



industree
with women, for planet

Transforming global supply chains by integrating equity, climate, and gender

Nature-Based Solutions as Good Practices
from Social Innovators in the Global Majority



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Foreword

Notes by Women Producers Owners of enterprises
seeded by Industree Foundation



K. Priyanka,
Tamil Nadu, India

I work as a Quality Checker in the Banana Fiber Value Chain. My day starts at 4:30 a.m. with chores and preparing breakfast for my children. I head to work by 8:40 a.m., where my role involves quality checks, overseeing the production process, and ensuring our creations are flawless. During the day, we find moments of camaraderie and enjoy tea breaks. At 5:30 p.m., we wrap up the day, tidying our workspace. As we leave, we walk back home together, a ritual I cherish.

Upon reaching home, my responsibilities continue as I repeat the morning's housework routine. However, a significant transformation has occurred in my household. Prior to joining the unit, all household chores were my sole responsibility. But now, my entire family, including my husband and children, actively contribute. This collaborative effort has not only lightened my load but has also doubled our family income, enhancing our overall well-being.

Weather conditions can impact our production. For example, untimely rain can mean more time for drying the fiber. However, the potential of banana waste for creating home decor products remains untapped in our community. Over time, my family and community have come to appreciate the significance of my work.

I have gained confidence and the ability to empower other women. Building awareness around gender has also shifted perspectives in my community. As I look ahead, I aim to build a brighter future for my family and fellow women producers.



Sanjuktha Sundarey,
Odisha, India

I work as a Stitcher in the NTFP (Non-Timber Forest Product) Value Chain. My day begins at 4 a.m. After attending the temple and household chores, I am ready for work by 9 a.m. As a stitcher, I work with Sal leaves, crafting plates and bowls. Some leaves are fresh, while others are repurposed from finished plates after they pass through the pressing machine. On an average day, I stitch around 500 plates. After work, I document my daily progress, including the number of products created and their costs.

Before joining this collective, I often felt a sense of boredom and confinement at home. However, being part of this unit has opened new horizons for me. Our work in crafting nature-based products from Sal leaves offers a sustainable alternative to plastics. This emphasis on quality and eco-friendliness makes our products appealing to buyers, including those in the private sector and various businesses.

In our communities, joining this unit has brought a newfound sense of independence. Previously, I needed permission from my family to go to the market or the hospital. Now, I can venture out on my own. My experiences have sparked curiosity among other women in my neighborhood, inspiring them to inquire about joining the collective.

For me, this journey has been a lifeline. I faced financial challenges due to my son's medical expenses. But the income from my work has been a savior in supporting our household expenses.



Rebecca,
Karnataka, India

I work as a Quality Checker and Support Staff in the Bamboo Value Chain. My day typically begins at 6 or 6:30 a.m. I head to the unit at around 9 a.m. to begin my work. My role involves quality checks, where I assess the slivers and samples created by the women producers. If any adjustments are needed, I guide the team to make the necessary corrections and update our records. During lunchtime, we come together to share a meal, which brings me happiness. Once I've completed the day's reports, I leave the office at 5:30 p.m. When I return home, my children are back from school, and I assist them with their homework, manage household chores, cook dinner, and ensure the kids are tucked in for the night.

Being part of this unit and engaging with fellow women producers is a source of joy and relief, offering solace even during times of stress or depression within the family.

Our products are not just environmentally friendly but also created from natural fibers, reducing the use of plastic. The variety of home decor items we craft from bamboo offers buyers a diverse range of choices, inspiring us to create different designs and products. Witnessing our creations reach the market brings us immense satisfaction.

Since joining the unit two years ago, I've transitioned from a housewife to a working woman. Earlier, I depended on my husband for many things, but with my earnings – I have gained respect and a sense of dignity. I can now provide for my family and have even started saving money.

Preface

Neelam Chhiber,

Co-Founder and Managing Trustee, Industree Foundation



Stemming from 23 years of working as a social innovator – this position paper traverses an inverse journey, by going from practice to theory. It codifies Equity, Climate, and Gender (ECG) as an approach within social innovation. We make the case for the ECG approach in building community resilience in an unprecedented future, by helping address challenges linked to livelihoods and global supply chains.

Government and multilateral entities push the policy narrative and expand resource availability for ECG solutions. USAID has been a critical partner for Industree Foundation in supporting women's resilience and economic empowerment in climate positive value chains over the last few years, through the Producer Owned Women Enterprises – POWER initiative and the upcoming 15 Mn USD Regenerative Agroforestry and Livelihoods Fund – REAL. USAID's partnership has helped fortify crucial evidence for ECG field building.

The Government of India's unrelenting commitment to this concept is visible today in its Mission LiFE (Lifestyle for Environment), a global movement to nudge individual and community action for protecting and preserving the environment.

The ECG approach draws inspiration from and is dedicated to the communities we serve, especially women and girls. Their aspiration to lead fulfilled lives and resolve towards breaking intergenerational cycles of poverty drives our efforts. We believe that affected communities, have the power to build solutions for complex challenges when they have access to resources, opportunities, and agency. Our practical experience illuminates how building and strengthening local supply chains can solve for global supply chain disruptions and the human impacts of the climate crisis.

Together with regenerative agricultural practices, which rebuild soil health, restore biodiversity, and increase carbon sequestration – nature-based solutions present a compelling path forward for nurturing climate-positive local economies. The ECG approach offers a vantage point on how nature-based solutions and regenerative agriculture can rapidly shape a futuristic agenda for sustainability and social change, by identifying the critical role of agrarian communities, in moving the needle on climate action.

At the onset, I would like to acknowledge the Rainmatter Foundation's instrumental contribution in sparking the articulation of the significant work done so far by Industree and other social innovators featured in this report as Equity, Climate, Gender- ECG. It is incredible to see what began as a white boarding exercise, has turned into a comprehensive document for field building. The collaboration and thought partnership with all supporters of the POWER and REAL Fund initiatives, building blocks of ECG, supported and catalyzed by USAID in developing the ECG concept from a proximal vantage point, keeping communities at the core is invaluable. HSBC, HDFC, BNP Paribas, Target Foundation, HCL Foundation, Avendus, Bank of America, Fidelity, Cartier Philanthropy have been and continue to be key partners on the journey. The catalytic support Industree has received from Social Impact International, the erstwhile Future Group, Dasra, National Skill Development Corporation, Schwab Foundation, Jubilant Bhartia Foundation, Womanity Foundation, Mastercard Center for Inclusive Growth and Social Venture Partners, India, back from 2008 onwards has been foundational to the building of this transformational approach. All our partners' unwavering commitment in addressing climate change with an intersectional and intersectoral perspective within India can be transformative globally.

The reflections on ECG presented in this document represent social innovators from across the global majority, such as SEKEM from Egypt, the TechnoServe's MOCCA project from Central and South America, Onion Doctor from Kenya, Bindi International and Landesa from multiple regions, and BRAC from Bangladesh, all of whom bring invaluable perspectives and expertise to the table.

Our call to action is for the private sector to scale up the ECG approach within global supply chains. In this paper, we elucidate the importance of cultivating ecosystems where innovation in climate action can thrive. Our social innovators' compelling journeys demonstrate how climate interventions can be made more responsive to the needs of nature-dependent communities, while leveraging the potential of new economic models and practices.

Catalyst 2030, Global Alliance of Social Entrepreneurship, Schwab Foundation and Dasra, continue to be crucial supporters, playing a pivotal role by providing a platform for fostering dialogue, facilitating knowledge exchange, and nurturing cross-sectoral collaboration among global stakeholders.

Catalyst 2030's South-South Climate Alliance, and ClimateRISE Alliance has given us first-hand insight into the critical nature of collaboration, co-creation, and proximate leadership. These networks have reinforced the notion that our collective strength is greater than the sum of individual efforts. The trusted research partner, Dasra has provided essential support in terms of research, analysis, and writing, to Industree Foundation.

We extend our heartfelt gratitude to all those who have contributed to the development of this position paper, sharing their invaluable expertise, insights, and an unwavering dedication to the cause. Together, we can make a difference towards building community resilience. Together, we can strengthen our global supply chains for a sustainable future.

In the Spotlight

Voices from Social Innovators

Global Alliance
for Social
Entrepreneurship



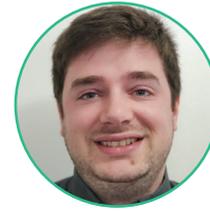
Dr. Md. Liakath Ali,
Director,
Climate Change, BRAC

"Agriculture is vital to human existence, yet extraordinarily vulnerable to climate change. The impacts of increasing temperatures, changes in weather and more frequent natural disasters, slow and rapid, are already devastating farmers and farmlands. We are setting up adaptation clinics to provide a one-stop solution with a simple philosophy: farmers know how to farm, and they understand conditions are changing, but they need advice on how best to respond and access to tools to prepare for the future."



Helmy Abouleish,
CEO,
SEKEM

"Despite challenges in Egypt, SEKEM continues to invest in its people, communities, and drives innovation towards a brighter, more sustainable future for all. No matter the circumstances, we are enthusiastic about changing the world and confronting a new "mission impossible". We have this concept of sustainable development which tries to balance economic, ecological, societal, and cultural developments in a harmonious way."



Ryan Bathrick,
MOCCA Chief of Party,
TechnoServe

"MOCCA's north star is improving the livelihoods of smallholder farmers: increasing their incomes, reducing their production costs, and boosting their resilience. Designing and implementing gender action plans and promoting regenerative agriculture are vital parts of that effort, because they address some of the most critical challenges that limit or threaten the livelihoods of farming households and the competitiveness of the sector as a whole."



Shipra Deo,
Director,
Women and Land, Landesa

"The more I listen to women – as they talk about their past experiences, their present needs and their hopes for the future – the more confident I become that a piece of land has the power to break the cycle of oppression and lift women up, empowering them to live a life of dignity, autonomy, and self-worth. It's not merely about having names on paper; the true power of a woman's land ownership lies in the resilient foundation it creates, providing better choices and an increased ability to shape her own destiny."



Lucy Wangari,
Founder and CEO,
Onion Doctor

"While Small Holder Farmers contribute minimally to climate change, they bear the heaviest brunt of its effects. Onion Doctor champions a mission to fortify resilience, enhance adaptability, and elevate income through climate-smart agricultural initiatives within these vulnerable communities."



