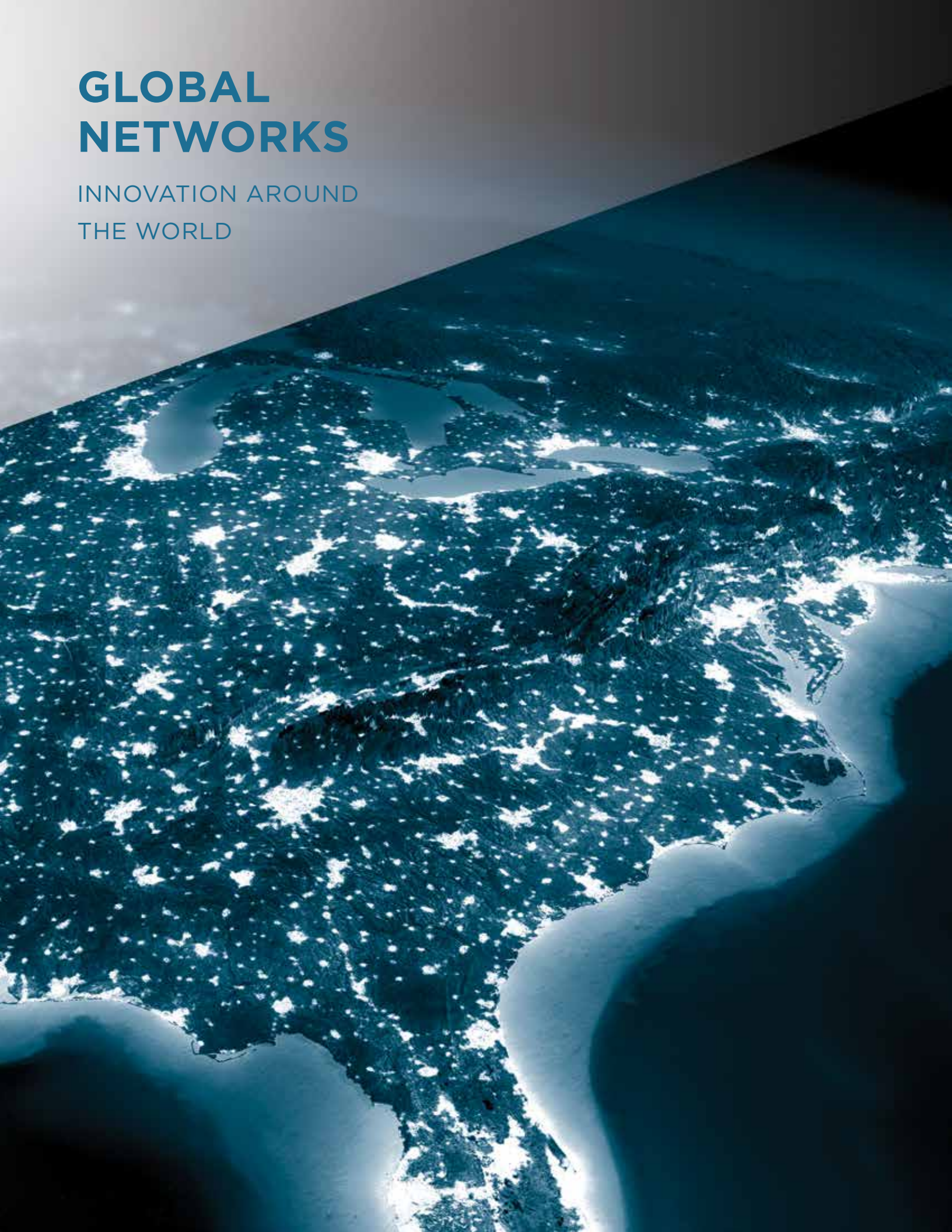
GLOBAL NETWORKS

INNOVATION AROUND THE WORLD



When we first started offering grants, we wanted to concentrate on building a network of organizational partners in North America. We did not see ourselves as working globally. But the truth was, we were already funding initiatives that would have global impact by our second and third years. WRI's Business and Ecosystem Leadership Group was the first. As we developed relationships with those doing global work, we started looking for initiatives that would involve multiple countries and weave together multiple goals rather than focus our attention on individual projects. That is how we still see ourselves having broad-scale impact.

