



African Climate Foundation

Strategy 2026–2030

SUMMARY





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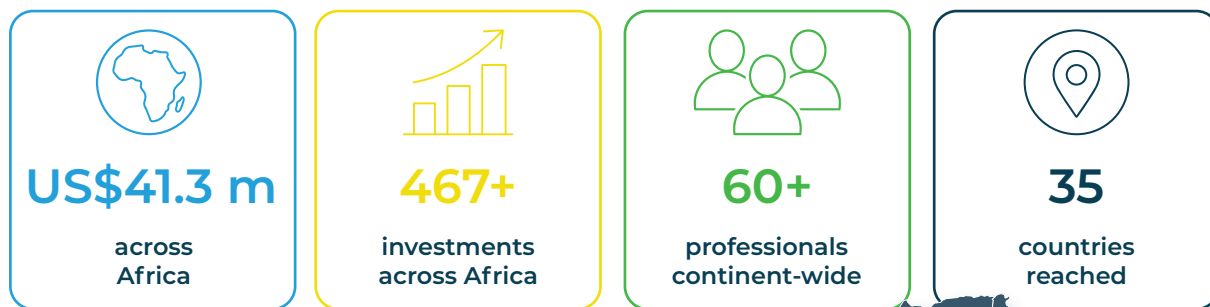
Shaping the transition from within

Vision

A vibrant and climate-resilient Africa in which inclusive socio-economic development delivers sustainable and equitable growth.

Mission

Supporting interventions at the nexus of climate and development that can deliver long-term socio-economic transformation and inclusive development on the African continent.



Our journey: From proof of concept to continental platform

African Climate Foundation (ACF) was founded on a simple but powerful idea: for climate philanthropy to have real impact in Africa, it needed an African institution rooted in the continent's realities and trusted by those driving change on the ground. That founding purpose has not changed. Instead, the scale, ambition and confidence with which ACF pursues this purpose has grown over time.



The numbers tell the story: 2020–2025



From its early foundations in South Africa in 2020, ACF's grantmaking has grown to reach 35 countries across the continent. In select countries – South Africa, Senegal, Nigeria, Tanzania, Ethiopia and Zambia – this support has deepened into dedicated country programmes led by local teams, with active programming expanding further into Zimbabwe, Ghana, Malawi and Botswana. Through this work, ACF has become a trusted bridge-builder: connecting political, technical, financial and advocacy ecosystems to accelerate meaningful and durable change.

Throughout this journey, ACF has been guided by a consistent philosophy: learning by doing. The organisation has tested ideas, adapted approaches and refined its model in response to experience and shifting context. This culture of reflection and responsiveness has enabled the organisation to remain agile, trusted and relevant in a rapidly changing landscape.

Six years on, ACF has evolved from proof of concept to a continental platform with the institutional depth, partnerships and credibility required to operate at scale. The next phase is not about expansion for its own sake. It is about deliberate strategic choice: focusing effort, sharpening priorities and deepening systemic impact.

Our values: How we show up

ACF's approach is shaped by five values – guiding principles that define not just what the organisation stands for but also how it shows up in practice, both externally and internally.

- Empowerment**
We support local agency and back community-driven solutions to Africa's climate challenges.
- Collaboration**
We work across geographies with openness, co-creating African-led solutions for a just climate transition.
- Accountability**
We hold ourselves accountable to our mission, partners and the communities we serve.
- Integrity**
We build trust through consistent, evidence-based work with professionalism and clarity.
- Commitment**
We remain focused and resilient, guided by a long-term vision for equitable development.

The context: Why this moment matters

Climate and development cannot be separated. Energy access, resilience, industrialisation, finance, jobs and sovereignty are part of a single transformation. The question is no longer whether a transition will occur but on whose terms: who holds value, and who bears the risks?

The decisions made now – on energy systems, adaptation pathways, industrial strategies, trade, infrastructure, technology and finance – will determine whether African economies become more climate-resilient, competitive and inclusive, or remain locked into patterns of extraction, dependency and inequality.

