

WORK PLAN



PROGRAMMATIC TEAM - ICS

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1. The work plan in a nutshell

Climate change is already producing profound and unequal impacts in Brazil, with an increase in the frequency and intensity of extreme events that disproportionately affect vulnerable territories and historically excluded populations. At the same time, these territories concentrate strategic assets essential for the climate stability of the country and the planet, such as forests, water resources, biodiversity, and carbon stocks. Indigenous peoples, quilombola communities, and traditional communities play a central role in protecting these common resources, demonstrating proven results in curbing deforestation and maintaining ecological integrity, despite facing increasing vulnerabilities, low institutional capacity, and limited access to policies and funding for climate adaptation. The acceleration of climate change, observed across the planet, creates an urgent need for adaptation and increased resilience of communities and ecosystems in their associated territories.

In this context, the Agents of Change Core Area Work Plan starts with the recognition that effective responses to the climate crisis depend on strengthening collective action, expanding capacities, and improving climate governance at multiple levels. The Plan focuses efforts on three integrated Action Lines: strengthening the qualified participation of indigenous peoples, quilombola communities, traditional communities, and civil society networks in decision-making spaces; supporting community-based adaptation strategies in territories highly exposed to climate impacts; and promoting narratives and engagement strategies capable of connecting the climate agenda to the country's social, economic, and territorial priorities.

By articulating these Action Lines, the Plan seeks to create the institutional, social, and political conditions necessary for the implementation of effective, legitimate, and sustainable climate policies in the long term. Its territorially based and socially rooted approach contributes to reducing climate risks, expanding social and economic resilience, and strengthening Brazil's role as a protagonist in building climate solutions aligned with development, the reduction of inequalities, and the protection of common goods.

2. iCS additionality on the topic

The work of the Institute for Climate and Society (ICS) in the field of engagement, climate governance, and the mobilization of agents of change presents a clear and strategic additionality in the Brazilian context, marked by

high climate vulnerability, profound territorial inequalities, and fragmentation among public policies, actors, and decision-making levels. This additionality stems from the iCS's ability to articulate sectoral agendas, territorial dynamics, and governance processes, connecting technical and scientific knowledge, territorial knowledge, and social priorities to collective action and qualified advocacy in public policies.

The Agents of Change Core Area operates in a cross-cutting and integrative manner, strengthening leadership, organizations, and networks of civil society with territorial legitimacy and the capacity to act in multiple decision-making arenas. By reducing fragmentation between policies, territories, and actors—one of the main obstacles to the effectiveness of climate action in Brazil—the Core Area enhances social participation in relevant spaces of climate governance, both nationally and internationally, increasing the coherence and effectiveness of policies, plans, and investments.

In the field of Community-Based Adaptation, this additionality is expressed in the mobilization of instruments that strengthen local capacities and support the implementation of solutions in prioritized territories, promoting resilience through an integrated approach between climate adaptation and local development. The iCS supports initiatives that combine territorial indicators of climate risk, technical evidence, and local knowledge and traditional wisdom, creating more robust bases for prioritization, planning, and implementation of adaptive actions sensitive to the specificities of each territory.

By systematizing experiences in different contexts of vulnerability, iCS transforms territorial practices into applied knowledge, generating evidence on institutional strengthening, community-based adaptation, and access to climate resources. This learning feeds back into programmatic decisions, improves public policies, and guides investments, expanding scale, efficiency, and impact.

The Core Area also contributes to making the diversity and complexity of the Brazilian reality in addressing climate change intelligible to national and international audiences. Through the organization and structured communication of concrete experiences, it strengthens narratives based on evidence and real cases, broadening the understanding of how public policies, community solutions, and institutional arrangements materialize in the Brazilian context and can engage with global agendas.

Together, these elements constitute the additionality of iCS: the ability to integrate technical and territorial knowledge, strengthen agents of change, systematize learning and connect it to decision-making processes and investments, increasing the coherence, legitimacy and impact of climate action in Brazil.

Institutional distinguishing features of the Core Area

Integration between adaptation and local development. Mobilization of instruments that strengthen local capacities and enable community-based adaptation solutions in priority territories, integrating technical evidence, territorial indicators, and local knowledge.

Structured institutional learning. Implementation of systematic learning cycles and dissemination of lessons learned, transforming territorial experiences into applied knowledge to improve public policies, programmatic decisions, and investments.

Reducing information asymmetries. Systematizing evidence on vulnerability, institutional capacities, and access to climate resources, increasing consistency, scale, and sustainability of interventions.

Communication driven by social evidence. Development of engagement and advocacy strategies based on research, social intelligence, and territorial listening, strengthening legitimacy, coherence, and mobilization capacity.

