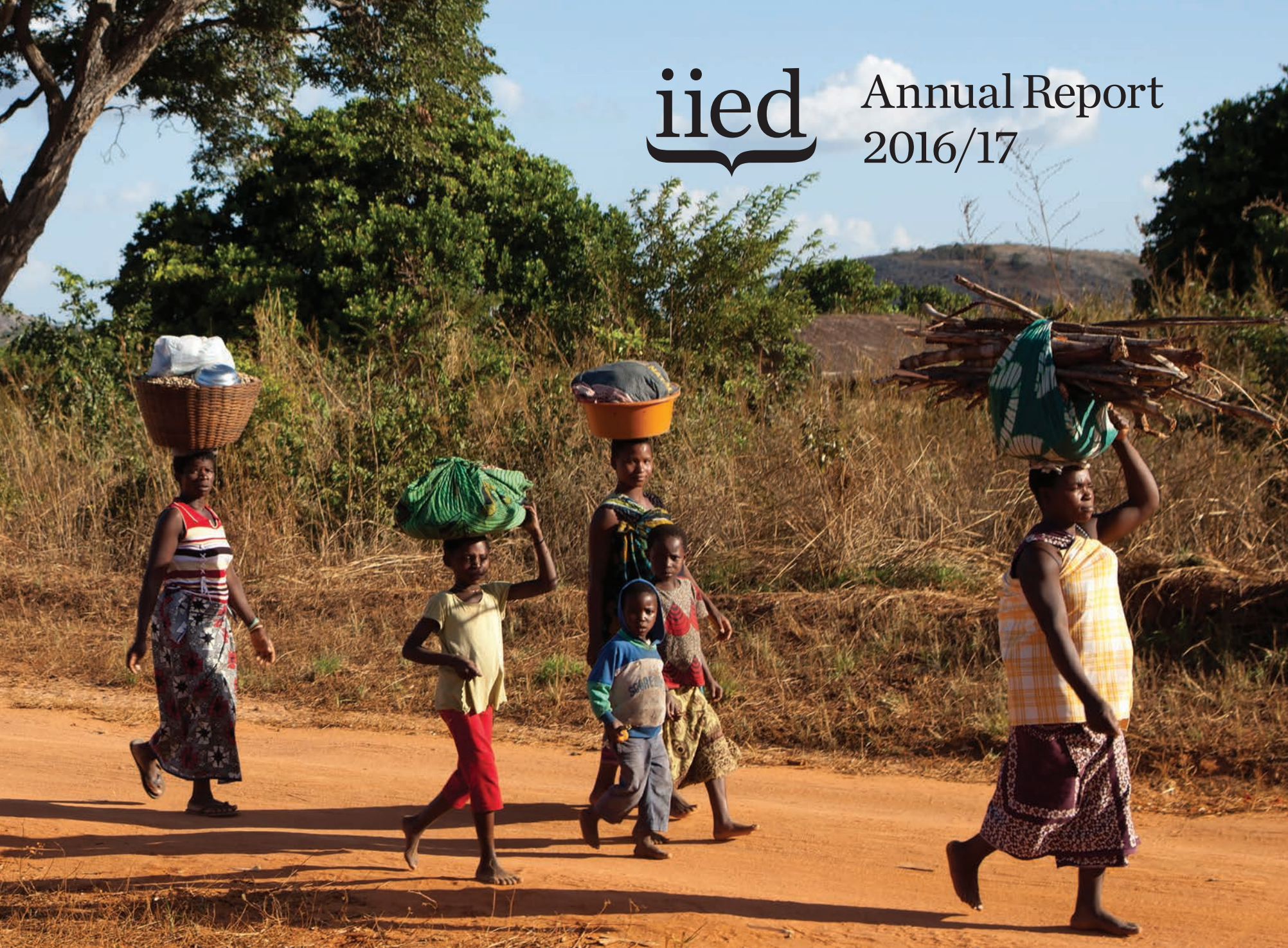





Annual Report 2016/17





Our mission:

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



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Chair's introduction

2016 was a decisive year for those of us fighting to achieve greater social and environmental justice. After the transformative successes of 2015 — the Paris Agreement on Climate Change and the adoption of the Sustainable Development Goals (SDGs) — the following months have brought significant challenges, especially marked by the recent decision of the US Federal Government to start proceedings to withdraw from Paris. Yet all across the world national governments have reiterated their commitment to fight climate change and we also see cities, communities, businesses and local governments mobilising to act.

2017 must be a year to reaffirm our commitment to a global order based on dialogue, cooperation, multilateralism and universal human rights and institutions. Some wonder if we have reached a tipping point and are witnessing the advent of a new era — one where not only power but values may change and shift. We at IIED and in the development community at large have the responsibility of taking part in this debate, supporting the emergence of an international order that favours cohesion, inclusion, sustainability and equality.

This report provides rich evidence of the range and quality of IIED's work. From working to get funding to federations of the urban poor to supporting measures to conserve biodiversity in partnership with communities, this is a unique organisation with a special and important mission in these turbulent times.

The links between a fairer world and one that is at peace and in equilibrium with the environment are clear and persuasive. When environments degrade either locally or globally, it is the poorest countries, communities and people that bear the brunt of the damage. IIED's constant determination to bring the voices and experience of poor countries and poor people into global debates makes a compelling contribution to environmental justice.

On behalf of the Board, I look forward to working with IIED's dedicated staff to continue to make the case for progress in sustainable development — and demonstrate how it can be done — in the years to come.

Rebeca Grynspan

Director's report

“IIED amplifies the views, needs and voices of the poorest countries, communities and people.”

IIED works for social and environmental justice. While we work with partners to influence policy and practice at many levels, our focus is always on amplifying the views, needs and voices of the poorest countries, communities and people. This principle runs through everything we do to further our ambitions for change — and all the work we do under our four research goals.

We have a deep partnership, for example, with the Least Developed Countries (LDCs) Group that had such a profound impact on the shape and form of the Paris Agreement. Now we're using this experience to support LDCs to argue for equitable environmental governance of the high seas.

IIED has also worked for decades with federations of slum dwellers. At Habitat III,

we worked to get these organisations a direct voice in the international policy dialogue setting the agenda on urban development.

We're working to ensure that policy and investment in land and natural resources benefit the people who depend on them. And across IIED our research and influencing is trying to get 'money where it matters' and demonstrate the effectiveness of locally controlled funding, from equitable energy access to small-scale forest enterprises or communities battling climate change.

After the highs of 2015 (Paris and the SDGs), 2016 brought many challenges. But the world has turned a corner in its understanding of development and there



is no going back. Over the coming year, IIED and partners will continue to support progress through partnership, evidence and action. We hope the stories in this report demonstrate the value of our approach — and the very real differences that IIED and its partners are making.

Andrew Norton

Andrew Norton

Our ambitions for change

Making the Paris Agreement and the SDGs work

Building resilient and thriving local communities through partnership

Bringing local realities and innovation to national and global policy

A year in the life of IIED

CBA10

High-level engagement at CBA10 (IIED and partners' flagship meeting on ecosystem-based adaptation) demonstrated political support for local-level adaptation.



Brexit vs multilateralism

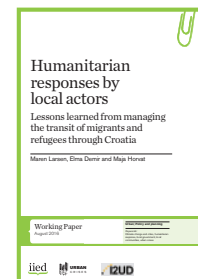
Andrew Norton stressed the importance of multilateralism and urged the UK government to stay at the forefront of global issues after the Brexit vote. Also in June, IIED hosted an international dialogue with representatives from the LDCs on making transformative progress on the SDGs.

New-look Publications Library!

A major upgrade to our online Publications Library improved site usability and download speeds.

Working Paper on refugee transit

A Working Paper by IIED partners explored lessons from the transit of refugees through Croatia, as part of a major series of papers from our DFID-funded Urban Crises Learning Fund project. The series is establishing IIED as an authoritative voice on urban crises and building the research capacity of local partners.



May

June

July

August

September

April 2016

Sustainable Diets for All

This is a major five-year programme implemented in partnership with Hivos, which held the first 'People's Food Summit' in Uganda. The team uses citizen advocacy to explore issues of food access and quality.

Stone Village

IIED and partners organised a learning exchange in the Stone Village, China, bringing together technical experts, decision makers and farmers from 18 mountain communities in five countries. The event secured local government commitment to support a biocultural heritage territory in the Stone Village.



