

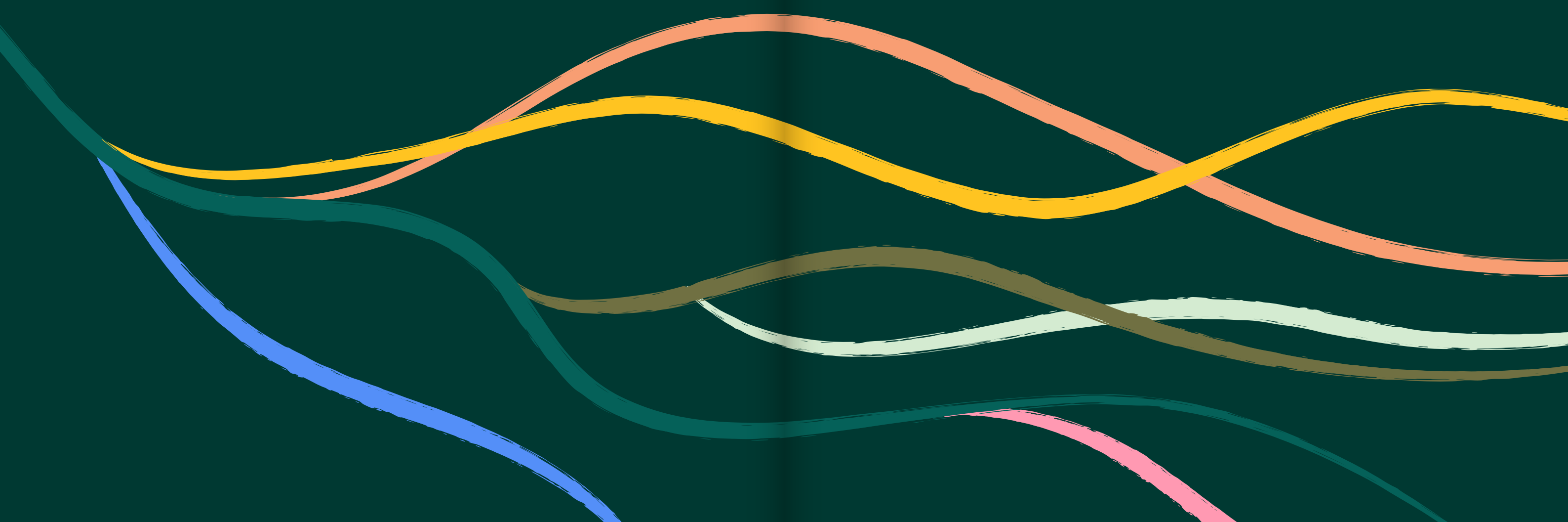


ECCA Family Foundation
Annual Report 2025



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*This Isn't a Report.
It's a Living System.*

The Roots That Grew into a System

Since 2020, ECCA Family Foundation has been at the heart of Christian Algot Enevoldsen and his family's philanthropic work. What started as a few personal projects has grown into a foundation rooted in family values but shaped by the partnerships and collaborations with people and organizations we've met along the way. Today, ECCA is more than a foundation. It's a growing community working towards a common vision.

Vision & Mission



Vision
An equitable world where nature and communities thrive together.



Mission
We empower those who have the conviction to enhance their communities and environment with the confidence, capital and capacity to build an equitable world.

Our Focus Areas



Thriving Nature
Championing healthy ecosystems to support life and safeguard a biodiverse future



Thriving Communities
Fostering open, vibrant communities with more opportunities and improved well-being

*Showing up,
staying close*



A Letter from *Christian*



Six years in, we're starting to see our work differently.

In the early days, we asked a simple question: *Is this organization doing good work?* If the answer was yes, we wanted to support it.

That question hasn't gone away. But alongside it, a different one emerged: *what if the connections between the work mattered as much as the work itself?*

It took time to see it. We were close to the ground – focused on individual partners, individual projects, individual problems.

Over time, something else came into view: efforts that seemed separate until something linked them, patterns we hadn't designed, connections we recognized only in hindsight.

In 2025, we became more deliberate about that. Less like a funder distributing resources – more like a connector, helping different parts of the same system find each other. It wasn't a strategy we set out to execute. It grew from years of being present, building trust, and staying curious.

This report is an attempt to show what that looks like in practice. Not as a finished picture – systems don't move in straight lines, and rarely on cue – but as a collection of signals. Small moments where things connect, reinforce, or unlock something that wasn't possible before.



Christian Algot Enevoldsen
Founder and Chairman
ECCA Family Foundation

None of it happens without the people and organizations we are fortunate enough to walk alongside. To every partner, funder, and community member who has shared their work, their trust, and their conviction with us – thank you.

You are the reason any of this is visible at all.

We are still learning.
And we are learning alongside the best.

What We're Starting to See



Some things only become visible when you stop looking at them in isolation.

A local marine management model finding its way into national policy. A recycling startup making low-value waste economically viable. An arts program shifting how a city talks about public health. A chance conversation between funders that crossed two continents.

Separate stories – until they aren't.

What this report tries to capture is the space between. The ideas that travel across sectors. The relationships that create pathways where none existed. The moments when community work shapes policy, when funding unlocks coordination, when trust between two organizations opens a door for a third.

Some of those connections are deliberate. Many emerged on their own. Some are still forming.

We're not calling it a finished system. But something is taking shape



The ECCA system

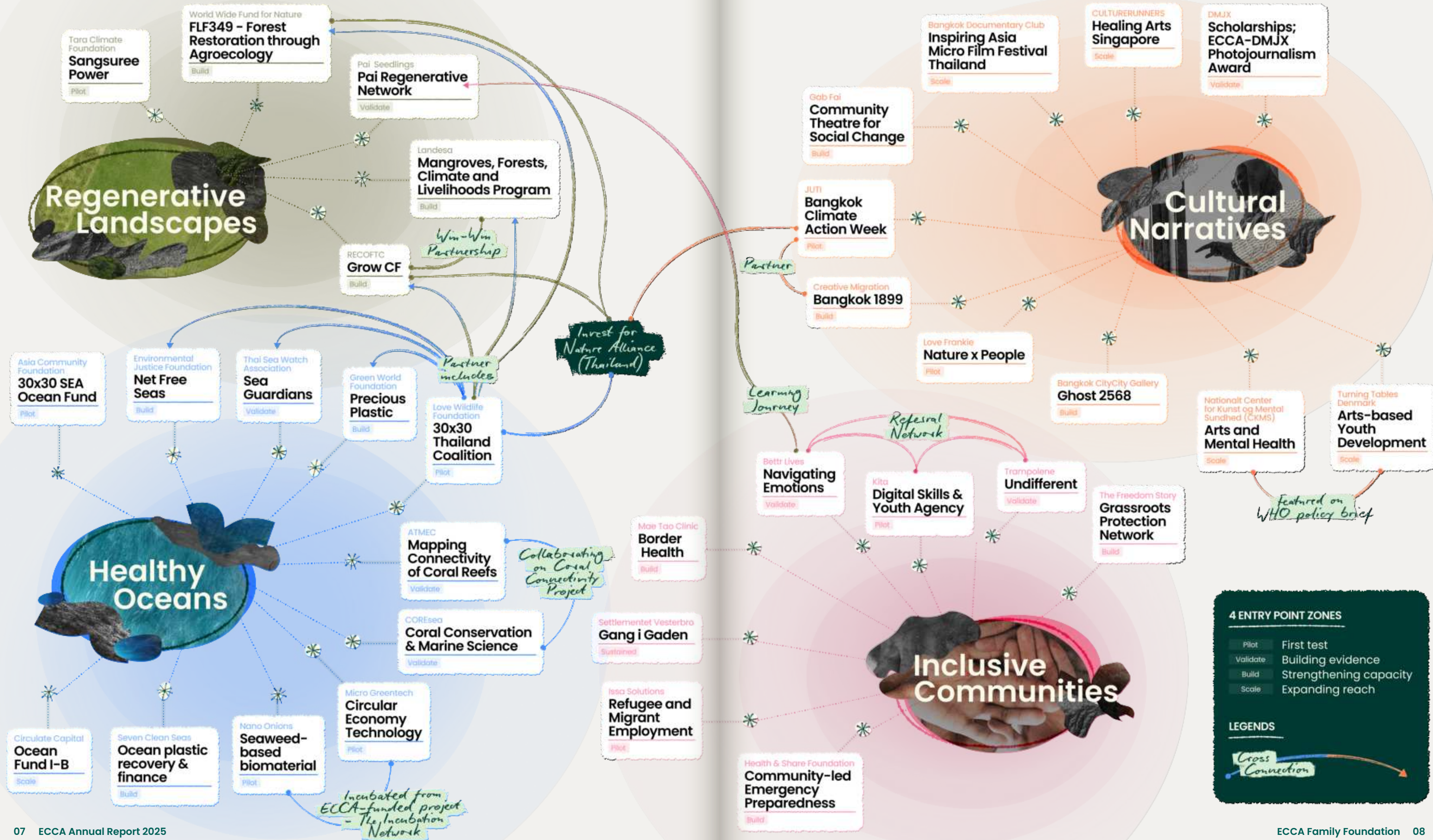
How Change Moves

What you're looking at isn't a portfolio map. It's a snapshot of relationships in motion.

