



IMPACT REPORT 2023

EXECUTIVE SUMMARY

ECCO

THE ITALIAN CLIMATE CHANGE THINK THANK

ECCO'S FIRST IMPACT REPORT

ECCO was founded in 2021 in a context characterised by the **need to turn commitments to reduce emissions into functioning political processes for the transformation of social and productive systems.**

ECCO works on three geographical levels:



- **In Italy.** The National Energy and Climate Plan (**NECP**) represents the instrument for defining policies and measures aimed at achieving the energy and climate goals of the Paris Agreement and redefining market and society incentives.

ECCO aims to contribute to the development of a national vision and a policy framework that can be applied to all levels of public governance, economics and society.



- **In Europe.** The European Union's leadership on climate is expressed in the **Green Deal**, a framework for the decarbonisation of the European economic system and net zero emissions by 2050.

ECCO aims to support the leadership of Italy and of European institutions in implementing common climate goals.



- **On a global scale.** The twenty-eighth Conference of Parties (**COP28**) marked the beginning of the path to phasing out all fossil fuels and saw the assignment of a scale of priority for the various enabling technologies for the transition, with clear commitments to triple renewables and double energy efficiency.

ECCO aims to shape the efforts of the international community both through multilateral forums such as the G7, G20 and COP, and bilateral relations, with particular focus on those regions in which Italy can and must play a stronger role: the Mediterranean, the Middle East and Africa.

ABOUT US

ECCO is a non-profit organization legally registered in Italy as a Foundation. It was founded in 2021 as an independent think tank. **ECCO** is supported exclusively by philanthropic and public resources – disentangled from private interests – and works in the public interest to accelerate climate action. **ECCO** develops and promotes political strategies, policy proposals and technical analyses based on facts and science which are aimed at identifying and mainstreaming solutions and narratives that build consensus for inclusive, effective and timely climate action.

VISION

Contribute to creating a resilient, fair and zero-emission planet within the timeframes and frameworks imposed by the climate crisis and suggested by the scientific community.

MISSION

Work in the public interest to accelerate the transition and foster resilience with impact in Italy, Europe, the Mediterranean region and globally.

ECCO's values are non-negotiable.

Our **INDEPENDENCE** from private interests allows ECCO to act freely and exclusively for its mission, which sees climate action as a factor of public interest to be pursued.

The work of ECCO is based on facts and **SCIENTIFIC EVIDENCE**, aiming to propose solutions guided by rigorous research and analysis, removed from vested interests and ideological positions.

ECCO develops strategies for a tangible **IMPACT** on society, combining long-term systemic thought with the ability to influence short- and mid-term goals.

ECCO aims to face contemporary challenges through research for shared solutions and the fostering of consensus that can only take place through **DIALOGUE** and the **PARTICIPATION** of leading actors in politics, public institutions, the private sector, civil society, the scientific community, the media and both national and international philanthropy.

ECCO believes in **INCLUSIVENESS**, openness and diversity in all its forms. It actively encourages and promotes gender equality and non-discrimination at all levels both within and beyond the organisation.

ECCO's theory of change

How does ECCO achieve impact? **Climate change is the most pressing, complex and widespread challenge of our time.** It requires collective and interdisciplinary effort and action on a global, national and sub-national level.

ECCO aims to accelerate climate action through four points of leverage:

- The transformation of Italy into an active agent for change.
- The strengthening of Europe's position as a forerunner and global driver of climate action.
- The development of a new paradigm of regional cooperation in the Mediterranean area for a common resilient and sustainable future.
- International collaboration to achieve shared global goals

In **Italy**, ECCO aims to contribute to the development of a national vision and a political framework that can be applied to all levels of public governance, the economy and society.

In **Europe**, ECCO aims to support the leadership of Italy and of European institutions in implementing common climate goals.

On a **global** scale, ECCO aims to shape the efforts of international collaboration, both through multilateral forums such as the G7, G20 and COP, and bilateral relations, with particular focus on those regions in which Italy can and must play a more significant role: the Mediterranean, the Middle East and Africa.

