



**Mary Robison  
Foundation**  
Climate Justice

# Business Plan

MRFCJ 2011 - 2014

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# Business Plan

## MRFCJ 2011- 2014

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### 1. Introduction

This document sets out a four-year business plan for the Mary Robinson Foundation - Climate Justice (MRFCJ).

It explains the context and environment in which the Foundation operates and sets out its vision and mission; strategic priorities and proposed activities. It also outlines structures for funding and communication strategies. The appendices give background information on the Foundation structure, guiding principles and personnel.

This plan has been adopted by the Board of Trustees and will be reviewed by it at end of 2012 to assess progress, make any necessary amendments and confirm key performance indicators for years 2013.2014. A complete review of the business plan and progress in meeting objectives will be conducted mid-2014 with a view to informing a subsequent plan 2015+.

### 2. Context

#### 2.1 What is Climate Justice

Climate justice links human rights and development to achieve a human-centred approach, safeguarding the rights of the most vulnerable and sharing the burdens and benefits of climate change and its resolution equitably and fairly.

Climate justice insists that all the peoples of the world (and not just the rich and powerful) have a right to development. A developmental approach to climate justice recognizes this fact while also demanding that it should be made both possible and attractive for such development to occur in a sustainable way.

MRFCJ dedicates itself to action which will be informed by the principles of climate justice which are rooted in the frameworks of sustainable development and international and regional human rights law<sup>1</sup>. While the connection to climate justice may require the breaking of new ground, the two fields of development and human rights - in which these openings are being made - are well-established and universally accepted.

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<sup>1</sup> See Appendix 4 Principles of Climate Justice

## 2.2 The Climate Challenge

Climate change is likely to be one of the biggest human rights issues of the 21st century. It has the potential to undermine economic growth, destroy the ecosystems on which life depends and contribute to displacement and conflict. Global temperatures are rising and with them the threat of rising sea level and more frequent and intense extreme events such as droughts, floods and storms. Those who contributed least to the causes of climate change, primarily the poor in low income countries of the global south, are most vulnerable to the impacts of climate change. Their livelihoods, their health and their way of life are at risk, with climate change compounding the many existing stresses and pressures on their wellbeing.

With climate change, farmers, fishing communities, herders and the urban poor in many developing countries experience growing seasons that can no longer be predicted, disturbing the normal rhythm of planting and harvesting and ultimately leading to declining yields, exacerbating food insecurity. Floods and droughts destroy livestock and crops, decimating livelihoods with impacts on health and access to education. Urban slums are poorly equipped to deal with more intense rainfall and water-borne diseases and malaria are on the rise. Climate change exacerbates traditional causes of poverty and risks undermining the development gains we have fought so hard to achieve.

But responding to climate change also brings opportunities and these must be shared equitably between major and minor emitters of greenhouse gases alike. The development and implementation of policies to address climate change through adaptation and mitigation, offers potential benefits in areas such as access to clean energy, improved air quality, new approaches to water management and agriculture, new income generating activities and access to climate and carbon finance. To optimise these opportunities the guiding principles governing access to benefits need to be set at the international level (e.g. guidelines for REDD+ and CDM<sup>2</sup>), with policies and plans at national level to ensure equitable access to benefits by all, including the rural and urban poor, men, women and children, indigenous people and displaced communities.

New discourses and approaches to sustainable development which promote low carbon, climate resilient growth seek to identify and maximise the opportunities created by a proactive response to climate change. The Green Economy<sup>3</sup> is one such approach – placing an emphasis on positive aspects of taking action on climate change through job creation, economic growth, improved energy security and healthier ecosystems and communities. Likewise, MRFCJ seeks to amplify the positive outcomes of switching to a low carbon future, with a focus on ensuring that the most vulnerable have equitable access to the benefits.

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<sup>2</sup> REDD – Reduced Emissions from Deforestation and Degradation; CDM – Clean Development Mechanism

<sup>3</sup> <http://www.unep.org/greeneconomy/>

## 2.3 The International Process

The United Nations Framework Convention on Climate Change (UNFCCC) is the international forum for addressing the causes of climate change and determining a global response to the impacts it creates. 192 countries are Parties to the Convention, which operates on the basis of consensus-based decision making at annual meetings of the Conference of the Parties (COP).

The Kyoto Protocol (KP) under the Convention established legally binding obligations for most developed countries to reduce their greenhouse gas emissions. The first commitment period of the KP ends in 2012 and negotiations are underway since COP 13 in Bali in 2007 to agree a new climate regime.

Two strands of work, one under the Convention and one under the Protocol, have been working in parallel since Bali to design a new agreement. After the disappointment of COP 15 Copenhagen, Denmark in 2009, where a much anticipated agreement was not reached, COP 16 held in Cancun, Mexico in December 2010 provides a framework to develop a comprehensive international response to climate change. Work remains to be done to agree the legal form of a new agreement, to increase the ambition of emissions pledges by developed and advanced developing countries in order to limit warming to a maximum of 2°C, to operationalize a new Green Climate Fund and to agree measures for Monitoring, Reporting and Verifying (MRV) and International Consultation and Analysis (ICA).