Each partner has a primary area of work. Most reach beyond it – into policy, into other sectors, into conversations that weren't part of the original plan. The connections between them are sometimes intentional. Often, they're not.

The four maps ahead aren't walls. They're entry points into the same body of work. What happens in one rarely stays there.

As you move through the report, we hope you'll see not just what each effort does – but what becomes possible when they start to find each other.



ECCAsystem at a Glance

USD \$13.98M
committed
USD \$10.73M
disbursed



USD
\$3.89M

in additional funding partners
secured through ECCA's direct
support (e.g., connections made,
recommendations, direct facilitation)



6,271
Hectares

of land and ocean protected
or restored (equivalent to 9,000
football fields)



1,137
People

reporting increased trust in
their communities and a stronger
sense of belonging



42
New

products technologies, or
solutions engaged to promote
nature protection or restoration



166
People

supported into employment
through training and skills
development



2,519
People

experiencing an improved
quality of life



31,464
Metric Tons

of plastic removed, upcycled or
avoided from nature (equivalent
to 1,800 adult whale sharks)



1,785
People's

livelihoods
directly improved



458
People

actively safeguarding their
cultural and ecological rights



1,669
People

experiencing meaningful
social change through
engagement with the arts



10,874
People

accessing resources
and opportunities
previously out of reach

Partnership Survey 2025

95.7% would recommend
ECCA as a partner
(up from 88.5 in 2024)

Trustful collaboration:
4.67/5

(Partners feel psychologically
safe and are open to sharing
challenges)

92% indicate greater
confidence
through partnership with ECCA,
a slight dip from 96% in 2024

Useful partnership:
4.85/5
(ECCA is a competent partner)



"Their early belief gave us confidence at a time when everything was still uncertain... having Christian and management team come in person to see our operation make us feel seen and understood. It reassures us that we're building something worthwhile."

"The foundation spent about a year visiting the area—until it truly understood the local context and the organizations it would work with. ECCA is willing to put in extra effort to observe the sector, know the strength and weakness of our organization and how we play a part in the ecosystem."

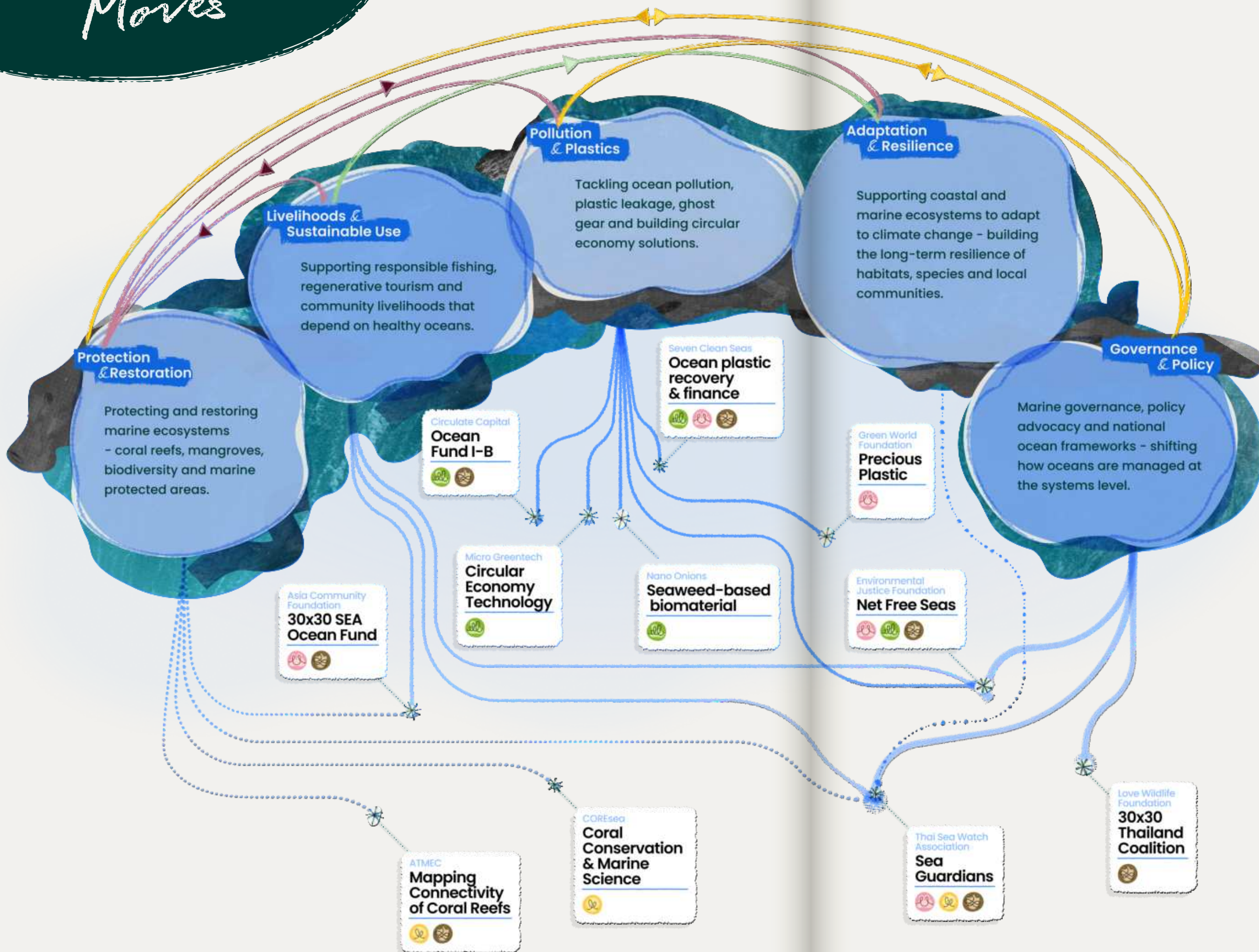


"I have been able to meet new partners, build friendships, and explore meaningful opportunities for collaboration. This expanded network has strengthened both our capacity and our impact."

How Change Moves

Entry Point A

Healthy Oceans



The pressures here are visible.
Overfishing. Habitat loss.
Plastic leaking into the sea
faster than it can be recovered.

The solutions are murkier.

Who can document what's actually happening?
Who has the authority to act on it? What kind
of support – financial, relational, political – does
change actually need?

These are the questions that shape this part
of our portfolio. We support partners working
the problem from different angles: communities
monitoring their own waters, advocates
pushing for policy and enforcement, platforms
that bring the right people into the same
room, and initiatives finding ways to make
ocean health economically viable – not just
morally urgent.

No single piece solves it. But when they start
to find each other, something shifts.

ARROW COLOR KEY

- Feedback & learning loop
- Resource & knowledge flow
- Community-driven change

AREAS OF WORK

- Frontline & Communities
- Science & Evidence
- Markets & Finance
- Network & Policy

Feature Story

The Tide Came From Below

"Marine life can survive without us. But we fishers cannot survive without marine life."



PC: EJJF

This is how small-scale fishers along Thailand's coastline understand their relationship with the sea.

It is the cultural identity passed from one generation to the next. It is the political ground on which communities stand when they demand recognition of their rights and access to the waters they have stewarded for decades.

For years, that sense of responsibility – and all it carries – lived at the community level. Quietly, persistently, without a seat at the national table.

That is starting to change.



PC: Thai Sea Watch Association

* The Gap No Policy Could Fill

Thailand has a government department for marine and coastal resources, and the relevant policies. What it didn't have, until recently, was a credible, cohesive signal from civil society about what protecting Thailand's oceans should look like.

That gap mattered. Policy without grounded community knowledge tends to stay on paper. Community knowledge, without a pathway into policy, tends to stay invisible.

The **30x30 Thailand Coalition** was built to close that gap.



PC: 30x30



PC: 30x30

* A Network with Something to Show

What began as a citizen-led initiative has grown into a network of over 200 organizations – NGOs, researchers, coastal communities, and private sector actors – united around a single commitment: to protect and restore at least 30% of Thailand's land and marine areas by 2030.

What gave the Coalition its credibility wasn't its size. It was what its members could demonstrate.