A platform for convergence between territory and public decision-making. Acting as a structured bridge between civil society, policymakers, funders, and strategic partners, reducing the distance between social concern and concrete transformation.

3. Relevance of the topic

Climate change has ceased to be a future risk and has become a concrete reality in Brazil's daily life. In recent years, the country has recorded a consistent increase in the frequency and intensity of extreme weather events, such as floods, prolonged droughts, heat waves, and forest fires. In 2023 alone, more than 1,100 disaster events associated with extreme weather were recorded, predominantly hydrological (floods, inundations, and flash floods) and geological (landslides) occurrences, directly affecting millions of people and putting pressure on health systems, urban infrastructure, and public finances ([CEMADEN 2024](#)). These impacts fall disproportionately on territories and populations historically marked by socioeconomic inequalities, institutional weaknesses, and low response capacity, especially in urban peripheries, the semi-arid region, and environmentally sensitive areas.

Despite the intensification of these impacts, climate adaptation remains underfunded and poorly implemented in the country, especially in vulnerable territories. Climate finance indicators point to a strong concentration of resources on mitigation, with low allocation for community adaptation, water security, urban resilience, and livelihood protection, which contributes to recurring cycles of loss and post-disaster reconstruction.

At the same time, these same territories concentrate strategic assets that are fundamental to national and global climate stability, such as forests, water resources, biodiversity, and large carbon stocks. Brazil thus experiences a central paradox of the climate crisis: the territories and social groups most vulnerable to the impacts of climate change are also those that play a decisive role in protecting common climate and environmental goods.

Indigenous peoples, quilombola communities, and traditional communities occupy and protect areas where deforestation is systematically lower, ecological integrity is greater, and the ability to maintain the forest is widely proven by empirical evidence. Recent studies ([APIB/IPAM/CIMC 2024](#)) indicate that Indigenous Lands with consolidated land tenure protection have deforestation rates up to four times lower than non-regularized areas, while Indigenous Lands that have not yet been officially recognized suffer significantly greater pressures. Consistently, analyses of the Amazon show that forest loss in Indigenous Lands is many times lower than that recorded in private or public areas without effective protection, reinforcing the role of these territories as structural barriers against deforestation and environmental degradation.

Indigenous and traditional communities also possess knowledge that complements conventional science, especially in the early observation of climate change—such as alterations in species migration, planting cycles, fishing, or bird song patterns. Integrating this knowledge into technical planning tools strengthens both policies aimed at PIQCTs (Indigenous Peoples, Quilombola Communities and Traditional Communities) and scientific production. In this context, the iCS can integrate this traditional knowledge into its areas of activity, including through support for the [AdaptaBrasil](#) platform, which organizes territorial indicators of climate risk for 2030 and 2050, strengthening the connection between local knowledge, technical evidence, and public action.

Despite this strategic centrality, Indigenous peoples, Quilombola communities, and traditional communities continue to face multiple vulnerabilities: increasing exposure to climate extremes (longer droughts, more intense floods, and forest fires), insufficient public adaptation policies, limitations in long-term funding, power imbalances in decision-making processes, and growing risks to their institutional security. Recent diagnoses indicate that climate adaptation remains one of the least funded agendas in these territories, despite its growing relevance, especially in areas such as water security, community resilience, health, and diversification of livelihoods ([TNC 2025](#)). In these contexts, the climate crisis acts as an amplifying factor for historical inequalities, further weakening living conditions and local resilience mechanisms.

Meanwhile, millions of Brazilians living in peripheral urban areas, in the Semi-Arid region—encompassing more than 1,400 municipalities across 11 states—and in regions subject to hydrological and geological risks are already experiencing recurring material losses, water insecurity, direct health impacts, and disruptions to their livelihoods. These territories simultaneously concentrate high climatic exposure and low adaptive capacity, making it clear that adaptation to climate change is not just an environmental agenda, but a social, economic, and life-sustaining one. Accumulated evidence shows that Community-Based Adaptation strategies ([UNEP 2023](#), [IIED 2024](#)) are particularly effective in these contexts, articulating solutions built upon local priorities, traditional knowledge, and collective action, while simultaneously generating practical learning for the improvement of public policies. It should be noted that the advance towards 1.5°C–1.8°C of warming requires that the CbA plan based on future scenarios. Otherwise, there is a risk of adopting insufficient adaptations to the new climate reality.

The National Quantitative Survey on Climate Change conducted by iCS in partnership with the Ipsos institute ([iCS, IPSOS 2025](#)) reveals a further paradox. Although 89% of the population recognizes the seriousness of the climate crisis and 88% identify compatibility between economic growth and environmental protection, only a small percentage translates this awareness into political engagement or concrete action. Only 22% say they would vote or consider voting for candidates committed to environmental issues, and about 80% declare they are unfamiliar with the concept of climate adaptation. This gap limits the capacity for social response and weakens the political support for more ambitious climate policies.