The next conference of the Parties is COP 17 in Durban, South Africa in December 2011 and it is hoped that it will move the world closer to a new legally binding agreement to avoid dangerous climate change and assist developing countries to adapt to the unavoidable changes caused by our greenhouse gas emissions to date. MRFCJ seeks to influence the international process through advocacy, research and awareness raising, with the aim of achieving a legally binding agreement which avoids dangerous climate change, protects the most vulnerable and ensures equitable access to the opportunities and benefits created by international and national actions.

MRFCJ is cognisant that while the UNFCCC is the main international process addressing climate change there are other fora at which issues of climate justice can be advanced. Climate change is addressed in meetings of the G8 and G20 and there are on-going development processes where climate justice and development issues can be addressed in tandem;

- the Commission on Sustainable Development (CSD) and lead up to Rio+20 in 2012.
- the aid effectiveness agenda (Fourth International Forum on Aid Effectiveness in Busan, Korea, November 2011) and the emerging focus on policy coherence
- the UN Millennium Development Goals with a 2015 target date and regular review summits
- UN Human Rights Council's work on human rights on climate change

MRFCJ will target key events associated with these processes as appropriate to our capacity and the activities defined in this business plan.

MRFCJ believes that Ireland has a unique opportunity to champion a climate justice approach in the international negotiations, through its development programmes and in key development processes and through the work of civil society. This should be supported by research and education related to climate justice at all levels, and in the private sector through the development of green technologies and innovative responses to climate change. In this way taking action on climate change can also provide opportunities for Ireland, to build its green economy, to share its experiences in tackling climate change with others facing similar challenges, and to innovate, create, mediate and advocate for an equitable climate change response.

### **3. Vision, mission and priorities**

The essence of MRFCJ is to work for a just response to climate change. It functions as a centre for thought leadership, education and advocacy in the field of climate justice. It seeks to act as a bridge connecting those working on issues related to climate justice and creating a platform based on common goals and principles to achieve climate justice. It recognises that climate justice is a relatively new, and often divisive, term and seeks to build a credible and evidence based understanding of the term and what it represents. It aims to make the term climate justice more widely accepted and used and to see the principles that inform it reflected in the outcomes of international processes related to climate change, development and human rights.

#### **3.1 Vision**

By 2020 global justice and equity will underpin a people-centred developmental approach to advancing climate justice and more effectively addressing the impacts of climate change.

#### **3.2 Mission**

MRFCJ's mission is to:

- Put justice and equity at the heart of responses to climate change, particularly those concerned with how best to respond and adapt to the challenges it poses for the poorest and most vulnerable people in the world
- Empower poor and vulnerable communities to speak directly in a way that is effectively heard, about the negative impact of climate change on their ways of life, about its potential for conflict, and about what ought to be done by way of a response, in terms of fairness and justice
- Contribute to an international framework which minimizes the negative impacts of climate change and maximizes the potential positive opportunities of climate change responses for poor communities around the world
- Imprint on future generations, on leaders in this field and in society generally, a strong sense of the inter-connectedness of climate change with issues of development and social justice

through the promotion of a strong human rights dimension to learning and education on climate change

- Build a shared space for information and knowledge-sharing on climate justice which is accessible to all and a source of solidarity for those concerned about an equitable response to climate change
- Catalyse the work of activists, individuals, groups and networks, to further the implementation of the Principles of Climate Justice
- Promote the development and transfer of technologies that result in sustainable development and promote a better quality of life among the poor and vulnerable.

### **3.3 Strategic priorities**

Five key strategic priorities have been identified to guide the work of the Foundation up to and beyond 2014. The initial focus during the period of this business plan, 2011-2014, will be on the implementation of priorities 1, 2 and 3 which are closely interlinked and have a logical progression from defining climate justice to fostering leadership and influencing policy. The objectives of priorities 4 and 5 are outlined and will be detailed, together with activities, in the next iteration of the plan. In relation to each priority strategic partners will be identified who complement the skills and capacity of MRFCJ and enable the Foundation to realise its comparative advantage. Through partnership, MRFCJ will seek to make the voices of the vulnerable heard, have their viewpoints taken into consideration and their energy, talent and commitment mobilised.

MRFCJ has identified its strengths and comparative advantage as catalysing, convening, facilitating and advocating. The Foundation is not a grant making body and will not be a 'hands on' implementer of actions on the ground – but will link with strategic partners to ensure that real world experiences inform its work. MRFCJ will focus its work on amplifying the voices and needs of those most vulnerable to the impacts of climate change. Within the group the disproportionate impacts of climate change on women due to their productive and caring roles are recognised and gender equity will be mainstreamed throughout the activities of the Foundation. In order to maximise the impacts of its work, MRFCJ will in the first instance have a specific focus on Africa building links as appropriate with Irish Aid's priority countries.

#### **Strategic Priority 1 – Development and Promotion of Principles of Climate Justice**

Participate in, and promote, the development of principles of climate justice to create an international framework to minimise the negative impact and maximize the positive opportunities which climate change will have on communities and sectors in developing countries. (Significant progress has been made in this priority and a draft set of Principles has been developed.)

