Frontline-serving intermediaries: An underutilized tool for philanthropy

The power of frontline organizations

LOUISIANA’S ST. JAMES PARISH is known for its dense cluster of petrochemical plants—and for a powerful group of advocates working to protect the community’s health. Burdened by industrial pollution, this largely African-American community suffers from cancer rates that are 50 times higher than the national average. So, when Formosa Plastics announced plans to build the world’s largest plastics plant in the parish, advocates sprang into action. Rise St. James, a faith-based environmental justice organization, galvanized community support and, with its allies, blocked construction of the $9.4 billion plant, which would have emitted 13.6 million tons of greenhouse gases annually.

FOR WORKING-CLASS IMMIGRANT communities in the San Francisco Bay area, the impacts of climate change—wildfires and heat waves—are taking an ever-greater toll on lives and livelihoods. So, a grassroots community group, the Asian Pacific Environmental Network (APEN), worked with local leaders to design “community resilience hubs.” Housed in trusted neighborhood institutions, the hubs respond to climate emergencies with cooling centers, backup power, and air filtration. Recently, APEN
and their allies secured $100 million in state funding to replicate this successful model across California.

**IN 2019, NEW YORK RENEWS** — a coalition of over 200 community-based organizations — helped pass one of the **world’s most ambitious climate plans.** The Climate Leadership and Community Protection Act calls for New York State to achieve 70 percent renewable energy by 2030, and full carbon neutrality by 2040. Grassroots groups from across the state made sure the Act addresses historic inequities, by directing 40 percent of clean-energy funds to those who are suffering the worst impacts of fossil fuel pollution. Now, NY Renews members are advising state agencies on the Act’s implementation, advocating for green jobs, worker protections, and energy rebates for low-income families.

**ACROSS NORTH AMERICA,** Indigenous Peoples’ organizations are leading highly effective campaigns against the expansion of fossil fuel infrastructure. Using tactics like non-violent direct action, multimedia, and divestment, Indigenous groups have slowed or halted the development of pipelines and other harmful infrastructure — most notably the **Keystone XL pipeline.** Indeed, a recent **report** found that Indigenous-led resistance to fossil fuel projects over the past decade has stopped or delayed an amount of greenhouse gas pollution equivalent to one-quarter of annual U.S. and Canadian emissions.

**FROM PETROCHEMICAL PLANTS** to green jobs, community-based organizations are taking on the critical environmental challenges of our time. These “frontline” groups — so named because they are hit first and worst by environmental crises — are rooted in low-income communities and disinvested communities of color. They are pushing through transformative change at the local, state, and national levels, and implementing replicable solutions.

Despite their achievements and strengths, frontline organizations remain chronically under-resourced, which constrains them from achieving even greater impact for the benefit of all. A **report** by Building Equity and Alignment for Environmental Justice found that in some regions, only about 1% of grants from the 12 largest environmental funders went to grassroots organizations. Imagine what could be accomplished if we fully funded our most important stakeholders, activists, and allies. Operating at full capacity, frontline groups could generate a ground-swell of support and action to advance a world that is sustainable and just.

In this time of planetary crisis, donors must nurture a diverse mosaic of organizations and approaches, and value many kinds of knowledge and strategy. And we must ensure that all parts of the environmental and climate justice movements have the resources they need to thrive for the long haul. When those movements thrive, we all thrive — and so does the planet on which we all depend.
promise and power of intermediaries, and profile 21 funds that support a broad range of frontline groups across the U.S.

**The advantages of intermediaries**

**INTERMEDIARY FUNDS PLAY** a vital role in environmental and climate justice movements. Combining funds from larger donors, intermediaries can provide flexible and multiyear funding to frontline organizations. Like the organizations they support, these funds have deep cultural and geographic ties to the communities they serve. Their priorities are shaped by frontline leaders; their strategies are place-based and culturally informed. Nimble and connected, intermediaries can respond in real time to emergent challenges and opportunities.

