Climates' Strategic Plan

2018 - 2020

Contents

About Climates

Climates is a non-profit organisation that is building a network of volunteers, supporters, communities and businesses across Australia, New Zealand and Pacific Island countries.

Our vision is of an empowered Oceania working together towards a sustainable future in the face of climate change.

We want to see:

- **Vulnerable communities becoming more resilient** to the increasingly complex and devastating impacts of climate change;

- **Australians taking stronger personal and collective action** to drastically cut their contributions to global greenhouse gas emissions; and

- **More people across our region feeling empowered to advocate** for stronger climate policies from local, national and international leaders and businesses.

1.1 What we do

In pursuit of our vision, we:

- **Work with communities** across Australia and Pacific Island countries to implement projects that help realise local visions of climate resilience;

- **Facilitate partnerships** that mobilise financial, material and human resources in support of community-led action on climate change; and

- **Host events** that elevate frontline voices and provide people across the region with an opportunity to explore the causes, impacts and solutions to climate change.

1.2 How we work

Climates' work is carried out by a community of skilled volunteers, supported by a small team of full-time staff, and resourced by the contributions of a diverse body of institutional partners. We are community-led and change-oriented.

Climates is organised into four groups:

1. Operations	2. Finance	3. Engagement	4. Resilience

The **Operations** and **Finance** groups act as Climates' engine rooms, providing the administrative, management and resourcing support needed for the Engagement and Resilience groups to support our communities in Oceania.

The **Resilience** group is responsible for supporting communities, volunteers and partners to work together to implement resilience projects. The **Engagement** group runs public events, manages our communication-based campaigns, and manages our partnerships with institutional partners.

1.3 Values

We strive to be committed listeners, open communicators and partners for the long haul. Our work is guided by our organisational values.

Self determination
We respect the sovereignty, histories and leadership of First Nations people. We prioritise space for Indigenous people to be heard within and through our network, and are committed to correcting power inequalities in our region.

Community
We believe that the most powerful thing we can each do is to connect with others, bridging differences in location and identity through stories, empathy and generosity.

Independence
We are committed to knowing and working for our community, without sway from the external interests of institutional partners or sponsors.

Accountability
We ensure that our work and partnerships are transparent, and are committed to learning through open conversations with our volunteers, partner communities and allies.

1.4 Where we've been, where we're going

2015 - 2017
Climates' first few years were about learning and testing what we can do. The founders started with the aim of doing something useful for people across our region.

A small team started to build a community of anchors, supporters and critical friends who continue to guide Climates towards our place in the broader climate movement.

2018
Climates is starting to bring together people in our region, working in partnership to provide support to communities that are responding to the impacts of climate change.

Our work and vision to date has been mapped in our Theory of Change (see below). We're now in a position to pause and more deliberately guide our growth over the next two years, aligning what we do with what we value.

2019 - 2020
At this point, Climates is disproportionately represented by Australians. We want to reach at least equal representation in the next twelve months.