FOREST PROTECTION AND EARLY CARBON MARKETS

CARBON MEASUREMENT COLLABORATIVE



When Terry Garcia, then head of Mission Programs at National Geographic Society (NGS), approached us in 2007 about a new initiative called the Carbon Measurement Collaborative, we knew the impact would be global given the interests involved. James Baker, who had been administrator of the National Oceanic and Atmospheric Administration during the 1990s, was working with Gary Richards of the Australian government to form a global coalition of organizations to pair emerging carbon markets with forest protection and restoration. While early carbon markets have had checkered and often controversial histories, at the time there were a number of conservationists and scientists who saw a chance to achieve longstanding conservation goals by helping to develop early carbon markets.

Jim and Gary were putting together climate scientists, major global conservation organizations, leading global satellite companies, and major global funders, such as the World Bank, to explore the possibilities. This was just the kind of cross-sector mix we looked to support. The idea was to map out the world's stores of carbon, beginning with forests.

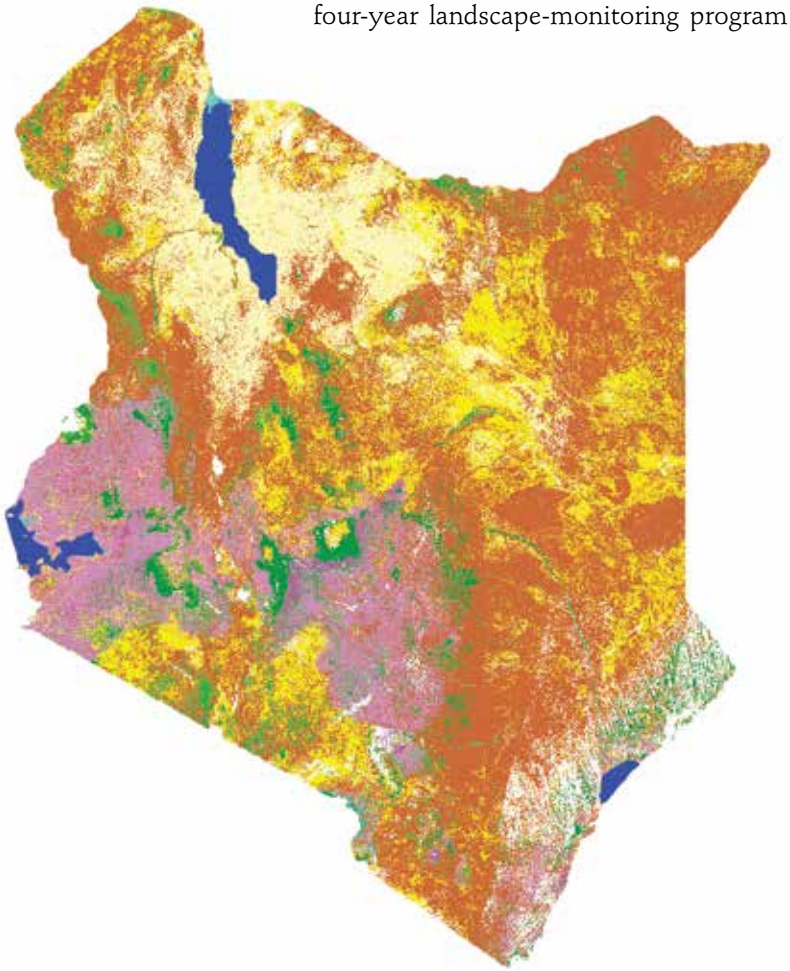
Forests are valued for their ability to sequester carbon and prevent it from getting into the atmosphere — and were perhaps easiest to measure. The collaborative would try to convince governments and landowners that they could earn income either in carbon credits, by not cutting down forests, or from some of the international funds that existed to pay farmers, loggers, and governments not to cut. The hope was that this would be a model for new mapping systems of land use that could provide some baseline data for emerging carbon markets, and would result in the preservation of the world's forests.