These dynamics are not theoretical. Across the continent, climate instability is already a lived reality. Droughts disrupt agriculture and water systems, floods damage homes, roads and energy infrastructure, and heat stress erodes health, productivity and urban liveability. Behind these pressures are people. Farmers watching harvests fail. Workers labouring in dangerous heat. Families displaced as floods sweep through their communities. Mothers stretching limited food to feed their children. Young people, particularly girls, pulled from school as livelihoods collapse.

Climate shocks are reshaping migration patterns, deepening food insecurity, straining public budgets, disrupting supply chains and redefining development choices across the continent – exacerbating inequalities along gender, geographic and income lines.



Case study

Pata, Senegal: What resilience looks like from the ground up

In one of Senegal's poorest regions, a 12-hectare market garden sat largely unused in Pata, a commune in Kolda. The land was there. The water was there. What was missing was electricity.

ACF supported ENDA Energie, a local non-governmental organisation, to install a 32.7 kilowatt-peak (kWp) solar system that brought the garden back to life.

But the work did not stop at infrastructure. Over 75 young people and women were trained in production, processing and enterprise management. Forty-five direct jobs and 100 indirect jobs were created within seven months, and the municipality developed a Territorial Climate Energy Plan with the institutional anchors to sustain it.

Pata has shaped how ACF thinks about community-scale investment: clean energy, productive capacity, local skills and governance are not separate interventions. They work – and last – only when they are addressed together.

Commitments have multiplied, but implementation has lagged. Each year of delay raises the costs, and the consequences of inaction will be borne most heavily by those least responsible for the crisis.



The finance gap is structural, not incidental

Although Africa contributes the least to global emissions, it receives only about **3% of global climate finance**.¹

High debt servicing costs compress fiscal space, and elevated borrowing costs inflate the price of capital for governments and firms alike. The broader financing gap reflects not a shortage of investable opportunities but structural risk perceptions, fragmented pipelines and limited access to long-term capital. Climate finance must serve transformation, not merely transactions.



The transition is competitive, not neutral

Climate action has become inseparable from geopolitical and economic competition.

Energy transitions, green minerals, technology standards and climate finance are now tied to national security, trade strategy and global influence. The global demand for Africa's resources, markets and labour is rising, particularly in sectors that are central to decarbonisation. Yet without coordination, countries risk entering arrangements that constrain policy space, limit domestic value addition or transfer environmental and social costs onto vulnerable communities.



Structural advantages are real, but not automatic

The continent's population is young and growing. **By 2050, one in four people globally will be African**.²

This demographic trajectory creates the potential for a powerful dividend – but only when economies generate productive employment, expand domestic value addition and integrate into a climate-aligned global economy. Whether Africa captures the gains from demographic momentum and technological change depends, above all, on the strength of its institutions.

Ultimately, the continent's climate and development trajectory will be determined by African agency. The transition is competitive and uneven, shaped by shifting power dynamics. It will not automatically deliver equitable outcomes. Africa boasts assets of global significance: renewable energy potential, green minerals, growing markets, a strategic geographic location and a dynamic young population. Whether these assets translate into durable, climate-aligned development gains is not predetermined. It depends on coherence across policy domains, assertiveness in negotiations and the ability to direct capital towards domestic value creation. Above all, it relies on institutions that have the strength and continuity to hold that course.

The transition will be shaped from within, or imposed from without.

1 African Development Bank (AfDB) (2024) COP29: African leaders urge rapid increase in climate finance for adaptation and green growth. Abidjan: AfDB

2 World Bank (2024) World Development Indicators. Washington, DC: World Bank

Five strategic objectives that underpin this strategy

Meeting this moment requires institutions with the clarity and coherence to act. ACF's response is anchored in five organisational commitments. These are not programme priorities. They are the foundations that hold ACF accountable to its own ambition, regardless of context, cutting across everything the organisation does and defining how it works, grows, learns and sustains impact over the long term.

| Progress requires structural barriers to be tackled simultaneously rather than sequentially.

Strategic objectives

1

Strengthening African agency and collective action

Amplify Africa's collective climate agency by strengthening the institutions, coalitions and platforms through which African actors define and drive their own transition.