Harsh Tiwari,
Director,
Bindi International

"At the heart of our mission is igniting a grassroots solar revolution, empowering those at the base of the development pyramid with vital skills. In rural areas, where consistent energy access is a challenge, our goal is to enable communities to leapfrog to renewable, sustainable energy solutions. We're committed to equipping them with the skills needed to maintain and control their energy resources, ensuring energy independence tailored to their specific needs."

Executive Summary

Climate change is disproportionately exacerbating vulnerabilities and risks for the most marginalized stakeholders in agricultural value chains including smallholder farmers, women, and indigenous communities. This position paper is written from the perspective of social innovators, building theory from practice. Our central premise is that nature-based solutions integrating equity, climate, and gender (ECG) as cornerstones can transform global supply chains towards fostering sustainability and enhancing community resilience. We believe that women and other affected communities are best placed to sustain these solutions due to their lived experiences. Key ideas from the paper are outlined below.

Vulnerable communities are disproportionately affected by global supply chain practices and disruptions linked to climate change

- The human and ecological costs of traditional supply chain models in nature-dependent industries are rapidly growing
- Disruptions in agricultural value chains, linked to key developmental priorities such as food security, poverty alleviation, and nature conservation, elicit particularly grave concerns.
- Supply chain disruptions pose direct threats to these priorities, as well as the livelihoods and ecosystems of vulnerable populations who are dependent on natural resources

Global supply chains are linked in a cyclic web with ECG amidst overlapping feedback loops across variables

- The expansion of global supply chains often exploits labor and natural resources, disproportionately impacting marginalized communities, including women

- Global supply chains are major contributors to climate change, primarily through carbon emissions, with eight key supply chains responsible for over 50% of global emissions
- Food, fashion, and fast-moving consumer goods (FMCG) segments in global supply chains are among the worst hit by climate change due to their reliance on nature

A focus on the ECG approach can help transform global supply chains and address cascading challenges

- The ECG approach brings together outcomes linked to socioeconomic equity and justice, climate resilience, and a shift in traditional gender norms to foster change
- The application of this approach can lead to systemic transformation across communities, economies, and the environment

Integrating good practices by social innovators has helped evolve the ECG framework as a reflective tool to inspire field-building and positive change

- The ECG framework offers indicators, benchmarks, and reflective prompts under each of the three cornerstones
- The framework's approach is not evaluative but adaptive, allowing organizations to follow distinctive courses
- Through its application, organizations can identify key stakeholders, set meaningful goals, establish a strategic direction for implementation, and map their progress

Highlighting the distinct journeys of social innovators from the global majority reveals the power and the possibility to transform global supply chains and build sustainable businesses

- Use-cases for the ECG framework span diverse stakeholders that recognize the interconnections between its cornerstones, such as social enterprises, non-profit organizations, and public programs
- India's diversity and population size offer an ideal testing ground for social innovators applying the ECG approach, which can have global scalability
- Across the global majority, social innovators are implementing successful strategies that underscore the feasibility of scaling up the ECG principles on a global scale – the table below illustrates the profiled initiatives



Organization	Geography	Value Chains	ECG Strategy
 Industree with women, for planet	India	Banana, Bamboo, Sal	<ul style="list-style-type: none"> Green Supply Chains Economic Freedoms Women's Leadership
 BINDI INTERNATIONAL (EMPOWER) INTERNATIONAL ASSOCIATION	India	Solar energy	<ul style="list-style-type: none"> Women-Led Green Energy Transitions Scaling Solar Energy Use Building Climate-Adaptive Capacity
 brac	Bangladesh	Agricultural value chains	<ul style="list-style-type: none"> Vulnerability-Specific Approach Engagement with Women and Youth Multistakeholder Interventions
 Landesa™ Rural Development Institute	Global	Land as a resource	<ul style="list-style-type: none"> Building Consciousness Challenging Marginalization Shaping Resource Management
TechnoServe's  Project	Central and South America	Coffee, Cacao	<ul style="list-style-type: none"> Augment Research and Dissemination Catalytic Funding Model Strong Technical Assistance
 ONION DOCTOR	Kenya	Onion, Garlic	<ul style="list-style-type: none"> Building Climate Resilience Creating Knowledge-Led Solutions Ecosystem Strengthening
 SEKEM	Egypt	Cotton, Maize, Potato, Wheat, Sugarcane, Rice, SugarBeet	<ul style="list-style-type: none"> End-to-End Management Balancing Trade-offs Institutionalizing Practices



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The strong proof of concept visible in the ECG journeys of social innovators can be scaled through a two-pronged strategy

- Bolstering collaboration and enhancing communication can help tap into the collective expertise, resources, and experiences of various stakeholders
- Infusing innovative finance mechanisms can diversify investments, leverage and streamline innovative climate finance models, and mitigate risks



The Interconnectedness of Global Supply Chains with Equity, Climate and Gender



400 million workers in India may sink into poverty amid coronavirus pandemic: ILO¹

Pandemic reveals weak links in global supply chain²

Covid widened the gender gap - it will now take 135 years to close that divide, WEF says³

The coronavirus pandemic is a symptom of a broken food system⁴

Target the supply chain to boost health system resilience⁵

The dust is settling on the headlines from the pandemic, but vulnerabilities laid bare by the pandemic threaten to resurface amidst future uncertainties. In our interconnected world, even robust and seemingly unyielding global supply chains were hit hard and may not be immune to future disruptions. What this tumultuous period has revealed, among other things, is that global supply chain vulnerabilities are deeply intertwined with equity, climate, and gender (ECG). As we collectively navigate the path from relief to resilience, the pivotal lessons learned during the journey are clear: the transformation and fortification of global supply chains hinges on our thoughtful engagement with this complex web of interconnected vulnerabilities and crises.

Equally crucial, the pandemic underscored the disproportionate burden borne by already marginalized, underserved, and vulnerable communities. This correlates to the persistent inequality within and between countries; for example, 71% of the world's population live in countries where inequality has grown.⁶ Inequality between countries remains high. The average income of people living in North America is 16 times higher than that of people in sub-Saharan Africa.⁷

Experts have begun to identify the current scenario as the 'polycrisis',⁸ wherein the combined effects of different crises and their burdens on marginalized communities far exceed singular challenges. And so, we are confronted with a critical question – how can we foster resilience for affected communities and sustain economic growth through global supply chains amidst the polycrisis?

The response would require a combination of initiatives by diverse stakeholders, for addressing underlying vulnerabilities exacerbating the impact of multiple challenges.

This position paper reflects on the above questions from the perspective of social innovators. One thread which connects this question with solutions by social innovators across the global majority is 'livelihoods' which build community resilience. The livelihood opportunities created by social innovators employ nature-based solutions, focusing on women

In years of building solutions around livelihoods, social innovators have seen the interconnectedness of global supply chains with ECG. Amidst a context shrouded by the polycrisis and persistent inequality – this narrative offers not only an opportunity for positive socio-economic impact but also to shift exploitative systems.

Navigating the challenges within global supply chains

Global supply chains are linked in a cyclic web with ECG, amidst overlapping feedback loops across variables. This particularly affects those reliant on nature-dependent resources. Social inequality is a threat multiplier for climate risks in nature-dependent supply chains. It's the most impoverished and marginalized segment of the global population, encompassing women, ethnic and religious minorities, indigenous communities, and refugees, who are forecasted to bear the brunt of the economic and social repercussions stemming from climate change.⁹

A keen understanding of this interconnectedness is crucial to building solutions. As global supply chains expand – these exploit labor and natural resources, disproportionately affecting marginalized communities, especially women. Global supply chains are among the biggest contributors to climate change, primarily in the form of carbon emissions. Eight supply chains – food, construction, fashion, fast-



moving consumer goods ('FMCG'), electronics, automotive production, professional services, and freight—are responsible for more than 50% of the world's carbon emissions.¹⁰ Concurrently, climate change exacerbates inequalities by disproportionately impacting vulnerable communities and magnifying the challenges faced by women in areas such as access to resources and disaster resilience. In addition to being major contributors to the climate crisis – global supply chains in food, fashion, and FMCG segments are also among the worst hit by it. Due to their reliance on raw materials sourced from nature, disruptions to these supply chains threaten the livelihoods of vulnerable producers working in agriculture and forestry. About 80% of smallholder farmers in three agriculture-dominated economies in the Global Majority – India, Ethiopia, and Mexico— are likely to face climate hazard by 2050.¹⁴ This is expected to be accompanied by a change in land arability patterns, and a loss of large tracts of land that are currently suitable for cultivation. A staggering 70 to 80% of the world's farmland is occupied by more than 608 million smallholder family farms, who are also responsible for producing 80% of the world's food in terms of total value.¹⁵ Moreover, agricultural value chains intersect critical developmental priorities, including food security, livelihood

1

Box: Global Supply Chains and Greenhouse Gas Protocol

Under the Paris Agreement, countries have committed to reducing greenhouse gas (GHG) emissions to keep the global temperature rise below 1.5 degrees Celsius. This can help avoid the worst impacts of climate change. The GHG Protocol was developed to help countries and companies account for, report, and mitigate emissions. It provides accounting and reporting standards, sector guidance, calculation tools, and trainings for businesses and local and national governments.¹¹ The GHG Protocol Corporate Standard classifies a company's GHG emissions into three scopes: Scope 1 (direct), Scope 2 (indirect emissions from the generation of purchased energy), and Scope 3 (all other indirect emissions that occur in the value chain) including both upstream and downstream emissions (at corporate level).¹² While stakeholders agree that measurement can help identification and therefore reduction, tracking scope 3 (external) emissions is particularly challenging. Also, while 92% of all emissions are external (scope 3) according to the Carbon Disclosure Project (CDP), few companies consider scope 3 their top priority.¹³

sustenance, poverty alleviation, and natural ecosystem preservation. Increasing the adaptive capacity of agricultural producers is evidently imminent.

Building solutions with a focus on ECG

The pillars of ECG can serve as the cornerstones for building more robust and sustainable global supply chains, especially

within agriculture. When given precedence, these have the potential to steer the transformation of communities towards a resilient future. In this paper – we have attempted to go beyond documentation, providing a manifesto for change. The table below summarizes our position through challenges and opportunities addressed through social innovation toward greater ECG resilience.

