

# Learning Today to Transform Opportunity Tomorrow



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The achievements and learnings featured in this report would not be possible without the dedication and efforts of our grantees and partners. Thank you for your partnership.

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#### Explanation of AI use in cover photo:

The cover design includes three elements: a real, dry landscape photo, a real portrait, and an AI-generated green landscape, all integrated within a brush stroke mask. The designers of this report used an Adobe Stock image of a dry landscape as the foundation to generate a lush green landscape with Adobe Firefly AI, employing the “structure reference” feature for precise composition. For artistic exploration, the AI-generated green landscape was further adapted in Adobe Firefly to match hand-created brush stroke illustrations in the report.

Cover photo: Original image by © Somyot Sutprattanatawin, Dreamstime.com; AI-generated image by Ahoy Studios.

All operations were conducted within the Adobe ecosystem, with Adobe Stock terms allowing their images for AI model training. Adobe customer support confirmed the legitimacy of this usage. We adhered to Adobe’s AI guidelines, ensuring no sensitive information was used and keeping prompts broad. The final cover combines original and AI-generated imagery with a portrait, reflecting the Foundation’s commitment to technology-driven progress.

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Schoolchildren in Kenya  
get lunch thanks to  
the work of grantee  
Food4Education.



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# MESSAGE FROM LEADERSHIP

Nearly a year ago, The Rockefeller Foundation made a commitment unprecedented in our history: to leverage the Foundation's platform and all our capabilities to help slow the climate crisis while advancing human opportunity. We finalized a \$1-billion-dollar, five-year strategy designed to accelerate the transformations underway in the world's energy, food, health, and finance systems—and ensure people who have been historically denied access to such transformations are not left behind again.

This report is a part of that commitment. Meeting the threats and opportunities of this moment will require working at a scale and a speed as unprecedented as the climate crisis itself. We know we can only achieve our bold aspirations by adapting quickly and working with grantees, partners, and allies to accelerate those transformations. Because time is of the essence, reviewing and sharing our work—even when it doesn't work as planned—is critical to those pursuing these transformations and others.

Adapting to what we've learned is as old as The Rockefeller Foundation itself. Our founder's vision of "scientific philanthropy" rested not just on leveraging new advances and technologies, but also on applying scientific rigor to the then young and unproven field of philanthropy. As such, the Foundation has long sought to experiment, taking risks, seeing what works in the data, adapting to new information, and admitting when something doesn't work.

Learning is essential to the Rockefeller model of philanthropy. The Foundation's impact over the last 111 years is the result of adapting to lessons like those found in these pages. That history makes clear that every vaccine delivered, meal served, and electricity connection made requires a series of decisions including those that are often difficult like shuttering an initiative for lack of progress. Big change requires hard choices.

Even as we put together this report over the past few months, the Foundation has taken steps to put its lessons into practice to ensure the climate strategy's success. One lesson is the need for more than grants alone to achieve the sort of change humanity needs. The Foundation has pioneered that type of philanthropy, and it's clear we must go further.

To do so today, we have taken what we learned to reimagine how our institution works. This includes using our grant and investment capital to invest in bold ideas and visionary leaders. To augment and accelerate that work, we are also establishing and expanding capabilities, including:

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**Our capacity to connect with leaders around the world.** At a time of division and disagreement, we need to support constructive dialogue that catalyzes action beyond the convening alone.

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**Our engagement with those in public and private institutions.** As the world becomes more polarized, the Foundation needs to work with governments at all levels, as well as with multilateral institutions, to inform policy and develop the partnerships needed for scale and sustainable progress. We also must work with businesses and other investors whose interests align with the impact we seek to achieve.

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**Our programmatic functions.** We seek to accelerate the impact of our grant work by helping crowd in additional capital, quickly assess progress, and put the lessons from these efforts into practice.

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**Our endowment and operations.** To model the behavior necessary for real progress, the Foundation is taking steps to target net zero for both.

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We've taken a number of lessons to heart writing this report, and we hope you learn as much from it as we have. As we look to the future, the Foundation will continue to learn from what's working today to adapt, plan, and amplify our impact tomorrow. And we will continue to share what impact we have, and lessons we learn, in next year's report and those in the years ahead.



Onwards,

**Dr. Rajiv J. Shah**  
President,  
The Rockefeller Foundation





# EXECUTIVE SUMMARY

2023 was a dynamic year for the people we serve. Many suffered from some of climate change's worst effects: strained crops, lives uprooted, devastating floods and droughts, and unpredictable health threats. Meanwhile, others are finding new opportunity in the green transformation underway thanks to innovative climate solutions and actions that are already lifting people up while protecting the planet.

Amid the climate crisis, every institution must reimagine how it works. For philanthropies, this context throws up new challenges and opportunities to missions and organizations. It requires resolve and focus, a vast array of trusted partners and collaborators, a willingness to listen and experiment, and a large dose of humility.

The Rockefeller Foundation ("the Foundation" or "RF") sought to bring all of those and more to bear in 2023. The same can be said of this report, which follows our previous [2020-2022 Impact Report](#).

After Covid-19's upheavals and the Foundation's work amid the pandemic and in its aftermath, 2023 marked a moment of change for our institution. We re-energized some initiatives included in last year's report, reflected as we got new initiatives underway, and rededicated the institution to work at the intersection of climate and human opportunity, including in areas where we have been active for years, such as energy.

As a result, this is a snapshot of a dynamic moment. There is some clarity in impact-by-the-numbers, as seen here, achieved on a wide range of projects—tons of CO2 averted, jobs created, children fed. At the same time, there are earlier, blurrier hints of progress; signals of potential impact for more newly launched programs and alliances.

Less than a year after launching the Foundation's five-year climate strategy, this report is not meant to grade our progress but to inform it. As such, this year's report abounds with lessons learned across the span of the Foundation's 111 years and over 2023's twelve months.

So far, the Foundation has already taken steps to put these lessons into practice. Taking the risks, engaging on the front lines, leveraging the many ways we can make change require reimagining the institution. To do so, we're striving to ensure we have the right structure and capabilities in place and optimizing how we find and develop solutions, where we work, who we partner with, and how we mobilize additional capital.

# WHAT WE LEARNED

## Lean into risk.

Amid an unprecedented crisis, someone has to go first and farthest. One benefit of philanthropic capital is its flexibility, we must remember to try new things and invest early even if it means taking on risk.

## Getting as close to community as possible enables impact.

When we work closely with regional and local partners, projects are better implemented and have the most transformative and durable impact for the people in those communities. In some cases, we have found ourselves too headquarters-focused or detached from the communities we hope to serve.

## Use more than grants alone.

When the Foundation has real impact, it is often when we look beyond the traditional use of grant capital to other innovative investment structures, and work with partners to promote new ideas, host convenings, build partnerships, and mobilize capital. Thinking bigger must extend to the array of tools we bring to the table.

## We have a long way to go when it comes to being part of alliances.

Big bets require big alliances of doers, funders, conveners, and more. Sometimes, we made assumptions about how easily collaboration between actors would come, underestimating the hard work it takes.

## Speed counts, but impact comes with persistence.

Meeting our goals requires patient and consistent focus. At times impatience has hindered impact.



Maria Cristina Mosquera supports regenerative farming in Colombia's Norte del Cauca region through a grant to FUNDAEC (Foundation for the Application and Teaching of Science) for the Growing Hope Initiative.



Two employees from Nuru, supplier of the first Congolese solar mini-grid, work on the installation of new power lines in Goma, Democratic Republic of Congo. Global Energy Alliance for People and Planet.



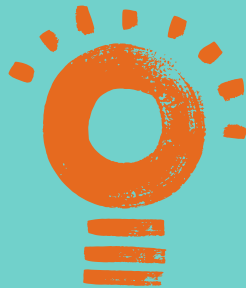
Saraswati—a Building Bridges participant—facilitates a community meeting about forest dwellers' rights over their traditional lands.



# WHAT WE AND OUR PARTNERS HELPED ACHIEVED SELECT IMPACT BY THE NUMBERS

Even at a dynamic time, when domestic and global politics are growing divisive and climate change is making life harder for the world's most vulnerable people, the Foundation and our grantees and partners were able to make considerable impact in 2023. What we accomplished together is a reminder of what's possible—and what we've learned along the way will help us transform opportunity for everyone tomorrow.

## ENERGY



**147M**  
tons of CO2 emissions averted through the provision of renewable energy

**1.2M**  
people connected to new or improved energy systems

## FOOD



**137M**  
people with improved nutrition security

**100,000+**  
produce prescription patients served

## HEALTH



**518,000**  
community health workers across 13 countries supported by stronger national community health policies, investment cases and digital tools

**61M+**  
people reached by more precise infectious disease surveillance tools

## FINANCE



**300+**  
communities reached with clean energy projects in the U.S.

**\$1B+**  
capital mobilized with a 35x leverage on the now fully committed \$30 million Zero Gap Fund



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## CHAPTER 01

# SETTING THE COURSE



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From its earliest days, The Rockefeller Foundation has sought to work with others to solve problems at their root. Together with grantees and partners, we have done this by finding new or novel uses of technological and scientific solutions and then scaling them through investments and broader partnerships. Early on, the Foundation called this scientific philanthropy. Today, we call it ‘big bets.’ By whatever name, this model has helped transform **public health, agriculture, energy systems, global finance**, and more, over the last 111 years.

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After Cyclone Freddy hit Malawi last year, the Collective Service for Risk Communication and Community Engagement (RCCE), which The Rockefeller Foundation is supporting through a grant to UNICEF USA, sprang into action with the rapid establishment and strengthening of RCCE coordination systems that helped communities build trust, establish priorities, and launch an effective response. Having an RCCE coordination platform was seen as critical for enabling a health system response to Cyclone Freddy and future health emergencies and disasters.

A big bet requires an expert team to understand and trace the latest breakthroughs in science and technology. It requires new types of partnerships and alliances. And given the era's heightened turbulence, it demands a more operational approach, leveraging *all* our strengths as a Foundation—our endowment, flexible funding and ability to move quickly, our program expertise, convening power, operations, and communications—to overcome bottlenecks, draw in partners, and implement a portfolio of solutions.

The Foundation and our partners can only hope to achieve the impact humanity so badly needs today by combining efforts and learning together. Even in relatively tranquil moments, learning and adapting with partners is a challenge. Amid an unprecedented crisis, both require dedication, discipline, cooperation, and patience.

2023 drove home the immense challenge we face on the climate front. It was the warmest year since records began in 1850. Severe weather events confronted many regions, with the most vulnerable facing the worst climate change had to offer: people all over the world are experiencing health complications from pollution and forced climate migrations, malnutrition linked to volatile weather impacting crops, and a fitful energy transition that threatens to further marginalize populations who lack access to clean and reliable power supplies.

As a result, 2023 was a transition year for the Foundation as the people we serve faced new challenges and the Foundation's work was being done in a new context. We wrapped up much of our Covid-19 work, most of which was documented in [last year's report](#). We continued many projects, adapting where it made sense. We also completed a year-long process to reimagine our work for the climate era. Our aim going forward is to develop and scale solutions designed by and with communities in need—people-centered climate solutions—with applications across all of our program areas: energy, food, health, and finance. We also agreed to walk the talk, targeting net zero for the Foundation's endowment and operations.

To make good on those commitments, we must continue to reflect and adapt. Over the past year, we spent time looking at our history—from decades ago and recent years—to understand what has worked and what has not. We also looked at successes in one part of our work for lessons that might apply to other programs. While the details of these examples may be unique to the Foundation, the lessons can apply more broadly to philanthropies and other institutions reconsidering their work today. Given the need for collective action in this era, we are sharing these lessons now for others to benefit.





# LEARNING FROM EARLIER WORK

The Rockefeller Foundation's full commitment to address climate change's impact on humanity's well-being began in 2023, but we have been working on some of these issues for almost half our history.

Our attention to climate issues has ebbed and flowed since our first climate investment in 1969, a commitment of \$2.1 million to improve environmental studies and research. Along the way, we have focused on nature-based solutions, from marsh preservation along the Louisiana coast to protecting oceans and fisheries. We sought to spur new disciplines to take on complex issues, including urban resilience and planetary health. More recently, our work with Smart Power India—now incorporated into the Global Energy Alliance for People and Planet (GEAPP)—led to a new model for clean-energy generation and delivery for communities denied the benefits of steady and reliable power.

Acknowledging we have much to learn in the climate space, we have looked across several past environmental or climate-focused programs to help us learn from collective successes and shortcomings as we move ahead. Here are a few snapshots of this work and what we have learned.

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The cumulative effects of advancing technology, massive industrialization, urban concentration, and population growth have all combined ... not only to create imminent danger to the quality of human life, but even to pose threats to life itself.