Ten essentials for a successful urban agenda

IIED published its one-page alternative to the unwieldy draft of Habitat's *New Urban Agenda*, calling on funders and planners to put poor communities at the heart of urban development. *Ten Essentials* is one of 2016/17's top blogs and has been viewed over 5,500 times.

10



IUCN World Conservation Congress

IIED organised three events and gave three additional presentations at the meeting, including one event on the Social Assessment of Protected Areas (SAPA). Based on many years of work, our SAPA approach is now being taken up by key funding agencies including the Global Environment Facility.

Barbara Ward Lecture

Urban planning and climate action expert, Debra Roberts, delivered the 2016 Barbara Ward Lecture calling for urban policy to put a greater focus on practical implementation.



Debra Roberts

Sustainable development champion Barbara Ward founded IIED in 1971; the flagship lecture series in her name celebrates outstanding women in development.



Barbara Ward

Fish Night

Building on our oceans work, IIED hosted the fourth Fish Night, focusing on biodiversity. Guest speaker, skipper and activist Emily Penn, shared insights from her experiences as an ocean advocate.



Money where it matters

IIED's major 'Money where it matters' event brought together international decision makers, practitioners and researchers to explore the challenges and solutions to getting more finance to the local level.



Stakeholder survey

We sent out our annual stakeholder survey in February. 90 per cent of respondents rated IIED's research as 'highly robust' and 'innovative'. Respondents also praised IIED's 'triangulation of evidence across different perspectives' and ability to engage with a 'very diverse range of stakeholders'.



March 2017

October

November

December

January

February

Habitat III

Feeding into the policy process for Habitat III's *New Urban Agenda* was a major focus for IIED throughout the year. At the meeting, IIED and partners presented a range of evidence and experience and brought together stakeholders to discuss key issues.

IIED at COP22

IIED and partners supported negotiators from the LDCs; organised side events and workshops, including the 14th Development & Climate Days; presented new evidence on energy and climate finance; and analysed progress at the talks.



Clare Shakya, Director, Climate Change

'Powering global change through partnership' animation

We released a new animation, illustrating how we work with partners.

End of DFID grant

DFID's long-standing accountable grant came to an end and IIED shared innovative findings supported by the grant, including on how to 'leave no one behind', promoting 'disruptive change' and the power of legal tools for citizen empowerment on land rights.

External review

Our externally conducted five-yearly review reported that IIED's *theory of change*, *ways of working* and *research programmes* are valid and effective — and that the organisation has positioned itself well for the challenges ahead.

IIED External Review 2012-2016

Final Report

March 2nd, 2017



Jeremy Holland
Adria Van Hemelryck
Dan Newman

From Paris to Marrakech: turning ‘agreement’ into implementation

Last year we reported on the ‘long road’ to the Paris Agreement — which was a huge victory for the Least Developed Countries (LDCs). Now the energy is on ensuring poor countries get the support they need to reduce emissions and deal with the impacts of climate change.

For further information on our work on climate change, see page 18

Over the last year, IIED has continued to work with the group of LDCs to make sure the voice and message of the world’s poorest and more vulnerable are heard. We’ve worked through official processes to help establish the rules and systems the international community needs to implement the agreement. And we’ve called on countries and international donors to make ambitious contributions to the US\$100 billion committed for adapting to the impacts of climate change and mitigating emissions.

One year on from Paris, COP22 in Marrakech was perhaps the highlight of the ‘climate change’ year. The annual ‘conference of the parties’ to the UN Framework Convention on Climate Change (UNFCCC) brings together leaders and negotiators from nearly every country, international donors, civil society organisations and community representatives to talk about a range of issues. Crucially this year we were starting to agree the rules and arrangements for implementation.

The meeting started with a real buzz of optimism. Conversations on buses ferrying participants to the Blue Zone and in plenaries and side events all focused on

the opportunity ahead. And there was real hope of ambitious action in the form of ‘nationally determined contributions’ to reducing emissions, adaptation to climate impacts and climate funding, and agreement on the need to review these every five years and ratchet up if necessary.

Growing confidence of LDC negotiators

For IIED, it was good to see negotiators from the LDCs (the 47 poorest countries) representing their interests so effectively during the conference. IIED has worked with the LDC Group since it formed in 2000, providing technical and legal support and building its capacity to participate in international processes. This year, we organised a series of workshops for junior negotiators in the run up to COP, attended by nearly 100 individuals from over 45 countries.

LDC delegates were more active in negotiations than in previous years with more women negotiators and more women leading on negotiation tracks, and some LDC positions (such as on transparency and gender) were successfully reflected in the final outcomes.



Nearly 350 copies of our guide for UNFCCC delegates have been given to those involved in negotiations and it has been downloaded nearly 500 times. It is now recommended reading for new UK government climate diplomats.

National parliaments have a role

Another highlight of Marrakech was the opportunity to build our collaboration with the Inter-Parliamentary Union (IPU). National parliaments have a vital role to play in making Paris a reality in their own contexts but the IPU recognised that many parliamentarians need support to do this effectively. At its request, IIED developed guidance and shared this both at an IPU meeting in Geneva in October and at COP22, where participants were excited to see how legislation and budget allocations could be used to tackle climate change.

Disappointing outcomes

Sadly, the outcomes of Marrakech did not fulfil the optimism that started the meeting. Key decisions about instruments and approaches to put the Paris Agreement into action were not taken.

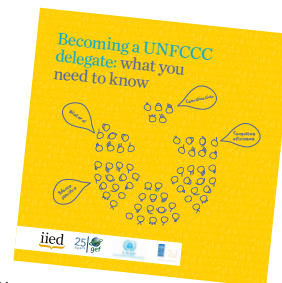
“Southern countries are increasingly at the forefront of action and innovation on climate change.”

Clare Shakya, Director,
Climate Change

Nevertheless, IIED continues to be optimistic. The growing effectiveness of the LDCs in putting forward their needs and interests in international forums is matched by the extraordinary national-level efforts of countries such as Bhutan (which has achieved carbon neutrality), Ethiopia (committed to reach zero net emissions by 2025) and Myanmar (which, with support from IIED, has consulted with communities to develop an inclusive climate strategy and policy). And IIED is working with many organisations and communities that are responding creatively and effectively to climate change at national and local level.

Over the next year we'll be working with the LDC Group to reach out to the emerging economies and continue to build southern leadership on climate change.

Contact: Clare Shakya,
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Achala Abeysinghe,
achala.abeyesinghe@iied.org



Fatou Diabate from Angola took part in a training for junior negotiators in Tanzania in September 2016

“We’ve already noticed the effects of climate change in Angola, particularly in the south, and it’s having an impact on agriculture. The mock negotiation sessions at the training really built my confidence because they gave me the chance to practice taking the floor and making interventions. It was also useful to learn about the technical side of things, the complexities of the UNFCCC process and where to find the background reading I need on the issues. It all built my confidence and I found it easier to speak up in Marrakech.”



SDGs: technical targets or enablers for development?

The UN's Sustainable Development Goals (SDGs) represent a huge global ambition. But how do we make them work in national contexts? IIED has been exploring some approaches.



“We need to find out not only what works, but in what contexts, for whom and why it works. That’s the only way we will design better programmes that can realise the SDGs.”

Stefano D'Errico, Monitoring, Evaluation, Accountability and Learning Manager, Strategy and Learning

The SDGs provide a set of universal, indivisible goals covering issues from health, education and gender, to forests, food and fisheries. They're relevant to all countries, rich and poor, and they commit to both protecting natural resources and ensuring that no one is left behind from development.

But achieving the SDGs by the 2030 target is a huge task. Even where countries have signed up to the global vision, realising the goals in politically complex, resource-constrained national contexts will be extremely challenging. IIED has been working with a range of partners this year to develop tools and strategies to support this process.

Evaluating the SDGs

Evaluation is included in Agenda 2030 and a set of targets and milestones have been agreed for each goal. But IIED and partners in the evaluation community recognise the need to move beyond the 'metric mania' of Millennium Development Goal (MDG) monitoring (MDGs preceded the SDGs and ran from 2000–2015) to promote a more reflective approach to measuring what works — and why it works.