PC: 30x30

Six ECCA supported partners are active within the Coalition – each contributing concrete, community-based evidence that collective conservation is not just philosophically sound, but practically proven. **Thai Sea Watch Association, Environmental Justice Foundation, RECOFTC**, and others were already working different parts of the same system: community stewardship, marine pollution, mangrove and landscape restoration. The Coalition didn't create that work. It created the conditions for it to be seen.

* From the Water to the Policy Table

Thai Sea Watch Association's **Sea Guardians** initiative is where this becomes most tangible.

Built with – not for – coastal communities, Sea Guardians focuses on locally managed marine areas (LMMAs).

By 2027, it will span 45 communities across the Gulf of Thailand. This model was designed from community practice, tested on the water, and refined over time.

That practice became a framework. And Thai Sea Watch brought that framework directly to the **Department of Marine and Coastal Resources (DMCR)**, where it was subsequently adopted as national guidelines.

This is how the connection formed. Not through a top-down mandate, but through community knowledge becoming credible enough to shape one. The fishers pledging to protect their front-yard seas weren't waiting for permission. They were building something worth paying attention to.

* A Shared Future

In 2025, the Coalition signed an MOU with the Department of Marine and Coastal Resources, establishing a shared pathway towards Thailand's 30x30 ocean strategy.

By early 2026, the architecture of that commitment had taken shape: A national Ocean Strategy established as a common framework. A 30x30 coordination unit forming within DMCR. Multi-stakeholder task forces spanning policy, science, and community engagement. An ongoing National Ocean Action Plan guiding delivery of the target.

Civil society was no longer knocking on the door. It was inside the room – not as an external advocate, but as contributors to a shared agenda.

* ECCA's Role in the In-Between

As these relationships deepened, our role shifted.

We found ourselves doing more work in the in-between – connecting compatible organizations, bringing in funders with aligned priorities, supporting the entry of international funders into Thailand, and co-funding the **30x30 Southeast Asia Ocean Fund**, expanding our support into the region.

None of this was part of an original plan. It grew from being close enough to the work, for long enough, to see where the gaps were – and what might happen if the right pieces found each other.



The fishers on Thailand's coastline made a pledge: to keep moving forward, so that their seas remain abundant and their children can grow up in a healthy environment for generations to come.

The work of turning that pledge into policy is well underway.

2025 New Partnership

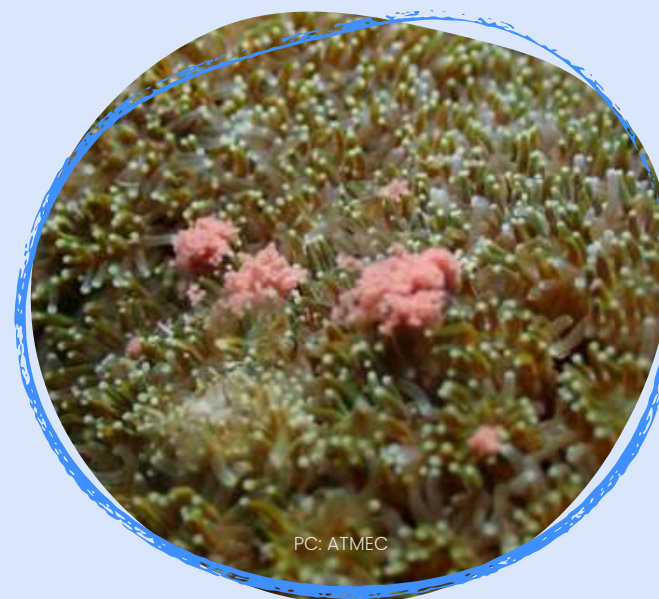
Coral Spawning and The Science Behind It

Gulf of Thailand, 2025
A window that only opens once a year

Coral spawning is one of the most precisely timed events in marine biology. For a few nights each year, conditions align and corals release their eggs and sperm simultaneously. Miss the window and you miss the data.

In 2025, **Aow Thai Marine Ecology Center (ATMEC)** came to us with a proposal: to map coral reef connectivity across the Gulf of Thailand during these spawning seasons. The science was compelling. But what caught our attention was the link they saw between the research and policy – and the systemic change potential if that link could be made to hold. that link could be made to hold.

We said yes.



"The moment anyone decides to participate in environmental conservation, that decision comes with responsibility," says Rahul, ATMEC's lead researcher. "By using a scientific approach, we can best ensure that any action we take has evidence to support it. Not just evidence of growing a coral for today, but how to have real coral reefs tomorrow."

- Rahul Mehrotra, ATMEC's lead researcher

The question ATMEC is answering isn't just biological. It is about which reefs are connected to which – and what that means for where coral restoration efforts should concentrate. Evidence at that scale rarely exists in Thai waters. When it does, it doesn't stay in a research paper. It informs the conversations happening between scientists, communities, and government about how Thailand's marine areas should be protected – the same conversations the **30x30 Thailand Coalition** is helping to bring into national focus.

We're in the early stages. But this is the kind of work that changes what becomes possible before the decisions get made.

Regenerative Landscapes

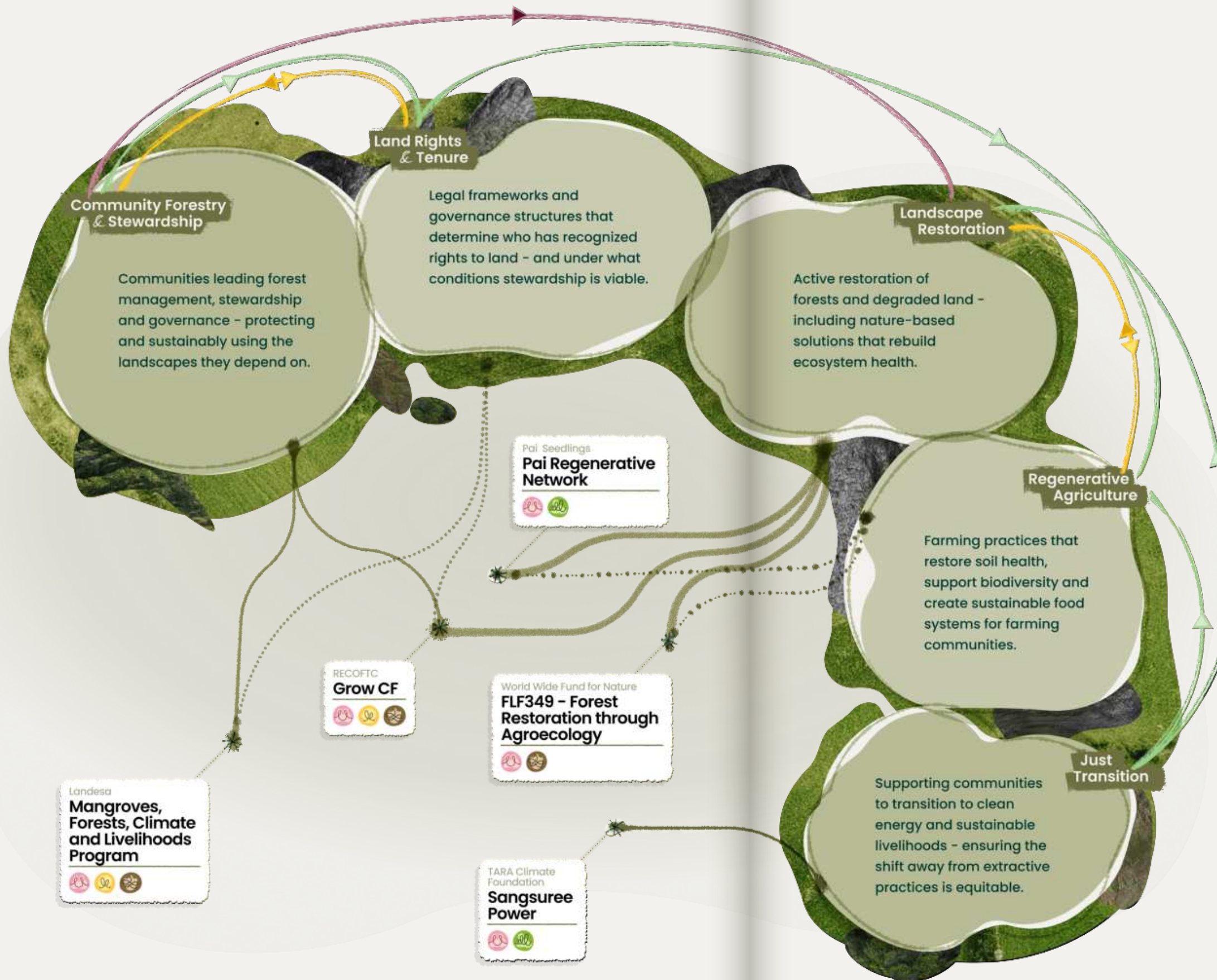
Land is not just a backdrop to climate and biodiversity goals.

