



Shaping
a **fairer**
future

Annual report
2014/15



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A NEW ERA FOR SUSTAINABLE DEVELOPMENT

This year, 2015, world leaders stand poised to chart a new course for sustainable development. The Sustainable Development Goals they adopt, the climate change deal they strike, and the subsequent pacts that follow, will all serve to frame international development co-operation for the next 15 years. If they are to end poverty, reduce inequalities, and safeguard the world's ecological health, the new goals must speak to the needs and priorities of the world's most vulnerable citizens and communities, and reflect the diversity of credible research, including that from the Least Developed Countries (LDCs).

IIED has long worked to amplify the voices of marginalised groups in decision making and over the past 12 months we have focused much effort on the debate and diplomacy leading up to the year's landmark summits. From assessing the fairness of who pays for change to supporting LDC negotiators, we have been doing what we do best: linking local priorities to global challenges.

But global deals alone cannot guarantee a fairer future. Rather, it is shaped by decisions at all levels, and the sharp end of both climate change and poverty is felt in local communities.

That is why so much of our work happens at grassroots: developing tools for more equitable outcomes from dam building, showcasing democratic forest business models, and mapping urban food security among other projects.

Our projects are more than the sum of their parts. Shaping a fairer future is about ensuring that the global agreements of today and tomorrow are fair for the world's most vulnerable people, and that the environment and development projects that build on those agreements offer the poorest communities a brighter future.

Our mission:

To build a fairer, more sustainable world using evidence, action and influence in partnership with others.



FROM OUR DIRECTOR



This year we have the means to reshape our future, with summits to agree the Sustainable Development Goals (SDGs) and a global climate treaty.

The 17 SDGs to be agreed in September may not sound revolutionary, but they represent a truly universal agenda. Goal 10 seeks to reduce inequality within and among countries; and there are clear ethical and practical reasons to fight for fairness against inequality. On global ethics, we need to keep asking: what kind of world are we building for our children and grandchildren? What would global agreements look like if they were written by the poorest nations? The SDGs make a start on this.

Practical reasons to fight inequality include the consequences of persistent poverty and marginalisation – conflict, loss of trust, and growing anger about the highly unequal harvest from globalisation. Society loses by not investing in disadvantaged groups. Just improving African women's access to land, inputs, and credit could raise farm productivity by 15–20 per cent, as well as being the right thing to do. Ensuring poorer groups have better access to education and health offers much broader social benefits, as well as being the right thing to do.

Fairness must be built into the climate treaty too, to ensure it does not fail the most vulnerable people and nations.

Camilla Toulmin



FROM OUR CHAIR



How do we go about creating a fairer world?

Many argue that the surest route is through the market: free competition, deregulation and privatisation are often heralded as the best tools for increasing the wealth that will eventually trickle down to improve the lot of all. Others argue that achieving both equality and economic growth is only possible through a state-led approach. But this divide between the market and the state is a false dichotomy. In practice, it is rarely a simple matter of choosing one approach over the other and the truth is, we need both to shape a fairer future.

The real challenge lies in getting the right mix of public and private incentives and actions. We need a fairer tax system, governments who work together to prevent companies from masking revenues and assets, and a civil society that holds both business and government to account. And all efforts must uphold the principles of social justice, environmental sustainability and economic inclusion. These principles have long driven IIED's work; and as this year's report shows, there's much to be proud of in our efforts — but there's also a lot more to be done.

Rebeca Grynszpan

INTRODUCING OUR NEW DIRECTOR, ANDREW NORTON



Bringing with him more than 30 years of experience in the sector, Andrew Norton took up the position of IIED director in June 2015. From his research in rural Mali through a career that has spanned research, academic and development institutions, he has focused on issues of poverty, inequality, participation, natural resource governance and climate change. He has previously worked for the World Bank and the UK Department for International Development (DFID), and was most recently director of research at the Overseas Development Institute.

“

IIED is a special institution and it is both an honour and a challenge to join it as director. Barbara Ward, IIED's founder, envisioned a time when the 'care and maintenance of a small planet' topped political and public agendas. That time is now. You can see it in the big narratives of development goals, finance and action. It is plain to see in the thousands of small ways citizens young and old are mobilising to demand action on climate change, the environment and social justice. With our huge strengths in global partnerships, analysis, evidence and values, IIED has a unique contribution to make.

”

Andrew Norton



FRAMEWORK FOR A FAIRER FUTURE

In 2012, at the Rio+20 conference in Brazil, world leaders gathered to develop a blueprint for a fairer, greener world that balances the economic, social and environmental dimensions of prosperity and human wellbeing. There, they reaffirmed their commitment to sustainable development and opened the door for a guiding global framework: the Sustainable Development Goals (SDGs). Three years on, after much negotiation, a draft set of 17 goals – from reducing poverty, hunger and inequality to protecting ecosystems and tackling climate change – is now on the table and soon to be adopted. Once agreed, the SDGs will drive the global development agenda until 2030, but can they really fulfil global ambitions?

The SDGs take a broader approach to reducing poverty than their predecessor, the Millennium Development Goals (MDGs). They make sustainable development the name of the game at a global level – reason in itself for faith in the framework.

Promising, too, is the worldwide recognition that sustainability is about achieving a transition and is universal. The fixed notion of development that is entrenched in the MDGs has given way to a more realistic understanding. Instead of being considered a challenge with a clear end, applicable

only to poor countries, there is acceptance that sustainable development embodies a direction of change for all nations, rich and poor.

But confidence in the SDGs comes with a note of caution. If they are to live up to their ambitions to 'leave no-one behind', the SDGs must be applicable and adaptable across countries and contexts. That means ensuring the goals, targets and indicators are relevant on the ground – taking account of local, national and regional seats of power and the varying capacities of

countries to implement and monitor progress.

It also means working with the full array of other decision-making processes and agreements that impact sustainable development. Coherence is critical: both externally (with global climate change negotiations or disaster risk reduction plans, for example) and internally, within and across goals.

Over the past year IIED and partners have worked on three key fronts to ensure the SDGs are set for success.



Putting the vulnerable centre stage

Much more than the MDGs, development of the SDGs has involved inputs from all countries. The UN undertook its largest ever consultation to gauge opinion among different groups, and the views of people from across sectors and societies has created a vibrant discourse across multiple media. At IIED, we have focused on ensuring the perspectives and priorities of the world's most vulnerable are heard through the clamour, and are reflected in the final goals.

We work with the Least Developed Countries (LDC) Independent Experts Group (IEG) to provide ideas that support fair and effective goals, and promote leadership from the LDCs at the UN level.

This year the group identified and carried out research on issues particularly relevant to implementing the SDGs in LDCs. It also prepared joint statements for ministerial meetings and supported a retreat for UN negotiators from LDCs on financing for development.

Informing goals with evidence and expertise

Four decades of experience tell us that, for the SDGs to work, they must lead to policy decisions based on evidence rooted in-country and drawn from a range of disciplines. It is to this end that IIED, through our partnership in the Independent Research Forum (IRF2015, irf2015.org), has collected and shared research and critical thinking from a wide range of relevant stakeholders.

This year the IRF2015 also convened a series of retreats for government negotiators involved in the SDG process to build understanding of their task and of the resources and methods available for achieving it.

Getting the right measures and indicators in place

With 169 targets under the 17 draft SDGs, there is little doubt that monitoring and measuring progress will be a major challenge.

A global set of indicators for the SDGs is in development, due to be endorsed in March 2016. IIED and partners are helping inform these discussions by identifying the data needs for particular goals, including those on human settlements and energy. Through IRF2015 and initiatives such as Measure What Matters, we are also working with others to develop and 'road-test' integrated indicators for water, forests and equity.