Rockefeller Foundation  
Annual Report 1969

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Sudesh Rai owns a flour mill powered by a minigrid through Smart Power India, Parsa, Bihar





**The Foundation focused on early environmental work for about 10 years in the 1970's, and then moved away from climate programming until the early 2000's.**



In the 1970s, The Rockefeller Foundation was a pioneer in funding essential early climate research. The Quality of the Environment program supported the work of the Climatic Research Unit at the University of East Anglia in Norwich, England, and funded an International Conference on Climate and History which helped establish an early scientific evidence base on the real threat of climate change.



**2008**



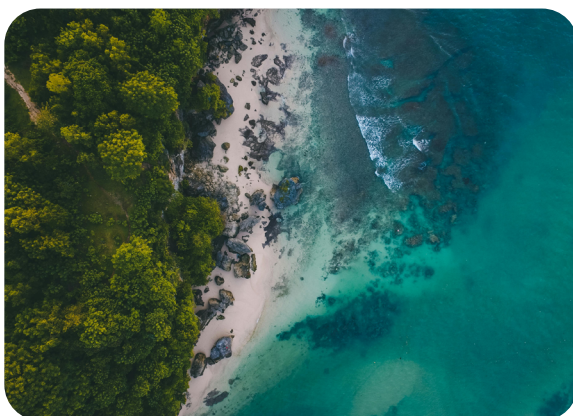
In 2008, we created the Asian Cities Climate Change Resilience Network (ACCCRN) to address the twin pressures of climate change and urbanization. Since then, the ACCCRN footprint has blossomed from work in four cities and four countries to over 60 cities in six countries (Bangladesh, India, Indonesia, The Philippines, Thailand, and Vietnam). The capacity of partners to plan, finance, coordinate, and implement climate change strategies improved in many cities, and the initiative has attracted over \$500M (eight times the Foundation investment of \$59M) in additional resources deployed by donors and national governments—from national to local—to build urban climate resilience.

**2013**

In 2013, we launched 100 Resilient Cities (100RC) to build the field of urban resilience. Over 100 Chief Resilience Officers (CRO) embedded within governments delivered more than 50 Resilience Strategies, outlining over 1,800 concrete actions and initiatives. This resulted in more than 150 collaborations between partners and cities to address city challenges, including \$230M of pledged support from platform partners and \$655M committed from national, philanthropic, and private sources to implement resilience projects. Today, the CRO network is being carried forward by our grantee Resilient Cities Network.



**2015**



In 2015, we funded the publication of Safeguarding Human Health in the Anthropocene Epoch, which brought global attention to the global health crisis associated with the erosion of our planet's natural life support systems. Planetary Health has since grown into an entire field of study, and the Foundation seeded the Planetary Health Alliance, the leading global organization for the field of Planetary Health with over 450 member organizations in more than 70 countries.

# LESSONS LEARNED



The Foundation's history in this field provides many lessons that are informing our current climate strategy. The Foundation and its partners and grantees have supported direct impact—discovering and delivering vaccines, increasing agricultural yield, and more—while also supporting new institutions and policies that have changed lives more indirectly. As the climate crisis forces us to do more of both, this history guides us with a number of lessons, including:

## Focus on measurable impact for people.

Evaluators noted that much of the Foundation's historic climate-focused work had little direct impact on people. Climate and resilience interventions such as policy change, capacity building, and alliance creation often focus on upstream interventions rather than delivering on-the-ground results for vulnerable people and communities. Given the urgency of the crisis, we are centering work on the lives of people experiencing climate change in the near term in ways that slow the crisis in the medium and long term.



Mr. Tro, a technician from the Center of Environmental Monitoring (CEM), carries out a routine check on the salinity monitoring equipment, as part of the Foundation's ACCCRN work.

## Mitigate unintended consequences.

The Foundation played a pivotal role in the "Green Revolution," which at a time of severe global malnutrition, helped contribute to global high-yield crop production increasing by 44% from 1965 through 2010, but also negatively impacted the environment. These unintended consequences led to the development of the Foundation's first climate program, Quality of the Environment, to explore the impact of intensive agricultural use of pesticides and fertilizers and find less toxic alternatives. It is essential to learn these sorts of examples and take steps to avoid or at least adapt to unintended consequences, particularly for people and planet.



Studying maize collections from the Caribbean, Chapingo (Mexico), 1962. Rockefeller Archive Center.



A woman pours water into her cement storage tank set up by TARU, The Rockefeller Foundation's India country partner for ACCCRN. Narwal Kankad, Indore, Madhya Pradesh, India.

## The power of unlikely partnerships.

Many of the early climate programs—including ACCCRN and 100RC—piloted unique public/private partnership models that were able to draw in additional capital and implement projects successfully. Going forward, results will hinge on how we assemble alliances with unlikely partners to bring in more resources, expertise, and global reach in a coordinated way.



After receiving construction materials and technical training as part of the Foundation's ACCCRN work, local community members take flood prevention into their own hands, constructing several kilometers of erosion barriers along the riverside.

## Climate requires unwavering focus.

The Foundation has prioritized climate at different times. But full impact of these efforts was not always realized amid shifting priorities. Long-term funder commitment and focus will be required to realize enduring impact.



Healthcare practitioners Nguyen Thi Mai and Thuong Thi My Dung examine a leaflet which shows measures households can take to prevent dengue fever outbreaks. The leaflets, along with posters and other educational materials, are distributed in local communities to raise awareness of dengue fever prevention measures, as part of the Foundation's ACCCRN work.

## Equity requires intention and planning.

Evaluations from our past work underscored the importance of designing programs from the outset to focus on equity. Several initiatives claimed to focus on empowering women or focusing on gender, but insufficient attention was paid to the design of those initiatives. Prioritizing equity requires persistent focus, not just aspiration.



## STORIES FROM THE FIELD: MEASURABLE CLIMATE IMPACT FOR PEOPLE

**Climate Action Focus:  
Reducing Food Waste**

Roughly a third of all food produced in the world goes to waste, generating large amounts of harmful greenhouse gases (GHGs)—in the U.S. alone, the equivalent of 42 coal-fired power plants. As part of our broader food waste initiative, in 2019, the Foundation helped the World Wildlife Fund establish a coalition to reduce food waste throughout the Pacific Northwest. This was the first ever regional, public-private partnership on food waste, which used the influence of states and cities together with the expertise of grantees to secure commitments from the private sector to measure and reduce waste.





**The Pacific Coast Food Waste Commitment has helped catalyze:**

**25%**

**reduction in food waste achieved** by regional retailers—**nearly 190,000 tons** valued at **\$311M**



Marvin Hayes of Baltimore Compost Collective holding a handful of composted soil.

| Grantee Impact   | Impacts of Unsold Food in 2022   | Change from 2019         |
|--|--|--------------------------|
|  Carbon Footprint | <b>2.6M MTCO<sub>e</sub></b><br>Equivalent to driving 619,000 cars for one year    | <b>↓ 30%</b><br>Decrease |
|  Water Footprint  | <b>141B Gallons of Water</b><br>Equivalent to 214,000 Olympic-sized swimming pools | <b>↓ 37%</b><br>Decrease |
|  Lost Sales       | <b>\$3.62B</b><br>Equivalent to 3.6% of annual regional food sales                 | <b>↓ 8%</b><br>Decrease  |
|  Meals Donated    | <b>148M Meal Equivalents</b><br>Enough to feed 135,000 people for one year         | <b>↓ 10%</b><br>Decrease |

## Co-Impact

Our history in environmental work makes clear that partners are essential to scale. The size of the climate challenge requires working in new ways with long-time allies and finding collaborations with new partners. With a focus on the power of partnerships in delivering on systems change in emerging countries, we also looked at some of our recent collaborations for lessons to guide climate partnerships in the coming years.

For example, the Foundation helped launch Co-Impact in 2017 with a \$96.5 million commitment, which included seed funding for its Foundational Fund in 2018 and a subsequent investment to stand up its Gender Fund in 2021. Co-Impact is a global donor collaborative that provides long-term, flexible funding to transform health, economic, and education systems, with a cross-cutting commitment to advancing gender equality and women's leadership. Its unique operating model—focused on building capacity alongside its grantee partners that's heavily reliant upon data to understand impact built around a collaboration of coalitions, funding partners, advisors, and experts—underscores how the slow, patient work needed to build alliances can lead to important collective action.

### Results to Date

**600M** people are estimated to be reached through improved health, education, and/or economic systems

**\$795M** mobilized across two funds: \$355M in the Foundational Fund and \$440M in the Gender Fund

**57** funding partners from 16 countries, providing long-term, flexible funding to 110 initiatives in Africa, Asia, and Latin America

To cite just one example, Co-Impact supports **Project ECHO**, which connects frontline healthcare providers in India with distant specialists in weekly “virtual clinics” to provide them the expertise to diagnose and treat complex medical conditions with cure rates equaling those of experts. To date, ECHO has helped transform healthcare access for around 65.5 million lives by training 145,589 healthcare provider participants.

## LESSONS LEARNED



The Foundation learned many lessons in supporting Co-Impact, including:

**Process design really matters.** To ensure inclusivity and broad outreach in its selection process, Co-Impact initially launched a global call for proposals. It received thousands of applications, requiring a significant workload for respondents and reviewers. By investing in regional offices, Co-Impact is engaging individuals closer to the impact, and soliciting specific proposals which has led to a fairer, more streamlined process.

**Measuring results works better when led by grantees.** When funders cede control and offer trust and guidance, grantees are able to sharpen their own skills around measurement, demonstrating impact and learning.

**For systems change, governments should own the results.** With the ultimate goal of long-term improvement of a public system, the main actor who needs to feel responsible—and to be able to claim both successes and failures—is the public system or government itself. This requires grantees and their funders to step back from claiming credit.



Co-Impact is a member of Women in Informal Employment: Globalizing and Organizing (WIEGO), an international network that aims to improve the working conditions of the working poor, especially women, in the informal economy.

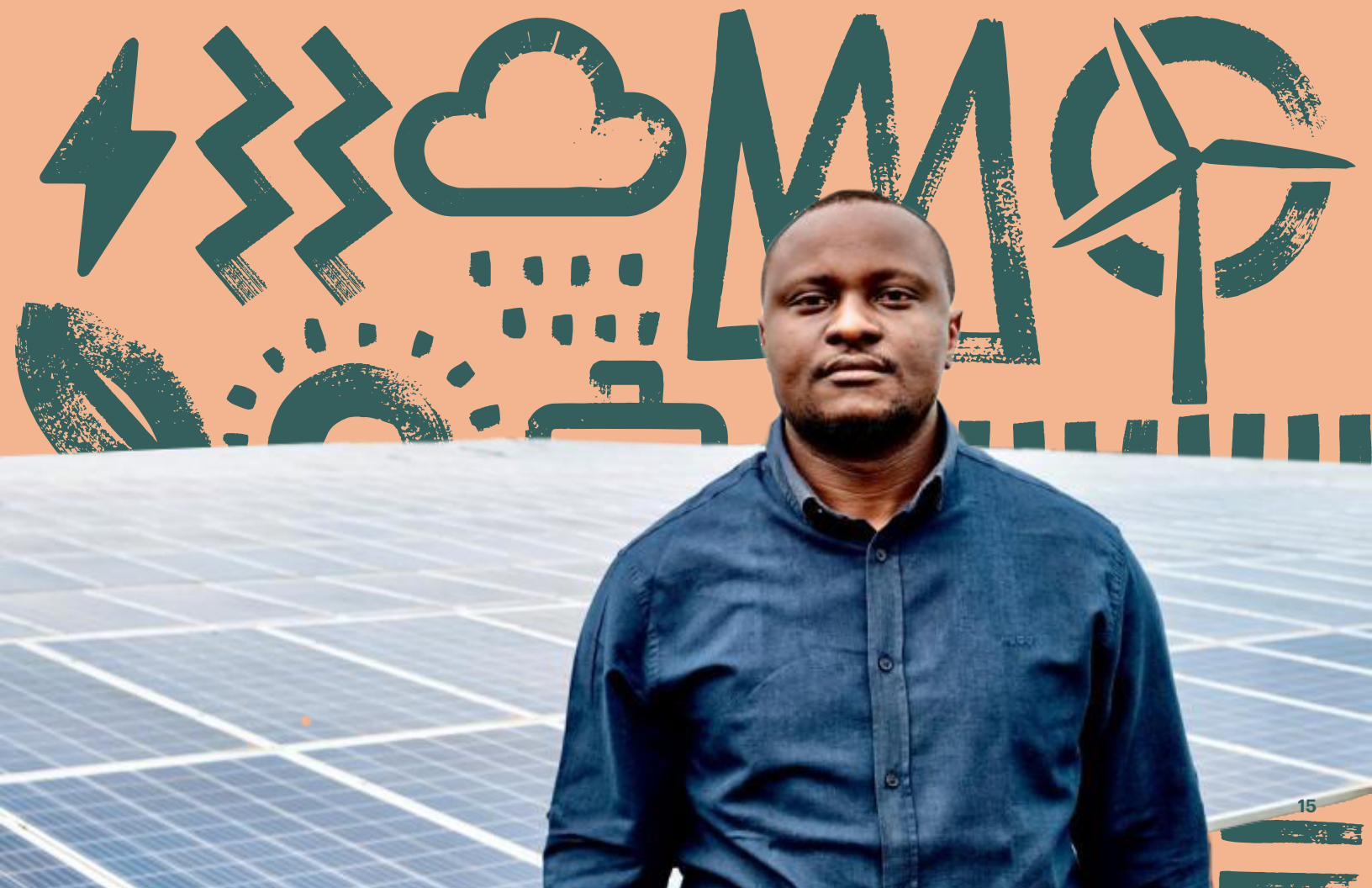
## CHAPTER 02

# ENERGY



Electricity access is the most impactful catalyst for opportunity and development, with income and energy consumption tightly correlated on every continent. And yet, estimates suggest that more than three-quarters of all emissions globally come from the energy sector. For nearly 15 years, the Foundation has worked at the intersection of both challenges—bringing renewable energy to those who lack steady power while also pushing to reduce emissions. Since no one organization will solve this, we have worked alongside diverse partners to test new ideas, learn, and adapt together.