It is the operating system underlying them.

Coastal health depends on what flows downstream. Economic inclusion is shaped by who has access to the land's natural resources. Whether forests remain standing depends on who holds rights, and what incentives govern how that land is used.

These aren't separate issues. They are the same question, asked from different angles.

In this part of the portfolio, we support partners working on the enabling conditions: land tenure and governance, community forestry, regenerative practice, and the policy and finance levers that make sustainable land use viable.



ARROW COLOR KEY

- Feedback & learning loop
- Resource & knowledge flow
- Community-driven change

AREAS OF WORK

- Frontline & Communities
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- Network & Policy

Feature Story

You Can't Steward What You Don't Own

"Despite these challenges, many have chosen not to give up—continuing to protect and manage their forests through community forestry. For 40 years, we have witnessed this work. It is effective—not only for conservation, but for the well-being of local people."

— Warangkana Rattanasat, Thailand Country Director, RECOFTC



Across Southeast Asia, community forestry has long been recognized as a pathway to more sustainable land use.

But two challenges consistently get in the way – and they are mirror images of each other.

Communities with access to land often lack the technical support or governance structures to make that stewardship viable. Those with the knowledge and capacity to steward land well often lack the formal rights to do so. Without tenure, long-term investment makes little sense. Without capacity, rights remain paper-thin.

These aren't separate problems. *They are the same problem, seen from different sides.*



Where the Pieces Meet

RECOFTC works closely with communities and governments to strengthen community forestry systems – supporting governance structures, building local capacity, and creating pathways for sustainable stewardship. Landesa works on the legal and policy frameworks that determine

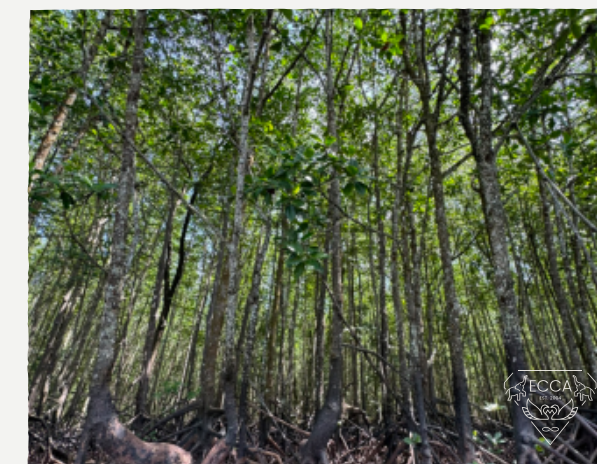


who has recognized rights to land, and under what conditions, including how gender is considered in that process.

These are often treated as separate domains. In practice, they are deeply interdependent.

RECOFTC and Landesa already knew each other and shared an alignment of interests. What they needed was the conditions to work together formally.

That's the role we played – not engineering a collaboration from scratch but creating the conditions for one that was already possible.



What the Collaboration Looks Like

The work is focused on mangrove communities in Phang-Nga and Krabi – areas where the connection between land tenure, community stewardship, and coastal health is direct and visible.

RECOFTC is conducting independent assessments in pilot sites, using GIS mapping and biodiversity surveys to build a clearer picture of what community forestry governance looks like on the ground. That evidence base will inform both organizations' work – and give Landesa stronger footing in its engagement with the government.

Through a separate ECCA grant, RECOFTC is also running its own community forestry pilot sites in Saraburi province. Their approach is built around communities leading their own data collection – trained local members conducting surveys, developing forest management plans, and feeding into a centralized monitoring system. Regional learning hubs bring together local government and civil society to build this capacity together. And to ensure the work holds beyond the project period, communities receive support to develop forest-based enterprises, creating economic pathways alongside ecological ones.



Meanwhile, Landesa is working with the government to strengthen the legal frameworks that determine community land rights – including how forestry committees are structured and who has a formal role within them.

Each organization is strengthening the other's hand. RECOFTC's ground-level relationships and evidence give Landesa's policy work credibility. Landesa's progress with the government gives RECOFTC's community work a more durable foundation.



Part of a Larger Picture

Both RECOFTC and Landesa are active members of the **30x30 Thailand Coalition** – the same civil society network working to protect and restore 30% of Thailand's land and marine areas by 2030.

That's not a coincidence. It is what a connected system looks like in practice. The community forestry governance that RECOFTC is strengthening, the tenure frameworks that Landesa is shaping, and the coastal stewardship that **Thai Sea Watch** is building with fishing communities – these are different entry points into the same challenge.

Land and ocean. Rights and practice. Local stewardship and national policy.

When they start to find each other, the work begins to move differently.

2025 New Partnership Solar by the Community, for the Community

Chachoengsao Province, Thailand, 2025
Our first step into renewable energy financing.

The **Alternative Agriculture Chachoengsao Association (AACA)** spent years fighting a coal power plant proposed for their region. They won, but what comes next?

The answer was **Sangsuree Power** – a solar social enterprise built to make clean energy accessible to the farming communities AACA has worked with for four decades. By 2025, they had installed 23 solar systems across farms, households, offices, and local utilities. The model was working so far. But to scale, it needed a different kind of capital.

That's where ECCA came in.

Through **Tara Climate Foundation**, we seeded a revolving fund – capital that communities borrow to install solar, repay as their energy costs drop, and which then flows back to finance the next installation. It is designed to become self-sustaining by 2030. Early repayment rates, particularly from community-level projects like village water supply systems, suggest the model holds.

What makes this more than an energy story is where it connects. If the revolving fund proves out, it has direct implications for ECCA's farming partners across Thailand – organizations working on regenerative agriculture and land stewardship whose economics could shift meaningfully with access to affordable solar.

We're watching closely.

And we're learning alongside them.

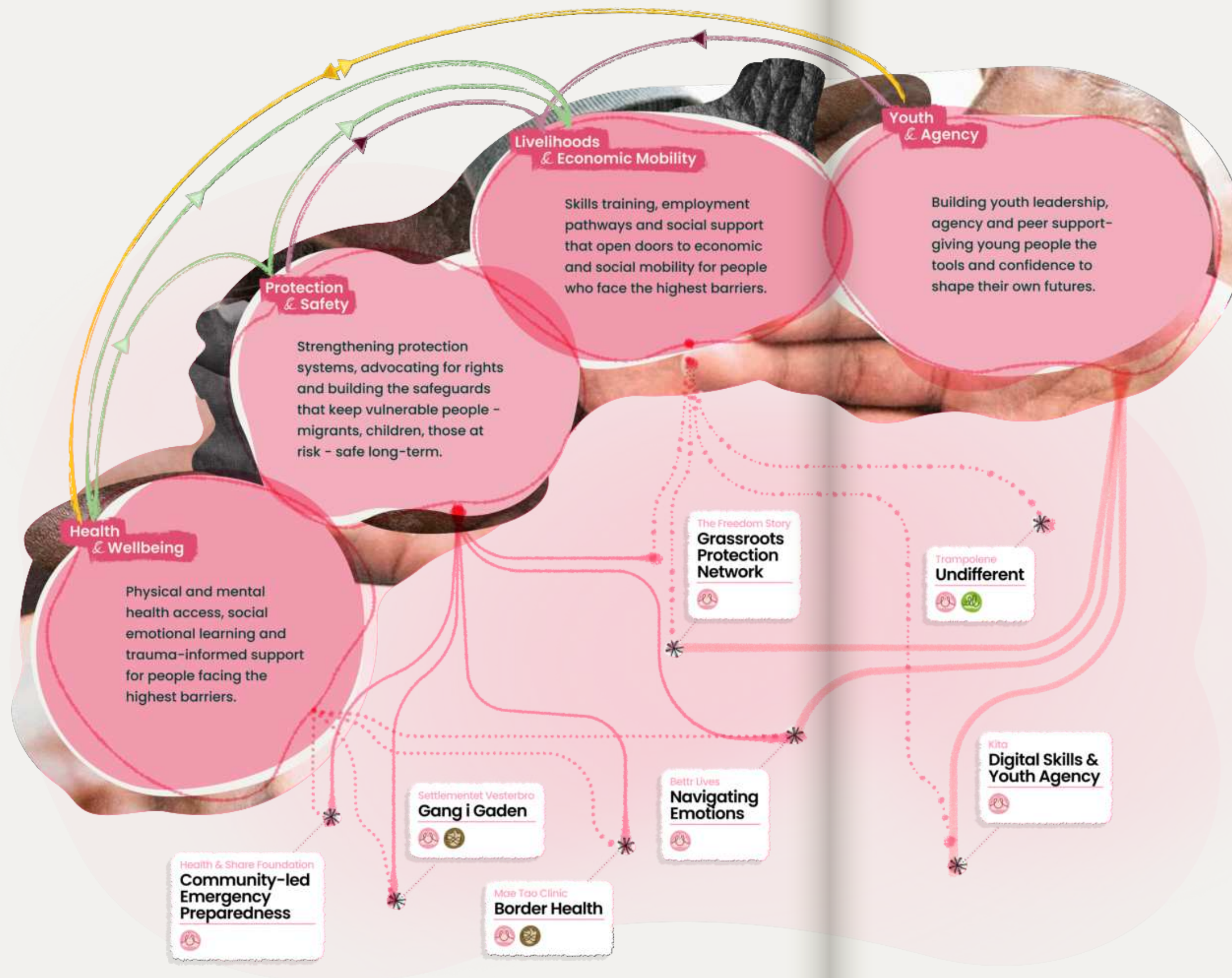


"Having a revolving fund in Sangsuree enables every farmer to access renewable energy on an equal basis"

*- Ms Oracha Chandej,
Project Manager,
Sangsuree Power*



Entry Point C Inclusive Communities



Economic inclusion is often treated as a separate social issue - important, but secondary to the bigger systemic challenges.