Several studies ([OECD 2023](#), [Peters et al 2021](#)) also highlight the importance of governance mechanisms and local and intersectoral coordination, involving different social segments, to respond effectively to climate challenges. The magnitude and complexity of the predicted impacts—such as prolonged droughts, intense floods, forest fires, and heat waves—require systemic interventions that articulate local actions with strategies at larger scales, such as basins and micro-basins.

Given this scenario, the relevance of the climate agenda is simultaneously environmental, social, economic, and institutional. Brazil's capacity to respond will depend on the articulation between territorial strengthening, practical implementation of adaptation solutions, mobilization of adequate financing, and action-oriented social engagement, connecting political commitments to territorial execution.

On the other hand, Brazil has unique conditions to transform the climate crisis into a structuring agenda of economic, social, and geopolitical opportunity. The country has one of the cleanest energy matrices in the world, with more than 80% of its electricity coming from renewable sources, vast natural capital, emerging scientific and technological capabilities, and a growing ecosystem of innovation in bioeconomy, sustainable agriculture, nature-based solutions, and climate finance. In this sense, the Plan directs its efforts to: (i) strengthen the qualified participation of indigenous peoples, quilombola communities, traditional communities and civil society networks in climate governance spaces; (ii) support community-based adaptation solutions in vulnerable territories; and (iii) promote communication and social engagement strategies that broaden understanding, legitimacy and collective action around the climate agenda.

By combining these Action Lines in an integrated way, the Agents of Change Core Area Work Plan contributes to building the institutional, social, and political conditions that enable the implementation of effective, legitimate, and sustainable climate policies in the long term. It is about creating a virtuous circle in which protected and strengthened territories reduce climate risks, adapted communities increase social and economic resilience, and an engaged society sustains the climate ambition necessary for Brazil to transform vulnerability into resilience and risk into opportunity.

4. Context of operation

In the global context, the intensification and increased frequency of the impacts of climate change have made it evident that its effects are not distributed homogeneously among countries, territories, and social groups. Scientific reports and international agreements have reinforced that, when not addressed in an integrated manner with development agendas, the climate crisis tends to deepen pre-existing social, economic, and territorial inequalities. As a result, there is a growing recognition that effective climate responses require approaches that integrate mitigation, adaptation, and resilience, with explicit attention to the social, institutional, and territorial dimensions of implementation.

This movement reflects a growing understanding that climate policies do not operate in neutral contexts, but in realities marked by profound asymmetries of power, institutional capacity, access to resources, and political representation. In these scenarios, technically adequate solutions, but disconnected from territorial and social dynamics, tend to exhibit low effectiveness, limited legitimacy, and difficulties in long-term sustainability. For this reason, approaches that combine institutional strengthening, qualified social participation, and articulation between different scales of governance have become central to the international debate on climate action.

In Brazil, these challenges manifest themselves in a particularly acute way. The impacts of climate change disproportionately affect historically vulnerable territories and populations, especially in contexts marked by

persistent poverty, territorial insecurity, low institutional capacity, and structural deficits in access to public services. Extreme events, environmental pressures, and changes in climate regimes tend to exacerbate pre-existing social conditions, amplifying economic, humanitarian, and fiscal risks. These impacts are frequently amplified by gaps in the coverage, coordination, and implementation of public policies, as well as by institutional constraints that limit the response capacity of public entities.

At the same time, the country possesses strategic assets relevant to the climate transition, including socio-territorial diversity, global-scale natural capital, accumulated experiences in social participation, scientific and technical capabilities, and a framework of public policies that, when properly articulated, can contribute to reducing inequalities and strengthening resilient development trajectories. The realization of these opportunities, however, depends on the ability to connect evidence, territorial priorities, financing instruments, and governance mechanisms, overcoming fragmentation among sectors, actors, and decision-making levels.

It is within this context that the Agents of Change Core Area operates, working at the interface between territory, public policies, financing, and collective action. By strengthening social and institutional capacities and promoting narratives that connect the climate agenda to development priorities and the reduction of inequalities, the Core Area contributes to increasing the effectiveness, legitimacy, and sustainability of climate responses in Brazil, both at the community level and in influencing agendas and decisions at the national level.

5. Action Lines

The Action Lines organize the Agents of Change Core Area strategy into complementary programmatic fields, guiding the implementation of actions aimed at strengthening climate action in Brazil. Through these Action Lines, the Core Area combines engagement, advocacy, capacity building, and social mobilization, acting as an integrating body between territories, public policies, financing, and collective action, and operating in different territorial contexts and decision-making arenas.