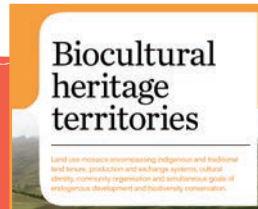
IIED has worked with the EVALSDGs network to develop guidance for evaluators on this approach. Our series of briefings stress that 'measurement is not enough' and that monitoring must be accompanied by 'critical thinking' to analyse what the metrics are telling us. They also highlight the need to find out what works, in what contexts and for whom. It's not enough to count water points. Who benefits, who is excluded and what factors got them there?

The briefings have been widely read, following promotion both on IIED's website (many are in the top ten IIED downloads this year) and through the evaluators' network. Feedback from professional evaluators has been extremely positive and they tell us that this work is helping them reframe evaluation to their institutions and governments as not just a technical add on but a vital tool for ensuring programme quality.



SDG RESEARCH

Research programmes across IIED are also investigating how to realise specific SDGs in particular sectors, including:



SDG 2 Hunger;
SDG 13 Climate Action
Our research shows the genetic diversity preserved by indigenous knowledge and provides a valuable resource for improving food security and adapting to climate change.



SDG 14
Life below Water
IIED is looking at the policies, regulations and fiscal incentives required to achieve sustainable management of the world's oceans.



SDG 15 Life on Land
(and many others)
Research into how to achieve productive and sustainable management of forests and development of small-scale forest enterprises is contributing to SDG 15.



SDG 6 Clean Water and Sanitation
Research into appropriate, community-driven water and sanitation in Dar es Salaam, Tanzania, (and other places) is contributing to SDG 6.

Political economy analysis in national contexts

This year, IIED also investigated the political barriers and opportunities to delivering the SDGs in poor countries that face urgent and competing priorities. Our research focused on an in-depth case study in Jamaica and interviews with stakeholders from civil society, government and academia in 15 other countries.

One key finding was the need to break down silos so that the SDGs are not seen as the 'business' of one department, such as water or energy, but a shared endeavour across all ministries and sectors. There was also clear evidence that sustainable development can achieve general

social and economic development objectives — something officials and parliamentarians can use to gain political buy-in to SDG projects from budget holders and decision makers.

Need for many voices and new learning spaces

Finally, the need for all voices in realising the SDGs, and for spaces for sharing and learning from each other, was the message that came out of IIED's work with long-standing partners from the LDCs.

Discussions with the Independent Research Forum and a high-level dialogue convened by IIED and the LDC Independent Expert Group

explored how LDCs can make rapid progress towards the SDGs. The discussions concluded that it would require not only government, but local government, business, think tanks, experts and civil society collaboration. And that opportunities for actors to share and learn at all levels — local, national and international — are crucial.

IIED will build on this over the coming year, working with partners to support approaches to some of the vital 'on the ground' work that is essential to realise the SDGs — and transform lives — in national contexts.

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Extending the global influence of slum dwellers

At Habitat III, IIED worked with urban poor federations to ensure that the voices of slum communities were heard in international urban policy dialogues.

By 2050, two thirds of the world's population will live in urban areas. As towns and cities struggle to plan for rapid urbanisation, informal settlements or 'slums' continue to grow.

But policymakers and planners are coming to recognise that informal settlements are part of the fabric of cities, and have active communities who drive local development and contribute to the economy. They see that vibrant, productive, resilient cities integrate these communities into urban planning processes.

UN-Habitat convenes a global meeting on housing every 20 years. The *New Urban Agenda* emerged from Habitat III last October and underlined the social and economic benefits of community-driven upgrading programmes that provide basic services such as housing, drainage, clean water and sanitation.

An effective upgrading process is complex. It requires buy-in from a variety of stakeholders — from urban planners to city officials, aid agencies to private sector actors. And most importantly, slum dwellers themselves: for the upgrading process to be successful, it must be co-led by slum residents and include their first-hand experience of the most pressing issues, and their knowledge of what works in the local context. But too often, communities are overlooked by decision makers.

At Habitat III, IIED created platforms with federations of the urban poor, to get the voices of slum dwellers heard in a range of policy dialogues on inclusive planning, growth and development.



Sarah Nandudu,
Vice Chairperson,
National Slum
Dwellers Federation
of Uganda

“Getting our voices heard by these groups is not easy. At Habitat III, IIED and SDI created the space for frank and open dialogue with urban planners, city officials and private sector actors. Such discussions are crucial in getting the policies we need to upgrade our slums. Now governments need to make good on these policies. Having a platform to set out our needs and show how slum dwellers are driving local action is a crucial stage in the upgrading process.”



SDI.
SHACK/SLUM DWELLERS
INTERNATIONAL

“For IIED, supporting our partners to get their voices heard at crucial stages in the Habitat III process was the culmination of 20 years of work since Habitat II.”

Anna Walnycki,
Researcher,
Human Settlements



For further information on
our urban work, see page 20

Breaking the mould

IIED works with organisations such as SDI (Slum/Shack Dwellers International) to break the 'traditional' planning mould by creating new spaces for dialogue and discussion. At Habitat III, we helped to bring the federations into dialogue with a broader group of stakeholders including the private sector, international institutions and national governments.

This gave urban poor groups a global forum for setting out what's needed for effective slum upgrading such as transport, low-cost housing and disaster management. And communities showed how they are driving upgrading processes in their own cities, through initiatives such as community-led savings groups and data collection.

Creating a platform for urban poor federations among these international stakeholders helps drive policy change that genuinely reflects the needs of residents. This can unlock the potential of slums as evolving hubs of community-led development, innovation and growth — and help residents to realise their fundamental right to healthy, decent and dignified lives as part of the wider city.

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IIED challenging convention at Habitat for 40 years



Since the first UN Conference on Human Settlements in 1976 (Habitat I), IIED has pushed for low-income urban residents to be recognised as key actors in changing the way that cities are built and managed, challenging the conventional view that national governments and international agencies know best.

By documenting the experiences and achievements of federations of the urban poor — and convening platforms to highlight their knowledge — IIED has helped to show that these groups are a real source of innovation in urban planning and

problem solving. IIED has supported these federations as they have developed their capacities and their voice has grown.

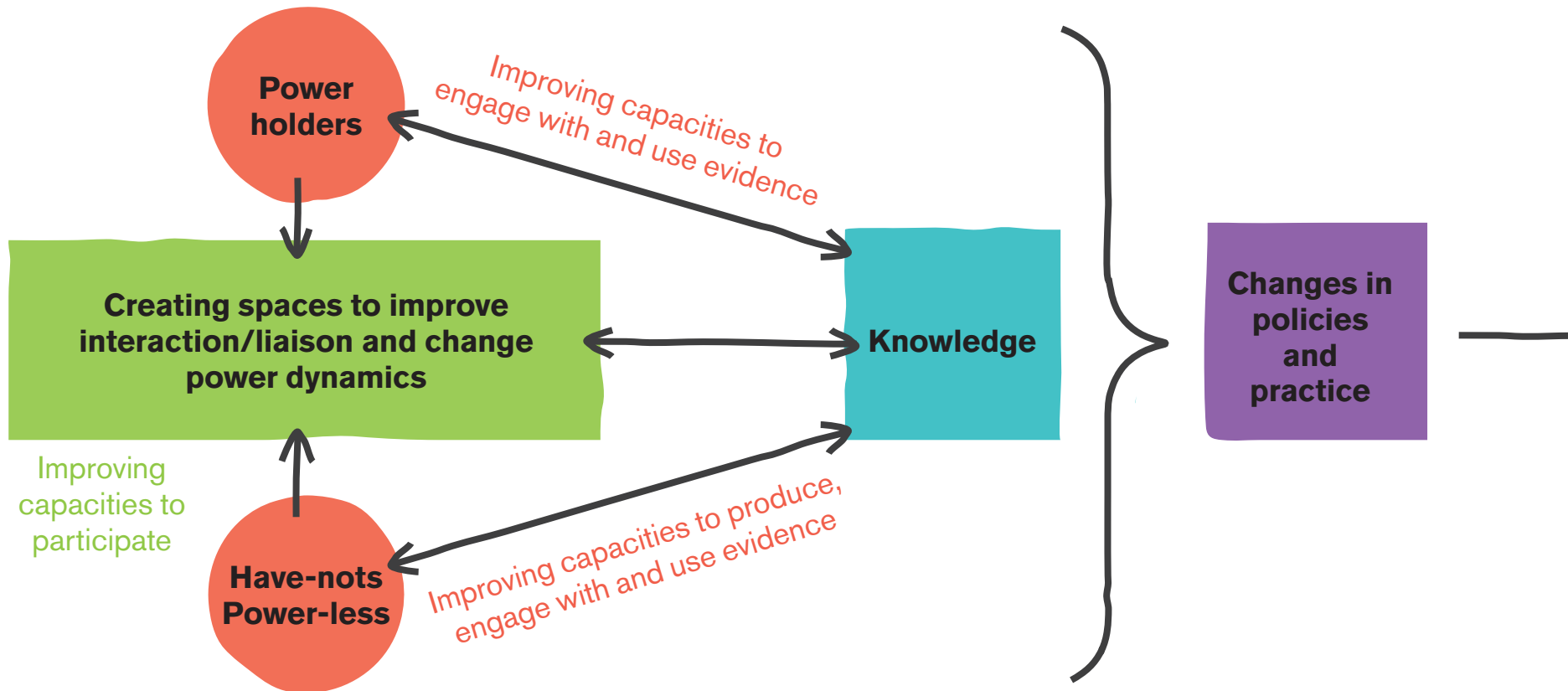
But there is still much to do. IIED will continue working with these groups to understand the challenges they face and the strategies they use to address these. We use this evidence to ensure that financing mechanisms and policy agendas (such as the *New Urban Agenda* produced at Habitat III in 2016) reflect and respond to the needs, priorities and approaches of these often-overlooked citizens.