**Funding the frontlines**

**THERE ARE MANY WAYS** to support frontline organizations. According to the REO Collaborative, the most effective strategy is to provide direct support to community-based groups, preferably with unrestricted, multi-year grants. Donors can also support grassroots-led alliances and networks that share resources to boost impact. Community-controlled capital infrastructure—such as community land trusts and loan funds—is another option.

And donors can support intermediary funds (also known as non-endowed or pooled funds) that regrant to frontline, community-based organizations (see Figure 1). Here, we explore the promise and power of intermediaries, and profile 21 funds that support a broad range of frontline groups across the U.S.

Figure 1. Intermediaries Help Funders Channel Resources to Meet the Needs of Frontline Communities

![Diagram showing the relationships between funders, intermediaries, and frontline organizations.](image)
FOR DONORS, INTERMEDIARIES OFFER SEVERAL ADVANTAGES:

Streamlined support for frontline groups. Intermediaries reduce administrative burdens for both funders and grantees. For funders, intermediaries shoulder tasks such as grant execution, due diligence, and report management. For grantees, intermediaries can make the application process less burdensome. At both ends of the grantmaking relationship, intermediaries reduce the duplication of effort — freeing up time and resources for more important work.

New connections and relationships. Intermediaries weave new connections among — and between — funders and grantees. They link donors with emerging leaders, ideas, and strategies at the vanguard of change. And, by reducing administrative burdens, they afford donors more time to nurture those relationships. The intermediary structure fosters partnerships among donors, building connections that transcend sectoral and geographic boundaries and providing exposure to national foundations otherwise out of reach for smaller nonprofits. Intermediaries also facilitate relationship building among grassroots organizations, sparking new coalitions and collaborations.

Improved information sharing. Serving as a link between donors and grassroots organizations, intermediaries provide a critical channel of communication. They can aggregate on-the-ground perspectives, providing funders with actionable information on challenges and priorities. And intermediaries allow funders to rapidly direct information to grassroots organizations, alerting grantees to capacity-building resources or opportunities for collaboration. Better communication also allows funders and grantees to learn from one another, building the evidence base for more effective strategy.

Powerful returns for people and the planet. Investments in intermediary funds can yield substantial returns. By making sure these effective organizations have resources commensurate with the challenges they are addressing, we can help achieve broader and sustained impact. That, in turn, will mean a stronger, healthier movement — and more progress for people and the planet.
PROFILES OF THE INTERMEDIARIES

While the best way to sustain frontline organizations is with direct support, intermediaries offer significant advantages to both funders and grantees. Here, we profile 21 intermediaries and similar organizations that are helping donors achieve outsized impact. This is by no means an exhaustive list but is meant to provide an overview of efforts currently underway. Not all of these organizations define themselves as intermediaries, *per se*, but all are moving resources to frontline organizations focused on specific issues and geographies, and all use a funding lens centered in equity.

**Amplify Fund** is a national place-based pooled fund with two strategic goals: nurture and strengthen the conditions necessary for Black and Indigenous communities and communities of color to build power and organize funders so they shift what and how they fund. The fund distinguishes itself from other intermediaries in four specific ways. First, the fund’s problem statement, vision, activities, outcomes, values, and operations prominently feature racial justice. Second, grantmaking occurs in places national philanthropy often overlooks, specifically seven states and Puerto Rico. Third, Amplify funders genuinely relinquish power to community leaders, especially Black and Indigenous leaders, and leaders of color. For example, Local Strategy Advisors developed the strategy for each place Amplify funds in. Similarly, the fund’s Program Team members, all of whom are women of color deeply connected to the places in which they work, determine specific grantee decisions. Additionally, grantees are leading the design of the second phase of Amplify’s work (planned to launch in 2023). Finally, funders are committed to organizing within their institutions and the broader field of philanthropy so they spend their time together honing their funder-organizing skills.

