

**Annual Report**  
2011/12



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# IIED

*in brief*

**A miniguide  
to the 2011/12  
IIED Annual Report**

# Our mission

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



# How to use the 2011/12 IIED Annual Report

In this section you'll find key information about the International Institute for Environment and Development (IIED): who we are, what we do and how we work. You will also find 'snapshots' of the year's activities, expanded in later sections.

IIED has a distinct voice in the field of sustainable development because we have played a pivotal role in its evolution and can draw on ideas, experience and practical engagement from local to global levels. This year the theme of our report is 'IIED at 40': it is both a celebration of our achievements over the past four decades as well as a reflection on how we can learn from the past to design a fairer, more resilient future that works for rich and poor alike.

**IIED scrapbook** on *page 4* charts the course of our work over four decades to improve livelihoods in ways that protect the environments on which these are built, particularly for poorer countries and communities.

**Short stories** on *page 14* provides crisp reflections on a range of this year's projects that characterise IIED's distinct way of working.

**IIED in depth** on *page 38* chronicles some of the year's big projects and describes how some of our most enduring programmes of work have evolved to fit the changing world of sustainable development.

**Catalysing change** on *page 66* showcases the personal experiences of three reporters engaging with IIED to provide a better class of environmental journalism.

**Inside IIED** on *page 70* presents our lists of staff, donors and trustees, our financial summary of the year, and information on how to contact us.

Find out more about the projects highlighted in this report at [www.iied.org/ar2012](http://www.iied.org/ar2012)

# About us

IIED is a policy and action research organisation working to promote sustainable development – development that improves livelihoods in ways that protect the environments on which these are built. Based in London and working on five continents, we specialise in linking local priorities with global challenges. In Africa, Asia, Latin America, the Middle East and the Pacific, we work with some of the world's most vulnerable people to ensure they have a say in the decision-making arenas that most directly affect them – from village councils to international conventions.

Our work takes three forms: research, advice and advocacy. We publish in journals and maintain high research standards, like an academic institute; we advise government, business and development agencies, like a consultancy; and we argue for change in public policy, like an advocacy organisation. We focus on equitable long-term solutions, built in collaboration with partners at the grassroots and are marked by a tradition of challenging conventional wisdom through original thinking.

Find out more about IIED at [www.iied.org](http://www.iied.org)

# Our guiding principles

## Eight principles of sustainable development form the backbone of our work:

1

Recognise ecological limits and link environment and development in all work

2

Reframe economic analysis to achieve improved human and ecosystem wellbeing

3

Map the routes to greater social justice through strengthening rights, voice and governance

4

Engage at local level and link to national and global structures

5

Work with partners to complement our respective roles and skills

6

Aim for continuous improvement and flexibility

7

Demand accountability and transparency of ourselves and others

8

Commit to rigorous evidence and well-grounded research

# Our goals

1.

Tackle the  
'resource squeeze'

2.

Fair and equitable  
solutions to climate  
change

3.

Help build cities  
that work for  
people and planet

4.

Shape sustainable  
markets

For more information on our goals and strategy  
see <http://pubs.iied.org/G02532>

# Our themes

Biodiversity Climate change

Communication Drylands Economics

Energy Food and agriculture Forest

Gender Governance Law

Green Economy Participation Land acquisition and rights

Natural resource management

Poverty Partners Pastoralism

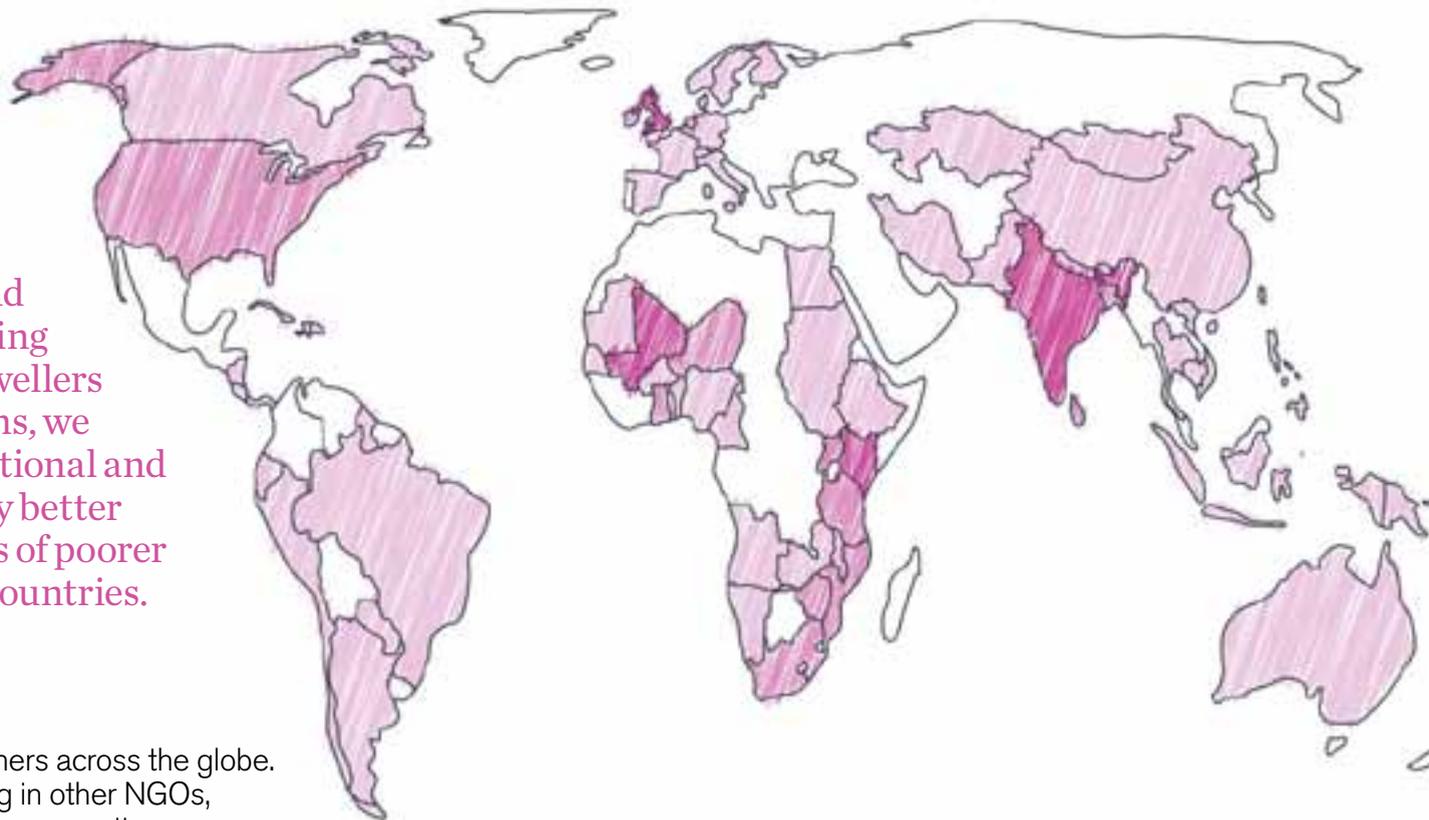
Policy and planning Sustainable markets

Urban environments Water

# Our partners

Partnerships are key to the way we work at IIED. By forging alliances with individuals and organisations ranging from urban slumdweller to global institutions, we help ensure that national and international policy better reflects the agendas of poorer communities and countries.

We work with many partners across the globe. Some are people working in other NGOs, governments, academia, community groups or UN agencies. Others are alliances that we either steer or work very closely with, often at the grassroots in developing countries. We also play an active role in international networks, such as the Green Economy Coalition.



No. of IIED partners

- 1-5
- 5-10
- >10

# Snapshots

## A miniguide to the year's project reports

### Climate change

#### **Drylands critic and catalyst**

*page 16*

Drylands cover two-thirds of the Earth's surface and are home to 2.3 billion people. Yet for decades they have been written off as overexploited wastelands. In 1987, we set up the Drylands Programme – later establishing our journal *Haramata* – to contest that view and catalyse a better class of drylands research and development. An independent review completed this year suggests we have largely succeeded in our ambitions: it reveals how we have documented evidence, stimulated mutual learning and empowered dryland communities to shape more effective development policy.

#### **From victims to heroes**

*page 24*

Ensuring an equitable global climate deal requires least developed countries (LDCs) to have a forceful and knowledgeable presence in UN negotiations. Since 2000, IIED has helped build these countries' expertise in key topics and their capacity to represent their interests. From supporting the creation of the LDC group to running training workshops for negotiators, we are helping LDCs transform themselves from victims to heroes of international climate negotiations.

#### **Adaptation lessons**

*page 28*

If countries are to shape an effective response to climate change, their adaptation plans must be firmly rooted in evidence about what works and what doesn't. With the Japan International Cooperation Agency, we hosted a two-day side event at the UN climate negotiations in Durban last year to promote such evidence-based adaptation planning. The event – the latest of our annual Development and Climate (D&C) days – brought researchers, decision makers and practitioners together to share their expertise and experience and draw lessons from adaptation in practice.

#### **Communities centre stage**

*page 46*

If the world's poorest and most vulnerable communities are to cope with the growing impacts of climate change, adaptation efforts must be tailored to local realities and build on local knowledge and experience. In short, they must be community-based. Through research, dialogue and diverse publications, IIED is helping to shape what community-based adaptation means, promote shared learning and demonstrate how it can be scaled up.

### Human settlements

#### **Learning from BRICS**

*page 26*

To what extent has urbanisation influenced the rise of the BRICS (Brazil, Russia, India, China and South Africa) as key players in the global economy? And what can other emerging countries learn from the different approaches taken? In partnership with the UN Population Fund, we have examined the policies, pathways and impacts of urbanisation in each of the BRICS, asking how these have shaped past developments and future prospects. Our findings highlight key lessons for enhancing the synergies between urbanisation and development.

#### **40 years of urban work**

*page 40*

For four decades now, IIED has argued that 'urban does matter' – that well-managed cities can reduce poverty and promote sustainable development. But all too often, this potential of cities is overlooked by aid agencies and governments. Through a combination of local action with partners, engagement with key global stakeholders, and continued research and publications, we have long worked to ensure that the world's development policymakers and practitioners understand urban problems and opportunities, and implement effective solutions.

**Human Settlements**

*continued*

**Gender and generation**

*page 60*

Poverty and disadvantage have clear gendered and generational dimensions. Through our flagship journal *Participatory Learning and Action* and cross-disciplinary research, IIED is documenting and reflecting on these dimensions in a range of contexts, from urbanisation to climate change. But much of our work takes place within different research groups, which means we can suffer from a fragmentation of effort. Our recently established Gender and Generation Team aims to nurture a more joined-up approach by providing a forum for researchers to share their findings.

**Natural resources**

**Land is life**

*page 18*

For many of the world's poorest people, land is life: it underpins livelihoods, shapes cultures and defines identities. IIED has long recognised the need to secure the poor's land rights as a first step to sustainable development. From our early work to understand local governance systems in West Africa to our most recent efforts to document the scale, drivers and impacts of the 'global land rush', IIED is both identifying the threats to local land rights and finding effective ways to mitigate them.

**The Forests Dialogue**

*page 31*

Deciding what to do with the world's forests is an uneven and tricky business: big interest groups for forest use and conservation rarely see eye to eye, while the voices of those that look after forests for their own livelihoods often go unheard. The Forests Dialogue (TFD) offers a mechanism for breaking deadlocks and giving voice to the marginalised.

Supported by IIED and others, TFD has over the years engaged more than 2,500 key forestry players in dialogue; and stimulated real progress on issues such as forest certification, plantation forestry and poverty reduction linked to commercial forestry.

**REDD collaboration**

*page 34*

A problem shared is a problem solved, and many researchers and policymakers agree that schemes to reduce emissions from deforestation and forest degradation, and to conserve forests (REDD+) should adopt a collaborative approach where countries build on joint experience and expertise. Working with government departments, universities and NGOs in Mozambique and Brazil, IIED is helping forge a trans-Atlantic alliance to share learning and establish a plan for REDD+ readiness in Mozambique.

**Just forest governance**

*page 44*

Poor forest governance – marked by a lack of transparency and a marginalisation of those who depend on forests for their livelihoods – benefits neither people nor planet. It can lead to unplanned conversions or illegal logging, local conflicts and corruption. The IIED-facilitated Forest Governance Learning Group (FGLG) was established in 2002 to shift power over forests and enhance prospects for both social justice and sustainable forest management. An independent review confirms that the tools and tactics developed by FGLG since then have both shaped international debate and secured livelihoods on the ground.

**Locally controlled forestry**

*page 58*

How can forests survive the squeeze from fast-rising global demands for food, fuel and fibre? Throughout 2011 – the UN-declared International Year of Forests – IIED used a range of activities to push for what we believe is the answer: locally controlled forestry. Through research, dialogue and action, we have striven to raise awareness of the key role that local people play in maintaining forests and to identify effective tools and tactics for strengthening their rights and capacity to play that role.

## Snapshots

*continued*

### Natural Resources

*continued*

#### Prioritising participation

*page 54*

For sustainable development policy and practice to be socially just, it must be designed and implemented with the full participation of the intended beneficiaries. From pioneering methods such as Rapid Rural Appraisal to launching the innovative journal Participatory Learning and Action (PLA), IIED was an early promoter of participatory approaches to development. Today, participation remains central to IIED's work, both in its continued publication of PLA and in its action-research on many different topics.

### Sustainable markets

#### Insights on informality

*page 30*

Many development initiatives focus on markets to alleviate poverty among smallholders, promoting 'inclusive business' models that integrate these farmers into formal 'value chains'. But the outcomes of a global learning network jointly convened by IIED, Hivos and Mainumby suggest that market-based approaches benefit only a few farmers and that most smallholders still operate on the margins of formal organisations and state regulation. Our findings also show that while these informal markets are largely 'invisible' to statisticians, they can be both large and sophisticated.

#### Caspian energy

*page 36*

Can global voluntary standards stimulate good governance in oil and gas through multi-stakeholder dialogue? This is the focus of the IIED Caspian Energy Initiative. Working with partners, IIED has hosted four workshops over the past year to assess the effectiveness of the global Extractive Industries Transparency Initiative (EITI) across the oil- and gas-rich Caspian Region. In Azerbaijan, Kazakhstan and Turkmenistan, representatives from

industry, government and civil society came together to consider both the benefits and drawbacks of this voluntary global standard; as well as to identify future priorities for their country.

#### Energy and equity

*page 25*

Energy access is a prerequisite for sustainable development. Yet, with 1.3 billion people lacking electricity – and twice that number without access to safe cooking fuels – it remains an area of great global inequity. Can the UN's Sustainable Energy for All initiative (SE4ALL) redress the balance and improve access to energy for the poor? Research by IIED's Energy Forum suggests that to do so, SE4ALL will have to embrace four key approaches: improving the lives of the poorest; measuring success in terms of development benefits; supporting the sustainable use of local resources; and effectively involving local communities.

#### MMSD+10

*page 52*

When the Mining, Minerals and Sustainable Development (MMSD) project published its final report in 2002, it hoped to catalyse prolonged action to improve the mineral sector's environmental and social performance. Ten years on, IIED undertook a review to begin assessing the extent to which MMSD has fulfilled its ambitions. We asked a range of stakeholders to identify key achievements and outstanding challenges made over the past decade, alongside new issues on the MMSD table. Our findings offer a starting point for fresh debate on how to achieve a more sustainable and responsible mineral industry.

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## Communications

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### **Working with the media**

*page 20*

As the source of most people's information, the media has a critical role to play in effecting sustainable development. From our earliest years, IIED has recognised the power of the media and worked to keep the media focused on the issues we care about. We reflect on the relevance of our findings through press releases; provide training through workshops and fellowship programmes; and publish briefings for journalists on timely issues.

### **Going social**

*page 48*

From the Arab Spring to the Occupy movement, social media have already demonstrated their potential to rally crowds for positive change. Over the past year, IIED has strengthened its presence in these powerful platforms. Our redesigned website is more interactive than ever and encourages users to join our expanding social networks and debate key issues online. And our fast-growing contributions to the blogosphere and Twitter are enabling us to make individual connections and elicit deeper engagement in our work.

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## Governance

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### **Chinese connections**

*page 32*

With its fast growing number of sustainable development initiatives, China offers a natural laboratory for learning about what works, and what doesn't, to reduce poverty while respecting environments. Through new partnerships, dialogue and translated publications, IIED is expanding our connections in China to share knowledge and experience, explore the

country's role as a global development actor, and identify options for sustainable economic growth within China.

### **Towards mainstreaming**

*page 56*

Integrating environment into the decisions and institutions that shape economies and drive development policy is a key step in securing sustainable development. IIED is working alongside the UNEP/UNDP Poverty Environment Initiative to establish 'learning and leadership' groups in low-income nations across the world to examine what environmental 'mainstreaming' means in their country, identify approaches used to date, consider drivers, opportunities and problems, and make recommendations for future action.

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## Other

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### **We've moved**

*page 62*

After 27 years in Endsleigh Street, the IIED London office has moved. We can now be found at 80–86 Gray's Inn Road. The move has enabled us to house all our London-based staff under one roof for the first time in several years. But it has also delivered a more robust space for the future – one with better facilities for hosting partners, stronger connectivity for collaborating with colleagues, and new spaces for sharing knowledge.



