



A Climate Justice POLICY BOX EMPOWERING CHANGE

DISCOVER A COLLECTION
OF **IDEAS** AND FIND GUIDANCE
FOR IMPLEMENTING CLIMATE JUSTICE
IN YOUR ORGANISATION'S POLICIES

OUR CLIMATE JUSTICE
POLICY BOX IS YOUR **KEY**
TO FOSTERING A SUSTAINABLE
AND **EQUITABLE** FUTURE

**TAKE ACTION NOW
AND BE PART OF
THE CHANGE**

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« When people with the same vision come together from different countries, develop an idea and turn it into reality, something positive emerges that can bring about change.

This is where the magic happens.

Intention

Green Diversity?! is a European project involving **five partners** from **five countries** (Austria, Finland, Germany, Italy and Spain) under the **Key Action 2 co-operation partnership of the ERASMUS + Program**, taking place from **March 2022 to February 2024**. The starting point for the development of this project is **the awareness that the climate debate would need a more effective framework**, as Climate Justice communication is often carried out by "privileged" actors who live in contexts of the world less affected by climate change and who tend to tell stories about marginalised groups by victimising people, rather than affirming their resistance.

For the global Climate Justice movement to open up and grow, **we need renewed Climate Justice narratives. This will help** include those who are personally forced to revise their lives because of the consequences of climate changes. With what goal in mind we are providing ideas on how to become active citizens and how to create resilient environments and communities.

The *Green Diversity?!* project aims precisely **to provide NGO employees and youth workers** in general **with tools to strengthen their own skills and those of young people in terms of storytelling**, in order to find new ways of telling real stories - personal, inclusive and inspiring stories that we can use in educational work and climate activism throughout Europe.

Secondly, *Green Diversity?!* aims to **create spaces for debate** (toolkits, platforms) where such stories can be hosted and disseminated to European citizens. Alongside this process, the partner associations involved initiated an internal debate to understand which critical issues related to the organisations, their work and their collaborations should be focused on in order to initiate pathways that will lead them to an increasing commitment to Climate Justice.

WHO ARE THE PARTNER ORGANISATIONS?

We are **diverse organisations, with different areas of work and of various sizes**, and we see this as the strength of our partnership. We combine the strength of our diversity with the motivation that derives from our commitment to building a more just and responsible society: **united in diversity!**

Some of us **work with volunteers** or in **development cooperation, humanitarian work** or **mobility**. But we have something in common that drives us to work together:

We see injustice around the world, we see the changing climate, and we see how this is connected.

Together we want to contribute to greater Climate Justice, so we developed this Climate Justice Policy Box to support other NGOs who feel the same need to act.



Who we are

1.



JEW Jugend Eine Welt - Don Bosco Entwicklungszusammenarbeit | Austria (lead partner):

Jugend Eine Welt (Youth One World) is an Austrian aid organisation that has been working to improve the future prospects of marginalised children and young people around the world since 1997. Following the principle "Education overcomes poverty", Jugend Eine Welt supports aid projects, schools, programmes for street children and education projects in Asia, Africa, Latin America, the Middle East and Eastern Europe.



KVT Kansainvälinen vapaaehtoistyö ry | Finland:

Kansainvälinen Vapaaehtoistyö ry (KVT) is a non-governmental organisation that promotes peace, cooperation, equality and active citizenship through voluntary work on a grass-roots level.

KVT has over 70 years of experience of voluntary work in Finland and abroad. KVT is a member of Service Civil International (SCI), an international peace organisation, and sends volunteers to projects of their partner organisations from the network.



LVIA - Lay Volunteer International Association | Italy:

LVIA is an international cooperation NGO based in Italy, that provides opportunities for active citizenship education, youth exchanges and conducts inclusion and socialisation activities in disadvantaged urban environments. Abroad, and more specifically in many African countries, it promotes pathways to peace and justice.



NEO SAPIENS | Spain:

It is a European mobility and social training company whose main aim is the design, management and implementation of education, training, entertainment, culture and transnational mobility projects. The entity also offers consulting services focused on the implementation of this kind of activities and the development of pedagogic and learning materials related to global citizenship education.



SERVICE CIVIL INTERNATIONAL | Germany:

SCI Germany is the German branch of the global SCI network, a peace organisation with a history of more than 100 years. SCI's idea is to unite young people from all over the world through voluntary work for meaningful non-profit projects. Through this, we promote respect, understanding, community and cooperation. Climate-related issues and social justice are among our core topics, as they are also crucial elements of peace.

What could be the role of civil society organisations in the ecological transition?

Non-Governmental Organisations (NGOs) have an **essential function** in the life of the international community and are to date a significant voice in the process of formulating and protecting public interests both locally and globally. **They have taken a central role in the growing phenomenon of climate change litigation**, which should be understood as a series of actions aimed at addressing breaches of substantive obligations and due diligence in relation to the prevention and mitigation of the impacts of climate change. NGOs aim to protect future generations, the most vulnerable communities they work with on a daily basis, and the ecosystems that are increasingly recognised as the subject of environmental law. Even within the EU legal framework, **NGOs contribute to the democratic legitimacy of the policy and decision-making activities of EU institutions**, which rely on NGO networks and coalitions to communicate and inform European citizens. Civil society organisations implement projects in response to European calls for proposals, and collaborate actively and transparently with members of the European Parliament on the one hand and with the Commission on the other. In addition, **NGOs play an important role in enforcement and monitoring** in many of the EU's areas of competence,

particularly in the humanitarian and environmental spheres. Indeed, in this second area of action, NGO activity has always been particularly intense in urging the Union to comply with the constraints imposed by law as well as by the main instruments of international environmental law to which it is a party. They often serve as the catalyst behind the initiation of key initiatives.

We asked ourselves:

- **How can organisations not do an internal analysis of their impact on Climate Justice?** It is an ethical obligation they owe to maintain consistency to themselves, to the members, to the workers, to the communities they engage with on an international or global level.
- **How and to what extent do NGOs contribute to Climate Justice**, invest in the green transition, and are they an active part of global action to implement the 2030 Agenda for Sustainable Development Action Plan, in particular SDG 13 Climate Action ("Take urgent action to address climate change and its impacts")?

Therefore, with this **toolbox** you have access to a **set of tools and guiding questions** for your organisation that can support you in developing **your own Climate Justice Policy**.

It includes:

- Elements for defining Climate Justice
- Understanding what a policy is and does
- Possible Leverage Points for organisations
- Checklist for your organisational assessment and planning
- Guide to the process of implementation & accountability
- Advice for communicating your policy to staff & stakeholders
- The *Green Diversity?! Partner Organisations' Policies & Examples of other policies*

This Toolbox describes and supports a process. It is up to you and your organisation to pick some tools and leave others out.