#### **Strategic Priority 2 – Development of Leadership Networks**

Foster the development of leadership and networks addressing climate justice; expedite the sharing of positive experiences via real and virtual dissemination. Link grassroots leaders on climate change with decision makers at the international level to enable them to make a strong case for equitable

action. (Significant progress has been made in the development of a Women’s Leadership Project established before COP 16 in Cancun, December 2010, and developed and maintained since then)

### **Strategic Priority 3 – Influence Policy Development**

Influence policy development and implementation at national and international levels, in relation to climate change to ensure climate justice for the benefit of the most vulnerable people in low-income countries. (Planning has begun on addressing a possible “legal form” of a new climate agreement, and making REDD+ more accessible to African countries)

### **Strategic Priority 4 – Support Innovation for Adaptation and Mitigation**

Support the development of innovation ecosystems – policy, enterprise, research, community – that find new and better ways of developing in a climate stressed world; strengthen the capacity of networks to promote and support innovation, social entrepreneurship and international finance for the development of adaptation and mitigation strategies, technologies and coping mechanisms for the benefit of people in low income countries, and to assist low income countries in low carbon development

### **Strategic Priority 5 – promote green technologies**

Promote and develop access to green technologies and products in low income countries with business, social entrepreneurs, governmental and non-governmental organisations (NGOs) and other organisations/individuals to counteract the negative impacts of climate change; facilitate the local development and transfer of adaptation technology and know-how amongst people in low income countries.

## **3.4 Expected outcomes**

A number of overall outcomes are envisaged for the period 2011-2014. MRFCJ will achieve these outcomes through partnership and collaboration with carefully selected partners. In the case of outcome 1, MRFCJ will not be the sole actor seeking to integrate climate justice into international negotiations - hence attribution will not be solely to MRFCJ. However the Foundation’s role and influence vis-a-vis the international negotiations will be carefully tracked and reported on at the end of 2014.

### **Outcomes**

#### **1. One or more of the principles of climate justice reflected in a key international negotiated text**

This outcome will indicate that the concept of climate justice has been elucidated and more widely accepted and that the climate change and/or development communities have started to embrace and own the concept. It signals real progress in building a constituency of support for climate justice and in steering international processes towards more equitable, people-focused outcomes.

#### **2. MRFCJ recognised as a credible and effective actor in the field of climate justice as evidenced by formal accreditation to at least one international process.**



MRFCJ aims to be known as an effective actor and leader in the field of climate justice – using a strong evidence base to inform its advocacy and strengthen its influence. Successful completion of an accreditation process, e.g. to become an observer organisation at the UNFCCC, would demonstrate the achievement of this outcome.

**3. MRFCJ website recognised as a quality resource on climate justice issues, as evidenced by an increase in the number of links to it from other websites.**

On the 31<sup>st</sup> March 2011 the number of unique websites with direct links to the MRFCJ website was 95. It is expected that this will increase annually by a minimum of 50%, demonstrating the value of the website as a quality and respected resource on climate justice.

**4. Baseline established on awareness of climate justice amongst leaders in the fields of climate change, development and human rights.**

In order to track how MRFCJ is raising awareness of climate justice issues and informing leaders to make them more effective agents of change, a baseline study will determine the level of awareness of targeted leaders in the fields of climate change, development and human rights. The baseline will be conducted during the period 2011-2012 and will constitute the basis for measuring the success of the foundation in influencing and informing leaders.

### 3.5 Activities and key performance indicators

The Mary Robinson Foundation - Climate Justice, will work with partners to fulfil the objectives outlined below;

Strategic Priority	Objectives	Phase 1 2011/2012	Key performance Indicators  Phase 1	Phase 2 2013/2014
<b>1. Development and promotion of Principles of Climate Justice</b>	<b>1.1 To develop, promote and disseminate the Principles of Climate Justice (PCJ)</b>	a) Finalise the MRFCJ climate justice principles; Pocantico meeting July 2011 to galvanise support for the principles b) Organise two to three thematic meetings to inter alia disseminate the PCJ c) Side events / networking at COP17, COP18 and at Rio+20	Pocantico meeting held and draft PCJ supported by participants at the meeting  Thematic meetings and side events successfully held with good participation  10% annual increase in traffic to PCJ page of MRFCJ website	a) Finalise any outstanding thematic meetings b) Continued dissemination at key international events
	<b>1.2 Disseminate the PCJ</b>	a) Work with TCD and UCD to develop an elective CJ module for the Masters in Development Practice (MDP); share materials, review content and provide advice b) Provide technical advice to the Royal Irish Academy committee preparing a Climate Justice resource for second level students in Ireland	PCJ principles reflected in MDP module on climate justice  CJ Module delivered by 3 universities  Published CJ resource for second level schools reflects PCJ	c) Input into the continued development of CJ module for the Masters in Development Practice  d) Seek integration of CJ across wide range of climate related discipline in all Universities (23+worldwide)working on the MDP programme

