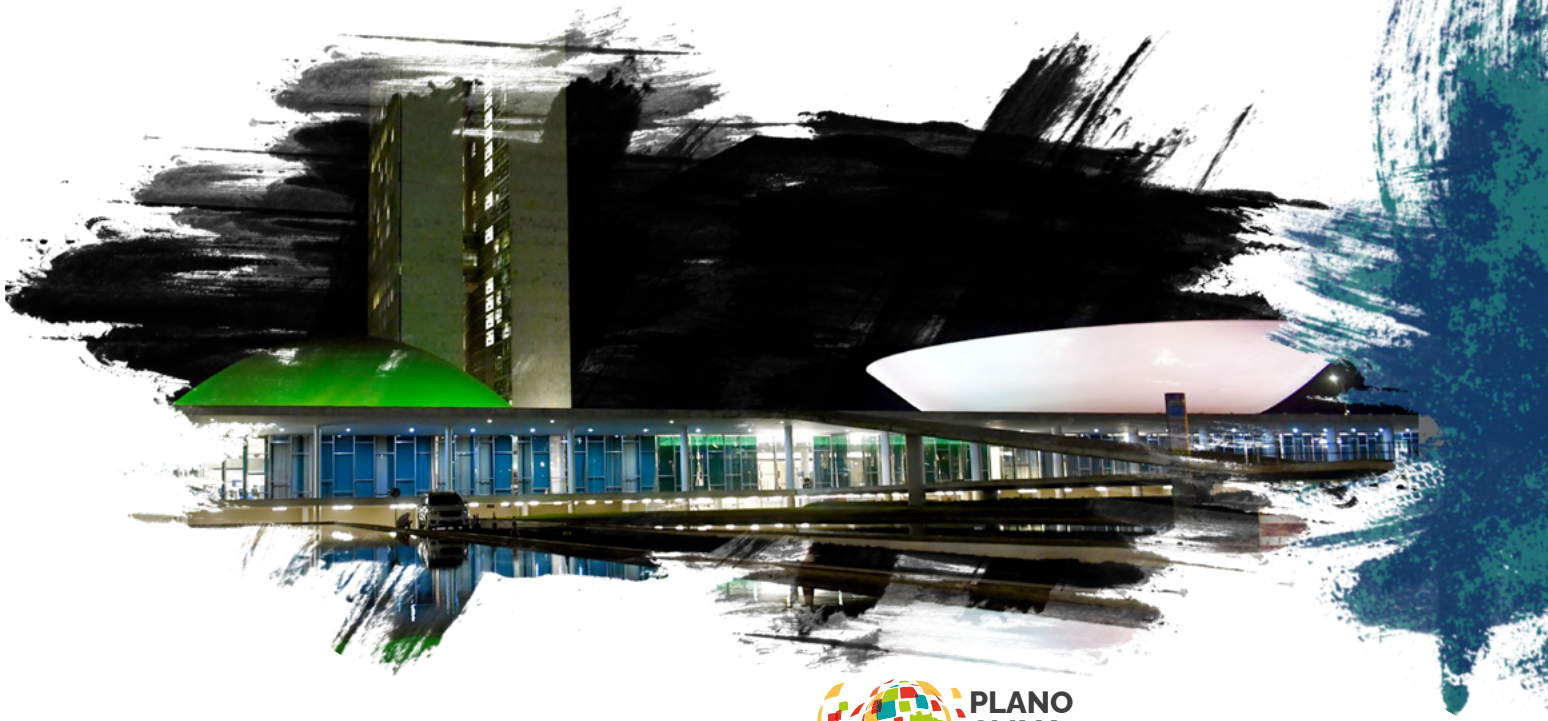
During COP30, the iCS supported (through the E+ Institute) the launch of the National Energy Transition Plan (PLANTE), a long-term action plan developed to achieve the objectives of the country's National Energy Transition Policy (PNTE), organized by the Ministry of Mines and Energy.