1 Table: Integrating the pillars of ECG with our position

Opportunity	Breakpoints	Position
<p>Equity</p> <p>Equity in the context of supply chains, implies ensuring fair distribution of benefits and burdens among stakeholders.</p>	<ul style="list-style-type: none"> • Climate change adversely effects disproportionately affects the global majority ¹⁶ • 65% of the world's poor are employed in insecure agrarian livelihoods ¹⁷ • In 2017-18, only 3% of global climate change finances targeted the agriculture sector ¹⁸ 	<p>It is crucial to reimagine labor practices, transparency, and accountability, empowering producers with a more meaningful share in wealth and profit.</p>
<p>Climate</p> <p>It manifests through increasingly frequent and severe weather events, resource scarcity, and shifts in agricultural patterns, all which destabilizes networks.</p>	<ul style="list-style-type: none"> • In 2022, GHG emissions hit a global annual all-time high at 58GT ¹⁹ • Without significant reduction, global waste is projected to increase by 73% to 3.40 billion tonnes by 2050 ²⁰ • More than 21 million people are displaced annually by climate-related disasters ²¹ 	<p>Prioritizing climate-positive and regenerative agricultural supply chains is critical while increasing the adaptive capacity of the key actors in this sector.</p>
<p>Gender</p> <p>Gender is about acknowledging the unique challenges faced by women and gender minorities within supply chains. Despite marginalization, their roles in agriculture and supply chain management are pivotal.</p>	<ul style="list-style-type: none"> • Globally, women face higher unemployment rates than men, with a significant proportion being employed in the informal economy ²² • Over 37% of the world's rural agricultural workforce is made up of women – the number rises to 48% in lower-income countries ²³ • Closing the gender gap in agriculture could increase global agricultural yields by 20-30% ²⁴ 	<p>Emphasizing on gender equality is non-negotiable within supply chains. It can result in more sustainable practices, improved productivity, and a fair distribution of development outcomes.</p>

If implemented with safeguards, nature-based solutions are projected to provide 37% of the climate mitigation that is required to meet the global target of containing global warming below 2 degrees until 2030 ²⁵.

Focused on protection and restoration, they harness the power

of healthy ecosystems to protect people, optimize infrastructure, and secure a stable and biodiverse future. ²⁶ In this paper, we draw inspiration from good practices employed by social innovators based across the global majority. Our objective is to build a persuasive case for the integration of the ECG pillars into global

supply chains through nature-based solutions. We elucidate the transformative potential and resilience an integrated approach can bring to the economy, environment, and communities.

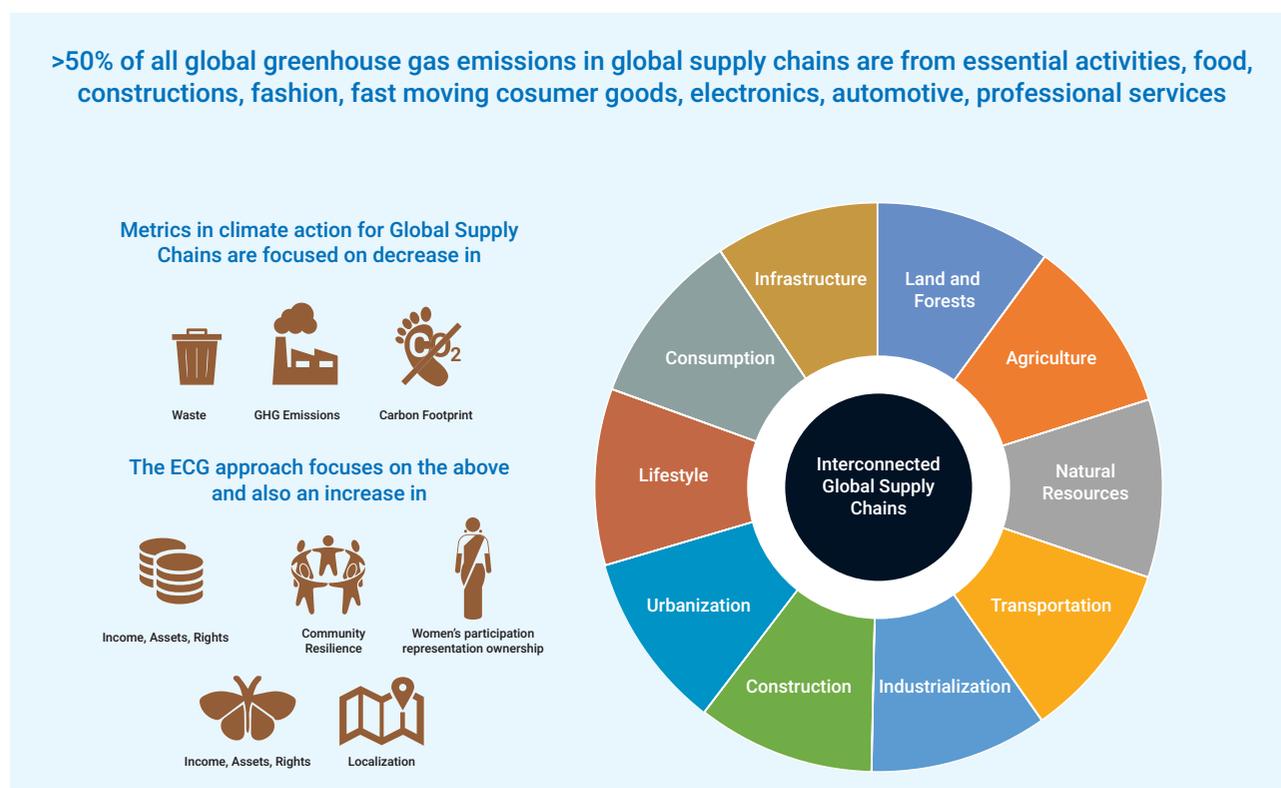


Chapter 2

Defining the ECG Approach for Global Supply Chains

The cornerstones of ECG within global supply chains underscore the urgency of our time and serve as a call for transformative action. In the pursuit of advancing field-building endeavors, we propose an approach that reflects the practice of social innovators.

1 Figure: The interconnected web of ECG with Global Supply Chains



This holistic approach advocates for the simultaneous implementation of strategies aimed at fostering socio-economic equity, bolstering climate resilience, and catalyzing transformative change in gender dynamics. Our understanding of the ECG pillars is noted below:

- **'E' for Socio-economic equity:** This implies fairness and justice in the distribution of economic resources, opportunities, and outcomes within a society. It encompasses the idea that all individuals, regardless of their background, should have a reasonable and equitable chance to access and benefit from the socio-economic opportunities and resources.

- **'C' for Climate resilience:** Climate resilience refers to the capacity of individuals, communities, and

systems to mitigate and adapt to the adverse impacts of climate change. It involves proactive strategies that help prepare for and respond to extreme weather events, rising temperatures, and other climate-related challenges.

- **'G' for Gender-transformative change:** A gender-transformative approach addresses and challenges traditional gender norms and inequalities. It seeks to promote a more equitable society by transforming the power dynamics, roles, and expectations associated with gender. This approach encourages changes at multiple levels, including individual attitudes and behaviors, institutions, policies, and societal structures.

The ECG approach has wide-ranging uses and can be applied to build solutions, develop

evidence, and reflect on practice. The applicability of the ECG approach transcends boundaries and can be harnessed by a diverse array of stakeholders, including but not limited to social enterprises, investors, private sector entities, multilaterals, and governmental institutions.

Although there may not exist a one-size-fits-all model for ensuring a standardized implementation of the ECG approach within the realm of social innovation, it is crucial to note the emergence of common indicators and benchmarks through our extensive practical experiences. We have outlined these in the next chapter.

Chapter 3

The Opportunity in a Reflective Framework for Social Innovators

Social change organizations can often be overburdened,²⁷ and therefore may struggle to allocate sufficient time for macro-level analysis and strategic reflection.²⁸

Toolkits and frameworks can help in prompting reflection on business sustainability. By offering clear indicators, goals, and strategies, these resources help companies track their progress, identify areas for improvement, and align their actions with global goals. We have developed the ECG framework to outline common practices constituting this approach. Using the ECG framework can also help organizations identify key stakeholders, set goals, and calibrate strategic roadmaps for implementation.²⁹

Rationalizing the need for a new framework

Existing frameworks addressing ECG predominantly focus on only one or two of the variables. A new framework prioritizing ECG comprehensively is compellingly reinforced by analyzing an

array of impactful toolkits and frameworks. For instance, the "Toolkit on Gender Equality Results and Indicators" by Asian Development Bank nudges development initiatives to incorporate gender perspectives systematically, ensuring equity. Meanwhile, the "A Framework for Enhancing Gender and Poverty Integration in Climate Finance" by United Nations Development Program underscores the strategic need to integrate gender equality and poverty reduction within climate finance. Notably, none of these frameworks effectively integrate the three pillars within global supply chains. Some emphasize connections between Climate and Gender, while others highlight relationships between Equity and Climate. (Please see Annexure 1 for an analysis of various frameworks.)

Most of the frameworks we analyzed were created by multilateral agencies and/or think tanks. The ECG framework is built ground-up, co-created by social innovators worldwide. The objectives of the framework are to:

- Create a unified narrative around the ECG approach for further research and field-building to help achieve scale and increase uptake
- Provide a framework for reflection through a practitioner lens which can help organizations in examining their actions and practices
- Collate learnings from social innovators by assimilating pioneering examples of effective and impactful practices in the field of ECG
- Generate benchmarks for encouraging organizations to learn, track progress and set targets towards fostering a culture of continuous improvement

Tenets of the ECG framework

The ECG framework goes from practice to theory, which is a departure from traditional approaches in evidence building. It is a summary of practical experiences from real-world change-makers, grounding our exploration in their tangible efforts.

2 Figure: An Overview of the ECG Framework



The framework can be used as a guide to harness the converging forces of ECG for creating positive impact. The framework presents three indicators for each cornerstone, which are then linked to benchmarks and reflective prompts. Social innovators are encouraged to reflect on their programs using these prompts. The table below describes the framework.