Our journey in developing a Climate Justice policy for our organisations together with this toolbox: The **participatory process is a real challenge** due to many different reasons: because there may be different visions to be discussed and one needs to know how to mediate and facilitate a participatory process; because there is a risk of forgetting someone; because it can prolong the time to conclude on a shared definition, and finally; because some organisations still have structures that are too vertical and the technical part is too separated from the administrative part and bearer of a strategic vision.

But, despite this, it turns out that a participatory process is fundamental and underpins the definition and development of policies on how to mitigate and resist climate change for at least two reasons:

The **first reason** is related to the inherent characteristics of the policy, since the more participatory the processes of defining commitments and the more collaborative and inclusive the decision-making processes are, **the stronger the impact will be**. A policy that is developed top down and among a few bureaucrats will struggle to be perceived as relatable and shared by people who engage in civil society associations, finding in it tools for collective action of active citizenship.

The **second reason** is related to the topic of the policy: fighting for Climate Justice is a **shared commitment**, which refers to the need to address climate change in an equitable and inclusive way that protects human rights, the environment and future generations.

As partners in the *Green Diversity?!* project, we also initiated a participatory process to define the pathway for the creation of this toolbox, **through meetings, facilitated workshops, interviews with association teams, and collection of feedback within organisations**. It has not been easy to find the common lowest denominators that could enable us to have a shared frame of reference, even with the flexibility to explore and deepen some specificities that characterise entities as diverse as ours, in terms of history, size, geographical and cultural origin, operational and organisational processes, as well as capabilities in terms of communication and accountability.

The result is the creation of the toolbox you are reading now, conceptualised as a set of methods, approaches, and resources made available to address the challenges toward the shared creation of participatory policy, in a totally flexible and adaptable way. The tool designed, in fact, is not a manual describing a process that must be followed closely, but is a kit intended to be supportive of civil society organisa-

tions that want to address such a complex discourse as policy design and communication.

It consists of introductory and methodological parts, addresses the strategic importance of undertaking pathways of reflection and engagement on Climate Justice, presents possible types of policies, goes into good practices and includes descriptions of the pathways and experiments undertaken by project partners in recent months.

The use that can be made of it is, therefore, multifaceted. One can consult it starting from any point and choosing a direction, one can decide to consider certain parts, select some tools that best suit one's own organisation and discard others, one can decide to delve into certain topics and from those create new paths.

So, if you want to contribute to global Climate Justice, this toolbox is just the proper item for you!



Defining Climate Justice



In Lerma, the rainfall of 2015 flooded my town, new factories contaminated the air, and buildings were sinking into wetlands. All that pushed my family out of my home. [...] This crisis is our present, but we cannot let it be our future. [...] That's why youth across the globe are uniting against corporate power, climate racism, and the deterioration of Mother Earth..

Xiye Bastida

Climate activist, Fridays for Future organiser in New York City, Co-founder of the Re-Earth Initiative and part of the Mexican Indigenous Otomi-Toltec Nation

The call for more Climate Justice is getting louder and louder. It is becoming increasingly clear that the climate crisis is **not just an environmental issue**, but also a social challenge where global injustice is particularly evident.

It is important to emphasise that the **Climate Justice movement has its historical roots in the efforts and wisdom of marginalised communities** who have long been, and continue to be, at the forefront of environmental and social justice struggles. Indigenous peoples, communities of colour and other marginalised groups have played a critical role in shaping the movement's principles and calling for just solutions. These communities often bear the brunt of environmental exploitation and social injustice through extractive industries, colonisation and systemic racism.

Addressing Climate Justice highlights how climate change is linked to existing social inequalities, in the sense that certain communities or individuals bear a greater burden of climate impact.

This makes it clear that the answer to Climate Justice is **more than changing individual consumption patterns and improving technological solutions**.

Climate Justice is **more than sustainability**, and it requires incorporating a social justice perspective into a transformation of our current system.

A focus on Climate Justice therefore raises several issues related to the climate crisis:

- Who is affected by the consequences of the climate crisis and to what extent?
- Who is responsible for greenhouse gas emissions and how is this connected to our daily consumption of products in different parts of the world? Who produces and who consumes?
- Who has access to (natural) resources?
- Who has the opportunity to adapt to climate and environmental changes?
- Who has the opportunity to participate in political decision-making processes around the climate crisis?





Reflecting on these issues, it becomes clear that the **climate crisis does not affect all people and regions equally**, but that a clear injustice can be seen in all areas of society. Everyone has different social and individual characteristics, such as social and geographical origin and affiliation, class in terms of economic and educational status, gender, physical features and appearance, age, mental health, geopolitical location in the Global South or the Global North, mobility and so on. In our world and in its diverse societies, these **characteristics are not neutral but often determine the ways in which individuals or communities are structurally, institutionally and individually disadvantaged**.

Often these injustices have their origins in centuries of exploitation of marginalised groups through colonialism, the slave trade, industrialisation, capitalism, the patriarchy and structural discrimination.

Intersectional concepts help us understand how to highlight inequalities, different forms of discrimination and the related complex and diverse experiences of the climate crisis as opposed to the privileges of those with less or no structural disadvantages.

Addressing Climate Justice requires **recognising and addressing these intersecting inequalities**.

It is about empowering marginalised communities to ensure their meaningful participation in decision-making processes and implementing policies and initiatives that prioritise equity, justice and sustainability. By recognising the injustices faced by different groups and acting accordingly, we can strive for a more equitable and inclusive response to climate change.

These realities motivated us, a group of organisations from the Global North, to further explore the different aspects of Climate Justice.

In our process of defining Climate Justice for our *Green Diversity?!* project, we used all the resources at our disposal and gathered the different ideas of what each participating organisation and stakeholder - national coordinators, trainers, local volunteers and activists, participants in our activities from different backgrounds, board members, CEOs, etc. - understand "Climate Justice", in order to grasp the scope of the term. Before developing the concept proposed here, we complemented this collection with thorough self-study and research as well as external input from thematic workshops. We encourage all readers of this Policy Box to follow a similar path, using whichever resources are available.

« *Defining Climate Justice was quite challenging. There are so many aspects to that, and our first approach was to name all the injustices that come hand in hand with the climate disasters.*

Learnings

« *I feel that sometimes climate justice is not the thing that conversations are focusing on. Mostly the talk is about climate change. But not after studying this topic, I understand that we cannot deal with this topic without the perspective of climate justice!*

During this process, we were able to identify some key principles in which Climate Justice is rooted:

- **EQUITY AND FAIRNESS:** The equitable distribution of the costs and benefits of climate action and the guarantee that the most vulnerable communities have access to resources, information and decision-making processes.
- **SHARED BUT DIFFERENTIATED RESPONSIBILITIES:** The recognition of the different historical responsibilities and capacities that countries have in dealing with climate change. The Global North, which has historically contributed the most to greenhouse gas emissions, has a greater responsibility to support the Global South in its mitigation and adaptation efforts.
- **INTERGENERATIONAL JUSTICE:** Recognising the intergenerational impacts of climate change and seeking to protect the rights and interests of future generations by taking action today to mitigate and adapt to climate change.
- **HUMAN RIGHTS-BASED APPROACH:** The protection of human rights in the context of climate change, including the rights to life, health, food, water, housing, and self-determination. Climate Justice aims to ensure that climate policies and actions respect and uphold these fundamental rights.

