The Governance

CeFiS is a **think tank** focused on sustainable finance and public policy, dedicated to developing alternatives to reduce the financing gap for the sustainable transition of **developing economies.** CeFiS's legal, economic, and environmental responsibilities are fulfilled by educational entities committed to a high level of research that directly support the projects proposed by it, which are managed by their respective legal foundations or institutes. CeFiS adheres to the **codes of conduct** of these managing entities and complies with their ESG policies, thereby ensuring its **ethical behavior** and **accounting integrity.**

In 2025, CeFiS emerged as a project of the **UFRJ Institute of Economics,** managed by the **FUJB Foundation,** following a seed investment from the **iCS (Institute for Climate and Society).** Currently, CeFiS, with financial support from **Open Society,** is establishing itself as an inter-institutional research center integrated with IESP/UERJ. The **FINDE/UFF** group is also joining the center. CeFiS comprises four central bodies: the **Board of Directors,** the **Advisory Board,** the **Senior Fellows,** and the **Operational and Research Team.**

Leadership and the Decision-Making Process

We are a purpose-driven collective of directors who collaborate to lead in line with the **situational leadership** model. Currently, the CeFiS **Board of Directors** has five directors: Sustainable Finance Director, Public Policy Director, Institutional Relationship Director, Academic Director, and Technology and Innovation Director.

CeFiS is designed for agility, innovation, and impact, where leadership is dynamic and responsive to the moment. Instead of a traditional hierarchical organization, we use a **rotating leadership model:** the most suitable director leads based on the nature of the task, context, and required expertise. This enables us to remain flexible, leverage our deep domain knowledge, and cultivate a culture of shared responsibility and mutual trust.

In the CeFiS model, the decision-making process is by **unanimous resolution** during the weekly **executive meetings,** where each director presents their proposal. Members of other bodies may participate in executive meetings only with the prior unanimous approval. Executive meetings are confidential, high-level gatherings where strategic decisions are made, sensitive topics are discussed, and CeFiS's long-term direction is set. Meetings for routine status updates can be arranged freely by one or more directors to supervise specific projects.

Governing Bodies

In addition to the **Board of Directors,** CeFiS relies on the support of an **Advisory Board,** which provides independent expertise, strategic guidance, and critical feedback to help CeFiS enhance its research, policy influence, and overall effectiveness. Members of the Advisory Board meet on a semi-regular basis (typically once a year), but any member is encouraged to intervene at any time they detect essential issues. The Board of Directors invites prominent researchers and professionals to serve as members of the Advisory Board.

The group of **Senior Fellows** plays a central role in the academic life of CeFiS and its R&D activities. The members of this group are highly experienced experts who either hold a permanent research coordination post or are hired to lead specific projects.

Under the guidance of the Board of Directors, CeFiS has an **Operational and Research Team** comprising **assistant officers** and **researchers.** Some members of the Operational and Research Team may be permanently assigned to specific directors, who are directly responsible for their subordinates' actions.

Funding and Independence

Funding sources are diverse and include government contracts, philanthropic support, non-governmental organizations, private foundations, and self-generated income from research consultancies, both nationally and internationally. CeFiS is always independent of specific interest groups, donors, or political entities. Furthermore, CeFiS does not consider players that conflict with the UN Sustainable Development Goals as sources of funding.

The initial funding to create CeFiS came from **iCS (The Institute for Climate and Society)** and personal resources of the initial Board of Directors, who are considered the founders of CeFiS.

Roles of the Main Posts - Board of Directors

The **Sustainable Finance Director** oversees activities and seeks innovations that align financial strategies with sustainable goals, considering long-term planning, risk analysis, development bank projects, credit programs, and regulations in the new finance environment, which faces 21st-century challenges.

The **Public Policy Director** seeks innovations in public policies that incorporate financial strategies aligned with sustainable goals. Additionally, the Public Policy Director fosters relationships with government agencies and environmental projects, with a special focus on sustainable finance for industrial planning in Global South countries.

The **Institutional Relationship Director** oversees strategic relationship management and project development to secure funding and drive institutional growth. The Institutional Director focuses on expanding relationships with major institutional partners (large companies, foundations, universities, and government agencies) committed to sustainable finance.

The **Academic Director** sets the strategic direction for the research, translating complex findings into actionable insights focused on sustainable finance, structural change, and industrial development in the Global South.

The **Technology and Innovation Director** develops and executes strategic technology roadmaps, fosters a culture of innovation, and implements advanced analytical tools and methodologies to support sustainable finance research and public policy.

Operational and Research Team

Assistant Officers help directors carry out their projects and are assigned to specific tasks. They belong to the operational personnel rather than the research personnel.

Presently, CeFiS has two Assistant Officers: the **Assistant Administrative Officer** and the **Assistant Liaison Officer.** The first manages administrative tasks, coordinates schedules and meetings, and supports staff and directors. The latter facilitates communication with **FUJB** (José Bonifácio University Foundation), as FUJB currently controls most of CeFiS's projects. The Assistant Liaison Officer reports directly to the Institutional Relationship Director.

Researchers conduct research work under the supervision of one or more directors. Most of the researchers are postgraduate students. They are classified as **Trainee Researchers** (undergraduates), **Junior Researchers** (MSc candidates), or **Senior Researchers** (PhD candidates, post-docs, or experienced professionals).