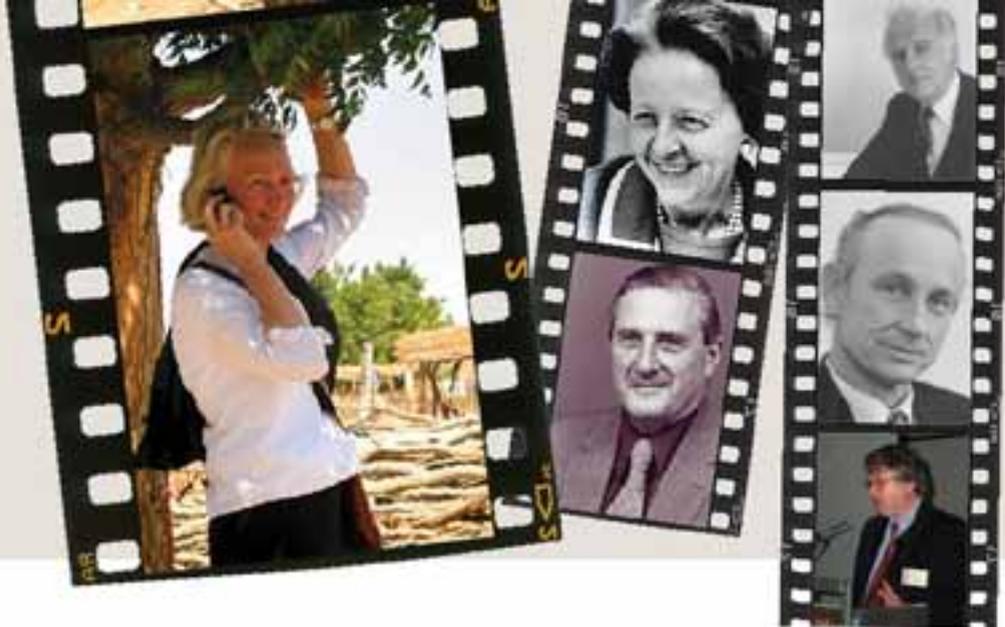
# A lifetime of learning

In 2011 IIED turned 40 years old and our report this year has been designed to mark the occasion. We are firmly middle aged and it is a testament both to the formidable moral purpose laid down in our infancy and the flexible way of working cultivated ever since that we remain as relevant today as we did in 1971.

Our calling in life came at an early age. It was our founder Barbara Ward who first coined the term 'sustainable development' during the early 1970s. Under her visionary guidance, IIED was one of the first organisations to make the crucial connection between people and planet that still drives our work today; and that now also underpins the efforts of thousands of initiatives across the world.

If our mission still echoes the values of our youth, the ways in which we fulfil it reflect a lifetime of learning. We have always sought to work in partnership – with local communities and grassroots organisations, other NGOs, governments, academia, businesses, global institutes and multilateral agencies. But with every piece of work, we and our partners have learnt a little more about what works, where and how, to protect ecosystems and livelihoods.

Forty years of practical engagement from local to global levels inform our distinct mix of participatory research, advocacy and action and equip us to tackle the greatest challenges of today – from climate change and cities to the pressures on natural resources and the forces shaping global markets.



past IIED directors

# From our director



Camilla Toulmin

IIED at 40 has much to celebrate, for we can look back on past achievements that have made a difference at local and global levels. Some of those milestones are captured in the following pages, which demonstrate the huge value of investing in grassroots action in fields, forests and slums across the world. While we are proud to have made some progress, we are equally aware that much more needs to be done. Many global sustainable development indicators have been moving in the wrong direction – inequalities are growing and over-consumption is increasing the squeeze on water and atmosphere everywhere.

Every culture marks out human life in stages, each with its own characteristics. Infancy and childhood are associated with vulnerability, reliance on others and the need for learning and guidance. At the far end of life, infirmity brings vulnerability and dependence, often allied with recognition of the wisdom that old age brings. But in between, there is a large patch of youthfulness and middle age, in which strength, responsibility and care for others are paramount. IIED at 40 combines the energy, urgency and idealism of youth with the call to think clearly, reflect openly and act wisely that characterise those middle years.

Our 40th anniversary coincides with an office move that reflects both our past and future. Our new London premises uphold our traditional values of excellence and engagement in research. But, through more shared learning spaces and better communication systems, they also equip us to work more effectively and efficiently with colleagues and partners across the world.

The next 40 years threaten 'a perfect storm' of interlocking forces – climate change, a scramble for scarce resources, contest between global superpowers, and a political system that privileges the wants of the few over the needs of the many.

I believe we have the evidence and courage to speak out about the injustices to current and future generations imposed by today's economic model. In partnership with others, we shall go on challenging entrenched assumptions, so that policy and practice are based on clear-headed analysis, not outdated prejudice and vested interests. And we'll be keen to learn new tricks for engaging and communicating with different audiences around the world.

past IIED board members



# From our chair



Maureen O'Neil

When IIED was established 40 years ago, its founder Barbara Ward recognised the value of an independent but engaged research institute, able to inform and influence the politics and practice of development. She promoted analysis combined with advocacy, in favour of a fairer, more sustainable world. Ever since, IIED has held an active presence and voice in the global arenas where big questions around forests, cities, land, climate, green economy and sustainability are framed and debated.

Our active involvement in the run up to, and at, the 2012 Earth Summit in Rio de Janeiro showed the power of taking a lead in building a platform to share lessons from sustainability in practice. IIED's two day event, Fair Ideas, showcased positive thinking and evidence from around the world on how to construct better lives with smaller footprints. The dismal official outcome document illustrates how some leaders remain trapped in a false dichotomy, arguing that we cannot afford to take account of the environment while we're in economic and financial crisis. But others from both government and business recognise that the only way we can build future prosperity for all is by understanding planetary boundaries and incorporating them into social and economic decision making.

Few people would board an aircraft if the pilot's compass was faulty and they didn't know how much fuel was in the tank. Yet this is the picture we face in managing our world. IIED's task over the next decade includes designing a compass that can point us in a fairer, more sustainable direction. It's a compass that must swing towards better, fairer governance based both on metrics that value people and resources at their real cost, and on values that reinstate our collective hopes for the future over individual needs today.



# IIED

# Scrapbook

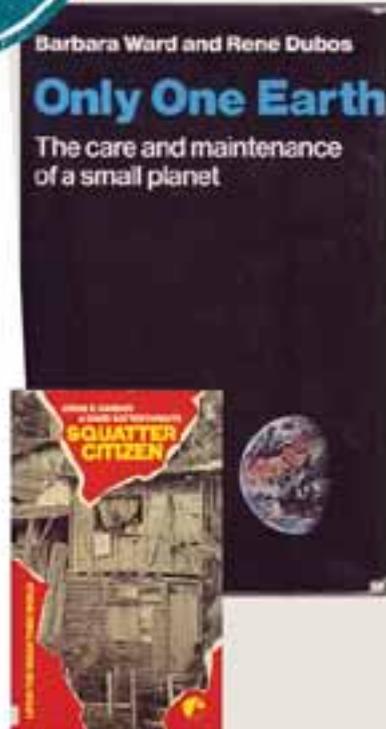
*"Without [the word 'development'], the concept of preserving the environment has no real meaning for the poorer two-thirds of mankind."*

**Barbara Ward**  
1971

A collection of mementos and milestones that chart our journey from one man's desire to understand the environmental impacts of oil exploration to a global network working together for a fairer, more sustainable world.

## Linking people with planet

In 1971, a growing environmental movement marked by activism and protest prompted oilman and philanthropist Robert O. Anderson to establish the International Institute for Environmental Affairs (IIEA). He wanted to understand how his industry impacted on the environment. The institute's first job was to help the UN prepare for the seminal UN Conference on the Human Environment in 1972. Anderson invited the star of that event – Barbara Ward – to take the reins of his fledgling institute and she agreed on the condition that 'development' was added to its name and so the IIEA became IIED. Barbara's request foreshadowed the shape of IIED's work over the next decade. Our efforts focused on putting people at the heart of the environmental agenda: laying out and exploring what that means for governments, donors and local communities.



66

*No problem is insoluble in the creation of a balanced and conserving planet save humanity itself. Can it reach in time the vision of joint survival? Can its inescapable physical interdependence – the chief new insight of our century – induce that vision? We do not know. We have a duty to hope.*

**Barbara Ward**  
1979

99

# 1



IIEA

## Milestones

- Robert O. Anderson founds IIEA, the forerunner to IIED, 1971
- The idea of 'Only One Earth', coined by Barbara Ward and René Dubos, becomes the slogan of the landmark UN Stockholm Conference, 1972
- Barbara Ward becomes president of the (renamed) IIED, 1972
- IIED convenes an expert symposium at the World Food Conference and achieves consensus for the Rome Declaration, 1974
- Jorge E. Hardoy establishes IIED's Human Settlements Programme, within which work is mostly done by partner institutions in Africa, Asia and Latin America, 1977
- IIED sparks a revolution in the environmental performance of multilateral and bilateral aid agencies through its Banking on the Biosphere work, 1978

*"[Stockholm] put environmental issues firmly on the global agenda and provided the intellectual and policy basis for... what has now evolved into the sustainable development movement... The agreements on a set of principles, a plan of action and the negotiation of several important conventions owe much to Barbara's influence."*

**Maurice Strong**, Secretary-General of the UN Stockholm Conference  
Writing in 2006

# 1980s

## Setting the intellectual framework

By the early 1980s, the development-environment link was conceptually well established – at least in Europe. The next decade became about information gathering: researching and reviewing key issues to improve the environmental performance of a broad range of development actors, including aid agencies, urban planners and energy policymakers. And against the backdrop of several environmental ‘disasters’ – from the Bhopal gas leak in India to the widespread deforestation in Brazil and elsewhere – this was also a decade of information sharing. That not only meant advising the global community (most notably through the Brundtland Commission), it also meant engaging and informing the media as well as publishing trends in the global resource base to increase awareness of the symptoms of environmental breakdown.



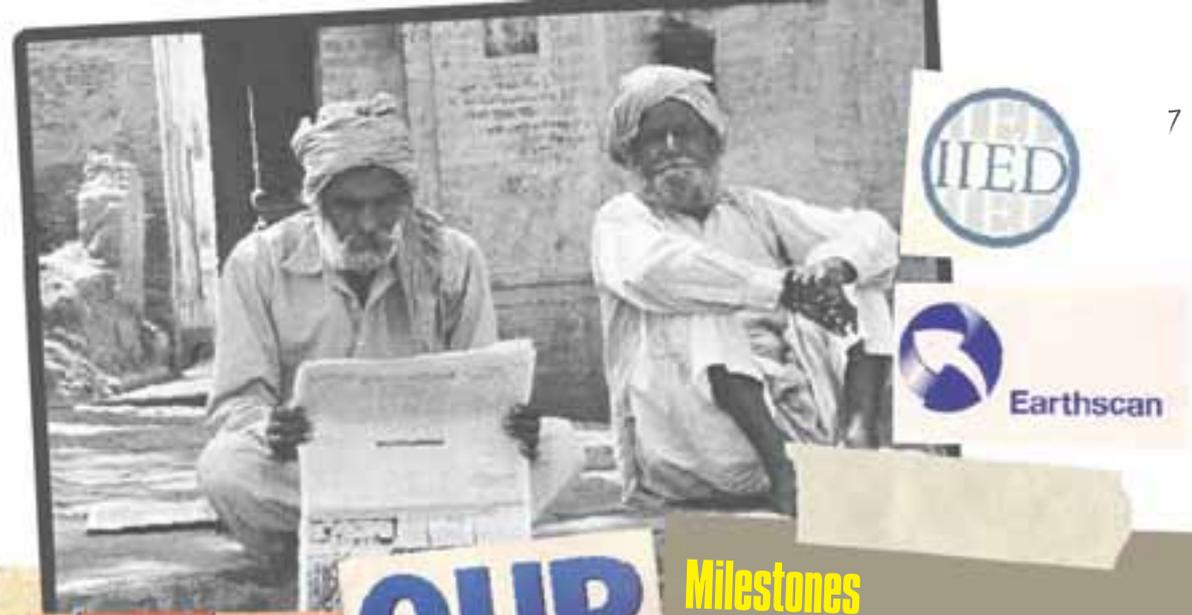
*IIED...matters today for two reasons. An independent voice is needed to raise the fundamental questions before decision makers in North and South; and a body of respected, objective research is needed to offer practical steps forward.*

**William Clark**  
IIED president, 1982



*Informed press coverage and comment is frequently of critical importance in stimulating or determining the outcome of environment and development initiatives.*

**IIED Prospectus**  
1982



## Milestones

- Earthscan sparks media interest in the Ethiopian drought and later joins Band Aid to advise on allocating funds, 1984
- IIED begins drafting sections of *Our Common Future* for the Brundtland Commission, 1985
- IIED, with the World Resources Institute, begins publishing the biennial World Resources Report, 1986
- Camilla Toulmin establishes IIED’s Drylands Programme, which goes on to shape drylands research and action for more than two decades, 1987
- The IIED Human Settlements Group launches *Environment & Urbanization*, which, in 2012, is the world’s most cited and widely read urban journal, 1988
- IIED publishes *Blueprint for a Green Economy* – two decades before countries round the world begin branding themselves as green economy leaders, 1989



“IIED’s research teams in agriculture, human settlements, environmental economics, drylands, forestry, institutions and aid flows all made a substantive contribution to setting the agenda that the Brundtland Commission’s report laid down for the world community. In a very particular sense it is our agenda too.”

**IIED Annual Report**  
1990–91



## Going local

By the 1990s, bottom-up participatory research and action was already a defining feature of IIED's approach to sustainable development. In particular, our urban work, led by Jorge E. Hardoy, was already largely undertaken through partner institutions in Africa, Asia and Latin America. But our third decade marked a significant step up in 'going local'. Disappointment at the "all-embracing and bland" outcomes from the 1992 Earth Summit in Rio de Janeiro prompted IIED to shift towards more national and sub-national engagement – bringing Agenda 21 down to ground level and encouraging national strategies followed by local plans. This decade saw us significantly expand our networks of partners and projects in low- and middle-income countries to empower local groups to assert their claims to natural resources and shape their own development.

# IIED

## 1990s

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*whilst we continue to promote the concept of sustainable development, our real task now is to move policies for sustainability into concrete action on the ground.*

**Brian Walker**  
IIED president, 1988

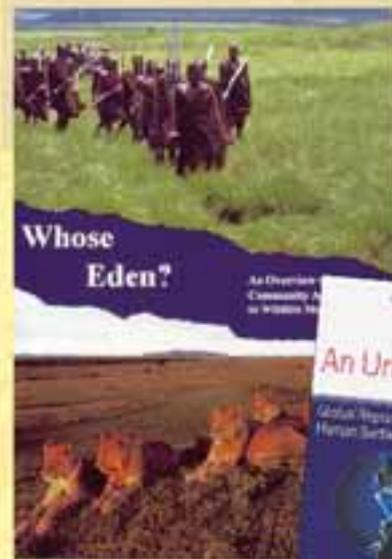
99

66

*There is now a new and powerful agenda on the table – relating long-term human welfare and a protected planet to local action.*

**IIED Annual Report**  
1993

99



*"Ownership of the term 'sustainable development' is largely in the hands of intellectuals, bureaucrats and activists at the international level... Some of the more thoughtful agencies have realised that it ought to be anchored to the needs, choices and conditions of people in their own local communities."*

**Robin Sharp**  
IIED consultant, 1994

## Milestones

- IIED plays a key role in preparing for the Rio Earth summit and, in its aftermath, establishes 'collaborative research' as the strategic core of its work, 1992
- The participatory rural appraisal methods pioneered by IIED and others have begun to be used in 120 countries, 1994
- IIED completes a major report on what later becomes known as community-based adaptation, identifying how policymakers and planners can reduce vulnerability to climate change, 1993
- Through its Whose Eden? project, IIED challenges the traditional separation of wildlife conservation and local livelihoods, 1994
- IIED completes its worldwide review of the social and environmental performance of the paper industry that sparked a change in forest policy in many companies and nations, 1996
- Drawing on collaborative research and action with partners, IIED highlights the environmental problems in cities and offers practical solutions to them, by publishing *An Urbanizing World*, the official UN report for Habitat II, 1996





66  
For the 2000s, IIED intends a major thrust to support the practical application of solutions.

99  
**Steve Bass**  
IIED Director of Programmes, 2000

## Getting specific

At the turn of the millenium, IIED's distinct way of working was firmly established in all our programmes of work. But these had grown up independently and we were suffering from a lack of coherence across the institute. This became a decade for strategic thinking and integration. Outside the institute, the Millennium Development Goals (MDGs) were doing a good job of focusing the world's big donors on key development issues. But in some ways, the environment was slipping out of focus: it was conspicuously absent from the original MDGs, for example. At the same time, the signs of a finite and fragile Earth were gaining pace: rapid increases in energy costs, the rise of climate change and the financial crisis all took place in this first decade of our new millennium. During this time, IIED was getting specific: focusing in on particular sectors and actors to explore how these could deliver sustainable development.



It was heartening to see so many of IIED's suggestions... clearly flagged up in the text of the UK government's White Paper on aid and development – especially the recognition of climate change as a risk of such significance that it could wipe out all development achievements, unless addressed promptly and effectively.

**Camilla Toulmin**  
IIED director, 2006



## Milestones

- IIED launches its Local Agenda 21 work to document innovative local urban environmental action plans, 2000
- Supported by IIED, senior Least Developed Countries (LDC) negotiators create their own negotiating bloc, the LDC Group, for participating in international climate talks, 2000
- IIED and Slum/Shack Dwellers International jointly establish the Urban Poor Fund International to support community-driven initiatives for poor urban dwellers, 2001
- The world's most ambitious global study of minerals and their role in sustainable development is completed through the IIED-hosted Mining, Minerals and Sustainable Development project, 2002
- IIED establishes the Capacity Strengthening in the LDCs for Adaptation to Climate Change (CLACC) network of fellows and international experts, 2003
- IIED's high-profile research on the links between biofuels, climate change and land access balances a heated international debate, 2007



“As a result of [IIED's] outstanding efforts, adaptation issues are now receiving due attention not only in the official negotiations towards a post-2012 agreement but also within national governments and the research community.”