Measure What Matters is a three-year initiative led by the **Green Economy Coalition** and partners, including IIED. The Coalition's vision is of a resilient economy that provides a better quality of life for all, within the ecological limits of the planet. Its mission is to accelerate the transition to a new green economy. Find out more at greeneconomycoalition.org

MONEY MATTERS

How will the world pay for the SDGs? That is the trillion-dollar question — and one that took centre stage in the lead-up to the 2015 Financing for Development conference in Ethiopia. But it is not just about where the money will come from; it is also about how it will be used, and whether it will support the world's poorest to shape their own futures. Over the past year, IIED has drawn on our work with partners in many low- and middle-income countries to explore the limitations of traditional top-down aid flows, and present an alternative 'decentralised' model in which finance is channelled directly to funds that poor communities can access and influence. Experiences from across the global South prove that this type of development finance can be cost effective, reflect local needs, empower local groups and democratise local governance structures.

See www.iied.org/architecture-of-aid

Bringing the SDGs home

No matter how well informed decision makers are about the evidence underpinning the SDGs, they will be hampered in implementing good policies if the general public does not buy into the concept. This year, IIED commissioned an animation to capture the universal ambition set out in the SDGs by presenting the lives and hopes of five characters around the world.



The three-minute film calls on citizens everywhere to speak out and hold global leaders to account: to recognise our responsibilities and demand the future we want.

See www.iied.org/SDGs-animation

“We wanted to show that although the SDGs are complex and relate to many different areas of policy, they also speak to people's dreams of a better future.”

Liz Carlile, IIED's director of communications

“We really need this sort of animation, to enlighten the global community.”

A K Abdul Momen,
Bangladesh Ambassador
to the UN

GETTING SPECIFIC:

HIGHLIGHTS FROM OUR WORK ON INDIVIDUAL GOALS

Much of IIED's work speaks to aspects of the 17 draft SDGs. Here are some of this year's highlights, which share and support specific goals.

peace and justice
poverty



ecosystems climate change
hunger

While sustainable forest management links into many of the SDGs, explicit mention of forests in the draft goals is largely limited to Goal 15. Working with IRF2015, and building on discussions held during an IIED-CIFOR event at the 2014 Global Landscapes Forum in Peru, IIED and partners have outlined a practical 'modular' approach to implementing the SDGs that cuts across goals and enables a more integrated approach to forests.

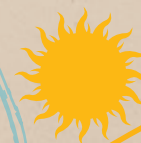
See pubs.iied.org/17295IIED

economic

Oceans

Under SDG 14, the world will be committed to conserving and sustainably using oceans, seas and marine resources for sustainable development. In March 2015, IIED hosted its second annual event on sustainable fisheries and, in particular, how to fund them. Fish Night 2 brought together academics, civil society, scientists and students to share the latest thinking on impact investments, government taxes and subsidies as potential financing mechanisms for sustainable fisheries.

See www.iied.org/Fish-Night2



growth

inequality

resilient infrastructure

health

sustainable consumption

global partnership

water and sanitation

cities

Through blogs, opinion pieces and journal articles, IIED researchers have this year highlighted the data needs underpinning SDG 11 on cities and human settlements. We are also addressing the challenge of making cities resilient in the face of climate change, supporting locally controlled funds and documenting how these can be used to improve local conditions in ways that make people less vulnerable to climate-related shocks and stresses.

See www.iied.org/urban-resilience

energy

IIED has been working behind the scenes to help establish a global alliance of civil society organisations for clean energy access (ACCESS) to engage more strategically in policy debates and planning, and support an energy SDG that puts the wellbeing of the poorest first. With more than 30 members, the alliance has already published a range of briefings on topics such as pro-poor definitions of universal access and workable indicators.

See pubs.iied.org/G03811

education

gender equality



PARTNER VOICES: VISIONS OF SUCCESS

We asked some of our partners what a 'fairer future' might look like to them...

We have a unique opportunity to integrate human development and environmental sustainability. In doing so, we must consider each country in the context of its national development objectives, addressing both short- and long-term imperatives.

Youba Sokona, special advisor on sustainable development, the South Centre, Switzerland; and member of the Least Developed Countries Independent Expert Group

“

A fairer world is one where individuals and organisations act, not out of the fear of being accused, marginalised, penalised or raided, but out of the realisation that the future of all peoples, economies and ecosystems are fundamentally intertwined. ”

Lina Villa, executive director, Alliance for Responsible Mining, Colombia

“

Looking at the world from each other's point of view, using integrated multidisciplinary approaches to addressing some of its most pressing problems – poverty, disease, population growth, environmental degradation and climate change – will make it easier to shape a fairer future. ”

Gladys Kalema-Zikusoka, founder and CEO, Conservation Through Public Health, Uganda

“

A fairer future means equity – with community enterprises supported in the economy, good governance with civil society having a real voice in national development – and justice, where Caribbean islands are supported to adapt to climate change impacts caused by others.

Nicole Leotaud, executive director, Caribbean Natural Resources Institute, Trinidad

A fair future would be one in which indigenous knowledge, resources and sustainable living traditions are respected, revived and made mainstream, and not considered mere inputs to sectors such as agriculture, health or natural resource management systems. ”

Reetu Sogani, Lok Chetna Manch, India

“

A fairer future would be the opportunity for all peoples to live in a healthy, risk-free and food-secure world, in which there is equity in access to nature's resources and quality social services.”

Ibidun Adelekan, associate professor, University of Ibadan, and researcher, Urban ARK project, Nigeria

“

We must 'power-up' smallholders to produce enough quality food for their families and communities. That means investments that promote sustainable agriculture, help farmers adapt to climate change, and, most importantly, keep the needs and priorities of smallholders central.”

Chemuku Wekesa, research scientist for the Coast Eco-Region Research Programme, Kenya Forestry Research Institute, Malindi, Kenya

“

A fairer future would be one in which our opportunities in life were not determined by the place and situation in which we were born and raised.”

Dr Julio A Berdegué, RIMISP Centro Latinoamericano para el Desarrollo Rural, Chile

“

When it comes to development, everyone has a role to play. A society that promotes equal opportunity — especially through education for all regardless of gender, creed and race — is aiming for a fairer future.”

Margaret Waihera Mwaura, student at the University of Nairobi, Kenya

A fairer future is one in which all people act with equity, integrity, honesty, loyalty, and where they protect the environment, the rights to life, authenticity and the truth.

Kader Sakadi, president, National Coordination of Users of the Niger Basin (CNU-Tchad), Niger

Global leadership must commit to gender-sensitive and poor-centric climate justice that will transform the world and move us towards a new future.

Farah Kabir, country director, ActionAid, Bangladesh; and member of the Least Developed Countries Independent Expert Group

SUSTAINABILITY

HONESTY

EQUITY

LOYALTY

“

It is projected that, by 2020, 60 per cent of the Indonesian population (150 million) will be in urban areas. But urban space has not been designed to support the poor and informal sectors — particularly on its food systems. A fairer future would be one in which urban development is more inclusive of the poorest population and supports stronger rural–urban market links in the face of globalised food markets.”

Ronnie S Natawidjaja, director, Center for Agrifood Policy and Agribusiness Studies, Universitas Padjadjaran, Indonesia

TURNING TIDES: MAKING WEST AFRICAN DAMS FAIRER FOR ALL

In West Africa, governments often view large dams as a panacea for development. It is true these multi-million dollar structures of concrete and steel offer food, light and money: they irrigate crops, generate electricity and provide jobs and incomes. But for whom? If dams are a cure-all, they must work beyond the national level, to serve those rural communities that live on land earmarked for flooding or construction.



This is no trivial matter: Niger's Kandadji dam alone will displace 38,000 people. With 39 dams in development in West Africa to support irrigation, the need to protect local rights and livelihoods has never

been greater. Through the Global Water Initiative, funded by the Howard G Buffett Foundation, IIED and the International Union for Conservation of Nature (IUCN) work across the region to do just that.