	<p><b>1.3 To pilot an approach to mainstreaming CJ into a partner organisation's activities</b></p>	<ul style="list-style-type: none"> <li>a) Select partner organisation and secure agreement to pilot</li> <li>b) Raise awareness of CJ and PCJ in partner</li> <li>c) Support and encourage partner to mainstream PCJ into its work</li> </ul>	<p>PCJ reflected in partner organisation's materials, programmes and website</p> <p>Partner shares examples of CJ relevant activities with MRFCJ</p>	<p>d) Develop 'lessons learned' document from experience of pilot to inform further partnerships</p>
	<p><b>1.4 To engage with organisations and networks working on climate change related issues to raise awareness of CJ and the PCJ</b></p>	<ul style="list-style-type: none"> <li>a) MRFCJ staff respond to invitations on the basis of priorities in the business plan where they can raise awareness of CJ and the PCJ</li> <li>b) Work to raise awareness of with a major climate philanthropist</li> </ul>	<p>MRFCJ inputs to events published on website as appropriate</p> <p>References on social media to MRFCJ inputs tracked and show steady increase year-on-year</p> <p>Issues raised by MRFCJ reflected in time in organisations / networks and targeted philanthropist's materials</p>	<ul style="list-style-type: none"> <li>c) Continue approach established to the acceptance of invitations</li> <li>d) Continue to work to influence one or more other climate philanthropists in same way</li> </ul>
	<p><b>1.5 To establish a baseline on awareness of climate justice amongst identified leaders in the fields of climate change, development and human rights</b></p>	<ul style="list-style-type: none"> <li>a) Identify / compile list of leaders in the fields of climate change, development and human rights to be included in baseline study</li> <li>b) Research commissioned and completed</li> </ul>	<p>Baseline established and results published</p>	

<p><b>2. Development of leadership networks</b></p>	<p><b>2.1 To expedite the sharing of positive experiences between grassroots organisations and decision makers</b></p>	<p>a) At national level support the establishment and work of a Climate Justice Consortium (CJC) in Ireland involving Government, civil society, business, academia</p> <p>b) At international level build on Women's Network established pre-Cancun to nurture leadership for climate justice at COP 17/18, Rio+20 and other appropriate events</p>	<p>CJC established</p> <p>Women's leadership project funded, operational and delivering outputs on time</p>	<p>c) Provide support to get the CJC operational</p>
<p><b>3. Influence policy development</b></p>	<p><b>3.1 To increase awareness of the need for equitable access to climate finance</b></p>	<p>a) Work with partners to advocate for balanced allocation of resources, and equity and transparency in governance of and access to climate finance</p> <p>b) Collect resources on climate finance and publish on MRFCJ website</p>	<p>Side event on finance issues held at one or more international event</p> <p>Dedicated webpage on equitable access to climate finance on MRFCJ website</p>	<p>c) Work with partners to address climate finance issues including long term finance, reducing fragmentation of funding and improving access and effectiveness</p>
	<p><b>3.2 To facilitate the exploration and dissemination of options for achieving a legally binding climate agreement</b></p>	<p>a) Work with partners to identify a range of options in relation to the possible legal form of a new agreement</p> <p>b) Co-convene meeting on legal form prior to COP17</p>	<p>Advisory group of partners interested in issue of legal form set up and operational</p> <p>Legal form event successfully held before COP 17</p>	<p>d) To be continued as appropriate - based on the outcomes of COP 17 and COP 18</p>

		c) Link to the legal aspects of the Irish Government supported work with UNEP and WRI as appropriate	Dedicated webpage on legal form of a climate agreement on MRFCJ website	
	<b>3.3 Develop partnerships with regional organisations to facilitate experience sharing and policy influencing in support of climate justice</b>	a) Develop a close working relationship with one regional organisation to promote climate justice and influence policy	Joint activities identified and being implemented.	b) Further develop the partnership created in phase one and initiate links with another regional organisation as appropriate.
	<i>During the period of this business plan the implementation focus will be on priorities 1, 2 and 3. Two indicative objectives of each of priorities 4 and 5 are outlined below; detailed objectives, together with activities, will be in the next iteration of the plan.</i>			

<p><b>4. Support innovation for adaptation and mitigation</b></p>	<p>4.1 To work with partners to promote innovative responses to adaptation and mitigation e.g. on an agriculture and food security related activity which addresses climate change</p> <p>4.2 To facilitate research partnerships between research institutions in Ireland and developing countries to promote innovative approaches to adaptation and mitigation</p>
<p><b>5. Promote green technologies</b></p>	<p>5.1 to promote access to adaptation technologies to build resilience to the impacts of climate change</p> <p>5.2 To generate awareness of the need to scale up access to affordable, low-carbon energy technologies in developing countries</p>

## 4. Risk Assessment

The following SWOT analysis identifies likely influencing factors over the lifetime of this plan but with a specific focus on 2011 / 2012.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• President of MRFCJ – an effective ‘brand leader’</li> <li>• Links the President has with political, business and civil society leaders</li> <li>• Established within context of TCD/UCD Innovation Alliance</li> <li>• Strong International Advisory Council and Board of Trustees both with wide range of expertise</li> <li>• Potential to link directly with key research centres and international organisations</li> <li>• The urgency of the challenge</li> <li>• Renewed faith / trust in international process after COP 16 in Cancun</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Over-demand for participation by President in all activities</li> <li>• Lack of public awareness of concept of climate justice</li> <li>• Some extreme interpretations of climate justice</li> <li>• Media impact of “climate deniers”</li> <li>• Over-dependency on philanthropic funding</li> <li>• Limited engagement of enterprises likely to be involved in the solutions to climate change in poor countries</li> <li>• Challenges in attributing impacts to MRFCJ</li> </ul>
<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Failure to establish adequate multi-annual funding and/or an endowment</li> <li>• Unpredictable/dramatic fluctuations in monetary exchange rates</li> <li>• Uncertain global economic situation</li> <li>• Inadequate reaction by multilateral bodies e.g. UN</li> <li>• Declining faith in multilateral process to develop a new climate regime</li> <li>• Lack of consensus on the need for a legally binding climate agreement</li> <li>• Danger of creating expectations which cannot be fulfilled</li> <li>• Overstretched capacity risks reputational damage</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• ‘Piggy-back’ on key international links established by the President</li> <li>• Influence state actions on bilateral and multilateral basis</li> <li>• Set the standards for/shape the debate on climate justice for business leaders, women leaders and young leaders</li> <li>• Establish networks (real and virtual) with civil society groups/experts e.g. on human rights and climate change</li> <li>• Exploit developments in technology with international and local business groups</li> <li>• Good potential for strong links with relevant Irish Government departments and NGOs</li> </ul>