2

Strengthening ecosystems for lasting impact

Advance Africa's climate-aligned and inclusive development pathways through agile, responsive and strategic approaches to grantmaking, fiscal hosting and ecosystem strengthening.

3

Securing long-term financial sustainability and resilience

Mobilise and deploy diverse, sustainable and mission-aligned financial resources to maintain long-term impact and partnerships, reducing vulnerability to external shocks.

4

Building the institutional capacity for continental delivery

Build a continent-wide operational architecture that enables agile delivery, accelerates capital deployment and deepens regional engagement in step with ACF's growing ambition.

5

Measuring what matters: impacts, learning and accountability

Safeguard impact integrity through adaptive measurement systems that assess long-term contribution, drive systemic learning and ensure accountability to partners, funders and communities.

Strategic priorities: ACF’s focus for 2026–2030

In its early years, ACF’s portfolio was shaped by the breadth of demand from partners. The learning from that period is clear: depth and integration drive greater impact than breadth alone. The imperative now is not expansion but integration, not because the work is done but because the moment demands more coordinated, sustained and system-level engagement.

ACF will therefore organise its work around three core priority areas: energy access and transitions, adaptation and resilience, and green industrialisation. These priority areas sit alongside two cross-cutting enablers: sustainable finance and international partnerships. The three priorities were not chosen arbitrarily. They represent the biggest leverage points for Africa’s climate transition, and they are deeply interconnected: progress in one area accelerates progress in the others.

Sustainable finance and international partnerships run through every priority. They are not separate workstreams but the connective tissue that enables the core priorities to reach scale, attract investment and endure beyond individual funding cycles. Addressing all five elements together, instead of in isolation, is what makes system-level impact possible.

Across all five priority and cross-cutting areas, ACF does not implement programmes directly. Its role is to support and reinforce the momentum that African actors are already generating, not to lead it. Progress requires structural barriers to be tackled simultaneously rather than sequentially, and it is here that ACF’s support will remain most purposefully directed. Through grantmaking, fiscal hosting and incubation, ACF supports the actors working across each of these five dimensions.



CASE STUDY

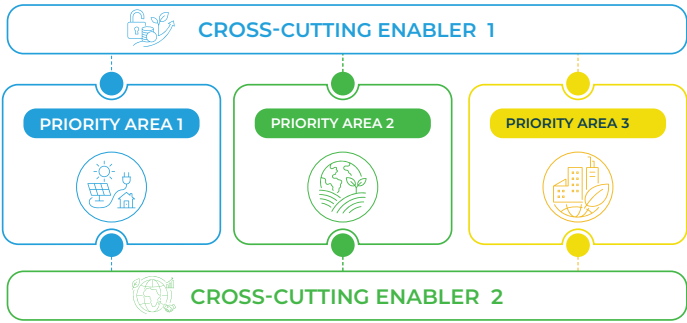
The Just Energy Transition Partnership’s Project Management Unit: Getting to work on day one

South Africa’s Just Energy Transition Partnership (JETP) committed USD\$8.5 billion to support the country’s shift from coal. But a financial commitment is not a programme. Translating it into action required an institution capable of coordinating government, business, labour and civil society – one that did not yet exist.

Building such an institution through conventional public sector processes would have taken years. Instead, ACF provided administrative and financial infrastructure through fiscal hosting, allowing the JETP’s Project Management Unit (PMU) to become operational without delay.

The results followed quickly. The *Just Energy Transition Implementation Plan: 2023–2027* was approved by cabinet in November 2023 and presented by President Cyril Ramaphosa at the 28th United Nations Climate Change Conference (COP28) in the same year. Six priority portfolios were established. The JET Funding Platform launched and received over 240 project applications in its first funding windows. Fiscal hosting did not just make efficiency possible but it also highlighted the difference between momentum and stagnation at a critical moment.

The shift is architectural: aligning ACF’s portfolio into a structure that sharpens focus, reinforces complementarity and maximises impact across interconnected domains.





PRIORITY AREA 1

Expanding reliable, affordable and clean energy access

Vision: energy as a foundation, not a constraint. Universal access for people and enterprises, delivered through affordable and reliable systems that are powered by Africa's renewable resources and governed by capacitated institutions.