2 Table: The ECG Framework for Social Innovators

Indicators	Benchmarks	Reflective Prompts
Cornerstone 1: Equity		
Income	An increase in producer incomes is translating to tangible improvements in quality of life at the individual and household levels	Is the average increase in individual incomes sufficient for achieving tangible, long-term improvements in access to basic services such as social protection, health outcomes, and education attainment for the households?
Assets	Producers are being able to exercise ownership over productive assets in a manner that promotes their economic self-sufficiency	How many producers have been able to secure ownership of productive assets such as land, livestock, and agricultural equipment, economic capital in the form of credit and subsidies, and/or capacity-building support?
Rights	Formal rights and safeguards are in place to restore socio-economic agency to producers from marginalized contexts	Are producers being provided with formal employee benefits and grievance redressal mechanisms? What measures are being taken to reduce the exacerbated socio-economic vulnerabilities faced by producers from underserved castes, genders, communities, ethnicities, and other marginalized identities?
Cornerstone 2: Climate		
Community Resilience	Producers are being provided with tools to become informed agents with access to diverse climate resilience strategies	Are timely information systems in place to equip producers with knowledge on value chain and geography-specific climate risks? Do producer households have access to protection (e.g., crop insurance, resilient infrastructure) and diversified/alternative livelihoods to safeguard against climate disasters?
Reduction of Emissions/Waste	Measures are being taken to mitigate the climate footprint of farm-to-market processes, including nature-based solutions	How are sustainable economic strategies contributing to climate mitigation through the reduction of carbon emissions and waste? What role are regenerative agricultural practices and other nature-based solutions playing in this?
Natural Resource Management	Community management of, and access to, natural resources is being institutionalized at the local level	What measures are being taken to support community ownership and localized, participative decision-making over natural resources? How is your model furthering biodiversity conservation and the protection of vulnerable ecosystems?
Cornerstone 3: Gender		
Participation	Gender-diverse voices are being actively included and championed to catalyze meaningful participation in agricultural value chains	Have gender-specific barriers and challenges to participation been identified, and formal mechanisms put in place, to foster safe and comfortable environments where the intentional inclusion of women and gender minorities is prioritized?

Representation	Proactive efforts are being made to include more women and gender minorities in leadership roles, and help accelerate their career growth	What are the formal mentorships or professional development programs specifically designed to support gender-diverse individuals in their career growth and leadership journey within the program?
Ownership	Women and gender minorities are being empowered to exercise resource-ownership and greater economic agency	How does the model ensure that gender-diverse individuals have ownership over resources, and access to credit facilities and financial support? How has this improved their capacity to manage their assets and invest in sustainable livelihoods?

Acknowledging that social innovators traverse distinct stages of growth in their ECG journey, this framework categorizes their practice into stages: Nascent, Emerging, and Mature. Importantly, these stages aren't evaluative measures; they serve as reflective markers that aim to stimulate exploration and empower organizations to follow distinctive courses. (Please refer to Annexure 2 for an enumeration of the Nascent-Emerging-Mature stage definitions that have been used within the framework).

Stages	Definitions	Additional questions to aid the process
Nascent	All or >3 of the following is undefined. However, you have been thinking about including the benchmark. <ul style="list-style-type: none"> Phase 1: Research and aligning organizational capabilities Phase 2: Design and implementation Phase 3: Success/Impact and MEL Phase 4: Resourcing and sustainability 	<ul style="list-style-type: none"> Research and Development (R&D): Are we actively engaging in research/implemented pilot/implementing to explore and understand the potential of the program? Financial Investment: Where are we in exploring funding sources to support/build/sustain the program? Scale of Implementation: Have we identified/implemented/expanding to geographical areas or ecosystems? Technology and Infrastructure: Have we identified/integrated/optimized technologies and infrastructure do we currently use to support our nature-based solutions?
Emerging	Phase 1 is completed, and you are somewhere in between Phase 2-3.	<ul style="list-style-type: none"> Stakeholder Engagement: Do we know/collaborate/deepen relationships with the key stakeholders involved in our programs?
Mature	You are currently thinking about the sustainability of the intervention through an emphasis on Phase 4.	<ul style="list-style-type: none"> Impact and Results: Are we measuring outcomes and success stories or case studies that demonstrate the positive outcomes of our work? Scalability and Replicability: Have we identified opportunities to scale up successful initiatives or replicate them in different contexts?

2 Box: Key Differences between ESG and ECG

Environmental, Social, and Governance (ESG) are a set of aspects which are increasingly considered by stakeholders when understanding the non-financial risks, opportunities and impacts of an entity. However, this compares to ECG in several important ways:

- ECG and ESG both include consideration of climate and the environment. While ESG broadly looks at the social impact of an organization, ECG looks more specifically at equity and gender. ECG does not include a corporate governance component.³⁰
- Some governments and accounting standards bodies have begun to require organizations to formally report on their ESG impacts, opportunities, and risks.³¹ While ESG reporting is mostly targeted at an organization's external stakeholders such as investors,³² the ECG framework is a tool of internal reflection to understand and broaden impact.
- While the ECG framework supports organizations in reflecting on nine sub-categories according to three grades of maturity, ESG reporting is based in accounting principle of materiality, considering the magnitude and likelihood of an impact, risk, or opportunity.³³

The ECG framework is firmly rooted in the wisdom of social innovators. To elucidate this, the next section covers elaborate case studies from across the global majority, developed by leveraging the framework described here.

Chapter 4

Driving Positive Change through the Power of Social Innovation

The social innovators spotlighted in this report include social enterprises and non-profit organizations operating in nature-dependent supply chains. We have highlighted how their models embody the ECG approach, and how they are seeding climate-positive and community-centric solutions that are transforming global supply chains.

3 Box: A note on the rationale and methodology for spotlighting social innovators

- Emphasis on regenerative agriculture and stronger local economies: Each case study showcases innovations that are transforming agricultural value chains and contributing to building climate-resilient and regenerative local economies
- Focus on the Global South geographies: The innovators profiled are operating in Global South geographies, where the urgency of addressing cascading challenges in these value chains is most evident
- Alignment with ECG benchmarks: Purposive sampling has been used to scope out organizations and programs that have reached a mature intervention stage across at least one of the three pillars— Equity, Climate, and Gender

To curb researcher bias in the process of collecting our data, the case studies have been co-created together with social innovators, using the ECG framework to reflect on their unique practices. However, we acknowledge our limitations in sampling organizations purposively by scoping from within our networks and circles of influence.

3 Figure: Featured Social Innovations from the Global Majority





Looking at India as a scale lab for the world

In 2023, throughout its G20 Presidency, India emphasized on an approach that focuses on interconnectedness across the planetary ecosystem – with the clarion call for "One Earth, One Family, One Future".³⁴ India's strength in numbers and complex pluralism in terms of geography, cultures, and economic disparities make it a dynamic testing ground for social innovations. This also applies to initiatives aimed at promoting ECG. Given that social innovations from one region might not be as effective in another – there is a need to build adaptable solutions. As a laboratory for social impact, India is well-poised to develop such solutions. Social innovators in India are already championing ECG approach which can be scaled across the global majority.

As a promising emerging economy, India's approach to climate action is firmly linked to building community resilience through the generation of sustainable livelihoods. Its climate action plan is intricately linked with the economic empowerment and well-being of its citizens.³⁵ Moreover, India's dedication to addressing gender responsiveness and promoting equity is integral to its climate initiatives.³⁶ This approach not only positions India as a significant player in global climate action, but it also serves as an inspiring example of how addressing the complex interplay of economic development, gender equity, and climate resilience can be a model for other nations.

According to Carbon Disclosure Project Annual report 2022³⁷, India's performance on climate action is rated high in reducing carbon emissions. India's private sector is leading climate action through investments in renewable energy, energy-efficient practices,

sustainable supply chains, green innovation, carbon offsetting, and climate disclosure. A growing number of Indian businesses are also embracing the principles of gender diversity, inclusion, and equitable fair treatment to all.

Pioneering ECG Initiatives from the Global Majority

Building on the promising potential for scaling the ECG approach that we have explored in India; it is important to recognize that positive practices can be implemented in a manner that engages with and responds to local communities' contexts. Across the global majority, social innovators are implementing successful strategies that underscore the feasibility of scaling up the ECG principles on a global scale. As we examine case studies from various corners of the world, it becomes evident that the potential for transformative impact knows no boundaries.

4

Box: The Indian Government is pushing the needle with Mission Lifestyle for Environment

Mission Lifestyle for Environment (LiFE) is an India-led global mass movement to nudge individual and community action to protect and preserve the environment. It recognizes and seeks to promote the inherently sustainable practices of Indian culture and living traditions are inherently sustainable. Mission LiFE seeks to channel the efforts of individuals and communities into a global mass movement of positive behavioral change. Divided in three phases, the movement emphasizes first on change in demand, where individuals practice simple and effective environment-friendly actions as part of their routine. In the second part of the movement, the focus is on shifting the supply which is nudged by individual actions. Markets and industries are expected to tailor supply and procurement based on the revised demands of individuals. Finally, Mission LiFE aspires to transform policy narratives. By influencing the demand and supply dynamics of India and the world, the long-term vision of Mission LiFE is to influence large-scale industrial and government policies that can support both sustainable consumption and production internationally.



Capital, Channel, Capacity | Industree Foundation

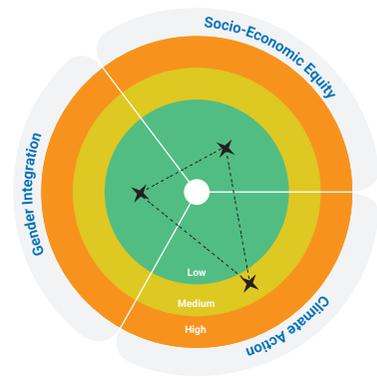
Sector: Private and Non-profit
Lives impacted: 600,000
Geography: Pan-India
Value Chains: Banana, Bamboo, Sal

Industree Foundation is at the forefront of tackling the root causes of poverty, disparity, and vulnerability in India by empowering rural and peri-urban women micro-entrepreneurs. The organization leverages the country's rich cultural legacy of sustainable and regenerative production to integrate creative communities into mainstream value chains.

Organizational ECG Strategy

Industree Foundation emphasizes women's participation in local, national, and global economies through regenerative agriculture, agroforestry value chains, and circular economy.

ECG plotting for Industree Foundation:



USAID Industree Partnership

Industree, in partnership with USAID, through the Producer Owned Women Enterprises (POWER) is working with over 10,200 women in Banana Bark, Non-Timber Forest Produce, and Bamboo value chain. The focus has been on gender and

economic empowerment along with commercially sustainable economic activity.