The Decarbonization Fund of the State of Espírito Santo, a pioneering initiative in Brazil that transforms oil and mining royalties into long-term investments for the climate transition, was completed in December. The iCS established a technical cooperation arrangement with BANDES (Espírito Santo Development Bank) to assist in identifying opportunities and demand for decarbonization projects in industry and in building a pipeline of projects aligned with PLANTE's strategies. In addition to mapping demand, the iCS also helped to evaluate financial instruments and indicators for the fund manager as a way to ensure more innovation, additionality, and impact for the supported projects.

CLIMATE POLICY and Institutional Framework

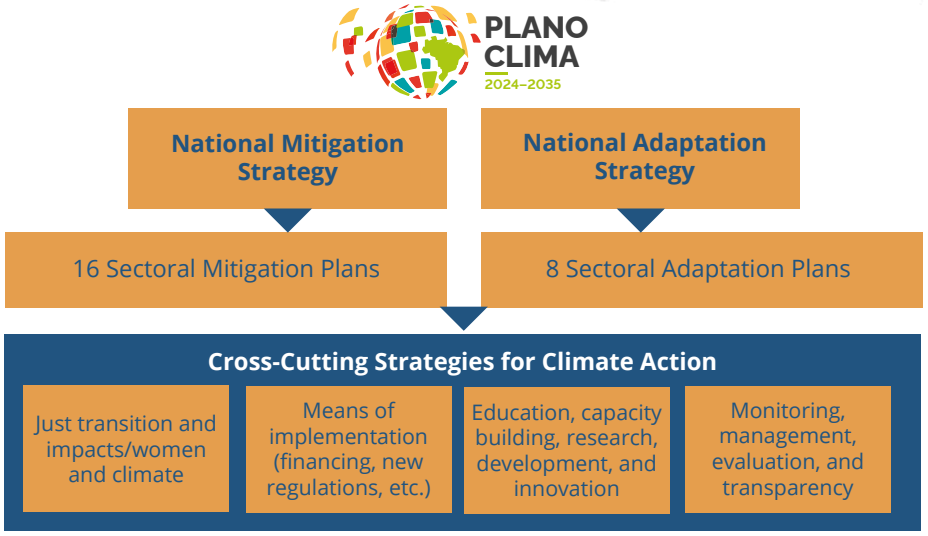
Areas of work

- National policy
- Subnational policy
- Law and regulations
- International policy
- Economy and climate



The strategic focus is on building a robust institutional environment, with technical expertise and engagement from national, subnational, and international actors. The year 2025 was marked by decisive advances in national and subnational policy, aligned with the COP30 agenda. At the federal level, discussions were concentrated around Plano Clima (*the Climate Plan*) and the sustainable taxonomy. All 16 Sectoral Adaptation Plans were approved by the Executive Subcommittee of the Interministerial Committee on Climate Change (CIM), as well as the eight Mitigation Plans. The iCS actively supported the development of Plano Clima with technical input and fostered greater social participation through national workshops and technical dialogues.

In parallel to that, the iCS focuses on the deployment of the NDC and the Climate Plan for states and municipalities, integrating climate issues into the economic agenda, with an emphasis on mitigation and resilience targets for financing contracts, concessions, and public-private partnerships (PPPs). The goal is



ambitious: the implementation of 260 local/regional plans by 2027, and a federal climate pact by 2030.

In this regard, a groundbreaking tool launched in January 2025 played a crucial role, particularly when considering the implementation agenda proposed by the Brazilian COP30 Presidency: the State Climate Change Yearbook, a collection of subnational climate data, with sectoral information that helps mitigate the socioeconomic and environmental impacts of climate change. The yearbook assists governments in understanding their decarbonization trajectories, identifying bottlenecks, and detecting opportunities that emerge from the technical analysis of their territories, aiming to strengthen states' actions to address the climate crisis through investments in local prevention and adaptation measures. The State Climate Change Yearbook was improved throughout 2025 and has already gained a second edition, which broadens the analysis of the sectors.

Another tool to support planning, monitoring, and decision-making at the municipal level was implemented in 2025: the Subnational Strategies Dashboard. Created in partnership with the *Instituto Zero Cem*, it organizes technical content, scientific evidence, and references applied to the development of urban policies, with thematic filters such as climate phenomena, target groups, and strategic sectors.