- Accelerate clean energy transitions in fossil fuel-dependent economies, strengthening policy coherence, transition planning, institutional readiness and the electrification of key sectors including transport.
- Expand distributed renewable systems that deliver reliable energy access for people and power productive use across agriculture, services, local industry and emerging electric mobility systems.
- Strengthen institutional capacity for integrated energy planning, modelling and regulatory design, ensuring credible and financeable transition pathways. This includes through artificial intelligence (AI) planning and modelling tools that improve the accuracy, speed and accessibility of energy system forecasting and investment decision-making.
- Unlock renewable investment for energy generation, grid readiness, storage and enabling infrastructure, improving project preparation and alignment between public and private capital.
- Embed equity, social protection and local ownership within transition frameworks, ensuring that energy and electrification pathways are just, inclusive and politically durable. This includes supporting community-led energy initiatives and locally governed distribution models.



PRIORITY AREA 2

Building climate resilience and adaptive capacity across livelihoods, agriculture and ecosystems

Vision: resilience as security, not survival. An Africa whose land, coastal, rural and urban economies remain stable and productive in a changing climate. An environment where families, farmers, workers and communities are protected from recurring crisis, where ecosystems are restored, and where climate risk is anticipated and managed instead of endured.

- Scale locally led resilience and ecosystem restoration, embedding community initiatives within supportive policy, financing and social protection frameworks that prioritise equity and local ownership.
- Improve access to project-level finance for climate-resilient infrastructure and essential services including water, river, ocean and food systems, risk management tools and adaptive social protection.
- Strengthen adaptation governance, planning and investment frameworks, integrating nature-based and agroecological approaches alongside improved coordination across sectors. This includes through AI-enabled tools for climate risk modelling, early warning, and adaptive land and water management.
- Reinforce regional resilience cooperation across shared water basins, food markets, rangelands and coastal ecosystems, recognising that climate risk transcends borders.
- Advance a fair and accessible adaptation finance architecture that complements domestic and regional efforts and supports durable institutional strengthening rather than short-term response cycles.



PRIORITY AREA 3

Advancing green industrialisation and regional integration

Vision: from extraction to transformation. Competitive, low-carbon African economies that retain value locally, generate decent work at scale, strengthen regional markets and anchor resilience in a decarbonising global system.

- Improve coherence across green industrial, trade, investment, climate and energy policy frameworks, ensuring that decarbonisation reinforces competitiveness and that equity, social protection and local ownership are embedded into transition planning.
- Scale domestic value addition in minerals, manufacturing and agroecology, strengthening skills, productive capacity and decent employment. This includes through community-led and locally anchored value chains.
- Advance renewable-powered industrial corridors, parks and low-carbon production hubs linked to domestic and regional markets.
- Strengthen the implementation of the African Continental Free Trade Area (AfCFTA) and regional value chain integration through harmonised standards, coordinated infrastructure planning and aligned investment frameworks.
- Connect industrial upgrading with clean energy deployment and domestic capability-building, ensuring that decarbonisation reinforces rather than constrains competitiveness, and that regional agreements translate into practical, sustained outcomes.

Cross-cutting enablers: The multipliers that support everything else

Finance shapes trajectory. The scale, structure and sequencing of capital flows will determine whether climate ambition translates into productive assets, resilient systems and competitive industries, or remains constrained by fiscal pressure, fragmented pipelines and misaligned incentives. Sustainable finance is not a parallel agenda. It is the architecture that finances, de-risks and sustains transformation.

International positioning shapes leverage. The global transition is not neutral. Trade regimes, debt structures, climate finance rules, technology standards and geopolitical alignments influence value capture, industrial competitiveness and policy space. The terms of engagement will determine whether African economies strengthen sovereignty and domestic capability or absorb risk in systems that are defined elsewhere.

Sustainable finance and international partnerships are therefore decisive multipliers. They influence how capital flows, how risk is distributed, how standards are set and how African priorities are advanced in regional and global arenas. They do not sit beside the core priorities; they enable them.