We don't see it that way.

Whether communities can sustain decent livelihoods shapes almost every other outcome we care about. It determines whether people can afford to refuse harmful work. Whether families have enough stability to participate in collective solutions. Whether protection from exploitation is a real option or just a principle on paper.

Across this part of the portfolio, our partners work on livelihoods, skills, access to services, and protection - often alongside people navigating structural exclusion, constrained mobility, or precarious legal status. People for whom the margin between viable and not is very thin.

This isn't downstream work. It is preventative. Reduce the pressures that make exploitation possible, and you change what communities are able to build.

ARROW COLOR KEY

- Feedback & learning loop
- Resource & knowledge flow
- Community-driven change

AREAS OF WORK

- Frontline & Communities
- Science & Evidence
- Markets & Finance
- Network & Policy

Feature Story

More Than One Door



Inarah Batrisyia

Inarah Batrisyia came in quietly.

Twenty-three years old, shy, not yet sure what she was capable of. She didn't arrive at stable employment through a single program or a straight path. She found her way through **Kita**, where she began building skills and a sense of herself. Then to **Betr**, where she learned that understanding her own emotions was as important as any technical capability.

Now Inarah works at **The Social Space**, a social enterprise committed to inclusive hiring and one of the Betr Fellowship's own partners – and she's still connected to Kita. She wants to learn several languages. She wants to travel. She shows up every day with curiosity.

What made her journey possible wasn't any single door. It was the fact that multiple doors existed – and that the people behind each one knew about the others.



A Network Nobody Designed

Singapore has no shortage of programs for youth facing barriers to employment. What it has less of is connection between them.

Betr builds emotional intelligence and employability with youth who face barriers to work. Kita works on digital skills and design, building confidence before looking for job opportunities. **Trampoline** creates pathways specifically for neurodivergent talent.

Each was doing important work independently. But the more they got to know each other – through ECCA convenings, shared events, late night conversations about what youth work actually demands – the more they began to function as something connected.



Trampoline at Betr's Unfiltered Summit!



Youth started moving between them. A young person at Kita finding their way to Betr when ready. Someone at Trampoline expressing interest in barista work, referred to Betr. Kita was among the first partners in Betr's fellowship for inclusive social enterprises – that early connection became the foundation for what followed.

Betr's Unfiltered Summit last October was a tangible showcase of that, where two hundred people gathered – Trampoline, Kita, Betr Fellowship alumni, and a generation of young moderators running their own panels. The conversations ranged from pay checks to art, technology to sustainability.

But the room itself was the real story: organizations that had started as separate efforts, now in each other's orbit.



What ECCA Did - And Didn't Do

We didn't design this network. We funded organizations working on different parts of the same problem and created conditions for them to find each other.

All of this emerged from relationships, not from a plan. Inarah's path ran through more than one organization because more than one organization knew to look for her.

That's what a connected system makes possible.

A connected system



The Same Logic, Different Contexts

Similarly, in Denmark, **Turning Tables** works with youth from social housing settings – facing versions of the same structural pressures in a different country, a different culture. In Thailand, **Mae Tao Clinic** and **The Freedom Story** work on the front lines of migrant health, border protection, and exploitation prevention – addressing the conditions that make vulnerability possible before harm occurs.

The organizations look different. The geographies are worlds apart. But the underlying conviction is shared: stable, dignified pathways out of precarity don't come from isolated interventions. They require different kinds of support that know about each other – and work, formally or not, in the same direction.

2025 New Partnership

A Place To Come Back To

Copenhagen, Vesterbro, 2025
A drop-in centre running out of room.

Gang i Gaden – which translates as “Street in Motion” – has been a fixture of Vesterbro since **Settlementet** opened its doors in 1911. For people navigating homelessness, complex social challenges, or simply the loneliness of being unseen, it is a place to come back to. A cup of coffee. A familiar face. Somewhere that doesn't require you to have your life together to walk in.

Demand has been rising. The centre's standard daily capacity is 25 to 30 people. Since the winter of 2023, it has been receiving 30 to 45. In 2023, 200 unique individuals used the drop-in over the course of the year. By the first quarter of 2025 alone, that number had already reached 100.

The pressure changes the work.
As one staff member put it:

“Normally, we have close relationships with our users. But when there are 30+ people, we spend more time de-escalating conflicts and reacting to urgent needs.”

That shift – from relationship to reaction – is where something in the system quietly breaks.

ECCA began conversations with Settlementet after visiting in October 2024. Because the organization had been doing so much good work, it took time to find the right entry point. An overstretched capacity.

Our support went toward extended opening hours, additional staffing, and structured activities – reading groups, individual conversations, trauma-informed



A place to come back to

PC: Settlementet



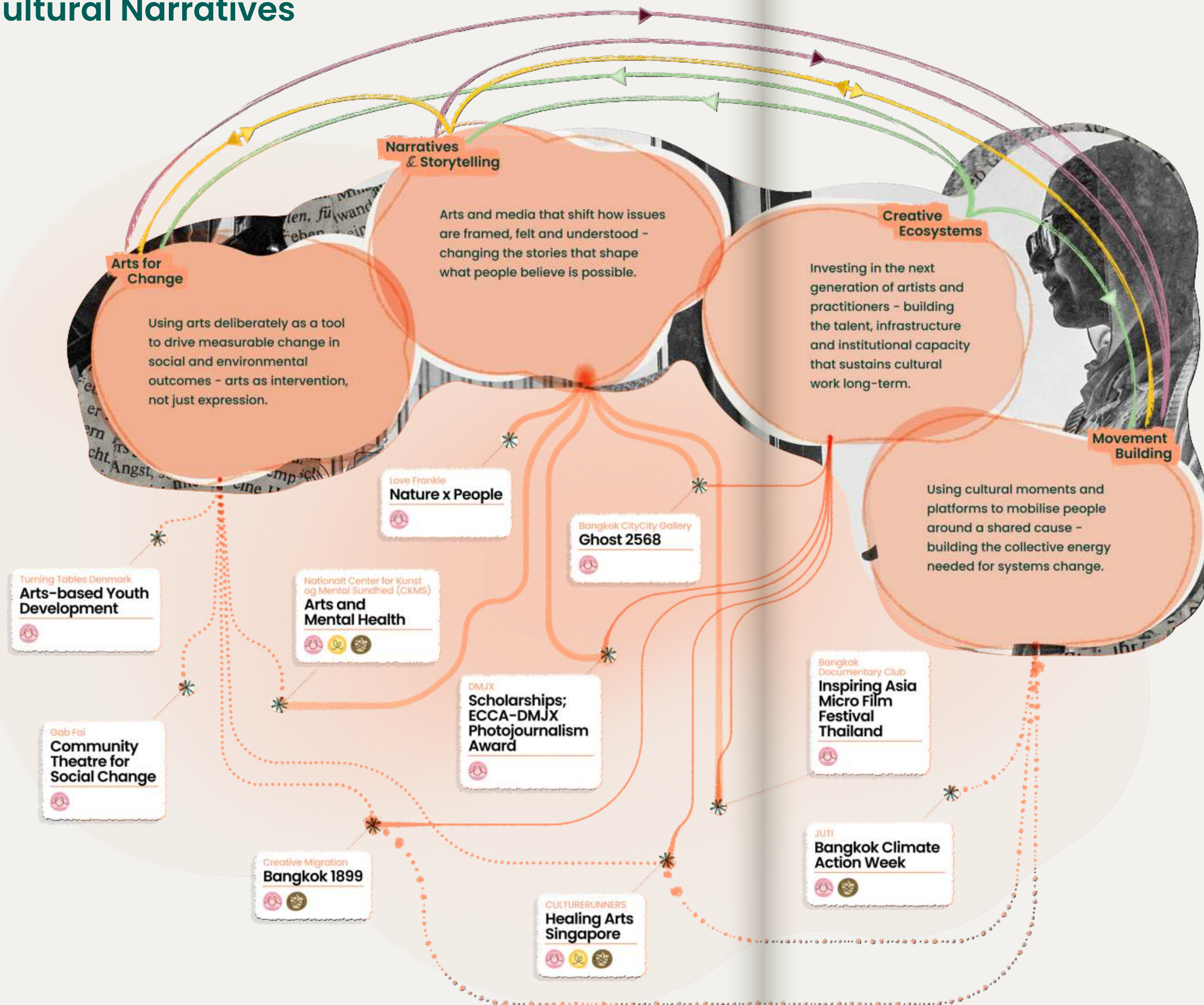
PC: Settlementet

group dialogues – that create the conditions for the kind of relationship the work depends on. The goal is also to help users find pathways into other services: healthcare, housing support, community programs they might not otherwise reach.