**Building Equity and Alignment for Environmental Justice Fund (BEA)** is a model for facilitating conversations with and among three types of organizations: grassroots, national environmental, and philanthropic organizations. BEA’s founders recognized that for the environmental movement to be successful, grassroots groups must be supported and resourced to institutionalize community-based solutions to the ecological crisis. BEA believes those closest to the problem hold the best solutions. Led by the grassroots and guided by the Jemez Principles for Democratic Organizing, BEA nurtures authentic relationships in order to strengthen collaboration and host deep dialogues on strategy, policy, and movement alignment. Since 2018, the BEA Fund, BEA’s participatory grantmaking arm, has granted approximately $5.8 million to 110 grassroots organizations across the country. BEA prioritizes the leadership of groups most impacted by environmental injustices, and the BEA Fund’s grant review committee is composed of a diverse group of grassroots, green, and funder ally leaders. In 2022, the BEA Fund distributed $11.75 million in multi-year grants to 89 grassroots groups. BEA is preparing to launch a technical assistance program in 2023 to support the varying needs of grantees and strengthen their organizational infrastructures.

For over 40 years, the **Center for Health, Environment & Justice (CHEJ)** has organized people poisoned by toxic waste and pollution to fight back and win justice. Founded by Lois Gibbs following her iconic campaign at Love Canal in New York, the organization trains, funds, and brings together working-class people from across the country so they can build power locally and work together to hold powerful interests accountable for their actions. Through a combination of community organizing and rigorous scientific expertise, CHEJ has helped hundreds of local groups get stronger and beat back landfill expansions, push for cleanup of contaminated sites, and win countless victories over polluters that endanger local communities’ health. CHEJ’s small-grants program provides grants of up to $20,000 to...
support communities of color and low-wealth, rural, and urban groups working on environmental health and justice issues.

**CLIMA Fund** is a collaboration among four international grantmaking organizations funding and accompanying grassroots climate justice work across the globe: Global Greengrants, Grassroots International, Thousand Currents, and the Urgent Action Fund for Women’s Rights. CLIMA raises and regrants funding for women, Indigenous, peasant, and youth-led movement building in 168 countries. In total, CLIMA Fund members have made over 18,000 grants and have a collective annual budget of over $60 million. By working together, CLIMA Fund members can absorb large capital investments to regrant to grassroots climate justice global movements quickly, efficiently, and effectively. Its four public foundations holistically support movement ecosystems by using complementary models, from rapid-response grantmaking for environmental defenders to seed funding for emerging organizations to long-term partnership and support to social movements.

**Energy Efficiency for All (EEFA)** connects climate, health, and equity by bringing energy efficiency to affordable housing. It does this work so people in communities that have been excluded from investment — particularly Black, Latino, and other communities of color — can equitably benefit from the health, economic, and environmental advantages of energy and water efficiency. EEFA helps build policies and practices by seeding and supporting coalitions in 12 states. State coalitions include a variety of housing, health, energy efficiency, environmental, and community advocacy organizations that have not typically worked together. EEFA supports these coalitions by providing coaching, training, and funding; coordinating coalition activities; conducting research; and providing coalition-building and technical expertise. EEFA also produces and shares resources to help interested individuals and organizations tackle the roadblocks to energy efficiency and affordable housing in their own communities. Together, its coalition partners work to ensure that utility, state, local, and federal entities provide equitable investment to improve the efficiency of affordable multifamily homes; advance proven best practices in efficiency program design and implementation to help meet the needs of affordable housing building owners and residents; and advocate for policy solutions to ensure that non-toxic, healthy building materials are used in all home improvements.

**The Climate and Clean Energy Equity Fund (Equity Fund)** advances equitable climate and clean energy solutions by supporting organizations to build power through grassroots organizing and civic engagement programs in critical states in the Southwest, Midwest, Southeast, and Mid-Atlantic regions. The Equity Fund currently supports over 100 grantee partners in 13 states that are organizing millions of people in diverse communities (Black, Indigenous, Latinx, Asian American Pacific Islander [AAPI], and communities bearing the brunt of climate change). The Equity Fund’s grantee partners have won climate and clean energy policy victories in many states. Victories involve energy efficiency, climate resilience, clean energy jobs and workforce development, and more, resulting in significant emissions reductions, more jobs, improved health outcomes, and investments in marginalized communities. As an intermediary, the Equity Fund receives scaled giving that it deploys strategically.