CROSS-CUTTING ENABLER 1

Unlocking finance for a just and sustainable transformation

Vision: an African financial architecture that mobilises domestic and international capital at scale, strengthens sovereignty, supports industrial upgrading and accelerates climate resilience.

- Mobilise domestic and diasporic savings towards productive, climate-aligned investment by strengthening the frameworks, incentives and instruments through which pension funds, sovereign funds and local financial institutions allocate capital.
- Strengthen the capacity of domestic financial and fiscal institutions to design, steward and deploy capital effectively, in ways that serve long-term climate and development priorities.
- Scale blended finance instruments that absorb early risk, deepen domestic capital markets and crowd in larger pools of public and private capital across African economies.
- Strengthen regional coordination through harmonised standards, cross-border investment platforms and capital market integration linked to the AfCFTA and regional economic communities (RECs).
- Advocate for global financial reforms that improve access to affordable capital, liquidity and concessional finance, while supporting African-led financial architecture that promotes domestic agency.



CROSS-CUTTING ENABLER 2

Strengthening African agency in global climate, finance and trade governance

Vision: an Africa that shapes the global climate transition on its own terms. Negotiating equitable bilateral partnerships, influencing multilateral rules and mobilising international investment in ways that reinforce domestic development and long-term sovereignty.

- Enhance negotiation capacity and technical analysis in multilateral forums, ensuring that African positions are grounded in rigorous evidence and long-term development strategy.
- Strengthen the analytical and institutional foundations through which African countries can negotiate more equitable terms with bilateral partners in energy, trade, industrial cooperation and climate finance – grounded in clear domestic priorities.
- Support the development of credible, investable project pipelines and investor-ready frameworks that attract international capital on terms that build domestic capability and strengthen sovereignty.
- Advance more equitable multilateral rules across climate finance, carbon border measures, technology standards and concessional finance instruments, ensuring that global frameworks reflect African development realities and transition timelines.
- Strengthen regional coordination through the African Union (AU), RECs and continental platforms, aligning national positions and amplifying collective influence in global governance processes.



Our approach: Where ACF fits in

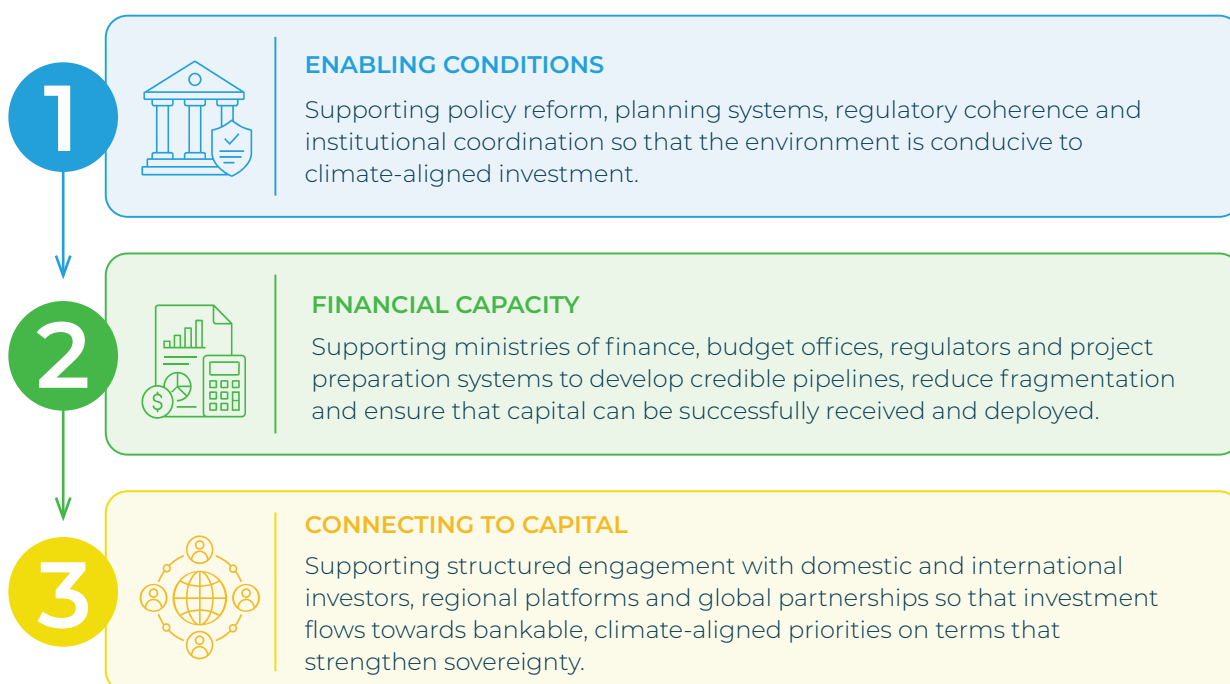
ACF exists to ensure that the climate transition is shaped from within. ACF is an African institution in the 'fullest' sense: built on the continent, led from within it and trusted by governments, coalitions and communities because it has earned that trust through years of practical, non-prescriptive engagement. It was established with a clear conviction that for the climate transition to serve Africa, it had to be shaped by African actors, grounded in African realities and accountable to African priorities. That conviction has only solidified over time.