The three Action Lines described below reflect iCS's programmatic choices grounded in its institutional trajectory, empirical evidence, and the gaps observed in the implementation of the climate agenda in the country. Although presented separately, they operate in an articulated and synergistic manner, mobilizing instruments and approaches appropriate to different audiences, territories, and challenges associated with the climate crisis.

Implementation instruments and mechanisms

The choice of implementation instruments within the Core Area stems from iCS's commitment to strengthening organizations in climate action and grassroots agents, who have historically formed the core of its work. The use of different mechanisms seeks to expand capacities, access to resources, knowledge, and solutions, without replacing or weakening the audiences traditionally supported by the institution.

In this sense, public calls and notices are used as complementary instruments, aimed at identifying initiatives, organizations, methodologies, and solutions that can contribute to strengthening climate and socioeconomic development processes led by local agents and communities. These instruments are designed to add value to existing trajectories, expanding opportunities and maximizing impacts in the territories.

In addition, iCS evaluates and combines other implementation and articulation mechanisms, such as strategic partnerships, special projects, collaborative arrangements, and experimental formats, with the aim of maximizing benefits to the supported audiences, increasing the effectiveness of interventions, and strengthening development trajectories compatible with Brazilian territorial realities.

Action Line 1 – Strengthening Indigenous Peoples, Quilombola Communities, and Traditional Communities (PIQCTs) in climate action and governance

Expected outcomes	Goals to which it contributes
Representatives of PIQCTs engage in a qualified and effective manner in priority climate policies.	Accelerate the land titling of Quilombola and Indigenous territories, and the creation of Extractive Reserves and Sustainable Development Reserves.
	Increase in resources accessed directly by organizations led by PIQCTs.
Territorial protection and management create solutions for climate mitigation, resilience, and adaptation.	Identify indigenous solutions and practices for adaptation and resilience to climate change.
	Territories transition from being carbon emitters to becoming net carbon sinks.

Context of operation

Indigenous peoples, quilombola communities, and traditional communities occupy and protect territories that are strategic for the climate stability of Brazil and the planet, demonstrating proven results in containing deforestation, conserving biodiversity, and maintaining essential ecosystem services. Despite this central role, these groups face structural asymmetries in power, institutional capacity, and access to resources, as well as increasing risks associated with the intensification of climate impacts and the weakening of their territorial rights.

Internal evaluations and the trajectory of iCS's work in the field of PIQCTs indicates that the main bottlenecks lie not only in the absence of policies, but also in the institutional capacity of these organizations and movements to protect their territories, implement adaptation strategies, access climate finance, and exert qualified influence in decision-making arenas. The lack of structured medium- and long-term support limits the sustainability of these organizations and reduces their influence on the formulation and implementation of climate policies.

In this context, iCS occupies a unique position by recognizing PIQCTs not as passive beneficiaries, but as central agents of climate governance, whose actions are essential for achieving mitigation, adaptation, and climate justice goals in the country.

Action strategy

The strategy of this initiative is geared towards the technical and political strengthening of organizations, leaders, and networks of PIQCTs, focusing on medium- and long-term trajectories. The work combines support

for capacity building, networking, and strategic support for political advocacy, while respecting the autonomy, organizational methods, and unique knowledge of these peoples and communities.

This initiative includes strengthening the capacities of indigenous peoples and traditional communities for:

- (i) territorial protection and management;
- (ii) development and implementation of adaptation and mitigation strategies, through the production of scientific evidence combined with traditional knowledge;
- (iii) access to public policies and climate finance; and
- (iv) qualified participation in climate governance spaces at local, national and international levels.

In doing so, the Core Area contributes to broadening the legitimacy, effectiveness, and sustainability of climate policies, incorporating territorial knowledge and local priorities into decision-making processes.

Action Line 2 – Strengthening territories through community-based adaptation

Expected outcomes	Goals to which it contributes
Peripheral urban communities, indigenous territories, and traditional and rural communities jointly design adaptation strategies based on climate and socioeconomic data and local knowledge.	Advance adaptation plans, ensuring public participation and taking into account territorial diversity and climate scenarios.
	Include a data layer on indigenous peoples and indigenous territories on at least three data monitoring and production platforms (e.g., AdaptaBrasil)
Develop and implement integrated adaptation and resilience solutions that reduce climate vulnerability in priority territories.	Adopt Ecosystem-Based Adaptation (EbA) as a “systemic, flexible, socially just, and cost-effective” strategy for reducing risks and vulnerabilities.
	Increase the resilience of populations, cities, territories, and infrastructure in the face of the climate emergency.

Context of operation

The impacts of climate change in Brazil disproportionately affect historically vulnerable territories and groups, deepening social, economic, and environmental inequalities. Territorial diagnoses conducted by iCS reveal significant concentrations of vulnerability, especially in municipalities in the North and Northeast regions, as well as in specific contexts in other regions of the country (i.e., pockets of poverty, see [IBGE 2024](#)).