When we were initially approached, Pat wondered why we were being asked to come up with the money for the first gathering, rather than

National Geographic Society or the Clinton Foundation, which were already involved and presumably had access to plenty of funds. Terry suggested that he could come up with the money for the gathering eventually but, given the size of the NGS bureaucracy, it could take months to do so. There was interest in the idea and momentum at the time, and he didn't want to miss the opportunity. And if BRI's objective was to play a catalytic role, here was a good opportunity.

Our hunch was that by funding the first meeting, we could further engage the involvement of organizations and funders that would identify enough funds to turn the idea into a global effort. Within several months of the inaugural meeting at National Geographic Society, the Rockefeller Foundation sponsored a workshop in Bellagio, Italy, then committed $7 million for four years to the Clinton Climate Initiative (CCI) to start pilot projects in Kenya, Tanzania, Indonesia, Cambodia, and Guyana.

Over time, the Kenya program became one of the most successful of the pilot efforts, attracting the interest and financial support of the Australian government. CCI was funded by Australian Aid to develop a $12 million four-year landscape-monitoring program to help the Kenyan government



LAND-USE PLANNING MAP OF KENYA, 2014

- No Data
- Dense Forest
- Medium Forest
- Sparse Forest
- Grassland
- Wooded Grassland
- Annual Crops
- Perennial Crops
- Vegetation Wetland
- Open Water
- Other Land

Source: Clinton Climate Initiative

measure its greenhouse gas emissions, engage in land restoration, and manage its natural resources. The government was interested specifically in mapping the country's water supplies and croplands, as well as improving the productivity of their agricultural sector and flower markets, which earned them income from global markets. This was likely a more immediate interest than carbon emission reductions.

The Kenyan example is an important one. Global concerns in Europe, the United States, and in many global organizations were increasingly focused on the reduction of carbon emissions as a way to slow down global warming. But the actual means of achieving that end might well be things like land restoration and forest preservation, which were worth doing for their own sake and might be a higher priority for a given country than the goal of reduced carbon. The programs and technical means developed in Kenya would have broad applicability to such ends. The best programs would realize multiple goals.

The program in Guyana was backed by a five-year, $250 million pledge from the Norwegian government through the UN-REDD Programme (United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries) to pay the government to put strict and enforceable limits on deforestation. By 2014, half that amount had been allotted. Guyana, a small country, is almost completely covered by virgin rainforest. Its monitoring system allows verification of the limited logging that does take place, and the funds available for preventing carbon emissions are used for other low-carbon economic initiatives.

Many global organizations were increasingly focused on the reduction of carbon emissions as a way to slow down global warming. But the actual means of achieving that end might well be things like land restoration and forest preservation, which were worth doing for their own sake and might be a higher priority for a given country than the goal of reduced carbon.

"The Low Carbon Development Strategy is proof that enlightened climate policy can go hand in hand with job creation, poverty alleviation, and economic sustainability," wrote President Bill Clinton in a December 20, 2011, letter to former President Bharrat Jagdeo. "This program's success in preserving 99.5 percent of Guyana's rainforests will leave a profound legacy for future generations. And by not just working with Norway, but investing your climate service funds back into Guyana's green economy, the impact of this partnership will continue to multiply." After he left office, President Jagdeo led an effort initiated by CCI and the International Union for Conservation of Nature and funded by Norway to visit other countries as an ambassador for the program to see if similar strategies could be developed elsewhere.

With support from Norway and the Rockefeller Foundation, CCI was also a key contributor to the development of Indonesia's first REDD+ project, the

largest of the global programs issuing carbon credits. It made progress in the realization of social and environmental safeguards and established some community livelihood programs. But there were also countries among the initial group in which the initiative failed because it was not embraced by the governments. The project in Cambodia, one of the first four selected for pilot projects, did not work out. There were a few small projects in the beginning, but the government showed little interest and the program was halted. Similarly, it proved difficult to make progress in Tanzania.