How IIED and partners influence change

IIED's theory of change

IIED and partners build the capacity of poor communities and powerholders to develop and use evidence — and create opportunities for them to engage on key issues. This develops shared knowledge and understanding, inspires action, and influences policy and practice change.





Empowering urban communities

Over the last ten years, IIED and partners have supported organised groups of low-income urban residents to achieve significant improvements in housing, sanitation and risk reduction. Working with partners including SDI, we have strengthened the capacity of communities to gather evidence, use this to engage with and influence local decision makers, and secure funding for upgrading informal settlements.



Equitable irrigation, West Africa

Since 2007, IIED and partners have worked to achieve equitable governance of dams as part of the Global Water Initiative (GWI). By bringing together government, communities and technical experts, GWI has influenced policy change on irrigation strategy, land tenure security and benefit sharing. A regionally agreed directive, brokered with IIED support, now sets the frame for equitable water infrastructure development.

Supporting LDC negotiators

IIED support to the LDC Group over many years has helped give the poorest nations a voice in climate negotiations. IIED and partners have run training for negotiators, built their capacity to develop and disseminate evidence, and provided technical and legal advice. The growing influence of the group is a testament to their increasing effectiveness and power.

Sustainable fisheries, Bangladesh

Over several years, IIED and partners have used research and evidence to reframe stakeholder understanding of the problems and opportunities of sustainable fishery management in Bangladesh — leading to agreement on a conservation approach that both protects fish stocks and fisher livelihoods. One partner commented: “Without IIED it would not have happened. They sensitised stakeholders to the real issues.”



Screenshot from a 2017 GWI West Africa animation, www.iied.org/gwi-animation-how-secure-land-rights-people-affected-dams



Examples of IIED impact taken from the *IIED External Review 2017* available at www.iied.org/external-review-2017

Research goal Sustainable markets that work for the many, rather than the few



LDC voice in high seas governance

IIED is working with the LDCs' permanent representatives to the UN to ensure a new legally binding instrument to govern the high seas safeguards both the oceans and the livelihoods of vulnerable communities.

The high seas (the area beyond national jurisdiction) are not currently 'owned' or managed by any country or international body. Yet this section of the ocean — which covers 50 per cent of the planet's surface — has a wealth of economic and biodiversity potential. Now the UN is negotiating a new high seas governance mechanism and IIED is working with LDCs to ensure their interests are protected.

In the past, technical and financial constraints have limited LDC access to the high seas — and the benefits deriving from marine resources have not been equitably shared. The new UN instrument should protect biodiversity and achieve the sustainable use and management of the water. LDCs also want to ensure it covers benefit sharing, supporting national development and protecting the livelihoods of poor communities.

IIED is working with the LDC Group (currently chaired by the government of Bangladesh) to build its capacity to engage meaningfully in the negotiations, providing technical advice on

relevant issues and directly representing the interests of the



“This work will help LDCs go beyond reacting to proposals put forward by other economic blocks and support them to redefine their role as proactive players in international negotiations.”



Essam Yassin Mohammed, Senior Researcher, Shaping Sustainable Markets

LDCs where they have been unable to attend meetings.

Key issues under discussion have been: defining whether resources with lucrative commercial and pharmaceutical applications (such as fish) are counted as a commodity or genetic resource, and agreeing mechanisms for benefit sharing and technology transfer so that LDCs can access and use the area in the future.

IIED has now secured funding from the Pew Charitable Trust to enable LDC representatives to attend important preparatory meetings to develop a draft proposal, which will go to this year's UN General Assembly. We'll be supporting them to table their own clauses and to ensure their interests are fully represented in the final draft.

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Building evidence on energy access

This year, IIED provided tangible evidence on what's blocking energy access for the poorest.

The SDGs recognise that access to energy is crucial for development. Billions of people still do not have the energy they need to light their homes, power their schools or run their businesses.

For the poorest communities in remote areas, far from the national grid, the answer is often decentralised energy, supplied through technologies such as home solar systems. Despite decentralised energy's huge potential, the bulk of public energy finance seems to be flowing to large, grid-connected projects.

Yet, until now there has been little tangible evidence to prove this disparity and influence change.



“IIED is supporting Hivos to develop research on financing decentralised energy supply. This will be crucial in highlighting how remote communities in countries such as Guatemala are missing out on the power supply they need to work their way out of poverty and inequality.”

Melina Campos Ortiz,
Program Manager,
Hivos Latin America



This year, IIED helped plug this research gap by publishing two papers on finance and energy access. Published with our partner Hivos, the first paper tracked how much international public climate finance is reaching off-grid renewable energy projects. It found that of the US\$14.1 billion approved by governments between 2003 and 2015, only 3.5 per cent was allocated for decentralised energy projects. And only five per cent of funding for all energy projects was allocated to low-income countries.

The second paper drilled down to country level. A review of finance flows in Tanzania, where in 2012 only 20 per cent of people had grid access, found that just two per cent of the overall funds that the government had allocated to energy access (2010–17) went to decentralised energy.

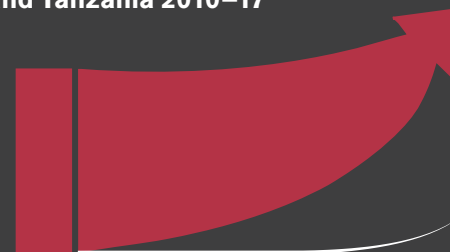
This research confirms what different stakeholders in the energy sector had suspected — the decentralised energy sector isn't getting its fair share of public finance.

Our research has given IIED and partners the tools to make the case for decentralised energy. The LDC Group cited our findings at the media launch of its new Renewable Energy and Energy Efficiency Initiative at COP22 in Marrakech. We are advising the UN's Sustainable Energy for All initiative on their new research on finance flows. And we are helping Hivos to undertake research on energy access in Central America and Southern Africa. In our next phase, we will look deeper at practical mechanisms that can help remove the blocks to financing decentralised energy.

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Total government spending (US\$) on energy access in mainland Tanzania 2010–17

US\$ 2.01 billion
Total funding
grid-based and
decentralised
energy



98%

(US\$1.97 billion) targeted
grid-based energy access

only **2%**

(US\$40 million) targeted
decentralised energy

Green Economy Coalition



Economic development must be both 'green' and 'fair'.

This is the message that the Green Economy Coalition (GEC, an independent coalition housed by IIED) has been promoting since 2009. This year, the GEC has seen increasing buy-in to its agenda and attracted significant new funding.

The GEC's 'dialogues', underway in seven countries, bring together diverse stakeholders from business, government and other sectors to explore the intersection between green and fair economics in their local contexts. And there is evidence that they are influencing the terms of the debate. In Sikkim, India, the local government has made achieving the SDGs the basis for all decision making about planning and investment.