**R.K. Pachauri**  
Chairman, Intergovernmental Panel on Climate Change, 2008



Four decades of progress and challenges in environment and development

<p><b>2011</b> World population reaches 7 billion; Deepwater Horizon oil spill, Gulf of Mexico</p>	<p><b>2011</b> Nagoya Protocol on biological diversity adopted</p>	<p><b>2010</b> Devastating floods in Pakistan</p>	<p>Financial collapse sparks green economy stimulus packages</p>	<p><b>2009</b> Copenhagen climate talks fail</p>	<p>More than 50% of world's population is urban</p>	<p><b>2008</b> Food prices rise 43% in 1 year</p>	<p><b>2007</b> &gt;US\$100 billion invested in renewable energy Global financial crisis</p>
<p><b>2002</b> Johannesburg Summit focuses on water and renewable energy</p>	<p><b>2003</b> Invasion of Iraq</p>	<p><b>2004</b> Wangari Muta Maathai gets Nobel Peace Prize</p>	<p>Anti-globalisation protests during Seattle WTO meeting</p>	<p><b>2005</b> Millennium Ecosystem Assessment published</p>	<p><b>2005</b> Indian Ocean earthquake and tsunami</p>	<p><b>2006</b> Stern Review on climate change published</p>	<p><b>2006</b> Kyoto Protocol signed</p>
<p>China joins World Trade Organization</p>	<p><b>2001</b> 1m people relocated for Three Gorges Dam; September 11 attacks in New York, USA</p>	<p><b>2000</b> MDGs adopted by UN General Assembly</p>	<p><b>1999</b> Dow Jones Sustainability Index set up</p>	<p><b>1998</b> 54 countries hit by floods; 45 by drought</p>	<p><b>1998</b> Southeast Asia haze from forest and peat fires</p>	<p><b>1997</b> ISO14001 standard on environmental management adopted</p>	<p><b>1997</b> 9 environmentalists executed in Nigeria</p>
<p><b>1991</b> Global Environment Facility born</p>	<p><b>1992</b> Rio Summit; Agenda 21; industry leaders form WBCSD</p>	<p>UN climate and biodiversity conventions agreed</p>	<p><b>1994</b> UN Commission on Sustainable Development established</p>	<p><b>1994</b> China's Agenda 21 agreed</p>	<p><b>1995</b> World Trade Organization established</p>	<p><b>1996</b> Chernobyl nuclear accident</p>	<p><b>1996</b> Chico Mendes murdered in Brazil</p>
<p><b>1990</b> Persian Gulf War</p>	<p><b>1989</b> Exxon Valdez oil spill in Prince William Sound, USA</p>	<p><b>1989</b> Chico Mendes murdered in Brazil</p>	<p><b>1993</b> OECD development assistance guidelines drawn up</p>	<p><b>1988</b> IPCC established</p>	<p><b>1987</b> Montreal Protocol on ozone depletion agreed</p>	<p><b>1986</b> Brundtland report commissioned</p>	<p><b>1986</b> Development Alternatives born in India</p>
<p><b>1982</b> UN Convention on Law of Sea agreed</p>	<p><b>1982</b> International debt crisis hits Latin America</p>	<p><b>1983</b> Development Alternatives born in India</p>	<p><b>1984</b> Bhopal disaster; Ethiopian drought</p>	<p><b>1984</b> Bhopal disaster; Ethiopian drought</p>	<p><b>1985</b> Ozone hole discovered</p>	<p><b>1985</b> Ozone hole discovered</p>	<p><b>1985</b> Ozone hole discovered</p>
<p><b>1981</b> Global Strategy for Health for All agreed by the UN</p>	<p>Brandt Report prepared</p>	<p><b>1980</b> World Conservation Strategy launched</p>	<p><b>1979</b> World Climate Conference held in Geneva</p>	<p><b>1978</b> Banking on the Biosphere published</p>	<p><b>1978</b> Amoco Cadiz oil spill in Brittany, France</p>	<p><b>1977</b> UN Conference on Desertification</p>	<p><b>1977</b> Greenbelt movement born in Kenya</p>
<p><b>1971</b> Only one Earth published</p>	<p><b>1972</b> Stockholm Conference</p>	<p><b>1972</b> Limits to growth published by Club of Rome</p>	<p><b>1973</b> Chipko Movement born in India</p>	<p><b>1974</b> World Food Conference</p>	<p>World population reaches 4 billion</p>	<p><b>1975</b> WorldWatch Institute born in the USA</p>	<p><b>1976</b> UN Conference on Human Settlements</p>

# Short stories

*A first look at this year's activities*

# 2

In 1972, at the UN Conference on the Human Environment in Stockholm, the first seeds of sustainable development were planted in the global consciousness. The conference laid bare the inextricable links between environment and development and delivered the world's first collective call for international cooperation to manage the Earth's future.

After Stockholm, the idea of sustainable development took root and blossomed into a global movement. As increasing efforts coalesced around poverty and pollution, wildlife and warfare, energy and equity, these issues shot to the top of political agendas and spurred a rush of summits and initiatives aimed at securing development without environmental damage.

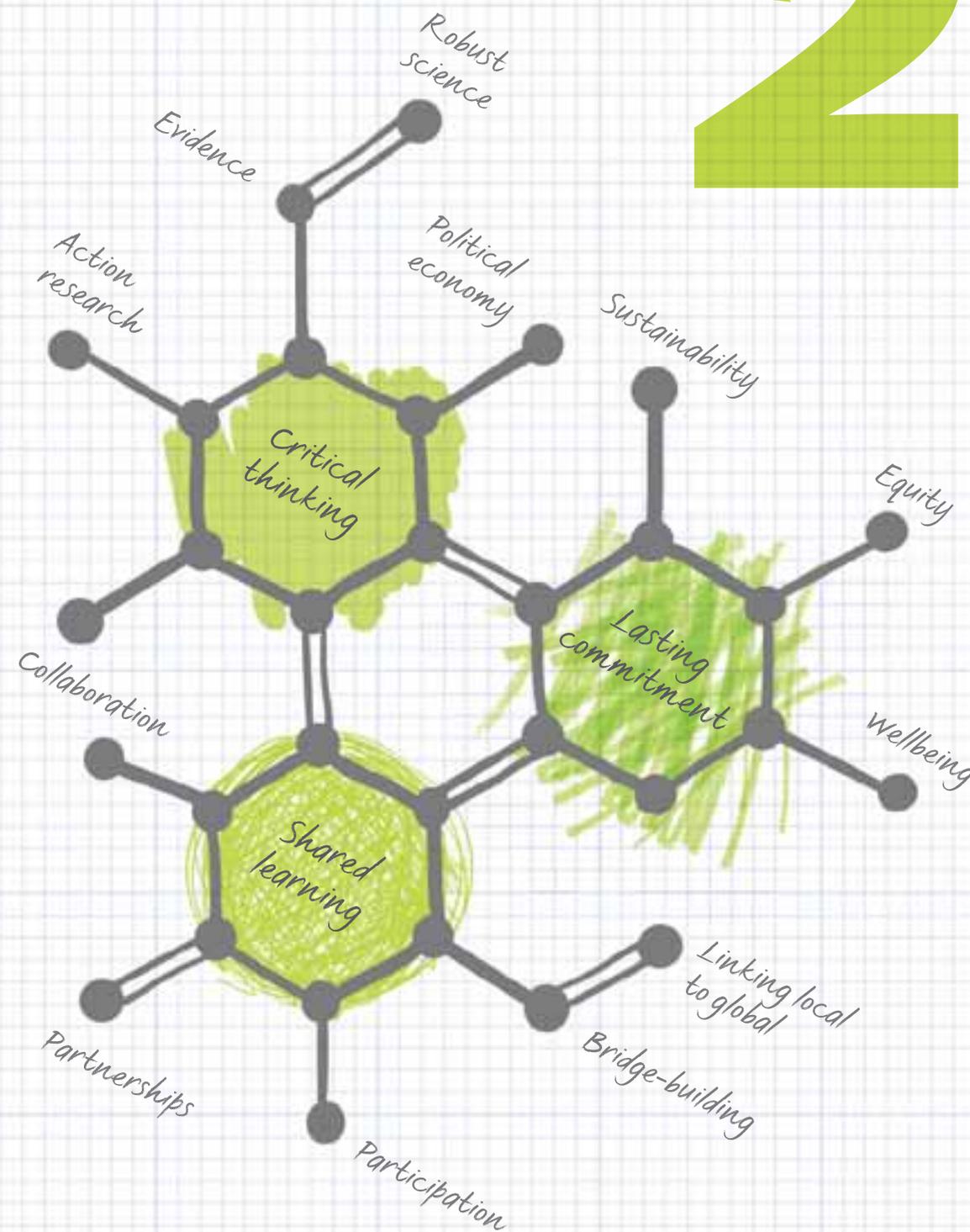
The four decades since Stockholm have seen mixed progress. Income and prosperity have never been higher; but inequalities between people and nations have also widened hugely and our footprint on the planet's resources has grown ever larger.

Governments appear unwilling or unable to solve the problems – the world's collective failure to address climate change is just one example of how difficult it is to reach a global consensus on critical issues. In the following pages, we present the recent achievements, key innovations and major advances of IIED and partners in making progress where global summitry has stalled.

These stories highlight our **lasting commitment** to tackle the needs and priorities of poorer countries and communities, showcasing some of the areas where our work stretches back over decades as we remain true to the topics that really matter, even as these go in and out of fashion.

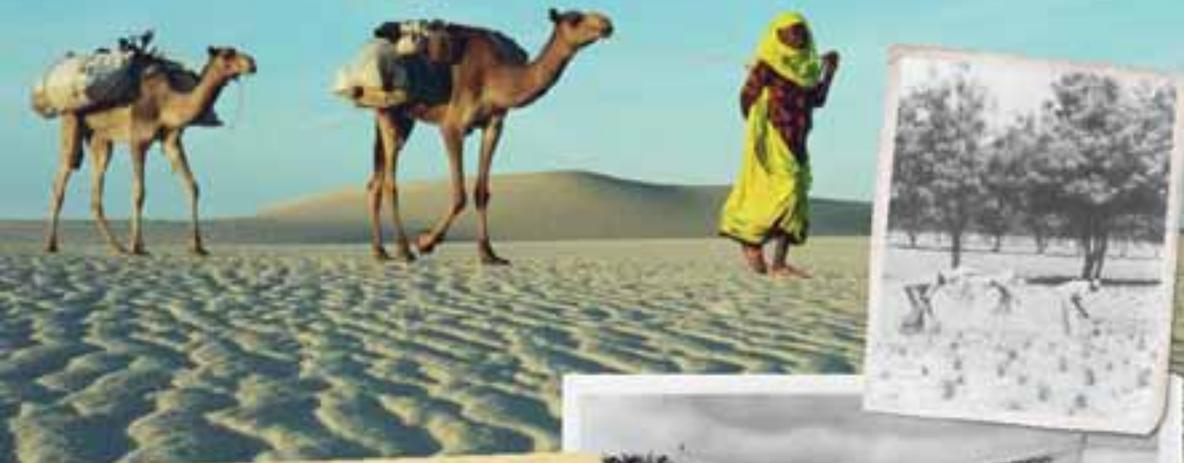
They shed light on our **critical thinking** about emerging issues and intractable problems – demonstrating how our pragmatic, evidence-based approach allows us to identify the gaps between rhetoric and reality.

And they tell of our continued efforts to build bridges – between policy and practice, local and global, government and private sector – to harness the benefits of **shared learning** for change.



# Lasting commitment

*Remaining true to the issues that matter most*



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*Through its partners, the Drylands Programme helped bring about change in policy and legal texts to favour pastoralism and decentralised natural resource management.*

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**Review of the Drylands Programme**  
2011



## Critic and catalyst in drylands research

When IIED set up its Drylands Programme in 1987, it wanted to “play the role of critic and catalyst in drylands research.” Amid ruinous droughts in the African Sahel, large dryland areas were commonly being written off as overexploited wastelands. But our experience in the field at the time contradicted the conventional story of degradation and hopelessness. And so we began working with both anglophone and francophone researchers and NGOs in sub-Saharan Africa to challenge received wisdom and provide a source of sound information and policy advice on drylands research and development issues.

Today, we are still working with partners in the African drylands to increase policymakers’ understanding of local livelihood systems, and strengthen local capacities to challenge misconceptions and influence development policy.

So what have we achieved in our 25 years in the drylands? This year saw the completion of an independent review of the Drylands Programme, which pointed to a number of major successes – from building capacity and stimulating mutual learning across African partners to “opening pathways to influence policy”.

## Past successes, future directions

Over 25 years, we have used collaborative action research, training and a wide range of publications to influence policy and practice, particularly around pastoralism, natural resource management, soil fertility and land tenure. Early on, we affirmed that pastoralism could be sustainable and richly productive, if it taps into traditional knowledge, technologies and institutions.

Through our Issue Paper series, our journal *Haramata* and a range of other publications, we documented evidence about dryland livelihood systems, and how these can inform more effective development policy. And through participatory learning projects, we helped dryland communities to organise and demand policy change.

The review completed this year gave us a welcome endorsement of our contribution to some of the progress in dryland policy and practice: concepts that IIED and its partners began promoting decades ago are today finding more footholds among donors, governments and civil society.

But it also made us reflect on our future. As the Drylands Programme enters its second quarter-century, we will continue to collaborate with a range of national and regional actors, focusing on tenure and access to natural resources, alongside economic aspects of the drylands. As proposed by the review, we are shifting to greater national- and regional-level activities in a few focus countries and considering how to expand our collaboration with training institutes and universities in both Africa and Europe.

**Research, networking, capacity strengthening and policy influence were all central tools in the overall kit-bag of the programme and from which multiple benefits were gained.**

**Camilla Toulmin**  
Director of IIED and founder of the Drylands Programme





## Upholding the right to land and life

Across the developing world, land underpins the livelihoods, cultures and identities of many of the world's most vulnerable people. And IIED has long recognised the importance of securing these peoples' access to land as a first step in the path out of poverty.

When we started working on land rights in West Africa some 15 years ago, the threats to land access were largely local. Growing populations and affluence were making high-quality land harder to find, leading to a rise in competing claims to land. Customary chiefs were reinterpreting their traditional powers from custodianship to ownership, and urban elites were appropriating valuable lands in rural areas. At the same time, a swathe of land laws was fast emerging to protect local rights, affirm gender equality and devolve land management.

In those early days, our focus was on building an understanding of the evolving local systems that governed how poorer people accessed land, and identifying effective ways to secure their rights.

### The global land rush

Today, protecting the poorest remains the chief concern of our land rights work. But land relations are now marked by a range of new pressures and players. Rising global demand for food, fuel and commodities is driving a 'global land rush', with international companies acquiring hundreds of thousands of hectares in deals dubbed as 'land grabs' by the media.

Designing appropriate policy responses requires evidence of the scale, geography and forces behind this fast-evolving phenomenon, as well as of its impacts on the ground. And since 2008, IIED has been working to provide just that. Over the past year, we published a series of briefings and case studies highlighting our latest efforts.

The briefings explore the key characteristics of the global land rush, showing that acquisitions are happening quickly and on a large scale, far beyond African borders. They probe some of the new drivers of land acquisitions, including investment funds, carbon credits and biomass energy. And they point to some of the hidden threats of large-scale land deals, such as 'water grabs'.

Through case studies of joint ventures in South Africa and community-investor business models in Malaysia we have also built up our continuous efforts to assess the impacts of different investment models on host countries and communities and shed light on what works where and why.



*Harmful investments to the detriment of local populations – so-called land grabbing – can only be warded off if we first secure the underlying rights of farmers, herders and fisherfolk.*



**Olivier De Schutter**  
UN special rapporteur on the right to food  
(in The Guardian, October 2011)

## Statistical snapshot of the global land rush

**US\$14 billion**

in private capital is committed to investment in farmland and agricultural infrastructure

**80 million tonnes** is the additional annual demand for wood expected in Europe by 2020

**56.6 million**

hectares of land deals were reported to have been signed worldwide from October 2008 to August 2009 – an area roughly the size of a large country like Madagascar or the Ukraine

private equity firms are investing in agriculture and farmland today



**633,000**

hectares within Southeast Asia are held by a single Malaysian transnational corporation, Sime Darby Berhad

# PRESS FOR CHANGE



IIED's founder Barbara Ward knew the power of a story but she knew too that a storyteller without an audience wastes their words. Ward was a governor of the British Broadcasting Corporation and wrote editorials for The Economist. She understood that, as the source of most people's information, the media has a critical role to play in ensuring sustainable development.

As IIED grew from its origins in the early 1970s, it began to play a bigger role in keeping the media focused on the issues closest to our hearts. In the 1980s, IIED's Jon Tinker set up Earthscan. This was an editorially independent service that provided the media with briefing reports summarising key information about the big environment and development issues of the day. We also set up the first environmental news features service, providing hundreds of stories that the mass media could publish.

Back then, our focus was very much on the journalists we could most easily reach – those who shared our London home. Today, the Internet allows us to stay in touch with reporters in every corner of the world. We communicate with more

than 7,000 journalists in nearly every country and have provided training in workshops and fellowship programmes to hundreds of them. (see Catalysing change, p66).

## A BETTER CLASS OF JOURNALISM

Last year we published Why the media matters in a warming world: a briefing paper that recommends ways for policymakers in low-

income nations to support a better class of climate change journalism – one that is relevant to local audiences, builds public awareness of the issues and contributes to improved decision making. Its recommendations resonate beyond the beat of climate change journalism to all aspects of sustainable development.

Our aim is not to get our name in the newspapers but to ensure that the issues we care about are covered accurately.