By 2014, half a dozen years after the start of the carbon-measurement collaborative, the program in Kenya was attracting interest from the neighboring countries of Rwanda and Uganda. The German government helped start various restoration initiatives there and in Ethiopia with a grant to a group of global organizations including the Clinton Climate Initiative, WRI, IUCN, the Greenbelt Movement, and Conservation International. Conversations have also started in India about similar programs, but the Indian government is in a period of industrial growth and is not very receptive to entreaties by Western governments to reduce its fossil fuel consumption. There may be ways, however, to offset the use of fossil fuels by restoring land that sequesters carbon and gains the financial support of international conservation groups. Programs that offer such offsets as a way to compensate have received criticism from many in the environmental community who see such deals as a retreat from the real goal of reducing carbon emissions, but the success of various measurement programs and the strong interest on the part of developing countries has shown that this is an important way to meet the global challenge of climate change.

FUNDING THE NEXT DECADES OF GREEN INFRASTRUCTURE

ACCELERATING RESILIENT INVESTMENT IN SUSTAINABLE ECONOMIES (ARISE)

By 2010, a number of global institutions were realizing that there would be a growing stream of green infrastructure projects coming to fruition in the years ahead. These would include renewable energy projects, sustainable infrastructure in cities, and responses to the extremes of climate change. Major global funding institutions — including the World Bank and the IMF, global investors and sovereign wealth funds, large global philanthropies such as the Rockefeller Foundation, and some of the global environmental organizations — wanted to know how to nurture new initiatives that started small and would need major financing further in their life cycles as they grew to scale. Nurturing small beginnings was not often a specialty of global financiers.



The Rockefeller Foundation held a meeting at its center in Bellagio on Lake Cuomo in Italy in early 2012 that included a number of such interests. David Jhirad — a professor at Johns Hopkins University, a consultant to and former employee of the Rockefeller Foundation, and friend of BRI since the Carbon Measurement Collaborative — facilitated the gathering. Participants were sensing a growing need for some global mechanism that would channel various forms of funding to this new galaxy of initiatives.

David and his colleagues developed the idea of a portfolio preparation facility, an entity that would align new projects with appropriate forms of blended financing that would include direct investment, commercial loans, and philanthropic grants. The Rockefeller Foundation had given him a grant to debut the idea at global forums, where it was well received. He and his organization, the Earth Council Alliance, approached us for a bridge grant that would allow him to further develop a group that would implement the model. The initiative was named Accelerating Resilient Investment in Sustainable Economies (ARISE). The timing was good, and the support of the Rockefeller Foundation gave it a lot of initial credibility. We were able to help David move from acceptance of the model to its early adoption. This was a funding mechanism that could yield benefits for years to come.

Within a few years, the financing model had been incorporated into the Rockefeller Foundation's 100 Resilient Cities program, a global effort to help cities manage the development of programs in response to the imperatives of climate change. The foundation would be a channel for substantial funding to cities, so the model gave them a mechanism for pairing it with the appropriate projects.

A couple of years later, the Rockefeller Foundation announced that it would put $75 million into David's initiative to launch renewable energy projects in villages around India — and then, if successful, perhaps into Africa and other parts of Asia. The effort would employ the funding mechanism created by ARISE. David, who was originally from India, had a long-standing interest in the energy challenges of poorer countries like his own. He had been talking with us for a few years about the initiative, which he envisioned at the time as one that would leverage the existence of cell-phone towers running off biofuels in Indian villages. The towers would serve as anchors for further investment in renewable energies for surrounding communities that were not connected to national electricity grids.

BUILDING NEW GRASSROOTS NETWORKS OF AND FOR WOMEN

WOMEN'S EARTH AND CLIMATE ACTION NETWORK (WECAN)

In keeping with our sense that we had to seed initiatives at different scales and from different parts of the larger ecosystem of global organizations, we were also open to some of the pioneering attempts to give voice and resources to grassroots initiatives. It would be a way to empower activists and those who normally don't have much of a voice at the global level where many of the resources for environmental projects are allocated. And in many cases, grassroots mobilization is one of the only ways to draw attention to the environmentally damaging practices of many global companies and governments.