A complex problem requires complex approaches, and when it comes to Climate Justice, the differences between differently oriented approaches have led to innovative and useful claims.

Climate change is a problem that will **affect every country and every person in different ways**, and this emphasises the universality and relevance of the concept of Climate Justice.

Although in practice this can be a difficult and complicated process because the inclusion of one group of people could mean the exclusion of another group, **everyone can be part of the change.** If we pay particular attention to individual abilities to address different dimensions of the problem, together we can have a greater impact and realise the full potential of the concept of Climate Justice.

Following these insights, you can now start to develop your own Climate Justice policy.



What is a policy?

In short, policy can be described as a guide to action. Where there is intention, there should be action.

Policies can be **guidelines, rules, regulations, laws, principles or directives**. In our daily lives, policies are everywhere: in our relationships with family and friends, in the workplace, and in the community in which we live.

This toolbox focuses primarily on policies within organisations.

We will also present **five different examples of Climate Justice policies** that our organisations created during the process of making this toolbox. Because our organisations are diverse and work for different goals, each of our policies has its own objectives that reflect the working culture of each organisation. Although different organisations create policies for their specific circumstances, their goals and intentions remain aligned: to consistently achieve the desired standards and objectives.

Why are policies necessary?

In organisations, policies are implemented to ensure that the organisation operates in a manner consistent with its values and goals. **Policies reflect and strongly influence the vision, values, and culture of the organisation.** They define what is to be done, how to do it, who does it, and for whom. It is important to ensure that a policy is not forgotten, but that it is adopted by the entire organisation (internally and/or externally) and that it is regularly evaluated and modified to meet current needs.

What is a good policy and how to implement it?

For many reasons, organisational policies should be well-planned and carefully created. Good policies can promote and improve appropriate behaviour, manage activities, achieve consistency, and reduce organisational risk. The characteristics of a good policy may be different, but all should meet the **following requirements**:

EASY TO READ

Is the policy written in clear and understandable language as a sign of clarity in conceptual terms and the pursuit of transparency? Is everyone in your organisation and your network able to understand the content and aim of the policy?

CLEAR MESSAGE

Is the intent of driving the organisation to have a green policy well communicated? Is the broader goal to which it is intended to contribute identifiable and understandable? Does the policy have clear objectives, indicating where it wants to lead the organisation?



RELEVANT AND ALIGNED

Does the policy take into account the specific needs, values, and cultural norms of the community or organisation for which it is intended?

Does the policy resonate with the values and expectations of its stakeholders?

EASY TO MANAGE AND UPDATE

Is the policy open to comment, to shared and participatory goal-setting, to action and reaction, in a bottom-up process? Does the policy promote equity and inclusion and take into account the needs of marginalised or vulnerable stakeholders?

EASY TO IMPLEMENT

Is the policy feasible and planned in its implementation? Is it sustainable, if necessary, fundable, monitored, and subject to periodic review and adjustment? Can it be realistically implemented in a given time frame?

IN LINE WITH THE LATEST LAWS AND REGULATIONS

Is the policy in line with laws, regulations or policies at the local, national or international level? Does it also respond to principles shared by networks and coalitions the organisation might be a member of?

Since policies need to be tailored to the culture of the organisation, it is a good idea to **identify from the outset who is involved** in policy development and adoption and who will be affected by the policy. You may have, for example, the board of directors, staff, and partners who work or volunteer closely with your organisation. If you want the new policy to be understood and taken up by the constituents of the organisation, a good practice may be to involve those constituents in the policy-making process, avoiding the top-down approach.

This also creates a sense of ownership for people, who feel that they have a recognised role, that their skills are being taken into account and their experience and opinions valued.

Often the need to develop a policy begins with an analysis of the starting situation, in relation to a problem or need, and how one wants to proceed. When creating a policy, these ideas should definitely be considered.

In this toolbox we will provide tools and show examples of **how you can create a Climate Justice policy in your organisation**.

Quite a bit of new information, wouldn't you say? Don't worry!

This was also a new experience for many of us, and in the next few chapters we will guide you step by step to create a set of sustainable Climate Justice tools that will impact your entire organisation and its surroundings!

Learnings

«« *Every organisation is different, and there is no "one policy" for everyone. Every organisation should find their leverage points.*

It is important to highlight how policies can affect.

Finding your Leverage Points

To comprehend your organisation's potential for Climate Justice impact, it is vital to identify your leverage points and maintain a balance between realism and courage in your approach to taking action. Remember, every small step towards Climate Justice, when taken collectively, has the power to spark significant change and pave the way for a sustainable future.

For our organisations, we have identified certain areas as concrete fields of action that we wanted to target with our Climate Justice Policies. Due to their structure and size, some of our organisations are active in several fields, while others in very specific ones. **It is important to find out and establish for the individual organisation which fields of action are within the organisation's reach.** This requires internal processes and assessing and weighing the possibilities within and outside the respective organisation. These are the **main leverage points we have identified that help us contribute to more Climate Justice globally.** We are sure there are many more, it is up to you and your organisation to find out where you have the biggest impact or where you currently have the greatest amount of free resources to grow.

VOLUNTEERING & MOBILITIES

Volunteering & mobilities involve opportunities for individuals to engage in activities that promote Climate Justice. Our organisations offer various programs, such as international volunteer placements, to address climate-related issues.

- **Composition of participant groups:** Prioritising inclusion by ensuring that participants with fewer opportunities have equal access to our volunteering and mobility initiatives.
- **Green travel:** Promoting eco-friendly transportation options to reduce the carbon footprint of our volunteers and participants.
- **Sustainability of accommodation** for international volunteers: Prioritising sustainability and eco-conscious practices.
- **Preparation and awareness of volunteers:** Climate Justice and climate related topics are a vital part in preparation services including awareness raising.

DEVELOPMENT & HUMANITARIAN WORK

In our commitment to development and humanitarian efforts, we align our activities with Climate Justice by acting as catalysts for change and working collaboratively with partners to address climate-related challenges on the ground.

- **Bridge builder:** Acting as a bridge between communities and climate-related information, fostering climate preparedness, adaptation and resilience.
- **Focus on partners' needs and realities:** When addressing climate issues in partner projects, tailoring support to their specific environmental considerations.
- **Financing projects:** Exploring the use of environmental markers and funding mechanisms to support climate-related projects effectively.
- **Green response for humanitarian aid in emergencies:** Humanitarian response incorporates environmentally sustainable practices.
- **Minimum environmental criteria:** Implementing certain criteria to guide our projects towards climate-conscious outcomes.

ADVOCACY & EDUCATION

Advocacy and education form the core of our missions, empowering individuals to become Climate Justice champions by providing information, fostering engagement, and advocating for sustainable policies and practices.