How ECCO works

ECCO chooses its activities on the basis of a three-year plan and an annual strategy that identify the goals to be reached.

These activities draw on a range of tools, which coincide with the 5 main areas of impact for ECCO:



RESEARCH & POLICY

Production of research, analysis and policy recommendations based on data, fact and qualitative assessments of politics, the economy, finance, technology, social conditions and geopolitics.

STAKEHOLDER ENGAGEMENT

Exchange, dialogue and mobilisation of economic, political and social forces to identify obstacles and solutions, and foster consensus.

ADVOCACY

The promotion and sharing of analyses and solutions with institutions and political decision-makers.

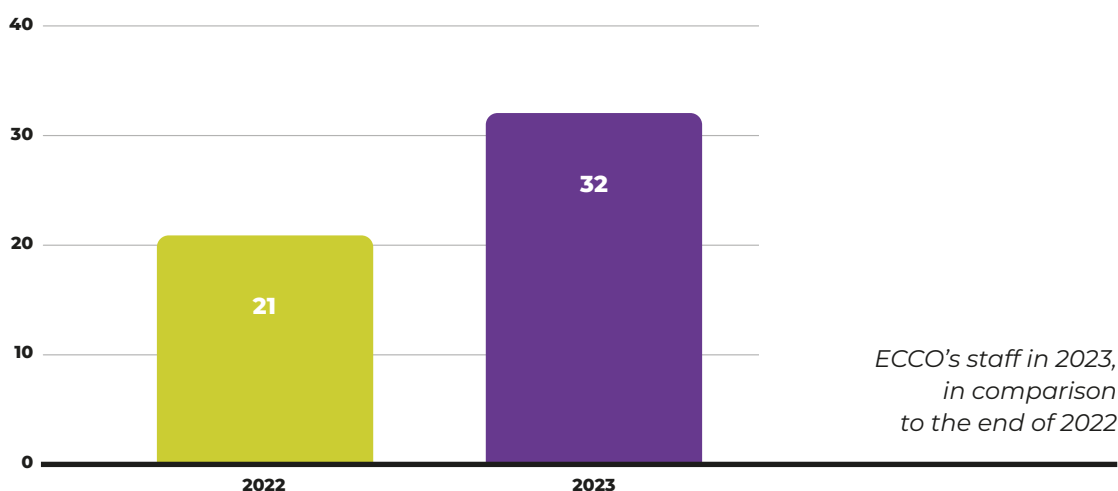
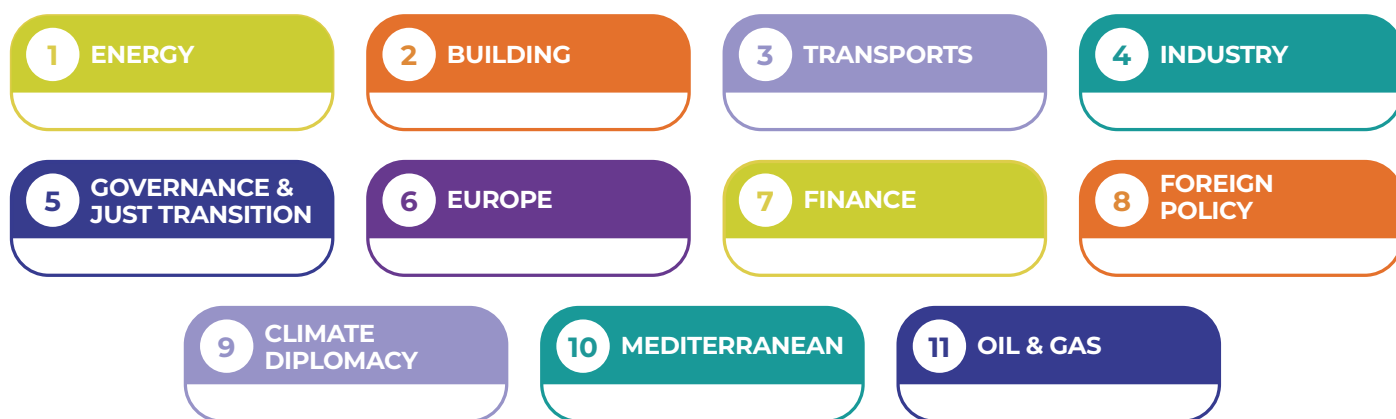
STRATEGIC COMMUNICATION