Jens, who came to Settlementet while homeless and unemployed, now has his own apartment and works at the Ministry of Environment. He calls himself “a fantastic success story.”

He is also a reminder of what becomes possible when someone has a place to come back to – and people with enough time to get to know them.

Cultural Narratives



Culture shapes what we take for granted.

Practices repeated long enough become beliefs.

And beliefs become the baseline for what feels normal, what feels possible, and what feels allowed. That is what makes cultural and narrative work something more than communications. It is the unseen infrastructure beneath civic space, public attention, and collective action.

Here we support partners creating and protecting platforms for expression, connection, and learning – particularly for communities whose voices are marginalized or actively suppressed.

The shift we look for isn't measured in events and media produced. It shows up in what gets unlocked: new alliances forming, conversations reaching people and institutions they couldn't before, and a gradual expansion of what communities feel able to imagine, question, and say out loud.

ARROW COLOR KEY

- Feedback & learning loop
- Resource & knowledge flow
- Community-driven change

AREAS OF WORK

- Frontline & Communities
- Science & Evidence
- Markets & Finance
- Network & Policy

Feature Story

The Room Started to Fill



PC: CKMS



PC: CKMS

From one room to many

In the psychiatric centres of Denmark, something quiet has been happening.

Patients who had run out of words – or never had enough of them – were finding their way back through writing. Long waitlists. Clinical teams asking for more. A program called **REWRITALIZE**, built by the **National Centre for Arts and Mental Health**, known as CKMS, doing what medication and therapy alone often couldn't.

*The work was proven.
Now it just needed to grow.*

Room to Breathe

ECCA came on board in early 2025 with core funding and no conditions beyond one: keep going.

Within the year, CKMS secured a permanent grant of DKK 4 million annually from the Danish Ministry of Health – moving from project-based funding to a recurring public budget line.



PC: CKMS

Programs began spreading beyond CKMS's own walls. Psychiatric facilities started running their own writing programs – no longer externally facilitated activities, but standing parts of what centres offer.

Psyk Center Bornholm was one example. Others followed, expanding beyond Copenhagen into additional cities, with hospitals integrating creative formats into their standard environments.

As the work spread, referrals increased. Interest grew, and unexpected connections started forming.

A Conversation That Travelled

At a conference in Copenhagen, an ECCA team member crossed paths with colleagues from the **World Health Organization (WHO)**. The conversation turned to what was happening in Denmark – the writing rooms, the psychiatric centres, the slow accumulation of evidence that creative practice reaches people in ways conventional intervention often doesn't.

Turning Tables came up – an ECCA-supported Danish partner using music, film, and photography to engage with youth in social housing areas. CKMS was already contributing to a WHO study on arts and health in the Nordic region. When they learned about Turning Tables, they recognized it as work that belonged in the study and wrote them in. An organization that had been quietly building for years found itself with a global platform it hadn't sought – not through a formal introduction, but through the kind of organic recognition that happens when good work finally reaches the right room.



PC: CKMS

The same conversation opened another door. We learned from WHO that **Healing Arts Singapore** was just beginning to take shape – a national-level initiative bringing together research, policy, and cultural institutions to explore the role of arts in driving social outcomes. ECCA expressed interest and was introduced to the broader team.



PC: CKMS

* The Thread Running Through It

CKMS, Turning Tables, and Healing Arts Singapore were not part of a coordinated strategy. They were separate efforts, in different countries, working on similar causes.

What connected them was time – organizations doing the work long enough to build evidence, and relationships close enough that when the right moment arrived, the right introduction could be made.

Arts-based approaches to social change are gaining institutional ground. The research is catching up with the practice. And the organizations that stayed the course are finding that the room – slowly, without announcement – has started to fill.



2025 New Partnership

Bangkok Opened a Door

Bangkok, 2025

Thailand's first-ever Climate Action Week

Climate conversations in Bangkok had long been happening in many a conference room. What was missing was a door for the public.

Bangkok Climate Action Week was built to open one.

Over seven days, more than 77,000 people showed up in person and 1.4 million more engaged online. Across 250 events spanning art spaces, temples, classrooms, and parks, the public was invited to learn, create, and participate actively.

A city-wide platform that made climate action feel personal, hopeful, and part of everyday life was exactly the kind of work worth backing, so ECCA came in to support the event.

"The breakout success of BKKCAW's inaugural edition revealed a readiness from diverse local actors to become active agents of change. We witnessed a vibrant community seeing itself across silos and boundaries for the first time – and sensing its collective potential."

*– Leo Horn-Phathanothai,
Founder and Convener,
Bangkok Climate Action Week*



PC: BKKCAW



PC: BKKCAW

89% of partner organizations made at least one meaningful new connection. More than 20 new initiatives and partnerships were seeded during the week and carried forward. The week also produced something less measurable but equally important: a declaration. Communities, youths, and civil society came together and issued a shared call for clean air, environmental rights, and climate fairness. A public voice, shaped during a public week.

The work of building a sustained, inclusive climate movement in Bangkok – and the region – will take longer. But in that week, many doors opened for new possibilities.



The boundaries between all four areas are fluid.

There is a ripple effect. Coastal work connects to livelihoods. Livelihoods shape vulnerability. Vulnerability determines who has access to services and whose story gets told. And the stories that stick – the narratives that travel – influence behavior, policy, and where resources ultimately flow.

What we’re describing is not four separate areas of work. It’s one system in motion – where a shift in one place can strengthen or constrain what becomes possible somewhere else entirely.

We’re still learning how these connections form. But we do know they have the power to change the nature of the work itself.

It becomes more coherent. More durable. Its strength rooted not in any single organization, but in the interdependence between them.

Our Role is Shifting

The more time we spend close to a system, the more we start to see what it needs.

That is what has been shifting for us. ECCA remains committed to supporting locally led work, but we also want to work towards a deeper understanding of what else that support requires. Capital is one part of it. Relationships, context, and the patience to build towards opportunities that aren’t yet visible are another.

In 2025, we became more deliberate about that.

Here’s how we have been showing up:

Co-fund and coordinate capital

We work alongside funders with strong alignment – not just sharing costs but building something more coherent than any single funder could alone. Example: We participated in the 30x30 SEA Ocean Fund with 13 other funders, expanding support for ocean conservation beyond Thailand into the wider region.

Build toward public sector pathways

Public sector relationships take time – often with no immediate visible result. We invest in them anyway, knowing that when the right moment arrives, the groundwork is already done. In 2025, this included funding and organizing a learning visit to the Philippines, bringing together officers from Thailand’s Department of Marine and Coastal Resources, Thai Sea Watch Association, and scientists – creating a shared experience across government, civil society, and research that no single partner could have convened alone.



Connect partners and funders

When an external funder wants to engage meaningfully in a landscape they’re new to, local organizations shouldn’t have to spend their time translating it. We make introductions, share context, and help both sides find each other faster. See feature story: *Brokering for Thailand*.

Fit-for-purpose capital deployment

Grant funding opens doors. Some constraints, however, require different tools. We layer support over time – grants, capacity building, and where appropriate, connections to impact-first capital – especially where commercial capital hasn’t yet arrived. See feature story: *Fit-for-Purpose Capital*.

Invest in relationships between partners

The connections that matter most aren’t made through formal introductions. They’re built over time, through shared experiences and genuine familiarity. In 2025, we brought 69 partners together for ECCA’s first Partners Retreat – creating the conditions for relationships that no grant agreement could engineer. See Feature Story: *Building the In-between*.