Our toolbox

Together, we aim to ensure that local development priorities and rights are built into both concept and construction stages of large dam projects. As well as providing support



48,000
people will be displaced by the planned Fomi dam in Guinea

150
large-scale dams have already been built in West Africa; 90 of these support irrigation



“ If it weren't for the real involvement of GWI in this process, and consultation with the people through these [feasibility] studies, we could not do them. In fact, this is a first here in Guinea. **”**

Dr. Aboubacar Sidiki Condé,
Director General for Fomi dam
project, Guinea

for livelihoods, this means ensuring appropriate compensation for loss of land and a fair share of any benefits.

We use a range of tools to fulfil our ambition. Through action-research in five countries – Burkina Faso, Guinea, Mali, Niger and Senegal – and the participation of local, national and regional stakeholders, we share lessons learnt between planned and existing dams about what makes for fairer dam development. This year, our approach, in partnership with local stakeholders and others, has delivered successes in four key areas:

Cost calculations.

Six countries in the Sahel are gearing up to more than double the region's irrigated agriculture by 2020, including dam-irrigated schemes, costing an estimated US\$7 billion. Evaluations of the economic return on such investments are rare. But without them, how can policymakers know whether dams have helped reduce poverty or to what extent the national economy has profited? Our recent evaluations of Burkina Faso's Bagré dam and Senegal's

Confluent and Niandouba dams show that the agricultural components do not live up to expectations – a fact which should be taken into account in feasibility studies for future dams.

Smallholder support.

In 2014, we helped bring dam management agencies working in Burkina Faso, Mali and Senegal together with local producer organisations to co-develop plans for delivering better agricultural advisory services to smallholders. In each country, agencies and producers have taken joint ownership of the plans, and will together present them to their government and potential donors as a basis for future smallholder support.

Benefit-sharing. In Niger, local authorities have supported our proposal for a local development fund that will share three per cent of the electricity revenue from the future Kandadji dam with the local population. Alongside community representatives, they are now seeking support from the country's National Assembly. They are targeting a key vote in October 2015 that could bring the Electricity

Code into line with Niger's constitution, which supports the sharing of revenues from natural resources.

Secure land tenure.

Issues of land tenure can make or break the development success of a large dam and irrigation scheme. Key challenges across the region include: fair compensation for loss of land, the size of plots given to families on new irrigated land and the security of tenure for state and smallholders alike. Sharing experience across countries can help identify solutions that work and shape region-wide advice. GWI's action-research on innovative legal approaches to land tenure in Guinea and Niger – including 'leases in perpetuity' for people who have lost traditional lands – have fed into regional guidelines for implementing the Dakar Declaration, which aims to more than double the area of irrigated agriculture by 2020, as well as the Economic Community Of West African States (ECOWAS) guidelines on large-scale dam development.

Mind the gap

GWI's research in West Africa reveals a clear gap between the priorities of governments and smallholder farmers. Governments look to dams to attract large agribusiness investment and establish intensive rice monocultures.

Smallholders, on the other hand, want to protect and diversify their livelihood activities. These farmers are by no means all alike: some have several income streams and access to rainfed land and markets; others struggle with small irrigated rice plots, barely feeding their families.

Through the GWI, we advocate that support for smallholders affected by dams – delivered as tailored agricultural services – must consider the differences between government and smallholder priorities, and recognise that not all smallholders are the same.

Contact

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Find out more

www.iied.org/GWI-West-Africa



MAKING THE LINKS: UNCOVERING AGRICULTURAL INVESTMENT CHAINS

A wave of large land deals is sweeping across Africa, Asia and Latin America. But the companies, relationships, processes and incentives involved – the ‘investment chains’ – remain frustratingly obscure. Without clarity, herders, farmers and foragers cannot make their needs and aspirations heard, or seek redress from unfair deals. This year, IIED’s Legal Tools Team made some vital links to help promote accountability in agricultural investment chains.

We began by shedding light on the investment chains behind agribusiness deals, and highlighting the opportunities for effective public action, publishing ‘Understanding agricultural investment chains: Lessons to improve governance’ in March 2014.

Since then, we have been working to develop learning and raise awareness on how to activate those pressure points for greater accountability. In February 2015, we teamed up with Inclusive Development International to bring representatives from more than 20 Southeast Asian civil society organisations together in Phnom Penh to share experience and expertise.

In summer 2015 we published a guide on how to support rural communities to make investors answerable for the effects of land deals. An animation explaining investment chains and where they present opportunities for fairer outcomes is already raising awareness at grassroots level around the world.



Our Legal Tools for Citizen Empowerment programme is a collaborative initiative, strengthening local rights and voices around natural resource investments



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Find out more
www.iied.org/agri-inv-chains

PROMOTING FAIRER CONSERVATION

Most conservation policymakers and practitioners accept the idea that their conservation efforts should at least do no harm to local communities and, where possible, improve their wellbeing. But what do we mean by 'harm' or 'improved wellbeing'? And why is 'fairness' in conservation important?

Academics have tried to address these questions, to little practical end. Their answers are often seen as one-sided by affected communities and tend not to filter down to conservation policy and practice on the ground. Over the past year, IIED and partners have worked to break the mould on three fronts:

1. Understanding the impacts

We are developing a more credible, participatory approach for assessing the social impacts of conservation on local communities. By engaging community members and government representatives alongside protected area managers, we can identify the impacts – good and bad

– of conservation, and forge multi-stakeholder agreements for more equitable sharing of the benefits and burdens. We have tested our approach in the Ol Pejeta Conservancy in Kenya and the Monts de Cristal National Park in Gabon; in both cases, the diverse stakeholders succeeded in creating a joint set of recommendations for action.

2. Making the case for fairness

Redressing inequalities may be accepted as a moral imperative but our research with partners in Uganda shows it to be an instrumental one too. Here, we found that communities often justify poaching because they view conservation practices as grossly unjust.

3. Shaping a fairer future

Countries signed up to the Convention on Biological Diversity are committed to promoting 'more equitable management of protected areas'. But pinning down what this means has been a challenge. This year, IIED brought together academics, policymakers and practitioners to demystify the concept. Together, we made real progress in elaborating a '3D equity framework' for promoting fairness in protected areas management; we will further develop and field test this over the coming year. We have also been working with environmental lawyers Natural Justice to clarify which human rights are legislated for in the

conservation context. Our next step is exploring how we can better ensure these rights are upheld.

“

Once I went into the [protected] park and they arrested me and charged me. But if a gorilla or baboon comes onto my land and ruins my crops they don't charge the gorilla and compensate me.

”

Community leader at IIED's conservation workshop, Uganda, January 2015



BENEFITS AND BURDENS OF CONSERVATION

Benefits

Better security
New access to natural resources
Ecosystem service benefits, such as clean water and resilience to climate change

Burdens

Wildlife damage to crops and livestock
Lost access to natural resources
Unequal distribution of benefits within communities

Snapshots



A conservation and development duet

How can you convince the public of the importance of conservation and development, and how they can work together? The Uganda Poverty and Conservation Learning Group (U-PCLG) — a learning network of Ugandan conservation and development practitioners co-ordinated by IIED — has teamed up with PCI Media Impact to tackle this very question. Their Mpa Mpa Nkuwe ('Give me and I will give you') programme uses popular alternative media including talk shows, music videos and comic strips, to

get their message across. On World Wildlife Day (3 March 2015) they launched a conservation music video, 'Imagine Bwindi', to celebrate the beautiful and richly varied wildlife found in Bwindi Impenetrable National Park and raise awareness of its relationship with local people.

“Imagine Bwindi if all resources were equitably shared...

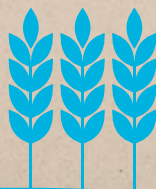
We are in this together, why not be partners?”

'Imagine Bwindi'

”



Find out more
<http://povertyand-conservation.info/en/pages/uganda-pclg>



Democratising forests: now we're in business

Forest land faces conflicting needs. Climate change both demands conservation and forces exploitation, as more than one billion forest-farm producers adapt to a changing landscape and carve routes out of poverty. Democratic forest governance that balances these needs is a fixture of the global forest agenda, and this year we examined an overlooked source of inspiration: the world of business.