Archip Lobo has built a coffee roastery as well as another company, one that provides families and entrepreneurs access to reliable, renewable electricity fittingly named Nuru, or “light” in Swahili.





# OUR BIG BET ON ENERGY: GEAPP

In 2021, we made the biggest bet in our history, **investing \$500 million to create and launch the Global Energy Alliance for People and Planet (GEAPP)**, along with the Ikea Foundation and Bezos Earth Fund, as a platform of partners to accelerate the speed and scale of renewable energy transition in low- and middle-income countries. GEAPP's ambition by 2030 is to avert four gigatons of carbon emissions, provide 1 billion people with new or improved energy connections, and create 150 million sustainable jobs and livelihoods.

Meeting these ambitious targets will require disrupting business-as-usual models and extending renewable energy solutions to as many people as possible while working to decommission high-polluting energy sources. It will also take time: infrastructure progress are intensive efforts.

## GEAPP Impact by the Numbers

In 2023, GEAPP, with support from the Foundation, helped:



**147MT**

**of CO2 emissions averted**  
through the provision of  
renewable energy

**1.2M**

**people connected**  
to new or improved  
energy systems



**600K**

**new jobs**  
created



**43MW**

**of power installed**

**722**

**minigrids and 902**  
**commercial and industrial**  
**solar systems deployed**



**\$1.07B**

**direct and indirect**  
**investments mobilized**  
through GEAPP

## STORIES FROM THE FIELD

With help from The Rockefeller Foundation, GEAPP, and Care Sierra Leone, Hawa Jalloh received a solar-powered freezer through the flagship Solar Harnessed Entrepreneurs (SHE) initiative. She is one of 6,000 women in 23 minigrid communities in Sierra Leone who is being supported by this project to improve incomes through the use of renewable energy.



Hawa Jalloh stands outside the shop where she sells drinks from a solar-powered freezer.

# GEAPP PROGRAM HIGHLIGHTS

## India

GEAPP partnered with local government, regulators, and donors to create a strong regulatory environment and business case for increasing deployment of distributed renewable energy (DRE) solutions as well as battery energy storage systems (BESS). GEAPP's support for state government DRE programs helped accelerate the roll-out of almost ~1GW of tenders for DREs for productive uses in the states of Maharashtra, Uttar Pradesh, and Bihar. GEAPP's support for India's first commercial-scale BESS project reached regulatory approval and is set to achieve a 50% tariff reduction with a 30% equity stake from a major commercial investor.

**50%**

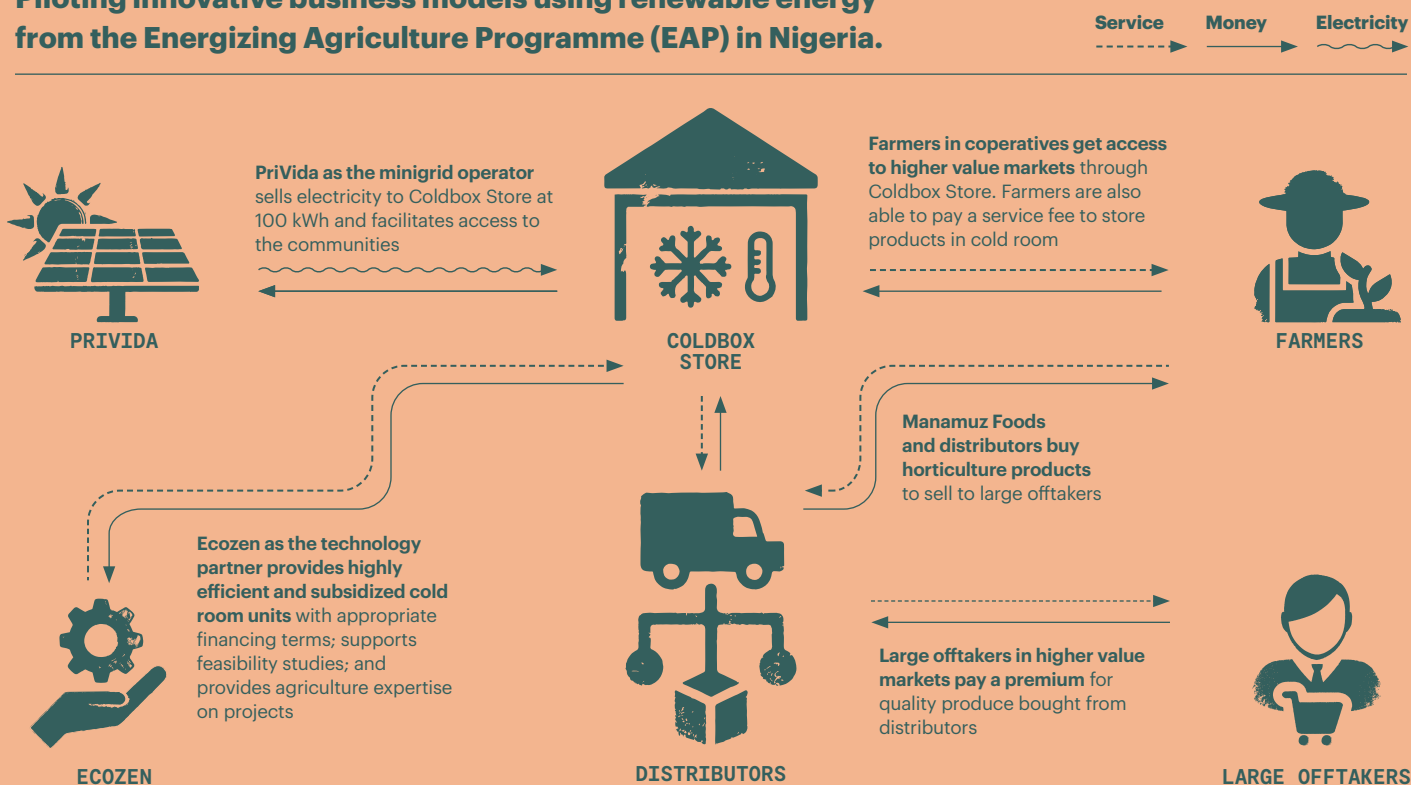
**tariff reduction achieved** because of GEAPP's support for India's first commercial-scale BESS project

**30%**

**equity stake** from a major commercial investor

### CASE STUDY

## Piloting innovative business models using renewable energy from the Energizing Agriculture Programme (EAP) in Nigeria.



Distributors pay a NGN 300/kg service fee to utilize cold rooms. Manamuz Foods serves as an anchor distributor and charges NGN100/kg to offtakers for cold transport services. Coldbox Store operates a network of cold rooms; Coldbox Store and Manamuz Foods are subsidiaries of Manamuz Foods.



**GEAPP is just one way that the Foundation is supporting accelerating energy transitions globally.**



Rose Mutiso, Research Director for the Energy Growth Hub, inspects solar panels in Amboseli National Park in Kajiado County, Kenya.

## **The Foundation is also helping improve market economics of fossil fuel displacement and clean energy projects in lower and middle-income countries (LMICs)**

The Foundation is testing the creation of a novel transaction structure to facilitate the early retirement of coal plants in emerging markets while encouraging clean energy expansion and supporting a just transition for impacted workers and communities. The transaction would cover the cost of replacing assets with renewable energy, transitioning workers and communities, and compensating for lost revenues from power contracts. The Coal to Clean Credits Initiative (CCCI) developed the first-in-market transition credits in partnership with South Pole, RMI, and VERRA and is assessing the early retirement of 246MW coal plant in the Philippines in partnership with ACEN, a local asset owner. Early findings from the assessment found a possible route to retiring the plant 10 years early by utilizing transition credits and that doing so could avert up to 19 million tons of CO2 emissions.

### **LOOKING TO THE FUTURE**

#### **Energy for Growth Hub**

When it comes to energy development, context matters. That's why the Energy for Growth Hub is developing a ten-year initiative to give African research teams time to pursue longer term projects that add to the evidence base around energy target-setting. The support comes in the form of a flexible fund.

“

**Africans are basically rendered invisible in their own policy discussions. We have to end this unworkable status quo. African research and expertise are not optional.**

**Rose Mutiso**  
Research Director of  
Energy for Growth Hub

”





Now is the time to act. We have long passed the time to promise and plan... BESS brings together partners spanning development, technology, and finance to improve access to technology, finance, research, and innovation. Bringing these things together is important in creating the ecosystem necessary for the energy transition.

**The Honorable Mia Mottley**  
Prime Minister of Barbados



## We are helping advance new high-impact energy technologies, such as Battery Energy Storage Systems (BESS) to leapfrog the energy transition

Beyond testing new innovative ways to finance energy transitions, widespread renewable electrification will require dramatic new solutions. Core to the Foundation's mission is the use of its convening power to support the widescale advancement of these solutions. The Global Leadership Council (GLC), brought together by GEAPP and co-chaired by Jonas Gahr Støre, Prime Minister of the Kingdom of Norway, and Dr. Rajiv J. Shah, President of The Rockefeller Foundation, launched the BESS Consortium, a partnership designed to galvanize the transformation of energy systems in Africa, Asia, Latin America, and the Caribbean via expanded deployment of battery energy storage systems. To date, the BESS Consortium has secured commitments from 15 LMICs to advance 19 BESS projects in their existing pipeline, totaling a collective BESS capacity of 1.2GW with support from 18 resource partners, including all major multilateral banks and leading experts such as RMI and National Renewable Energy Laboratory (NREL).

### Global Leadership Council BESS Consortium



**15**

Countries



**18**

Resource  
Partners

**19**

Projects  
in pipeline



Remaining to 2030 target  
In pipeline

**3.8GW**

**1.2GW**



## The Foundation is also helping create new alliances and coalitions to coordinate and mobilize high-impact solutions

Throughout 2023, the Foundation and the Environmental Defense Fund cohosted a series of convenings, culminating in a report on the future of Just Energy Transition Partnership (JETPs), designed to help countries plot their move away from fossil-fuel dependency. Beyond the four that now have JETPs—South Africa, Indonesia, Vietnam, and Senegal—the series identified the need to transform JETPs into “country platforms” to improve the translation of political commitments to investment dollars in real projects.

## And we also helped build local institutions to drive energy transition planning in lower and middle-income countries (LMICs)

At a time when Africa has the lowest energy consumption and highest number of young people, The Foundation’s Building Africa’s Energy Transition Architecture program works to create institutional capacity and data-driven solutions to transform power systems within local organizations, non-profits, and universities in Africa. The Foundation backed the Energy for Growth Hub to study and report on the state of energy systems modeling in Africa and beyond and launched a coalition of partners to challenge the dynamics of how energy research is structured and executed in Africa at a Bellagio Convening in July 2023. That study led to the Africa Energy Futures Initiative, an initiative to boost African expertise, targeting the creation of 10 research hubs involving 400+ African experts to guide local energy planning.



# LESSONS LEARNED FROM OUR ENERGY WORK

**The size of the energy transition requires convening and catalyzing partners—public, private, philanthropic, and others—at a scale that has few peacetime precedents. Whether as formal members of GEAPP or outside it, the Foundation has to work with a greater number of partners, across a range of sectors, and at different levels—community, province, national, and global—than perhaps we ever have.**

Though the Foundation has been working on energy projects for 15 years, 2023 was a reminder that partnering and building alliances is difficult even on easy projects, let alone complicated ones. As much as the energy transition is a work in progress, each of our partnerships including GEAPP is a work in progress. Investing the time, energy, and resources in making these partnerships work is essential but can be overlooked amid an urgent crisis.