## **5. Funding**

### **5.1 Current Financial Situation**

The Annual Report for 2010, including audited Annual Accounts, will be published on the MRFCJ website, [www.mrfcj.org](http://www.mrfcj.org), by end Quarter 1, 2011. The Board considers the results satisfactory for 2010, the establishment year for MRFCJ and the focus was on securing operational and core cost funding for 2010 - 2012. This was secured and the focus during the lifetime of this Business Plan will be on programme funding.

### **5.2 Sources of Funding**

MRFCJ is funded primarily by philanthropic foundations from various countries. Funding partners provide core support for the operation of the Foundation in support of its strategic plan or programme support to particular aspects of the Foundation's work such as to a specific project. Current funding partners are listed in Appendix 5 and other potential funders have been identified and discussions are on-going in order to determine how they might best support the work of the Foundation.

### **5.3 Strategy for Funding Ensuring Financial Sustainability**

In the establishment phase of MRFCJ the focus was on securing operational or core cost funds. During 2010 only one programme specific grant was sought and obtained; all other grants were sought for operational costs.

The Board of Trustees has appointed one of its members as Chair of Finance. Terms of Reference for a Finance Sub-committee, including the development of a funding strategy in addition to detailing its stewardship responsibilities for the financial sustainability of the Foundation will be developed and adopted during 2011. Following this the Sub-committee will be established.

Realistically the Foundation's budget will be contingent on attaining critical philanthropic funding on an on-going basis. To help secure this it will be important to

- engage a diversity of funding partners
- seek to get core operational support built into programme support
- where possible enter into multi-annual partnerships



## **6. Communications Strategy**

Successful execution of a robust communications strategy is key to MRFCJ's success. In this section we set out key communications objectives, audiences and communications channels; once the Business Plan has been adopted a Communications Plan will be developed.

### **6.1 Communications Objectives**

There are two primary communications objectives;

- 6.1.1 To establish and manage the MRFCJ brand
  - 1. identify associated brand values
  - 2. promote those values
  - 3. protect brand reputation
  
- 6.1.2 To inform target audiences of the work of MRFCJ and its climate justice approach
  - 1. identify key messages within the Five Strategic Principles
  - 2. define those key messages for the target audience
  - 3. deliver key messages using appropriate channels

### **6.2 Target Audiences**

Two target groups have been identified as key audiences to receive MRFCJ messages.

- 6.2.1 Primary audience in terms of engagement and influencing
  - 1. Policy decision makers e.g. UNFCCC
  - 2. Identified stakeholders e.g. GGCA
  - 3. Strategic partners e.g. BRAC, MDP
  - 4. NGOs e.g. OXFAM, Concern
  
- 6.2.2 Secondary audience in terms of creating awareness and informing
  - 1. General Irish and International public – both engaged and unengaged

### **6.3 Communications Channels**

MRFCJ will take a holistic approach to achieving the above communications objectives. Traditional and new media will be integrated into communications campaigns where appropriate. In addition, appropriate individuals and organisations with similar values, which can deliver the messages, will be actively sought.

## 7. Report on Establishment Year 2010

On the establishment of MRFCJ, it was envisaged that 2010 should see an increased awareness of climate justice in the post-Copenhagen environment leading to COP 16 in Mexico. Through targeted advocacy and communications, MRFCJ intended to respond to the challenge and work to support research, analysis and policy development. Furthermore, the Foundation identified that certain critical success factors would influence the capacity of the Foundation progress as planned - including:

- finalisation of Foundation office and recruitment of initial staff
- establishment of proper functioning organisational and operational structures
- favourable evolution of the relationship between MRFCJ and Innovation Academy of the Universities

The Annual report 2010, to be published end Quarter 2 2011, will report that the three critical success factors were achieved. Coupled with securing satisfactory front-end funding for operational costs for 2011 – 2012 the Foundation is on a secure footing for the implementation of this Business Plan. In addition, a successful project supported by the Rockefeller Foundation and addressing women's leadership for climate justice was delivered and culminated in two well attended and internationally reported side events at COP16 in Cancun. The project continued into 2011 with plans to scale up activities and impacts over a 2 year period.

## **8. APPENDICES**

**Background**

**Business Details**

**Operational Structure**

**Principles of Climate Justice**

**Funders**

**International Advisory Council**

**Board of Trustees**

## Appendix 1: Background

The Mary Robinson Foundation (MRF) was established as a company limited by guarantee with charitable status under Irish statutes in 2010. The Foundation is located in Dublin within the Innovation Alliance of the Universities established by Trinity College Dublin (TCD) and University College Dublin (UCD)<sup>4</sup>. The Foundation builds on Mary Robinson's lifetime of work on human rights and development and will focus its initial activities on climate justice (for 2010-2014 at least). The business name Mary Robinson Foundation - Climate Justice (MRF CJ) is being used. It works to foster Irish and international leadership on issues of climate change and sustainable development and promotes climate justice and equity.