Until then, we are building space into our strategy so that our Pacific Island staff, volunteers and partners can continue to shape and take ownership of Climates' growth in years to come.
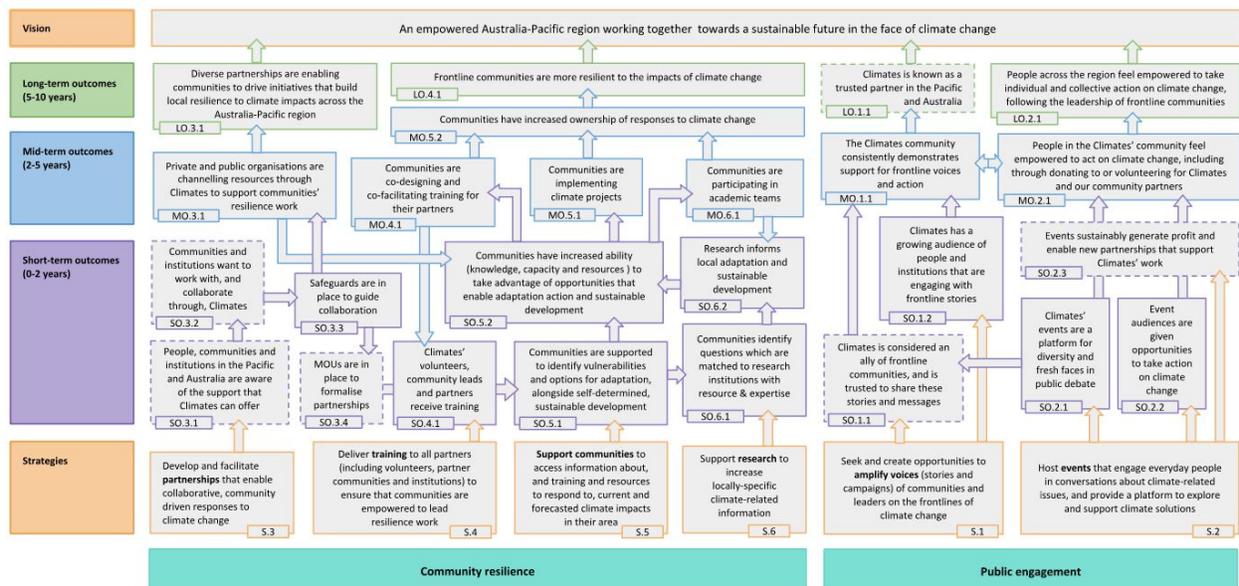
Theory of Change

The first iteration of Climates' <u>Theory of Change</u> sets a path towards the future we want for our region, establishing high-level goals for our major areas of social change work: public engagement and community resilience.

The long-term goals for Climates' **community resilience** work are to:

- Support community-led efforts to increase resilience to climate impacts across the region; and
- Facilitate diverse partnerships that support community-driven resilience work.

The long-term goals of Climates' **public engagement** work are to:

- Ensure that our partners and broader regional audience engages with the stories and calls to action of people from the frontlines of climate impacts; and
- Support people across the region to take effective individual and collective action on the drivers and impacts of climate change.

The full sized Theory of Change graphic can be found <u>here</u>.

A graphic depiction of how these areas of work are supported by Climates' teams can be found <u>here</u>.

Strategy

Between July and October 2018, Climates finalised several key documents, including Climates' Theory of Change (2018 - 2028) and Strategic Plan (2018 - 2020), to guide our work in the coming years.

3.1 Developing Climates' Strategic Plan

Climates adopted a team-owned, decentralised approach to its first strategic planning process. The process aimed to rally key volunteers and provide a value driven, whole-of-organisation lens to guide team planning in this critical stage of Climates' growth.

The process started with a strategic plan development meeting between Climates' Directors and full-time staff in July. Following this, Climates' four groups were brought together through a series of interactive mini-workshops (see the workshop plan here).

These development workshops supported teams to identify key achievements and progress, to articulate and prioritise future activities in light of the long-term outcomes set out in our Theory of Change, and to incorporate four cross-cutting themes (Representation; Inclusion; Decolonisation; Sustainability - see 5.0) into each team's work. Directors led the revision of this draft content, ensuring that team work plans were coherent, realistic and complete as a whole.

Climates' final Strategic Plan 2018 - 2020 was reviewed through open workshops in August 2018, and adopted at Climates' Annual General Meeting in March 2019.

3.2 How the strategy will be used

This Strategic Plan focuses on objectives and outcomes, rather than prescribing specific activities. The intention behind this decision is to maintain enough flexibility for the team to plan Climates' work as we set out to refine and deepen both our vision and our impact over the next two years.

It is worth noting that the Strategic Plan reflects Climates' identity and represents its goals at a particular point in time, and that we look forward to periodic reviews to capture our learnings and the opportunities that arise as the organisation continues to mature and evolve.