As we seek to continue to accelerate energy transitions—and work more broadly in the climate area—we will apply several lessons, including the following.



## **Alliances require structure and continuous alignment.**

GEAPP is an alliance with more than 50 partners, working on more than 130 projects, in around 40 countries. Rallying a diverse set of stakeholders each with their own perspectives, goals, and definitions of success around a collective vision poses challenges. We are working to align priorities, implementation approaches, and consistent communication so that everyone understands their roles and is empowered to implement.

## **New institutions take time and support.**

Building a new entity at the scale and speed of GEAPP is challenging, and we have learned much along the way about how to nurture the Alliance. We need to bring more comprehensive support—program support, capital mobilization, legal, finance, and communications—and ensure strong leadership to support this big bet.

## **Measuring systems change is a challenge on its own.**

Measurement and management of impact is happening at the individual investment level, which maintains a high level of accountability for the impact of those investments. At the same time, GEAPP and its partners are working together to achieve broader systems transformation goals. For any grantmaker, it is important to strike the right balance between accountability for investment impact and contribution to broader energy system transformation.

## **Build talent locally.**

We need to invest in human capital; inspiring, training, and investing in emerging leaders in nascent industries to not only ensure success today but the talent pipeline and local leadership essential to enabling future economic growth and development. Our stakeholders, beneficiaries, and partners consistently raised the need to leverage and build embedded, local expertise that provides critical context and long-term buy-in.

## **Think beyond grants.**

Philanthropy can have a great deal of impact when we look beyond traditional grant capital, especially by catalyzing the private sector. We must continue testing blended finance models, direct equity investments, and local currency financing platforms to demonstrate the potential for philanthropic capital to derisk investment and crowd in private capital over time.

## **Achieving gender equity requires intention.**

Women are underrepresented in energy jobs and are, on average, paid 20% less than their male counterparts. Through GEAPP's work with Shortlist to support the placement of women in green energy jobs, we have seen that hiring and technical assistance interventions for energy employers can significantly increase women's earnings to 95% of their male counterparts, but over time these earnings begin to drop as men receive promotions and raises at a higher rate. Gender equity engagement with employers works, but lasting and sustainable equity will require persistence.



Energy is not the only area where a changing world is changing how we work. The Rockefeller Foundation has sought for decades to ensure people have nourishing food, good health, and economic opportunity. The perils of climate change are making these initiatives more difficult as droughts or floods make it harder to keep crops and cattle alive, viruses spread farther faster, and work becomes more depleting in harsh conditions. Scaling solutions, in turn, increasingly requires supporting innovative thinkers and doers and convening a wide array of partners.

**For 111 years, the Foundation has sought to convene and connect a diverse group of leaders to drive transformative change. With what we call our Connected Leaders Platform, we seek to convene and connect those making change in many ways and locations.**



Participants of the Bellagio Convening of the Global Women Leaders. Bellagio, Italy. June 2022.

## THE CONNECTED LEADERS PLATFORM

The Rockefeller Foundation's Bellagio Center is one pillar of our Platform. Last year at the Bellagio Center, 1,001 leaders participated in convenings and over 100 individuals from around the world completed month-long residencies. 40% of these convenings and 22% of residencies were dedicated to reversing the climate crisis.

The Foundation has also deepened our capacity in other geographies. In October 2023, the Asia Regional Office hosted the seminal AsiaXchange event in New Delhi, India, bringing together a diverse cohort of policymakers, experts, funders, and executives converged to deliberate critical climate challenges, resource gaps, and opportunities in Asia. Last year, we also opened a convening center at our headquarters in New York, hosting 82 convenings and events that included nearly 5,000 leaders from around the world. During the annual United Nations General Assembly alone, we hosted 1,500 people in New York.

## Here are some examples of how we are convening and connecting leaders to reverse and respond to the climate crisis.

### Apparel Impact Institute

The apparel industry has a significant impact on the environment, producing 1.025 gigatons of CO<sub>2</sub> annually. The Apparel Impact Institute convened at the Bellagio Center in 2023 to develop new energy and climate finance solutions towards decarbonization, pollution, and emissions reduction investments in Asia. As a result of the convening, they are developing a \$250 million blended capital solution with the International Finance Corporation to invest in decarbonization solutions.

### MERGE

The climate crisis is producing extreme weather events that threaten lives and livelihoods. With the Foundation's support for a pivotal convening at the Bellagio Center, Johns Hopkins University's Debarati Guha-Sapir and Ben Zaitchik partnered with leading public data holders to launch MERGE, a global consortium to streamline humanitarian data and response to climate-related disasters. The platform will build awareness and evidence-based policies on the human impact of climate disasters.



Villa Serbelloni,  
The Rockefeller  
Foundation Bellagio  
Center

# \$250M

**blended capital solution developed** at the Bellagio Center with the International Finance Corporation to invest in decarbonization solutions



From left to right: Danielle Goonan, Managing Director, The Rockefeller Foundation; Reverend Lennox Yearwood, President & CEO of Hip Hop Caucus; dream hampton, filmmaker and film producer

### Rising Water in Black and Brown Communities

The most vulnerable communities experience the most deleterious effects of climate change. With support from The Foundation, award-winning filmmaker and writer *dream hampton* created a set of video dispatches, in collaboration with local community organizations, to document the effect of rising Great Lakes levels on Black and Latinx communities in the Midwest. dream shared her work in our NYC Convening Center, engaging the audience in dialogue about the impacts of our changing climate on Black and Brown communities in the United States.

### LESSONS LEARNED



**Convenings need to do more than bring people together, they must catalyze action.** The Foundation has seen an increasing demand for convenings. There is a need to ensure these convenings are strategic and move from prepared scripts and inspiring conversation to action. The Foundation will continue to influence convenings to be strategic, to make the most of the opportunity of bringing leaders together, using principles of effective convenings.

**Convenings must bring together unlikely partners.** For real, durable action to follow from convenings, we need a diversity of participants around the table. Convenings that include only one perspective don't lead to innovation or new action. We will continue to emphasize that the right mix of perspectives is in the room to create value.

## CHAPTER 03

# FOOD



A rice huller in Nagaland, India supported by the work of Smart Power India, which expanded the reach of solar mini-grids to reach remote communities.

In much of the world, the food we eat is increasing human health risks, while our methods for growing that food are harming the planet. Climate change is also making it harder for many to find the food they need to live and thrive. The Foundation is working on multiple fronts to ensure the world grows, produces, and eats “Good Food,” which benefits people and planet alike.

### By The Numbers

In 2023, the Foundation and its grantees and partners helped:



**137M** people with improved nutrition security through our global Good Food Initiative



**8.6M** people served with **Good Food commitments** in the United States; and over half of these people are underserved school-age learners



**128.5M** people served across Africa and Asia

**100K+** produce prescription patients in the U.S., up from 12k in 2013

**\$3.3B** committed to **Good Food purchasing** in the United States and \$92 million in Africa



**Over \$400M** shifted to **Good Food purchasing** in Africa



The biomolecular composition of over **1,000 foods essential to humanity analyzed** so that we can understand what nutrition we can get from our food, with **37% sourced from the Global South**



Through our partnership with the Global FoodBanking Network, **13 national food banks in 10 countries tap into new sources of food salvage in agriculture, ports, and hospitality, reducing emissions while increasing nutrition access**



# OUR BIG BET ON FOOD: FOOD IS MEDICINE

Poor diets are a leading cause of death and disability around the world, and diet-related diseases like diabetes and cardiovascular disease are the principal drivers of rising health care costs in the United States—representing 90% of healthcare spending. Further, high incidence of diet-related conditions greatly exacerbated poor health outcomes and health care costs during the Covid-19 pandemic.

A range of food-based interventions—including produce prescriptions and medically tailored meals—are collectively known as “Food is Medicine (FIM)” and they hold immense promise in helping to prevent, manage, and treat chronic diseases. Our aim is to make Food is Medicine interventions accessible in the U.S. to all eligible patients as a reimbursable medical benefit, thus promoting equitable access to healthy diets, especially in underserved communities.

To do so, the Foundation began investing in 2019 and is helping partners deepen the scientific evidence and sustain the thought leadership that has elevated the issue and prompted action from insurers, big retailers, and government policymakers. The American Heart Association’s Health Care by Food initiative, launched in 2023 with Foundation support, is generating definitive clinical evidence on FIM programs and their impact on health in diverse populations.

As a result, many public and private insurers and national grocery chains are experimenting with a FIM offering. At the same time, ten states are offering, or planning to offer, FIM interventions through their Medicaid programs, while federal agencies, including the Veteran’s Health Administration and U.S. Department of Health and Human Services, are calling for more to be done. Our role in this ecosystem is to support research and evidence that will enable the benefits of FIM to reach those who most need it.

## The growing FIM momentum in the United States

2019 → 2023

12K → 100K+ produce prescription patients

2 → 10 states with approved and pending FIM programs

1 → 5 U.S. Federal agencies administering FIM funds

7 → 32 legislative actions

2 → 10 payers + 5 Food tech, investor coalition active

7 → 20+ major events; +475% media coverage since 2019

## STORIES FROM THE FIELD



Adelante Mujeres gives participants vouchers to buy produce from the farmers' market.

[Learn more >](#)

When Celerina Rojas and her seven-year-old son were both diagnosed as pre-diabetic, she knew she had to act. She turned to Adelante Mujeres’ produce prescription program, receiving \$40 per month per family member to buy fruits and vegetables, and an additional \$50 per month in farmers’ market vouchers. She lost weight, and neither she nor her son are prediabetic. Seventy percent of the families participating say at least one family member lost weight on the program, while 30 percent reduced the number of medications they were taking.

# GOOD FOOD PURCHASING

The Foundation has supported Good Food Purchasing in the U.S. since 2019. The aim is to promote food that is healthy and sustainable and that creates opportunities for small- to mid-scale farmers and historically disadvantaged farm and food businesses.

Today, institutions serving meals to over 8.6 million people daily are shifting to Good Food in partnership with our grantees. The local food organizations we partner with are creating coalitions that connect local food producers with institutional purchasers—like school meal programs—thus providing more economic stability. At that same time, people who most need nutritious foods—such as children—find better food on their plates. Increasingly, commitments to good food include commitments to reduce carbon emissions of food purchases. For example, in New York City—which is enrolled in the Good Food Purchasing Program—greenhouse gas GHG total emissions per meal decreased from 2.3 kg of CO<sub>2</sub> per meal in 2019 to 1.8 kg of CO<sub>2</sub> per meal in 2022. Read more about the potential of good food procurement [here](#) and [here](#).



In Georgia, our partner The Common Market and their grantee—the Conservation Fund’s Working Farms Fund—helped farmer Rahul Anand move his regenerative farming practice from a 2 acre to a 200 acre farm.



In Ecuador, a member of the Guayaquil Food Bank team, supported by the Global Foodbanking Network, hands over food.

## GLOBAL FOODBANKING NETWORK

In 2023, the Foundation partnered with The Global FoodBanking Network (GFN) to address food insecurity and reduce food waste and loss in ten countries across Africa, Asia, and Latin America. As a result, GFN has provided targeted support so that 13 national food banks in 10 countries can tap new sources of food salvage. This has provided food for an additional 3.8 million food insecure people in the longer term, rescuing 33,408,005 kilograms of food and avoiding an estimated 143,675 metric tons of CO<sub>2</sub> equivalent (CO<sub>2</sub>e) by recovering food destined for landfill.

13

**food banks** in 10 countries targeted through a grant to The Global FoodBanking Network

>3.8M

**food-insecure people** reached

>33.4M

**kilograms of food** rescued and distributed

~143

**metric tons of greenhouse gases avoided** by recovering food destined for landfills

### STORIES FROM THE FIELD

#### Work from our Asia Regional Office

**By 2050, the world will need to produce about 70 percent more food to feed its population, according to projections.** Growing concerns about global food security and the impact of shifting climate patterns on crops has increased the urgency fueling an Asian Institute of Technology project supported by the Foundation to identify the most carbon-efficient methods of rice cultivation. Rice is a food staple for more than 3.5 billion people around the globe, and also the world’s most water-intensive crop.

Participation in the Good Food Purchasing Program in more than 25 cities and jurisdictions is solidifying the connection between institutional purchasers, smaller-scale and underserved producers, and other sources of sustainably grown food.