GEC is also helping the business sector to look beyond the bottom line, or even corporate social responsibility, to think how business practices can support the implementation of the SDGs. The 'Measure What Matters' summit, held in the UK in June 2016, attracted international agencies and high-profile city firms to discuss this issue and a core group have committed to using the SDGs to benchmark their corporate strategies.

Finally, a meeting in July brought together over 150 participants from the GEC membership to agree a mission and strategy for the coalition — giving it a sound footing and real momentum to extend its work and influence over the coming year.

Contact: Emily Benson,
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“Sustainability has reached the boardroom. For the CEOs we’re working with, the SDGs are no longer just an abstract set of ambitions — they’re a practical innovation map to achieve green, fair and resilient business.”

Emily Benson,
Programme Manager,
GEC



Tackling poverty, promoting sustainable development

IIED is facilitating work on Conditional Transfers (CTs) — using economic incentives to protect natural resources while tackling poverty.

Payments made to communities to conserve rather than degrade water, land and forests are well recognised as an effective method of ecosystem protection. But such 'conservation' funding is limited, and — in the spirit of the SDGs — natural resource protection should also meet social goals.

Although this is a relatively new area, there are many examples of good practice: in Costa Rica, payments for ecosystem services boost livelihoods and incentivise farmers to protect or sustainably manage their forests; in China, the Eco-Compensation programme is helping to restore an environment degraded by rapid development.



IIED is working with universities and governments in more than ten countries to collect and share evidence about CT systems; facilitating South-South exchange; and training Southern practitioners to design and implement CT systems in their national contexts.

The potential of CTs to make an impact at scale has attracted significant interest from international donors and financial institutions, and IIED is exploring major funding to expand this work over the coming year.

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Artisanal and small-scale mining

'Mining' is often thought of in terms of large-scale operations, but artisanal and small-scale mining (ASM) is a significant part of the sector and directly involves an estimated 25 million people worldwide (indirectly supporting 150 million). IIED is working with partners in a number of countries to promote socially and environmentally responsible ASM.

In Ghana, IIED's national dialogue programme (running since May 2015) has already brought together stakeholders to explore how the industry can change. A 'learning and leadership' group, which includes women as active players, has taken steps towards contributing to a national policy for a formalised, more sustainable and inclusive ASM.

This year, IIED also initiated a new dialogue in Tanzania. Stakeholder engagement started in early 2017 and a national dialogue will take place later this year, bringing together representatives

of mining companies, ASM operators, government and civil society organisations to discuss issues and agree a roadmap for change.

IIED has also worked with the government of Madagascar and GIZ on a dialogue and strategy process to improve ASM policy and practice. And at the global level, we are working to improve evidence and understanding about ASM and collect and share examples of good practice.

Contact: Fitsum Weldegiorgis,
fitsum.weldegiorgis@iied.org

“Ensuring ASM’s productivity and sustainability hinges on designing a robust economic model around it, thus triggering access to skills, finance and markets.”

Fitsum Weldegiorgis,
Senior Researcher, Shaping
Sustainable Markets



Research goal Fair and equitable solutions to climate change



Money where it matters

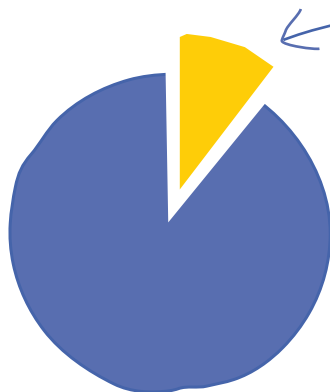
Climate finance devolved to the local level is often more effective, more accountable and offers greater value for money than funding big international programmes. Sadly, IIED estimates that less than ten per cent of finance from dedicated climate funds is targeted at local climate action.

In March, IIED published *Delivering Real Change*, calling on international donors to direct more climate finance to the local level and make it easier for the communities most in need to benefit from improved climate change resilience. The same messages were delivered by partners from Africa and Asia, who presented their research at a side event at COP22 and at IIED's 'Money where it matters' meeting in December. And donors are starting to respond. *Delivering Real Change* was widely picked up in the UK and international media, and received positive comments from the UNFCCC.

IIED has also been working with local and national governments and public and private institutions in a number of countries to ensure they are ready to apply for and manage climate finance.

Accreditation is the vital first step to applying for money from the Green Climate Fund (GCF), and we've supported a number of countries and institutions (including the ministry of local government in Tanzania and part of the ministry of decentralisation in Mali) to navigate their way through this process. We've also provided training on how to put together funding applications to the private sector in Bangladesh. And in a number of countries, we're helping to develop the systems and expertise needed by public and private bodies to manage major streams of climate finance once they're granted.

Contact: Marek Soanes,
marek.soanes@iied.org



Less than ten per cent of
finance from dedicated
climate funds is targeted
at local climate action.

For more information on our work
on climate change, see page 6

Decentralised climate planning

Local communities understand their context better than national or international policymakers, and are better able to prioritise investments to manage and adapt to climate change. This year, IIED has continued its work supporting national and local governments in Kenya, Tanzania, Mali and Senegal to improve climate planning and ensure it takes account of local knowledge, needs and preferences.

The approach involves integrating committees of elected community members into formal local government planning and budget systems so that they, supported by government technical staff, prioritise how to use climate adaptation funds. This year has seen increasing buy-in to the approach from government in all four countries, and increasing interest from the international development community.

There is evidence that in Kenya, where this mechanism has been longest in place, communities have been more resilient to the drought currently affecting the Horn of Africa. Women's membership of

these committees is also helping to shift gender relationships by empowering them to apply for local leadership positions they previously did not have the skills or confidence to take on.

Contact: Ced Hesse,
ced.hesse@iied.org

In the drylands of Kenya, five counties representing around a third of the country have been supported to set priorities and plan programmes with funds from the County Climate Change Fund — helping 110,000 people build their resilience to climate change.

Climate proofing social protection

Social protection schemes provide a vital safety net to help poor people manage shocks, for example government cash-for-work during periods of low labour demand. But climate risks mean that more people may need social protection more often and for longer periods. How can governments manage increasing need — to enable poor people to 'absorb' shocks, 'adapt' to climate change and 'transform' their livelihoods?

IIED is working with partners in India and Mozambique to explore these questions. Investigation is helping to build evidence that layered and synchronised interventions are most effective — for example when employment in public work is used to build infrastructure to reduce climate risks and develop skills so that people can find other work. Such evidence provides the basis for dialogue with local and national government, donors and civil society organisations, and is helping to establish how social protection can also enable people to manage climate risk.

Contact: Simon Anderson,
simon.anderson@iied.org
or Nanki Kaur,
nanki.kaur@iied.org



Research goal

Cities that work for people and planet



For further information on our urban work, see page 10

Locally led urban crisis response

When humanitarian crises such as conflict or natural disasters hit, displaced people have historically found shelter in camps outside of cities. But more and more people are fleeing to urban areas and the majority of displaced people now live in towns and cities.

The traditional humanitarian response is to provide emergency support such as food, water and temporary shelter. However, the protracted nature of many crises, and their urban settings, require a longer-term, more integrated approach.

Through the Urban Crises Learning Fund, and as part of the Global Alliance for Urban Crises, IIED has been documenting urban responses and developing tools for more effective ways of managing urban crises.

This includes involving local groups that humanitarian agencies may not typically engage with, such as local community organisations and municipal officials. Their local knowledge helps ensure both local and displaced peoples' needs are met.

Our research shows this knowledge supports a more sustainable crisis response, such as improving access to basic services and providing livelihood opportunities to displaced families, and demonstrates how fostering collaboration between different types of stakeholders leads to a more effective urban humanitarian response.

Contact: Diane Archer,
diane.archer@iied.org

Exposing the health burden in slums

For over 40 years, IIED has been pushing for the international community to recognise how little is known about the serious health risks facing the billion or so urban dwellers living in informal settlements.

We have argued that a huge preventable disease burden remains hidden because data on premature deaths, serious illness and injury in slums is not recorded by city or national governments.

But one important new data source that policymakers have been missing is community-driven data collection, conducted by national federations of slum/shack dwellers in hundreds of towns and cities across the world.

Through participatory surveys and mapping, these organisations are making a huge contribution to information about the health problems in informal settlements.

“The International Rescue Committee and IIED have worked together to turn urban crises research into practical guidance for humanitarian practitioners — leading to a more joined-up response on the ground.”