These territories exhibit recurring combinations of environmental vulnerabilities, structural deficits in basic services, institutional limitations, and fiscal capacity constraints, creating contexts of high socio-environmental complexity. In these scenarios, standardized or exclusively sectoral approaches prove insufficient to respond to climate risks.

Community-Based Adaptation (CbA) thus emerges as a strategic approach to address these challenges, valuing local leadership, traditional knowledge, and contextualized, technically appropriate solutions that are highly relevant to territorial dynamics. This approach directly aligns with the Core Area's historical work with indigenous peoples, traditional communities, family farmers, and vulnerable urban populations.

Community-based adaptation: conceptual definition

From a conceptual point of view, CbA refers to processes led by the communities themselves, anchored in their priorities, knowledge, capacities, and forms of organization, with the aim of strengthening their capacity to face and adapt to the impacts of climate change. According to Reid *et al.* (2009), CbA is a community-led process, based on their knowledge and priorities, that seeks to empower people to plan for and deal with the effects of climate change. Ayers and Forsyth (2009) reinforce this approach by highlighting the centrality of the participation of vulnerable populations in the design and implementation of adaptation measures, as well as the need to address the structural causes of vulnerability. Seminal works by Huq and Reid (2007) already pointed to CbA as a fundamental approach to respond to climate impacts on poorer and more marginalized populations.

The Core Area is particularly well-positioned to work with community-based adaptation, given its history working with vulnerable territories, its experience in strengthening local agents, and its emphasis on participatory processes, continuous learning, and the valuing of territorial knowledge. This combination of institutional capacities, relationships of trust, and accumulated knowledge allows it to support adaptation processes that are effectively appropriated by communities, sensitive to local contexts, and sustainable.

Action strategy

The Community-Based Adaptation Action Line strategy is geared towards mobilizing instruments that strengthen local capacities and support the implementation of solutions in prioritized territories, promoting resilience through an integrated approach between climate adaptation and local development.

Among the instruments foreseen in this area is the launch of specific CbA calls for proposals, guided by the analysis of vulnerable territories (through a social and climate lens) and by prioritizing populations historically affected by climate impacts and exposed to the intensification of extreme weather events. Public databases that guide this analysis will be used as a reference, based on already consolidated diagnoses of social and climate exposure, produced by projects and tools adopted by the public authorities, in order to ensure methodological coherence and adherence to national adaptation priorities.

This type of call for proposals should support community mobilization processes, institutional strengthening of local organizations, development and implementation of adaptation solutions, and the use of appropriate technologies, ensuring coherence between territory, target audience, theme, and instrument.

The Action Line also envisions the integration of learning from the supported initiatives, contributing to the generation of empirical evidence and the improvement of public policies for adaptation and resilience at different scales.

Additionally, the Core Area will continue its direct and indirect work with smaller organizations and informal collectives to raise the institutional quality of social movements often situated at the base of the organized civil society ecosystem (e.g. [Comuá 2023](#)). This action contributes to increasing social resilience in the face of pressures and attacks on democracy.

This hybrid approach, which combines public calls with forms of direct and indirect financial support, allows iCS to expand its donor attraction portfolio without compromising the strategic objectives of the Core Area.

Action Line 3 – Communication and mobilization

Expected outcomes	Goals to which it contributes
A participatory, transparent Brazilian public debate on climate change that is aligned with the population's priorities and quality of life.	Brazil possesses the cognitive, scientific, and cultural conditions necessary to address the challenges of the climate crisis with justice, equity, and innovation.
	Promoting public awareness and understanding of climate change, its causes, and approaches to risk reduction.

Context of operation

Recent evidence points to a structural challenge in climate engagement and communication strategies in Brazil and globally. Research conducted by iCS and IPSOS reveals a central paradox: high levels of awareness about climate change coexist with low levels of behavioral change and active engagement. Most of the population recognizes the seriousness of the problem and shows interest in the topic, but this perception does not consistently translate into individual or collective action.

This diagnosis aligns with international analyses, [including one](#) on climate engagement and communication, which indicates that strategies are more effective when they connect the climate agenda to concrete impacts on people's lives, the need for resilience in the face of climate shocks, and tangible economic and social benefits, avoiding abstract approaches or those excessively focused solely on future risk.

The results of the iCS and IPSOS opinion poll indicate that the main obstacle is not the absence of risk perception, but rather the low prioritization of the climate agenda compared to immediate economic and social concerns, combined with a lack of practical, actionable, and territorially relevant information on adaptation, response to extreme events, and opportunities associated with the climate transition. The gap between concern and action is strongly associated with the absence of engagement strategies that promote a sense of agency, empowerment, and clarity on how individuals, communities, productive sectors, and governments can reduce vulnerabilities and increase resilience to ongoing climate impacts.