With partners from 14 countries, we collated 19 case studies of democratic businesses that have inherently reconciled economic, social and environmental trade-offs, covering Africa, Asia and Latin America. The case studies explore the origins of each business model, its value-chain, control and benefit distribution, and lessons learned, providing a critical evidence base for partners seeking to scale-up these kinds of approaches for their own fairer forests.



Biocultural heritage:

the knowledge and practices of indigenous peoples and their biological resources, from the varieties of crops they develop, to the landscapes they create; which are vital for food security in the face of climate change

Find out more

The Bhutan Declaration on Climate Change and Mountain Indigenous Peoples pubs.iied.org/G03798

Learning from indigenous experts

The cultural values, holistic worldviews and traditional knowledge of indigenous peoples make them expert stewards of biodiversity and ecosystems. But these peoples are also among the poorest and most marginalised of the world – and, often living in harsh environments, they bear the brunt of climate change impacts. This year IIED has been supporting indigenous peoples to tackle climate challenges through farmer-to-farmer exchanges, policy-based advocacy and tools to strengthen 'biocultural

heritage'. In May 2014, we held a workshop in Bhutan with Asociacion ANDES (Peru) and the International Society for Ethnobiology, where community leaders, elders and young people from 25 indigenous mountain communities across ten countries exchanged ideas on managing issues such as higher temperatures and water shortfalls.

They have now formed a network to share knowledge and champion biocultural heritage rights.



China–Africa: an informal relationship

For thousands of poor and rural families in Africa, the only way to make ends meet is to work outside government regulation, taxation or observation. In some countries, this informal economy generates more than a third of national GDP and, across the continent, is increasingly tied to Chinese trade and investment.

Policymakers often label informal trading as 'shady business' and push for stricter laws and enforcement. But this approach ignores the realities and intricacies of Africa's land and agricultural sectors, and the effects of complex governance issues, rights and regulations.

Working in Africa's rural communities, forests, mines and markets, IIED and partners have been looking at the socioeconomic and environmental impacts of informal markets, and the roles of local and Chinese actors.

Already this work has shown the need for targeted policy responses in Africa and China, to strengthen African countries' resource governance and support more sustainable production of resources in specific sectors in China.

Over the next three years, IIED will delve deeper to assess China's impact on Africa and help shape policies to secure a fairer future for the continent's rural poor.

“

The government could take away our land and trees at any moment, so we'd rather sell all the trees to the Chinese as soon as we can.”

Villager, Cameroon



OUR LAND, OUR CHOICE

THE CASE FOR LOCALLY-LED ADAPTATION FUNDS

An innovative Kenyan pilot project is putting local people in control when it comes to financing adaptation to climate change – and results have been impressive. Against a backdrop of severe drought, the pilot puts money in the hands of pastoral and agro-pastoral communities, empowering them to draw on their knowledge of the land and climate as well as outside support. This year IIED, as part of the Adaptation Consortium, worked with partners to measure the project's success so far.

In low and middle-income countries, most climate finance is channelled into mitigation projects that are prioritised at national level. But to make a real difference to lives and livelihoods, it would be better spent on adaptation efforts, helping vulnerable communities confront the climate threat themselves.

Decentralising climate finance is one way forward. IIED is a member of the Adaptation Consortium (ADA), an initiative managed by Kenya's National Drought Management Authority, which is piloting 'County Adaptation Funds' in five northern counties subject to severe drought.

Set up in 2012, after one of the region's worst ever droughts, this funding model empowers vulnerable groups to prioritise investments that build their resilience,

with county authorities facilitating the process, not dictating the outcomes. Local committees, informed by resilience assessments conducted earlier with individual households, decide how best to spend the money to forge resilient pathways out of poverty and climate vulnerability.

This year, the adaptation fund in Isiolo County completed its second round of investment, which included £500,000 from the UK government. As the county's wards were deciding where to invest to best tackle vulnerability and prepare for future extremes, the county government, supported by the ADA, evaluated the first round's efforts.

“Climate consists of so many things to us. It's not only weather, it's also about how we prepare for droughts and diseases, and find enough grass for our animals. These things change with the seasons.”

Ibrahim Shone, pastoralist,
Isiolo County, Kenya

The five counties
piloting the County
Adaptation Fund cover

29% of Kenya's
land area



Early successes

Working with traditional local institutions, or 'dedhas', the county government asked whether decentralised finance is protecting lives and livelihoods in the face of ever-more challenging dry seasons and if so, how? And they found some clear successes:

- Community members reported increased preparedness for late or light rains, enabled by stronger local governance that protects dry season grazing land and drought reserves, reducing loss of livestock and maintaining productivity.
- This improved management also meant clean water was available for longer through the dry season than ever before: by building and repairing water infrastructure such as pans, wells and boreholes, communities

conserved more water, which was kept clean and disease-free by pumping it away from the main holding pool.

Power to the people

How are County Adaptation Funds delivering so much? Unlike nationally-held funds, the county funding model makes decision-making local: in Isiolo, 70 per cent of the money must be invested in activities prioritised by communities, through ward planning committees, which are also responsible for hiring and managing all suppliers and service providers.

One criterion is that investment must tackle the underlying causes of climate vulnerability, so as to build greater immediate and longer term resilience.

This safeguards wards' power to make decisions; while county authorities must approve investments, they

cannot reject them if they meet this criterion.

In Isiolo, many wards have so far chosen to concentrate on strengthening governance alongside other investments, moving away from the infrastructure-focused spend usually followed by national ventures. Isiolo's approach is proving to be both tactical and sustainable – aiding best use of existing resources and building collective knowledge to face future extremes. The results are cause for confidence in what can be achieved with the second round of investment.

The next year should see the Isiolo County Adaptation Fund become a 'public fund', making it more sustainable by freeing it up to draw upon national and county coffers, and cutting its reliance on foreign aid. Importantly, this will also allow the National Drought Management Authority to access the

UN's Green Climate Fund for adaptation financing.

IIED is proud to be part of the consortium of partners working on this pioneering pilot. Decentralised funding speaks to IIED's belief in self-determination: a fair share of climate funding, in local hands, could be a powerful model for by poor communities around the world.



“Dedha is a local institution that has been there [to] manage all water points and solve conflict. When you empower dedha you empower the whole community – you make them resilient against all shocks of drought.”

Hussein Konsole, ward committee chairman and younger dedha Member, Kenya

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Find out more

www.adaconsortium.org



Snapshots



A louder voice for Least Developed Countries

A fair climate change agreement must be influenced by those with most at stake: the people of the world's Least Developed Countries (LDCs). At this year's UN climate talks, IIED continued to provide legal, strategic and technical advice and co-ordination support to the UNFCCC LDC Group, helping their delegates to make the needs and interests of the world's poorest and most vulnerable both heard and acted on. From Bonn to Lima and Geneva, the LDCs' more powerful voice has been reflected in UN negotiating documents, stronger alliances with other negotiating blocs, and growing media coverage of the LDC agenda. Working closely with their new chair, IIED is stepping up efforts to support the UNFCCC LDC Group as the decisive moment for an equitable deal on climate change fast approaches.



There are
48
countries in the
Least Developed
Countries Group

“The pace of negotiations has accelerated and issues under discussion are only increasing in complexity, but the LDCs remain fully committed to a successful and ambitious outcome in Paris.”

Mr Giza Gaspar-Martins, chair of Least Developed Countries Group under the UNFCCC, Angola

Breaking new ground in climate diplomacy

Climate diplomat Pa Ousman Jarju undertook the first ever climate-focused mission representing the LDC Group to China in March 2015, meeting with prominent and influential government climate representatives, policymakers and NGOs to explore how the LDCs and China can work together, now and post-2015.