In a practical sense, the objectives articulated in this Strategic Plan will be pursued through activities managed under volunteer team work plans. Team leaders (Directors and Coordinators) are responsible for annual reporting under their Group's component of this plan. Team leaders are also responsible for ensuring that cross-cutting issues are addressed through their team's work.

Directors will work with the Evaluation branch to effectively track progress and measure the impact of our work. A mid-term review of this Strategic Plan will be carried out by July 2019.

Cross-cutting themes

This Strategic Plan is grounded in Climates' vision for a more connected, more sustainable Oceania. While we've set goals that we hope will move us tangibly closer to this vision, we recognise that there are complex social and political realities that we must also address through all aspects of our work

Climates has adopted four cross-cutting themes that we hope will strengthen the integrity of our work and vision: **Representation**, **Inclusion**, **Decolonisation** and **Sustainability**.

The sections below outline the definitions and approach that Climates has chosen as a starting point on each of these themes; we intend that our work in relation to each will continue to evolve with us.

Representation

For Climates to represent our region, we must become an organisation that attracts volunteers, allies and partners from all backgrounds and identities within Oceania, and flourishes because of our diversity.

To achieve this, we will take all necessary steps to enable the equal participation of a diverse base of volunteers, communities and partners in our work. We are especially committed to addressing the structural barriers and embedded bias that may prevent people from working with Climates, and to seeking leadership that will enable Climates to transition past a predominantly Anglo-Australian base.

Climates will seek fuller representation within our teams by:

- Transitioning Climates' Board of Directors so that at least half of the positions are held by people who identify as Indigenous to our region, and that gender diversity is reflected in the composition of the Board (see Operations Outcome 3.3.1);

- Ensuring that gender diversity is reflected in the composition of all Climates teams (see Operations Outcome 3.3.1);

- Committing resources to support the participation of volunteers, panelists and project partners with diverse identities, backgrounds and experiences in all aspects of our work (see Engagement Objectives 2.1.1-2.1.4, Operations Outcomes 3.1.4, 3.2.1, 3.2.2 and 3.3.1);

- Training volunteers to challenge assumptions about who holds power in relationships (i.e. donors and communities; foreign and local volunteers; Western and Indigenous knowledge systems) (See Resilience Objectives 1.1.1-1.1.3 and 1.2.1).

Inclusion

Climates is working to address the causes and impacts of climate change in our region. Through this work, we hope to contribute to a future in which all people and communities can live a life of dignity with freedom from harm.

We know that the first and worst climate impacts affect the poor and marginalised, which reinforces and exacerbates existing vulnerabilities, inequalities and injustices. We also know that we can use climate change as an opportunity to create greater social equality when we work with marginalised people to design and implement resilience projects.

We are committed to supporting the participation of all people in the communities we work with, by:

- Equipping project teams with tools and resources to work with partner communities in a way that actively engages marginalised people in the design and delivery of resilience projects (See Resilience Objectives 1.1 and 1.2);

- Facilitate training for project teams to ensure that all volunteers develop an understanding of the barriers to, and opportunities for, social inclusion in their project context (see Operations Outcomes 3.1.4, 3.2.1 and 3.2.2).

Decolonisation

The period of colonisation in our region has left complex and problematic personal and systemic legacies which are compounded by the ongoing neo-colonial practices of Western institutions across Oceania.

Among these legacies are constructs (like '*noble savages*' and the aid dependency of *'small island developing'* states) that are entrenched in written history, education, the development industry, and recognised icons of Pacific communities. These concepts stem from colonial beliefs of white supremacy that, as in the past, continue to silence and delegitimize Pacific histories, knowledge and peoples.

As an organisation that is trying to create a new relationship between people in colonising and previously colonised countries, Climates has a lot of work to do to understand how we can actively dismantle the toxic legacies we have inherited and perpetuate, and make way for a more just regional relationship.