MRF CJ is a centre for thought leadership, education and advocacy on the struggle to secure global justice for those many victims of climate change who are usually forgotten - the poor, the disempowered and the marginalised across the world. It is a platform for solidarity, partnership and shared engagement for all who care about global justice, whether as individuals and communities suffering injustice or as advocates for fairness in resource-rich societies. The Foundation provides a space for facilitating action on climate justice to empower the poorest people and countries in their efforts to achieve sustainable and people-centred development.

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<sup>4</sup> The TCD / UCD Innovation Alliance is a radical partnership which will work with the education sector, the Government of Ireland and its agencies and the business and venture capital communities to develop a world-class ecosystem for innovation that will drive enterprise development and the creation of sustainable high value jobs. One of the Alliance's major components is a new 4th level Innovation Academy which will define and mainstream innovation as the 3rd arm of the university mission alongside education and research.

## Appendix 2: Business Details

MRFCJ is a small centre designed to function in a catalytic way to maximise the knowledge and awareness of climate justice, to promote initiatives and to optimise the dissemination of information, technologies and products to / in developing countries.

The Mary Robinson Foundation is a company limited by guarantee and not having a share capital under Irish legislation; the registration number is 480956. It was incorporated under the Companies Acts 1963 to 2009 on 8 February 2010. The registered address of the Foundation is Trinity College, 6 South Leinster Street, Trinity College, Dublin 2.

The company is also a registered charity, CHY number 19009, with the Irish Revenue Commissioners. The Foundation has a defined and consistent governance structure detailed in its Memorandum and Articles – the legal documents required to establish the company, and which together effectively provide the constitution.

The Memorandum governs the relationship between the company and the outside world and the Articles are internally focused and cover topics such as the role and meetings of the Board, appointments of directors and auditors.

The members of the Board of Trustees are detailed in Appendix 7 and they are appointed in accordance with the terms of the Memorandum and Articles; each member may serve no more than three terms of three years.

At each annual general meeting of the Foundation, one third of the Trustees must retire. A retiring Trustee is eligible for re-election, provided s/he has not served three consecutive three-year terms. The auditors are appointed and their duties regulated in accordance with the provisions of the Acts and in particular section 160 to 163 of the Companies Act 1963 as amended and extended by section 182 to 200 of the Companies Act 1990 (as amended). The auditors appointed in February 2011 are PricewaterhouseCoopers.

A green workplace policy will be developed in 2011 which will set out the steps the Foundation will take to reduce its carbon and environmental footprint. Measures for monitoring progress and measuring impact will be included in the plan and results will be communicated to the Board of Trustees.

## Appendix 3: Operational Structure

The Foundation is covered by Irish legislation and has a defined and consistent governance structure.

The operational structure established is:

- Board of Trustees none of whom is or shall be appointed to any salaried office of the Foundation; the Trustees manage the business and affairs of the Foundation. Mary Robinson is President of the Foundation and acts as the Chair of the Board of Trustees; she works for the Foundation on a pro-bono basis
- An International Advisory Council, the experience and expertise of whose members is available to the Trustees of the Foundation in relation to its activities
- A small core staff including Administrative, Research and Communications functions. To control costs and ensure it operates effectively MRFCJ outsources certain functions (e.g. computer maintenance, webmaster) and uses consultants, with specialized knowledge and/or expertise, on project or time specific contracts
- Additional human resources will be required over the period to 2014 as the activities of the Foundation grow and more projects are initiated. It is anticipated that research assistants and interns will be recruited to carry out general research and policy analysis across issues of relevance to the Foundation
- Recruitments will only take place as need arises and as projects are developed, funded and implemented, and all will be on a time specific or project specific basis.

As of March 2011, the staffing of the Foundation was as in chart below.

Role	Core Job Purpose
Pro-bono	
President	To direct, inform and represent the work of the Foundation.
CEO	To provide strategic and operational leadership for the Foundation
Employed by MRFCJ	
Head of Research and Development	To co-ordinate and/or manage policy, research and development initiatives in line with the Foundation's mission
Head of Administration and Communications	To ensure the effective administration of all aspects of the organisation and to develop and implement an internal and external communications strategy
Two Research Assistants	To support on-going research projects and contribute to the development of new projects
Outsourced by MRFCJ	
Webmaster	To design, implement and maintain the Foundation website
Accounts staff	To do quarterly management accounts, annual accounts
Seconded to MRFCJ	
Senior Executive Officer	To ensure the effective administration of the work of the President

## **Appendix 4: Principles of Climate Justice**

In seeking through its mission to realise its vision of a world engaged in the delivery of climate justice, the MRFCJ dedicates itself to action which will be informed by the following core principles which it has elaborated.

### **Respect and Protect Human Rights**

The international rights framework provides a reservoir for the supply of legal imperatives with which to frame morally appropriate responses to climate change, rooted in equality and justice.

The idea of human rights point societies towards internationally agreed values around which common action can be negotiated and then acted upon. Human rights yardsticks deliver valuably minimal thresholds, legally defined, about which there is widespread consensus. The guarantee of basic rights rooted in respect for the dignity of the person which is at the core of this approach makes it an indispensable foundation for action on climate justice.