In the first half of 2013, Osprey Orielle Lake, co-founder and executive director of what became the Women's Earth and Climate Action Network (WECAN), asked if we would be one of a group of funders to support their global launch in the New York City area at the time of the UN General Assembly meetings in September. The group — which included Ted Turner Enterprises, the Christensen Fund, the Heinrich Boll Foundation, *Ms. Magazine*, and about 50 small donors — had already pledged support. We told her that a better role for us would be to provide a starter grant to whatever was going to turn their aspirations into actions on the ground. Rather than put money into the summit, which would cost as much as $400,000 and for which they had already raised much of their goal, we provided them with a first grant to put together an online solutions forum. The forum was a popular idea, particularly among women in organizations in poorer countries who wanted help in putting together initiatives at the grassroots level.

COUNTRIES PARTICIPATING IN WECAN

Africa
Algeria
Democratic Republic of Congo
Egypt
Ethiopia
Kenya
Morocco
Nigeria
Senegal
Sierra Leone
Sudan
Swaziland
Tanzania
Uganda

Middle East
Iraq
Jordan
Pakistan
Palestine
Syria
Tunisia

Europe
Belarus
France
Germany
Greece
Ireland
Moldova
Scotland
Sweden
Switzerland
United Kingdom

What made WECAN stand out for us was that it was a new network run *by* and *for* women. More particularly, it was set up as a way to integrate grassroots women into larger global structures, to give them a seat at the table at UN forums and other international gatherings where decisions would be made about development plans in their communities and ways to allocate development resources in their regions. To our knowledge, there were a few other women's networks, but none with this particular focus. It added something of value to the larger equation. "We have a deep love for grassroots and indigenous communities," Osprey noted. "All these women were doing great things, but they were not connected and did not have access to each others' knowledge and experiences."

A couple of years after the first summit and the launch of their solutions forum, they had eight working groups. Their social media development for the online platform has enabled their network to grow quickly, which Osprey believes would not have happened without it.

The following year, we provided another grant to start a training program that evolved out of the solutions forum. Women in Africa and Latin America wanted some help learning how to build organizations, raise money, or learn about the latest scientific findings in agriculture, reforestation, renewable energy, or climate science. An initial group of 40 women from nine countries in the Middle East and North Africa region were part of five-week training programs hosted on WebEx. Experts on food, water, and energy issues participated. They also held a training exercise for Pygmy women in the Itombwe rainforest, in the Democratic Republic of Congo, who wanted help protecting the forest. There, the military and local policemen joined the trainings. In Latin America, women's groups wanted to take part in climate negotiations and be better able to represent their interests. By late 2014, there were waiting lists for the training programs, which women had heard about through their own networks and of which they wanted to be a part.



Participants in WECAN Training in Democratic Republic of Congo in 2015. *Courtesy of WECAN*

COUNTRIES PARTICIPATING IN WECAN
(continued)

Asia & Global Island Nations
Bangladesh
India
Indonesia
Maldives
Marshall Islands
Philippines
Solomon Islands
Thailand

Australia

The Americas
Bolivia
Canada
Chile
Colombia
Ecuador
Haiti
Jamaica
Peru
United States: OR, FL, TX, CO, NY, HI, DE, WA, CA, AL, VA, MN, IL, ND, NV, DC, and others

ENSHRINING THE RIGHTS OF NATURE

GLOBAL ALLIANCE FOR THE RIGHTS OF NATURE

Even though there has been progress in cultivating an ethic of better environmental stewardship among some companies, there are still many places in the world where extractive practices are threatening treasured enclaves of biodiversity. All too often, those who stand in the way and try to prevent companies from exploiting the resources have been indigenous groups with very little power or wealth. We had seen earlier — in a 2008 gathering of the Enduring Voices Project at National Geographic, which we funded along with others to help preserve indigenous languages — that ecological hot spots of high biodiversity were more often than not located in the same places as indigenous cultures. A number of environmental lawyers and indigenous leaders have come to the conclusion that the only way to protect many of these areas is to endow them with rights that can be protected in a court of law.