A Closer Look at the ECG Milestones

Equity: Industree Foundation employs a collaborative approach with a strong emphasis on co-creation, which results in tangible improvements in the socio-economic status of its producers. Its dedication to equity and sustainable livelihoods has led to remarkable strides in achieving development outcomes for communities, alleviating them from an inter-generational poverty cycle. Their approach focuses on empowering producers with agency and ownership, enabling access to rights and opportunities, and ensuring decent income. Through co-creation and value addition, it promotes social upliftment, leading to improved educational, health, and nutritional outcomes. Notable milestones include the achievement of a 100% increased access to economic resources for all producers they work with, alongside 87% reporting an increase in income and 86% showing improved skills in enterprise and entrepreneurship development.

Climate: At the heart of Industree's value chain design is the concept of creating a circular economy. By embracing the principle of making the most of locally available natural resources, especially waste materials, they incorporate products made from natural fibers. These products are thoughtfully integrated into a sustainable business plan that prioritizes climate-conscious practices. They prioritize sustainability by utilizing renewable energy sources, particularly solar panels, and promoting a circular economy with natural fibers and eco-friendly finishes. Its innovative approach increases bark utilization from 30% to 90%, reducing waste and boosting economic value. By

localizing economic activities – it has drastically reduced the carbon footprint, with 73% of artisans living within 5 kilometers of work, saving 247,860 kilograms of CO2 per year.

Gender: The organization's mission is the transformation of gender dynamics, especially through its efforts to empower women in rural and marginalized communities. Its initiatives focus on enhancing workforce participation for women by building their skills and organizing them into producer collectives. It focuses on socio-cultural aspects surrounding women's lives through comprehensive training and gender sensitization. Through skill development programs, financial literacy, and entrepreneurship training, women have become key contributors to local economies. Over 66% now participate in major household financial decisions, while around 58% are actively engaged in non-financial household decisions. The organization has impacted over 6,800 women producers across three natural fiber-based value chains, enabling economic and social transformation through 28 producer companies.

ECG Aspirations

For the future of its ECG journey, the organization has a three-pronged implementation plan which prioritizes proximate leadership development, regenerative cultivation, and upskilling of local agricultural workers through proactive collaboration with diverse stakeholders. Industree aims to mobilize 2000 farmers for sustainable bamboo cultivation and harvest practices by covering 925 acres of small holder farmland by next year. It aspires to impact 10,000 farmers and producers directly, and 82,000 lives indirectly. Through its programs, the organization will build the capacity of 1000 leaders from Mutual Benefit Trusts and Micro-Enterprises.

Economic Freedoms	Women's Leadership	Sustainable Supply Chains
The organization empowers women and local communities to open bank accounts, handle finances, and has underscored the significance of entrepreneurship and finance as pillars of economic empowerment.	The program focuses on the transformation of gender dynamics. Rural women have emerged as key contributors to local economies. They produce goods for markets, generate income, and contribute to the overall well-being of their households.	Industree Foundation's value chain design prioritizes products crafted from natural fibers, sourced locally, and processed with minimal use of fossil fuel energy. The cultivation process follows traditional regenerative farming practices.



Harnessing the power of the sun for gender equity | EMPBindi International Association

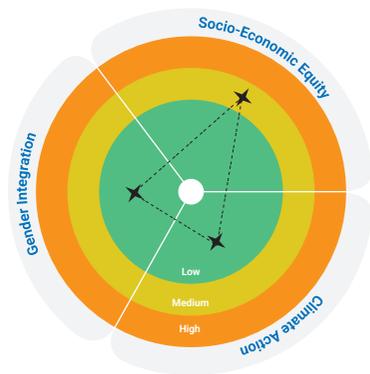
Sector: Non-Profit
Lives Impacted: 19,45,263
Geography: Global
Value Chains: Solar energy

Bindi International's global footprint extends to countries in the global south and is a critical part of a larger movement towards creating self-sustaining communities in rural regions. Through their solar energy programs, Bindi International equips illiterate and semi-literate rural women in India to become engineers and entrepreneurs in the solar energy sector. They see women as change agents in the journey towards sustainability, and the need for strengthening the self-reliance of rural communities.

Organizational ECG Strategy

The organization is seeding interventions for holistic, community-centric development on both the demand and supply sides of the solar energy value chain. Bindi's approach draws alignment between climate action, green livelihoods, and gender-transformative social change.

ECG plotting for Bindi International:



A Closer Look at the ECG Milestones

Equity: At the level of the individual, Bindi is creating new livelihoods in the solar energy space for vulnerable rural women. They have trained 3,840 women solar engineers and have observed an average increase of 54% in these women's incomes. At a community level, mainstreaming solar energy use is also increasing electrification in households and reducing their energy expenditure by an average of USD 181. This positive impact on women's incomes and reductions in household expenditure has led to a 78% increase in household savings in their intervention geographies. Their model is also facilitating several measurable quality-of-life improvements, including reduction of black smoke in households, improved health conditions, increase in use of mobile phones, and increase in children's study time.

Climate: The organization's model sets out to maximize climate action at every stage. Their in-house solar products largely comprise repairable parts that align with circular economy principles, with the aim of localizing production and manufacture for non-repairable parts such as batteries and solar panels soon to curb Scope 3 GHG emissions. On the other hand, the adoption of solar energy among the communities they work with has led to around 4480 metric tons of carbon emissions being avoided annually. Their efforts to mainstream solar energy are also supporting stable electricity access in climate-sensitive geographies where electrical grids are often disrupted by cyclones and floods. To ensure community autonomy over their electrification projects, Bindi constitutes village-level governance bodies in their

intervention geographies after each village member has received their solar products, which come at no cost to beneficiaries.

Gender: Bindi's programs have an all-women participation base. Their program design responds directly to barriers linked to literacy, numeracy, and restrictive social norms, through multilingual capacity-building programs that fold in components to address aspects such as digital and financial literacy, and women's rights. In the aftermath of their interventions, 95% of the women solar engineers trained by them have reported having an increased say in decision-making over household income. The proportion of women holding bank accounts has also increased significantly, from 66% to 92%. In terms of social safety, 55% women and girls report that electrification has made them feel safer at night, while participation in new livelihoods has led to a 48% increase in women's involvement in community groups.

ECG Aspirations

Bindi identifies pathways to deepen and widen their impact through in-depth, organic engagement with communities. They intend to integrate their solar electrification programs for entrepreneurs more closely with agricultural production activities in the future. They are also exploring how to support smallholder farmers working in regenerative agriculture, through a separate pilot program that is in a nascent stage.

Women-Led Green Energy Transitions	Scaling Solar Energy Use	Building Climate-Adaptive Capacity
<p>By empowering rural women to become ambassadors for renewable energy use, they center the critical role that women play in climate action and create avenues to strengthen their socioeconomic positions and credibility as change agents in their communities.</p>	<p>Their efforts are helping remote and vulnerable communities in rural geographies tap into the potential of renewable energy. This facilitates several holistic development goals—most prominently, by generating new sustainable livelihoods and strengthening rural electrification.</p>	<p>Equipping rural communities to transition to sustainable energy sources has a significant impact on their ability to adapt to climate change. A strong focus on skilling and technical capacity-building ensures that the impact of their programs is long-term and self-sustaining.</p>



Addressing climate risk through climate-resilient agricultural sustainability | BRAC

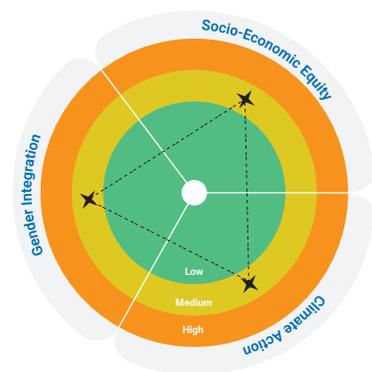
Sector: Private
Lives impacted: 181,478
Geography: Bangladesh
Value Chains: Food grains, fisheries, livestock

BRAC addresses climate challenges using holistic mitigation and adaptation strategies that are locally led. The Global Climate Risk Index 2021 ranks Bangladesh as the 7th most climate change vulnerable country in the world.

Organizational ECG Strategy

BRAC model employs context-specific climate resilience interventions, addresses nature-based solutions, and analyzes problems and solutions to select effective mitigation and adaptation technologies for sustainable development. BRAC’s climate solutions are closely tailored to the needs of Bangladesh’s vulnerable populations in the coastal areas and their local ecological contexts.

ECG plotting for BRAC:



A Closer Look at the ECG Milestones

Equity: In Bangladesh’s coastal regions where salinity levels in the soil are increasing due to climate crises, farmland is increasingly being rendered unproductive. BRAC is providing smallholders in these regions with sunflower seeds to safeguard their livelihoods, since sunflower oil is a high value market commodity in the country. It provides comprehensive support encompassing logistics, equipment, systems, technology, and knowledge. Their capacity-building initiatives enhance farmers’ ability to cultivate under changing climate patterns, through tactical inputs on crop cycles, fertilizer use, and systematic approaches to crop marketing. To further fortify communities, BRAC operates crop insurance programs, safeguarding crops against cyclones, floods and storm surges. They also offer small loans and premium support by collaborating with microfinance institutions.

Climate: BRAC uses evidence-informed, data-based techniques to analyze factors like frequency, temperature, and affected regions and map climate change connections. Leveraging this data, they have already introduced 35 mini cyclone shelters in coastal areas. One household in high-risk areas, typically women headed, commits to providing shelter to 10 neighboring families during floods or cyclones. Unlike government shelters located kilometers away, where residents may need to leave their belongings and daily lives, BRAC’s shelters allow families to safeguard their lived realities and cultures. Whether through mangrove conservation, rainwater

harvesting, or ensuring clean water access, they endeavor to safeguard natural resources while centering community needs. Participative decision-making that engages local communities across all their climate projects provides platforms to more human-centric climate needs.

Gender: Through awareness-building campaigns, BRAC is challenging decision-making hierarchies within agriculture, building women’s confidence to lead decision-making on climate resilience. They aim to ensure that 90% farmers that they work with under their climate resilience project are women. Interventions to help farmers build linkages to microfinance and crop insurance solutions are similarly focused on placing more autonomy and authority in women’s hands. These measures have had an impact on women’s autonomy within households and communities through access to financial resources. To address challenges of equitable representation among women, BRAC is partnering with institutions such as schools and government bodies, to mainstream narratives on women’s participation in agriculture.

ECG Aspirations

Rising temperatures, sporadic changes in rainfall patterns, frequent climate disasters such as floods and cyclones, and increasing soil salinity in coastal areas are among the interconnected challenges that BRAC’s programs in Bangladesh seek to address. Their climate-responsive agricultural solutions are dismantling the binary between mitigation and adaptation, in alignment with the ECG approach.