IIED supports the LDCs in forging these pioneering connections: we provide legal, technical and strategic support, including briefing papers and co-ordination support, as they build important bridges on their route to an equitable and sustainable future.

L-R: Giza Gaspar Martins, LDC Group Chair, and Pa Ousman Jarju, LDC Special Climate Envoy, Bonn, 2015



Find out more
about the work of the
LDC climate diplomats
at <https://ldcleaders.wordpress.com>

A new North–South partnership

In early 2015, IIED and the International Centre for Climate Change and Development (ICCCAD) based at the Independent University in Bangladesh, formalised their 'strategic partnership'. Over the past year, researchers from IIED and ICCCAD have collaborated on themes including urban challenges, climate finance and governance. They will continue to work together to inform the world about climate change and development, and increase the capacity of those in the global South who are most affected by it.

“ This partnership has allowed ICCCAD to develop its international work – in both undertaking research and South–South knowledge sharing – to support climate resilience action across the developing world. ”

Saleemul Huq,
director of ICCCAD, Bangladesh

Getting political about climate finance

The welcome increase of 'climate finance' in recent years has not always found its way to those feeling the realities of climate change, leading us to ask not 'how much?', but 'how effective?'. IIED is exploring the political economy behind climate-resilient development: the actors, ideas and incentives that influence financing decisions and determine their effectiveness. Our learning hubs work through government departments, sharing knowledge to encourage fair and inclusive responses to climate challenges. This year we supported two in-country learning hubs hosted by government bodies, in partnership with ICCCAD in Bangladesh and Echnoserve in Ethiopia. Bringing together NGOs and government departments (from finance to forestry)

participants developed a shared understanding of how global and national climate finance works, and considered policies to track how investments can protect the most vulnerable.

Global climate finance is set to reach US\$100 billion every year by 2020



NEW PROSPECTS FOR INFORMAL GOLD MINERS

Characterised by informality, social and environmental risks, operational dangers and geographic, social and political marginalisation, artisanal and small-scale mining (ASM) has long been sidelined in mainstream development policy. And yet its sheer scale offers huge potential for social transformation: it provides direct livelihoods to an estimated 20–30 million people – including many of the world's poorest citizens – and supports the livelihoods of five times that number. Over the past year, IIED has been laying the foundations for a series of multi-stakeholder dialogues, to effect the change needed to deliver a more responsible and inclusive mining sector.

80%

of artisanal and small-scale miners in Ghana operate without a legal licence

1.5 million ounces

of Ghana's gold – 35.4% – was produced by formal small-scale mining in 2014

10%

of artisanal and small-scale miners in Ghana are women

10,000

children work in ASM in Ghana

ASM, governments, mining companies, civil society and donors all have a role to play in harnessing the potential for sustainable development. But bringing the groups together is no easy task. Each one is beset by different, often conflicting, challenges and incentives. And across all, a mix of discrepancies in power, vested interests and entrenched positions blocks the road to collaboration.

This year, IIED and partners took the first steps towards breaking down these barriers within the gold sector. We began with research, analysis and a series of in-depth interviews with a wide range of gold mining representatives to understand the priorities and perspectives of all stakeholder groups, and to begin mapping the 'ASM landscape': the people involved, their relationships and realities.

A unique forum

In April, 2015, with support from the Ford Foundation, IIED brought together more than 40 ASM stakeholders – including government ministers, academics, large-

scale mining companies and small-scale miners, international donors, NGOs and business membership associations – to identify challenges and opportunities and establish a shared vision for the sector.

By the end of the 'visioning' workshop, a consensus had been reached on the priorities for action. In a sector where most miners operate informally, beyond the confines of the law, good formalisation policies that enshrine land, mineral and human rights were deemed critical to achieving a greener, fairer and more productive sector. Participants agreed that designing and implementing such policies will, to a large extent, rely on improving government capacity, incentives and resources.

The view ahead

The outcomes from the workshop, combined with our earlier research, have been used to create the agenda for a series of in-country dialogues on ASM, where local stakeholders can

identify the context-specific challenges and opportunities that shape what sustainable development means for mining.

We are planning for the first of these dialogues, taking place in Ghana in November 2015, where we will work alongside a local partner to ensure it is grounded in local context, with parity of voice across all stakeholders, including artisanal and small-scale miners themselves. We hope to replicate this process in different ASM communities across the world; and have already begun working with the Alliance for Responsible Mining and others to develop a common framework and toolkit to achieve this.



1 million people

are employed in Ghana's ASM sector, with several millions more involved in related industries

Rooted in reality

If dialogue is to be purposeful, rather than 'talk for talk's sake', it must include the voices of the marginalised. All too often, 'illegal' or 'informal' miners lack the legitimacy, credibility and confidence to come to the table. Poor organisation and geographic isolation can also make participation a logistical dead-end.

Our 'visioning' workshop built in marginalised voices in several ways. Leaders from mining associations in Peru and Mongolia came to the meeting, while others who couldn't be there in person aired their views through interviews, written contributions and 'talking head' videos. And an innovative communications project saw IIED travel to the Geita gold mining district of Tanzania to capture and share the stories of diggers, drivers, geologists, mining officers and village elders. These people may not have been in the room themselves, but a photo exhibition and video provided a constant reminder of what they told us.

“ With key stakeholders all in the same room for the first time, this was a great opportunity to focus on potential solutions to some of the issues ... Providing a unique global forum, [ASM] stakeholders from across the Americas, sub-Saharan Africa and Asia were able to share their knowledge, experience and perspectives collectively for the first time. ”

James McQuilken, University of Surrey Business School, UK



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Find out more

www.iied.org/towards-inclusive-responsible-mining

Snapshots



Keeping fisher communities afloat

Half a million people in the Bay of Bengal earn a living fishing hilsa, a nutritious fish central to local diets. To balance income loss caused by a seasonal fishing ban, the government of Bangladesh offers compensation packages for fishers, providing food and alternative ways to earn a living. With the Bangladesh Centre for Advanced Studies, Bangladesh Agricultural University and the Department of Fisheries, IIED is part of a three-year Darwin Initiative-funded project that seeks to

ensure this incentive-based scheme works well for affected households. This year, our proposed 'Hilsa Conservation Trust Fund' — offering the financial sustainability critical to a successful incentive scheme — was the focus of a national workshop for scientists, practitioners and government representatives. Bridging the traditional gap between science and policy paid off when the prime minister gave a directive to establish the fund. We are now working to secure seed money.

“MACHER RAJA ILISH”
is a popular Bengali saying, meaning 'Hilsa is the king of fish'



Find out more at www.iied.org/fisheries

Partners this year included the Center for Agrifood Policy and Agribusiness Studies in Indonesia, the Alternate Forum for Research in Mindanao in the Philippines, the International Livestock Research Institute in Kenya, and Toxics Link in India.

About 40kg
of rice a month is given to
fisher households during
the seasonal fishing ban

“ I give you assurance that all possible measures will be taken by the Ministry of Fisheries and Livestock for the establishment of the Hilsa Conservation Trust Fund. **”**

Mr Muhammed Sayedul Hoque,
Honourable Minister of Fisheries and Livestock, Government of Bangladesh,
speaking at the national meeting

Looking for the good in informal markets

Exploitation, corruption, environmental damage: the potential negatives of the informal economy are well known. But its resilient, entrepreneurial nature is often overlooked. Informal and semi-formal markets employ hundreds of millions of the world's poorest people, including women and young people, and the possible benefits of formalisation cannot be successfully realised without their perspectives being heard. With local partners, we find innovative examples of inclusive formalisation: authorities working with marginalised e-waste workers; dialogues that relocate street-vendors to safer spaces; government-run training and certification schemes to make informally produced milk safer for consumers; and more. This year, we shared models from regional and national levels and between sectors, building to a showcase event in 2016 that will set a new policy agenda for genuinely inclusive sustainable development.