**The Equation Campaign** works to end the expansion of oil and gas production by investing in frontline communities, activism, and movements where the unequal effects of fossil fuel extraction are felt most acutely. In a recent industry survey, gas production companies cited delays from opposition groups as the most significant barrier to construction and...
expansion. The Equation Campaign supports place-based efforts where industry and climate impacts are high, and where climate philanthropy has been historically low, with over 85 percent of its funding directed to organizations led by people of color and/or women and gender-expansive people. The Equation Campaign does so through two intermediary funds: the Frontline Environmental Justice Fund (FEJF) and the Climate Legal Defense Fund (CLDF). The FEJF facilitates, regrants, and steers support to groups opposing the expansion of oil and gas production in areas such as the Gulf Coast, the Plains and Great Lakes regions, the Appalachian corridor, and the Pacific Northwest. Their grants and technical support have gone to organizations successfully blocking or delaying oil and gas production expansion efforts, including the Keystone XL pipeline, the Mountain Valley pipeline, the Byhalia pipeline, and the Annova and Tallgrass export terminals in the Gulf. Recognizing the need for legal action in an increasingly hostile atmosphere for climate justice activists, the CLDF identifies and directs funding to skilled lawyers defending the constitutional rights of activists and organizations challenging the fossil fuel industry, and it helps build a national climate legal defense infrastructure for the environmental justice movement.

Since 2000, the Funders’ Collaborative on Youth Organizing (FCYO) has served as the largest national philanthropic intermediary dedicated to ensuring the youth-organizing field has the resources, capacities, and infrastructure it needs to fight for a more just and democratic society. To achieve this vision, FCYO offers cohort-based grantmaking and capacity-building initiatives that directly resource youth organizing groups to cultivate youth leadership, align their strategies, and build meaningful power. FCYO is also home to a lively community of social justice funders and youth organizers dedicated to advancing youth organizing as a critical strategy for youth development and social change. The Youth Organizing for Climate Action and Racial Equity fund (YO-CARE) is a bold effort to grow the power of youth organizing at the intersections of racial justice and climate justice. YO-CARE provides grantmaking and capacity-building resources to young people of color and young people from other frontline communities who are collectively organizing to address the climate crisis. Through a year-long peer learning community, the program supports groups to deepen their analyses of the root causes of climate injustice and racial inequality, develop and sharpen their organizing capacities, and build and strengthen relationships. Each participating organization receives a $100,000 general operating grant. Alongside YO-CARE grantees, a community for philanthropic leaders will launch as a space to cultivate joint field and funder learning and strategic partnership opportunities.

The Fund for Frontline Power (F4FP) is an autonomous $10 million dollar fund fully governed by grassroots leaders that supports frontline-led climate solutions, such as stopping polluting and extractive industries, and leading the most effective solutions, such as re-localized food production and distribution, community-controlled renewable energy, and regenerative loan funds that build clean transportation, renewable energy, and housing infrastructure. The Solutions Project administers F4FP and co-developed the organization with the Climate Justice Alliance in 2021. The fund is an opportunity to both resource innovation and learn from practices in solidarity-philanthropy.