### April 2023

**New York City** updates GFPP targets to include a 33% reduction in GHGs from food purchasing and consumption



### March 2023

**New Mexico** and **Minnesota** adopt universal school meals policies



### June 2022

**Illinois** removes lowest bidder requirements for school food; **California** creates \$1 QOM school meal incentive fund for good food purchasing



### October 2023

**USDA** awards \$4.4 million cooperative agreement to **RF grantee** Urban School Food Alliance to help agency transform school food procurement system

### May 2023

**New York** Senate passes Good Food NY Bill allowing preference for vendors that deliver on good food values (full passage in 2024)



### November 2022

**Colorado** adopts universal school meals, with local & equitable purchasing incentives, via ballot referendum



### February 2022

**New York City** becomes largest city to adopt Good Food Purchasing Program and makes all food purchasing data public



### December 2021

**USDA** establishes the Local Food Purchase Assistance Cooperative Agreement, largest federal program to support values-based purchasing (\$900M)

### August 2023

**Massachusetts** adopts universal free school meals

### July 2023

**Michigan** adopts universal free school meal policy

### June 2023

**Vermont** adopts universal free school meal policy



### June 2021

**Illinois** becomes first state to pursue state-level Good Food Purchasing; **California** and **Maine** become first states to adopt universal school meals

“

Historically underserved farmers have long been excluded from wholesale opportunities. Now...these farms are empowered to participate, grow, and sustain their businesses.

**Bill Green**

Executive Director,  
The Common Market Southeast

”



# GRANTEE SPOTLIGHT

Our partnership with the Chicago Food Policy Action Council gets healthier foods to schools, hospitals, correctional facilities and senior centers. Partners made important gains connecting local farmers with these institutions, for example local aggregator, The Common Market, recently ran a full district pilot through the Local Food for Schools program to source pasture raised, regenerative yogurt from local farmers into all Chicago public schools. This is just one example of how Metro Chicago's \$300M food purchasing market is creating economic opportunity for underserved farm and food businesses while getting better food on people's plates.

Erika Allen of Urban Growers Collective, which operates eight urban farms, primarily on Chicago's South Side. Ms. Allen co-designed Growing Justice and sits on its Advisory Committee. (Photo Courtesy of Urban Growers Collective)



# SCHOOL MEALS

With leadership out of our Africa Regional Office, since 2020, we have contributed to expanding the reach of healthy school meals to almost 118 million new students globally. We are seeing great gains in commitment to providing children with school meals. In Kenya, for example, the government committed to universal coverage for school meals by 2030, and reached 2.5 million children in 2023.

## STORIES FROM THE FIELD



Rosaline Wanjiru Gitau, at the cafeteria where she helps prepare school meals, Juja, Kenya.

[Learn more >](#)

## Work from our Africa Regional Office

Rosaline Wanjiru Gitau completed high school as a C- student, but it's not because she wasn't smart or didn't have dreams. Her grades suffered because there was never enough to eat. The cycle seemed destined to repeat itself, until a school lunch program disrupted generational poverty. Now, thanks to a kitchen run by Food4Education—a project of our grantee WFP and supported by The Rockefeller Foundation—her daughter Robai now gets at least one hot meal a day and intends to realize her dream to become a doctor.



We are also working to improve the quality of school meals. Alongside our partners, the Foundation has pioneered work on the new concept of fortified whole grain foods, which, on average, are 5-7X more nutritious than their refined counterparts. They can also be produced with a 20% smaller environmental footprint and can be sourced by schools at no additional cost, with very good acceptance by schoolchildren.

The Fortified Whole Grain Alliance (FWGA) aims to advance fortified whole grain adoption, particularly among school-aged children. There has been significant progress made in the three countries where FWGA is now active—Rwanda, Burundi, and Kenya—with over 300,000 children reached through various pilots and initiatives.

### Rwanda

81

schools with nearly **74,000 students reached**, as of January 2023



**Transitioning operations** of programs from World Food Programme **to government of Rwanda**

### Burundi

\$4.5M

**school feeding spending** by the government, nearly doubled

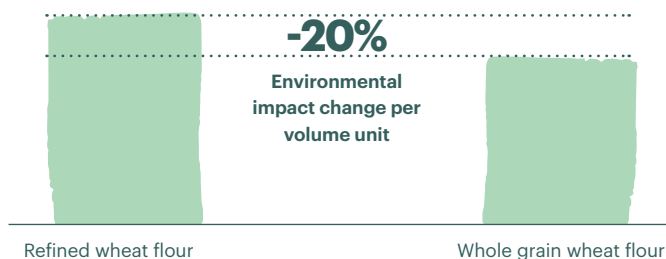
300K

**learners** consumed fortified whole grain

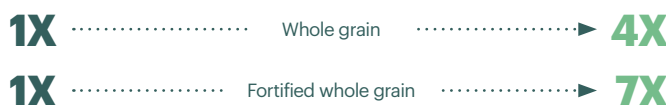
To scale the promise of quality school meals, we helped form the School Meals Coalition in 2021, which has emerged as a pivotal platform for collaboration and information exchange among member countries. Today, this coalition has generated significant political will among governments to expand and enhance the quality of school meals programs around the world. The coalition has 97 member states, 3 regional bodies, 124 partners, and 4 networked initiatives. Through the coalition's work, domestic funding continues to flow to school meals programs, despite competing priorities and more children are receiving school meals than in 2020.

## Average reduction in greenhouse gas emissions and land, water, fertilizer, and pesticide use

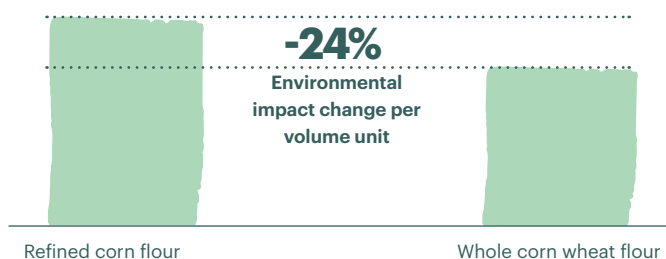
### WHEAT



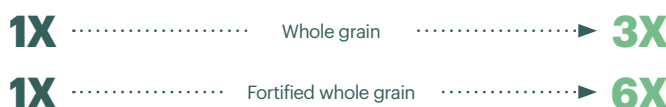
#### Nutrition impact



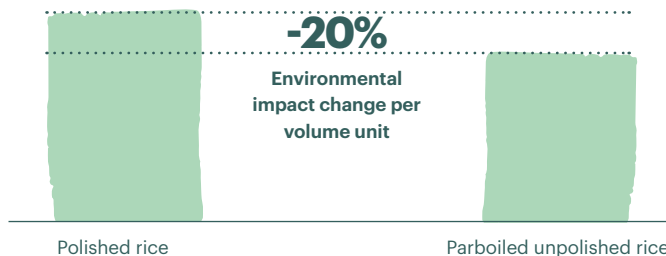
### CORN



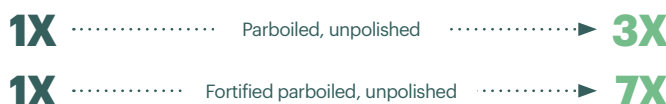
#### Nutrition impact



### RICE



#### Nutrition impact



# LESSONS LEARNED FROM OUR FOOD WORK



**This work confirms that transforming food systems is needed for people and planet. As we seek to make that a reality, we are applying several lessons, including the following.**

## **Patient grantmaking unlocks the capacity and resources necessary to seed scaling opportunities.**

We must build a shared vision of success and be realistic and clear about the roles, resources, and capabilities of partner organizations.

## **To serve high-need populations, we must address access barriers.**

For example, our grantees at Duke University found that Hispanic populations faced specific barriers to enrolling in Food is Medicine programs, including language, transportation, and fear of enrollment

leading to deportation. Other underserved communities face unique enrollment challenges, and either do not (or cannot) access the formal healthcare system.

## **The public sector's purchasing power can uniquely influence food systems**

By prioritizing the purchase of Good Food, public institutions—like schools and hospitals—can stimulate demand for healthier and more sustainably produced foods. However, to respond to this demand, food producers need support and incentives.

## **Leadership must be shared—and at times ceded.**

Through our work in fortified whole grains, school meals and Good Food, we've ceded the driver's seat to several experts and leaders around the world. As we have seen, providing support for local organizations to organize, align strategically, and build capacity is a powerful way to enable systems change. Our place-based work in Chicago and Atlanta are examples of this.

## **Where matters.**

Locating our School Meals team in our Nairobi office has enabled trusted relationships and understanding—upon which we helped build the School Meals Coalition and its community of practice. At times, remaining too headquarters-focused has hindered our progress.

School lunches, supported by The Rockefeller Foundation as part of a grant to the World Food Programme, have improved 11-year old Robai Gitau's school performance, interrupted generational poverty, and made her dream of becoming a doctor seem achievable. She's seen here in her classroom at Kuraiha Primary School in rural Juja, about 20 miles north of Nairobi, Kenya.





## CHAPTER 04

# HEALTH



A technician in Gracias a Dios, Honduras, examines blood samples to check for malaria as part of the Clinton Health Access Initiative.

In 2023, the world largely moved on from Covid-19, even if the virus still affected many. For the Foundation's health team, this transition played out in our daily work as we shifted our focus more to the health threats of climate change. We wound down our Covid-19 projects while seeking to apply many of the tools and lessons learned to a new body of work.

### By the Numbers

In 2023, the Foundation and its grantees and partners helped achieved:



518K



**community health workers** across 13 countries supported by stronger national community health policies, investment cases and digital tools

>61M



**people reached** by more precise infectious disease surveillance tools

\$100M



**leveraged** for community health systems on top of RF's \$15M funding from bilateral and multilateral donors

>380K



**people immunized** against Covid-19

95



**health institutions**—serving 27 million people—with stronger **data-informed** immunization practices



# EPIDEMIC INTELLIGENCE

Building on the learnings from **The Pandemic Prevention Initiative** identified in last year's report, a deep collaboration was established with the **WHO's Hub for Pandemic and Epidemic Intelligence** to launch the International Pathogen Surveillance Network (IPSN) to scale up pathogen genomic surveillance as a critical tool for early detection and response to pandemic threats. The IPSN now includes 108 partner organizations across 45 countries.

Our partners also strengthened disease surveillance through **wastewater surveillance**—a tool to detect and monitor a broad spectrum of established, nascent, and overlooked pathogens especially in low resource settings. The Alliance for Pathogen Surveillance Innovations—India, a group of leading scientific institutions, are collaborating in India to institutionalize multi-pathogen wastewater surveillance. Today, the surveillance is active in four major cities, reaching over 25.5 million people.

## Our work in epidemics also included the Global Vaccination Initiative. In 2023:

The Vaccination Action Network (VAN) and its management was formally transitioned to Africa CDC's Knowledge Management Hubs under the Knowledge Hubs Initiative

Implementing partners across Kenya, Malawi, Tanzania, Uganda, Zambia have been able to successfully immunize 385,000 people against Covid-19

The reach of the health workforce led by midwives and traditional therapists was extended to marginalized indigenous communities in Guatemala and Honduras

# CLIMATE X HEALTH FINANCING PRINCIPLES

On December 3, countries convened for the first-ever "Health Day" at the 2023 United Nations Climate Change Conference (COP28)—a milestone for the climate and health community. The deliberations issued the COP28 UAE Declaration on Climate and Health signed by 150 countries, including the United States and China, which acknowledged for the first time the growing health impacts of climate change and the protective health benefits of stronger climate action. Acting as a threat multiplier, climate change has increased the risk of deaths, noncommunicable diseases, the emergence and spread of infectious diseases, health emergencies, and mental health worldwide, yet little political attention had been given to the health considerations of climate action to date.

As a member of the Health Day Steering Committee, the Foundation worked with the COP28 Presidency to advance substantive climate-health political commitments at COP. Working with a coalition of global partners, including World Health Organization, the Global Fund, and the Green Climate Fund, The Rockefeller Foundation also developed the COP28 Guiding Principles for Financing Climate and Health Solutions and secured endorsements from over 40 climate and health funders, multilateral development banks, philanthropies, governments, private sector, and civil society. Released at the World Climate Action Summit, the high-level segment for Heads of State at COP28, the Guiding Principles anchored over \$1 billion USD in climate-health commitments. The historic outcome is a testament to the power of convening and coalition building to bring together typically siloed sectors of climate, health, and development to solve seemingly intractable problems like climate change.

MBDS conducting an exercise in Laos in 2019 for a joint investigation of a disease outbreak.



# PRECISION PUBLIC HEALTH

The **Precision Public Health Initiative**, launched in 2019 alongside **UNICEF**, the **Global Fund**, **Gavi**, and the **World Bank's Global Financing Facility**, helped community health workers across 13 countries in East Africa, Southern Africa, and India use data to deliver the right care at the right time. This five-year body of work, which continued amid the global pandemic, resulted in national community health policies and national data visualization tools supporting more than 518,000 community health workers.