### **Share Benefits and Burdens Equitably**

The vast gulf in resources between rich and poor, evident in the gap between countries in the North and South and also within many countries (both North and South) is the deepest injustice of our age. This failure of resource-fairness makes it impossible for billions of humans to lead decent lives, the sort of life-opportunities that a commitment to true equality should make an absolute essential.

Climate change both highlights and exacerbates this gulf in equality. It also provides the world with an opportunity. Climate change highlights our true interdependence and must lead to a new and respectful paradigm of development, based on the urgent need to scale up and transfer green technologies and to support low carbon strategies for the poorest so that they become part of the combined effort in mitigation and adaptation. The benefits and burdens associated with climate change and its resolution must be fairly allocated. Those who have benefited and still benefit from emissions in the form of on-going economic development and increased wealth, mainly in industrialised countries, have an ethical obligation to share benefits with those who are today suffering from the effects of these emissions, mainly vulnerable people in developing countries. People in low income countries must have access to opportunities to develop low-carbon growth to avoid future environmental damage.

### **Harness the Transformative Power of Education**

The transformative power of education under-pins other principles, making their successful adoption more likely and inculcating into cultures a deeper awareness of human rights and climate justice than is presently to be found.

As well as being a fundamental human right which is already well developed in the international framework of rights referred to above, education is indispensable to the just society. It draws those in receipt of it towards a fuller understanding of the world about them, deepening their awareness both of themselves and of those around them. Done well, it invites reflection on ethics and justice



that make the well-educated also good citizens, both of their home state and (in these global times) of the world as well.

Delivered in an effective multi-disciplinary environment, in practice at third and fourth-level, education can increase consciousness of climate change. It can produce new insights into climate change and how best to tackle its effects, not only at the scientific but also at the sociological and political level. Through linkages created between universities, the power of education can transcend national particularities to reach a level of partnership which has the potential to make a real difference when confronting issues of global justice, and this is particularly the case where such connections are made between Global North and Global South countries.

Education is also achievable outside the university, through public and, increasingly, virtual (i.e. web-based) activity. The learning required to see climate change in justice terms cannot be done at the schools and university alone: it is a life-long responsibility and therefore a commitment.

### **Ensure that Decisions on Climate Change are Transparent and Accountable**

A basic of good international practice is the requirement for transparency in decision-making, and accountability for decisions that are made. The opportunity to participate in a decision-making process which is fair, accountable, open and corruption-free is essential to the growth of a culture of climate justice. It must be possible to ensure that policy developments and policy implementation in this field are seen to be informed by an understanding of the needs of low income countries in relation to climate justice, and that these needs are adequately understood and addressed.

The global response to climate change must be inclusive in the way suggested above, and in particular not result from an elite arrangement, arrived at in secret meetings, between a small set of international actors, from which process the billions of the world's poor are excluded. Decisions on policies with regard to climate change must be implemented in a way that is transparent and accountable: poverty can never be an alibi for government failure in this sphere.

### **Highlight the Gender Dimension**

The gender dimension of climate change, and in turn climate justice, must be highlighted. The impacts of climate changes are different for women and men, with women likely to bear the greater burden in situations of poverty.

Women's voices must be heard and their priorities supported as part of climate justice. In many countries and cultures, women are at the forefront of living with the reality of the injustices caused by climate change. They are critically aware of the importance of climate justice in contributing to the right to development being recognized.

### **Use Effective Partnerships to Secure Climate Justice**

The principle of partnership points in the direction of solutions to climate change that are integrated both within states and across state boundaries.

Climate justice requires effective action on a global scale which in turn requires a pooling of resources and a sharing of skills across the world. The nation state may remain the basic building block of the international system but without openness to coalitions of states and corporate interests and elements within civil society as well, the risk is that the whole house produced by these blocks will be rendered uninhabitable. Openness to partnership is a vital aspect of any coherent approach to climate change, and in the name of climate justice, this must also involve partnership with those most affected by climate change and least able adequately to deal with it – the poor and under-resourced.

These principles are rooted in the frameworks of international and regional human rights law and do not require the breaking of any new ground on the part of those who ought, in the name of climate justice, to be willing to take them on. They capture the essence of the *Key Points on Climate Justice* identified in the working paper of the Global Humanitarian Forum, 2009<sup>5</sup>. They encompass:

- 2 the need for a 'polluter pays' approach - whereby responsibility for pollution lies with the polluter
- 3 the requirement for action from states and non-state actors alike which is proportionate to their power and resources – in the name of justice the rich must do more than the poor
- 4 the fair sharing of the benefits and burdens of climate change as between states and (within states) as between individuals
- 5 the need for special action to protect the poorest communities.

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<sup>5</sup> Available from [http://issuu.com/ghf-geneva/docs/key\\_points\\_on\\_climate\\_justice](http://issuu.com/ghf-geneva/docs/key_points_on_climate_justice)

## Appendix 5: Funders

The Annual Report will give full details of all funds received and expended each year in audited accounts.