The Fund to Build Grassroots Power (FBGP) is strengthening, growing, and supporting the members and affiliates of four national grassroots networks. The FBGP awards capacity-building grants to members and affiliates of the Climate Justice Alliance, the Environmental Justice Forum (coordinated by WE ACT for Environmental Justice), the People’s Action Institute, and PowerSwitch Action, with the goal of advancing environmental and climate justice in the United States. The FBGP lets the organizations it
supports articulate how they will use the funds to build their capacity, whether by increasing the financial stability of their organization, improving digital infrastructure, or hiring more staff members to grow the organization. As a participatory fund, leaders from the national networks the FBGP supports serve on an advisory board to provide strategic guidance and input on grantmaking priorities and decisions, which ensures the FBGP responds to the member organizations’ needs. The FBGP aims to support organizations that are led by constituencies who have been historically suppressed and who work on a variety of issues, such as environmental and climate justice, farmworker rights, and economic security, to name a few. The FBGP also serves communities and regions that have historically lacked adequate investment. Since its inception, the FBGP has granted $25.3 million to 137 organizations. The FBGP is a fiscally sponsored project of the Windward Fund.

Grassroots International funds both global and US-based environmental justice organizations that defend the earth. With its grantee partners, Grassroots International addresses the root causes of injustice and oppression, and it builds alternatives that nurture human rights, ecological justice, and liberation. A public foundation and intermediary grantor, Grassroots International undertakes grantmaking, social action, and philanthropic leadership. Grassroots International’s US-based work seeks to advance internationalism and prioritizes organizations working to build the North American climate justice and food sovereignty movements, particularly work led by communities of color, women, and Indigenous peoples. Grassroots International’s US program acknowledges that struggles for climate justice and social change span borders and regions and can be informed and strengthened through internationalist power. This fosters connections between the Global North and the Global South, builds solidarity between affected communities, breaks isolation, deepens relationships, and grows movements across borders and boundaries.

The Groundswell Fund strengthens US movements for reproductive and social justice by resourcing intersectional grassroots organizing and centering the leadership of women of color, particularly those who are Black and Indigenous, and transgender people. Since its inception in 2003, Groundswell has moved more than $100 million in grants and capacity-building support to nearly 300 organizations across 49 states and territories, increased the giving of dozens of national and local foundations, and helped bring thousands of new individual donors to support intersectional organizing. Today, Groundswell is a leading funder of intersectional organizing across nearly every major social change movement. Groundswell models a remarkable kind of philanthropy, proving that building solidarity and beloved community across lines of race, class, and gender is possible.

Gulf South for a Green New Deal (GS4GND) formed the Community Controlled Fund in 2020 to receive large grant dollars as well as rapid-response dollars and move them to frontline communities in the region in an accountable process. GS4GND, which governs the fund, is a regional formation of more than 300 frontline organizations advancing nearly two decades of work in the Gulf region toward climate, racial, and economic justice. Frontline communities across the five Gulf states (Texas, Louisiana, Mississippi, Alabama, and Florida) and colonized territory (Puerto Rico) have been building solutions to address disaster recovery and planning while advancing policies to address the harms of the extractive economies that cause the climate crisis. The relationships that created GS4GND were forged in collective work facilitated by Gulf Coast Center for Law & Policy (GCCLP), now Taproot Earth, to resist harm after the BP oil spill disaster; protect and
of grant dollars have been allocated to groups in the US South, where pollution levels are high and philanthropic funding levels are low. Achieving climate justice in the South will not only provide local health and economic benefits, but also global climate momentum.

The **Just Transition Fund (JTF)** is on a mission to create equitable economic opportunity for the frontline communities and workers hardest hit by the transition away from coal. In the places most economically disadvantaged by the energy transition, the fund works to build resilient communities by advancing solutions that are equitable, inclusive, and low-carbon. As an innovative hybrid initiative—part grant-maker, part catalyst—that is uniquely focused on coal community transition, the JTF makes direct investments, provides technical assistance, and works to strengthen the coal-transition field. Believing that the most effective solutions are developed by local leaders and built from the ground up, the JTF’s grantmaking supports model community economic and workforce development initiatives that can be replicated and scaled, efforts to advance important state and federal transition policies, and local transition planning efforts. It also has a long track record of helping coal-impacted communities overcome barriers to accessing federal funds, including by providing grants to develop strong applications. At this critical moment in the energy transition, with billions of federal dollars at stake, the JTF is uniquely positioned to help leverage much-needed investment in coal communities across the country.