The work led to the creation of the Community Health Roadmap, now housed within UNICEF, to continue mobilizing resources for community health systems. The global partnership created dedicated financing mechanisms, including the Africa Frontline First Catalytic Fund at the Global Fund, and a new \$100m fund for the Community Health Delivery Partnership being established at USAID and UNICEF.

Our partners also helped develop high-impact data visualization tools across three states in India—Rajasthan, Tamil Nadu, and Chhattisgarh—including a real-time tracking system (THAIMAI) for high-risk pregnancies and sick newborns that uses chatbot technology to track and record services delivered to antenatal women and children up to one year of age.

Policy implementers and data scientists in India meet to collaborate on new dengue digital platform. Photo courtesy of ARTPARK.

# DISEASE SURVEILLANCE

Because climate data can help improve health care, we supported the creation of a disease surveillance dashboard in India that can provide a risk prediction for dengue infection outbreaks four weeks in advance with 70% accuracy. Dengue is a climate-affected disease and is likely to become more common as temperatures rise. In Karnataka, the AI & Robotics Technology Park (ARTPARK) at IISc is helping integrate climate data along with other data variables into the Government of Karnataka's disease monitoring dashboard, which serves 31 districts—over 61 million people. City specific climate and disease management interventions are also introduced at Bengaluru's Smart City integrated command and control center. This has enabled the city to mobilize resources at least one week in advance of a potential outbreak. The work in Karnataka is already generating interest in other states and is expected to expand partnerships between local collaborators and our Asia Regional Office.

## STORIES FROM THE FIELD

### Work from our Asia Regional Office

#### The Mekong Basin Disease Surveillance Network

is a visionary trust-based collaboration between six diverse Mekong Basin countries—Cambodia, China, Laos, Myanmar, Thailand, and Vietnam. They regularly exchange information, participate in cross-border meetings, and receive training to enhance surveillance and detection capabilities. The pioneering model holds global potential for cross-border disease surveillance, especially as climate change alters disease patterns and creeping urbanization escalates pathogen transmissions from animals to humans.





# WHAT WE HAVE HEARD

Our collaborative efforts above helped set the stage for the Foundation's next chapter in public health, which will focus on addressing the health impacts of climate change in some of the world's most climate-vulnerable communities. Determined to get this right, the Foundation's health team spent much of the past year listening to a wide spectrum of partners and peers. Here's what they told us:

## **Act now.**

Those most affected by climate change—and often least responsible for greenhouse gas emissions—are experiencing the negative health effects of higher temperatures right now. We must act with urgency.

## **Adopt a resilience mindset.**

People living at the forefront of climate change will experience myriad health threats when temperatures rise and natural disasters occur. We don't need to focus on a single disease, instead we need to understand the potential threats before they become reality and mobilize resources to respond.

## **Work across governments.**

Health authorities at all levels of government—both multilaterally and within individual countries—need better information about how climate change will affect people's health so institutions can prepare and respond, and they need to partner with other agencies to adequately respond.

In Gracias a Dios, Honduras, a nurse takes a blood sample to test for malaria as part of an effort from the Clinton Health Access Initiative.



# LESSONS LEARNED FROM OUR HEALTH WORK

**2023 was a year of reflection and change. It is clear the world needs a transformation of health systems to better prevent, predict, detect, and respond to disease outbreaks caused or worsened by climate change. Taking time to understand the right role for RF to play in the climate and health intersection is challenging given the urgency our partners feel. But we know it would be irresponsible and unwise to run ahead without understanding what role we're best placed to play.**

As we seek to achieve our goals in 2024 and beyond, we'll benefit from insights and lessons learned over the course of our engagement and work in 2023, including:

## **Local context matters.**

In 2023, we tested several pilots to understand the role of technology in responding to climate-aggravated infections, such as the work with ARTPARK. One of the lessons we learned after the disappointment of our Pandemic Prevention Institute work is that we cannot underestimate the power of local context. The Foundation needs to practice deep listening to understand climate and health needs and priorities as they evolve. How we create matters as much as what we create.

## **Sustainability requires planning from day one.**

Some of the work the Foundation is concluding will continue because we stepped into it understanding we would be time-bound partners. As the strategy gains momentum, we must do so in coalition with leaders in the field who are well-placed to make sure the work that matters for people's health continues beyond RF and philanthropy's initial intervention.

## **Go where there is government excitement.**

For successful government engagement, it is critical to engage early and continuously, as well as understand the decision-making process and priorities. ARTPARK engaged closely with local government stakeholders to understand local needs, limitations and aspirations. This insight and close collaboration led to the development of a tool for dengue surveillance that went on to become a model for other states in India.

In the Colombian Amazon, the Amazon Conservation Team is pioneering a new Intercultural Health Care model, combining Indigenous and Western medicine.





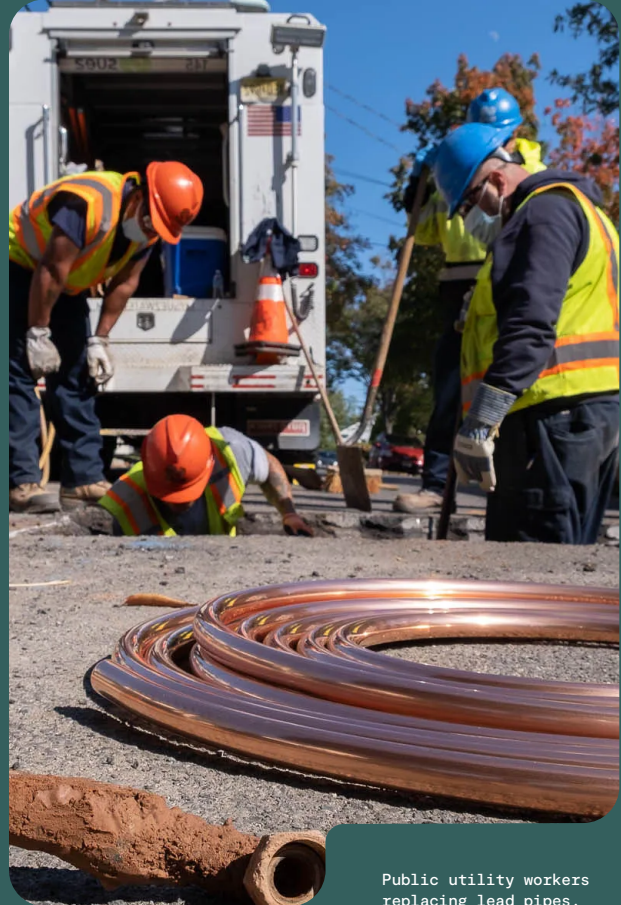
# INNOVATION STORIES



## Atlas AI

With support from the Foundation, **Atlas AI combines deep data sets and satellite imagery with the powers of AI to better plan and implement large social investments.** Founded in partnership with the Foundation in 2018, Atlas AI is developing a Climate Vulnerability Index to closely track climate hazards and their impact on public health in Sub-Saharan Africa. Other work focuses on providing policymakers with data-rich insights to accelerate economic development and promote climate-resilient infrastructure investment across the region. In Kenya, ENGIE Energy Access is using AtlasAI's platform to predict the location of optimal customers for sustainable home solar energy-powered appliances, resulting in a 48% increase in regional sales.

The Foundation has long sought to work at the frontier of technology to find new breakthroughs that support our work or deserve support on their own.



Public utility workers replacing lead pipes.

## BlueConduit

BlueConduit—which we support through the Windward Fund—is a pioneering water analytics company committed to revolutionizing water infrastructure decision making and management.

With support from the Foundation, BlueConduit has applied its machine learning models across over 100 communities and water systems in 15 states, enabling streamlined lead detection in over 80% of proposed replacements.

**>80%** of attempted replacements to locate lead streamlined



## CHAPTER 05

# FINANCE



Anya Schoolman, Executive Director of Solar United Neighbors, is helping communities take advantage of the Inflation Reduction Act of 2022 to help them incentivize and finance residential solar.

The world has many solutions to help transform the energy, food, and health systems—but only additional capital can provide the access and scale necessary. In 2023, the Foundation’s Finance team worked to close the global climate financing gap—which stands annually at \$3.5 trillion—by working to tap private and public sources while also seeking to ensure that important legislative action helps families and communities adapt and prosper.

### By the Numbers

In 2023, the Foundation and its grantees and partners helped:



**4M**

**households supported** to navigate their tax refunds

**300+**

**U.S. communities reached** with clean energy projects

**\$1B+**

**capital mobilized** for fully-funded Zero Gap Fund of 12 program-related investments—a 35x total leverage

**\$1B+**

**in new deposit commitments** for Community Development Financial Institutions (CDFIs) and Minority Depository Institutions (MDIs)

**\$40B**

**mobilized** for IMF Resilience and Sustainability Trust

**\$100B**

**total Special Drawing Rights reallocation commitments**

**\$50B**

**additional World Bank lending unlocked** through Capital Adequacy Framework reforms

# UNLOCKING U.S. CLIMATE FUNDING

The Inflation Reduction Act (IRA), which provides a dramatic increase in federal funding in the United States, is historic legislation that will help many of our partners expand work within communities that are already suffering the most due to climate change. Through the Invest in Our Future (IOF) platform, we are helping our partners leverage this funding along with other philanthropic investments. To date, IOF has deployed \$103M to 71 grantees to support technical assistance in workforce development, project development and field building.

IRA implementation furthers the impact of RF grantees. Residential Retrofits for Energy Equity provided technical assistance to introduce clean energy in more than 300 communities, resulting in 60 funded projects

These partners also leveraged grant support to secure an additional \$14.5 million in philanthropic investment and unlocked more than \$30 million in federal funding beyond the IRA.

The 30 Million Solar Homes Coalition is advocating for change in policy so that everyone can access clean energy; for example, a new law in Minnesota requires state utilities to use 100% clean energy by 2040 with provisions to streamline permitting, set minimum wage standards and prevent waste incineration plants in communities from counting towards targets.

>300

of our grantee partners provided technical assistance to introduce **clean energy**, resulting in 60 funded projects

+\$14.5M

million in **philanthropic investment** leveraged by these partners to secure grant support in philanthropic investment, going beyond the promise of IRA funding

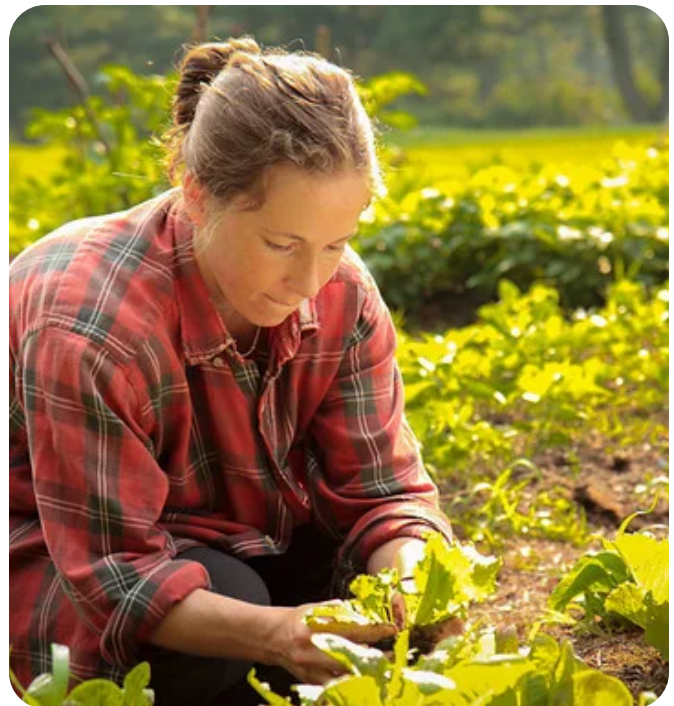
>50

projects with **16 organizations** in six states are developed by Working Power

## STORIES FROM THE FIELD

**Anya Schoolman's oldest son was 12 years old when he urged his mom to go solar.** Schoolman found it would be both expensive and complex. But instead of saying no, she said, let's bring in our neighbors and do it together. This was 2007, and the start of what would become Solar United Neighbors (SUN), now one of the most experienced groups serving low-income single families. It has helped more than 9,300 homes link up to solar panels, with over 74,000 kW installed—and is still going strong.

**On Longhaul Farm in Garrison, New York, Jason Angell and Jocelyn Apicello—co-directors of the Ecological Citizen's Project—believe countering global warming is urgent—but also not enough.** They formed a partnership with the Foundation's grantee Working Power to create locally owned solar power with a resulting revenue stream to support community priorities. Working Power is developing more than 50 projects with 16 organizations in six states. Once completed, these projects will provide a carbon offset equal to planting and maintaining 520,000 trees for ten years, and generate \$92 million in community benefits.



Jocelyn Apicello at Longhaul Farm.