- **Organization's network:** Actively sharing Climate Justice information within our network and engaging in knowledge exchange.
- **Joining new networks on Climate Justice:** Seeking out and participating in new networks dedicated to promoting Climate Justice.
- **Campaigning:** Advocacy efforts include campaigns that emphasise the importance of Climate Justice.
- **Green training & facilitation:** Offering training and facilitation services with a focus on environmentally responsible practices.

INTERNAL PROCESSES & STRUCTURE

Within our organisations, we prioritise sustainability and climate-conscious practices, incorporating green office initiatives, eco-friendly travel policies, and responsible public relations into our internal processes and structural framework.

- **Green office:** Implementing sustainable practices within the office environment.
- **Green travel:** Internal travel policies align with green practices.
- **Public relations:** Emphasising commitment to Climate Justice in public relations activities.

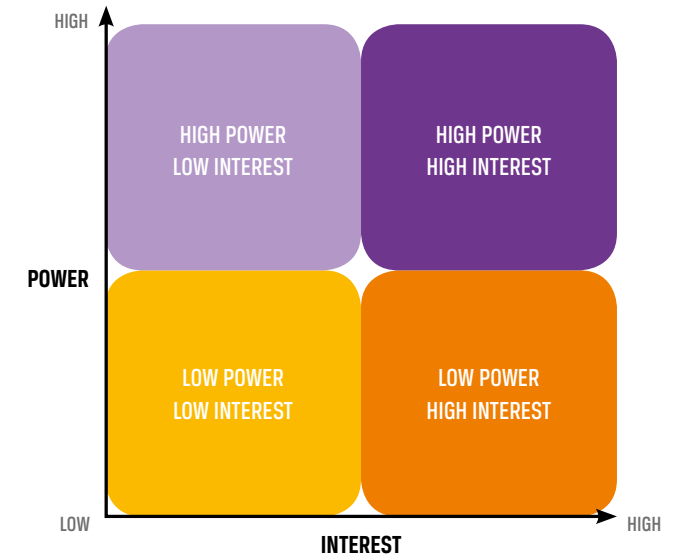


Before starting your Policy Journey

Some advice on accountability & stakeholders before creating your Climate Justice Policy. Creating a Climate Justice Policy can be seen as a journey that involves learning and growing as individuals and organisations.

Knowing *WHO* is involved in an organisation's Climate Justice policy - from its creation to its implementation and monitoring & evaluation - is crucial to bringing the policy to life. Defining each (group of) people's roles, responsibilities and accountabilities builds the basis for a successful policy. Stakeholders can be single persons, groups, teams or even organisations themselves.

Setting up a Climate Justice policy can be approached in many different ways. Deciding on **what level you include the different stakeholders** from your organisation, can strongly influence the level of their involvement in order to create commitment and compliance towards your Climate Justice policy. When defining roles, responsibilities and accountabilities, consider the following 4 major aspects: **participation, inclusion, clarity and communication.**



Learnings



*The support of the CEO/Board/Head/ is needed!
Their commitment is crucial.*




PARTICIPATION

In the design of your policy, **engage as many people as possible from all the groups that could be affected by its implementation**. This will create a feeling of participation and commitment towards the process and its output, i.e. the policy. In order to do so, it is useful to carry out an analysis on who to involve and why that person, department or stakeholder is important for brainstorming in terms of power and interest in the planning, implementation and evaluation of our policy. The lack of participation of groups impacted by the policy could generate risks and conflicts with the internal structure of the organisation or prevent the policy from being well executed.

Through these actors' participation, you **ensure a co-creative process in which those involved are informed, consulted or engaged** properly, according to their role within the policy design and implementation. Define their engagement and be clear to them as this process can involve several approaches (e.g. up to down, down to up, combining both, peer to peer, etc.). This will promote a feeling of real participation that will and can increase people's motivation, engagement and their feeling of ownership of the policy or belonging to the organisation, which will facilitate compliance with the guidelines and terms of the policy in the future.

Make sure that those in charge of the organisation not only promote the above-mentioned participation, but also set boundaries according to the organisation's real objectives and the expected impact of the policy. According to this, it is important that the person(s) guiding the policy creation are properly trained on facilitation and are aware of dynamics, tools or methods that could **generate guided spaces for individuals or teams interaction**, especially when a lot of people are involved. Along the process, generate the opportunity to share responsibility or even to question the status quo when needed, while using suitable techniques of collection, analysis and merging of the feedback from those participating.

Learnings:

- 
We need everyone in the fight for Climate Justice.
- 
It is time to speak straight, and talk about the Climate Crisis, talk about what we are already experiencing
- 
We need to understand our responsibility as the Global North, since we cause a major part of the emissions.



INCLUSION

To achieve the already mentioned participation, **set an inclusive approach to the policy development and implementation.** Make sure that the institution has predefined this approach according to its understanding of the term and the characteristics of those to be involved. This also means raising awareness about the usefulness of everyone's opinion; training people on what it means to be responsible for the creation of a policy; promoting the meeting of diverse and varied perspectives; encouraging participants' critical thinking, respect and empathy during the participative process; recognizing the effort done by those participating; etc.

According to this, ensure that all the potential groups involved in the policy implementation or impacted by it are well familiarised by those who will lead the process and are represented during its development. This means being aware of and engaging people with varied profiles or backgrounds in an equitable way, IF it is anticipated that they could be part of the policy's future managers or beneficiaries and that their participation could lead to variations in the policy or its processes (e.g. different gender participants, NEETs, young people/adults, majorities/minorities, etc.). To achieve this, **make the spaces for participation and the materials for generating policy accessible and**

tailored to the skills, competences, and capacities of those involved. Ensure that they can contribute properly IN THE SAME WAY despite their characteristics as set forth by the principles of the Universal Learning Design approach.

This will avoid tokenism, value everyone's contributions and promote real participation and engagement while meeting each participant's characteristics, aims, expectations and needs. This also enriches the policy and tailors it to the needs of the people who will be related to it.

CLARITY

In order to be feasible, **clarity plays an important role in your climate action policy and all related tasks in all stages of the policy-making process.**

Everyone involved should have clarity about what their respective roles and responsibilities are. Only then can they begin to act accordingly. Avoid too little and fuzzy information. Even when the general intention is clear, if the details are not well defined, it is easy to create misunderstandings.

Stating your intentions by giving clear facts, defini-

tions, as well as precise numbers, indicators, processes and budgets makes the implementation of your policy much easier for everyone involved. Before and during your policy journey, keep in mind what degree of clarity is necessary in order for everyone to implement it properly. This includes also e.g. necessary commitments, mandates, conflict resolution, conditions for renegotiation, etc.

COMMUNICATION

Communication is essential in our everyday lives. Sometimes it might be wise to work behind closed doors and keep everything a secret, but sometimes it might not. **Implementing a policy normally involves many different people. So why not inform them about the policy making process?**

Before starting your policy journey, take some moments to think about what your usual communication strategy regarding policies is or was until now. How much and what kind of information do you want to share with respective stakeholders in the different stages of your policy making process?