The **Midwest Environmental Justice Network (MWEJN)** was formed by regional environmental justice leaders who believe those who are most affected by pollution, economic restructuring, and
Native Voices Rising (NVR) is a pooled regranting collaborative that serves as a mechanism to build broad-based philanthropic support for grassroots groups led by and for Native communities—including American Indian, Alaska Native, and Native Hawaiian communities—and to amplify Native voices elevating Indigenous solutions to correct historic harms and environmental, racial, and societal injustices. Central to NVR is a community-led grantmaking approach with Native community members empowered to make grant decisions. As a collaboration between a non-Native public foundation (the Common Counsel Foundation) and a Native philanthropic affinity group (Native Americans in Philanthropy), NVR is uniquely positioned to engage and guide non-Native donors and funders to learn about and resource Native-led social change work while centering Native community members in the fund’s decision-making process.

The Seventh Generation Fund for Indigenous Peoples (SGF), founded in 1977, grew out of and is accountable to the grassroots Indigenous movement. It is an identity- and values-based organization whose purpose is “Re-Indigenization,” which is the dynamic process of recovering traditional relationships to land, community, culture, and spirit for self-determination, collective liberation, and to restore balance. SGF mobilizes positive energy through grantmaking, capacity- and movement-building, and leadership development and issue advocacy to help resource and support grassroots first responders who are working to heal, revitalize, and restore cultures, homelands, and waters throughout the Indigenous world. SGF strengthens Indigenous identity by revitalizing cultural lifeways, language, creativity, and connection with a focus on community organizing. Through its Flicker Fund, SGF responds to already vulnerable and stressed Indigenous communities on the frontlines of the climate crisis. Through its Land, Water, and Climate Program, SGF supports...
Indigenous peoples’ traditional land and water stewardship and life systems practices; protects the integrity of sacred landscapes; and supports frontline action, education, advocacy, and policy initiatives against ecocide and aquacide.

**THE SOLUTIONS PROJECT**

The **Solutions Project (TSP)** funds and amplifies grassroots climate justice solutions created by organizations across the US that have leaders who are people of color, Indigenous, immigrants, and/or women. To date, TSP has given nearly $30 million in grants to primarily women of color-led organizations operating on less than $500,000 annual budgets. TSP currently supports over 125 grantees. TSP builds on the foundation of trust-based philanthropy with practices defined by grassroots organizers and racially conscious movement work. TSP invests in ecosystems and movement-building where communities are already working together to improve lives and sow the conditions for systems change. It pairs grantmaking with narrative power-building programming. The communications capacity TSP provides grantees aims to shift the national dialogue on climate change to center just solutions to the climate crisis and increase grantee influence with critical audiences. TSP’s team and program delivery partners provide earned publicity, communications training, digital content development, marketing services, and access to major media or brand platforms like celebrity and corporate social channels that further amplify its grantees’ work.

**UNITED FRONTLINE TABLE**

The **United Frontline Table (UFT)** is a group led by and accountable to grassroots organizations. UFT organizes frontline communities and organizations to lead broader regenerative economy efforts at the local, state, tribal, and federal levels. UFT consists of 15 frontline organizations, grassroots alliances, labor organizations, and movement support groups representing over 200 organizations rooted in communities of color and working class communities. These frontline organizations share a long-term agenda of transformative systems change toward a just transition. They are also collectively advancing a multi-faceted power-building strategy that centers frontline leadership and vision, and they organize within broader de-colonial, racial, economic, and gender-based justice social movements. UFT has helped frontline organizations align on and organize to advance regenerative economic policies. This includes advocating for including regenerative policies in the COVID-19 response and stimulus bills, the infrastructure bill, the Justice40 Initiative, and more. Additionally, UFT has a regranting program to move money to the grassroots organizing sector, moving $1 million in 2021 to frontline organizations.

For any questions, please email environment@jpbfoundation.org.

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