Feature Story

Brokering for Thailand: How Local Knowledge Unlocks Outside Capital

"ECCA helped us connect with the organizations and leaders driving ocean conservation on the ground - giving us the confidence to support initiatives like the 30x30 Thailand Coalition and Environmental Justice Foundation's fisheries work. Their guidance helped turn interest into meaningful action."

Apple Chow, Asia Program Manager, Oceans 5



For a funder new to a landscape, the hardest part is rarely the intention. It is the orientation.

Who is doing credible work? Who are the right partners? How does the policy environment actually function - not on paper, but in practice? And how do you engage meaningfully without inadvertently duplicating what is already there, or missing what matters most?

These are questions that take years to answer from the outside. For organizations already inside the landscape, they are often taken for granted.

That gap is where ECCA has increasingly found itself working.

The relationship with **Oceans 5** began the way many of ECCA's most important connections

do - through showing up consistently in the same spaces. At an **Asia Philanthropy Circle** event, ECCA and Oceans 5 found themselves in the same conversation about ocean conservation funding in Southeast Asia. Oceans 5 had a clear commitment to the region. What they did not yet have was a foothold in Thailand.

ECCA offered to help.

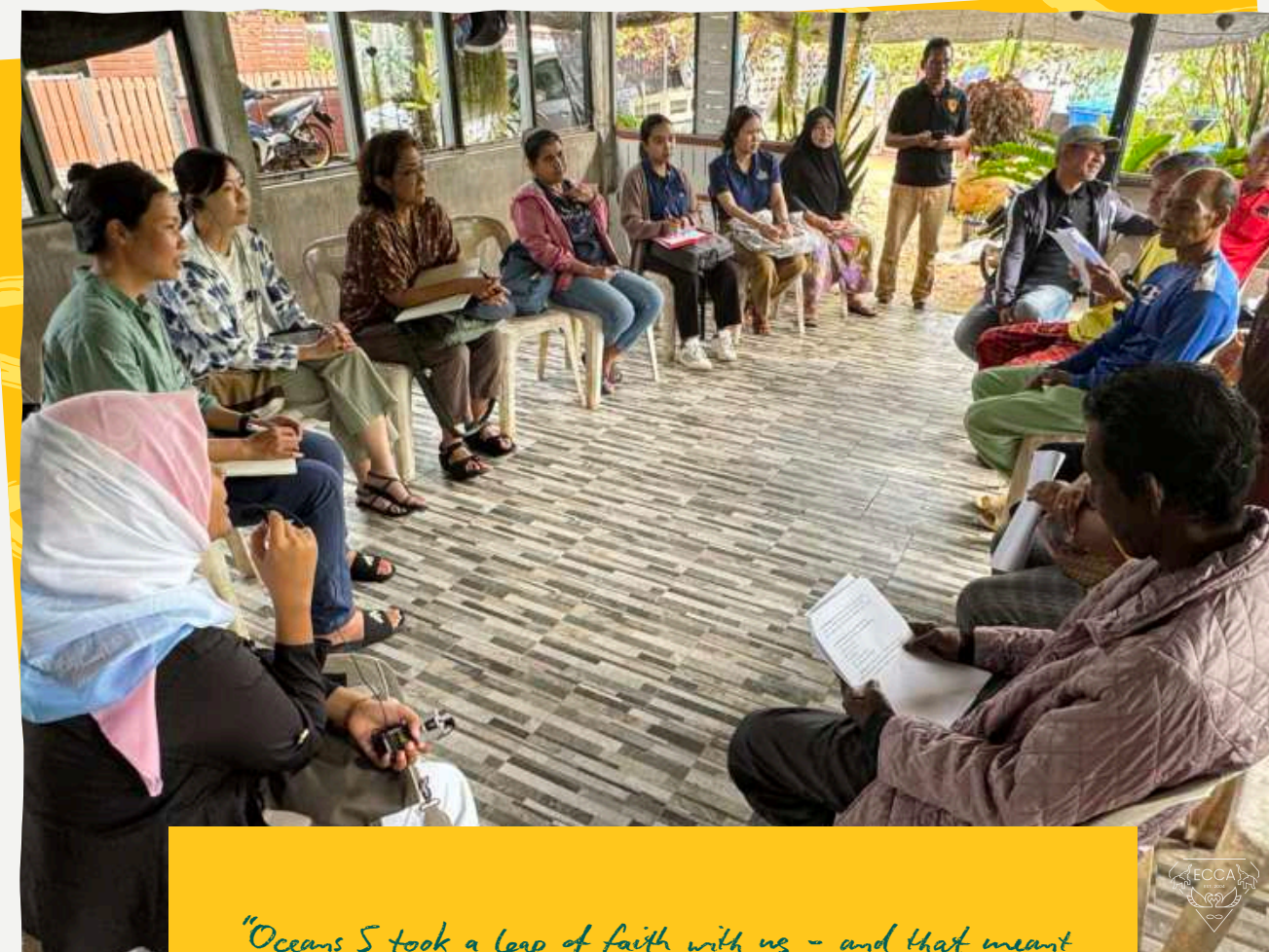
That meant more than a few introductions over email. When Oceans 5 came to Thailand for a field visit, ECCA organized the program from the ground up - meetings with local organizations, context on the policy landscape, time with communities doing the work. It was the kind of orientation that would have taken months to piece together independently.

Oceans 5 went on to fund the **30x30 Thailand Coalition** and support **Environmental Justice Foundation's** IUU fishing and advocacy work in Thailand. These were not outcomes ECCA engineered. They were what became possible when a funder with aligned values had enough context to act with confidence.

What began as a conversation at a philanthropy event became coordinated capital across Southeast Asia.

The network we accumulated as a place-based funder finally paid off, built over years of being present in the same rooms, caring about the same things.

Oceans 5 is an international funders' collaborative dedicated to stopping overfishing, establishing marine protected areas, and constraining offshore oil and gas development - three of the highest priorities identified by marine scientists around the world.



"Oceans 5 took a leap of faith with us - and that meant everything. They were the first international funders we convinced that Thailand's ocean conservation landscape was worth investing in, and they came in with both trust and flexibility to learn alongside us."

Carol Liew, Managing Director, ECCA

Feature Story

Fit-for-Purpose Capital: The Plastics Value Chain



Microplastics and nanoplastics have now been detected in human brain tissue.

In Thailand – one of the world’s largest sources of ocean plastic – the plastic being collected is often worth less than the cost of picking it up. The infrastructure to process what gets collected is still, in many places, missing entirely.

Knowing the problem and having the tools to fix it are two different things.

Since inception, ECCA has supported partners working across various parts of the plastics

value chain – community-level collection, market-building, startup incubation, recycling systems, and material innovation. Each plays a role.

The chain, however, has missing links. Collection happens in places where there is nowhere for the material to go. Recycling facilities exist but run under capacity because the feedstock supply is unreliable. Innovation is happening where the capital to support it has not yet followed.



So, we match the tool to the constraint.

The instruments vary.
The impact intention does not.

Grants to fund early-stage work the market won’t touch. Capacity support to help organizations grow past the fragile early years. Zero-interest loans for ventures emerging from incubation – flexible capital that gives them room to keep growing while they work toward institutional or commercial funding. Further along the chain, connections to impact-first investment where the economics begin to make sense.



ECCA was an early supporter of **Circulate Capital** – backing the model when dedicated circular economy funds in Southeast Asia were still a novel idea. Their second fund recently closed at over USD 220 million. Early conviction, sustained over time, can catalyze capital at a scale no single foundation could deploy alone.

The plastics crisis in Thailand remains unresolved. But it is becoming more connected – across communities, infrastructure, markets, and capital.

*The chain isn't fixed.
But it's closing*

Feature Story

Building the In-between: ECCA's First Partners Retreat



Capital is one part of how systems change. Relationships are another.

For the first time in May 2025, we decided to bring all our partners together – not for a workshop, not for a strategy session, but simply to be in the same place at the same time.

It felt like an experiment.

We weren't sure whether taking 69 people away from their already demanding work would be worthwhile. Whether organizations working across different geographies, sectors, and issue areas would find common ground. Whether the connections we hoped might emerge would emerge at all.

"For the first time in a very long time, despite being so very far apart in scope and scale, I felt like part of a community."

So, we approached the retreat with care and intention. Over several months, we shaped every detail – from the flow of sessions to welcome gifts sourced from local social enterprises, and activities designed around what participants told us they actually needed (and what they didn't). The aim was to create something more human, more grounded, and meaningfully different from the many convenings people attend each year.

What unfolded, of course, could not be fully designed.

A coral reef scientist exchanged stories with someone working on youth employment in Singapore. A community forestry practitioner found unexpected parallels with an arts organisation from Denmark. A sudden rainstorm left two groups stranded outdoors – and instead of frustration, there was laughter, and conversations that might never have happened otherwise.