The sharing of key analyses and developments in technical and political evolution to inform public opinion, and the construction of narratives for political decision-makers with regard to new solutions to be adopted.

DIPLOMACY

The use of multilateral practices and processes to act on the points of leverage that allow our country to play a positive role in defining common international goals.

The ECCO programmes active in 2023 were:



GOALS AND ACTIVITIES OF 2023

ECCO is an organisation in constant evolution, accompanied by a permanent process of strategy and innovation, which allows it to adapt to short- and long-term challenges and take advantage of the opportunities that the present offers.

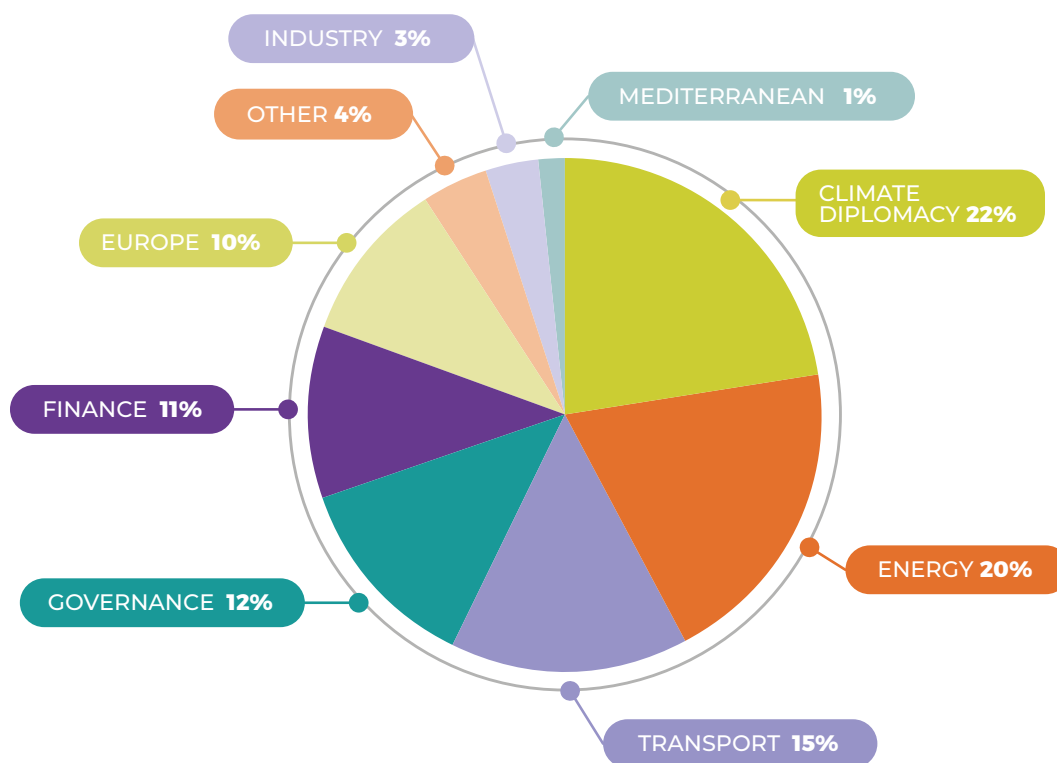
2023 marked the third year of activity for ECCO. The **two macro-goals in line with the mission** were joined by **two goals of organisational nature, functional to the achievement of the former:**