As part of the COP30 official program, Rio de Janeiro hosted the Local Leaders Forum in the week leading up to the main event. It was organized by Bloomberg Philanthropies and the C40 Cities Climate Leadership Group in partnership with international networks of subnational governments. On that occasion, the iCS





also launched another research tool in partnership with the Cipó Platform and the Brazil Climate Center (CBC): the Subnational Climate Solutions Bank, a repository of best practices in public policies related to climate change from the 26 state governments and the Federal District. It includes 55 solutions based on an initial survey of more than 140 initiatives, policies, programs, and projects, classified according to the different areas of the Action Agenda.

As a strategy to promote research aimed at finding solutions to the climate transition, through the production and dissemination of knowledge and strategic coordination among academia, the public and private sectors, and civil society, the iCS launched the Economy & Climate Hub in July. In its inaugural event, the hub promoted the iCS Economics & Climate Award, to recognize and promote the work of Brazilian researchers. In the first edition of the award, the winners were economists from federal universities in Ceará, Minas Gerais, and Rio de Janeiro. The iCS proposed that the hub act as a catalyst for innovation and impactful solutions, fostering the development of models and ways to rethink the economy, and promoting connections between domestic actors and other international hubs and forums.

COP30 was dubbed by its presidency as the "COP of Implementation." In addition to advancing in national and subnational policies, COP30 was also fertile ground in the legal field. The Public Prosecutor's Office had its own pavilion in the Green Zone, where the iCS and its partners participated in several panels. It became clear to all that control bodies and members of the Judicial Branch played a truly relevant role in ensuring the materialization of climate commitments and policies. Several actions by iCS partners reinforced the role of the law. Laclima, for example, launched the "#lawatCOP" campaign on social media and organized the Climate Justice Day, a whole day dedicated to the role of the legal system in fighting climate change.

ENGAGEMENT, AGENTS OF CHANGE and climate governance

Areas of work

- Strengthening the Agents of Change
- Climate governance
- Communication and mobilization

The iCS works to expand the presence and influence of strategic actors in governance spaces, in order to consolidate a diverse and coordinated ecosystem. Throughout the year, the axis intensified its efforts to prepare different actors for COP30. During the Conference, our team obtained significant results in all its areas of action, contributing to the broad participation and engagement of civil society and to the representation and mobilization of Indigenous peoples and local communities (IPLCs).

COP30 had **the largest participation of Indigenous peoples in the history of all COPs**: more than 900 Indigenous people were accredited to the Blue Zone, almost half of whom (400 circa) were Brazilian. In total, **more than 5,000 Indigenous people were in Belém**. The iCS, in addition to enhancing the participation of these groups, also provided spaces for their mobilization, such as the COP Village and the Indigenous Pavilion in the Blue Zone. Still with regard to IPLCs, Plano Clima's chapter on Indigenous Peoples and the National Indigenous Adaptation Plan, approved in December, are direct results of these efforts.

The Engagement team brought together a set of organizations, leaders, and collectives through the Voices Ecosystem, a network formed by 40 grantees. Through a special project named COP30 Mission, the iCS structured resources and ensured a response to the structural demands of the ecosystem, which consolidated itself as an intelligence hub for engagement and advocacy during the event.

Other initiatives marked our work: Generation Earthshot, a program led by Prince William of the UK that brings together young climate leaders and whose 50 Brazilian participants were selected by the iCS; the Spring Iyaleta 2025 program, an initiative aimed at promoting research which, in its third cycle, granted 1,000 places for courses and conferences; the second cycle of the Samaúma program, in partnership with Pour Le Brésil, which prepared female leaders through English language and vocational training courses; the Rede Aberta Belém, formed by more than 50 local participants, from journalists to educators, to focus on climate and food during the preparation for the COP; EngajaNave, from Epicentro Jornalismo, an initiative that trained 30 communicators and activists



from the Northeast; and the presentation of the experience of the Popular Climate Defense (DCP), an adaptation strategy funded by the iCS and organized by NOSSAS, with a focus on training community agents to respond to climate emergencies.