COUNTRIES IN GLOBAL ALLIANCE FOR THE RIGHTS OF NATURE 2015

Argentina
Australia
Bangladesh
Bolivia
Brazil
Canada
Costa Rica
Ecuador
France
Germany
Guatemala
India
New Zealand
Nigeria
Paraguay
Peru
Scotland
South Africa
South Korea
Thailand
Turtle Island (the name given to North America by certain indigenous groups)
Uganda
United Kingdom
United States
Venezuela

The Global Alliance for the Rights of Nature has been an effort to remedy that imbalance. Robin Milam, the American coordinator of the alliance, requested grant support in 2013 to bring a number of environmental lawyers, indigenous leaders, and environmentalists from different parts of the world to Quito, Ecuador, for a formal global launch of the alliance. When we provided the initial grant, she was able to secure a matching grant from Wallace Global Fund. She explained that this was a long-term endeavor, one that would play out over decades, and likened it to the century it took the United States to move from the Emancipation Proclamation during the Civil War to the civil rights legislation of the 1960s. Given the global threats to the remaining pockets of biodiversity, this seemed to us like something that needed to happen.

Ecuador had reworked its constitution, which now included language that granted rights to nature itself, rights that could be protected under national law. It was an early model for a movement that aimed to 'constitutionalize' the rights of nature. The gathering was an opportunity to celebrate the achievements of the Ecuadorian constitutional process. It also provided an early moment of unity for what had been a largely decentralized emergence of rights-of-nature campaigns in a small but growing number of countries that included Australia, Canada, South Africa, India, Bolivia, Argentina, and the United States. Across the United States, dozens of communities from the northeast to California have implemented local community-rights laws that include rights of nature. It is a movement that transcends political values and ideology. The cities and townships in the United States that have embraced rights-of-nature legislation run the spectrum from conservative to progressive communities.

The meeting in Ecuador was devoted to advancing public awareness and moving forward the evolution of the legal basis for the movement. It gave the first of these a huge boost by holding tribunals that focused attention on particular cases from around the world, including the BP oil spill in the Gulf of Mexico and the endangerment of the Great Barrier Reef by coal mines in Australia. These early tribunals were followed more recently by two prominent international rights-of-nature tribunals that were held against the backdrop of the UNFCCC (U.N. Framework Convention on Climate Change) climate talks in Lima in December 2014 and in Paris in December 2015, at which they examined over a dozen cases highlighting violations to the rights of nature around the world. In Paris, the tribunal was formalized as the International Tribunal for the Rights of Nature.

The meeting also helped launch a European Union citizen initiative process, which required 1 million signatures from at least seven countries to get rights-of-nature discussions on the EU agenda. Having European civil society groups involved in the global campaign would add much credibility to it.

Following the gathering in Quito, the Ecuadorian government announced plans to open up a new part of the country for oil extraction, which is estimated to contain about 20 percent of the national oil supply. Ecuador is the smallest of the OPEC countries. A portion of it was in Yasuní National Park in the Amazon region, considered one of the most biologically diverse places in the world. Yasunidos, a group of indigenous leaders and environmental activists associated with the global alliance, opposed the decision and started a national campaign. The actions in Ecuador provide a microcosm of the ongoing struggles that will be faced by the alliance, as well as an early indication of how it responds.

In an article in the April 14, 2014, *Wall Street Journal,* Mercedes Alvaro reported that "A coalition opposed to new oil development in a national park in Ecuador's Amazon rainforest say they have collected enough signatures to force a referendum on the activity, which experts say could set a precedent for future disputes between environmentalists, the government, and industry … [I]f a referendum is approved it could set a precedent for environmentalists to take on several other mining and oil projects in the country. Yasunidos have already said they plan to push for changes to Ecuador's policies in the extractive industries."

In the end, more than half of the 700,000 signatures collected were invalidated by the Ecuadorian electoral authority. The referendum was never held, and the Ecuadorian government has since issued permits that could allow oil drilling to start sometime in 2016.