- 1. To contribute to aligning national climate policies with decarbonisation goals through independent sector-based analysis, and with the support of participatory processes.**
- 2. To contribute to the construction of a position that is in line with the decarbonisation goals of Italian institutions and politics within the leading European policies and within the main multilateral forums, first and foremost COP and the G7.**
- 3. To co-create internal culture, strategy and organisational processes**
- 4. To double the donations made through diversified fundraising to widen the network of donors and to guarantee the targeted growth of the industry, finance and Mediterranean programmes.**

Over the course of 2023, **the commitment to accelerating climate action was represented by a wide range of actions at national, European and international level.** These took the form of research, policy recommendations, dialogues with the main institutional, political, economic and social stakeholders, diplomatic initiatives, private and public events, and media briefings.

Over the course of 2023, the commitment to accelerating climate action was represented by a wide range of actions on a national, European and international level, in the form of research, policy recommendations, dialogue with the main institutional, political, economic and social stakeholders, diplomacy initiatives, private and public events, and media briefings.

In 2023, ECCO issued 74 publications, distributed across programmes and based on their type:



ECCO IN ITALY – THE NATIONAL ENERGY AND CLIMATE PLAN

SOME HIGHLIGHTS



[Find out more](#)

ITALY IN EUROPE, EUROPE IN ITALY

SOME HIGHLIGHTS



[Find out more](#)

ECCO AT COP

AN OVERVIEW OF RESULTS AT COP28

media coverage:

- More than 150 media appearances
- Multiple interviews on national television channels (RAI, Sky)
- Multiple interviews on national radio
- Constant presence in the main national press outlets (Repubblica, Sole 24 Ore, Avvenire, Corriere, Il Fatto Quotidiano, ANSA, Wired, etc.).

Social media presence:

- 100,000 impressions on X
- 130,000 impressions on LinkedIn
- 95,000 impressions on Facebook

Website:

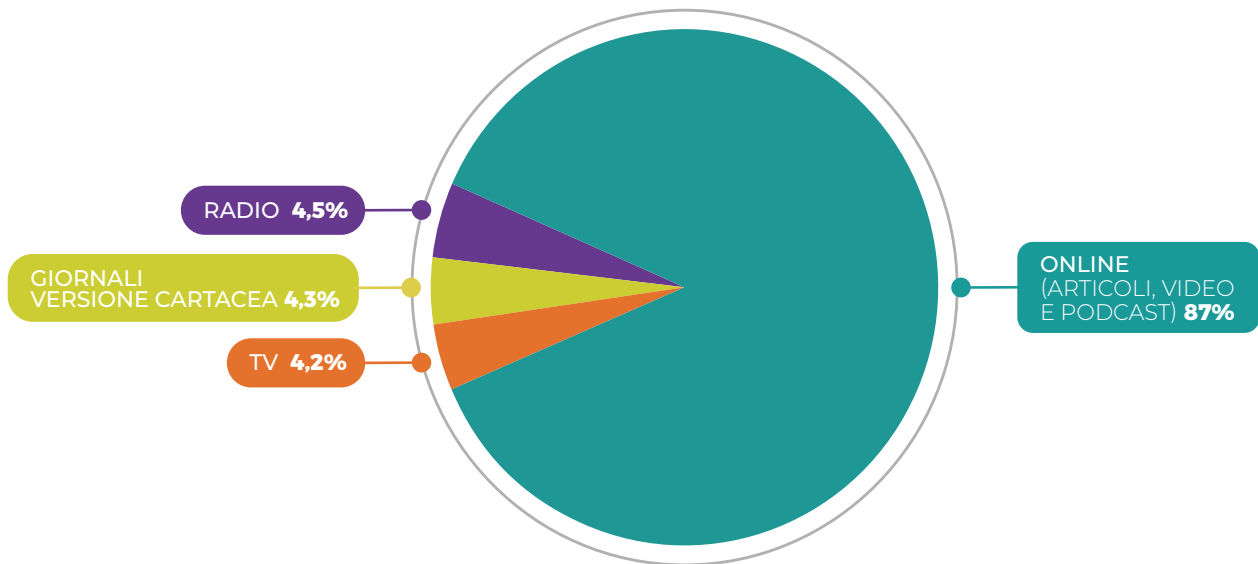
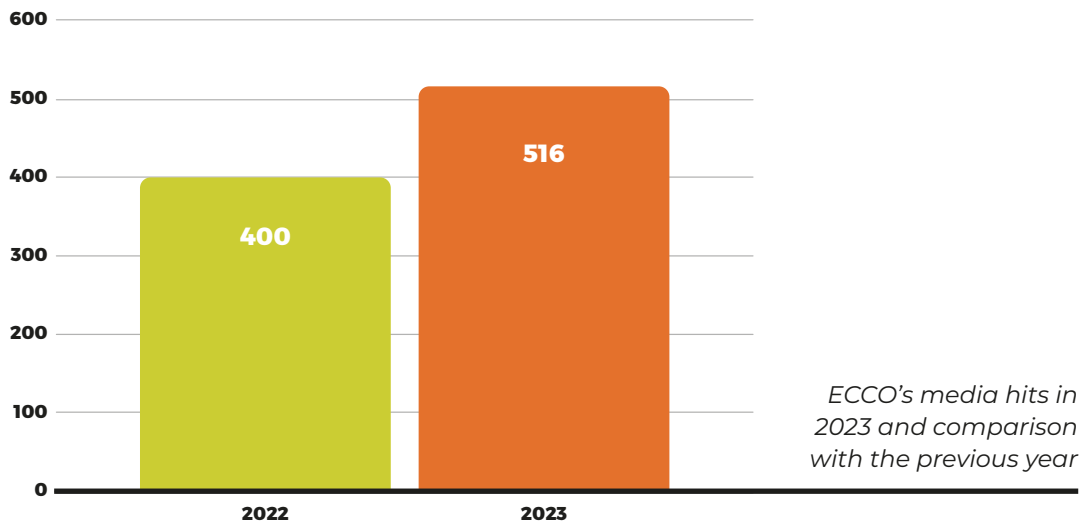
- more than 35,000 visualisations and interactions



[Find out more](#)

MEDIA COVERAGE

Over the course of 2023, the impact of ECCO in the media saw a significant growth, with a 29% increase in media hits compared to 2022.



DIGITAL CHANNELS

ECCO's digital channel results saw as well a significant increase compared to figures for 2022.

DIGITAL CHANNELS

WEBSITE 40,000 users, +186%
 109,000 views, +1111%
 365,000 events (clicks on links, report downloads, etc.) +148%

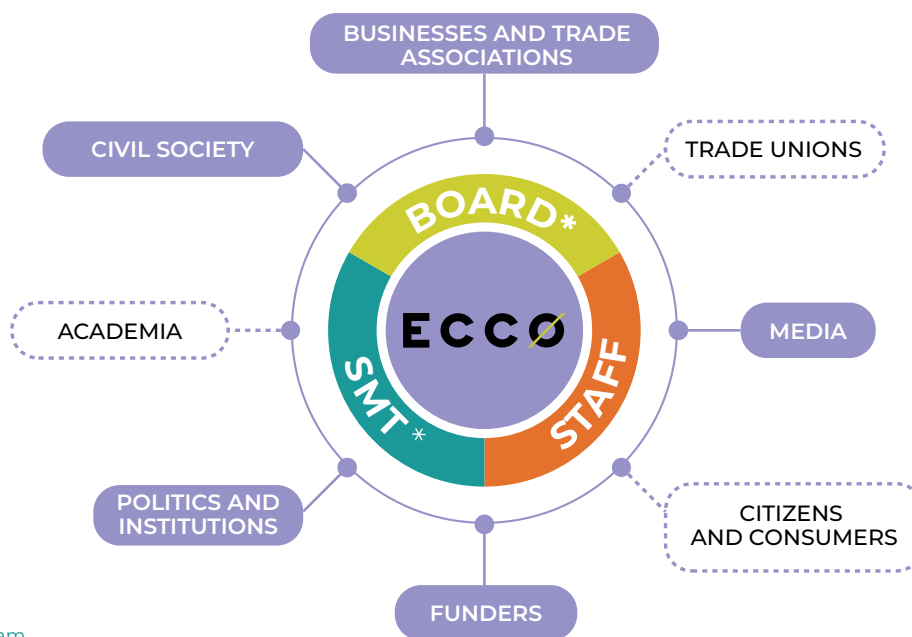
SOCIAL NETWORKS **LinkedIn:** 5,641 followers, +39%
Twitter/X: 5,460 followers, +62%
Facebook: 3,981 followers, +40%