## IIED in the news

### WHY YOU SHOULD BURN THIS MAGAZINE: IS RECYCLING BAD FOR THE PLANET?

New Scientist (1997)

### WHEN THE RAIN IS TOO MUCH

Utusan Konsumer (1984)

### THE BAND AID GENERATION

Earthlife News (1986)

### SLUMS NOT ALWAYS WHAT THEY SEEM

National Mirror (1987)

### STATE OF THE ARK

Times Higher Educational Supplement (1986)

### COSTA RICA SWAPS DEBT FOR TREES

The Wall Street Journal (1987)

### HOW THE WORLD MINING INDUSTRY HAD TO DIG ITSELF OUT OF A HOLE

The Observer (2001)



# TRADITIONAL KNOWLEDGE CAN HELP FARMERS ADAPT TO CLIMATE CHANGE

Times of Zambia, Zambia (November 2011)

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*Our strategy is not to use the media but to understand, to know and to serve the media.*

Mike Shanahan  
IIED Press officer, 2012

## HOW CAN RICH NATIONS HELP POORER ONES ADAPT TO CLIMATE CHANGE?

iNamibia, Namibia (November 2011)

## ANALYSIS: LAND GRAB OR DEVELOPMENT OPPORTUNITY?

BBC Online, United Kingdom (February 2012)

## URBAN POVERTY'S HIDDEN DIMENSIONS THREATEN DEVELOPMENT

Ghana News Agency, Ghana (March 2012)

## AFRICA'S GREAT 'WATER GRAB'

The Guardian, UK (November 2011)

## BADLY GOVERNED CITIES CAN INCREASE RISK OF CLIMATE CHANGE

The Nation, Malawi (November 2011)

## DONORS URGED TO IMPROVE CLIMATE AID TRANSPARENCY

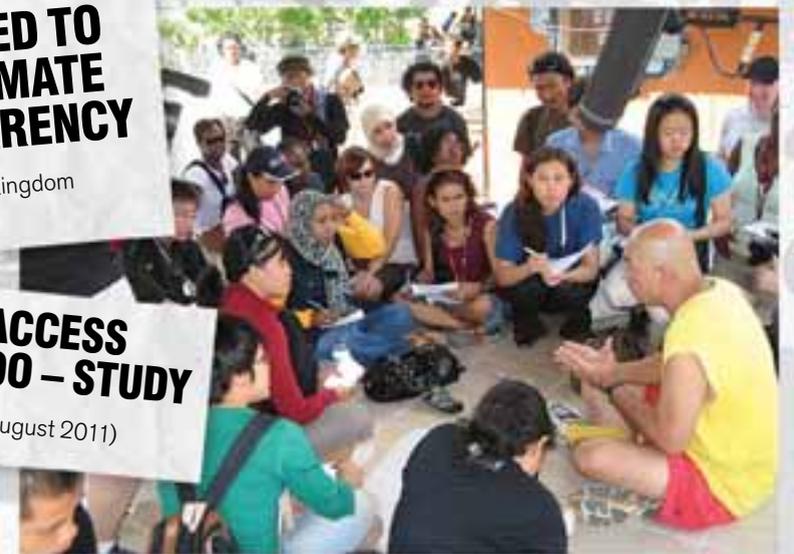
Reuters AlertNet, United Kingdom (September 2011)

## THE POOR CAN ACCESS RENEWABLES TOO – STUDY

Jamaica Observer, Jamaica (August 2011)

## THE CHANGING FACE OF PASTORALISM

ReliefWeb, Switzerland (March 2012)



Climate change

## A group to be reckoned with

UN climate negotiations are a maze of activity in which country representatives must find their way between parallel negotiating sessions, contact groups, drafting sessions and side events, among other activities. They must tackle a wide range of divisive and technically challenging issues, often working through the night to break deadlocks.

It takes manpower and expertise to navigate this labyrinth. Some countries send more than 100 representatives to do the job. But many of the world's poorest countries have neither the resources nor the capacity to send more than one or two delegates. The Least Developed Countries (LDCs) often rely on 'single person' delegations, many of whom are new to the negotiating process, have limited understanding of specific issues and must 'learn on the job'. The result of these gaps in negotiating teams, knowledge and technical support has been unfair outcomes that hurt the most vulnerable.

IIED has long been committed to strengthening the position of LDCs in international climate negotiations and ensure more equitable outcomes for them. As early as 2000, we supported senior LDC negotiators to create their own negotiating bloc, the LDC Group. And ever since then we have been working to build this group's expertise in key topics and its capacity to represent its interests in negotiations.

Since 2005, in partnership with the European Capacity Building Initiative (ecbi), we have held more than 20 training workshops for LDC group members; produced a series of background papers and policy briefs; and helped more than 20 individual negotiators overcome financial barriers to attend UN climate conferences.

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*I thank IIED and ecbi for their continuous support of me and my colleagues from LDC countries over years and through many programmes... Because of that support the LDCs are now more organised, focused and doing better.*

**Sumaya Zekieldeen**

Sudan, LDC Group Representative to the UNFCCC Adaptation Committee

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### From victims to heroes

The LDCs have come a long way since establishing themselves as a group. They have their own fund under the UN climate regime. They have their own adaptation planning processes. And they have secured special support for their negotiators. Today, their presence in UN climate talks does not go unnoticed: they maintain a strong presence in all key negotiating areas and, in the most recent conference in Durban, South Africa, were instrumental in clinching the final agreement for post-2020 action on climate change. From being victims of the international climate negotiations, the LDCs have become its heroes.

IIED can bravely claim to be part of the group's latest success. During negotiations over the past year – in Durban and elsewhere – our senior researcher, Achala Abeysinghe, provided legal and technical advice to the chair of the LDC group, sitting in the official Gambian delegation. And several other IIED researchers offered backstage support: convening learning spaces, providing research and analysis, establishing an online presence for the group and maintaining its social media connections.

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*This [the Durban conference] is the first time we have been recognised as one of the key brokers in the UN negotiations... It would not have been possible without the support of Achala and her team.*

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**Pa Ousman Jarju**

The Gambia, Chair of the LDC Group



# Critical thinking

*Highlighting the gaps between rhetoric and reality*

## Sustainable energy for all

Access to affordable modern energy services is essential for sustainable development. Yet energy access remains an area of great global inequity. While those living in wealthy nations enjoy as much heating and lighting as they want, billions of people in less developed countries have to get by without grid electricity and without access to safe or efficient cooking fuels.

So it is encouraging to see programmes like the UN's Sustainable Energy for All initiative (SE4ALL), which was launched in early 2012 and aims to close the energy access gap. The initiative has three objectives for 2030: ensuring universal access to modern energy services; doubling the rate of improvement in energy efficiency; and doubling the share of renewable energy in the global energy mix.

Research on access to energy for the poor by IIED's Energy Forum suggests that if these objectives are to truly reduce energy poverty, they must be built on four key principles:

- 1. Improving the lives of the poorest and most vulnerable must be a priority.** That requires incentivising investment in off-grid, smaller-scale energy delivery, which is often more practical and affordable for poor communities.
- 2. Success must be measured in terms of development benefits** – such as improved health, education and livelihoods – rather than the numbers of light bulbs switched on or efficient cook stoves distributed alone.
- 3. Support must be given to the sustainable use of local resources**, including wood, agricultural waste or gas that is currently burned off during oil extraction.
- 4. Effective community involvement is critical** to ensure that planning and decision making lead to well-designed energy programmes that are welcomed by the beneficiaries and are sustainable and resilient over the long term.

### IIED's Energy Forum

IIED's Energy Forum is made up of researchers from across the institute. Together, we work to promote: access to sustainable energy for the poorest; equitable consumption of energy resources; and responsible practice in large-scale energy projects. We use evidence-based research to catalyse change in policy, practice and mindsets, and to build dialogue and problem-solving capacities among stakeholders. By promoting good practice – and learning from failure – our aim is to stimulate the 'scaling up' of effective technologies and approaches.

## Transformation city: learning from the BRICS

The economic motors of development are shifting from the urbanised North towards the urbanising South, most notably to the large and emerging economies of the 'BRICS': Brazil, Russia, India, China and South Africa. Together, these countries now account for a quarter of gross world product, and their economic importance and political influence are expected to increase further in coming years.

It is widely acknowledged that urbanisation and economic growth are interdependent, and urban growth has certainly been a key, if uneven, feature of the emergence of the BRICS. But the extent to which urbanisation

and urban growth have helped, or hindered, the BRICS transformations is little understood.

In partnership with the UN Population Fund (UNFPA), IIED is helping to fill the knowledge gap. Through case studies, we have examined the policies, trajectories and impacts of urbanisation in each of the BRICS, asking how these have influenced past developments and future prospects. Our findings – several published over the past year in a series of country reports – highlight key lessons for other emerging economies hoping to adopt pathways and policies that enhance the synergies between urbanisation and development.

- \* **Brazil's** world-famous favelas are a living testament to the fact that failing to accommodate growing urban populations can lead to enduring social inequalities; they highlight the need for pro-active planning.
- \* **South Africa's** apartheid system is an extreme lesson in the dangers of exclusionary policies: these limit the rights of certain groups to urban advantages and leave a legacy of urban fragmentation long after they are dismantled.
- \* **Russia's** recent history highlights the long-term importance of how and where urbanisation takes place. Early urbanisation here did spark economic growth, but when the Soviet Union broke up, Russia found itself with poorly located cities that lacked the infrastructure and economic capital to compete in the global economy.
- \* **China's** story of urban-centred development reminds us that urbanisation can boost economic growth and also reduce poverty. China's success may be based on markets, bureaucracies and land conversions that other countries would find hard to replicate – and on environmental problems and social inequalities that few would want to emulate – but it stresses the importance of taking urbanisation seriously in development strategies.
- \* **India** is at an earlier stage of its urban transition compared with the other BRICS, and its ambivalent attitude to urbanisation is in danger of impeding its economic success, particularly for low-income groups, who are finding it increasingly difficult to secure a place in India's cities.

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*No country has grown to middle income without industrializing and urbanizing. None has grown to high income without vibrant cities.*

**World Bank**  
2009

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## Rooting adaptation in evidence

Among topics for discussion at last year's UN climate conference in Durban, was how to design and implement the National Adaptation Plans that all countries have agreed to develop. If these plans – which aim to identify medium- and long-term adaptation needs, and outline strategies to address these – are to be effective, they must be rooted in evidence about what works.

And it was to provide some of that evidence that our Development and Climate (D&C) days in Durban – a two-day side event jointly organised with the Japan International Cooperation Agency – focused on lessons from adaptation in practice. Too often, planners rely on scientific expertise or model predictions to understand the impacts of climate change. Such information is important but it is riddled with uncertainty, and limited in the extent to which it deals with the contexts within which people will have to adapt, or the processes by which adaptation takes place. The truth is that knowledge about adaptation grows out of practice, which means that planning or implementing effective strategies requires a learning-by-doing approach.

Last year's D&C days brought researchers, decision makers and practitioners together to draw on their expertise and experience of adaptation planning and action to showcase examples of best practice as well as cautionary tales. Together, we examined the strengths and weaknesses of different methods used to generate evidence for adaptation planning and policymaking. We assessed 'alternative' approaches, including ecosystem-based, community-based and gender-focused adaptation. And we explored the 'realities' of adaptation policymaking in practice, through case studies from Africa and South Asia.



*Thanks so much for a fantastic event. After a disappointing COP, it made Durban worth coming to.*



**Tine Rossing**

Global Coordinator, Climate Change Adaptation, CARE International.



*This year D&C days was my primary motivation for attending the COP... Each session built on the previous session and the flow of the programme really allowed you to feel that by the end you had improved your knowledge.*



**Catherine Pettengell**

Global Adviser, Climate Change Adaptation, Oxfam GB

### D&C: The backstory

A decade ago, the global climate change agenda was dominated by environmental issues, with little opportunity for discussing how climate change impacts development or vice versa. IIED's D&C days were born out of a desire to fill that gap. In 2002, at the 8th annual UN climate conference, we worked with partners to assemble donors, scientists, practitioners and policymakers and begin promoting the links between development and climate change.

Ten years later and climate change negotiations have moved on significantly. Development is firmly on the table at formal negotiations over both adaptation and mitigation; the presence of nongovernment and academic institutions at those negotiations has grown exponentially; and hundreds of side events now provide a large forum for airing and sharing experience and expertise on development and climate change.

As the negotiations have changed, so too have our D&C days – moving away from the general debates that are now covered so well elsewhere, towards more technical discussions of adaptation science and policy focused on the key issues being negotiated at the UN conferences.

## Markets of the poor, not for the poor

Agriculture is a small-farm story: half a billion farmers, working plots of less than two hectares, produce a significant proportion of the world's food. Over the past two decades, attempts to reduce poverty among these farmers have focused on 'inclusive business' models that integrate smallholders into formal 'value chains'. But evidence suggests that when this approach works, it tends to benefit less than ten per cent of farmers – those who are capitalised, educated and closer to urban areas and infrastructure.

For three years, IIED has collaborated with Hivos and Mainumby to explore the realities of small-scale farming in Asia, Africa and Latin America through a global learning network of entrepreneurs, farmer leaders, service providers and academics. Our findings show that most smallholders still operate at the border of formal organisations, markets, government institutions and policies.

### Informality booming

These are markets of the poor, where trade links small-scale producers with low-income consumers. Although these markets are often 'informal' – operating on the margins of state regulation and largely invisible to governments and statisticians – they can be both large and sophisticated. More than half of the world's workforce is employed in the informal sector, and significantly more than that in some regions of low-income countries. For example, 90 per cent of the meat market in La Paz, Bolivia, is controlled by the indigenous Aymaras through traditional and kinship networks. Similarly, Bakiga farmers in Western Uganda use informal organisation to market cooking banana, or 'matoke', as and when they need.

Modernised, formal and global commerce is not sweeping traditional markets aside but spreading in parallel with vibrant informal and local economies. The learning network has taught us that rather than asking how we can make markets work for the poor, we must better understand how the poor make markets work for them. Across IIED, we are developing a new area of policy research to examine the informal economy and assess how the benefits of informality – access, flexibility, resilience – can be built into policy and business frameworks to overcome its dark side of poor traceability and food safety, weak environmental record and corruption.



*“Even in the main horticultural and food crop zone of Java Island, we found only 12–15 per cent of small-scale producers connected to modern value chains... Rather, informal markets here link the local poor, both as producers and consumers.”*

**Ronnie S. Natawidjaja**  
Padjadjaran University, Indonesia

# Shared learning

*Making connections for people and planet*



## Convening power: The Forests Dialogue

Big interest groups for forest use and conservation don't generally see eye to eye. When they argue over the forests that others use and look after for their own livelihoods things get particularly messy. The forestry world has long needed a mechanism for stakeholders to lock horns effectively.

The Forests Dialogue (TFD) provides just the thing. It is a small but ambitious organisation that creates platforms for multiple stakeholders to find, discuss and reflect on collaborative solutions to contentious issues – the 'fracture lines' – in forest uses, demands and decision making.

IIED helped bring it to life in 2000. Since then, TFD has engaged more than 2,500 key players from civil society organisations, the private sector and governments across the world during and after some 40 international dialogues. TFD has its secretariat in Yale University in the United States and its steering committee – co-led by IIED – boasts representatives from many of the world's key forestry companies, and social and environmental organisations.

### Stimulating progress

TFD's substantial convening power and reach has enabled it over the years to stimulate real progress on forest certification, plantation forestry and poverty reduction linked to commercial forestry. It has helped thaw frozen relationships between indigenous peoples' groups and the World Bank. And in several countries it has spawned local organisations determined to extend and deepen dialogue initiatives. Outputs from TFD's dialoguing on forest law enforcement and governance proved to be a catalyst for events leading to the US Lacey Act being amended to ban commerce in illegally sourced timber. Another high-level international dialogue process was influential in shaping plans for reducing emissions from deforestation and forest degradation (REDD).

Over the past year TFD ran four parallel dialogue initiatives, each of which continues this year: in-country REDD readiness; free, prior and informed consent; investing in locally controlled forestry; and the '4Fs' – changing outlooks on food, fuel, fibre and forests. IIED is involved in all of these, and helps too in efforts to sharpen communications and track impact. We have our hands full.

*“Thanks to TFD, when Big Business talks to Big Green we in Small and Difficult can now join in too.”*  
Anonymous dialogue participant



## The Chinese connection

Over the past year, IIED has stepped up efforts to expand our connections in China. We have forged new partnerships to explore the country's role as a global development actor – doing collaborative research on China-Africa forest governance, South-South agricultural cooperation and the sustainability standards of Chinese companies trading with South America. We have worked with China's leading development thinkers to shine a light on options for sustainable economic growth within China. And we have translated key publications to better share our learning with Chinese researchers, practitioners, policymakers and private sector actors.

Like our partner Professor Huang (see Letter, below), many Chinese researchers and development practitioners are approaching collaboration with IIED with a mixture of bemusement and enthusiasm. But on both sides, the connections we are making have already proved that there are strong opportunities for cross-learning and bridge-building here.



It is 10:30 in the morning, in the Chinese Academy of Sciences in Beijing, and I'm talking to IIED partner Professor Huang Jikun about his report *Small-Scale Chinese Farmers in the Face of Modernisation and Globalisation*. Professor Huang leans back in his chair and looks at me through a haze of cigarette smoke. "You know, I've been collaborating with IIED for some years now. It is a good organisation. But your research is a bit slanted." I look up from my notebook. "Slanted?" I ask; the term can imply bias in Chinese, but I want to confirm that is what he means.

"Yes. You are not scientific like we are, gathering data and drawing conclusions. You always want to talk to the villagers," he explains. I ask whether he thinks you can do scientific research talking to villagers and he says he's not so sure: "often they will just tell you what they think you want to hear. There's no objectivity." "But," he continues, "I see it can be useful. It makes us reflect on our data differently. You push us to ask questions that we don't always want to ask, but need to. That's why we keep working with IIED."

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*China is like a laboratory of sustainable development experiments – sharing lessons from these 'experiments' can help other developing countries cope with increasingly scarce resources and rapid environmental change. Equally, China will become a more effective and responsible agent of change in global development by learning from experiences of other countries.*

**Lila Buckley**  
Senior researcher, IIED

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## Mozambique and Brazil: allies in REDD+

Schemes to reward countries for reducing emissions from deforestation and forest degradation and for conserving or sustainably managing forests (REDD+) could prove powerful in incentivising forest-dependent communities and other land users in low-income countries to stem deforestation while helping them develop at the same time. But how to ensure REDD+ achieves its potential remains a topic of debate.

How can forest communities participate in designing and implementing REDD+? And how can countries ensure that these custodians of the forest receive a fair share of REDD+ benefits? For countries such as Mozambique – where the economy is still largely agriculture-based, 80 per cent of the population relies on biomass for their energy, and more than 60 per cent live in or near forests – getting ready for REDD+ is no small matter.

All debates about REDD+ emphasise the need to build on existing knowledge and practice. There is much to be gained by tackling the challenges together: a problem shared is a problem solved, as the old saying goes. Aided by IIED, the Ministry for Coordination of Environmental Affairs and the Ministry of Agriculture in Mozambique, have joined forces with Eduardo Mondlane University, Centro Terra Viva and the Amazonas Sustainable Foundation (FAS) in Brazil to share learning on what works to reduce deforestation, where and how.



### Charting a course for REDD+

An early achievement of the project was to establish, in 2009, a national REDD+ working group, made up of government, academic and nongovernment organisations on both sides of the Atlantic. Over the past two years, this IIED-facilitated group has used consultations and media to raise awareness of the REDD+ readiness process – and the need to engage in it – among government, the private sector, academia, civil society organisations and local communities in Mozambique.