Andrew Meaux, Urban Projects Coordinator,
International Rescue Committee



Such data can guide policy for city officials responsible for providing water, sanitation and healthcare services.

Last year, *The Lancet* published two papers on health burdens in slums, drawing attention to the lack of local data. Professor Richard Lilford led the team of authors, which included IIED's David Satterthwaite.

The papers explore the health challenges faced by people living in slums and highlight how, through data collection, residents are developing their own solutions and encouraging local governments to work with them. For IIED, getting exposure for this critical issue in one of the world's most respected and widely read medical journals marked a culmination of over four decades of work.

Contact: David Satterthwaite,
david.satterthwaite@iied.org

Getting funding to slum dwellers

Around a billion people currently live in informal settlements. Without pro-poor policies and investments in cities, this number is set to double by 2030. Urgent funding is required to address deficiencies in basic services and cope with future demands.

Under the current system of aid delivery, money flows from international agencies and multilateral banks to national governments. But how do we ensure it actually reaches the people living in slums on the margins of towns and cities?

Local funds are one of today's most important urban innovations. These financing structures are based on savings schemes that pool funds at the local level.

Set up by urban poor federations, they enable donors to channel funding directly to low-income

urban residents who can then determine how the money is spent. They can also be blended with money from local authorities and international agencies to enable more sizeable investments.

Over the last year, IIED and partners published four new research papers documenting how local funds are improving the conditions in slums and addressing residents' most pressing needs.

From global summits to local-level workshops, IIED and partners have created spaces to put this evidence to policymakers and influential global organisations, demonstrating how this alternative financing system is the most effective way of responding to the priorities of the urban poor.

Contact: David Satterthwaite,
david.satterthwaite@iied.org



Research goal Increased investment in locally controlled land and natural resource use



Improving forest management in Mozambique

Deforestation and forest degradation, due to logging and forest clearing, are significant sources of climate-changing carbon emissions. A four-year IIED project in Mozambique has identified clear lessons on how they can be reduced.

In Mozambique's Zambezia province, small-scale loggers have begun to commit themselves to sustainable forest management and plan to replant deforested areas, following a change to their logging licences.

Instead of being granted short-term leases for felling a small area of forest, 24 loggers have been supported to form societies and operate on 20-year concessions, giving them a long-term interest in managing the forest sustainably.

The National Directorate of Forests understands that carrots (negotiation, training, financial support) can be more effective than sticks (law enforcement, fines and so on) in mobilising loggers to adhere to sustainable practices, and wants to roll out the model on a larger scale.

The scheme was one of four interventions trialled by IIED and partners to test ways of implementing a global initiative to reduce climate emissions from deforestation and forest degradation (REDD+).

Supported by the Norwegian government, IIED worked as part of a consortium of research institutions, NGOs and social enterprises to also look at how to increase yields for farmers, improve charcoal production and promote more sustainable honey production.

Efforts to improve smallholder agriculture using soil and water management techniques also showed promising results, with increased yields of maize, peanuts and pigeon peas, and improved levels of soil carbon. Better harvests reduce the need for farmers to extend into the forest to grow more food.

The work also fed into Mozambique's National REDD+ strategy and there are plans for a second phase to monitor long-term social, economic and climate impacts, and to identify ways to implement at scale.

Contact: [Isilda Nhantumbo, isilda.nhantumbo@iied.org](mailto:isilda.nhantumbo@iied.org)

In numbers: REDD+ in Mozambique

- **9** forestry enterprises established
- **204,000** hectares of forest beginning to be managed sustainably
- **1,500** farmers supported with conservation agriculture
- **1,000** beehives distributed to promote better livelihoods
- **900** 'improved stoves' distributed to reduce emissions



Agricultural advisors wanted in Burkina Faso

Irrigation scheme managers in Burkina Faso have been working with farmers to better understand the support they need, as part of an innovative approach to improving livelihoods.

What should an agricultural advisory service offer smallholder farmers in West Africa's irrigation schemes? And what skills and knowledge does an agricultural advisor need?

These were the questions jointly addressed by farmers, irrigation scheme managers and government agricultural service providers as part of a groundbreaking approach initiated by IIED and the International Union for Conservation of Nature (IUCN) in Bagré, Burkina Faso — part of a wider GWI pilot looking at how to improve outcomes in three large-scale West African irrigation schemes.

Farmers in Bagré were struggling to reap the benefits of irrigation, with the promise of

improved rice harvests failing to materialise. The project brought farmers together with Bagrépôle (the organisation managing the irrigation scheme) and government agricultural agencies to consider problems and develop a joint action plan.

This identified a need to redefine the role played by the scheme's agricultural advisory service, and so farmer organisations and irrigation managers have been working together to agree what is required.

Supported by GWI, they drew up a plan to make the agricultural advisory services more responsive and accountable to the needs of farmers. They also created a role profile for advisors, including technical knowledge, but also the skills needed to support farmers across the whole value chain. This profile is now used by Bagrépôle to recruit and train agricultural advisors.

Contact: Barbara Adolph,
barbara.adolph@iied.org

“The farmers and the agricultural advisors all knew there were problems, but didn't know how to tackle them. This process was really helpful because it enabled them to define the specific needs for different types of farmers in irrigation schemes.”

Serge Sedogo,
IUCN consultant



Naxi villages establish biocultural heritage territory

Plans to establish a biocultural heritage territory in China's Stone Village have won support from local government, following a high-level international policy dialogue and site visit in 2016.

The visit, organised by the Centre for Chinese Agricultural Policy, ANDES (Association for Nature and Sustainable Development), IIED, UNDP-GEF Small Grants Programme and the International Network of Mountain Indigenous Peoples, was linked to a learning exchange bringing together 18 mountain communities from China, Nepal, the Kyrgyz Republic, Tajikistan and the Potato Park biocultural heritage territory in Peru.



“The use of traditional knowledge and the recognition of biocultural heritage is the most effective way we can deal with climate change.”

Delfin Ganapin, UNDP Global Environment Facility (GEF) Small Grants Programme



Farmers from the Potato Park worked with the Stone Village's indigenous Naxi community in Yunnan to map their territory, which includes a traditional water management system that has proved resilient despite recent droughts.

Neighbouring Naxi villages have expressed their intention to also establish biocultural heritage territories, and the approach will be used at three emerging globally important agricultural heritage sites in China.

Biocultural heritage territories bring communities together to collectively manage their agricultural biodiversity and natural resources by revitalising culture and local economies, thereby improving resilience and sustainability in remote mountain areas.

Contact: Krystyna Swiderska,
krystyna.swiderska@iied.org



Africa's fast-changing pattern of land access

The rapid pace and scale of change in rural land access in sub-Saharan Africa is creating opportunities, but also problems for smallholder farmers in many communities, with the poorest often struggling to obtain or hold on to land. Yet such farmers play a crucial role in local food security and are central to private sector activity in the countryside.

IIED research, supported by the International Fund for Agricultural Development (IFAD), examined the changes to land access and its impacts over the last decade through case studies in Ghana, Mozambique, Senegal and Uganda. Working with local partners, we found a common story of land being increasingly concentrated in the hands of companies and rich or well-connected individuals — leaving most small-scale farmers with fragmented and dispersed plots.

The evidence from the ground provides an important empirical base for engaging with national and international policymakers on the need for a more progressive approach to smallholder farmers — who need support and opportunities if they are to thrive.

Contact: James Mayers,
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Forests vs farms

Global commitments to end hunger, achieve food security and stop deforestation can conflict at the local level, especially in parts of sub-Saharan Africa where most food is produced by smallholder farmers and increasing production can mean clearing forests to increase farmed land.

Our work in Ethiopia, Ghana and Tanzania highlighted a need for national and local policies to take greater account of the disconnect between policies to boost agricultural production and conserve natural forest, challenging a widely held view among policymakers that there is plentiful available land.



Working with partners, we highlighted the important role for better land-use planning, and identified the need to recognise the political and economic factors that shape land-use decisions at all levels.

The research has provided foundations for new and different partnerships and encouraged a new approach to dialogue between the agricultural and forest sectors. Together, we hope to better understand the nature of the trade-offs between food production and conservation, and identify ways to better manage the use of land.