# MAKING U.S. TAX POLICY MORE JUST

The U.S. tax code fundamentally shapes economic outcomes and mobility across all tiers of American society. The Foundation is collaborating to inform policies that will help American workers achieve economic stability, as well as improve how they navigate and access the tax system. For example, the [U.S. Pro-Working Families Tax Policy Initiative](#) supports organizations and collaborations to build the public demand, expertise, and capabilities to effectively leverage fiscal policy to reduce economic inequality in the U.S. This portfolio has also generated adjacent climate benefits by working on implementation of the Inflation Reduction Act, which is using the tax code to steer U.S. climate policy. Additionally, Code for America through [GetYourRefund.org](#) and [GetCTC.org](#), helped more than 4 million households navigate their tax situations, including helping more than 167,000 file and claim the Earned Income Tax Credit (EITC), Child Tax Credit (CTC), and Economic Impact Payments (EIP).

From 2021 to 2023, we also worked with coalitions across the political spectrum to advance the benefits to families and workers resulting from tax policies. The work helped fill gaps in the national tax policy ecosystem by using flexible funding to support organizations and projects pushing specific solutions, including the Emerging Voices Pooled Fund at Public Private Strategies, Fair Share for America, and Better Taxes for a Better America.

# THE ECONOMIC OPPORTUNITY COALITION

The Economic Opportunity Coalition (EOC) is designed to accelerate opportunity to create wealth in low income underserved communities across the United States. This initiative—housed within [Rockefeller Foundation Catalytic Capital](#)—strengthens Community Development Financial Institutions (CDFIs) and Minority Depository Institutions (MDIs) so that underserved people can access capital for business opportunity. To date, the initiative has secured more than \$1.3 billion in new deposit commitments for CDFIs and MDIs.

# ZERO GAP FUND

The Foundation's Innovative Finance portfolio aims to find new ways to mobilize private capital for public good in the U.S. and globally. For example, its Zero Gap Fund deploys flexible, patient, and risk-tolerant capital to catalyze private investment into strategies that address the UN Sustainable Development Goals. This impact investing is done in collaboration with the John D. and Catherine T. MacArthur Foundation and its Catalytic Capital Consortium. Through this fund, we provide catalytic capital to demonstrate new products; in parallel, the Innovative Finance team identifies grant opportunities to build pipeline for future investment and strategic field building.

One example of this is [Blue Forest](#), a conservation finance organization bringing together communities, finance, and science for high-impact forest restoration and wildfire risk reduction in the Western U.S. The work, initially seeded by a Foundation grant, is financed through a unique financing mechanism known as a [Forest Resilience Bond](#). In connection with its first Forest Resilience Bond, Blue Forest has returned all investor capital in line with expectations and restored and protected over 8,000 acres of forest and more than 27,000 acre-feet of water supply, and avoided over 27,000 megatons of wildfire carbon emissions across multiple Western States. More information on this and our other investments focused on climate is available in the most recent portfolio [report](#).

## AN EXAMPLE OF WORK FROM OUR ZGF INVESTEEES

[LeapFrog](#), an emerging market fund manager focused on health and financial inclusion, through its Emerging Consumer Fund III, cumulatively provided over 185 million emerging consumers and over 43 million unique female customers with affordable access to healthcare or financial services.

[Women's Livelihood Bond II](#), a credit fund providing seed capital loans to intermediaries and other assistance to women-owned businesses in Southeast Asia (which matured in January 2024) cumulatively reached over 114,000 women in emerging markets at a social return on investment (SROI) of \$3.57.

>8,000

acres of forest restored  
across multiple Western States

185M

emerging consumers  
with affordable access  
to healthcare or financial  
services

114K

women reached in emerging  
markets at an SROI of \$3.57



# CAPITAL ADEQUACY FRAMEWORKS

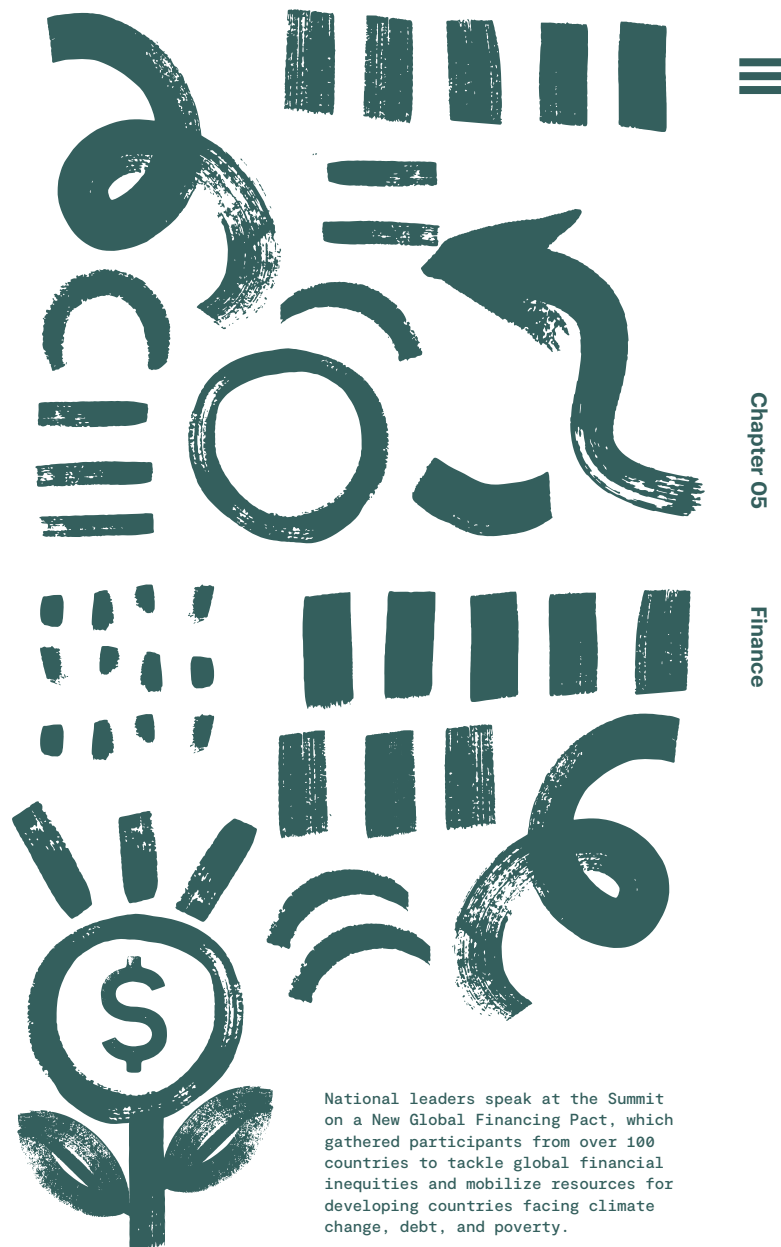
Our Global Economic Recovery work is focused on building a global financial architecture that can mobilize substantially more, and better quality, financing to support development and climate solutions for countries around the world. Within that portfolio, we helped develop the Bridgetown Initiative—led by Barbados Prime Minister Mia Mottley—which is advancing reforms to provide capital and fiscal space to developing countries.

One key element of the Bridgetown Initiative is the reforms to the capital adequacy frameworks (CAF) of the World Bank and other multilateral development banks (MDBs)—which are aimed at changing risk management to dramatically increase the amount of lending at these banks. This work, which grew out of a G20 independent experts panel supported by RF, has been advanced by collaborative RF advocacy and coalition-building efforts.

In the spring, the World Bank expanded its lending capacity by \$40 billion and, in the fall, the Asian Development Bank unlocked another \$100 billion in new lending—both through implementation of CAF reforms. There is still much implementation to do, but the coalition of like-minded governments that RF helped build around the Bridgetown Initiative continues to advocate for these CAF and other innovative finance reforms for MDBs.

Another result of the energy and advocacy around the Bridgetown Initiative was the Summit on a New Global Financing Pact, which was hosted by French President Emmanuel Macron in June 2023. Attracting heads of state from around the world, the summit created excitement around multilateral reform and the shortage of financing for climate action and other development priorities in low- and middle-income countries. The Foundation was proud to support the summit and participate. Of course, the forum's outcome also reflected some of the limits of today's multilateral summitry. Though issues like developing economy debt and the climate finance gap gained attention—and concrete progress was made in the Paris Pact for People and Planet (4Ps) on MDB reform, country platforms, and private capital mobilization—countries themselves still drive much of the support for development finance and guide the actions of multilateral institutions.

At a time when global cooperation is decreasing and domestic populism rises, the summit and RF's work in this space underscores that those seeking to make an impact for vulnerable people and communities today must push for international institutions and initiatives as well as work within nations to seek change.



National leaders speak at the Summit on a New Global Financing Pact, which gathered participants from over 100 countries to tackle global financial inequities and mobilize resources for developing countries facing climate change, debt, and poverty.



# LESSONS LEARNED FROM OUR FINANCE WORK



As we seek to scale capital needed to advance opportunity and slow the climate crisis, the Foundation will leverage lessons learned over the last year, including:

## **Impact diligence is as critical as financial viability.**

In impact investing, we often see the impact challenge described in detail. Yet it is essential that the implementation of the investment approach be well analyzed from both financial and impact generation angles.

## **Long term view needed.**

Even when investment strategies are gaining traction, it can take time to build the necessary track record and performance data for a unique product. Our learnings from the Zero Gap Fund have shown that even with some of our more innovative structures, we may need to wait several years to see whether the market is responding favorably to these new strategies and structures or not.

## **Implementers and advocates must work together.**

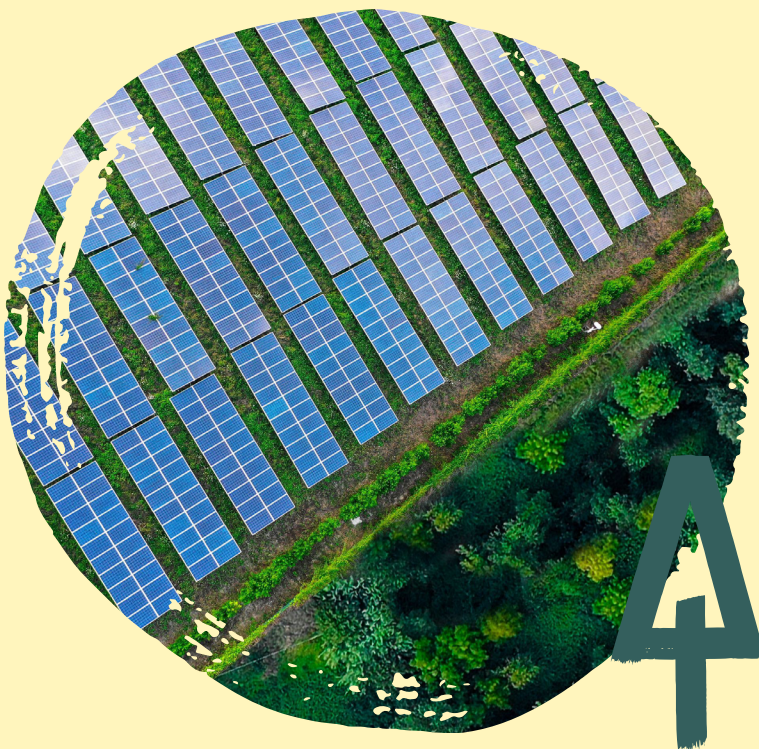
Coalitions made of implementation partners and advocacy organizations create positive feedback loops that deliver inclusive impact.

## **Sector and focus matter.**

The climate finance opportunity set is quite expansive. In order to leverage the Foundation's unique resources for high impact and effectiveness, it is important to focus on specific impact themes and markets where RF can add value and leverage Foundation expertise.

## **A solution doesn't have to be novel to be transformational.**

Instead, it needs to focus on a specific need and be accessible and understood to deliver impact—like the extension of the Earned Income Tax Credit and Child Tax Credit in support of low wage workers.