It has also developed a road map for REDD+ readiness in the country, including defining the scope and scale of REDD+, analysing the policy and legal frameworks for REDD+, assessing local pressures on forest resources, and exploring options for monitoring, reporting on and verifying REDD+ activities. Through this work, the group identified six pilot sites that offer a testing ground for different REDD+ options against the full range of deforestation drivers in Mozambique.

Continued facilitated engagement of partners with the relevant mix of expertise has been critical to the working group's success. But even more important has been the government's recognition that collaboration is not simply about 'copy and pasting' approaches that have worked in Brazil. The Minister of Environment, Alcinda Abreu, has posed tough questions: "FAS may pay families US\$25 a month to conserve the Amazon, but can I afford to pay this to all land users in Mozambique? What other incentives exist for ensuring land users adhere to sustainable practices?" She understands that the alliance with Brazil means not replicating Brazilian schemes but learning from them – building an understanding of local contexts and capacities and adapting approaches to fit these.

The roadmap developed by the working group resulted in the REDD+ readiness preparation plan (RPP) submitted to, and approved by, the Forest Carbon Partnership Facility earlier this year, marking a key milestone for the initiative and a major step forward in getting Mozambique ready for REDD+.



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*It is clear that South-South learning means more than blindly transferring models without interrogating and adapting to local contexts. While Mozambique is learning from Brazil and other countries, it has to construct its own path to implementing REDD+.*

**Isilda Nhambo**  
Senior Researcher, IIED

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## The Caspian Energy Initiative: looking beyond transparency in the oil and gas sector

The Caspian Region is rich in oil and gas reserves. Under good governance, the exploitation of these resources can help reduce poverty and support sustainable development. But all too often, it is plagued by corruption and poor revenue management, to the detriment of local communities and environments.

Through our Caspian Energy Initiative, IIED is helping to promote transparency, good governance and sustainable development in oil and gas across the region by bringing multiple stakeholders together to review existing initiatives and develop future plans – something that is rare in restricted post-Soviet societies such as these, especially in regard to civil society participation.

Organised with partners, four workshops over the past year assessed the extent to which the Extractive Industries Transparency Initiative (EITI) – which requires companies to declare what they pay and governments to declare what they receive – stimulates good governance and sustainable development through multi-stakeholder dialogue. In Azerbaijan, Kazakhstan and Turkmenistan, representatives from industry, government and civil society identified benefits and drawbacks of this voluntary global standard for transparency as well as future priorities for their country.

**“Implementing EITI is like riding a bicycle. If you stop pedalling, you fall off.”**

**Ingilab Ahmadov**  
Public Finance Monitoring Centre,  
Azerbaijan

**“Without deviations from the norm, progress is not possible.”**

**Frank Zappa**  
cited by Publish What You Pay  
at the Azerbaijan workshop



### In Azerbaijan

The first country to achieve compliance with EITI (in 2009), Azerbaijan has nine years' experience in implementing the voluntary standard. Participants of the workshop here argued strongly that EITI needs to have a more tangible effect on sustainable development, by reducing corruption and poverty. A first step is to increase the accountability of the government for what public money is spent on. Participants also called for more disaggregated reporting – company-by-company and project-by-project – that would allow anyone to see what each company in the country is paying the government in taxes, royalties and fees.

### In Kazakhstan

Kazakhstan has been a 'candidate country' in EITI since 2009, but has yet to achieve compliance. Workshop participants here highlighted the need to: monitor how revenues are spent locally; build multi-stakeholder dialogue at this level; and build stronger links between environmental, social and transparency agendas.

### In Turkmenistan

The 2011 workshop in Turkmenistan was the first of its kind in that country and saw many participants, including the Ministry of Oil and Gas, express willingness to learn more about EITI. In February 2012 we were invited back to meet with the ministry and other key stakeholders. While we were disappointed not to receive any statement from the government regarding their interest in actually signing up to EITI, we were told that a face-to-face meeting with a minister was indeed progress. We will wait and see!

# IIED in depth



# 3

*Forty years ago, to be both 'fair' and 'green' was to be decidedly different. Today, sustainable development has been endorsed by most governments, and an ever-growing number of international organisations, businesses and civil society groups. In the struggle to secure a fairer, more sustainable planet, this move from the wings to centrestage is an accomplishment in itself — for it has opened the door to more debate and action at local, national and global levels.*



But for organisations like IIED, it is not without challenges. Instead of arguing the general case for sustainable development we must identify solutions and encourage their implementation. And instead of promoting 'quick wins' we must tackle the underlying causes of unsustainability and entrenched structural problems that distort prospects for both development and environment.

It is all too easy to get stuck in a rut — pursuing single-issue agendas, hosting endless strategy meetings and using the same old systems and procedures time and again.

But an independent, external review of IIED undertaken last year suggests that we are fit to navigate the move from margins to mainstream well. It highlights our ability to set agendas, to be quick, sharp and nimble and to position ourselves across academic and policy worlds — all of which enables us to identify and respond rapidly and effectively to new knowledge-policy opportunities. The review also points to another of our core strengths: that we "pioneer key issues and then stick with them".

The following chapter looks in depth at some of our work from both these perspectives. These stories describe how, working in partnership, we are shaping the debate on key issues — from locally controlled forestry to mining, minerals and sustainable development — and exploiting fresh opportunities to push them forward. They highlight how we are harnessing new information technologies and social media to enrich our ways of working and communications. And they chronicle the history of some of our longest-standing projects and programmes, pointing to the ways in which we combine original thinking and practical wisdom to keep our approach fresh and dynamic.

*"The ability to react to new challenges, especially in the vital, unfolding, often tragic but profoundly human areas where development and environment confront or complement each other, is the real raison d'être of an institute such as ours."*

**Barbara Ward**

## 40 years in cities of the South

Home to many of the world's poorest communities and a host of environmental issues, cities are a critical piece of the sustainable development puzzle. Well-managed, they can boost regional and national economies, reduce waste and provide high living standards with low levels of the emissions that drive climate change. As such, cities can help meet the needs of the present without compromising the ability of future generations to meet theirs.

But all too often, this potential of cities is overlooked by aid agencies and governments. In many low-income countries, urban governments lack funds and capacity and are often unaccountable to their citizens, hundreds of millions of whom live in informal settlements where they lack basic services, and are often threatened with eviction.

For four decades now, IIED has argued that 'urban does matter', working to ensure that the world's policymakers and practitioners understand urban problems and opportunities, and implement effective solutions. Through local action with partners, engagement with key global stakeholders, and research and publications, we strive to reduce poverty and promote sustainable development in the urban centres of Africa, Asia and Latin America.

This year's achievements include contributions to the Intergovernmental Panel on Climate Change (IPCC), the UK Government Office for Science Foresight and several UN agencies; a wide range of publications; and continued support of the Urban Poor Fund International. These successes may describe our activities of the past twelve months, but they reflect our learning of the past 40 years.



### Changing mindsets

As early as 1972, when our founder Barbara Ward published her landmark book *Only One Earth: The Care and Maintenance of a Small Planet* (co-authored with Nobel laureate, René Dubos), IIED recognised the need to address urban problems. Already we had begun to influence the international agenda on sustainable development: Ward's book set out what later became the guiding principles for this field. And when the UN hosted its first Conference on Human Settlements in Vancouver four years later, it was Ward again who charted the course for action through her global review of urban issues, *The Home of Man*.

Soon after that conference, Barbara invited the Argentinian urban specialist Jorge E. Hardoy — one of her key collaborators on *The Home of Man* — to set up the Human Settlements Group (HSG) at IIED.

Under Hardoy's leadership, HSG sought to change the way that policymakers viewed urban centres and dwellers. The group focused on 'meeting the needs of the present'. Initially this was by reviewing the prevailing attitudes to urban issues among governments and international agencies. Later, it was by drafting the urban chapter for the Brundtland Report, *Our Common Future*, which placed environment and development so firmly on the political agenda.

Today, HSG continues its efforts to change mindsets. There are still so many myths and misconceptions to contend with: that urbanisation is out of control; that informal dwellings are a nuisance; that urbanites enjoy better living conditions than rural dwellers; that cities are driving climate change. By engaging in global meetings, advising aid agencies and contributing to authoritative assessments such as the IPCC Fifth Assessment Report and the UN Habitat Global Report on Human Settlements, we are working to debunk these myths.

### Joint ventures

Building the capacity and influence of institutions in low-income nations to tackle urban issues has also long been an HSG priority. Prompted by Hardoy, the group developed new forms of collaboration with partner institutions in Africa, Asia and Latin America. And by 1979, we were collaboratively researching many topics; from the role of small urban centres in development to the specific needs of those living in informal settlements.

During the 1980s, our collaborative approach expanded to include local action projects, most notably within the informal settlements of Buenos Aires. Since then, our engagement with on-the-ground work has steadily grown and today we work with many organisations and federations formed by those living in 'slums' and shacks across cities in both Africa and Asia.

A key feature of this work remains devising ways in which urban poor groups and their organisations can get support to address their own priorities and engage with local governments. Further aided by new funding mechanisms such as the Urban Poor Fund International and the Asian Coalition for Community Action, these communities are co-financing, designing and implementing neighbourhood improvements that meet their most pressing needs. They are living proof that the most effective poverty reduction comes from the energy, innovation and capacity to organise and negotiate local savings groups and the larger federations they form.

### Reaching out

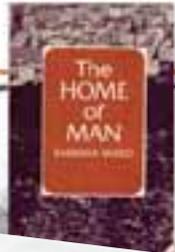
The third arm of HSG's work — research and publication — also has a long history. Hardoy understood the power of publication: both to promote knowledge exchange within IIED's networks and to extend the influence of research by reaching out to a wider audience. In 1982, from IIED's Latin American office, he founded the journal *Medio Ambiente y Urbanización*. Seven years later, IIED launched a London-based sister journal, *Environment & Urbanization* (E&U), which is still run by HSG.

Now in its 24th year of publication, E&U is one of the world's most cited and widely read urban journals. We use this peer-reviewed journal not only as a vehicle for publishing our own research findings, but also as a platform for sharing the expertise and experience of researchers and practitioners across the developing world. Both of last year's issues — on health and the city, and community action for disaster risk reduction — include many papers written by authors in Africa, Asia and Latin America.

# Urban timeline

## 1976

IIED helps organise the UN Conference on Human Settlements and Barbara Ward publishes *The Home of Man*



## 1977

Jorge E. Hardoy joins IIED and the Human Settlements Group is born



## 1982

IIED-América Latina launches the journal *Medio Ambiente y Urbanización*



## 1989

IIED launches a sister-journal, *Environment & Urbanization* and publishes the Earthscan book *Squatter Citizen; Life in the Urban Third World*



## 1996

IIED launches its programme of work on rural-urban linkages headed by Cecilia Tacoli

## 1997

IIED contributes to the IPCC Third Assessment Report, focusing on roles of urban centres and urban governance

## 1979

IIED establishes an office in Argentina, IIED-América Latina, focused on urban issues

## 1987

IIED drafts the urban chapter for the Brundtland Commission's report, *Our Common Future*

IIED-América Latina establishes the community development team to step up local collaborative action-research

## 1990s

Growing involvement of local NGOs who work with grassroots organisations and federations in our work

## 2000

IIED launches its Local Agenda 21 work to document innovative local urban environmental action plans

## 2008

SDI takes over as sole administrator of the Urban Poor Fund

## 2003-5

IIED contributes to the IPCC Fourth Assessment Report

## 2011

HSG staff contribute to IPCC Fifth Assessment – on urban and rural adaptation and on mitigation and develop courses on climate change adaption with University College London and with the International Centre for Climate Change and Development in Bangladesh.

## 2009

Launch of the Asian Coalition for Community Action by the Asian Coalition for Housing Rights

## 2007

Publication of "The rising tide: assessing the risks of climate change and human settlements in low-elevation coastal zones" in *Environment and Urbanization* written by Gordon McGranahan, Deborah Balk and Bridget Anderson

## 2004

The work of HSG is honoured with the Volvo Environment Prize

## 2002

Launch of fund to support community-driven initiatives for SDI

## 2001

IIED and Slum/Shack Dwellers International (SDI) jointly establish the Urban Poor Fund International; HSG publish the Earthscan book *Environmental Problems in an Urbanizing World*





## Just forest governance: the staying power of group learning

Forest governance — who gets to decide what about forests — can be an opening or a roadblock to sustainable development. All too often, it is the latter, with the fate of forests determined not by those who enable and pursue sustainable forest-linked livelihoods but by excessively powerful actors, such as irresponsible logging companies and a few government officials, who know or care less about good forestry than about serving their vested interests.

The Forest Governance Learning Group (FGLG) is an informal alliance of in-country groups and international organisations that aims to shift power over forests and enhance prospects for both social justice and sustainable forest management. Active in ten countries — Cameroon, Ghana, India, Indonesia, Malawi, Mozambique, South Africa, Tanzania and Uganda — this IIED-facilitated group works to connect people marginalised from forest governance to those controlling it, and push for better decisions.

Established in 2002, the group has spent a decade generating evidence on key forest issues, identifying governance decision changes needed, developing guidance on implementing those changes, and joining forces with others to create and take opportunities to make them happen.

We are a prolific group, producing more than 100 policy research outputs and tools, and 150-plus press articles, radio pieces and blogs, to date. Last year we launched six widely broadcast films, *Justice in the forests*, showing how small teams can have a big impact in tackling forest governance. We also produced the report, *Just forest governance*, on the impacts of, and plans for, our work.

“We have to do more of what we are not good at to be strong.”

Nguyen Quang Tan  
FGLG Vietnam



[FGLG]...is about risk taking... So, we expect to meet some resistance, but we have evidence...using the data that we have, eventually we should be able to get through.

Bright Sibale  
FGLG Malawi

### Deep impact

It is not often that a single project at IIED lives to see its tenth birthday — programmes of work endure over decades but individual projects tend to come and go, constrained by donors' limited ability to commit funding over the long term. Yet our longevity is a key asset. It has, for example, allowed us the time and space to develop our five effective tactics for forest governance work:

- **Securing safe space** — to ensure independence and build mutual trust
- **Provoking dialogue** — to connect and explore stakeholder positions
- **Building constituencies and networking** — to strengthen understanding and collective muscle
- **Wielding evidence** — to generate, capture and present accurate information most effectively
- **Interacting politically** — to engage strategically with political players and to track the effects

An independent review found high impact from this work, both in international debate and on the ground. For example, FGLG was judged to have played a major role in securing forest-linked livelihoods around Mabira Reserve in Uganda after helping to reverse a government decision to convert large parts of the forest to sugar cane. And in Orissa, India, FGLG was shown to have helped improve access rights to non-timber forest products in state forest land for indigenous community groups. Internationally, clear goals and inspired team leadership, combined with the use of a proven toolkit to adapt actions as circumstances change and opportunities arise, were found to be key reasons why impact has been deep despite FGLG's modest resources.

### Influence and innovation

A key benefit of our mature years is a network of participants who have become better connected and promoted. Over the past year, for example, team members in Cameroon, India, Ghana, Malawi and Tanzania have played high-profile roles in national forest governance committees and forums. And the Uganda team led their country's NGO coalition to the UN climate negotiations in South Africa.

But age presents its challenges too. How do we keep our ideas and approaches fresh and relevant? The answer lies in the peer review and group interaction that is a hallmark of FGLG. Our regular international learning events — the most recent in Vietnam in early 2012 — brings the teams together to take stock of progress and plan the way forward. In-country teams also rejuvenate their thinking through public dialogues and collaboration with other groups and individuals.

FGLG recognises that those calling the shots in forestry cannot be relied on to make better decisions. They have to be shown how forests and trees can be sustainably managed for local livelihoods. The year ahead will see the team in Uganda harness public dialogues to help produce a national state of forest governance report; the team in Tanzania make and broadcast new types of film on local forest decision making; and the team in Ghana collaborate with others for a big push on forest tenure change.

We may have a decade under our belt already, but FGLG is not going away any time soon.

# Communities confront the climate challenge

For the world's poorest and most vulnerable communities, the impacts of climate change pose a fast-growing challenge. Millions of people in low-income countries are grappling with changing crop cycles, more frequent floods and droughts, and more extreme weather events. Most have limited resources to deal with the problems. They don't have the insurance or social safety nets that wealthier people might have. And they don't have a political voice to express what they need or want.

How can these communities be supported to better cope and adapt to the impacts of climate change? Conventional approaches focus on a top-down, government planning way of doing things. But the past five years have seen growing momentum among researchers, practitioners, policymakers, donors and local communities alike for an alternative approach known as community-based adaptation (CBA).

CBA is tailored to local cultures and conditions, building on local knowledge and experience of coping with climate variability, from centuries-old floating gardens to newly planted mangrove stands. Above all, CBA is community-led, responding to local needs and priorities and empowering people to plan for and cope with the impacts of climate change.

Ever since CBA emerged as a term, IIED has helped shape what it means, promote shared learning and demonstrate ways to extend its reach.



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CBA6 was a useful metric to see where peer organisations are in relation to conceptualising and addressing adaptation in their work... It was also useful to see where the recommendations emanating from our own research relate to those of the broader community.

**Tom Crowley**  
Trocaire, Ireland



## Clarifying a concept

Some see the growing global interest in climate change as an opportunity to repackage existing development or conservation initiatives as CBA. But – through research, dialogue and diverse publications – IIED has helped focus attention on what CBA really is, and what it is not. Good CBA is as much about 'process' as it is about 'outcomes' and needs genuine bottom-up participation. It also needs time to develop and flexible funding, which does not always fit neatly with the pre-determined calendars, budgets and outputs demanded by many governments and donors.

## Convening learning spaces

To effectively exploit the opportunities, and overcome the obstacles, that come with CBA, a diverse range of stakeholders must work together and build on existing knowledge and practice. From co-founding the Community Based Adaptation Exchange (CBA-X) – a web-based networking platform to share materials and meet peers – to hosting the annual CBA conferences held across the developing world, IIED is convening learning spaces for practitioners, decision makers and local community representatives to learn from each other's experience and expertise.