NEWSLETTER Stakeholders reached +42%



STAKEHOLDERS

Stakeholders represent a crucial element to carry out all the phases of the organisation's activities: conception, execution and dissemination.



ECCO'S STAFF

Our staff represents the heart of ECCO, the source of ideas and activities that contribute to identifying solutions that have a real impact on society.

2023 saw the launch of an **internal participatory process to gradually transition out of the start-up phase and build a shared organisational culture**. The process saw a significant use of resources and time, the acquisition of a dedicated figure and the organisation of a number of in-person retreats that took place throughout the year. The retreats were dedicated to building a new organisational architecture, internal culture, operative procedures and relations, with the aim of **bringing together and balancing effectiveness and well-being goals**.

The process has confirmed that **ECCO is a strategy-led organisation grounded in an organizational operating framework that is co-created and allows all staff to understand and carry out the strategy. This participatory process has led to the co-creation of an internal culture, which now provides ECCO with a unique and innovative way of developing common strategies, processes and structures to deliver research and impact**. Whatever their role and their experience, all the people working for ECCO are encouraged to promote analysis, vision, thought and strategic action. This means that everyone is a source of impact, participating in the achievement of the mission.

The Senior Management Team (SMT) is responsible for overseeing and monitoring the organisation's strategy, consolidation and growth, as well as respect for internal procedures and regulations.

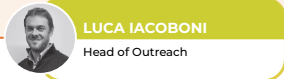
SENIOR MANAGEMENT TEAM



MATTEO LEONARDI
Co-Founding Director



LUCA BERGAMASCHI
Co-Founding Director



LUCA IACOBONI
Head of Outreach

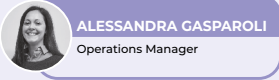


CHIARA DI MAMBRO
Head of Decarbonisation Policy

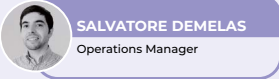


GIULIA GIORDANO
Head of International Programmes

ADMINISTRATION



ALESSANDRA GASPAROLI
Operations Manager



SALVATORE DEMELAS
Operations Manager



JESSYCA IDI
Executive Assistant



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Digital Strategist

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MICHELE GOVERNATORI
Power&Gas Lead



MASSIMILIANO BIENATI
Transport Lead



DAVIDE PANZERI
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GIULIA NOVATI
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SIMONE GASPERIN
Senior Associate Industry



ELEONORA COGÒ
Senior Associate Finance



MARIO NOERA
Senior Associate Finance



SILVIA FRANCESCÓN
Senior Associate Foreign Policy

As of the end of 2023, the personnel at ECCO consisted of **32 people**, including two founding partners and two interns. Of the 28 people, excluding the founding partners and the interns, **18 (64%) have full time or part time employment contracts** (15 permanent contracts and 3 apprentices) and 1 person is substituting an employee on maternity leave. **The team is completed by 9 Associates with self-employed contracts.** In comparison to 2022, when the staff was 21, the workforce has grown by 52%.

Of the 28 members of staff in 2023, 15 were women and 13 were men. The overall average age was 39: 35 for women, 45 for men.

The Milan office had a workforce of 12, and the Rome office of 13.