Who needs what kind of information and needs to be at the same level of knowledge as others? Information for different stakeholders may vary and need to be adapted. You can set to which degree you want to share and communicate details during your policy making process. Define ways of communication you want to use at each stage of your process (e.g. different, multiple and accessible media/ channels/ languages, written, visual, spoken, etc.).

We will continue to discuss communication in more detail in Chapter 6.3 once your Climate Justice policy is ready to go!

Before starting the process of creating your policy and to ensure its success, make sure you take care of all the previous issues properly. This way, the result obtained will be based on everyone's expectations and feedback, and will be aligned with your organisation's objectives and needs.

Your journey towards making a change!

Climate change poses a critical challenge, impacting communities worldwide. Organisations have a vital role in devising effective Climate Justice policies. You can create something great here!

CREATING YOUR POLICY

In this chapter, we'll explore the process of **organisational assessment** and **planning**, highlighting the need to tailor **strategies** to suit the unique **strengths** and **limitations** of each organisation. It's important to remember that every organisation is different, with its own set of resources and needs. According to this, this **process** is not a linear path, but rather an adaptable and flexible journey that can be moulded to fit an organisation's structure and circumstances. By learning from our experiences and being open to adjustments, we are able to forge Climate Justice policies that truly make a positive impact in the efforts against climate change.

The chapter will provide a practical proposal with a checklist and questions of guidance for you as the person in charge of facilitating the process. Notice that you will need to previously get familiar with the term of Climate Justice and maybe go further than the information proposed in this toolkit in order to see the direct relation of this issue with your concrete field of work. Consider also who else should be involved in the whole process according to the tasks to be completed on each of its stages.

Checklist and Guiding Questions for your organisational assessment, planning and creation of your Climate Justice Policy:

1. SETTING A GOAL

Create a vision for your policy, a future you would like to see and start creating it. If you can envision it, you can most likely achieve it. Those in charge of taking decisions on the organisation should be part of this initial stage, on which it will be considered the real suitability of a green policy within the whole framework of the organisation.

- Are those in charge of the organisation aware about Climate Justice and the benefits a green policy could bring to the organisation?
- What do you want to do with the policy?
- What is your organisation's motivation?
- What is the will/desire/motivation of your organisation?
- What is your dream for your organisation? Be as concrete as possible about your visions.
- How do you want to contribute to Climate Justice?
- How many resources is the organisation able to use for the development and creation of the policy? (ex. time, staff, budget, etc.).
- Can you set several specific goals as a starting proposal for the next stages?

2. Involve everyone possible

Once decision makers of the organisation have set a framework of work and objectives for it, think about who else should be involved in the process, bringing everyone to the same level and letting everyone participate. Find value in the different perspectives and be curious about your learning process.

A

Could you include different organisation members and let them participate in the process? You could start with a small group and gather information, perhaps have a working team on Climate Justice, and then gradually involve a larger group, depending on your organisation's structure.

Note: When working with partner organisations in the Global South, make sure you involve them in the process from the beginning. Get their perspective. In the end, it is all about global cooperation!

B

Has your working team read, watched, listened to information about Climate Justice? Get them familiar with the elements of Climate Justice or invite them to check content about it.

Note: the process to get here can be very individual. For example, you can have an informed group of experts from within your team who give input to the others. You can ask for external input. You can make use of a clear and already existing definition (see our process in chapter 2)

C

Redefine together the term "Climate Justice" and start creating a common definition for your organisation. Share with them your results in the initial stage, as well as the aims of your organisation, while going deeper into the topic using questions such as:

- When you think of Climate Justice and our organisation, what comes to your mind?
- Our organisation would like to make a significant contribution to greater global Climate Justice. What should we consider? In your opinion, what would be most helpful? What are we already doing "right"?
- What would help your team/your department be climate-friendly/contribute to Climate Justice? What comes to your mind? What could be challenging?
- How could your organisation contribute to Climate Justice within the next 5/10 years?

Learnings



Start with a small, dedicated team who is passionate for Climate Justice and then spread it into your organisation.

3. RESEARCH EXAMPLES & INSPIRE YOURSELF

Collecting reliable and comprehensive information and references is the foundation of an effective Climate Justice policy. Be inspired by others to facilitate your process.

A Research definitions, policies, anything that can help define Climate Justice ([see chapter 2](#)) or a policy ([see chapter 3](#) in our toolbox).

B Compare other organisations in your field. Do they have similar policies?

Note: Take inspiration from the Green Diversity?! partners' policies and look for other organisations' policies, to get some inspiration and ideas.

4. MAKING DECISIONS

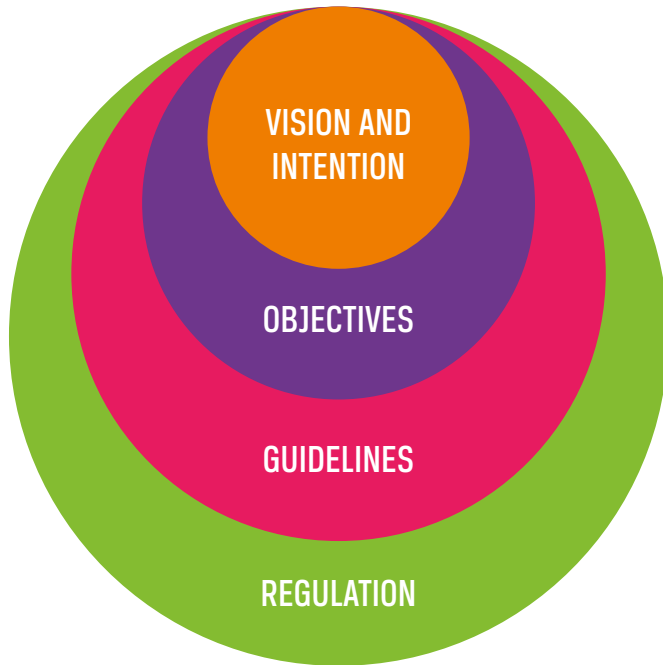
Embrace your journey of creating a policy with enthusiasm and a sense of purpose, knowing that your efforts will contribute to a more sustainable future.

A What kind of Climate Justice Policy do you want to have? It will depend on the level of commitment, resources or expectations of your organisation (either because it has been set by the decision makers of the organisation during the conception stage or by your team later on). Depending on the level of commitment and possibilities, your document could contain more or less parts that would go deeper into the topic from just intentions, to concrete processes or restrictions:



Note: The clearer you are in your policy and the clearer you define your objectives and indicators and formulate your regulations, the more impact you are going to have, and the better your staff will know what to do.