ACF's role is to support, not to lead. African governments, institutions, coalitions, civil society organisations and communities are already driving the transition. ACF's work is to strengthen their capacity to act – helping to create the conditions in which they can move faster, negotiate from greater strength and hold direction even under sustained pressure. This is the foundation of everything that ACF does.

In practice, this means supporting governments and financiers in shaping enabling policy and redirecting capital towards Africa's priorities. It involves helping to strengthen the civil society organisations, coalitions and movements that give African actors a greater collective voice. It also means building the ideas and analysis that help those actors think through and act on the challenges they face. By acting simultaneously on policy, finance, investment, institutional capability and ideas, ACF helps to shift the system – not just the symptoms – of Africa's climate transition.

The measure of success is not the size of ACF's portfolio. It is the growing strength, autonomy and agency of the African institutions, coalitions and movements that ACF supports.

What makes ACF distinctive is not any single instrument but the model through which it works. Structural transformation does not happen through isolated projects or single interventions. It happens when policy, finance and institutions align: when the conditions exist to attract investment, when financial systems have the capacity to receive and deploy it and when international partnerships reinforce rather than constrain domestic priorities. ACF works through country- and regionally led investment platforms, operating through three reinforcing layers at the same time.



Each layer is necessary. None is sufficient alone. This is what distinguishes ACF's investment platform approach from conventional project-by-project philanthropy.

Equity and inclusion are embedded throughout this model. Climate and development transitions endure only when they deliver tangible improvements in livelihoods and opportunity. Local communities, workers, small enterprises and marginalised groups should be integrated into planning and investment processes. Moreover, ensuring that they are supported to lead these processes – including through community-led platforms and locally governed coalitions – strengthens both the legitimacy and the durability of reform.

ACF's work is delivered primarily through nationally led country platforms supported by local teams that combine technical expertise with deep political and institutional insight. Countries are selected where transition momentum and institutional readiness create openings for system-level change. Support is tailored instead of standardised, reflecting differences in institutional maturity, economic structure, climate exposure and transition trajectories.

The objective is always institutional durability – helping to build investment architectures and governance systems that will continue to mobilise and deploy climate-aligned finance beyond the strategy period.

Country platforms alone cannot address the full scope of transformation. Many of the constraints that shape investment outcomes – trade regimes, financial standards, infrastructure corridors, shared water basins and negotiation processes – transcend national boundaries. Regional platforms complement country engagement by working at the scale where these cross-border dynamics are determined, through collaboration with the AfCFTA, the AU, RECs and the African Group of Negotiators on Climate Change (AGN).

Systemic change needs more than good ideas and willing actors. It requires institutional infrastructure, sustained resourcing and operational credibility to enable those actors to do their most important work. ACF provides this support through three integrated instruments: grantmaking, fiscal hosting and incubation. Together, these instruments are designed not to build ACF's own footprint but to strengthen the ecosystem around it.