The main outcome of the front focused on climate governance was the launch of the Global Forum of Local Communities on Climate Change (GFLCCC). The GFLCCC has resulted from the work carried out by the iCS and its grantees since 2024. It is a milestone collectively built by organizations and leaders of local communities in Africa, Asia, Latin America, and the Caribbean that aims to create an official constituency within the UNFCCC to provide direct access to climate finance while preserving the autonomy of communities.

Important achievements include the launch of the TFFF (Tropical Forest Forever Facility), which allocates 20 percent of its resources to IPLCs, and the recognition in official texts of territories and traditional knowledge as a climate mitigation policy. In addition, the Indigenous Lands Protection Program (PPTI) was announced, and intergovernmental initiatives under the Forest Climate Leaders' Partnership (FCLP) saw much progress, resulting in the guarantee of 160 million hectares for Indigenous territories and local communities by 2030. Still in relation to progress in global climate governance, for the first time in the history of the UNFCCC, the approved official documents made explicit mention of people of African descent.

Through international advocacy efforts, iCS strategic partners, such as Iyaleta and the COP30 Committee coalition, were supported in their strategies for following up on pre-COP events abroad, ensuring their influence on negotiations. The COP30 Committee, for example, took the *Our Chance to Postpone the End of the World* campaign to the preparatory event in Bonn.

The Communication and Mobilization team was involved in several initiatives, including training and supporting the COP30 Committee, mobilizing more than 100 organizations; and supporting campaigns such as ***The Answer Is Us***, created by iCS partner COIAB in 2024, and ***We Demand It***, signed by the People's Climate Alliance. In addition, the Communication and Mobilization team supported the People's Summit, which brought together more than 25,000 people and more than 1,000 organizations from around the world for five days of discussions. Beginning with a boat parade that symbolized the centrality of rivers in Amazon culture, the People's Summit produced and delivered a letter to the COP President outlining practical proposals for addressing climate change.

The iCS was jointly responsible for three pavilions in the official COP area. In the Green Zone, we were involved in the Belém +10 pavilion in partnership with The Nature Conservancy and Conservation International, holding approximately 70 events. In the Blue Zone, the iCS was the cohost in two pavilions: the World Climate Impact HUB and the Regional Climate



Foundation (RCF). Outside the official zones, we supported other locations, such as the Yellow Zones (seven spaces run by COP das Baixadas involving local communities), the Youth Task Force (which connected young people to the Action Agenda), and Casa da Cidade (in partnership with the City Lab and the Interdisciplinary Observatory of Climate Change).