LEVEL OF DETAIL	SECTION	DESCRIPTION	EXAMPLE OF DOCUMENT
-	VISION AND INTENTION	The motivation of the policy, résumé of the changes it intends to do following the philosophy of the organisation and the benefits for the organisation and members (preferably in a language that everyone can easily understand).	A memorandum
-	OBJECTIVES	Fields of actions or goals to be reached thanks to the policy. They can be specific including indicators to be achieved and a time frame.	A declaration
+	GUIDELINES	Information related on how to apply the policy and achieve the specific objectives set through the organisation's regular actions, including concrete steps, processes, responsible staff and tools that the members should use in each situation.	A protocol
+	REGULATION	Red lines, awards, restrictions, penalties, etc. that could be related to the fulfilment (or lack of it) of the guidelines proposed by the policy (that could become compulsory).	A law

**B**

This is the moment to make decisions! Once you have your type of policy, make your team think about what could be your organisation's real leverage points or fields of action (Check chapter 4 in our toolbox). Ensure you have the right tools and methods to gather the necessary information. What are concrete actions and measures? Ask yourself:

- What would help you in your work to be "climate-friendly"?
- When you think of our project partners/donors/volunteers, what do they need to contribute to greater Climate Justice?
- Which concrete measures can be applied on the regular processes or regular tasks of the organisation?
- Who is responsible for the activities/measures you want to change?
- Be sure that your activities and actions to implement are SMART: Specific / Measurable / Achievable and Attainable / Relevant and Realistic / Time-Based.

Notice that at this stage you will probably need to collect concrete data to properly set the background for each of your new measures, as well as to define what could be done in a practical way (ex. information about the organisational waste management, consumption of goods or energy, service providers, taxes, etc.). If you do not have those data, you can set a time to properly collect them before setting your policy, as this will help you define a base line to start with.





5. EXPLORE YOUR ORGANISATION'S "INVENTORY" - DO A RESOURCE CHECK!

Take a deep dive into your organisation's resources to implement those measures or actions proposed on the previous stage. Understanding what you have at your availability will help you make strategic decisions in implementing your policy.

- Does the organisation have the necessary commitment?
- What are your resources? (time, finances, staff, etc.)
- What policies do you already have? (Can they be used in the process? Do they need revision?)
- Who are the possible stakeholders for your different leverage points or actions?

To check your capacities and give answer to the previous questions, you can use methods such as: Surveys & Questionnaires, Interviews & Focus Groups, SWOT Analysis, Improvement Recommendations (clarify areas of improvement); Financial Analysis, Employee Resources/Capacities (Choose a method, that works best for your organisation).

6. MAKING A ROADMAP TOWARDS YOUR POLICY - IT'S ALL ABOUT PLANNING!

Creating a well-thought-out roadmap is like charting a course for your policy's success. Detailed planning is essential to navigate the challenges and opportunities that lie ahead.

- What is a possible timeline for your journey towards a Climate Justice Policy? What are milestones? (Implementation, Monitoring, Evaluation ...)
- What is feasible? What is needed in your organisational context?
- What degree of clarity do we want to create, e.g. regarding necessary commitments, mandates, conflict resolution, conditions for renegotiation etc.?
- Define now who is definitely involved
- Who has which responsibilities and tasks?

7. WHO IS THE CLIMATE JUSTICE POLICY FOR? WHO ARE YOUR STAKEHOLDERS?

For identifying stakeholders and defining responsibilities and accountabilities to apply the policy, you can use many different methods.

The RACI matrix is introduced here, which distinguishes between the following roles:

R	RESPONSIBLE	Who does the job? Who helps/support to do the job?
A	ACCOUNTABLE	Who is responsible for the tasks to be done? Who is responsible for the policy to be implemented?
C	CONSULTED	Who needs to be consulted? From whom do we need feedback? Who will act on that policy and whose feedback might be important to include in the process?
I	INFORMED	Who should be informed about this activity but not give feedback on it? Who should know that this policy exists? Who should know that we are developing the policy?

Set up a matrix and define relevant tasks and stakeholders or members regarding your policy. For each task, ask yourself the role related questions from the table above and insert the capital letter for the respective role. Example:

	STAKEHOLDER 1	STAKEHOLDER 2	STAKEHOLDER 3	STAKEHOLDER 4
Task 1	A	R	C	-
Task 2	-	R/A	I	-
Task 3	A	C	R	I

After setting up the RACI Matrix, ask yourself:

- Do we have all essential activities / tasks included in the matrix?
- Do we have a responsible / accountable person for each job/activity?
- Are some actors / stakeholders left out?
- Are some actors / stakeholders overworked?
- Be realistic: Do really all of the stakeholders marked with C / I need to be consulted or informed?



Note: Keep in mind that you are also part of different networks. In which networks or associations are you present, where do you have an impact through advocacy work, for example?

In order to prevent the policy from becoming just a piece of paper or a PDF file somewhere in your organisation's intranet, keep in mind that successful implementation is essential!

8. WRITE YOUR FIRST DRAFT OF A CLIMATE JUSTICE POLICY

Putting your ideas into writing is a crucial step. Your first draft sets the foundation for your policy, providing a framework for further refinement and development.

WHO ARE THE WRITERS?

- A** Who is involved? (see RACI)
- B** How is the format and structure of the document? Our [template](#) can support this process.
- C** Allow Feedback & Review Loops
 - Involvement of internal staff & stakeholders to propose amendments
 - Compare your policy to your original goal & your utopia. Are you on track?
 - Share your policy with external stakeholders or people with specific knowledge and experience on the policy topics to check its suitability and clearness.
- D** Are we going to publicly share the document? If so, create a graphic design that makes it attractive and understandable.



Congratulations on your Climate Justice Policy!

Remember this is a process. Some steps might take longer, others are easier.

BRINGING YOUR POLICY TO LIFE

Your policy is written! And now what?

It is not enough to have a suitable, perfectly arranged and designed policy. Its effective implementation and the achievement of the expected results will show you if you have been successful. When implementing your policy, always pay attention to:

- **Fidelity:** Try to follow the roadmap that you created when designing the policy. Regularly check the objectives set and make sure that the actions taken do not deviate from your initial aims.
- **Flexibility:** Even if you try to stick to your original plan, be open to regular revisions and modifications of your policy as needed, as well as to increasing its efficiency and impact.
- **Motivation:** Policies are meaningless if there is no constant motivation (intrinsic or extrinsic) to implement them, so be persistent in their use. Sharing and recognising how the policy implementation, as well as its results and outcomes, benefit those involved is helpful along the way.
- **Access:** The policy should be well defined, written and easy to find for the organisation's team or those using it, so it can be consulted when needed or used as a protocol of action and source of information for newcomers to the organisation who need to work with it.

- **Accountability:** A well-balanced approach is essential when crafting a policy. Entities and their teams are responsible for reaching the highest level of clarity, communication, inclusion, and participation in the policy's development.
- **Celebrate!** Share and recognize the results and outcomes obtained from your policy implementation. This will increase the motivation of those participating, improve your organisation's impact and recognize the work done by those involved.