Climates can bring decolonisation to the forefront of our work by:

- Facilitating critical conversations with volunteers, allies and partners to understand how colonial legacies affect our identities, relationships and work through Climates (See Engagement Outcomes 2.1.2-2.1.4, 2.2.1 and 2.2.2);

- Committing resources to prioritise and support the recruitment and contributions of Pacific Islander, Aboriginal and Torres Strait Islander people (see Engagement Outcome 2.1.4 and Operations Outcomes 3.1.4, 3.2.1, 3.2.2 and 3.3.1);

- Adopting project frameworks and processes that respect the agency, knowledge and vision of communities and their existing governance systems (see Resilience Outcomes 1.1 and 1.2 and Engagement Outcomes 2.1.3 and 2.2.2).

- Providing opportunities for volunteers and staff to engage with different worldviews shared through arts, essays and activism (i.e. the individual and the community; relationships to environment, natural and cultural heritage) (see Engagement Outcomes 2.1.1, 2.1.3 and 2.1.4 and Operations Outcome 3.1.3).

> *"The decolonisation process is not only about the political process, as in political independence, but more importantly about 'decolonising the mind'..."*
>
> - Upolu Luma Vaai and Aisake Casimira

Sustainability

Since the industrial revolution, human population growth, technologies and societal norms have pushed our environments towards and sometimes past the points where they can regenerate. To ensure that Earth is safe for future generations and that biodiversity is protected, human systems - social, economic and environmental - must rapidly transition to become sustainable.

Climates is proud of its ability to help people use the resources they have at hand - whether it's their time, their vote, or the support of their business - to work together towards a more sustainable and resilient Oceania.

Climates is committed to improving environmental sustainability and the sustainability of our work by:
- Acknowledging the complexity and difficulty in achieving the following goals simultaneously, working with community partners to develop resilience projects that:
  - Use natural resources sustainably;
  - Contribute to the conservation and regeneration of depleted or threatened ecosystems;
  - Are aligned with the social and cultural realities of community partners; and
  - Positively contribute to the economic sustainability of community partners.
- Working with all industry partners to ensure mutually-sustainable internal environmental practices;
- Developing, monitoring and evaluating the implementation of team work plans, ensuring that goals and expectations are realistic given teams' capacity;
- Where possible, raising untied revenue through partnerships and events to provide Climates with an independent budget;
- Developing annual budgets that support core expenses and enable the delivery of key outcomes;
- Committing resources to ensure that all volunteers have adequate management and administrative support from Team Leads and full-time volunteers and staff.

Resilience Group

The Resilience Group includes the Activities and Research branches, which support communities, volunteers and partners to work together to implement locally-driven resilience projects. The group is supported by a full-time Resilience Coordinator.

The **Activities** branch is made up of project teams, which include remote volunteers and community counterparts who work together to implement, resource, monitor and evaluate project plans developed by the community. The **Research** branch supports Climates' teams and our partners to increase the quality of projects and conversations about climate impacts and solutions by improving access to quality, locally-driven information.

	Objectives	Outcomes	Indicators
1.1	Effectively support community-level projects that build resilience to climate impacts, enable adaptation, drive mitigation or enable a just transition to low-carbon economies and societies. TOC **SO.4.1 - SO.5.1 - SO.5.2 MO.5.1 - LO.4.1 - LO.5.1**	**1.1.1 -** Communities and local organisations are implementing climate-related projects with support mobilised by Climates.	Number of active relationships between Climates and communities and/or representative organisations.
			Number of active community-led projects supported by Climates' volunteers and partners.
			Measurable improvements to baseline and/or sector-specific climate resilience in communities.
		1.1.2 - Volunteer teams are making appropriate and useful contributions to community-led projects.	Communities consider that there is actual value in the involvement and contributions of Climates' volunteers and partners.
			Volunteers feel adequately supported by internal resources and structure.
		1.1.3 - Australian volunteers and organisational partners are supported, through training and facilitation, to contribute to local climate action as allies.	There are adequate policies and processes in place to guide Climates' engagement with communities and their work.
			Climates maintains a database of volunteers and resources that are able to be mobilised in support of climate projects.
1.2	Foster relationships between communities, businesses, civil society and non-governmental organisations, and sub-national bodies that support local climate action across our region. TOC **SO.3.1 - SO.3.3 MO.3.1 - LO.3.1**	**1.2.1 -** Climates fosters mutual relationships with local-level organisations in frontline areas, demonstrating trust and solidarity.	Climates is known and trusted among local networks in the countries we work in.
		1.2.2 - Relationships between communities and external partners, including Climates, are guided by Memorandums of Understandings.	MoUs are developed by community representatives, and in place to guide all collaborative projects with Climates and other partners.