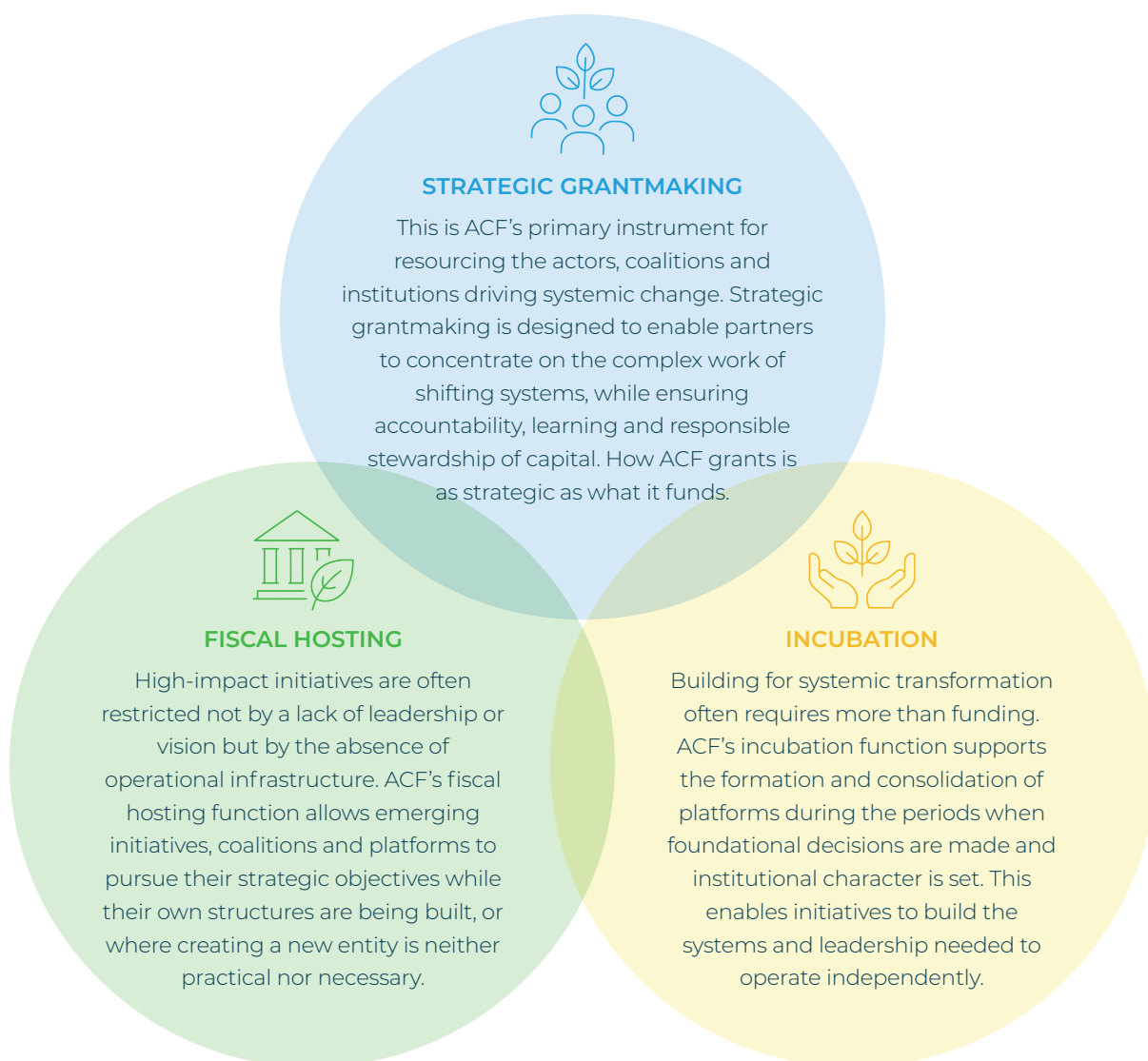
CASE STUDY

New Economy Hub: Putting communities at the centre of South Africa's energy transition

South Africa's energy transition has policy frameworks in place. What it has lacked is a locally grounded vision of what comes next for the people who are most directly affected – the miners, municipalities and communities whose livelihoods are tied to coal.