Some connections cannot be engineered through emails or quarterly check-ins. They happen in the in-between – over shared meals, long walks, and unplanned conversations, when there is time simply to be together.



"Everyone's passion, dedication and genuine care for their work and communities gives me hope and rekindles the joy I used to know."

The experience affirmed something we've long sensed: systems change doesn't happen through organizations working in isolation. It emerges through the relationships, trust, and exchange of ideas that form between them. Our role is not only to support individual partners, but also to strengthen the fabric between them.

We didn't leave with action points or commitments.

We left with new friendships, unexpected connections, and a deeper appreciation of the people behind the work.

If systems change is about how people work together, then this in-between might be where it begins.



Cross-ecosystem connection emerging in 2025

Community practice is shaping national policy.

The LMMA framework built by Thai Sea Watch and coastal fishing communities has been adopted by the Department of Marine and Coastal Resources – a direct line from what fishers built on the water to what government now recognizes in law.



Livelihoods are central to everything.

From fishing communities in the Gulf of Thailand to farming cooperatives in Chachoengsao to youth navigating Singapore’s job market – conservation without economic stability doesn’t hold, and protection without dignified income doesn’t last.

Coordination is attracting capital.

As community groups, researchers, and government begin working from shared frameworks rather than in parallel, the landscape is becoming legible to outside funders in ways it wasn’t before.



Cultural and narrative work runs through all of it.

From writing rooms in Danish psychiatric centres to climate action week in Bangkok, the organizations we support understand that changing what feels normal is as important as changing what is legal.

Chapter 06 Signals in Motion

Showing up



This system isn’t finished. It will keep evolving

– through the work of partners we already know well, and through connections that have yet to be anticipated.

What has changed is how we understand our place within it.

We started this work thinking we were here to support organizations. That is still true. We are also learning to pay attention to what becomes possible when the right pieces come together

– and to play a more active role in helping them find each other.

The signals are small. A framework adopted by a government agency. A young person referred from one door to the next. A conversation in a corridor that crossed two continents.

All of it required showing up, consistently, over time. That is what we intend to keep doing.

Corporate Information

ECCA Family Foundation Ltd.	Company Registration Number	Incorporation Date
	: 20204423G	: 17 August 2020
	Company Type	Audit Firm
	: Public Company Limited by Guarantee	: CLA Global TS Public Accounting Corporation
Management	Chairman & Director	Vice-Chairman & Director
	: Christian Algot Enevoldsen (Appointed 17/08/2020)	: Martin Hoyer-Hansen (Appointed 17/08/2020)
	Director & Secretary	Director
	: Nurulhuda Binte Mohamad Sa’ad (Appointed 17/08/2020)	: Liew Kaiting, Carol (Appointed 21/06/2021)

Corporate Governance & Compliance

A Board of Directors (the “Board”) manages the Foundation. Directors are appointed in accordance with the Foundation’s constitution.

The Board of Directors ensure:

- * Compliance – The Foundation must comply with its constitution and all relevant laws and regulations
- * Management – The Foundation must be managed ethically and responsibly
- * Credibility – The Foundation must be effective, credible and sustainable
- * Success – The Foundation should fulfil its objectives

The board is required to use independent judgement and act in the best interest of the Foundation.

Board Meetings

- The Board conducts quarterly meetings, where meetings consist of one or more of the following:
- * Approval of the annual report and financial statements
 - * Approval of corporate strategy, grant proposals and approvals
 - * Convening of members’ meetings or any other matters that the board considers necessary

Meetings & attendance for the 2025 calendar year were:

Name of Director	Board Meeting Attendance
Mr Christian Algot Enevoldsen	7/7
Mr Martin Hoyer-Hansen	7/7
Ms Nurulhuda Binte Mohamad Sa’ad	7/7
Ms Liew Kaiting, Carol	7/7

Financial Management and Controls

The Foundation is compliant with all applicable laws and regulations and ensures that resources are used legitimately and accounted for.

The Foundation has implemented relevant internal processes, and the Board will continue to:

- * Conduct reviews of the Foundation’s controls, processes, key programs and events
- * Approve and regularly monitor expenditure
- * Review financial statements, with analysis and explanations given for significant difference

Reserves, Investments and Loans

The Foundation’s reserve is the balance of the donation(s) for payment of the Foundation’s operating expenses. The Foundation did not and will not invest its reserve. The Board will donate all funds received and has or will pass on all donations to the assigned charitable organization. The Foundation does not approve any loans to any director, employee or other parties. The Foundation does not receive loans for any purpose or tenure,

Disclosure and Transparency

The Foundation will be transparent and accountable in its operations. Board members are not remunerated for their services to the Board.

Conflicts of Interest

The Board is required to act in the best interest of the Foundation. If a conflict of interest arises at a Board meeting, the Board member concerned must not vote on the matter nor participate in discussions. A complete and transparent recording of all relevant matters should be recorded in meeting minutes.

Human Resource Management

As of December 31, 2025, the Foundation has a total of three employees. The company secretary carries out all administrative work, and employees of North-East Family Office Singapore Pte. Ltd. carry out all finance-related work.

Funding Sources

Christian Algot Enevoldsen and The Trust endows the Foundation.

Financial Statements

The directors present their statement to the members of ECCA Family Foundation Ltd. (the “Foundation”) together with the audited financial statements for the financial year ended 31 December 2025.

In the opinion of the directors,

- * The financial statements are drawn up to give a true and fair view of the financial position of the Foundation as of 31 December 2025, and of the financial performance, changes in funds and cash flows of the Foundation for the financial year covered by the financial statements; and
- * On the date of this statement, there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they fall due.

Directors

The directors of the Foundation in office at the date of this statement are as follows:

- * Christian Algot Enevoldsen
- * Martin Hoyer-Hansen
- * Nurulhuda Binte Mohamad Sa’ad
- * Liew Kaiting, Carol

Arrangements to enable directors to acquire shares and debentures

The Foundation is a company limited by guarantee and has no share capital and debentures.

Directors’ interests in shares or debentures

The Foundation is a company limited by guarantee and has no issued share capital. There were also no debentures issued by the Foundation at the end of the financial year.

Share Options

The Foundation is a company limited by guarantee. As such, there are no share options or unissued share capital under options.

Independent Auditor

The independent auditor, CLA Global TS Public Accounting Corporation, has expressed its willingness to accept re-appointment. The Board of Directors has on the date of this statement, authorized these financial statements for issue.

Christian Algot Enevoldsen
Chairman & Director

Martin Hoyer-Hansen
Vice-Chairman & Director

Liew Kaiting, Carol
Director

Nurulhuda Binte Mohamad Sa’ad
Director & Secretary

Balance Sheet

as of 31 December 2025

	2025 US\$	2024 US\$
Asset		
Current assets		
Bank balances	1,557,394	397,548
Other receivables	139,378	75,822
	1,696,772	473,370
Non-current assets		
Other receivables	190,307	169,362
Plant and equipment	9,959	12,648
	200,266	182,010
Total assets		
	1,897,038	655,380
Liabilities		
Current liabilities		
Other payables	340,060	246,811
Total liabilities		
	340,060	246,811
Net assets		
	1,556,978	408,569
Funds		
Unrestricted funds	1,556,978	408,569
Total funds		
	1,556,978	408,569

Statement of Financial Activities

For the financial year ended 31 December 2025

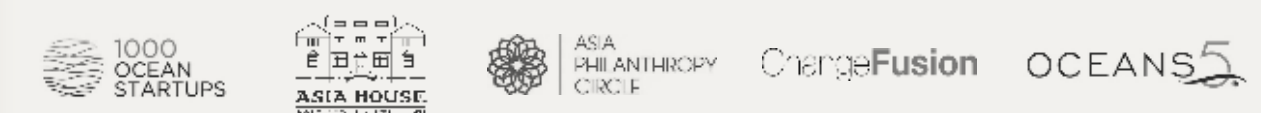
	2025 US\$	2024 US\$
Income		
Donations	5,251,188	2,620,000
Other income	-	1,534
	5,251,188	2,621,534
Direct charitable expenses		
Grants	(3,157,080)	(1,443,364)
Programme expenses	(128,682)	(54,790)
	(3,285,762)	(1,498,154)
Expenditures		
Administrative expenses	(386,594)	(316,952)
Communications	(28,406)	(38,756)
Depreciation of plant and equipment	(3,592)	(2,794)
Employee compensation	(378,530)	(322,255)
Insurance	(10,459)	(9,102)
Legal and professional fees	(8,412)	(6,648)
Net foreign currency exchange losses	(1,024)	(13,094)
	(817,017)	(709,601)
Net surplus for the financial year		
	1,148,409	413,779

Partner Organizations

Portfolio Partners



Strategic Partners



This Isn't a Report.
It's a Living *System*.