Vulnerability-Specific Approach	Engagement with Women and Youth	Multistakeholder Interventions
<p>They identify climate vulnerabilities and needs in different geographies and environmental hazards in Bangladesh, such as mangrove vegetation and climate-resilient housing, and integrate responses to these into their sustainable agriculture strategies.</p>	<p>Promoting women’s participation and youth mobilization in climate mitigation and adaptation efforts is helping them bring groups that are often sidelined within the fold of climate awareness and community-level resilience.</p>	<p>Using a multi-pronged strategy, the organization implements climate interventions at multiple levels— the local, the community, the household, and the institutional. This has the effect of translating their interventions into systemic behavioral shifts.</p>

Empowering vulnerable communities through land rights and ownership | Landesa

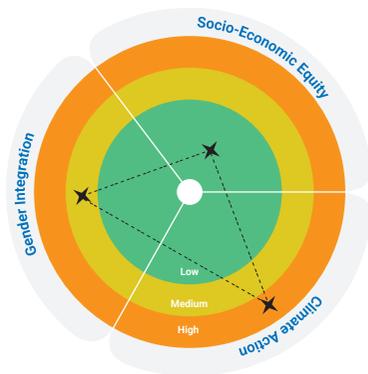
Sector: Non-profit
Lives impacted: 723.86 million
Geography: 66 countries across the globe
Value Chains: Land as a resource

Landesa is a global non-profit working to strengthen land rights for vulnerable communities. Their operations lie primarily in geographies where livelihoods are highly land-dependent and typically based in agriculture or forests. They operate in 19 countries at present, with a focus on people who are marginalized throughout the global South and offices in the United States, India, China, Cambodia, Kenya, Rwanda, Tanzania, and Liberia.

Organizational ECG Strategy

Landesa’s model recognizes land rights as the inception point of transforming economic and social hierarchies of power. Its approach views ECG challenges as interlinked, and land as a foundational asset from which solutions to these challenges can emerge.

ECG plotting for Landesa:



A Closer Look at the ECG Milestones

Equity: In the last five years, Landesa has imparted land rights training and education to 1.6 million people. Their other efforts to strengthen land rights have culminated in 255.22 thousand people receiving documents in their name, 684.40 million people having the capacity to benefit from improved laws and policies, and 37.59 million people standing to benefit from improved capacity among government actors and civil society organizations. To support producer livelihoods beyond helping secure and access land rights, they have also worked with agribusinesses to enhance access to credit, extension services, markets, and agricultural inputs such as seeds to producers.

Climate: Landesa’s efforts are increasingly recognizing land rights as inextricable from sustainable management and climate-responsive practices. Their Coastal Livelihoods and Mangroves Project in the Bay of Bengal and Southeast Asia covers 4.6 million hectares of mangrove forests in Bangladesh, Cambodia, India, Indonesia, Myanmar, and Thailand which are highly vulnerable to climate change. Through government partnerships to address country-level laws and policies linked to forest tenure, and collaborations with regional international organization ASEAN to devise policy recommendations, Landesa envisions a movement towards sustainable forest management.

Gender: In the last 5 years, the impact of Landesa’s programs has reached 466.93 million women. The crux of this work has revolved around land literacy and gender sensitization— ranging from engaging with revenue officials and

government institutions, to women participating in local government structures themselves. Land ownership is a powerful catalyst for women’s economic agency, providing them with the means to access credit and loans in their own name. Mobilizing women to convene in spaces of knowledge-sharing has been similarly catalytic for Landesa’s programs. Landesa has also played a key role in documenting the codification of women’s land rights at the global level, through early involvement in establishing gender-disaggregated SDG indicators and targets for secure land rights.

ECG Aspirations

Expanding the scope of their outcomes from gender equity to social inclusion more broadly, such that it elevates the interests and voices of women, youth, Indigenous Peoples, and acknowledges intersecting identities and power differentials, is a priority for Landesa in upcoming years. In 8 countries, they are exploring the viability of a coalition model that brings together grassroots women’s groups and supports their advocacy and programs to close the gap between land laws and policies that are gender-equitable in letter and whether or how they are implemented in practice. They aspire to augment their progress in mainstreaming models of community land ownership in high climate risk geographies by incorporating climate-smart strategies into land use plans.

Building Consciousness	Challenging Marginalization	Shaping Resource Management
<p>Their advocacy and capacity-building efforts empower vulnerable populations with an awareness around land rights and their potential to reshape power dynamics in decision-making units such as families to be more equitable.</p>	<p>Supporting women and other vulnerable people to reach community leaders, strengthen their own roles as leaders, and access government institutions, they help them seek recourse over their land claims and participate in land governance.</p>	<p>In eco-sensitive geographies with proximity to wildlife reserves and biodiversity hotspots, they are using narratives of and legal frameworks for community ownership to carry out sustainable land use planning.</p>



Boosting producer livelihoods in coffee and cacao supply chains | TechnoServe's MOCCA Project

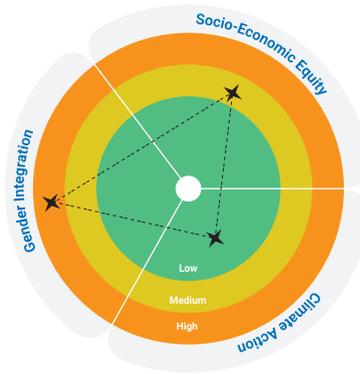
Sector: Public
Lives Impacted: 107,514
Geographies: El Salvador, Guatemala, Honduras, Nicaragua, Ecuador, and Peru
Value Chains: Coffee and Cacao

The Maximizing Opportunities in Coffee and Cacao in the Americas (MOCCA) Project is a seven year, USD52 million initiative funded primarily by the U.S. Department of Agriculture's (USDA) Food for Progress Program, with important contributions from private sector partners. It is aimed at helping smallholder coffee and cacao farmers in Central and South America to increase their incomes via improvements in productivity and resilience and how they commercialize their coffee and cacao. MOCCA is implemented by a consortium led by TechnoServe, which additionally leads activities supporting coffee market systems, with World Coffee Research (WCR) supporting research and coffee seed lot and nursery strengthening, and partner Corus International leading efforts supporting cacao market systems.

Organizational ECG Strategy

MOCCA is driven by the belief that enhancing farmers' profitability is pivotal for ensuring a sustainable supply of coffee and cacao. The core of its strategy is centered on empowering farmers to reinvest in their farms, fostering long-term sustainability within the industry. cacao. The core of its strategy is centered on empowering farmers to reinvest in their farms, fostering long-term sustainability within the industry.

ECG plotting for MOCCA:



A Closer Look at the ECG Milestones

Equity: MOCCA's approach to equity extends to fair access to benefits and services initiated by projects, as well as those facilitated by market system actors. It underscores the organization's vision for a more inclusive and just community within its value chains. According to the externally conducted midterm evaluation, regional coffee and cacao yields grew by 45% and 24%, respectively in comparison to baseline yields, which along with higher market prices helped drive income gains of 136% in coffee and 18% in cacao. MOCCA estimates living income by country region where it operates, tracks changes in producers' ability to meet living income thresholds and has adopted strategies to help farmers lower their production costs. The organization's impactful role in farmer development, achieved through comprehensive training programs, has elevated skills and knowledge within the community. MOCCA collaborates with over 40 market system actors to train farmers, and has trained over 100,600 coffee and cacao farmers (35% women). They have also been instrumental in fostering

strong partnerships between farmers and commercial entities, maximizing the value generated. MOCCA has facilitated over \$83 million to more than 20,300 coffee and cacao farmers, securing favorable lending terms and empowering them to reinvest in their farms. By actively contributing to a more equitable distribution of benefits, particularly focusing on women beneficiaries, MOCCA's efforts positively impact the lives of numerous coffee and cacao farmers.

Climate: At the forefront of climate action, the organization has undertaken pioneering efforts with a clear focus on achieving measurable objectives. This commitment is underscored by the introduction of innovative tools designed to optimize agricultural yield while concurrently minimizing carbon footprints on farms. Beyond its own initiatives, MOCCA champions a platform for coffee companies to invest in carbon footprint reduction and regenerative practices. After piloting use of the Cool Farm Tool to measure carbon emissions on smallholder farms in 2023, MOCCA plans on implementing it in 2024, to measure how yield gains and regenerative practice adoption reduces carbon footprints on coffee farms, highlighting MOCCA's commitment to environmental responsibility that goes hand-in-hand with improved farmer livelihoods. The organization's impact extends to its efforts to strengthen 794 coffee and cacao nurseries (80% of its LOP target), ensuring a robust supply chain of high-quality, genetically pure seeds. MOCCA has supported the research of over 200 technologies and approaches aimed at enhancing insights into coffee varieties, agronomic treatments,

Collaborative Funding	Strong and Scalable Training	Catalytic Financing
<p>MOCCA collaborates with private and public partners, including exporters, producer organizations, lenders, commodity institutes and government extension to train farmers, improve market opportunities, conduct research, facilitate access to genetic material for planting and financing, and improve and expand services aimed at helping farmers become more profitable.</p>	<p>MOCCA demonstrates a robust commitment to training farmers, providing them with the necessary knowledge to carry out low-cost rehabilitation and other regenerative practices. TechnoServe's adult accelerated learning methodology and the farm college training model involve regular group trainings at demonstration plots.</p>	<p>MOCCA's catalytic model to expand access to finance for SHFs stands out as a key strategy. The Project collaborates with 15 lenders including MFIs, national development banks, exporters, rural savings and loan organizations and others, designing flexible financial products, accompanying technical assistance, training farmers to make better borrowing decisions.</p>

and mitigating cadmium in cacao, showcasing its dedication to resilient coffee and cacao producers in the community.

Gender: Working in value chains in which the greatest share of economic and social benefits have traditionally accrued to men, MOCCA not only sets robust gender equality goals but also operates on a model that is focused on women's economic empowerment. This approach aims to increase women's participation in decision-making, strategically aligning with MOCCA's broader goals of achieving gender equality within its initiatives and improving incomes. In 2022, MOCCA achieved a remarkable milestone by amplifying income by USD

90 million for 48,786 coffee and cacao farmers. 38% of coffee farmer beneficiaries and 25% of cacao farmer beneficiaries were women. This success is attributed to strategies that include improved yields and higher prices. MOCCA's commitment to gender equality is evident through the implementation of clear gender action plans in each participating country and the inclusion of gender indicators in the implementation. Furthermore, MOCCA empowers women in income allocation decisions, with nearly half of Peruvian households witnessing joint decision-making, marking substantial progress in fostering gender-inclusive practices and financial empowerment.