Contact: Phil Franks,
phil.franks@iied.org



Strengthening women's voices

Large-scale agricultural investments — in rice or biofuel plantations for example — can mean communities lose access to land they depend on. Women often pay a particular price as they have to travel further to grow crops or to collect water or firewood. Yet women's voices are rarely heard in discussions over land deals.

Building on a two-year research project looking at the role of women in decision-making processes on land governance in sub-Saharan Africa, IIED is now working with partners on the ground in four communities to strengthen women's voices.

In Tanzania and Senegal, we're working at the village level to strengthen local decision-making processes on land governance and agricultural investments, ensuring women have a say in the process. And in Ghana we're working to increase women's influence in the land allocation process at village level — in order to increase their access to and control over land.

Contact: Philippine Sutz,
philippine.sutz@iied.org

IIED in numbers

In 2016/17...

The journal *Environment and Urbanization* had

370,598

full text downloads and an improved impact factor (citations vs items) of

1.986

(up from 1.5)



We published

182

new knowledge products, including toolkits, research papers and briefings

43%

of media mentions came from the global South

There are now

6,700



publications on our website.

More than

40%

of 2016/17 downloads came from the global South

We managed

314

research projects



IIED blogs received more than

200,000

views

29,250

publications (and an animation) were distributed on USB sticks at COP (and we made the UNFCCC 'green list' for reducing paper publications)



Followers on our four key social media channels increased by

9,000

to nearly

61,000

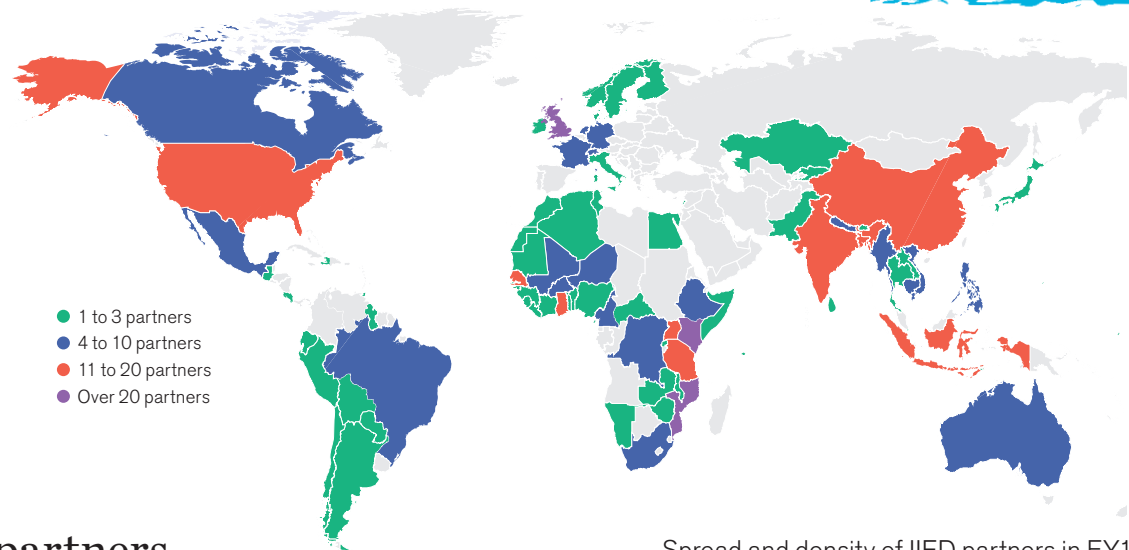


IIED in partnership worldwide

462
partners across
73
countries

Working in partnership is fundamental to everything we do at IIED. In 2016/17 we worked with 462 partners across 73 countries, including local communities and civil society organisations, national and international non-governmental organisations, universities and research institutions, and government agencies and departments.

The richness and variety of our partnerships allows IIED to learn from other perspectives, build shared knowledge and understanding, and engage with a huge variety of stakeholders. Thanks to all our partners for their support and collaboration this year.



Spread and density of IIED partners in FY17

Examples of our work with partners

In Africa...

IIED works with **Conservation Through Public Health** based around Uganda's Bwindi Impenetrable National Park, supporting their efforts to improve the health of local communities while protecting the region's critically endangered mountain gorillas.

In Asia...

IIED partners with the **Asian Cities Climate Change Resilience Network** (ACCCRN) to strengthen the body of local knowledge that is helping cities across Asia build their resilience to existing and future climate shocks.

In Latin America...

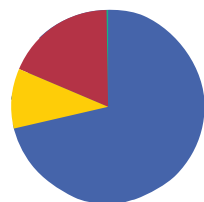
IIED and the Peruvian-based **Association for Nature and Sustainable Development** (ANDES) co-produce research to provide indigenous people with the tools they need to protect their traditional knowledge that helps them tackle threats such as climate change.

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 2017.

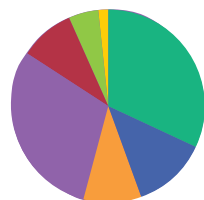
These were approved and authorised for issue by the Board on 12 July 2017. The auditors, Crowe Clark Whitehill LLP gave an unqualified audit report on 16 August 2017. They have confirmed to the trustees that, in their opinion, the summarised financial statements are consistent with the full financial statements for the year ended 16 August 2017. The full statutory trustees' report, financial statements and auditors' report may be obtained by applying to the IIED's office in London.



Income by Donor type 2016/17

Total 19,826,849

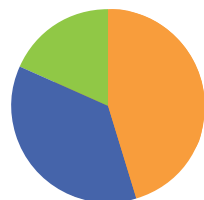
- Government and government agencies
- International and multilateral agencies
- Foundations and NGOs
- Corporate



Charitable activities 2016/17

Total 21,008,523

- Natural resources
- Sustainable markets
- Human settlements
- Climate change
- Strategy and learning
- Communications and publications
- Core development



Expenditure by type 2016/17

Total 21,008,523

- Programme costs
- Payments to collaborating entities
- Support costs

All amounts relate to continuing operations. There are no recognised gains and losses other than those shown right.

Income and expenditure for the year ended 31 March 2017

Income and expenditure	Unrestricted funds £	Restricted funds £	Total 2016/17 £	Total 2015/16 £
Income from				
Donations and legacies	-	-	-	-
Investments				
Bank interest	10,106	7,570	17,676	10,119
<i>Charitable activities</i>				
Commissioned studies and research income was received in the following areas of activity:				
Natural resources	213,752	6,546,865	6,760,617	6,476,379
Sustainable markets	339,573	2,320,043	2,659,616	1,982,985
Human settlements	211,811	1,904,784	2,116,595	2,115,324
Climate change	288,851	5,987,731	6,276,582	4,413,721
Strategy and learning	-	2,015,016	2,015,016	1,053,724
Communications and publications	192,759	865,260	1,058,019	1,093,187
Core development	-	125,743	125,743	725,211
Other	811	-	811	5,135
Total incoming resources	1,257,663	19,773,012	21,030,675	17,875,785
<i>Expenditure on</i>				
<i>Charitable activities</i>				
Commissioned studies and research	1,464,014	19,544,509	21,008,523	17,767,312
Total resources expended	1,464,014	19,544,509	21,008,523	17,767,312
Net income/ (expenditure)	(206,351)	228,503	22,152	108,473
Transfers between funds	228,503	(228,503)	-	-
Net movement in funds	22,152	-	22,152	108,473
Funds brought forward at 1 April 2016	2,361,944	-	2,361,944	2,253,471
Funds carried forward at 31 March 2017	2,384,096	-	2,384,096	2,361,944

Responsible operations

We are still well below our 2.5 per cent per year reduction target for annual emissions per FTE (ie 7.8 tCO₂e per FTE being 15 per cent under the target of 9.2 tCO₂e). This year saw a two per cent increase in our organisational carbon footprint on FY16, reflecting an increase in our air travel emissions. This highlights how much the location of our work has a direct effect on our emissions (eg increase in travel distances due to the 2016 UNFCCC COP being held in Marrakech versus the 2015 COP in Paris and the 2016 UNCHSUD Habitat III held in Quito that takes place every 20 years). We continue to maintain an ISO14001-certified environmental management system.