Engagement Group

The Engagement Group includes the Communications, Events and Partnerships branches, which broadly work to strengthen empathy, relationships and support between people and communities across Australia and Oceania.

The **Communications** branch manages Climates' efforts to share frontline stories and calls to action through our social media platforms. The **Events** branch includes the Panels team, which host panel discussions that explore the causes and solutions to climate change across our region, and also provide an important stream of independent revenue to support the work of our community partners. The **Partnerships** branch facilitates mutually-beneficial relationships between communities, businesses and other regionally-based institutions to support community-driven resilience work.

	Objectives	Outcomes	Indicators
2.1	Champion frontline voices and diverse community representation in public forums relating to climate change. TOC **SO.2.1** - **MO.1.1** - **LO.2.1**	**2.1.1** - Climates' events deliver impactful conversations by prioritising speakers from frontline communities and marginalised perspectives.	Conversations contain points of difference, discussions of intersectionality, and ideas that feel new to the mainstream.
			Events topics draw in and engage people from across our region.
		2.1.2 - Climates' community partners and frontline mates see value in sharing content with our audiences and networks.	Community partners and frontline mates continue to share content with and through Climates.
		2.1.3 - Climates' online and offline audiences have expanded	Increase in online audience size and engagement.
			Increase in live audience size and retention at Climates' events.
		2.1.4 - Climates' online and offline audiences engage with and support people whose views are traditionally marginalised voices in public discussions.	Number of speaking opportunities provided for frontline representatives through Climates' events, platforms and other networks.
			Amount of resources mobilised by Climates' audiences when stories and campaigns are shared.
		2.1.5 - Engagement teams have diversified and are able to share perspectives from across our region with ownership and authenticity.	Engagement teams have volunteers and staff in multiple countries across Australia and Oceania.
2.2	Develop and maintain trust with community and institutional partners. TOC **SO.1.1** - **SO.3.2** **MO.1.1** - **LO.1.1**	**2.2.1** - Climates has a documented track-history of successful collaboration with communities and organisational partners.	All projects documented in appropriate detail on Climates' Drive.
			Successful projects shared on Climates' website and social platforms.
		2.2.2 - People, communities and organisations have confidence in	Clear information is available about the services Climates can provide to a

		the support that Climates can offer.	range of partners.
			Community partners, frontline mates and other partners demonstrate or indicate an ongoing willingness to work with Climates.
2.3	Optimise events and partnerships to generate resources that support Climates' operations and resilience work. TOC **SO.2.3** - **MO.3.1** - **LO.1.1**	**2.3.1 -** Events are sustainably generating revenue and new partnerships to support Climates' work.	Volunteer and sponsor retention for successive events.
			Revenue generated through sponsorship and ticket sales.
			Number of new partnerships with ethically-aligned organisations.
		2.3.2 - Diverse partnerships are supporting Climates' work.	Range and number of partnerships that are providing a mix of financial sponsorship and in-kind support.

Operations Group

The Operations Group includes the Administration, Evaluation, Legal, People and Technology branches, which collectively provide the administrative, resourcing and management support needed to effectively support Climates' volunteer teams.

The **Administration** branch organises team meetings, retreats and internal communications. The **Evaluation** branch supports strategic planning, monitoring, evaluation and reporting for Climates' teams. The **Legal** branch manages Climates' legal obligations in the countries it is registered in. The **People** branch, including Recruitment and Training teams, work to ensure that Climates volunteers are supported to make effective and appropriate contributions to the work of frontline communities across our region. The **Technology** branch manages Climates' website, intranet, Google Suite and tech hardware.