This picture is consistent with a report by iCS in collaboration with Dalberg ([iCS, Dalberg 2025](#)), which reinforces the idea that engagement and communication strategies disconnected from economic development, territorial resilience, income generation, and social well-being tend to have limited impact, especially in contexts marked by structural inequalities. In Brazil, climate engagement needs to integrate mitigation, adaptation, resilience, and development, demonstrating that strengthening climate resilience is a necessary condition to protect economic gains, reduce social losses, and sustain long-term growth trajectories.

This challenge is part of a broader context of a shift in the global climate agenda, in which the center of gravity is moving from building international consensus to the effective capacity for implementation at the territorial level. The success of climate goals increasingly depends on concrete action by states and municipalities, the

integration of climate into sectoral public policies, and the strengthening of decentralized financial mechanisms capable of enabling adaptation, resilience, and energy transition.

International studies indicate that climate policies achieve greater scale, legitimacy, and sustainability when linked to engagement strategies that connect climate, economic development, and social protection ([OECD 2025](#)), reinforcing the importance of institutional trust, informational transparency, and social participation for the long-term sustainability of policies.

In Brazil, this challenge is amplified by structural inequalities and the intensification of already observable impacts on agricultural productivity, food security, public health, and urban infrastructure. At the same time, the expansion of sectors linked to the energy transition, socio-bioeconomy, green infrastructure, and critical minerals creates significant opportunities for development and job creation, but also risks of socio-environmental conflicts and exclusion if not accompanied by inclusive governance and qualified participation.

This body of evidence reinforces the need for engagement and communication strategies that go beyond the transmission of information, advancing in the construction of narratives, formats, and instruments capable of mobilizing different audiences, supporting collective action, and accelerating concrete transformations in the territory.

Action strategy

The Engagement and Communication Action Line's strategy stems from the recognition that engagement and communication are central dimensions for social mobilization, political influence, and systemic transformation, especially when guided by the connection between climate, economic development, resilience, and social inclusion. Actions will be guided by empirical evidence—particularly the results of opinion polls and studies such as those by CIFF and iCS/Dalberg—and by the need to reduce the gap between awareness, prioritization, and action.

The Action Line will support innovative climate engagement and communication initiatives capable of engaging with diverse audiences, economic sectors, and territorial contexts, emphasizing actionability, practical relevance, and strengthening the capacity to respond to climate impacts. Starting in 2026, the iCS plans to launch calls for proposals focused on innovation in climate engagement and communication, as part of a broader set of strategies aimed at developing new formats, languages, narratives, and tools that promote engagement for collective action, including in the fields of adaptation and resilience.

The key messages to be prioritized will be evidence-based and development-oriented, including:

- the need and feasibility of strengthening the resilience of communities, production systems, and infrastructures in the face of the already observable impacts of climate change, reducing economic, social, and fiscal losses associated with extreme events;
- the feasibility of making agricultural production more sustainable and efficient, without opening new areas, through productivity gains, restoration of degraded areas, low-carbon practices and climate adaptation strategies, especially among family and traditional farming;
- Brazil's strategic role in the global energy and industrial transition, based on its renewable energy matrix, clean energy corridors, and critical mineral reserves, in responsible dialogue with the territories involved, providing information on the risks, benefits, and socio-environmental safeguards of the transition, reducing conflicts and strengthening fair governance;
- evidence that, although climate impacts are already underway, the transition to a new development model is feasible and can generate concrete opportunities for economic growth, increased competitiveness, job creation, reduced inequality and greater social security (e.g. [CNI 2023](#)).

The Action Line's systematic and strategic approach will thus seek to reposition climate engagement and communication—including adaptation and resilience—as central drivers of development, connecting technical evidence to accessible, localized, and action-oriented narratives, in order to strengthen social and institutional engagement and reduce the gap between awareness and effective transformation ([OECD 2025](#)).

6. Key grantees

The Agents' Work Plan will be implemented through the mobilization and strengthening of a diverse ecosystem of grantees, combining organizations with which iCS has already been working—especially in the area related to PIQCTs—with the progressive incorporation of new actors in the areas of Community-Based Adaptation (CBA) and Engagement and Communication. This strategy ensures institutional continuity and political density in already consolidated agendas, while expanding the territorial, thematic, and methodological representativeness of the Plan.