ACF incubated the New Economy Hub (NEH) to fill that gap. Crucially, the NEH needed to be trusted by civil society, media and community groups as an independent voice, not an arm of a funder. ACF provided institutional infrastructure through fiscal hosting and governance support, then stepped back, giving the NEH genuine autonomy over its direction and partnerships.

In two years, NEH supported 20 initiatives across 25 partners, reached nearly five million people through public information efforts and helped shift public debate from technocratic transition management towards questions of economic justice and community agency. The transition conversation in South Africa now includes the people it is supposed to serve.



Grantmaking, fiscal hosting and incubation are not separate. They are deployed as an integrated system, each filling a distinct gap in the support landscape. Grantmaking finances strategic actors, fiscal hosting provides the infrastructure through which they can operate and incubation builds the institutional foundations required for long-term independence. The whole is greater than the sum of its parts. The ultimate objective is not institutional expansion for its own sake. It is to build and strengthen dynamic African institutions and coalitions that are capable of defining, financing and sustaining their own climate and development trajectories.

A compelling strategy is only as strong as the institution behind it. ACF enters its next phase as a more capable, more connected and more confident organisation than the one that launched this journey in 2020.

The organisation behind the strategy

Supporting systemic climate and development transformation across multiple countries requires financial resilience, capable and committed people, disciplined systems, credible governance and a learning architecture that is capable of navigating complexity over time. As ACF has evolved from a nationally focused initiative into a pan-African platform, it has invested deliberately in the institutional foundations that underpin delivery.

Continued growth requires further institutional strengthening. The priorities that follow set out how ACF will strengthen its organisational foundations over the next strategy period (2026–2030) – ensuring that growth in scale is matched by growth in coherence, resilience and long-term effectiveness.



CASE STUDY

African Food Systems Transformation Collective: Building the infrastructure that connects knowledge to power

The debates on Africa's food systems have long been shaped by voices from outside the continent, and the funding flowing into them has reflected that: it is fragmented, siloed and disconnected from realities on the ground. ACF established the African Food Systems Transformation Collective (AFSTC) to change that.

At its core, the AFSTC brings together over 70 of the continent's own experts from every region, working alongside 10 advocacy and policy bodies in a network where research agendas are set by the questions that practitioners are actually grappling with. Innovations that are quietly building resilience across the continent – through regenerative practices, territorial markets, food sovereignty and locally owned value chains – are documented and connected directly to the advocacy strategies and funding decisions that can take them further. The result is a continent-wide network functioning across the entire food system and, for funders, a direct line to Africa's own experts and what they say needs to happen to transform it.

The question for partners and donors is not only what ACF seeks to achieve but also whether its institutional capacity is growing in line with its ambition. Institutional credibility is itself a form of capital.

	Priority	What this means
1	Financial systems	Deepening finance transformation to deploy capital efficiently, report transparently and manage resources effectively across an increasingly complex organisation.
2	Talent and culture	Investing in ACF's people – their development, experience and well-being – as a strategic condition for delivering on the broader mission.
3	Governance and risk	Building a culture where governance, ethics and risk stewardship are owned across the organisation, not treated as a compliance function.
4	Financial sustainability	Diversifying and strengthening ACF's funding base to reduce concentration risk and to build the long-term resilience the mission requires.
5	Impact and learning	Developing measurement systems that assess contribution over time, embed learning across the organisation and drive adaptive management.
6	Voice and visibility	Ensuring that African-led perspectives are present, coherent and influential in the debates that shape climate, finance and development outcomes.
7	Operational footprint	Evolving ACF's infrastructure in step with its continental ambition, establishing the right presence in the right locations to support agile, effective delivery.

The transition is competitive and uneven. It will not automatically deliver equitable outcomes. But Africa boasts assets of global significance – renewable energy potential, green minerals, growing markets, a strategic geographic location and a dynamic young population. Whether these assets translate into durable, climate-aligned development gains depends on institutions with the strength and continuity to hold that course.

ACF enters its next phase (2026–2030) as a more capable, more connected and more confident institution than the one that started this journey in 2020. The ambition is greater. The focus is sharper. The model is proven.

The conviction that drives this work remains constant: Africa's climate and development future must be shaped from within, on its own terms and for its own people.





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