On an on-going basis funders will be acknowledged on the Foundation website at [http://www.mrfcj.org/partners\\_and\\_links/partners/funding\\_partners.html](http://www.mrfcj.org/partners_and_links/partners/funding_partners.html)

Funders as of March 2011 were:

- Bridgeway Foundation
- Irish Aid
- Mitchell Kapor Foundation
- Nduna Foundation
- NTR Foundation
- Oak Foundation
- One Foundation
- Rockefeller Brothers Fund
- Rockefeller Foundation
- Skoll Foundation
- Virgin Unite

## Appendix 6: International Advisory Council

The Mary Robinson Foundation benefits from the experience and expertise of an International Advisory Council which is available to the Trustees of the Foundation in relation to its activities.

The initial International Advisory Council consists of the following:

**Richard C. Blum** - investment banker; Chairman and President of Blum Capital, an equity investment management firm; Chair of the University of California Board of Regents

**Sir Richard Branson** - industrialist, best known for his Virgin brand of over 360 companies; one of the funders of The Elders, a small dedicated group of leaders who work objectively and without any vested personal interest to solve difficult global conflicts

**Gro Harlem Brundtland** – former Prime Minister of Norway, diplomat and physician; special Envoy on Climate Change for the UN Secretary-General; member of The Elders; former Director General of the World Health Organisation

**Ray Chambers** - philanthropist and humanitarian; the UN Secretary-General’s Envoy for Malaria (on leave of absence from role as President of News Corporation); served as Chairman of The Millennium Promise Alliance

**Sir Gordon Conway** - agricultural ecologist; President of the Royal Geographical Society; Professor of International Development at Imperial College, London; author of *The Doubly Green Revolution: Food for all in the 21<sup>st</sup> Century*

**Al Gore** - environmental activist; Nobel Peace Prize laureate; served as the 45th Vice President of the United States from 1993 to 2001

**Vartan Gregorian** – academic; President of Carnegie Corporation of New York; formerly President of New York Public Library and of Brown University

**Mo Ibrahim** - mobile communications entrepreneur; founder of Mo Ibrahim Foundation which addresses good governance across Africa and the world

**Musimbi Kanyoro** - Director of the Population Program at the Packard Foundation; formerly General Secretary of the World YWCA

**Mitch Kapor** - founder of Lotus Development Corporation; designer of Lotus 1-2-3; founder of the philanthropic Mitchell Kapor Foundation which addresses environmental health

**Her Highness Sheikha Mozah bint Nasser Al-Missned** - Chairperson of Qatar Foundation for Education, Science and Community Development; UNESCO's Special Envoy for Basic and Higher Education

**Amy Robbins** - philanthropist, businessperson; Executive Director of The Nduna Foundation, which focuses efforts and investments on improving the lives of children; Co-Founder and former Chief Operating Officer of Glenview Capital Management

**Judith Rodin** - research psychologist; President of the Rockefeller Foundation; former Provost of Yale University; former President of the University of Pennsylvania

**Jeff Sachs** – economist; Director of The Earth Institute, Columbia University; Quetelet Professor of Sustainable Development at Columbia's School of International and Public Affairs; Special Adviser to the UN Secretary-General Ban Ki-Moon

**Jeff Skoll** - engineer, businessperson and philanthropist; first President of internet auction firm eBay; founder of the Skoll Foundation which supports social entrepreneurship

**Sir Crispin Tickell** - diplomat, environmentalist, and academic; published, in 1977, *Climatic Change and World Affairs* one of the first books to highlight the dangers of human-induced global climate change

**Camilla Toulmin** – economist; Director of the International Institute for Environment & Development; formerly Director of the Drylands Programme

**Jane Wales** - President and CEO of the World Affairs Council of Northern California; Co-Founder of the Global Philanthropy Forum; Vice-President, Philanthropy and Society

**Margot Wallstrom** – European Commissioner for Industrial Relations and Communication Strategy; First Vice-President of the European Commission; former minister in Swedish government

**Tim Wirth** – President of the UN Foundation; former member of the US Senate; former Under-Secretary of State for Global Affairs in the Clinton Administration

## Appendix 7: Board of Trustees

**Tom Arnold** - agricultural economist; CEO of Concern Worldwide; former Assistant Secretary General of Irish Government Department of Agriculture and Food

**Frank Convery** – Director of the Environmental Systems Institute, University College Dublin (UCD); Honorary President, European Association of Environmental and Resource Economists

**Conor Gearty** - lawyer; Professor of Human Rights Law, London School of Economics; legal correspondent for *The Tablet*; founder of Matrix Chambers

**Jane Grimson** - Chartered Engineer; co-founder and current Director of the inter-disciplinary Centre for Health Informatics, Trinity College Dublin

**John R. Healy** - Adjunct Professor, Centre for Nonprofit Management, Trinity College Dublin; former CEO and President of The Atlantic Philanthropies; former (founding) CEO of The Irish American Partnership

**Hadeel Ibrahim** - Executive Director, Mo Ibrahim Foundation which addresses good governance across Africa and the world

**Irene Khan** - lawyer; former Secretary General of Amnesty International; former Chief of Mission in India and Deputy Director of International Protection, UN High Commission for Refugees

**Brigid Laffan** - Principal of the College of Human Sciences, UCD; former Jean Monnet Professor of European Politics in UCD; founding Director of the Dublin European Institute, UCD

**Mary Robinson** - lawyer; member of The Elders; Chancellor of Dublin University; former President of Ireland; former UN High Commissioner for Human Rights. Mary Robinson is the Chair of the Board of Trustees