Find out more
www.iied.org/informality-innovations

Compensating nature's protectors

Governments, businesses and donors working to secure sustainable resource management are increasingly looking to payments for ecosystem services (PES) schemes to do the job. These schemes work by paying landholders and communities to protect natural resources — for example, by capturing carbon dioxide through tree planting or a change in agricultural practices. But if PES is to deliver social and environmental justice, it must respond to local-level needs before thinking about upscaling.

This year IIED and Hivos collaborated with partners in Guatemala, Indonesia, Kenya, Nicaragua and Peru to explore how far PES, in the form of carbon offsets, can viably finance smallholder agriculture.

Using a 'business model canvas', we built a visual picture of where and how PES 'fits' with small-scale farmers' existing business models and value chains.

We found that carbon projects for smallholder farmers can work if they are integrated within existing farm enterprises. They must also be able to overcome the costs and risks associated with complex, costly certification procedures, volatile carbon offset prices, unfair feedback channels and relatively low pay-offs.



Powering low-income communities

Policymakers are increasingly committed to securing universal access to modern energy, with energy access targets being a key feature of the draft SDGs. But achieving this poses huge challenges. If we are to power the world's poorest communities, we need finance solutions that promote small-scale, decentralised energy services, including mini-grid, micro-grid, and solar home systems, and greater civil society engagement in policy processes.



Oluoch Omwoma, a smallholder farmer in Rusinga Island, Kenya, piloting Futurepump's solar powered irrigation pump.

In particular, more money is needed to plug the 'missing middle' of finance that smaller energy enterprises struggle to raise (typically EUR 250,000–500,000) and for early-stage project preparation, which requires intensive local-level design and engagement. This year IIED has hosted forums in Brussels, London and New York to promote debate on knotty issues such as the roles of public and private finance.

We also worked with partners to establish the Alliance for CSOs for Clean Energy Access (ACCESS) to champion the energy needs of poor communities and make sure the energy SDG can deliver on environmentally sustainable, safe, reliable and affordable energy for all.

Find out more
pubs.iied.org/G03914

1.2 billion people — almost the population of India — don't have access to electricity

2.8 billion people have to rely on wood or other biomass to cook and heat their homes

World Bank. 2013. Global Tracking Framework Vol 3.

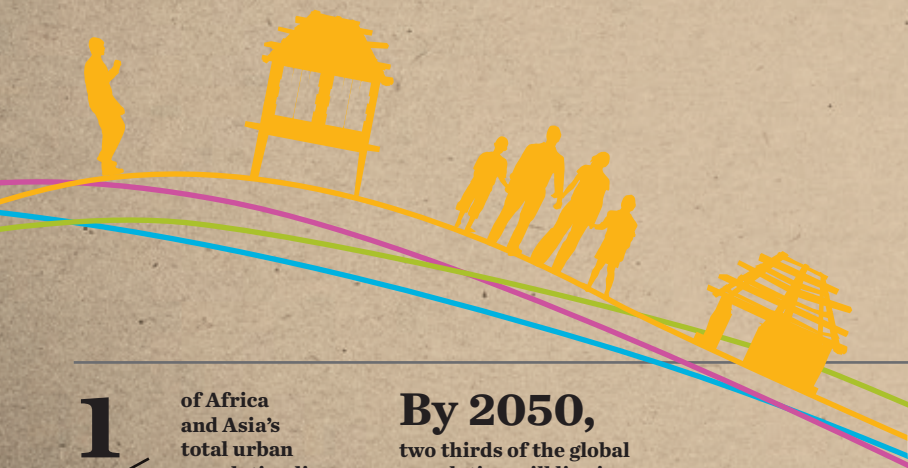
Over 4 million people die prematurely from illness attributable to household air pollution from cooking with solid fuels

WHO. 2014. Fact sheet N°292.



MAPPING THE FRESH CHALLENGES OF URBAN FOOD SECURITY

Food security is not a new issue. But the 2.5 billion increase in global urban population predicted by 2050 raises some pressing new questions about the role of food in a fairer future. With most population growth expected in low-income and informal settlements in Africa and Asia, this is where we must look for answers — and this is why IIED is working with a Kenyan federation of slum dwellers to research food security and other urban challenges.



1/3 of Africa and Asia's total urban population live in low-income and informal settlements

By 2050, two thirds of the global population will live in urban areas. By far the largest growth will be seen in Africa and Asia

“ The way we eat in informal settlements has changed over time. We prefer ready-cooled food because we lack adequate cooling spaces in our shanties and more so we are prone to fire outbreaks. ”

Participant, IIED focus group discussion, Mathare, Nairobi, Kenya



People living in informal settlements spend more on food than anything else; often more than half of all household expenditure

The problem with food security is one of equity: it is not that there is not enough food to eat, but that many people do not have enough food to eat. For people living on low incomes in urban environments like Nairobi, food insecurity is related to erratic earnings, fluctuating costs, and the need to pay for housing and other essentials. A growing number of extreme weather events, poverty and lack of basic services in low-income and informal settlements worsen a precarious situation.

We believe the people living and working at the sharp end of development challenges are best-placed to find solutions. This year, IIED, Slum Dwellers International Kenya and University College London have together supported Kenyan slum dwellers federation Muungano wa Wanavijiji to update the urban food story.



At street level and above

With street vending key to food security, the federation's research reached out to street vendors and their customers as well as people keeping livestock in Nairobi's informal settlements.

Through focus groups and community-led mapping, residents identified the main challenges and started to think and talk about their priorities, revealing difficulties that go beyond low income and no food.

Coping with less

Many people in informal settlements manage an unreliable food supply by simply reducing the quality and quantity of their meals, while increasing their working hours and spending less on other essentials, such as healthcare. This is a recipe for illness and inequality, leading to higher child and maternal mortality. In this landscape, street vendors are becoming more central to the eating habits of low-income households,

They cited problems with basic infrastructure — including poor sanitation and limited access to fresh water; environmental hazards such as pest outbreaks and overflowing sewage in rainy seasons; and lack of business capital, contested public spaces and contaminated livestock feed.

A 'balloon mapping' exercise, using aerial pictures taken about 100 metres above ground, built on existing maps of local infrastructure and housing in the settlements.

which both lack the living space to store food and the time to prepare it — especially as more women take on paid work as well as domestic tasks. This shift calls for deeper and better consideration: street vendors are often seen by authorities as polluters, obstacles to development and a source of unsafe food; but the truth is that they support food security by selling affordable cooked foods and creating employment for many poor urban dwellers.

This gave residents information that local governments simply do not have and formed a basis for dialogue between the two groups. Together, they have begun to explore how to identify and implement solutions to the challenges prioritised by the community.

Information is power

These data, co-produced by Muungano wa Wanavijiji and urban residents, are allowing Nairobi's disenfranchised communities to begin advocating for and building their own fairer future. They are also feeding into a wider, more accurate narrative of urban food security — a challenge changing as rapidly as the world around us.

Contact

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Find out more

www.iied.org/tag/urban-food-security

Snapshots



Small towns make for big change

Most of the world's food is produced in rural areas, but eaten by urban residents. These basic facts have led to a simplistic 'one-way' interpretation of food systems that is unhelpful as we seek solutions to food insecurity. IIED's change initiative on food transitions seeks to understand the dynamic links between rural and urban areas, and people and enterprises. This year, we looked at small towns, which connect

producers to wider markets and provide jobs outside the farming sector for landless and land-poor groups. We found that, when circumstances are right, small towns can play an essential role in the 'virtuous circle' of development, forming a key hub of activity connecting urban and rural. Understanding the complexity of the links around small towns is helping us to think past the old linear narrative.