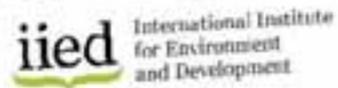
## Scaling up success

Even though CBA initiatives are fast multiplying, most are still small-scale, stand-alone activities. But just because CBA is 'community-based' does not mean that it should operate solely at the community level. It is true that scaling up beyond isolated islands of success to ultimately support the millions affected by climate change remains a major challenge, but IIED's work with the Nepalese government on Local Adaptation Plans of Action over the past few years shows that it can be done, and done well.

### Conference buzz

More than 320 people from 61 different countries attended the sixth conference on community-based adaptation (CBA6) in Hanoi, Vietnam during April 2012. The theme was 'communicating CBA', and the meeting included 'out-of-the-box' sessions on blogging, working with the media, and using games to communicate risk. Participants embraced the communication challenge and created a buzz of stories about communities adapting to climate change. Over the two days, they produced nearly 30 blog posts and nearly 2,000 tweets, as well as broadcasting live daily interviews online and uploading at least 50 other clips to YouTube. Delegates also visited communities across Vietnam to see first-hand what community-based adaptation looks like and hear about opportunities and obstacles from the communities themselves. Of the three projects visited, delegates chose one – a Save the Children project in the north of Vietnam in which children play a key role in disaster preparedness – as the winner of a special US\$5,000 'Solidarity Prize' to support local adaptation efforts.





## IIED embraces social media and has a web facelift

From its earliest years, IIED has used diverse communication channels to share learning and engage policymakers, practitioners and researchers in the search for sustainable development. Now we are embracing new online tools and tactics to reach new audiences and exchange knowledge and experience.

Our founder Barbara Ward was a prolific writer and public speaker, influencing important forums of her day – from global UN summits to media powerhouses such as The Economist. But more than that, Barbara was a networker. She forged relationships across the world – with Mother Teresa, Ernest Bevin, Harold Wilson, Sartaj Aziz, Maurice Strong and many others – wielding the power of personal connections as instruments for change and laying the foundations for the partnerships and collaborative approach that have become a hallmark of IIED's work.

Four decades later, the emergence of the Internet in the 1990s has opened the door for virtual connections and communication with a fast-growing global online audience. Most recently, the rise of social media and mobile technologies has speeded up the rate at which knowledge is shared and relationships developed. Citizens can more easily mobilise behind a common cause. Yemeni activist and blogger Atiaf Alwazir has likened social media and internet access to a fast car: online access didn't start the Arab Spring, but it "made us reach it faster".

Over the past year, we have made much progress in boosting IIED's online presence and providing a platform for others to engage more deeply with our work. We have redesigned our website to be more interactive and easier to use. And we are significantly more active in the blogosphere and other social media channels, including Twitter, YouTube and Facebook.

### New look, new life

Web design guru Steve Krug argues that the best designed and most easy-to-use websites are those that follow the basic ground rule: 'Don't make me think'. The team behind IIED's new-look website – which was launched in April 2012 – took this message to heart.

Our photo 'carousels' provide a site that is visually appealing with a cleaner design. The introduction of easily understood themes that reflect our main areas of work, such as climate change and water, help people find what they are looking for. Our latest content – such as news stories and blogs – and our research and publications are now categorised in this way.

From every page on IIED's new website, users can also now find us on a range of social media platforms, where they can comment on our work and join our network of followers and friends. Website user Julia Hawkins recently left an online comment: "I really like the home page: it's clean and fresh and easy to follow. Congratulations!"



IIED online  
in numbers:  
April 2011 –  
April 2012

1,726

is the number of times  
#CBA6 – the hashtag  
used to identify all CBA6-  
related tweets on twitter  
– was mentioned during  
the conference

4,112

people following @IIED on  
Twitter by April 2012; up  
from 1,706 in August 2011



8 new video  
clips posted  
on IIED's  
YouTube  
channel

137

IIED blogs published

481,625

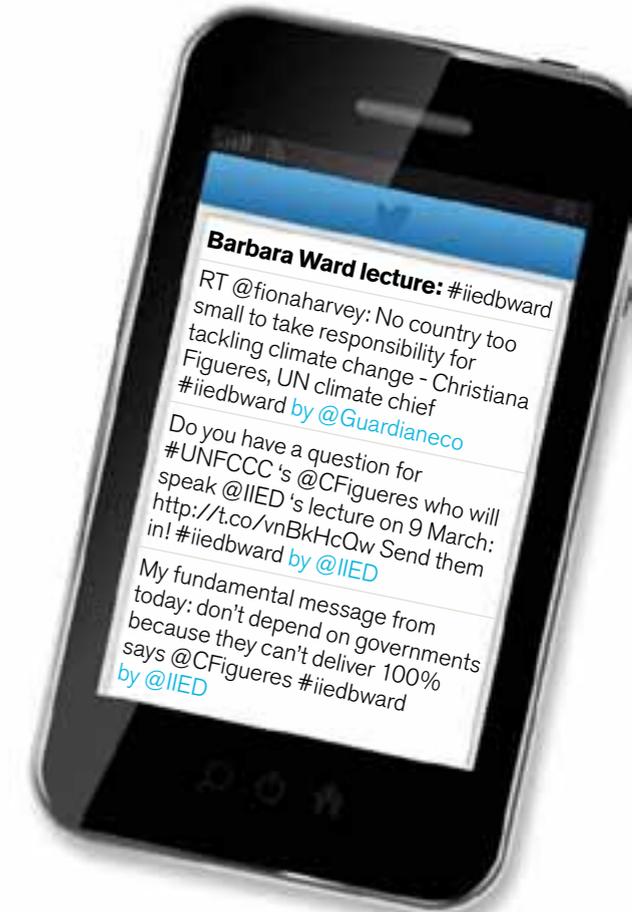
people reached by a  
single @IIED tweet  
of a Care Denmark  
speaker at CBA6

33

IIED staff and  
researchers  
who wrote a  
blog in the  
past year



Hashtags are used on Twitter to identify and group tweets by topic or event. Some of IIED's key events were covered using hashtags by @IIED and others.



**CBA6:** #CBA6

#Food prices to increase by 130-180% in future, #agricultural production on decline says Nidhi Mittal @savechildrenuk #cba6 by @IIED

Nidhi Mittal @Save Children  
Communicating early warnings of natural disasters critical for early action to save lives.  
#CBA6 by @saleemzeal

Climate experts alone will not solve climate change #CBA6 told. Need social capital -- communicators/media/decision makers/ opinion formers by @shanahanmike

#Vietnam forging partnerships with national research institutes, international expertise and donor agencies to improve CC policies #CBA6 by @LuciaMHNass

## Blogs and tweets

Our presence in these social media channels has grown tremendously over the past twelve months. We regularly blog and upload videos to our YouTube channel. We 'tweet' almost every day, including 'live-tweeting' from events such as the 6th Conference on Community Based Adaptation (CBA6, see page 46). And we are also on Facebook and Google+. Last year we published 137 blogs, up 43 per cent from the year before. And by April 2012, we had 4,112 followers on Twitter – an increase of 2,400 followers in just eight months.

But this isn't just a numbers game. What's it all for? With the blogosphere increasingly replacing traditional print media as a source of news and debate, our stronger commitment to blogging is helping us spread the findings of our research more widely.

Our expansion into social media is as much about listening as it is about talking. It is not just about presenting our results: it's about having a conversation. It marks a significant shift from the traditional one-way communication of books, articles or TV and radio broadcasts. But it is a natural step forward for IIED's participatory action and research, which encourages the inclusion of all stakeholders, from local to global, in making decisions and implementing them. Together, our tweets, blogs and videos are helping to capture and weave together lessons learnt in every corner of the world.

We want readers to share their perspectives on the issues at hand and engage in the discussion. And we hope that readers will add their perspective, or challenge our thinking by leaving a comment on the blogs or Facebook or by tweeting us via Twitter. Similarly, when we 'live stream' from key events, we hope people outside the room will follow the debate and contribute their own insights or questions.

IIED is a living repository of sustainable development thinking. Together, we are shining a light on the issues that matter most to people and planet – from sustainable forest management to community-led urban development, and from implementing a green economy to coping with climate change. We will continue to harness the latest online communications tools to ensure that light continues to shine brightly.



## MMSD+10: old blocks, new prospects

When the Mining, Minerals and Sustainable Development (MMSD) project published its final report in 2002, IIED heralded it as "the most ambitious global study of minerals and their role in sustainable development undertaken to date". Today, that statement holds true: no other initiative has attempted to gather evidence or engage stakeholders on these issues to the extent that MMSD did a decade ago.

But the original project aimed to do more than collect data or get people talking: it hoped to catalyse prolonged action to improve the mineral sector's environmental and social performance. It set out an agenda for this, based on cultivating a shared understanding of sustainable development, stronger organisation and management, cooperation, and increased capacity to act.

To what extent has MMSD fulfilled its ambitions? To begin answering this question, IIED carried out a review in early 2012, which included interviewing 36 stakeholders in mining companies, civil society groups, industry and commodity associations, and independent consultants. We asked what progress has been made against the agenda set down by MMSD. We asked what challenges have proved intractable. And we asked what new issues have emerged as key obstacles since 2002.

The review was not intended as an exhaustive evaluation. Rather, it hoped to provide a 'conversation starter' – an initial assessment to help stimulate discussion and debate on the next decade's agenda for a sustainable and responsible mineral industry.

## MMSD triumphs...

Our review suggests that MMSD's 130 research reports have fuelled a deeper understanding of sustainable development across the mining and minerals sector. The sector is also more willing to engage with 'adversaries' than it was a decade ago. MMSD was as much a process as an outcome, and its success in bringing civil society and private sector together has had a lasting impact, with stakeholders on both sides more willing to work together.

Many of the recommendations made by MMSD have been successfully implemented by an umbrella organisation of leading companies, the International Council on Mining and Metals. And a wealth of benchmarks to guide best practice in the sector now exists. But complementary measures proposed for governments, small-scale mining companies and communities have not matched this success.

*"None of the problems have gone away, but the dialogue is much better informed and infinitely more constructive."*

**John Groom**  
Safety and Sustainable Development Adviser,  
Anglo American

*"The incentive structure for civil society has shifted and partnerships with companies are seen as a way to make gains in ways that weren't clear before."*

**Stephen D'Esposito**  
President, RESOLVE



## ...and tribulations

The biggest challenge facing sustainable development in the mining and minerals sector is implementation. Our review shows how despite the emergence of global rules for best practice, many companies still have difficulty in translating them on the ground.

Community development, in particular, remains tricky – both to define and achieve. Most mining companies recognise that community issues are key in securing sustainable and responsible business. But the complexity of social issues at a local level means that many companies still get it wrong.

The other big MMSD priority still posing major challenges is artisanal and small-scale mining. The number of artisanal miners in the world has more than doubled over the past decade. But although some initiatives have tried to create ethical supply chains, much work continues to focus on addressing the sector's problems – such as mercury or conflict diamonds – rather than driving development through, for example, improved market access or technical assistance.

*"[ICMM's] focus will increasingly shift to companies being able to demonstrate implementation progress on material issues."*

**Aidan Davy**  
Director, International Council on Mining and Metals

*"The reality of artisanal mining is a livelihood survival strategy. We need to look at the structural reasons for why the sector isn't working well, not just the negative impacts of mercury use or child labour."*

**Laure Baretto**  
Chair, Alliance for Responsible Mining

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*The past 10 years have been about setting standards, identifying best practices and demonstrating what sustainable development means. The next 10 must be about implementation, and shifting from a 'do no harm' attitude to one that delivers a net positive impact.*

**Abbi Buxton**  
Researcher, IIED

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## What's new?

Those interviewed for our review broadly agreed that there is much in the original MMSD agenda that is still relevant today. But all recognised that the context has changed and that new issues have emerged.

For example, there are many new actors in the sector, including a growing number of influential investors and operators from Brazil, China and India. There are also much greater expectations from communities, who increasingly call for free, prior and informed consent before mining starts. Similarly, the need to engage with human rights issues is rising, due largely to the work of UN Secretary-General's Special Rapporteur, John Ruggie.

Other issues that have risen up the mining and minerals agenda since MMSD include climate change, operations in conflict regions, and, most recently, how to construct the green economy.

## Next steps for IIED

Following our review, we are setting up a new programme of research on mining to inform implementation efforts and ensure that these reflect local priorities and are driven by mining companies the world over. We will particularly focus on three key challenges that are shaping a new agenda for sustainable development in the sector:

1. Artisanal and small-scale miners
2. Community engagement
3. Supply chains



## The rise and rise of participation

Participation is the cornerstone of socially just sustainable development and poverty reduction – and it has remained central to IIED’s work for four decades. In the 1970s, during the ‘green revolution’, it became clear that the boosts to agricultural production not benefiting many of the world’s poorest rural communities that depend on agriculture for their livelihoods. Enabling these communities to participate in planning and implementing their own development became a new priority and IIED played a key role in developing and spreading methods to do just that, including Rapid Rural Appraisal (RRA).

In 1985, RRA pioneers and practitioners across the world – among them IIED’s Gordon Conway and Robert Chambers from the Institute of Development Studies (IDS) – came together at a workshop in Thailand to further explore participatory development and design a range of tools and tactics for implementing it. They called these techniques Participatory Rural Appraisal (PRA), and an international community of practice was born.

“Though RRA was still in 1988 a minority activity looked down on by the mainstream as ‘quick-and-dirty’ and lacking rigour... I do not think any of us had any idea just how imminent so many innovations were, nor how radical they would be, nor how widespread their impacts.”

**Robert Chambers**  
RRA pioneer, IDS, 2004

“Participatory learning and action embodies a set of methodologies, an attitude and a way of working which has finally challenged the traditional top-down process that has characterised so much development work...NGOs, government agencies and research centres have found themselves, usually unexpectedly, listening as much as talking...and changing their perceptions about the kinds of interventions and research needs that are required.”

**Gordon Conway**  
RRA pioneer, 2003



### A voice from the field

Experience and expertise in this new field was evolving quickly – documenting it and sharing it became the task of the IIED-IDS conceived journal for practitioners called *RRA Notes* and, later, *PLA Notes*. Today, the journal – re-christened *Participatory Learning and Action* (PLA) in 2004 – continues to provide a ‘voice from the field’ and a place for practitioners to share their experiences on the ground. An internationally renowned peer-reviewed journal, PLA remains the leading authority on participatory processes, but today we are reaching new audiences, and addressing new challenges such as adaptation to climate change and youth and governance in Africa.

Our latest issue (PLA 65) tackles biodiversity and culture: exploring community protocols, rights and consent. It provides practical guidance for supporting community protocols and free, prior and informed consent, to assist the implementation of the globally agreed Nagoya Protocol on Access to Genetic Resources and Benefit-sharing. Guest-edited by a team of international experts in the field, this issue will be officially launched at the 11th Conference of the Parties of the Convention on Biological Diversity in India in late 2012.

Each issue of PLA is as much a learning process as a product – hosting ‘write shops’ for young authors from low-income countries; linking environment and development communities; and spreading best practice. The journal’s work is supported by another product of IIED-IDS collaboration: the Resource Centres for Participatory Learning and Action (RCPLA) network. Born in 1997, out of South-South sharing workshops and national networks, these resource centres provide relevant literature, link organisations working on participatory processes around the world, and promote regional and national initiatives.



*The [Potato Park] project has been extremely innovative, giving us enormous room to experiment with new ideas and adopt approaches which empowered the communities through power-equalising research.*

**Alejandro Argumedo**  
ANDES, 2012



### Potatoes, parks and protocols

It is not only through PLA that IIED supports participatory approaches. Evidence of mutual learning and collaboration can be found in each of the institute’s research groups. Our action-research on agroecology is one example where, for the past 12 years, we have promoted participatory processes to empower farmers and strengthen local organisations.

It was through participatory approaches that we – in partnership with nongovernmental organisation ANDES – helped establish the Peruvian Potato Park in 2001. Here, six Quechua communities manage natural resources in accordance with customary laws, and community technicians take the lead in designing and facilitating research. Our role is to help build their capacity to continue the work themselves and phase out external support.

Since 2004, we have also worked with ANDES and the six communities to develop and implement a binding intercommunity agreement to protect community rights over traditional knowledge and agrobiodiversity in the park. The agreement establishes new intercommunity decision-making structures and a framework for equitably sharing the benefits from economic activities within the park, including ecotourism and the selling of medicinal plants, potatoes and crafts.

The participatory approaches used in the park have not only built accountable local institutions for sustainable and equitable resource management, they have also created a sense of pride and ownership of the park and strengthened intercommunity cohesion. And they have established a growing revenue base and reversed the loss of agrobiodiversity.

Beyond the borders of the potato park, IIED’s agroecology team has used participatory tools to strengthen resource rights and responsibilities in China, India, Iran, Kenya and Panama.

## Going mainstream: plugging the gap in sustainable development

In 1971, when Barbara Ward founded IIED, the biggest challenge for sustainable development was simply getting governments and intergovernmental organisations to acknowledge the concept and accept that development without proper regard to environmental constraints is both unsustainable and wasteful. Today, on paper at least, this challenge has been largely overcome: the idea and basic principles of sustainable development are now firmly embedded in international policy and widely referenced in the plans of both developed and developing countries.

But moving from rhetoric to practice has proved more difficult. Implementing sustainable development remains hugely difficult for governments, industry and the global community alike; not least because 'environment' and 'development' are often treated as separate issues, handled by distinct institutions that barely communicate. And while finance looms large in development policy, it is largely missing from decisions about environmental management.

Integrating these concerns has never been more urgent: it is the cornerstone to achieving a green economy. The rapid economic growth achieved by many countries over the past two decades has been gained at huge environmental costs caused, for example, by the damming of rivers, consumption of fertilisers and paper, and increasing use of water. The result is that ecological limits are being breached. More than ever, there is a clear need to respond – to 'climate-proof' agriculture and make industry more resource-efficient, for example.