+70k+ participants
in the largest Climate March in history

30+ grantees in this area of work accredited to the Blue Zone

100+ events promoted by about 50 grantees in Belém during COP30

OPPORTUNITIES

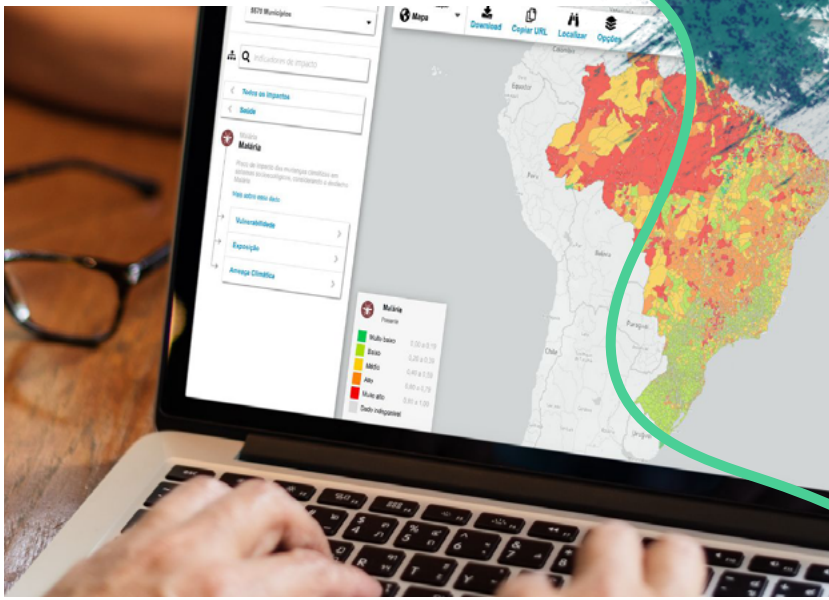
ADAPTATION

The National Adaptation Plan to Climate Change (NAP), initiated in 2023, was finalized by the Brazilian government during COP30 and submitted to the UNFCCC in February 2026, after its approval through local legislation and by the Interministerial Committee on Climate Change. Also known as the Climate Adaptation Plan, it included contributions from several institutions supported by the iCS. It is a strategic instrument to support public managers in decision-making, continuous monitoring of climate risks, and the development of solutions that strengthen resilience in the Brazilian territory.



The year 2025 was also one of preparation and improvement of tools that guarantee the implementation of the NAP. The most essential of these tools is Brazil's Information and Analysis System on the Impacts of Climate Change, known as AdaptaBrasil, which aims to assist cities and sectors in their planning efforts and support authorities in their adaptation work. AdaptaBrasil was created by the Ministry of Science, Technology, and Innovation (MCTI) in 2020.

In this regard, the iCS facilitated discussions during which the platform could be presented to different stakeholders, including policymakers, financial agents, and businesses, in order to expand knowledge about identifying and managing climate risks. Additionally, the iCS helped to improve AdaptaBrasil, supporting its technical team in testing and consolidating the methodology for identifying climate risks. The objective of the support is to increase the reach of the platform by expanding its database, promoting improvements in its technological infrastructure, and integrating new additional sources of climate and socioeconomic information. This is done from the perspective of municipalities, taking into account their risks in strategic and priority sectors (SEPs, in the Portuguese acronym). As a result, there is an expansion of the platform's analytical capacity, with the generation of more detailed indicators.







Another area of focus for the iCS's efforts is the application of a climate-related lens to public investments, reinforcing the importance of explicitly translating climate mitigation and resilience targets into financing, concession, and PPP contracts for infrastructure, which today, for the most part, are not subject to a prior climate assessment.

KNOWLEDGE

In 2025, the iCS promoted the creation of a robust team around a special project titled *The So-Called Greenhouse Effect*, which brings together leading Brazilian scientists and climate experts with international recognition to study and disseminate scientific research.

The eight notable figures include Thelma Krug (INPE/IPCC), Paulo Artaxo (USP), and Jean Ometto (INPE/IPCC). Part of the team of experts actively participated in advising decision-makers at the COP30 Presidency, ensuring that the 30 lines of the Action Agenda were aligned with scientific data, and helping in identifying actions by stakeholders who do not necessarily depend on negotiating a consensus between governments to proceed, such as the private sector and civil society, one of the main assertive results of COP30.

As a way to disseminate knowledge about climate change, experts have signed several articles published in major media outlets and on the iCS website, in which they present possible solutions for implementation and concrete opportunities for attempts to reduce global warming in accessible language. In addition, as part of the knowledge dissemination strategy, the iCS promoted ***The So-Called Greenhouse Effect***, an event held at Casa Brasil, in Rio de Janeiro, with featured a discussion panel including Paulo Saldiva (USP), Eduardo Assad (FGV), Thelma Krug, and singer and composer Criolo, moderated by Marcele Oliveira, COP30 Youth Champion.