8 members were consultants.

In 2023, the ratio between the maximum salary and the minimum salary was 1.77. The applied contract was the National Collective Bargaining Agreement for the Third Sector, Distribution and Services.

The impact of ECCO and the obstacles to overcome

All the goals set by the think tank in 2023 were successfully achieved:

- **ECCO adopted a culture, structure and organisational strategy shared by all the staff.** The organisation established permanent human resources (HR) management capabilities and adopted a roadmap for the implementation of new structures for 2024. **The main challenge lies in the ability to implement within the established timeframe, and in the ability to assess and update processes.**
- In terms of funding and donations, **by the end of 2023, ECCO managed to double both its base of donors and its funds. Access to donations from Italian Foundations remains a significant obstacle for ECCO's fundraising.** Despite efforts to raise awareness, most legal statutes and internal cultures within Italian Foundations remain focused on local priorities rather than national and European public climate policies. As a result, they are less inclined to support civil society organisations that aim to tackle the significant national and international challenges currently being faced.
- In terms of national politics, the most significant impact was in:
 - **Providing political decision-makers with scenarios, metrics, estimates and recommendations** that help define public policies that allow the economic and social system to achieve the transition.
 - Creating space for dialogue and participation in the design of public policies for **decarbonisation for leading figures in industrial and social sectors.**

These efforts led to the identification of **three main obstacles** to the adoption by Italian politics and institutions of policies that align with the demands of climate, industry and society:

1. **The limited capacity of civil society to actively involve a generous segment of society and politics** in order to generate the necessary will and consent to adopt measures in line with the goals of decarbonisation. In tackling this challenge, **ECCO will bolster its relations with the active sectors of civil society in order to reciprocally strengthen the points of leverage and the dissemination of relevant works, also through fundraising activities.**
2. **Public institutions and politics remain bound to a vision of transition that is not related to reality**, and that supports inefficient and marginal solutions for decarbonisation that limit industrial and social innovation. This vision is generally influenced by **established interests**, principally linked to the sector of the production, transportation and sale of fossil fuels, which has an interest in hindering and raising doubts over decarbonisation. Another structural limitation is the **lack of competence and knowledge within public administration and politics** necessary to understand and manage the complexity of the transition. This is combined with a tendency to polarise political debate regarding climate through the **dangerous manipulation of information** and scientific data, in order to pursue strategies for electoral consent, thus losing sight of the ability to construct the solutions required for the transition. Faced with these obstacles, **ECCO contributes by offering independent research and analysis based on fact and on science, providing political decision-makers with as much information as possible in order to make public choices for the common good.** These obstacles will be hard to overcome in the short term without a strengthening of climate governance and a more **in-depth reform of public administration** that valorises skills, knowledge, independence from established interests and assumption of responsibility; **a legislative programme on lobbying and transparency; and the development of political opinion and leadership within the parties that recognises the urgency of climate action** as essential for national interest and that prioritises this action through appropriate political representation as well as by including it in their own political agenda.
3. **The inability of most national media organisations to offer a fact-based, pluralist and independent narrative regarding decarbonisation.** Part of ECCO's work is aimed at training and informing journalists and editors on the main facts and implications of decarbonisation. The economic crisis faced by traditional media, combined with the ownership and commercial influence of established interests, is reducing the capacity for coverage, the quality of information, and editorial independence.