*Concern that environmental conservation and enhancement is seen always as an integral part of the development process is what gives IIED both its name and its raison d'être. An issue central to this concern is the capacity within governments and among the public to comprehend and manage both the dangers and the possibilities which arise in this process of integration.*

1983 Annual Report

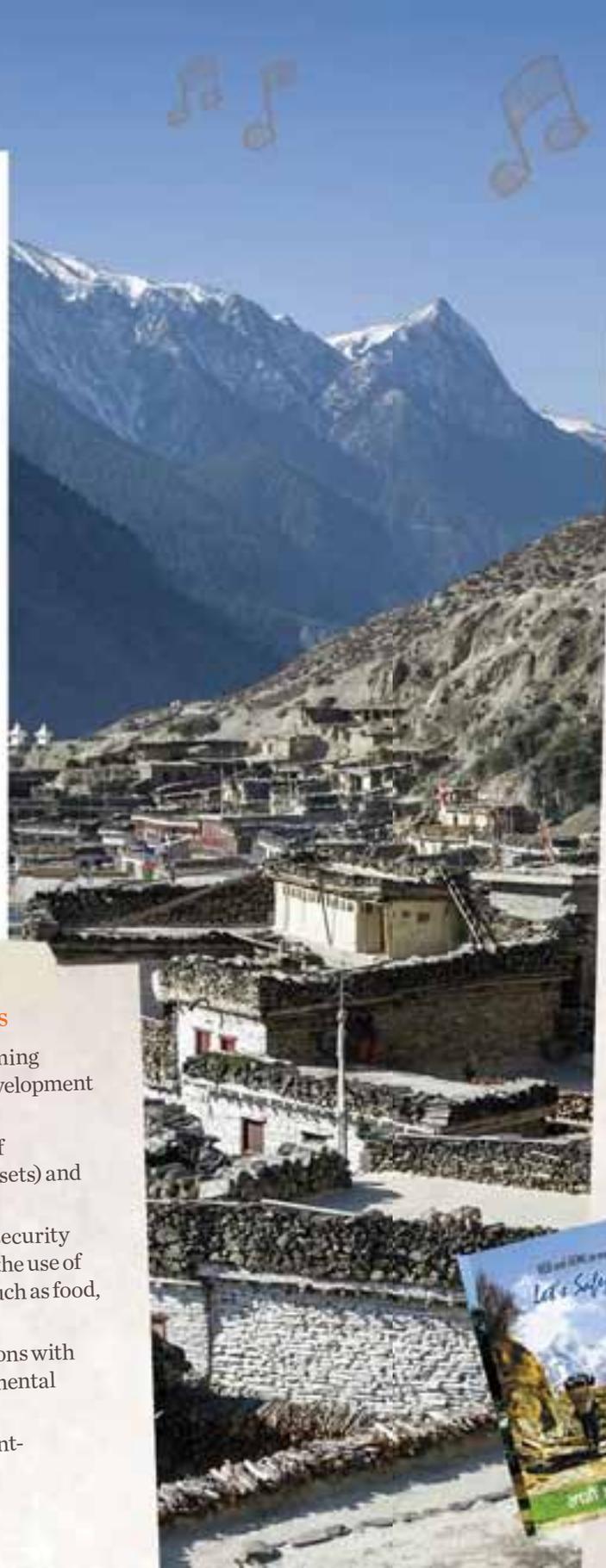


[www.iied.org/ar2012](http://www.iied.org/ar2012)

### Mainstreaming matters

Environmental mainstreaming strengthens sustainable development by delivering:

- a better understanding of environmental goods (assets) and bads (risks);
- higher incomes, health, security and other benefits from the use of environmental assets, such as food, fuel, water and tourism;
- development interventions with fewer negative environmental impacts; and
- empowered environment-development groups.



### Country lessons

Making the necessary changes requires policymakers and planners across government, the private sector and civil society to understand that environmental issues matter, and to integrate environmental concerns effectively with economic and social ones. In short, environment must be 'mainstreamed' into the key decisions and institutions that shape economies and drive development policy, rules, plans, investment and action.

IIED has been working on such environmental mainstreaming for decades. Our latest efforts – a series of in-country activities and dedicated knowledge service – began, in 2008, by trying to capture countries' experience in environmental mainstreaming to date, through surveys and dialogues in ten countries and regions around the world. From these, we synthesised lessons learnt and identified key drivers and constraints, as well as commonly used tools and tactics. Originally published in an influential 2009 report, *The Challenges of Environmental Mainstreaming*, our findings have now been expanded online through our dedicated website [www.environmental-mainstreaming.org](http://www.environmental-mainstreaming.org).

Of course, there is no single recipe for environmental mainstreaming: what works and what doesn't will depend both on local contexts as well as national policy and planning cycles, project design and investment processes. That is why we followed up our initial work by helping – in collaboration with the UNEP/UNDP Poverty

Environment Initiative – to establish 'learning and leadership groups' in specific countries, including Botswana, Malawi, Nepal, Tanzania, Vietnam, Zambia and, most recently, the Philippines. In each case, small groups of national leaders, decision makers and environmental 'champions' have worked informally to examine what environmental mainstreaming means in their country, identify approaches used to date, consider drivers, opportunities and problems, and make recommendations for action.

Our efforts over the past year have focused on Nepal, where we helped our partners – the School of Environmental Management and Science (SchEMS) and the Asian Centre for Environmental Management and Sustainable Development (AEMS) – undertake a thorough review of the country's experience over the past 20 years. Their results fed into a national workshop on environmental mainstreaming, which delivered a package of recommendations to government to help Nepal establish a strong sustainable development foothold for the future. These were captured in our report *Safeguarding the future, securing Shangri-La*, launched by Nepal's Vice President. The group also took an innovative approach to awareness-raising, using a song by the country's top folk singer to carry its key messages to the people.

In all cases, our work has shown that environmental mainstreaming can strengthen sustainable development, particularly in countries where both the economy and peoples' livelihoods depend heavily on natural resources (see Mainstreaming matters).



*The evidence presented by IIED and AEMS in this extremely valuable report makes a compelling case for change and underpins a number of recommendations which will help us all to change the way we perceive the environment, decide on how we manage it, and plan for the future.*

**Parmanand Jha**  
Vice President, Nepal



# The International Year of *Locally Controlled Forests*



Forests are vital to the wellbeing of us all: they protect our soil and water supplies, keep our planet cool and habitable, and house more than 80 per cent of our terrestrial biodiversity. And yet we continue to destroy or degrade them to satisfy our insatiable demands for food, fuel and fibre. Last year, around 12 million hectares of forest were cleared to cater to our growing appetite.

To raise awareness of the need for sustainable management and conservation of forest ecosystems, the UN declared 2011 the 'International Year of Forests'. In doing so, it provided a golden opportunity for promoting the sustainable development of all forests. And throughout the year, IIED used the global focus on forests to press for what we believe has the greatest potential to reduce both emissions and poverty: 'locally controlled forestry'.

“Investing in locally controlled forestry means helping forest-dependent people gain visibility and find a place at the table where the decisions that affect them are made. In practice this can be done by supporting those living in or near the forests to organise themselves through associations and cooperatives, local, national and international.”

**Peter deMarsh**  
Chair, International Family Forestry Association.

“Investing in locally controlled forestry acknowledges the importance of the Indigenous Peoples’ collective attachment to the land, presence of customary institutions, the continued use of the traditional knowledge and the acceptance of subsistence-oriented production.”

**Estebancio Castro Diaz**  
Chair, International Alliance of Indigenous and Tribal Peoples of the Tropical Forests

“Investing in locally controlled forestry is a better solution — it is about Rights, Equity, Democracy and Development (REDD). Change is possible”

**Ghan Shyam Pandey**  
Coordinator, Global Alliance for Community Forestry

## Make it local

Locally controlled forestry is all about putting commercial control of forests into the hands of 'local people' — the indigenous peoples, forest communities and family forest owners that live in or near the forests. These people value forests for more than cash or commodities alone. For many, forests not only mean food, fuelwood and medicine to survive day to day; they also mean clean water, stable soils and a safety net against natural hazards. Forests are often an important source of decent jobs and income. And they underpin a sense of identity and purpose for many local people, begetting a profound connection with nature and a strong sense of responsibility for safeguarding its future.

Because they can hear and see what goes on in the forest, local people are arguably best placed to protect it. And widespread evidence confirms that locally controlled forestry is generally more sustainably and efficiently managed than state or private sector alternatives.

The problem is that too few local people have commercial control over the forests that surround them. Local people have some form of control over just 15 per cent of the world's forests; but rarely enough to protect them from outside interests. Our efforts over the past year — the International Year of 'Locally Controlled' Forests as we dubbed it — were designed to try and redress the balance: to increase awareness of the key role that local people play in maintaining forests and to strengthen their rights and capacity to play that role.

Working closely with the Three Rights Holders Group (G3) and The Forests Dialogue, we helped develop a practical framework for investing in locally controlled forestry (see page 31). And in four key areas, we have striven to integrate this framework — which involves a virtuous circle of enabling investments to secure commercial forest rights, build business skills, foster organisation and broker fair investment deals — into local, national and international policy and practice.



## Governance and partnerships

Through the Forest Governance Learning Group (FGLG), we are helping to get locally controlled forestry on the policymaking table in seven African and three Asian countries (see page 44). In India, group members now sit on key national committees on forests and help shape future forest policies. In Malawi, the FGLG team has helped install locally controlled forest priorities in the national development strategy. And in Ghana, the FGLG team has supported communities to join forces for a stronger voice in national forest forums and tenure reform.

## Forest-linked enterprise

Through Forest Connect — an IIED and FAO co-managed network of institutions in 12 countries — we continue to build the business capacity of small forest enterprises in Africa, Asia and Latin America. Over the past year, we have jointly tested and enriched a toolkit for supporting these enterprises more effectively. Together with partners, we have compiled case studies to show how investing in locally controlled forestry can deliver profitable and sustainable small forest enterprises in a variety of contexts.

## Forest climate strategies

How can schemes to reduce emissions from deforestation and degradation (REDD+) be both cost-effective and pro-poor? An IIED-hosted side event at the 2011 UN climate negotiations in South Africa suggested that the answer lies in investing in locally controlled forestry. The event heard REDD+ policymakers, practitioners and researchers from various low- and middle-income countries emphasise the importance of securing local tenure rights, building the capacity of all stakeholders and establishing tailored safeguards through participatory processes.

## Energy and forests

By 2050, biomass energy is expected to make up a third of the global energy supply mix. How can the rising interest in biomass energy be harnessed to reduce poverty and protect forests? This year we published an IIED-led report, *Bundles of Energy*, to explore the options. The report, which draws on research and dialogue in Europe and Africa, shows how the idea of locally controlled forestry can be used to transform historically inefficient, unsustainable and often illegal fuelwood and charcoal production into a modern, efficient and sustainable renewable energy industry.

## Ensuring an equitable approach to poverty reduction

The past fifteen years have seen gender equity move from the fringe to centre stage in efforts to reduce poverty. Women's inclusion in policy decisions is explicit in national poverty reduction strategies and in the globally agreed Millennium Development Goals. Yet inequalities persist, and poverty and disadvantage have clear gendered dimensions.

Interventions to reduce poverty tend to focus on people's material circumstances. But a gender perspective stretches beyond incomes to include the often heavy burden of unpaid care work, as well as dependency and powerlessness, which can also marginalise young and old, both men and women. Achieving sustainable development requires investment in support of those who carry the burden of these 'invisible' – but essential – activities.

Giving voice to young people, recognising their specific needs and including them in decision making and power structures is just as crucial. A recent issue of IIED journal *Participatory Learning and Action* (PLA), focused on youth and participatory governance in Africa, highlights how young Africans are driving change in innovative ways, challenging the norms that have excluded them by engaging with, and demanding accountability from, those in power. Documenting these changes and reflecting on how and why they have come about is important to establish priorities and initiatives for sustainable development.

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*...economic reforms have intensified demands on women's unpaid work, creating a situation in which increasing the supply of women's labour is a central strategy by which families cope with fundamental economic change. At a basic level, women's employment, paid and unpaid, may be the single most important factor for keeping many households out of poverty.*

**James Heintz**  
Political Economy Research Institute, 2006

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### Targeted research

It is not only through PLA that IIED is documenting and reflecting on the role of gender and generation. In 2010, we established our Gender and Generation Team. One of the team's first tasks was to undertake a series of case studies, through which we examined: the work of federations of urban slum dwellers in India; young people's use of mobility as a way of coping with climate change in Sub-Saharan Africa and Southeast Asia; the strategies of women's associations to ensure access to land and natural resources in West Africa; and the tools used by the Climate Change Media Partnership to strengthen journalists' understanding of the relevance of gender and generation to climate change issues.

This year, researchers across IIED have continued to explore gender and generation within specific contexts. In particular, we have built a gendered understanding of urbanisation and urban poverty (see *Urbanisation, gender and urban poverty*); assessed the role of women in reducing emissions from deforestation; and considered the needs of rural youth in small-scale agriculture.

### Urbanisation, gender and urban poverty

#### A UNFPA briefing in association with IIED

It is true that urbanisation presents women with more job opportunities, greater independence and fewer economic and cultural constraints. But IIED–UNFPA research shows that it does not always result in a fairer distribution of wealth or other advantages, such as rights, political representation or secure assets.

The lack of infrastructure and services available to the urban poor means that daily domestic and care activities – duties that tend to fall to women – take up disproportionate amounts of time and energy. Most poor urban women also engage in activities to boost household incomes, often from a very young age. As a result, women's workload, including paid and non-paid activities, is generally much higher than men's. Such 'time poverty' is a key element of hardship; yet it is often overlooked.

### Joined-up thinking

Although IIED is home to a relatively large body of work on gender and generation, this is split across our different research groups, which means we can suffer from a fragmentation of effort. A key role of the Gender and Generation Team is to foster a more joined-up approach by providing a forum for researchers to share their findings. Through this ongoing peer exchange the team facilitates cross-learning within the institute, and identifies opportunities for a deeper understanding of a gendered and generational approach to research.

There are of course factors beyond gender and generation that determine the roles and responsibilities of individuals and groups, and their ownership of, access to and control over resources. These include ethnicity, sexual orientation and social class. IIED's Gender and Generation Team aims to raise awareness – in IIED and among our partners – of the importance of a more differentiated approach to research and advocacy that considers all these dimensions.

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*We need a more multi-stranded, more nuanced approach to understanding how gender and generation are important dimensions of vulnerability, power and agency. A lot is already going on at IIED and I am looking to the Gender and Generation Team to help weave our work together, make it more visible and show it in all its colours and textures.*

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**Camilla Toulmin**  
Director, IIED, 2011



## Moving with the times

When IIED first set up its London home nearly four decades ago, it had just six members of staff. Initially the office was housed in the flat of the institute's vice president, David Runnalls, but soon moved into Mortimer Street. Continued growth in staff and activity over the next decade sparked two more office moves – first to Percy Street in 1977 and then to Endsleigh Street in 1984.

On 12 September 2011, as our staff numbers reached a record 100, IIED moved again: our new London home can be found at 80–86 Gray's Inn Road.

Percy Street



Endsleigh Street



Gray's Inn Road

### The vision

The decision to leave our home of 27 years was not taken lightly: it was the result of much deliberation and consultation with trustees and staff. The move was largely driven by practical needs: we had outgrown our building. Indeed, some of our staff were having to work in an off-site annex and the move offered a way of getting us all back together to work more effectively and efficiently as a team.

The decision also represented a move towards the future. We wanted to build on our traditional values of experience and rigour in research. And we recognised the need to update the ways in which we work with colleagues and partners by embracing new technologies and shared spaces for learning.

Through the move to Gray's Inn Road (GIR), we hoped to provide a more flexible space where we could both deliver on research excellence and engage more effectively in collaborative, cross-disciplinary work. We had a vision of a dynamic, exciting office, where our staff could embrace new ways of working across a wide range of spaces – formal and informal, quiet and noisy – to share knowledge and experience. We wanted to improve our facilities for hosting partners and colleagues. And in all of this, we hoped to boost the environmental credentials of a 1950s building.



*I like to think of the Gray's Inn Road office as a commons and that all of its inhabitants have an obligation to manage it cooperatively. This is one of the fundamental notions underlying sustainable development, and that's what IIED is all about.*

Linda Siegele  
Lawyer and PhD student, London



### The reality

To help turn our vision into reality, we established eight guiding principles (see Guiding principles for GIR). These same principles form the basis for our continuous evaluation of the move.

We have been in GIR for less than a year. But early indicators suggest that we have made significant gains in all areas.

Both staff and visitors agree that the design of the building – and how we work in it – presents a welcoming environment. In a survey undertaken 100 days after the move, one member of staff reported: "Visitors have been unanimous in their praise for the new building. Many have expressed jealousy. Those who also saw Endsleigh Street say the new building is a great improvement."

GIR has not only provided a welcoming space for visitors, but has also enabled us to better engage key external stakeholders. We have already hosted workshops, lectures, meetings and receptions at the new offices – enriching our work as well as helping us to get key messages across to a wider audience.

It's not just outsiders that are benefitting from the move: the variety of spaces available in GIR, combined with a comprehensive IT strategy, is supporting staff to work more flexibly, both within the building and abroad. The building's cubbies, meeting rooms, auditorium and café/club enable staff and guests to change their environment to fit the nature of each day's work. And new communications software and an intranet have improved connectivity, sparked more internal interaction and enabled more collaborative working.

That the move has made a positive impact on the 'IIED family' of people is already clear. Whether it has made a similarly positive impact on the environment is not yet fully known. With two PhD students from Cambridge University and our architects, Penoyre and Prasad, we are carrying out a post occupancy study of the building to explore the extent to which our move has changed our environmental impact, and to identify how we can make further improvements.

## Guiding principles for GIR

- 1 Be welcoming
- 2 Look ahead
- 3 Pursue responsible operations and reduce our carbon footprint
- 4 Use space efficiently
- 5 Enable flexible working
- 6 Engage partners and external stakeholders
- 7 Be fair and equitable
- 8 Promote learning and improvement



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*To those of us from developing countries who look to IIED as an important partner and voice, [the move] is very good news in the hope and knowledge that it will continue to enhance the good work you are already doing in different parts of the world.*

**Jo Omondi**  
PhD student, Kenya

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**And the survey says...**

“[The thing I like most about GIR is] the more inclusive nature of the building. I feel that the rate at which I got to know people at IIED tripled immediately when we moved.”