The Plan aims to maintain support for grantees from different categories of organizations with complementary roles in the climate agenda, while also seeking to diversify this profile, particularly in the areas of CBA and Communication and Engagement. Among the categories of organizations currently supported—by way of illustration and not exhaustive list—the following stand out:

- *Indigenous, Quilombola, and traditional peoples and communities organizations*, with direct involvement in territorial protection, climate adaptation, and political advocacy, such as APOINME, APIB, the Indigenous Council of Roraima (CIR), COIAB, the Interstate Movement of Babaçu Coconut Breakers (MIQCB), Malungu, the Chico Mendes Committee, OPAN, Terra de Direitos, and organizations strengthened by the Center for Indigenous Work (CTI).
- *Organizations focused on strengthening territorial institutional capacity and community-based resource management, aimed at expanding local autonomy, territorial governance, and the capacity to implement climate projects*, such as the Casa Socioambiental Fund, the Amazon Environmental Research Institute (IPAM), OPAN, Selvagem Escolas Vivas, Mandí, and initiatives providing institutional support to indigenous and community organizations in southern Amazonas.
- *Urban and peripheral community networks*, focusing on climate adaptation and socio-environmental resilience in contexts of high vulnerability, such as LabJaca, Popular Climate Defense initiatives articulated by NOSSAS, IABsp COP das Baixadas, and urban adaptation projects conducted by territorial organizations such as Mandí.
- *Organizations of youth, women, and Black and marginalized leaders* dedicated to climate policy education, territorial empowerment, and intersectional climate justice, such as Rede Emaranhadas, Instituto COJOVEM, Movimento Negro Evangélico, Instituto Commbne, Wakoborun, Utopia Negra Amapaense, and initiatives of Indigenous and Quilombola youth.
- *Popular communication organizations, independent journalism, and climate narrative mobilization*, responsible for expanding public debate, strengthening the integrity of information, and translating the climate agenda for broad audiences, such as Coletivo Proteja, Alma Preta Jornalismo, Sumaúma, Rádio Novelo, O Eco, Intervozes, and Território de Notícias.
- *Institutions focused on applied research*, evidence production, and community innovation, connecting science, public policy, and territorial knowledge, such as the Iyaleta Research Association, Lab da Cidade, the Interdisciplinary Observatory of Climate Change, the Political and Electoral Observatory, as well as citizen-led initiatives for community data generation and climate innovation co-production projects with indigenous peoples and traditional communities.

- *National articulation organizations, coalitions and multi-sectoral networks* that structure fields of joint action and press for the effective implementation of the climate agenda, such as Amazônia de Pé, NOSSAS, the Movement of People Affected by Dams (MAB), Campanha Cerrado, Aliança dos Povos pelo Clima, interfaith networks for climate justice and other territorial coalitions.

In the PIQCTs Action Line, iCS will continue to leverage partnerships consolidated over the past few years with grassroots territorial organizations with strong political legitimacy, articulating territorial implementation, institutional strengthening, and influence on public policies.

In turn, the Plan proposes to significantly diversify the profile of grantees in CBA and Engagement and Communication Action Lines. In these fields, iCS will seek to expand its presence in different biomes and urban and rural contexts, adopting clear selection criteria that ensure technical capacity, social legitimacy, territorial coherence, and potential for impact. The strategy aims to incorporate and strengthen organizations with specific qualifications both in the implementation of adaptation solutions and in the experimentation of new languages, formats, and mobilization strategies focused on climate action.

In the Engagement and Communication Action Line, innovative initiatives capable of engaging with different audiences, economic sectors, and territorial contexts will be supported, with an emphasis on actionability, practical relevance, and strengthening the capacity to respond to climate impacts. From 2026 onwards, iCS plans to launch calls for proposals focused on innovation in climate communication, integrated into a broader strategy for developing narratives, tools, and methodologies that promote engagement for collective action, including in the field of adaptation and resilience.

In the Community-Based Adaptation Action Line, the strategy will focus on mobilizing instruments that strengthen local capacities and support the implementation of solutions in prioritized territories, promoting resilience through an integrated approach between climate adaptation and local development. Specific CBA calls for proposals are also planned, guided by analyses of social and climate vulnerability and by prioritizing populations historically most affected by the impacts of climate change and the intensification of extreme events. The definition of territories and populations will be informed by public databases and consolidated diagnoses used by public authorities, ensuring methodological coherence and alignment with national adaptation priorities.

Additionally, the Core Area will maintain direct and indirect engagement with smaller organizations and informal collectives, strengthening their institutional capacity and influence, and recognizing their strategic role at the base of the organized civil society ecosystem and in the defense of democracy.

It is, therefore, a plural, complementary and constantly evolving ecosystem, whose composition may be adjusted throughout the implementation of the Plan, according to strategic, territorial and programmatic criteria, ensuring coherence between scope, resources, territory, target audience and support instrument, as well as potential for systemic impact on the Brazilian climate agenda.