Effective responses to crises in urban areas

How can under-resourced, densely populated cities support the needs of people displaced by disaster or conflict? Or prepare for and respond to climatic extremes? How can humanitarian agencies and local actors work together to best support existing systems, organisations and markets in crisis situations? These questions are urgent: our increasingly urban world faces slow- and fast-onset emergencies, from food shortages to natural disasters. A three-year Urban Crises Learning Fund, initiated in 2014, aims to find some answers. Research

and documentation will reflect on past humanitarian responses, gather fresh evidence, pilot new approaches, and learn from other fields. The findings will inform international urban advocacy processes, led by the International Rescue Committee. By engaging both humanitarian agencies and urban stakeholders — from municipal officials to civil society — and working with our partners, IIED will help build in-depth understanding of how the humanitarian sector can most effectively meet the needs of people in urban contexts.

51 million
people were forcibly
displaced by conflict
or disaster in 2013



**The number of
weather-related
disasters has tripled
in 30 years**



Healthy places for healthy people: assessing risk for Africa's urban population

For those living in Africa's low-income urban areas, high risk of premature death, illness or disablement is a daily reality. Poor housing is one major health threat, combining overcrowding, flammable building materials and unsafe stoves and lamps. Dwellings also often lack safe piped water and adequate sanitation. Frequently found in areas characterised by unsafe roads and violence, many unsafe houses are built on land at risk of disaster from flooding or landslides. Safer sites are for wealthier

citizens. IIED has joined with King's College London, University College London, International Alert, Save the Children, Arup, the Universities of Cape Town, Ibadan, Mzuzu and Niamey, and the African Population and Health Research Centre on a research project seeking to understand the risks facing low-income women, men and children, and how these risks are shaped or altered by climate change.

Funded by ESRC/DFID, this research is fundamental to finding ways to reduce these huge and unfair – yet often easily preventable – health burdens for the urban poor.

2.4 billion
people cannot
access a safe toilet

**Children growing
up in Africa's low-
income urban areas
are often 20–30
times more likely to
die before the age
of five than those in
high-income areas
or countries**



Alternative thinking for safer sanitation

Less than half of sub-Saharan Africa's urban population can access 'improved' sanitation, such as toilets connected to sewers or pit latrines with ventilation, a figure that hasn't changed in more than 20 years. The public health risks for crowded, low-income and informal settlements are obvious, but large-scale solutions have remained out of reach.

This year, supported by IIED, the Sanitation and Hygiene Applied Research for Equity (SHARE) City-Wide Project – which helps communities and city authorities to find practical solutions together – entered its final phase. SHARE assisted Shack/Slum Dwellers affiliates in Malawi, Tanzania, Zambia and Zimbabwe to test appropriate and affordable models for sanitation for low-income communities. SDI affiliates and city authorities will continue to work together beyond the life of the project, to explore whether these citizen-generated ideas can be scaled up to the city level.

69%
of Tanzania's
urban population
lacks 'improved'
sanitation



FINANCIAL SUMMARY

Report by the trustees on the summarised financial statements

The income and expenditure figures were extracted from the full audited and unqualified accounts for the year ended 31 March 2015. These were approved and authorised for issue by the Board on 16 July 2015. The annual accounts have been submitted to the Charity Commission and Companies House. The auditors, Crowe Clark Whitehill LLP gave an unqualified audit report on 28 July 2015. They have confirmed to the trustees that, in their opinion, the summarised financial statements are consistent with the full financial statements for the year ended 31 March 2015. The full statutory trustees' report, financial statements and auditors' report may be obtained by applying to the IIED's office in London.

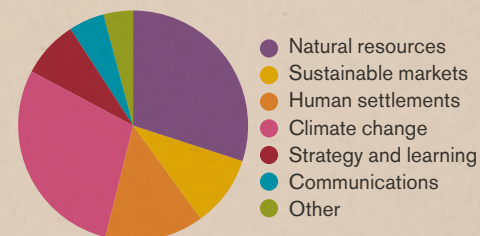
Income and expenditure for the year ended 31 March 2015

	Unrestricted funds (£)	Restricted funds (£)	IIED total 2014/15 (£)	IIED total 2013/14 (£)
Incoming resources				
<i>Incoming resources from generated funds</i>				
Voluntary income	-	-	-	652
Investment income	11,201	408	11,609	14,584
<i>Incoming resources from charitable activities</i>				
Commissioned studies and research	10,620	18,019,997	18,030,617	19,384,889
<i>Other incoming resources</i>		-	-	310
Total incoming resources	21,821	18,020,405	18,042,226	19,400,435
Resources expended				
<i>Charitable activities</i>				
Commissioned studies and research	211,568	17,803,204	18,014,772	19,267,903
Publications	-	-	-	-
<i>Governance costs</i>	127,034	-	127,034	116,937
Total resources expended	338,602	17,803,204	18,141,806	19,384,840
Net income/(expenditure) for the year before transfers				
	(316,781)	217,201	(99,580)	15,595
Transfers between funds	217,201	(217,201)	-	-
Net movement in funds	(99,580)		(99,550)	15,595
Funds brought forward at 1 April 2014	2,658,854	-	2,658,854	2,643,259
Funds carried forward at 31 March 2015	2,559,274		2,559,274	2,658,854

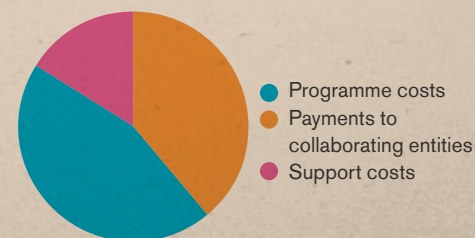
Income by donor type 2014/15 (total £17.6 million)



Expenditure by group 2014/15 (total £18 million)



Expenditure by type 2014/15 (total £18 million)



Independent auditor's statement to the members of International Institute for Environment and Development

We have examined the summary financial statement of International Institute for Environment and Development set out on page 28.

Respective responsibilities of directors and auditors

The directors are responsible for preparing the summarised annual report in accordance with United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summary financial statement within the summarised annual report with the full annual financial statements, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board.

Our report on the company's full annual financial statements describes the basis of our audit opinion on those financial statements.

Opinion

In our opinion the summary financial statement is consistent with the full annual financial statements of International Institute for Environment and Development for the year ended 31 March 2015 and complies with the applicable requirements of section 427 of the Companies Act 2006, and the regulations made thereunder.

Crowe Clark Whitehill LLP, London

Statutory auditor

RESPONSIBLE OPERATIONS

Despite an increase in our absolute carbon footprint, in 2014/15 we were well within our overall target of reducing emissions by 2.5 per cent per year, per head. Over the last year we have implemented a new Travel Policy and have begun regular reporting of travel footprints of all areas of the organisation. We completed the double glazing of our Gray's Inn Road office. We continue to maintain an ISO14001-certified environmental management system.



IIED's annual carbon footprint (April 2012 to March 2015)

IIED carbon footprint*	2012/13	2013/14	2014/15
GHG emission data in tonnes of CO ₂ e**	(Base year)		
Scope 1 (Direct, eg on-site gas heating)	47	30	21
Scope 2 (Indirect energy, eg electricity)	68	85	77
Scope 3 (Other indirect, eg travel***)	841	739	852
Total gross emissions	957	854	951
Average full time equivalents (FTE)	94	98	109
Per FTE annual emissions	10.2	8.7	8.7
% annual change	n/a	-15%	0%
Target (2.5% reduction pa on base year)	n/a	9.9	9.7
% difference from target	n/a	-12%	-10%

* Based on our sites and the activities of our staff, this measure excludes our suppliers and partners. Our footprint is measured in accordance with Defra's 2015 emissions factors and guidelines, which is consistent with the GHG Protocol. N.B. In 2015 Defra revised its air travel emissions factors and so footprints for all years have been recalculated using the revised factors.

** Tonnes of CO₂e is a universal unit of measurement used to indicate the global warming potential of a greenhouse gas, expressed in terms of the global warming potential of one unit of carbon dioxide.

*** Air travel emissions take into account the effect of radiative forcing (the effect of water vapour and nitrous oxides in the upper atmosphere) and therefore an uplift factor of 1.89 has been used in accordance with Defra guidelines.