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PROTECTING THE WORLD'S OCEANS AND ISLANDS

It would be impossible to embrace the full range of environmental challenges without addressing the fate of the world's marine life and its oceans. Yet it has been difficult to find early-stage initiatives with the potential to be effective at a broad scale. National sovereignties extend 200 miles beyond national coastlines; beyond that, there is no established authority governing what human societies do to the world's oceans. Much important work has been done on setting aside coastal areas as marine sanctuaries and on developing better plans for sustainable fisheries. And scientists have been steadily increasing our understanding of the rich, complex ocean ecosystems. But it has been difficult to put together global or even large regional networks with the ability to take on the challenge of the oceans as whole systems.

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GLOBAL ALERT SYSTEM FOR OCEAN TRASH

One initiative we supported with a couple of early grants in 2010 and 2011 was the Global Alert System for Ocean Trash, designed to address pollution in the oceans at a global scale. While the attempt ultimately failed, it was an original and highly ambitious attempt to work out a creative response to one of the world's most vexing challenges, and it got as far as the Clinton Global Initiative. Susan Reeve — a former director of special projects for National Geographic, who managed their annual explorer symposium — worked with the Ocean Recovery Alliance to develop a way to monitor the flows of trash into the oceans from rivers and other waterways.

"Ocean Recovery Alliance is showing a demonstration of its new Global Alert platform at CGI, which was developed as a citizen science and river group tool designed to empower local communities to address the growing problem of trash flowing to the ocean through the world's rivers, lakes, streams and waterways," explained a press release that month in *MarketWatch*, an online publication.

"Global Alert's co-founder and Director of Partnerships, Susan Reeve, has assembled a strategic group of partners that have provided significant time and resources to the project since 2010. Blackstone Ranch Institute, a leader in supporting pioneers of environmental change, provided a grant for the program to develop the Global Alert interactive demonstration site being featured at CGI 2011 and at the Economist World Ocean Conference in 2012. The Global Alert demo site provides a glimpse of how community groups, local, national and international agencies can use the platform to see, share and solve the floating trash problem. Global Alert will shape the way that communities play an integral role in bettering their environments by inspiring cooperation, collaboration and solutions."

Susan ultimately abandoned the effort after she was unable to attract the degree of funding support she would need to build it out over the next few years. Without an organizational infrastructure of support around her, it proved too difficult for her to continue. But we have always wondered what might have happened if all the pieces had been in place at that time to realize the initiative's potential.



RENEWABLE ENERGY AND COASTAL CONSERVATION: EARTH COUNCIL ALLIANCE, SIDS DOCK, AND BLUE GUARDIANS

A few years later, in early 2015, we provided another grant to the Earth Council Alliance. ECA was the primary organizer for an effort to bring together private investors, global-satellite and information-system companies, major global conservation groups, and bilateral and multilateral donors to channel funds to renewable energy projects and ocean conservation initiatives in countries that were part of SIDS Dock, an association of 31 small-island developing states (SIDS) in the Caribbean, Pacific and Indian oceans. The association would receive its U.N. treaty status at a signing ceremony with the UN secretary-general at the convening of the UN General Assembly in September, allowing it to receive funds from UN member countries, including France, Norway, and Japan. The funding mechanism created by ARISE would be used to channel investment monies, loans and philanthropic grants to a wide variety of projects.

ECA used the grant to work with SIDS Dock to develop the Blue Guardians initiative, a coalition of organizations and businesses that includes the Clinton Climate Initiative, Digital Global, Esri, Global Environment Facility, Google Ocean, and the World Bank. The group has committed to raising $100 million between 2016 and 2020 for renewable energy and climate resilience projects in the island nations that are members of SIDS Dock. The Blue Guardians initiative was formally launched at the UNFCCC Conference of Parties (COP 21 in Paris) in December 2015.

THE BLUE GUARDIANS

Clinton Climate Initiative
Conservation International
Digital Global
Earth Capital Partners
Esri
Geographic Planning Collaborative (GPC)
Global Island Partnership
Google Ocean
GRID-Arendal
Global Environment Facility
Mission Blue
The Nature Conservancy
Ocean Foundation
SIDS Dock
Waitt Foundation
World Bank