7. How does this plan connect with the plans of the other Areas?

The Agents of Change Core Area's actions are structured across the other Core Areas of iCS as a condition for increasing the effectiveness, political viability, and sustainability of the implementation of the institution's climate agendas. By strengthening agents, improving governance processes, and structuring action-oriented

engagement and communication strategies, the Core Area contributes to reducing implementation risks, increasing social legitimacy, and creating institutional conditions so that policies, strategies, and instruments conceived in other Areas translate into concrete action at different scales.

More than a complementary function, the Core Area acts as a catalyst for implementation, connecting technical formulation, territorial realities, financing, and social engagement. Its additionality lies precisely in reducing the distance between strategic design and territorial execution.

Connection with the Climate Policy Core Area

The Core Area contributes to the climate policy agenda by strengthening the qualified participation of civil society in the processes of formulating, advocating for, and monitoring public policies. By supporting leaders, organizations, and networks with the capacity to act in multiple arenas—local, national, and international—it broadens the incorporation of territorial priorities, empirical evidence, and social perspectives in decision-making processes.

Systematizing lessons learned from territorial action provides technical and political input for strategic advocacy, contributing to the development of more robust, socially legitimate, and institutionally resilient policies capable of being sustained over time.

Connection with the Energy, Industrial and Transport Transition Core Area

In the energy, industrial, and transports transition agenda, the Core Area contributes by structuring qualified narratives, communication strategies, and social engagement processes that broaden public understanding of the opportunities and challenges of the transition. By strengthening agents capable of engaging with different audiences and territories, the Core Area helps build social legitimacy and a political environment favorable to the implementation of policies, investments, and regulatory instruments associated with decarbonization, productive modernization, and sustainable mobility.

In the context of Powershoring, for example, the Core Area can support the construction of a territorial agenda that addresses observed tensions—particularly in the Semi-Arid region—between rural communities and the expansion of wind and solar farms. By articulating the attraction of industrial and productive activities intensive in renewable energy, the possibility of greater local economic integration is created, overcoming the logic of isolated generation projects, which tend to be capital-intensive and with limited job creation. Initiatives such as agrivoltaic systems and associated production chains can reinforce this agenda, promoting local development based on resilience and inclusivity.

Additionally, the Core Area systematizes empirical evidence, identifies low-complexity territorial solutions, and maps social perceptions that can feed back into the Energy Transition Core Area. This interface strengthens the strategic coherence between policy design, territorial implementation, and the building of social support, maximizing impact and accelerating structural transformations.

Connection to the Land Use Core Area

The connection with the Land Use Core Area is achieved through strengthening territorial capacities, supporting community-based solutions, and mobilizing local agents in rural and environmental contexts. By working with indigenous peoples, traditional communities, family farmers, and territorial organizations, the Core Area enhances territorial governance processes and strengthens productive trajectories compatible with conservation, climate adaptation, and deforestation reduction.

This articulation also allows studies, strategies, and proposals from the Land Use Core Area to connect more consistently to territorial dynamics, reducing the risk of disconnection between policy formulation and local realities, especially in contexts of polarization and erosion of institutional trust.

Thematic Structure of the Operation

The Core Area's work is organized around integrated themes that connect engagement, territorial implementation, and structural transformation:

Engagement for subnational policies and territorial implementation. Support for communication and mobilization strategies focused on adaptation plans, climate risk management, resilient infrastructure, and local energy transition, strengthening implementation capacity in states and municipalities.

Communication on climate finance and territorial funds. Development of initiatives that make climate finance mechanisms, subnational funds and investment instruments more accessible and understandable, supporting indigenous peoples, local communities and governments in raising and strategically using resources.

Mobilization around socio-bioeconomy and nature-based solutions. Strengthening narratives that connect conservation, income generation, food security, and climate resilience, valuing sustainable production chains and traditionally used territories.

Social dialogue on energy transition, critical minerals, and territorial impacts. Promotion of structured listening and information processes regarding the socio-environmental risks, benefits, and safeguards of the transition, reducing conflicts and strengthening fair governance.

Climate, health and social protection. Engagement around the climate impacts on public health, water security, food and quality of life, broadening social understanding of risk prevention and adaptation.

Green jobs and productive development. Communication and mobilization on green job opportunities, professional retraining, and productive development associated with the climate transition, with special attention to youth, women, and vulnerable territories.

Transparency, integrity of climate information, and combating misinformation. Strengthening evidence-based strategies, expanding public access to reliable climate information, and fighting misinformation, in line with recommendations from multilateral organizations.

Representation, diversity, and climate justice. Expanding the participation of indigenous peoples, traditional communities, women, youth, and vulnerable urban populations in debates on climate policies, investments, and solutions.

Across the board, the Core Area invests in innovation in engagement formats, social intelligence, territorialized narratives, and calls for proposals for innovation in climate communication, focusing on transforming awareness into continuous action.