The tracking of all the previous points and analysis of the results obtained are essential to **measure the fulfilment of your policy**, as well as to fine-tune it to increase its results. You should pay attention to how much you are actually doing and what impact it makes. Only with this information can you really tell if your policy is **useful, qualitative and feasible** or if there is a need to adjust it in order to reach your objectives.

According to this, you would need to:

- **Monitor your policy:** Along with the policy implementation, regularly check how everything is going in order to detect failures, add improvements, foresee crises, overcome future obstacles, facilitate everyone's participation, etc. All the data collected will help you to improve the policy performance and give you information for future evaluations.

A regular monitoring of policies is needed in order to check if there are no external or internal issues blocking its use, but also to notice issues that could facilitate it or be an opportunity towards achieving success. This includes considering if new people, groups, external policies, social events, economic changes, etc. could modify our initial approach.

- **Evaluate its performance:** Revise the final impact that the policy had and its results once the period set for its implementation or testing has finished. This will help you develop improved versions of your policy and see if the impact expected was achieved or not. Evaluation must be the end and beginning of a circular, constantly ongoing process of improvement and amendments.

To properly monitor and evaluate your policy, it is recommended to **set up a Monitoring & Evaluation Plan** including different issues. To define the content of this plan, ask yourself:

- Are the **objectives** set SMART, well defined, easy to track and being reached?
- Which **indicators** (quantitative and qualitative) are we measuring to see if we have reached our objectives and to determine if the policy is being adhered to? Do we have enough indicators for each objective set? For example:
 - Percentage of the population involved,

- Projects implemented with certain environmental markers,
- Site visits,
- People trained,
- CO2 emissions reduced,
- Green travels carried out, etc.
- Which **tools and sources of verification** do we have to use to collect our data? For example:
 - interviews,
 - attendance list,
 - evaluation forms,
 - focus groups,
 - internal processes,
 - excel sheets,
 - online tools (Kobo Toolbox),
 - participants questionnaires, etc.

Be sure that you have all the essential conditions to get these data or decide on and set up the necessary procedures, if not already existing, to track indicators throughout your activities.

- **How often** is it useful to monitor and evaluate the policy? Do we have a concrete calendar or programme to monitor and evaluate?

- Who should be **involved** in the monitoring and evaluation process? (see [chapter 5](#) on *Before starting your policy journey*)
- How will we use the gained information afterwards? For example:
 - discussing it within the organisation to make it more efficient,
 - sharing it with stakeholders and donors,
 - including it in reports internally and/or externally,
 - improving the organisation programmes and services, etc.
- How are we going to **capitalise the results** and success obtained? For example:
 - adding it to reports to improve the organisation's role model effect,
 - using it for communication campaigns,
 - sharing them to recognize the work of those involved,
 - taking advantage to recruit more members, etc.

Some thoughts on impact measurement:

Measuring impact for Climate Justice is challenging, but it's crucial to ensure your efforts are effective. Here are three key considerations:

- **Focus on your leverage points, programmes and actions:** Identify and concentrate on your organisation's specific leverage points. These are the areas where you can make the most significant difference in advancing Climate Justice.
- **Awareness of organisational impact:** Understand how your organisation's actions contribute to the broader Climate Justice movement. This involves assessing not only the direct outcomes of your initiatives but also the ripple effects and systemic changes they may trigger.
- **Collaboration and network utilisation:** Recognize that the challenges of Climate Justice are vast and complex. You cannot save the world alone. Engage with other organisations, government entities, and individuals who share your goals. Collaborate and leverage the collective knowledge and efforts of a broader network to maximise your impact.

With your Climate Justice Policy in place and actively implemented, it's essential to share your progress and inspire others to join the movement for a more sustainable and just future. By measuring and communicating your impact effectively, you not only hold yourself accountable but also motivate and guide others towards collective positive change.

COMMUNICATION IS KEY

Now that your Climate Justice Policy is ready, it's good to communicate it somehow to your audience. Communicating our work is essential to gain the support of stakeholders. You can look at some elements that can help you make an impact and **engage your network and community**. In this chapter we focus on the communication strategy - how to make your communication effective and your message clear? We provide you with a **three-point checklist**, to think about for your communication strategy: a key message, your target audience and how your gets message communicated.

1. Find the key messages - What do we want to communicate and why?

First of all, ask yourself why you want to communicate your policy. You must identify the main message to convey. This allows you to take the first step in understanding how best to construct your communication. A document such as a policy might be complicated to understand to a new reader so it is better to use less technical language and concentrate on the key messages you want to convey.

2. Target audience - Who might be interested in learning about your policy?

The next step is to identify the target audience of your communication. Your target audience can be diverse: volunteers of your association, local authorities, educational institutions, or other organisations and associations like yours etc.

To define the target audience, it is good to first identify its characteristics: age, interests, profession, necessities and so on.

The effectiveness of a communication plan often depends on how well it targets and addresses the needs, interests, and preferences of its intended audience. This is why it's crucial to conduct audience analysis and segmentation to tailor messages and delivery methods accordingly. Defining your target will define the tone of the communication, the creativity and the medium you're going to use.

« Always remember: "Quality over quantity" - it is not effective to strive to reach a large number of people who are completely disinterested. Direct your efforts towards the right audience for better results.

3. Tailor your message - Tone of voice, channel, type of content

Now that you have established the objective(s) and the target audience of your message, you can proceed to build your communication.

- Tone of voice: what is the right tone of voice to communicate with your target group? It could be a formal or informal one, a motivating or serious one. Choose the tone of voice that fits your target audience.
- There are several suitable types of content: conferences, social media posts, press articles, videos, and many more. You can choose just one or a combination of several.
- The communication channel, such as social media, radio or newspapers, podcast, conference, etc.

But be careful! Using all channels with the intention to reach a wider audience, is not always the right thing to do. It is better to focus your energies and resources by analysing your communication strategy well and concentrating on the medium that you think is best suited to your purpose. Also think which channels motivate you the most.

Each piece of content has its own peculiarities and can be adapted with language that suits your purpose. For example, if you wanted to reach the local authorities in your area with the policy, what would be the most suitable way? An Instagram post or an article in the local newspapers?

STRATEGY TO MAKE YOUR MESSAGE MORE EFFECTIVE

There are many strategies you can apply to our communication to make it more interesting and catch the audience's attention.

- **Emphasise common interests and values with the target audience**

When drafting communication, you can highlight the common values and interests you have with your target audience e.g. ethical reasons, religious background, social activism etc.

- **Storytelling methods**

Whenever possible, use the storytelling method. Instead of communicating your policy in a descriptive way, you can use a more narrative language, for example by telling the story of how the idea of having a policy came about and what the process was to achieve it. Talk about your vision!

- **Use images and visuals to make your communication messages more recognisable**

If your purpose is to stir the reader's curiosity and to involve other people, you definitely need to include attention-grabbing images and visuals to your communication.