ECG Aspirations

With the goal of benefiting over 135,000 coffee and cacao farmers, MOCCA aims to make a substantial impact in the community. The organization envisions fostering lasting positive change, steering communities towards greater equity. MOCCA is committed to inclusive engagement, driving efforts to reach and benefit women to contributing to TechnoServe's organizational goal of ensuring 50% of those who financially benefit from its programs are women; a forward-thinking stance signaling a dedication to advancing gender equality and women's economic empowerment.





Resilience-building through agronomic innovations in Kenya | Onion Doctor

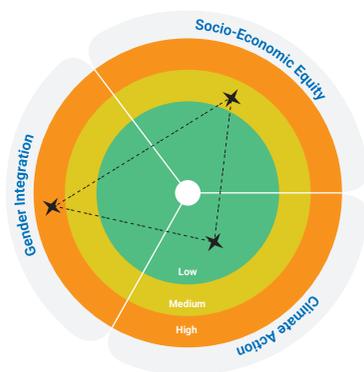
Sector: Private
Lives impacted: 118,263
Geography: Kenya
Value Chains: Onion, Garlic

Onion Doctor is an agribusiness that offers agronomic support to producers in Kenya, with a focus on supporting agricultural cultivation in the country's Arid and Semi-Arid Lands (ASALs). Their services include seed propagation, training, agronomic support packages, climate-smart irrigation systems, route to market, soil and water testing.

Organizational ECG Strategy

Onion Doctor has leveraged their own position as a local agribusiness to mainstream agronomic practices that are sustainability-aligned and respond to the needs of local communities. Their interventions are moving the needle towards improvements in food security, biodiversity conservation, and holistic climate change interventions that support producer communities in combining mitigation and adaptation to meet their everyday needs.

ECG plotting for Onion Doctor:



A Closer Look at the ECG Milestones

Equity: Onion Doctor provides smallholder farmers with agronomic support and direct-to-market local linkages, to help them increase as well as improve onion and garlic yields in the face of escalating climate vulnerabilities. In the past year, while Kenya was facing an acute shortage of onions, Onion Doctor managed to increase producer incomes by 29%. They are also leveraging partnerships with local banks and financiers to open new pathways for agricultural investments for smallholders. Their capacity-building and awareness measures have been equipping producers to participate more widely in informal cooperatives and credit systems. This large-scale shift in existing models of agriculture in the region is empowering smallholder farmers to exercise more meaningful economic participation in local supply chains.

Climate: Drought-resistant seedlings acquired from government-approved dealers are enabling Onion Doctor to make onion and garlic production more viable as well as more aligned with the conservation of local ecosystems. They have also been providing farmers with drip irrigation kits to further insulate them against crop failures caused by water scarcity. Mainstreaming agronomic good practices, such as avoiding excess chemicals, using organic compost manure, and introducing cabbage and maize crop rotations, is helping them promote soil regeneration. Other region-specific climate adaptive measures, for which they have been providing strategic advice and support, include climate-safe beekeeping, water harvesting in the household, and

building vertical kitchen gardens for water conservation. These interventions are also tapping into the unexplored potential for Kenya to reduce its climate footprint, by shortening supply chains and encouraging production for local markets.

Gender: Onion Doctor's gender integration priorities seek synergies with existing systems and measures, to gradually introduce behavioral nudges through their interventions. Their capacity-building initiatives engage directly with local social norms that prevent women from accessing financial literacy and business skills in an equitable manner. One such norm dictates that women are expected to surrender their earnings to their families. Onion Doctor has mainstreamed the practice of table banking among women farmers who are achieving economic mobility through their model. Women are being encouraged to band together and create a corpus using their additional income. This corpus can then be accessed by any woman in the group, in the form of soft loans.

ECG Aspirations

Onion Doctor is increasingly cultivating partnerships with government actors and private institutions to find areas of synergy linked to equitable outcomes for women. They are also seeking similar synergies with donor bodies, local banks, and other institutions that are beginning to recognize gender equity as an important strategic imperative. Being in a developing country, they find that Kenyan populations are open to embracing change, which translates into behavioral nudges and sustainable practices trickling down and percolating into people's everyday use rapidly.

Building Climate Resilience	Creating Knowledge-Led Solutions	Ecosystem Strengthening
<p>Their agronomic support to farmers aims to equip them with the skills and practices they need to adapt to climate change and provides them with timely and strategic advice to help them tackle climate risks.</p>	<p>They draw on their technical expertise in sustainable farming to build evidence-led agronomic solutions. Soil testing, water testing, and other technical processes help them further customize these solutions and make them more context specific.</p>	<p>In addition to providing on-ground agronomic support, they also work on strengthening local support networks and market linkages for smallholders, recognizing the need for systems level change to support sustainable agriculture.</p>



Cultivating sustainability through a holistic approach to local development | SEKEM

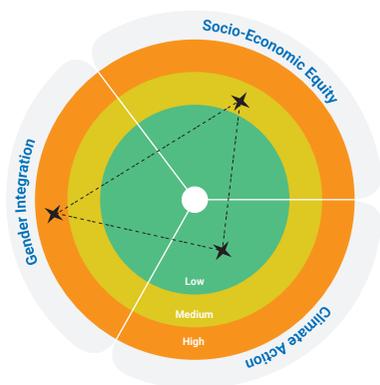
Sector: Private and Non-profit
Lives impacted: 2,389
Geography: Egypt
Value Chains: Food, FMCG, Textiles

The SEKEM Initiative was founded in 1977 to work on developmental goals linked to Egypt’s economy, ecology, society, and cultural life, through biodynamic agricultural practices. It has since expanded into a multi-faceted agro-industrial umbrella body, comprising private as well as non-profit entities. Their overarching goals for the four core areas in their model include culture, society, ecology, and the economy.

Organizational ECG Strategy

The foundations of the SEKEM model lie in increasing the spread of biodynamic agriculture, and other climate-intentional and re-generative agricultural practices, to contribute to food security in Egypt.

ECG plotting for SEKEM:



A Closer Look at the ECG Milestones

Equity: SEKEM’s model aims to improve the lives of local communities by building their economic resilience and climate-adaptive capacities, and food security for the region. Their Economy of Love certification has helped farmers achieve a 13% average increase in profits. The Economy of Love (EoL) fund commits 5% of the profits derived from the certification to producer wellbeing and community development, while 80% profits are returned to farmers. The fund provides new farmers with financial support while maneuvering the cost-intensive transition to sustainable production. It also supports community development projects such as sustainable beehive cultivation, micro-loans for animal husbandry, and extending basic education to poverty-stricken groups.

Climate: SEKEM’s production and manufacture prioritizes the local economy, with 70-80% of their products being sold in local markets. This reduces the burden of Scope 3 GHG emissions by shortening the farm-to-market supply chain. Under the EoL certification, producers are encouraged to move away from monoculture, and cultivate multiple crops to promote soil regeneration, prevent biodiversity loss, and boost carbon sequestration. The ‘closed circle farm’ approach, which is based on circular economy principles, complements these efforts through the application of biological control agents, organic fertilizers, and the use of only non-GMO seeds. SEKEM’s initiatives

are powered solely by renewable energy sources.

Gender: One of the biggest challenges linked to gender equity in SEKEM’s geographies is women’s lack of access to land ownership rights. At present, they are reaching some women farmers through their institutionalization of formal employment status for daily farm workers. However, the initiative has made concerted efforts to facilitate capacity-building for women through programs supported by Heliopolis University, which was set up by them in Cairo to offer research and training in sustainable development. The university runs tailored education programs that equip women with skills linked to food processing, planting crops in houses and on roofs, rearing and marketing chickens, and reusing waste for household-based production activities.

ECG Aspirations

SEKEM is training farmers to reduce and recycle farm waste. They are also developing a waste management facility to create a large-scale system that can reuse waste from surrounding villages for agriculture. Building more climate resilience among producers remains a priority for them. To this end, they’re looking to expand into new export markets for organic agricultural products, with the aim of helping producers diversify their revenue streams.

End-to-End Management	Balancing Trade-offs	Institutionalizing Practices
<p>Their approach to holistic development entails bringing agricultural producers and processing companies into one closed, sustainable, localized value chain.</p>	<p>Their frameworks for measuring impact recognize that there is a need to identify and manage trade-offs between goals while articulating their vision for holistic development.</p>	<p>They have been mainstreaming biodynamic agricultural practices among producers through the Egyptian Biodynamic Association (‘EBDA’). They are also codifying this approach through research, training, and capacity-building.</p>

A Two-Pronged Strategy to Strengthen ECG as a field and Expand Solutions

The strategy for fortifying the ECG approach within social innovation is two-pronged, bolstering collaboration for field-building; and infusing innovative finance mechanisms. The first prong of this strategy involves fostering partnerships and enhancing communication – this can help social innovators in leveraging the ECG framework to tap into the collective expertise, resources, and experiences of various stakeholders. The second aspect of this strategy focuses on the infusion of innovative finance mechanisms. Here, the emphasis is on creating and implementing financial instruments and models that go beyond traditional funding approaches.

Bolstering collaboration can help promote ECG as a field

A “field” is a set of individuals/ organizations addressing a common social issue or problem, often developing, and using a common knowledge base.⁴⁴ The power of collaboration can help grow ECG into a mature field where impact is scaled through committed resources and actions towards shifting systems within global supply chains. This will also help address unprecedented crises in the future.

Building the evidence:

- Good practices derived from social innovation serve as a foundational premise for further research into ECG. Insights garnered from case studies provide valuable guidance for shaping evidence-based strategies.
- Stewardship of ECG by academia, with support from businesses and philanthropy, is essential for building rigor in research. Collaboration between academic institutions and external partners ensures credible examination of the ECG initiatives.
- When supported by both

quantitative numbers and compelling narratives, ECG will gain recognition as a viable and effective approach. The combination of data-driven evidence and impactful stories is instrumental in demonstrating the tangible benefits and potential transformative power of ECG as an alternative to global supply chain.