Objectives		Outcomes	Indicators
3.1	Implement internal measures to ensure all volunteers feel connected to Climates' vision and work. TOC **SO.3.2** - **MO.3.1** - **LO.3.1**	**3.1.1 -** General meetings are hosted in a form that enables all volunteers to participate.	Meetings are hosted quarterly
			Increase in number and retention of volunteers participating in meetings
			Participants feel that meetings are constructive and sociable
		3.1.2 - Communication within and between teams has improved.	Regularity and participation rates of team meetings
			Volunteers feel that check-in and feedback processes work
			Number of meetings that bring different teams together
		3.1.3 - Volunteers and supporters have access to current information about Climates' strategy, projects and team.	The intranet and Drive are kept up-to-date with relevant information
			Info on website is kept up-to-date
			Traffic on intranet and website
		3.1.4 - Volunteers have access to current information and perspectives about climate change and Climates' work.	Number and range of modules available to volunteers
			Training content reflects expertise and perspectives of a range of contributors from across our region
			Teammates feel that training is building relevant knowledge and skills
3.2	Support teams to implement this Strategic Plan and effectively monitor and evaluate the impact of Climates' work.	**3.2.1 -** Volunteers are equipped and supported to work effectively in their teams.	New volunteers receive an orientation to Climates' structure, processes and work.
			All active teammates have a clear position description or terms of

			reference.
	Sustainability		All teams develop a work plan that contributes to Climates' strategic objectives.
			Team Leads have access to volunteer management training and resources specific to remote and cross-cultural teams.
		3.2.2 - Volunteer teams are equipped and supported to implement project plans.	Project volunteers and Coordinators have access to project management processes, tools and training.
			Remote volunteers and project partners feel supported to work together across distance and cultural differences.
		3.2.3 - Volunteer teams are monitoring outputs and impact under their work plans.	Simple reporting plans are in place for each team work plan.
			Team Leads receive training and ongoing support to lead annual reporting under this Strategic Plan.
3.3	Commit resources to increase diverse representation within Climates. Representation; Decolonisation	**3.3.1 -** Teammate recruitment is managed in a way that presents an equal opportunity for people across Australia and Pacific Island countries.	Volunteer roles have clearly defined responsibilities and time commitments.
			Diversity of recruitment channels

Finance Group

The Finance Group includes the Accounts, Revenue and Risk branches, which manage the development, resourcing and management of Climates' annual and project budgets.

The **Accounts** branch manages Climates' assets and budgets. The **Revenue** branch manages the maintenance and growth of Climates' revenue through sponsorship, donations and grants. The **Risk** branch is working to ensure that Climates' minimises its legal and financial risks.

Objectives		Outcomes	Indicators
4.1	Develop and manage Climates' budget. Sustainability	**4.1.1 -** Climates has an annual budget that is aligned with its Strategic Plan.	A financial report is prepared for each financial year.
			An annual budget is developed for each financial year.
		4.1.2 - Teams have access to essential resources to implement their work plans.	Teams are adequately staffed, incl. full-time positions where necessary.
			Teammates feel they have access to adequate resources for implementing work plans.
4.2	Develop appropriate financial strategies and policies. Sustainability	**4.2.1 -** Climates has a Revenue Strategy that reflects the organisation's values.	Climates' Revenue Strategy is developed by the Revenue, Partnerships and Event teams.
			The Revenue Strategy is embedded in Events' and Partnerships' work plans.
		4.2.2 - Climates has essential financial policies and procedures.	Volunteers are aware of and able to use Climates' financial policies and procedures.
4.3	Manage Climates' risk profile to minimise potential harm to, or caused by, the organisation. Sustainability	**4.3.1 -** Climates has a Risk Profile to inform decision making.	Directors and Coordinators are aware of and able to apply Climates' Risk Profile.
		4.3.2 - Climates is appropriately registered in each country it operates in.	In-country staff and volunteers are supported to identify registrations and approvals needed to operate.