# METHODOLOGY







24 Hour Company  
 4SD Foundation  
 4SD Sarl  
 A&H Capital  
 About Fresh  
 Academy of Music Production Education and Development  
 Accelerate 500 Inc.  
 Access to Nutrition Foundation  
 Action Against Hunger USA  
 Adelante Mujeres  
 Africa Catalyzing Action for Nutrition  
 African American Alliance of CDFI CEOs  
 African Capacity Building Foundation  
 African Population and Health Research Center  
 African Venture Philanthropy Alliance Limited  
 AIDS Vaccine Advocacy Coalition  
 Alaska Community Foundation  
 Alliance for a Green Revolution in Africa  
 Alvin Ailey Dance Foundation, Inc.  
 Amalgamated Charitable Foundation Inc.  
 Amazi Water  
 Amazon Conservation Team  
 American Civil Liberties Union of West Virginia Foundation, Inc.  
 American Committee For The Tel Aviv Foundation  
 American Compass Inc  
 American Friends of Edelgive Foundation  
 American Friends of Magen David Adom  
 American Heart Association  
 American Near East Refugee Aid (Anera)

American University  
 Amref Health Africa, Inc.  
 Apolitical  
 Appalachian Community Fund, Inc.  
 Apparel Impact Institute  
 Arizona Community Foundation, Inc.  
 Arizona State University Foundation for A New American University  
 Artha Global  
 Asia Society  
 Asian Institute of Technology  
 ASK Health Asia Private Limited  
 Asset Funders Network  
 Associated Press  
 Atlantic Council of the United States, Inc.  
 AtlasAI  
 B Lab  
 Benefits Data Trust  
 Bill, Hillary & Chelsea Clinton Foundation  
 Bioversity International  
 Black Ambition Opportunity Inc.  
 Black BRAND  
 Black Economic Council of Massachusetts, Inc.  
 Black in AI  
 Black Women for Wellness  
 Blk Foundation Inc.  
 Boston University  
 Bridges Impact Foundation  
 Broadway Cares/Equity Fights Aids  
 Brookings Institution  
 Brown University  
 Cal Poly Humboldt Sponsored Programs Foundation  
 Campaign For Southern Equality  
 CARE  
 Cave Canem Foundation, Inc.

Center for Cultural and Technical Interchange Between East and West  
 Center for Effective Philanthropy  
 Center for Global Development  
 Center for Popular Democracy  
 Center for Strategic and International Studies  
 Center for Taxpayers Rights  
 Centre for Strategic and International Studies  
 Centre Pour La Recherche Economique et Ses Applications  
 CGIAR System Organization  
 Chesapeake Bay Foundation, Inc  
 CHF International  
 Chicago Council on Global Affairs  
 Chicago Food Policy Action Council  
 Clean Air Task Force  
 Climate Smart Ventures  
 Clinton Health Access Initiative (CHAI)  
 Coalition on Human Needs  
 Code for America  
 Code for Science & Society  
 Co-Impact  
 Colorado State University  
 Columbia University  
 Comic Relief  
 Common Market Georgia Inc.  
 Commonwealth Kitchen  
 Community Clinic of Maui Inc  
 Community Food Advocates Inc  
 Community Foundation for Greater Atlanta, Inc.  
 Community Partners  
 Community Services Unlimited, Inc  
 Compaz Centro de Recursos Para la Paz  
 Congressional Hispanic Caucus Institute, Inc.

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|---|---|--|
| Consumers International                           | FoodCloud   | Hispanic Business Initiative Fund of Florida, Inc.               |
| Context Global Development                        | FoodShot Global                                   | Hispanics in Philanthropy  |
| Cornell University                                | Forward   | Hivos Foundation   |
| Council for Inclusive Capitalism                  | Foundation for the Global Compact                 | Hope Alive Campaign  |
| Council for Native Hawaiian Advancement           | Foundation Institute for Strategic Studies        | Hope Enterprise Corporation                                      |
| Creative Time                                     | FRB Yuba  | Hopewell Fund  |
| CSIR Centre for Cellular and Molecular Biology    | Fundaec   | Horizon  |
| Cup of Uji  | Future of Food Entrepreneurship Program           | Horizon Capital  |
| Dalberg Catalyst                                  | Fwdus Education Fund Inc                          | Houston Minority Business Council, Inc.                          |
| Deep Medicine Circle                              | George Washington University                      | Howard University  |
| Demos Helsinki                                    | Georgetown University                             | Intrinsic Exchange Group   |
| Doctors Without Borders USA Inc                   | Georgia Budget and Policy Institute, Inc.         | Iki Mara Inc   |
| Drag Story Hour                                   | German Marshal Fund                               | Illinois Institute of Technology                                 |
| Driver's Seat Cooperative                         | Girls Who Code Inc                                | Indian Institute of Technology IIT—Delhi                         |
| Earth Genome                                      | Girls Who Invest, Inc.                            | Institute for Technology and Society of Rio de Janeiro           |
| Eastern Congo Initiative                          | GiveDirectly, Inc.                                | Institute on Taxation and Economic Policy                        |
| EAT Foundation                                    | Global Alliance for Improved Nutrition            | Intelcap Advisory Services Private Limited                       |
| Ecdysis Foundation                                | Global Alliance for Vaccine Initiative            | International Center for Research on Women                       |
| Economic Policy Institute                         | Global Alliance of Impact Networks                | International Center for Tropical Agriculture                    |
| Economic Security Project                         | Global Child Nutrition Foundation                 | International Centre for Diarrhoeal Disease Research, Bangladesh |
| Education Development Center, Inc.                | Global Citizen                                    | International Centre of Insect Physiology and Ecology            |
| Elemental Excelsior, Inc.                         | Global Fairness Initiative                        | International Development Research Centre                        |
| Elevor Equity                                     | Global Fund to Fight AIDS, Tuberculosis & Malaria | International Finance Facility for Education                     |
| Emerald Cities Collaborative, Inc.                | Global Resilient Cities Network                   | International Food Policy Research Institute                     |
| Emory University                                  | Global Sovereign Advisory                         | International Institute of Tropical Agriculture (IITA)           |
| Entertainment Industry Foundation                 | Great Lakes University Of Kisumu                  | International Maize and Wheat Improvement Center                 |
| Espacios Abiertos Puerto Rico Inc.                | Greenmap Asbl                                     | International Rescue Committee                                   |
| Ethos Farm Project                                | Harvard University                                | Intrinsic Value Exchange, Inc.                                   |
| European University Institute                     | Havos Inc.  | IsraAID (US) Global Humanitarian Assistance, Inc.                |
| Every Mother Counts                               | Hawaii Community Foundation                       |  |
| Exhale to Inhale Inc                              | Health Care Without Harm                          |  |
| Fairness WV Institute Inc                         | Helen Keller International                        |  |
| Family Health International                       | High Resolves America                             |  |
| Family Values at Work<br>A Multi-State Consortium | Higher Purpose Co.                                |  |
| Federal Institute of Technology Zurich            | Highlander Research and Education Center          |  |
| Fiocruz   |   |  |
| FIRST Global                                      |   |  |



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| Joint Center for Political and Economic Studies, Inc.                | National University of Singapore                    | Presencing Institute Inc.                                   |
| Jubilee USA Network, Inc.  | The Nature Conservancy                              | Project Everyone  |
| Kimanya-Ngeyo Foundation for Science and Education                   | Nepal Economic Forum Limited                        | Prospera  |
| Kofi Annan Foundation  | Netherland-America Foundation Incorporated          | Public Digital Limited                                      |
| KUPU   | New Alternatives for LGBT Homeless Youth            | Public Private Strategies Institute                         |
| Lattice Aquaculture Trust  | New America Foundation                              | Pulitzer Center on Crisis Reporting                         |
| Leapfrog   | New Venture Fund                                    | Purpose Global  |
| Leodoc Foundation  | New Women New Yorkers Inc                           | RadicalxChange Foundation Ltd.                              |
| Lightsmith   | New York Botanical Garden                           | Rainbow Railroad USA, Inc.                                  |
| Livelihood Capital   | New York City Energy Efficiency Corporation         | Rainforest Foundation, Inc.                                 |
| Lola Mercedes Parker Foundation (LMPF)                               | New York Community Trust                            | Reinvent Stockton Foundation                                |
| London School of Economics and Political Science                     | New York Foundation for the Arts                    | Reinvestment Partners                                       |
| London School of Hygiene and Tropical Medicine, University of London | New York Public Library                             | Resilience Education Training and Innovation Center Limited |
| Lower East Side Ecology Center                                       | New York University                                 | Resources Legacy Fund                                       |
| Mahidol University   | Northwestern University                             | Results for Development                                     |
| Make the Road New York   | Nourish Colorado                                    | RF Catalytic Capital, Inc.                                  |
| Makerere University School of Public Health                          | NREL Foundation                                     | Rio Grande Community Development Corporation                |
| Making Books Sing, Inc.  | Nutrition International                             | Rock Creek Conservancy Inc.                                 |
| Massachusetts Institute of Technology                                | Office of the First Lady for Development in Burundi | Rockefeller Archive Center                                  |
| Mayor's Fund to Advance New York City                                | Omnivore Partners Offshore Fund 2                   | Rockefeller Philanthropy Advisors                           |
| Meridian Institute   | One Acre Fund                                       | Rocky Mountain Institute/RMI                                |
| Migration Policy Institute   | Open Contracting Partnership                        | Royal Institute of International Affairs                    |
| Missouri Jobs with Justice   | Open Data Institute                                 | RSF Social Finance  |
| Missouri Organizing and Voter Engagement Collaborative               | OutRight International                              | Sand County Foundation Inc                                  |
| Mojaloop Foundation  | Ownership Works, Inc.                               | Save a Childs Heart Foundation US, Inc.                     |
| Multiplier   | Palestine Childrens Relief Fund                     | Sea Change Films, LLC                                       |
| Munich Security Conference   | Pan American Health Organization                    | Seed to Growth Foundation                                   |
| Museum for African Art   | Panorama Global                                     | Seedstars   |
| National Academy of Sciences   | Paris Peace Forum                                   | Skinner Leadership Institute Inc                            |
| National Center for Civic Innovation                                 | Partners In Health                                  | Smallholder Data Services                                   |
| National Community Stabilization Trust LLC                           | Pasteur Network Association                         | Social Science Research Council                             |
| National Employment Law Project, Inc.                                | PATH  | Solutions Journalism Network                                |
|  | Pegasus Capital Advisors                            | Sponsors for Educational Opportunity                        |
|  | Pennsylvania State University                       | Springboard to Opportunities                                |
|  | Pioneer Works                                       | St Patrick's Day Foundation NYC                             |
|  | Poets House   | Stanford University   |
|  | Pollination Capital Partners, LLC                   | State Innovation Exchange                                   |

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|---|--|--|
| State Revenue Alliance                                  | United Nations Foundation                                  | World Food Programme                     |
| Stiftelsen The Stockholm Environment Institute          | United Nations Office for Project Service (UNOPS)          | World Health Organization                |
| Sustainable Energy for All                              | United States Endowment for Forestry and Communities, Inc. | World Resources Institute                |
| Sustainable Markets Foundation                          | United Way of El Paso County                               | World Wildlife Fund                      |
| Syrian American Medical Society Foundation              | University College London                                  | Yale Student Environmental Coalition Inc |
| TechnoServe   | University of Arizona                                      | Yunus Social Business GmbH               |
| Texas Tribune Inc.                                      | University of California, Davis                            |  |
| Thai Volunteer Service Foundation                       | University of Cape Town                                    |  |
| The African Climate Foundation Trust                    | University of Chicago                                      |  |
| The Allapattah Collaborative CDC                        | University of Massachusetts, Amherst                       |  |
| The Aspen Institute                                     | University of Oxford                                       |  |
| The Clara Lionel Foundation                             | University of Stellenbosch                                 |  |
| The Climate Reality Project                             | University of Utah   |  |
| The Communications Network                              | University of Washington                                   |  |
| The Energy for Growth Hub                               | Urban Institute  |  |
| The GISAID Initiative                                   | Urban School Food Alliance                                 |  |
| The Global FoodBanking Network                          | Vanguard Economics Ltd.                                    |  |
| The Health Initiative                                   | Vital Voices   |  |
| The HOW Institute for Society                           | Washington State University                                |  |
| The LGBT Asylum Project—Center For Immigrant Protection | Wellbeing Economy Alliance                                 |  |
| The Microbiota Vault                                    | Western Regional Minority Supplier Development Council     |  |
| The Milken Institute                                    | WETA   |  |
| The ONE Campaign  | Wholesome Wave   |  |
| The Robert A. Toigo Foundation                          | Wikimedia Foundation                                       |  |
| The Semilla Project                                     | Windward Fund  |  |
| THE TANK LTD  | Winrock Solutions, LLC                                     |  |
| The University of the West Indies                       | Womankind (formerly New York Asian Women's Center)         |  |
| The Urban Resilience Fund A S.L.P. (Turf A)             | Women Deliver  |  |
| The/Nudge Foundation                                    | Women in Need, Inc.  |  |
| Tideline Verification Services                          | Women Invested To Save Earth Fund Corporation              |  |
| Topos Research Partnership LLC                          | Women's Earth and Climate Action Network                   |  |
| Tsinghua Education Foundation N.A. Inc.                 | Women's Foundation of the South                            |  |
| Tufts University  | Women's Refugee Commission                                 |  |
| Ukrainian Resistance Foundation                         | World Bank   |  |
| United Nations Development Programme                    | World Federalist Movement-Institute For Global Policy      |  |



We're a pioneering philanthropy that promotes the well-being of humanity by finding and scaling solutions to advance opportunity and reverse the climate crisis.

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