Overview of **2025 FIGURES**

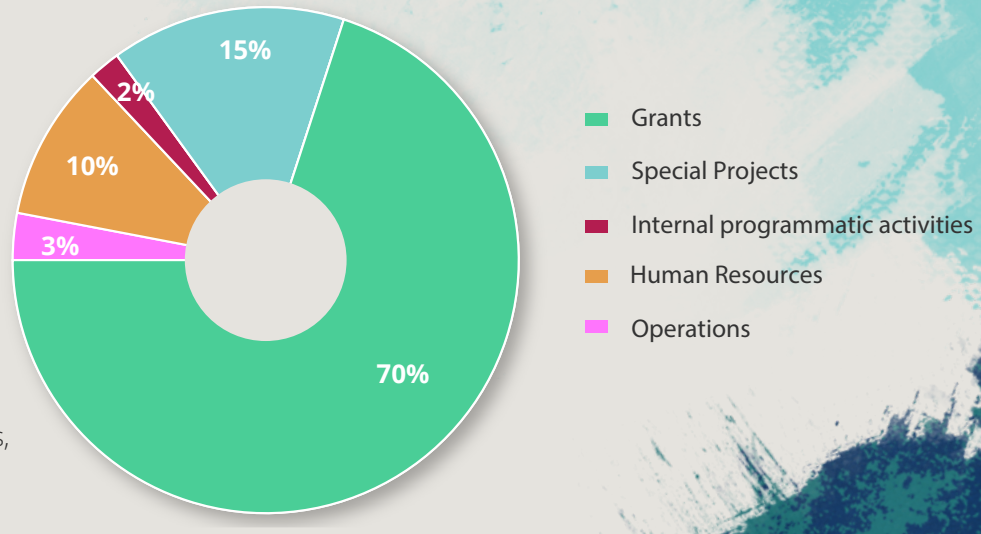
Reflecting the expansion of institutional activities and the strengthening of strategic partnerships in 2025, and partly also as a result of the agendas related to COP30 in Brazil, there was a significant increase in the funds received and the expenses executed. Compared to the previous year, the increase in revenue was approximately 60 percent, accompanied by a growth of almost 50 percent in the annual costs recorded.

Throughout the year, our goal was to achieve a split of 80 percent for programmatic expenses aligned with our mission versus a maximum of 20 percent for operating expenses. At the end of the financial year, however, we found that the results exceeded our expectations: only 13 percent of the annual revenue was spent to maintain iCS operations, and a total of 87 percent was used exclusively for grants (70 percent), special projects (15 percent), and internal programmatic activities (2 percent).

Since 2023, an integrated enterprise resource planning (ERP) system has been supporting iCS activities and our tracking of expenses and revenues, thus contributing to the generation of integrated information and better spending analysis. Throughout 2025, the iCS strengthened its compliance systems, both for internal activities (through the incorporation of an internal area with a dedicated team) and for the implementation of due diligence processes for our grantees (through the consolidation of institutional risk management policies).

The iCS is audited by independent external auditors. All of its financial statements, issued without reservations, are accompanied by their respective audit opinions and explanatory notes, and are available for consultation on our website.

BUDGET EXECUTION IN 2025



Access the iCS audit reports



FUNDERS AND PARTNERS

The Institute for Climate and Society mobilizes resources from philanthropy to fulfill its institutional mission. Our partnerships are based on open dialogue, mutual respect, and concrete results—and we move forward together toward a sustainable future.

We recognize the commitment of our grantees, whose direct and indirect contributions drive emission reductions in Brazil. In particular, we celebrate the philanthropic institutions that provide these essential resources to enable the climate transition.

AAfrican Climate Foundation (ACF)
Agni
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Bloomberg Philanthropies
Conservation International (CI)
Children's Investment Fund Foundation (CIFF)
Climate Arc
Climate Imperative
Climate and Land Use Alliance (CLUA)
Climate Works Foundation (CWF)
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European Climate Foundation (ECF)
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Shakti Sustainable Energy Foundation
Tara Climate Foundation
The Lemelson Foundation
The Robertson Foundation
The Rockefeller Foundation
The Schmidt Family Foundation
The Nature Conservancy (TNC)
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ViriyaENB

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MEDH-TO
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MESA BR
MIGHTY EARTH
MIQCB
MORE IN COMMON
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Learn more about the grants made by the iCS



www.climaesociedade.org

OUR HEADQUARTERS

Rua General Dionísio, 14 - Humaitá
Rio de Janeiro/RJ - Brasil CEP 22271-050

iCS 2025 Annual Report

General Coordination Marisa Bastos

Organization and revision Ines Garçoni, Matheus Dantas and João Pedro Cavalcanti

Editorial coordination and writing Ana Paula Pimentel

Graphic design and layout IG+ Comunicação Integrada

PHOTO CREDITS

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