Remember not to take anything for granted. Some words and concepts you are familiar with may be unfamiliar to others. When writing, put yourself in the shoes of your target audience and ask yourself: is this sentence or word clear to them?

MEASURE THE EFFECTIVENESS OF YOUR COMMUNICATION.

Analysis and monitoring are essential to assess the effectiveness of the communication activities put in place and to be able to understand what worked, what did not and what the areas for future improvement are. For example social media channels provide indicators, which you can use for analysing the effectiveness of your communication. You could ask yourself: Did the target audience receive your communication? Did they understand what I was going to say? Did I reach my goals? What can I improve for the future?

Remember that communication is an ongoing process, that you should repeat to keep your Climate Justice policy alive and reachable. But this work pays off, because you can see the impact of your policy and how you can contribute to Global Climate Justice!



EXAMPLE OF TWO COMMUNICATION STRATEGIES

COMMUNICATION TO OTHER NGOS:	COMMUNICATION FOR VOLUNTEERS:
<p>What do you want to communicate:</p> <ul style="list-style-type: none"> • why it is worth creating a climate policy • it's a good practice • it's part of advocacy activities • participative process in making the policy <p>In which form can the policy best be introduce:</p> <ul style="list-style-type: none"> • short summary and abstracts about each chapter • highlight the key messages <p>To do and how:</p> <ul style="list-style-type: none"> • encourage the development of policies within other NGOs • dissemination of materials • support each other • share your experience • multiplier events • workshop on Climate Justice • share on network newsletters • network meetings 	<p>What do you want to communicate:</p> <ul style="list-style-type: none"> • direct impact on them (travel policy) • why it is important for you • support in developing the policy • follow the policy • check to see if you comply with the policy <p>In which form can the policy best be introduce:</p> <ul style="list-style-type: none"> • short summary and abstracts about each chapter • highlight the key messages • visual and hands-on • possibly digital <p>To do and how:</p> <ul style="list-style-type: none"> • include volunteers in training • share the policy on social media & website • organise events of edutainment • organise periodic evaluation workshop



Learnings

Keep your message simple, and always keep in mind your main strategy.

Keep your focus on things, what your audience wants to know.

Is it for example a problem, what you are solving for them?

TEMPLATE FOR YOUR CLIMATE JUSTICE POLICY

Mission / Vision	<p>It aligns the policy with the general nature, approach and reason for your organisation's existence. It should show how your cause is related to your work and how you are intended to contribute to it:</p> <ul style="list-style-type: none"> • Why is Climate Justice important to your organisation? • What is the aim and rationale of the policy? Why does it exist? • What kind of changes do you want to promote? • What is the impact you would like to have? • How does the policy match with the organisation's value and mission?
Objectives	<p>The concrete and specific changes that we intend to promote. It is recommended not to have too many objectives to better focus on them:</p> <ul style="list-style-type: none"> • Which concrete goals do you want to set? • In which areas? • Which specific needs do you aim to address? • Are all your objectives addressing the needs set in the section of the policy explaining the mission and vision? They should. • Who will benefit if these objectives are achieved and how?
Guidelines	<p>They define which recommendations and steps should be taken by the organisation members to contribute to the objectives of the policy:</p> <ul style="list-style-type: none"> • In which departments, areas or programmes of your organisation do you intend to apply the policy? (this section could be divided in those fields of action) • What are the concrete recommendations to be given and followed? • Who is responsible for implementing these guidelines (if any)? • Which proposals could make you more climate friendly (actions, activities, procedures, etc.)? • How flexible are your members implementing them?
Regulation	<p>The regulation is complementary to the previous section of "Guidelines" as it sets the parameters to put those measures into practice . That would mean that the organisation would implement concrete processes, not just provide recommendations for members or staff:</p> <ul style="list-style-type: none"> • Where/when should the measures be implemented? • Who is responsible for implementing them and who is responsible for tracking their success? • How is the success of these measures being tracked? Qualitative indicators, quantitative indicators, sources of verification, etc. • Is the impact or results obtained being reported (internally or externally)? How? Which tools or templates should be used for this aim? • Which concrete resources, tools, goods, etc. are offered to carry out the measures by the responsible person? • Are those completing them being awarded if successful? How? • Are those not completing them being penalised? How?

SOURCES & REFERENCES

In our pursuit of developing the Climate Justice Policy Box we have incorporated various methodologies, such as online research, interviews conducted within our partner organisations and with partners in the global south, interactive workshops as part of our capacity building training in Turin, May 2023 and the valuable insights derived from our team members' personal experiences and expertise on the subject matter.

www.green-diversity.org

Here you can access the Climate Justice policies of our partner organisations. For more detailed information on each policy, please reach out to the respective organisation directly.

Padlet - Green Diversity?!

This padlet encompasses our partner organisation's policies, valuable resources for defining Climate Justice, creating your policies and additional links to assist you in your journey.

Additionally to the padlet we provide you here with sources that were used for the development of this file.

Chapter 1:

- [EU motto | European Union \(europa.eu\)](https://european-council.europa.eu/media/en/press-room/pages/press-room.aspx?storyId=19200)
- [Priorities 2019-2024 \(europa.eu\)](https://european-council.europa.eu/media/en/press-room/pages/press-room.aspx?storyId=19200)
- [How can policy and policymaking foster ... | Open Research Europe \(europa.eu\)](https://european-council.europa.eu/media/en/press-room/pages/press-room.aspx?storyId=19200)
- [Citizens, Equality, Rights and Values programme \(europa.eu\)](https://european-council.europa.eu/media/en/press-room/pages/press-room.aspx?storyId=19200)
- [GOAL 13: Climate action | UNEP - UN Environment Programme](https://www.unep.org/goal13)

Chapter 2:

- [Padlet - " Green Diversity?" of Green Diversity Sources](#)

Capitolo 3:

- [What are policies?](#)
- [Why are policies important?](#)

Chapter 5:

- [Aubrey L. Mendelow stakeholders matrix](#)

Chapter 6.1:

- [RACI Matrix: Responsibility Assignment Matrix Guide 2023 \(project-management.com\)](#)
- [RACI matrix: A helpful tool for agile processes \(workpath.com\)](#)
- [What Is A RACI Chart: Ultimate Guide + Template & Examples\(thedigitalprojectmanager.com\)](#)

Chapter 6.2:

- [EU | Climate Action Tracker](#)
- [Measuring the success of climate change adaptation and mitigation in terrestrial ecosystems | Science](#)
- [Measuring Climate Change: The Economic and Financial Dimensions \(imf.org\)](#)



GREEN DIVERSITY?! - TEAM

Green Diversity?! is a European project involving partner organisations from five countries (Austria, Finland, Germany, Italy and Spain). We are diverse organisations, with different areas of work and sizes. Some of us work with volunteers or in development cooperation, humanitarian work or mobility. We have in common that we see injustice all over the world, we see the changing climate, and we see how this is connected. Together we want to make a contribution towards more Climate Justice and have therefore developed this toolkit to support those who feel the same need to act.

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