INSIDE IIED

Trustees

Maureen O'Neil

Chair, retired 27 June 2014

Rebeca Grynspan

Chair, appointed 27 June 2014

Lisa Beauvilain

re-appointed 27 June 2014

Filippa Bergin

Somsook Boonyabancha

Alastair Da Costa

resigned 31 October 2014

Fatima Denton

Ahmad Galal

appointed 20 November 2014

Teresa Fogelberg

retired 27 June 2014

Frank Kirwan

Treasurer

Michael Odhiambo

appointed 20 November 2014

Lorenzo Rosenzweig

Francisco Sagasti

Tara Shine

appointed 20 November 2014

Ian Rushby

Vice Chair

Tang Min

re-appointed 27 June 2014

Donors

Government and government agencies

Department for Environment, Food and Rural Affairs (Darwin)

Department for Foreign Affairs and Trade

Department for International Development

Department of Energy and Climate Change

Irish Aid, Department of Foreign Affairs

Norwegian Embassy Mozambique

Royal Danish Ministry of Foreign Affairs

Scottish Government

Swedish International Development Cooperation Agency

International and multilateral agencies

Centre for International Forestry Research

European Commission

International Fund for Agricultural Development

UNDP Asia Pacific Regional Centre

UNDP Botswana

UN Environment Programme

UN Food and Agriculture Organisation

UN Population Fund

Foundations and NGOs

3ie International Initiative for Impact Evaluation

AECOM

Aidenvironment

Arcus Foundation

Arran Lule Sami Centre

Bernstein Family Foundation

Bill & Melinda Gates Foundation

British Council

CARE International

Climate Change Agriculture Food Security

Climate and Development Knowledge Network

Comic Relief

Cordaid

Ecologic Institute

Ecosystems Service for Poverty Alleviation

Ford Foundation

GRET

GIZ

Hivos

Institute of Development Studies

International Development Research Centre

International Livestock Research Institute

International Centre for Environment Management

International Union for Conservation of Nature

London School of Hygiene and Tropical Medicine

MAVA Foundation

UK Met Office

Near East Foundation

Norwegian Institute of International Affairs

Oxfam

Red Cross Red Crescent Climate Centre

Resource Advocacy Programme

Rockefeller Foundation

SNV Netherlands Development Organisation

The Christensen Fund

The Tiffany and Co Foundation

Tufts University

University College London

University of Copenhagen

University of Edinburgh

Vanguard Charitable

Worldaware

World Conservation Monitoring Centre

World Resources Institute

Worldwide Fund for Nature

Staff

Director's Team

Camilla Toulmin

Director, to 26 June 2015

Andrew Norton

Director, from 29 June 2015

Liz Aspden

Executive Assistant

Charlotte Forfieh

Co-ordinator

Senior Fellows

Saleemul Huq

Barry Dalal-Clayton

left 2014

David Satterthwaite

Camilla Toulmin

from 29 June 2015

Senior Associate

Steve Bass

from 2015

Climate Change

Simon Anderson

Group Head

Achala Chandani Abeyesinghe

Brianna Craft

Susannah Fisher

Hohit Gebreegziabher

Beth Henriette

Ced Hesse

Marie Jaecky

Nanki Kaur

Neha Rai

Teresa Sarroca

Janna Tenzing

Marika Weinhardt

Geoffrey Wells

left 2014

Caroline King-Okumu

joined 2014

Dave Steinbach

joined 2014

Human Settlements

David Dodman

Acting Group Head

Gordon McGranahan

Cecilia Tacoli

Diane Archer

Jane Bicknell

left 2014

Hannah Bywaters

Diana Mitlin

Steph Ray

Anna Walnycki

Christine Ro

joined 2014

Paolo Cravero

joined 2015

Natural Resources

James Mayers

Group Head

Barbara Adolph

Nicole Armitage

Lila Buckley

Seth Cook

Lorenzo Cotula

Phil Franks

Geraldine Galvaing

Alessandra Giuliani

Duncan Macqueen

Dawn McInnes

Simon Milledge

left 2015

Elaine Morrison

Isilda Nhantumbo

Grazia Piras

left 2014

Emily Polack

Christele Riou

left 2014

Fiona Roberts

Lucile Robinson

Dilys Roe

Leianne Rolington

left 2014

Laura Silici

Krystyna Swiderska

Jamie Skinner

Khanh Tran-Thanh

Xiaoxue Weng

joined 2014

Anna Bolin

joined 2014

Philippine Sutz

joined 2014

Geraldine Warren

joined 2014

Daphné Lacroix

joined 2014

Catriona Knapman

joined 2015

Sustainable Markets

Steve Bass

Group Head to June 2015

Brian Barban

Sarah Best

Abbi Buxton

Ebru Buyukgul

Ben Garside

Maryanne Grieg-Gran

left 2014

Laura Jenks

Kate Lewis

Essam Yassin Mohammed

Ina Porras

Frances Reynolds

Bill Vorley

Acting Group Head 2015

Emma Wilson

Paul Steele

joined November 2014,
Acting Group Head 2015

Staff list continues overleaf ▶

Staff

Communications

Liz Carlile
Director of Communications

Soti Coker

Rosalind Cook

Teresa Corcoran

Natalie de Pointis Brighty

Louise Daniels

Rosalind Goodrich

Clair Grant-Salmon

Saadia Iqbal

Sian Lewis

Dave Nunn
left 2014

David Sankar

Mike Shanahan
left 2014

Maggie Watson
left 2014

Kate Wilson

Matthew Wright

Katharine Mansell
joined 2014

Helen Burley
joined 2014

Kate Green
joined 2015

Hannah Caddick
joined 2015

Sue Broome
joined 2015

Operations

Chris Wilde
Chief Operating Officer

Kate Cardenas

Finance

Neil Hedgecock
Head of Finance

Caroline Adebajo
left 2015

Abi Alabede

Giles Anyiam

Rosie Hawkins

Ben Jonah
left 2014

Natalia Olszewska

Debra Spencer

Michelle Tsoi
left 2015

Moses Dumbuya
joined 2014

Sabina Hassan
joined 2015

Human Resources

Nick Greenwood
Head of Human Resources

Sally Baker

Habsan Rabileh
joined 2014

Jessica Gleeson
left 2014

Caroline Johnston

Richard Thayre
joined 2014

IT Services

Andrew Archer

Head of IT Services

Debola Ogunnowo

Vishal Patel

Andrew Scurfield
joined 2014

Facilities

Steph Bramwell

Leda Hodgson

Morris Kagkwo

Teresa White
left 2014

Strategy and Learning Group

Tom Bigg
Head of Strategy and Learning

Catherine Baker

Alastair Bradstock

Lucie Fry

Kate Lines

Jonathan Reeves

Barbara Trapani
left 2014

Morgan Williams

Claire Hatfield
joined 2014

Anna Halton
joined 2015

Fiona Watson

joined 2015

Stefano D'Errico
joined 2015

International Fellows

Cynthia Brenda
Kenya

Chris Busiinge
Uganda

Yarri Kamara
Burkina Faso

Jorgelina Hardoy
Argentina

Fawad Khan
Pakistan

Daoud Tari Abkula
Kenya

Virgilio Viana
Brazil

Green Economy Coalition

Oliver Greenfield

Emily Benson

Chris Hopkins
joined 2014





PHOTO CREDITS

Front inside cover, pages 7, 25, 26

Sven Torfinn 2015

Back inside cover, pages 4, 10, 11

Mike Goldwater 2015

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Stills from animations by HandsUps 2015 and 2014, respectively

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Adam Kerby 2014

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Caroline King/IIED 2014

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Claire Hatfield/IIED 2013; Janna Tenzing/IIED 2014

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Brian Sokol/PANOS 2015

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Bill Vorley/IIED 2011; Sarah Best/IIED 2015

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Paolo Cravero/IIED 2015

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CCODE Malawi & The Malawian Federation of the Urban Poor 2014

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