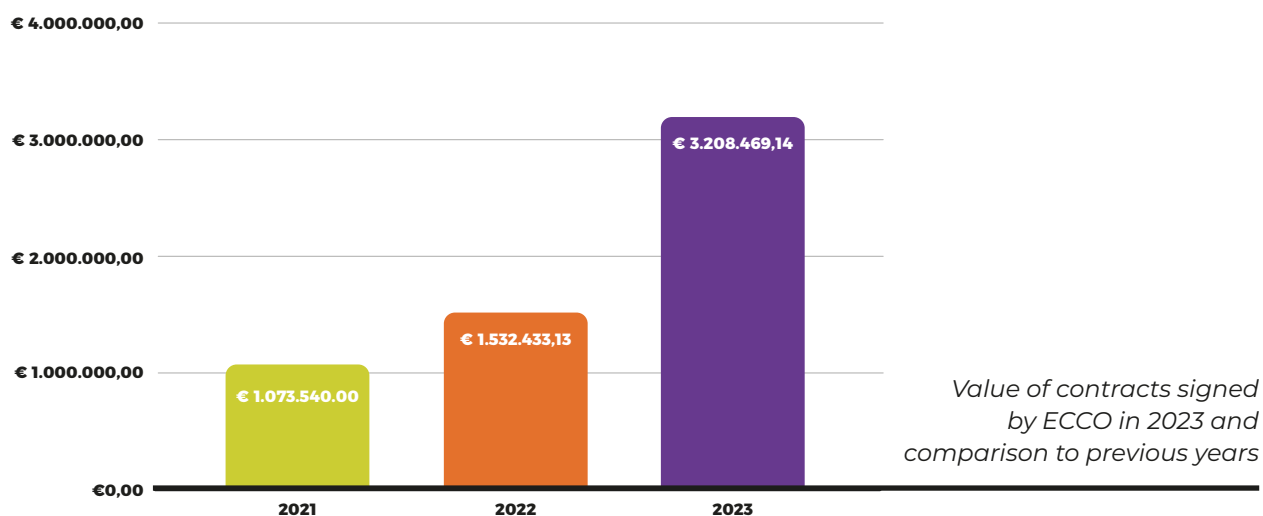
The barriers related to the functioning of public administration and to media freedom and pluralism are **structural problems in Italy that reduce the quality of democracy in the country, and thus the quality of public decisions and information spaces**¹.

- **With regard to international politics, the most significant impact in 2023 was the support provided to institutions and politics in identifying priorities and commitments to take to COP28**, to include in the agenda for the Presidency of the G7 for 2024, and in relations with Mediterranean and African countries. This result was made possible through the publication of proposals for diplomatic priorities for Italy, encounters with political decision-makers to raise awareness on international topics, and daily coverage of the most important issues at COP28. **Structural obstacles still remain for a stronger leadership and Italy’s greater international presence with regard to the climate.**

¹ These indicators, in addition to many others, are included in the [Democracy Index 2023 published by the Economist](#), which classifies Italy as a “flawed democracy”, placing it 18th among the democracies of Western Europe and 34th on a global scale. The [Media Pluralism Monitor 2023](#), drawn up by the European University Institute, also sees Italy at medium risk and far from the level of quality and independence seen in Germany and France. The [specific report on Italy](#) highlights that “the main risks to media pluralism in Italy come from the economic threats, men-acing diversity and plurality of information, its economic sustainability and the editorial integrity”. The worsening of economic conditions, above all in the wake of the pandemic, combined with elevated media concentration, “expose editorial independence to commercial and ownership influence”.

RESOURCES

The value of the contracts signed by ECCO in 2023 for annual and long-term grants was € 3,208,469.14.



The growth, both in quantitative terms and through the variety of donors, of grants obtained by ECCO in 2023 in comparison to previous years allowed the achievement of the strategic goal set for the year 2023: “Double donations through diversified fund-raising”

FUNDERS IN 2023

- Agora Energiewende
- Allianz Foundation
- Bulb Foundation
- Climate Emergency Collaboration Group (CECG)
- Climate Imperative Foundation
- Environmental Coalition on Standards (ECOS)
- Energy Transition Fund (ETF)
- European Climate Foundation (ECF)
- Fondazione Compagnia di San Paolo
- Growald Climate Fund
- Heinrich Boell Foundation (HBS)
- Open Society Foundation
- Pool fund on International Energy (PIE)

The full annual report is available here:

<https://eccoclimate.org/wp-content/uploads/2025/02/ECCO-Impact-Report-2023-1.pdf>

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