IIED annual carbon footprint (April 2012 to March 2017)

IIED carbon footprint* GHG emission data in tonnes of CO ₂ e**	2012/13 (Base year)	2013/14	2014/15	2015/16	2016/17
Scope 1 (Direct eg on-site gas heating)	47	30	21	39	31
Scope 2 (Indirect energy eg electricity)	68	85	77	73	69
Scope 3 (Other indirect eg travel***)	841	739	852	730	867
Total gross emissions	957	854	951	842	967
Average full time equivalents (FTE)	94	98	109	110	124
Per FTE annual emissions	10.2	8.7	8.7	7.7	7.8
% annual change	n/a	-15%	0%	-12%	2%
Target (2.5% reduction p.a. on base year)	10.2	9.9	9.7	9.4	9.2
% difference from target	n/a	-12%	-10%	-19%	-15%

* 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 2016 emissions factors and guidelines, which is consistent with the GHG Protocol.

** 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

Rebeca Grynspan (chair)

Lisa Beauvilain
(retired 22 June 2017)

Filippa Bergin

Somsook Boonyabancha

Fatima Denton (re-elected
21 June 2016)

David Elston

Ahmed Galal

Michael Horgan (appointed
10 November 2016)

Frank Kirwan
(treasurer until date of
retirement 22 June 2016)

Angela McNaught (treasurer
from 22 June 2016)

Michael Odhiambo
(resigned 11 October 2016)

Lorenzo Rosenzweig

Tara Shine

Elizabeth Stephen
(appointed 10 November
2016)

Ian Rushby (vice chair)

Min Tang
(retired 22 June 2017)

Donors

Government and government agencies

Austrian Development
Agency

Department for
Environment, Food and
Rural Affairs

Royal Danish Ministry of
Foreign Affairs

Department for
International Development
(DFID)

Finnish Ministry for Foreign
Affairs

GIZ GmbH

Department of Energy and
Climate Change

Federal Ministry for the
Environment

Minister for Foreign Affairs
and Trade of Ireland

Irish Aid, Department of
Foreign Affairs

National Renewable Energy
Laboratory

Norwegian Embassy,
Mozambique

Royal Government
of Bhutan

Sida

United States Department
of Agriculture, Forest
Service

International and multilateral agencies

Asian Development
Bank

Centre for International
Forestry Research
(CIFOR)

Commonwealth Scientific
and Industrial Research
Organisation

European Commission

International Fund for
Agricultural Development

United Nations Office
for Project Services
(UNOPS)

United Nations
Development Fund,
South Africa

United Nations
Development Fund,
Kyrgyzstan

United Nations
Environment Programme

United Nations Economic
Commission for Africa

United Nations
Environment Programme,
Kenya

United Nations Food and
Agriculture Organization

United Nations Population
Fund

World Bank

Foundations and NGOs

3ie International Initiative
for Impact Evaluation

Aecom

Acclimatise Group Ltd

Ag Innovations Network
(Sustainable Food Lab)

Aidenvironment

American Jewish World Service	GIZ	Overseas Development Institute	World Conservation Monitoring Centre
ANDES	Hivos	Oxfam	World Resources Institute
Annenberg Foundation	International Council on Mining and Minerals	The David and Lucile Packard Foundations	Worldwide Fund for Nature (WWF)
Arcus Foundation	Institute of Development Studies	Pyoe Pin	WYG International Ltd
Arran Lule Sami Centre	International Development Research Centre	Red Cross Red Crescent Climate Centre	
Binks Trust	International Livestock Research Institute	Rockefeller Foundation	Corporate
British Council	International Union for Conservation of Nature	RSF Social Finance	Adam Smith International
Ceso Ci Internacional	Kings College London	Said Business School	Landell Mills Ltd
Climate and Development Knowledge Network	London School of Hygiene and Tropical Medicine	SNV Netherlands Development Organisation	Palladium International Limited
ClimateWorks Foundation	Mava Foundation	The Christensen Fund	
Conservation Through Public Health	The Mary Robinson Foundation	The Tiffany and Co Foundation	
Cordaid	Mercy Corps	University College London	
CARE Denmark	Charles Stewart Mott Foundation	University of Copenhagen	
Ecosystems Service for Poverty Alleviation	Near East Foundation	University of Edinburgh	
ESRC	New Venture Fund	University of York	
Eventbrite	Norwegian Institute of International Affairs	University of Southampton	
Ford Foundation		University of Evora	
Open Society Foundations		University of Oxford	
Global Green Growth Institute		Wageningen University	



Our people

To see the full list of
our staff, visit:
www.iied.org/people

Strategy & Management Team



Andrew Norton,
Director



James Mayers, Director,
Natural Resources



Clare Shakya, Director,
Climate Change



David Dodman, Director,
Human Settlements



Liz Carlile, Director,
Communications



Tom Bigg, Director,
Strategy and Learning



Deborah Harris, Chief
Operating Officer



Mick Blowfield
Director, Shaping
Sustainable Markets

Contact staff for annual report stories

Clare Shakya, Director, Climate Change

Achala Abeysinghe, Principal Researcher, Climate Change

Stefano D'Errico, Monitoring, Evaluation, Accountability
and Learning Manager, Strategy and Learning

Tom Bigg, Director, Strategy and Learning

Anna Walnycki, Researcher, Human Settlements

Essam Yassin Mohammed, Senior Researcher,
Shaping Sustainable Markets

Sarah Best, Senior Researcher,
Shaping Sustainable Markets

Emily Benson, Senior Researcher, Shaping Sustainable
Markets; Programme Manager, Green Economy Coalition

Ina Porras, Senior Researcher, Shaping Sustainable Markets

Fitsum Weldegiorgis, Senior Researcher,
Shaping Sustainable Markets

Marek Soanes, Researcher, Climate Change

Ced Hesse, Principal Researcher, Climate Change

Simon Anderson, Senior Fellow, Climate Change

Nanki Kaur, Principal Researcher, Climate Change

Diane Archer, Senior Researcher, Human Settlements

David Satterthwaite, Senior Fellow, Human Settlements

Isilda Nhantumbo, Senior Researcher, Natural Resources

Barbara Adolph, Principal Researcher, Natural Resources

Krystyna Swiderska, Principal Researcher,
Natural Resources

James Mayers, Director, Natural Resources

Phil Franks, Senior Researcher, Natural Resources

Philippine Sutz, Senior Researcher, Natural Resources

Images

Cover photo

Villagers walking back to their village, Mozambique

Credit: Mike Goldwater

Contents page

Father and daughter shelling beans, Malawi

Credit: Mitchell Maher/International Food Policy Institute/Creative Commons via Flickr (CC BY-NC-ND 2.0)

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Stone Village, China

Credit: Yiching Song

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Clare Shakya speaking at Development & Climate Days 2016

Credit: Climate Centre (2016)/Creative Commons via Flickr (CC BY-NC-ND 2.0)

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Arusha Market, Tanzania

Credit: Leon F. Cabeiro/Creative Commons via Flickr (CC BY 2.0)

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COP21. The LDC Group's Giza Gaspar-Martins and Pa Ousman Jarju, and IIED's Achala Abeyasinghe in discussion

Credit: Matt Wright/IIED

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A girl fishing with a net off the island of Padma Pakur.

Credit: Espen Rasmussen/Panos Pictures

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Solar device, Tanzania

Credit: Angaza/Creative Commons via Flickr (CC BY-NC-ND 2.0)

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Audience at 'Measure What Matters' event

Credit: Courtesy of Willis Towers Watson

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A small sphere of gold in the hand of a worker at Nsangano Gold Mine, Geita District, Tanzania

Credit: Brian Sokol/Panos Pictures

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The LDC Group's Giza Gaspar-Martins being interviewed at COP21

Credit: Matt Wright/IIED

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Members of a farmer's group harvest, Makindu, Kenya

Credit: Sven Torfinn/Panos Pictures

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Iloilo, Philippines

Credit: David Dodman/IIED

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Shanty town, Buenos Aires, Argentina

Credit: Copyright Mark Edwards, Hard Rain Project

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A wood seller brings firewood to town, Nampula, Mozambique

Credit: Mike Goldwater

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Preparing sacks of rice on market day, Selingue, Mali

Credit: Mike Goldwater/GWI West Africa/IIED

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Stone Village, China

Credit: Krystyna Swiderska/IIED

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Citizens' Jury on the Governance of Agricultural Research in West Africa (Selingue, Mali)

Credit: Khanh Tran-Thanh/IIED

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Potato Park, Peru

Credit: Lucia Florez



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