Creating momentum:

- Thought leadership on ECG, facilitated through convenings, media engagement, and meaningful conversations, serves as a unifying force. Online sessions, in-person events, and strategic partnerships with climate organizations, talent networks, and job boards contribute to aligning diverse actors toward a common goal.
- Dialogues play a pivotal role in establishing recognition and brand salience for ECG within big businesses. Engaging in meaningful conversations fosters understanding and commitment, creating a pathway for large corporations to actively participate in and champion ECG initiatives.

- Cross-learning among stakeholders is a catalyst for optimizing solutions for scale. By sharing insights and experiences, stakeholders can collectively refine strategies, address challenges, and accelerate the adoption of effective and scalable ECG solutions.

Setting up infrastructure:

- Intermediaries play a crucial role in establishing platforms and vehicles that facilitate multi-level collaboration. Emerging networks like Catalyst2030 showcase the power of adaptive strategies in fostering collective impact.⁴⁵
- Platforms for cross-learning not only encourage public action toward ECG-led systems change but also contribute to capacity building. For instance, the

collaborative network Moving Feast, focused on a fair and regenerative food system in Victoria, originated from STREAT's gradual relationship-building within the food and hospitality sector.⁴⁶

- Investment vehicles are key to attracting diverse and committed resources for ECG. These mechanisms ensure that the necessary financial support is available to drive infrastructure development and other initiatives aimed at fostering environmental and social impact.

Infusing innovative finance can strengthen ECG solutions

It is critical to leverage positive directional shifts. Social Innovators are building ECG solutions by employing a commercial strategy to strengthen both the economy and society. Sustainability-themed financial products amounted to USD5.2 trillion in 2021, up 63% from 2020.⁴⁷ Most of these were created in developed countries, with Europe leading the front.

Diversifying investments:

- Official development aid and philanthropy fall short of the USD4.2 trillion needed annually for SDGs.⁴⁸ Innovative finance is crucial, especially post-COVID-19, to bridge the gap and disrupt traditional development finance, making blended finance essential for success.
- The private sector, with untapped potential, can be the driving force behind ECG solutions. Mobilizing private capital for SDG financing is imperative, as their resources, ingenuity, and technological prowess position them as the engine propelling us toward sustainable development.
- Establishing market-efficient mechanisms like investment funds and development impact bonds provides a more sustainable funding base than grant funding.

Strengthening linkages between SDG outcomes is vital to maximize the impact of development finance and ensure that every dollar contributes effectively to multiple outcomes.

Leveraging climate action:

- Streamlining existing innovations in climate finance can effectively mobilize diverse and committed resources toward ECG solutions, ensuring a collaborative and impactful approach to addressing climate challenges.

- Social innovators, focusing on both mitigation and adaptation through ECG, are well-suited to receive funds for climate action. Traditional funding models often restrict the freedom and flexibility social entrepreneurs

need to explore experimental and innovative solutions in the realm of social entrepreneurship.

- Innovative finance, supporting local and circular economies, plays a pivotal role in constructing sustainable supply chains. To achieve lasting systemic change, it's crucial to move beyond short-term funding models and embrace longer timeframes that align with the goals of both funders and social enterprises.⁴⁹

Building community resilience:

- Blended finance plays a pivotal role in de-risking levers of societal change, such as supporting farmers in transitioning to greener modes of production. This approach mitigates financial risks and encourages sustainable

practices that contribute to community resilience.

- Financing, especially through innovative models, empowers local producers to access a wider global consumer base with emerging markets for climate-positive goods. This not only enhances economic opportunities but also strengthens the resilience of communities by diversifying income sources.

- Introducing new models and financing tools, such as loans with flexible terms, supports farmer-producer companies in becoming profit-generating entities. This financial flexibility is crucial for adapting to changing circumstances and building long-term resilience within local communities.

5

Box: Stakeholder Checklist for Leveraging the ECG Approach

Each of us has a role to play in advancing ECG. It's essential to acknowledge that our actions are interconnected, and we must actively engage with the framework to drive change. Below is a tear-out checklist with actions for distinct stakeholders.

Financial Institutions

- Develop new financial products for ECG and collaborate with impact investment funds
- Contribute financial expertise to design innovative finance mechanisms

Government Entities

- Formulate policies and allocate budgets aligned with ECG principles
- Facilitate collaborations between the civil society, public and private sectors

Private Sector

- Embed ECG principles into core business strategies by allocating resources
- Promote diversity and inclusion in leadership roles

Academic and Research Institutions

- Conduct research to build strong evidence for ECG
- Offer training programs to social innovators

International Organizations

- Facilitate cross-border collaboration for adaptive solutions
- Advocate for international solutions to ECG challenges

Consumers

- Become a conscious consumer by buying from ECG-practicing sellers
- Watch out for green-washing and demand transparency from businesses

There is remarkable potential in the ECG approach. Representing the global majority, social innovators are actively showcasing how innovative solutions, rooted in the principles of ECG can confront

climate-related challenges, while uplifting marginalized gender groups and underserved communities. Nonetheless, it is in our collaborative efforts that we will discover the ultimate win – a

world in which every individual, irrespective of their gender and intersectional identities, does not only survive but also thrives within an equitable economy and a climate-resilient ecosystem.

Annexure 1

An Analysis of Existing Frameworks Linked to Equity, Climate and Gender (ECG)

Name of Framework	Themes			What does it constitute?
	Equity	Climate	Gender	
Toolkit on Gender Equality Results and Indicators, ADB ^a	Y		Y	The toolkit is for development practitioners to ensure that gender perspectives are incorporated into development initiatives, and to monitor and evaluate gender equality results. The tool kit presents a menu of gender equality outcomes, results, and indicators that may be selected or adapted by users. The tool kit will assist specialists in particular sectors to identify gender equality results and indicators; it may also be used by gender specialists who work across a range of sectors.
Livelihood Assessment Toolkit by FAO and ILO ^b	Y			The toolkit helps to improve understanding of the impact of disasters on livelihoods and the capacity and opportunities for recovery and increased resilience for future events. It helps to guide the design and organization of post-disaster assessments focusing on the impact of the disaster on livelihoods, recovery opportunities, and existing capacities in the affected area.
A Framework for Enhancing Gender and Poverty Integration in Climate Finance ^c	Y		Y	The framework proposes the approach to integrate gender equality and poverty reduction in climate finance. The framework provides four pillars of strategic work to be applied across public, innovative, and multilateral funding sources of climate finance. The pillars are (i) governance, (ii) resource planning, allocation, (iii) accountability and (iv) capacity building.
Sustainable Livelihoods Guidance Sheets, DFID ^d	Y			The framework helps to understand and analyze the livelihoods of the poor. It is useful in assessing the effectiveness of existing efforts to reduce poverty. It provides a way of thinking about the livelihoods of poor people that will stimulate debate and reflection, thereby improving performance in poverty reduction. The framework views people as operating in a context of vulnerability. Within this context, they have access to certain assets or poverty reducing factors. These gain their meaning and value through the prevailing social, institutional, and organizational environment.
IUCN Global Standard for Nature-based solutions ^e	Y	Y		The IUCN Global Standard for Nature-based Solutions is a self-assessment tool featuring eight criteria and associated indicators. It comprehensively addresses the pillars of sustainable development—biodiversity, economy, and society—along with resilient project management. Accompanied by detailed guidance, the standard instructs users on conducting a self-assessment for designing new nature-based solutions, scaling up pilots, and validating past projects and future proposals. The output is presented as a percentage match against best practices, utilizing a traffic light system to pinpoint areas requiring further attention and alignment with the IUCN Global Standard for Nature-based Solutions.

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f <https://www.bcorpclimatecollective.org/climate-justice-playbook>

The Climate Justice Playbook for Business ^f		Y		The playbook provides insights, guidance, and case studies of companies that are seeking to advance climate justice in their operations, supply chains, and in the communities they impact. The playbook calls on the global business community to make a fundamental shift in mindset and behavior, to evolve from extractive and exploitative to regenerative and equity-driven – putting those who are most impacted by climate change at the forefront of driving solutions. It also has tools, resources, and provocative suggestions and questions that helps to determine where one is on the journey – climate curious, climate committed, climate courageous, or somewhere in between.
Gender Toolkit by UNICEF ⁵⁰			Y	Gender Toolkit by UNICEF provides practical guidance to support gender analysis and the integration of gender considerations into UNICEF programming, with intent. It can be consulted whether at the point of assessment, programme design, or at evaluation. The toolkit consists of i) Integration of gender in programming, ii) Integration of gender across the UNICEF Country Programme Development (CPD) cycle, and iii) Six modules that offer guidance on gender integration.
Framework for Climate and Gender, UNDP ⁵¹		Y	Y	A framework to analyse gender and climate change concerns considering strengths and vulnerability of the poor, particularly women. The framework addresses gender and climate change by three different themes: i) adaptation, ii) mitigation and iii) institutions, policies and governance needed for engagement of women to address their own problems from their own perspectives.
Powering Nature: Creating the conditions to enable nature-based solutions. ⁵²	Y	Y		A systemic enabling framework to power nature-based solutions which are to be carefully planned, designed, and implemented to ensure the rights of Indigenous peoples and local communities are respected, and that the benefits are shared fairly. The framework shows the relation between climate change, biodiversity, and good quality of life.

Annexure 2

Stages of Evolution across the ECG Framework

Nascent	<p>All or >3 of the following is undefined. However, you have been thinking about including the benchmark.</p> <ul style="list-style-type: none"> Phase 1: Research and aligning organizational capabilities Phase 2: Design and implementation Phase 3: Success/Impact and MEL Phase 4: Resourcing and sustainability 	<ul style="list-style-type: none"> Research and Development (R&D): Are we actively engaging in research/implemented pilot/ implementing to explore and understand the potential of the program? Financial Investment: Where are we in exploring funding sources to support/build/sustain the program? Scale of Implementation: Have we identified/ implemented/expanding to geographical areas or ecosystems? Technology and Infrastructure: Have we identified/integrated/optimised technologies and infrastructure do we currently use to support our nature-based solutions? Stakeholder Engagement: Do we know/collaborate/ deepen relationships with the key stakeholders involved in our programs? Impact and Results: Are we measuring outcomes and success stories or case studies that demonstrate the positive outcomes of our work? Scalability and Replicability: Have we identified opportunities to scale up successful initiatives or replicate them in different contexts?
Emerging	Phase 1 is completed, and you are somewhere in between Phase 2-3.	
Mature	You are currently thinking about the sustainability of the intervention through an emphasis on Phase 4.	

Annexure 3

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Annexure 4
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