“[Hot-desking is] great! Really quick and easy to get set up — just a case of docking my laptop. And it was really enjoyable to sit with a different team for the afternoon.”

“I love the fact that with the new building we see more of other colleagues and this improves the sense of belonging/being part of the institute.”

Quotes from the 100-day staff survey



# Catalysing change

A well-told story has the power to educate, inspire and galvanise both policymakers and the public for action towards sustainable development. And as storytellers, journalists can help build understanding of, and stimulate crucial public debate over, controversial issues – from climate change or urbanisation to land rights or business practices.

But it's not always easy being an environmental journalist. In many developing countries, environment is not seen as a prestigious beat, and is usually assigned to young and inexperienced journalists, who must cover diverse issues ranging from health to agriculture. They have neither the time nor budget to fully research stories, and often lack technical knowledge. Many of their editors simply aren't interested in the issues, or are influenced by vested interests; securing column inches for a story about environment and development is no easy task.

IIED has long striven to empower journalists to report more accurately and frequently on key issues for sustainable development. Today, we support journalists in Africa, Asia and Latin America by: improving their scientific knowledge and writing skills through training; helping them link their understanding about global policy with local realities through travel fellowships; and providing assignments to give them the experience of reporting on some of the issues that matter most within their own countries.

*Informed press coverage and comment is critical in stimulating or determining the outcome of environment and development initiatives.*

*Mark Edwards, Earthscan (1982)*



## Ramesh Prasad Bhushal

### GFP journalist programme

Ramesh Prasad Bhushal is an environmental journalist in Nepal, where he works as Principal Correspondent for *The Himalayan Times*. He has reported on many environmental issues, including forests, water and climate change; and in 2010 received the Media in Conservation Award from World Wildlife Fund Nepal. Ramesh has also worked as a reporter/producer at the Nepal Ujjalo National Network – the country's largest network of FM radio stations. He has taught mountain environment at Tribhuvan University in Kathmandu.

Last year, when I heard that Growing Forest Partnerships (GFP) was looking for an in-country journalist to report on forest issues in Nepal, I jumped at the opportunity. Working in a newsroom with limited resources for environmental journalism, I don't always get to cover the stories I want. I saw joining the GFP journalist programme first as a chance to report on a topic close to my heart. But it proved to be more than that: it became a platform for learning about clashes between government and community, and seeing first-hand how these can be resolved.

*I gained insight into different perspectives on community forestry and was able to air key aspects of the debate.*

In Nepal, forests are not only rich in biodiversity; they also underpin the livelihoods of millions of people. In this small country there are nearly 18,000 groups of local community members managing more than 1.6 million hectares of forest. Combined, these community-based efforts are helping to improve ecological conditions in Nepal's forests and reverse deforestation.

But as community control has increased over the past two decades, the rift between government agencies and local communities has widened. It was to bridge this growing gap that GFP organised a series of multi-stakeholder discussions, named 'Ban Chautari' (Forest Platform). By participating in these events as the initiative's in-country journalist, I gained insight into different perspectives on community forestry and was able to air key aspects of the debate.

Throughout the year-long programme, I wrote on various issues – from how communities have battled two government-imposed conservation areas to the story of one woman's journey from bonded labourer to chair of Nepal's parliamentary committee on Natural Resources and Means. Not only have I gained practical experience in the environmental journalism that is my bread and butter, I have also learnt about the value of dialogue and partnership among stakeholders in promoting a better approach to forest management in my country.

# 4



*I received the most prestigious environmental award in China, in part because of my work covering UN conferences as a CCMP fellow.*

## Sun Yu

### Climate Change Media Partnership

Sun Yu is an award-winning journalist based in Beijing, China. She has 19 years' experience writing about big environmental issues, including climate change. In 1997, she covered the UN climate conference in Kyoto; ten years later she covered the same meeting in Bali. With an academic background in environmental sciences and natural resource management, Yu is currently the chief reporter for *Environmental Protection* magazine in Beijing.

In 1997, I spent an unforgettable time covering the landmark UN climate conference in Kyoto. It marked the start of my climate reporting journey. At a seminar in Beijing in 2007, I met someone from the Internews Beijing office who told me about a new initiative led by IIED, Internews and Panos – the Climate Change Media Partnership (CCMP) – which was offering journalists the chance to travel to Bali to cover that year's UN climate negotiations. That set the wheels in motion for my climate reporting journey to take on a whole new speed.

I attended the summit through CCMP support, where I also had access to training, field visits and interview sessions with climate change experts and negotiators. In 2009, a second CCMP fellowship took me to the UN climate conference, this time in Copenhagen.

Through the CCMP, many reporters from developing countries are getting a chance to cover important international conferences and events, which are fantastic first-hand experiences. The growing CCMP network also offers a valuable source of information and shared learning – both of which help strengthen my own stories.

Indeed, being a CCMP fellow contributes in many ways to my work as a journalist. It opens a new window for me. After returning from the Copenhagen climate change conference, I was selected as Person of the Week by Internews China. I was invited by Sohu.com as an observer of the COP 17 climate change conference in Durban. And on the 2012 Earth Day, I was awarded the China Environmental Prize by the Ministry of Environmental Protection and more than ten other state institutions. This last prize is the most prestigious environmental award in China, and I received it in part because of my work covering UN conferences as a CCMP fellow.

I believe that through the CCMP, the voices of the media in the global South can get ever louder, and the problems of climate injustice can be better exposed.



## Busani Bafana

### Inter Press Africa

Busani Bafana is a journalist in Zimbabwe, where he writes on environment and development issues with a special interest in agriculture. Based in Bulawayo, Busani regularly writes for the news agency Inter Press Africa as well as various other print and online media. Over his 10-year career, Busani has won many awards, including the CGIAR Award for Excellence in Agricultural Science Journalism, the IUCN Environmental Reporting Award and the UNEP Ozone Africa Media Award.

My first real contact with IIED was in the summer of 2008. I had already started writing for Inter Press Africa and was just back from a conference in Malawi on food security, where the impacts of climate change on agriculture had featured high on the agenda. Climate change was a topic that I frankly did not understand – but after Malawi I knew I would have to come to grips with it if I wanted my writing to be both accurate and appropriate. Where could I go for quick facts and relevant information? It was then that I remembered that IIED had sent me some press releases about climate change. I got in touch with the institute's press officer, Mike Shanahan, who put me on to researchers who were ready and able to explain the issues clearly and concisely.

These days, I regularly contact IIED for both background information and relevant quotes on a range of issues from climate change to agriculture. The institute is a gold mine of accessible researchers, on just about every environment-development topic. For a reporter like me, who often works to very short deadlines, these contacts are invaluable.

But talking to the IIED team does not only fill an immediate need – our conversations spark new ideas and more meaningful scrutiny of the issues I cover, helping me add analysis and depth to my writing. My coverage of the UN climate talks in Durban last year, and my recent story on climate change adaptation financing both benefited from the insights of IIED experts.

Looking to the years ahead, I would like to see IIED play a stronger role in helping to build a critical mass of journalists in Africa that can cover environmental topics more consistently. Key to this will be enabling scientists and journalists to better use online platforms for fruitful engagement: the future lies in collaboration.

*IIED is a gold mine of accessible researchers, on just about every environment-development topic*

# Inside IIED

## Staff

### Director

Camilla Toulmin

### Senior fellows

Barry Dalal-Clayton  
Saleem Huq  
David Satterthwaite

### Climate Change

Simon Anderson, *Group head*  
Achala Abeyasinghe  
Jessica Ayers  
Hohit Gebreegziabher  
Beth Henriette  
Ced Hesse  
Nanki Kaur  
Hannah Reid (left 2011)  
Corinne Schoch  
Marika Weinhardt  
(joined 2011)  
Geoff Wells (joined 2011)

### Human Settlements

Diana Mitlin, *Group head*  
Cecilia Tacoli, *Group head*  
Jane Bicknell  
Hannah Bywaters  
(joined 2012)  
David Dodman  
Gordon McGranahan  
Martin Mulenga  
Steph Ray  
Candice Sly (left 2011)

### Natural Resources

James Mayers, *Group head*  
Barbara Adolph (joined 2012)  
Nicole Armitage  
Holly Ashley

Lila Buckley  
Lorenzo Cotula  
Alessandra Giuliani  
(joined 2011)  
Marie Jaecy  
Nicole Kenton  
Duncan Macqueen  
Angela Milligan  
Elaine Morrison  
Isilda Nhantumbo  
Michel Pimbert  
Grazia Piras  
Emily Polack  
Christele Riou  
Fiona Roberts (joined 2012)  
Lucile Robinson  
Dilys Roe  
Leianne Rolvington  
Jamie Skinner  
Krystyna Swiderska  
Khanh Tran-Thanh

### Sustainable Markets

Steve Bass, *Group head*  
Tom Birch (left 2011)  
Emma Blackmore (left 2011)  
Abbi Buxton  
Muyeye Chambwera  
Ethel Del Pozo-Vergnes  
Ben Garside  
Maryanne Grieg-Gran  
Laura Jenks (joined 2011)  
Kate Lee  
Rodney Lunduka (joined 2012)  
Essam Mohammed  
Ina Porras Borloz  
Frances Reynolds  
Bill Vorley  
Emma Wilson

### Green Economy Coalition

Emily Benson (joined 2011)

### Communications

Liz Carlile, *Director of communications*  
Soti Coker  
Teresa Corcoran  
Suzanne Fisher (joined 2011)  
Sian Lewis  
Vanessa McLeod  
Kate Munro  
Ros Portman  
Danny Rozario (left 2011)  
David Sankar  
Mike Shanahan  
Kate Wilson (joined 2011)

### Core

Chris Wilde, *Finance director*  
Caroline Adebajo  
Abi Alabede  
Giles Anyiamuka  
Brian Barban  
Laurel Devins (joined 2011)  
Neil Hedgecock  
Ben Jonah (joined 2012)  
Debra Spencer  
Michelle Tsoi  
Nick Greenwood, *Head of human resources*  
Jess Ashford  
Donatella Gnisci  
Caroline Johnston  
Andrew Archer, *Head of IT services*  
Paul Granger  
Debola Ogunnowo

### Liz Aspden, Executive assistant

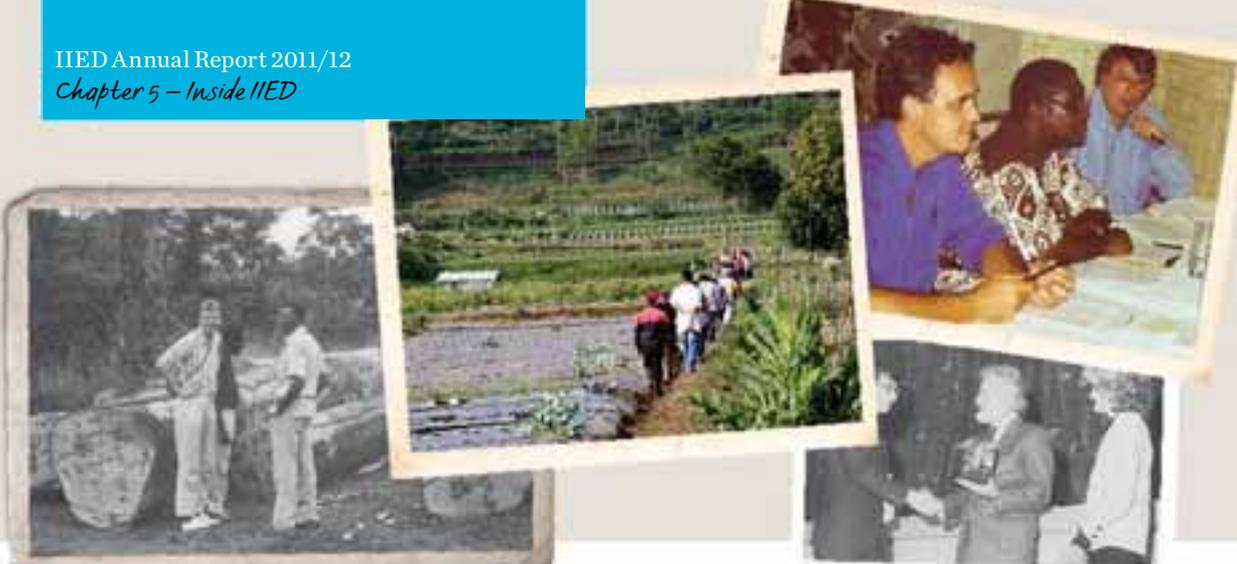
Steph Bramwell  
Karen Hartley  
Leda Hodgson  
Charlotte Forfieh

### Partnerships

Tom Bigg, *Head of partnerships*  
Catherine Baker  
Alastair Bradstock  
Lucie Fry  
Kate Lines  
Buffy Price

### International Fellows

Florencia Almansi, Argentina  
Cynthia Brenda Awuor, Kenya  
Hernán Blanco, Chile  
Chris Busiinge, Uganda  
Celine d'Cruz, India  
Jiří Dušík, Czech Republic  
Taghi Farvar, Iran  
Yarri Kamara, Sierra Leone/  
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## Donors

IIED is grateful to the  
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Agence Française de  
Développement, France

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Department for Environment,  
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Swedish International  
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African Development Bank

European Commission

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Organisation for Economic  
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UN Environment Programme

UN Food and Agriculture  
Organisation

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UN Population Fund

UN Development Programme

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Foundation, USA

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The Christensen Fund, USA

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Tides Foundation, USA

Tufts University, USA

University College London, UK

Worldwide Fund for Nature, UK

### Corporate

Price Waterhouse Coopers Service

# Financial summary

## Report by the trustees on the Summarised Financial Statements

The above summarised financial statements are extracted from the full statutory trustees' annual report and financial statements which were approved by the trustees and signed on their behalf on 25th July 2012. The full financial statements, on which the auditors Crowe Clark Whitehill LLP gave an unqualified audit report on 25th July 2012, have been submitted to the Charity Commission and to the Registrar of Companies on 5th September 2012.

The auditors 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 2012.

These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full statutory trustees report, financial statements and auditors' report may be obtained from the company's offices.

## 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 75.

## 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

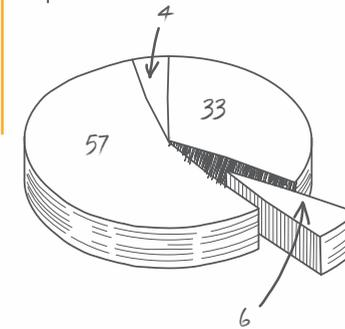
In our opinion the summary financial statement is consistent with the full annual financial statements of International Institute for Environment and Development for the year ended 31 March 2012 and complies with the applicable requirements of section 427 of the Companies Act 2006, and the regulations made thereunder.

**Crowe Clark Whitehill LLP**  
Statutory Auditor  
London

### Income by donor type

2011/12 (Total £17M)

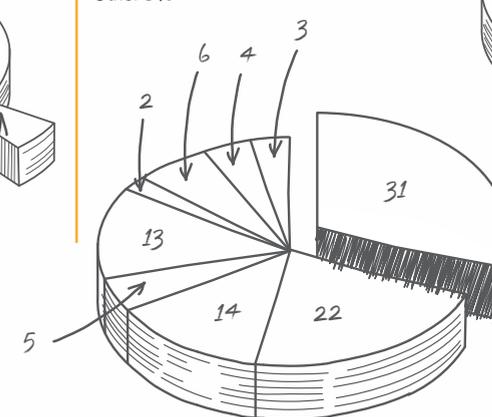
Government and government agencies **33%**  
International and multilateral agencies **6%**  
Foundations and NGOs **57%**  
Corporate **4%**



### Expenditure by group

2011/12 (Total £17.6M)

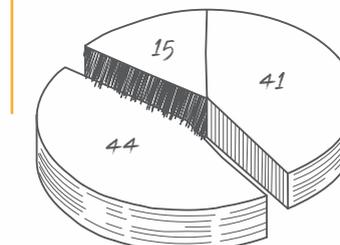
Grant management **31%**  
Natural resources **22%**  
Sustainable markets **14%**  
Human settlements **5%**  
Climate change **13%**  
Governance **2%**  
Partnerships and development **6%**  
Communications and publications **4%**  
Other **3%**



### Expenditure by type

2011/12 (Total £17.6M)

Programme costs **41%**  
Collaborating entities **44%**  
Support costs **15%**



Income and expenditure	Unrestricted funds		Restricted funds Core activities	Restricted funds Grant management	IIED total	
	General	Designated			2011/12	2010/11
	£	£	£	£	£	£
<b>Incoming Resources</b>						
<i>Incoming resources from generated funds</i>						
Voluntary income	1,280	–	20,000	–	21,280	6,853
Investment income	27,454	–	(1,673)	2,537	28,318	58,883
	28,734	–	18,327	2,537	49,598	65,736
<i>Incoming resources from charitable activities</i>						
Commissioned studies and research	(5,323)	60,573	11,348,706	5,541,338	16,945,294	19,597,115
Publications	3,370	–	10,184	–	13,554	29,647
	(1,953)	60,573	11,358,890	5,541,338	16,958,848	19,626,762
<i>Other incoming resources</i>	24,042	–	11,445	–	35,487	3,690
<b>Total incoming resources</b>	50,823	60,573	11,388,662	5,543,875	17,043,933	19,696,188
<b>Resources expended</b>						
<i>Charitable activities</i>						
Commissioned studies and research	122,582	71,529	11,559,229	5,557,191	17,310,531	19,503,065
Publications	3,372	–	219,080	–	222,452	301,893
<i>Governance costs</i>	113,830	–	–	–	113,830	124,666
<b>Total resources expended</b>	239,784	71,529	11,778,309	5,557,191	17,646,813	19,929,624
<b>Net income/(expenditure) for the year before transfers</b>	(188,961)	(10,956)	(389,647)	(13,316)	(602,880)	(233,436)
Transfers between funds	206,718	(609,681)	389,647	13,316	–	–
<b>Net movement in funds</b>	17,757	(620,637)	–	–	(602,880)	(233,436)
Funds brought forward at 1 April 2011	2,253,230	1,071,510	–	–	3,324,740	3,558,176
Funds carried forward at 31 March 2012	2,270,987	450,873	–	–	2,721,860	3,324,740

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

## How to contact us

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