



BUILDING BRIDGES

for sustainable development

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Designed and produced by wearetangerine.co.uk



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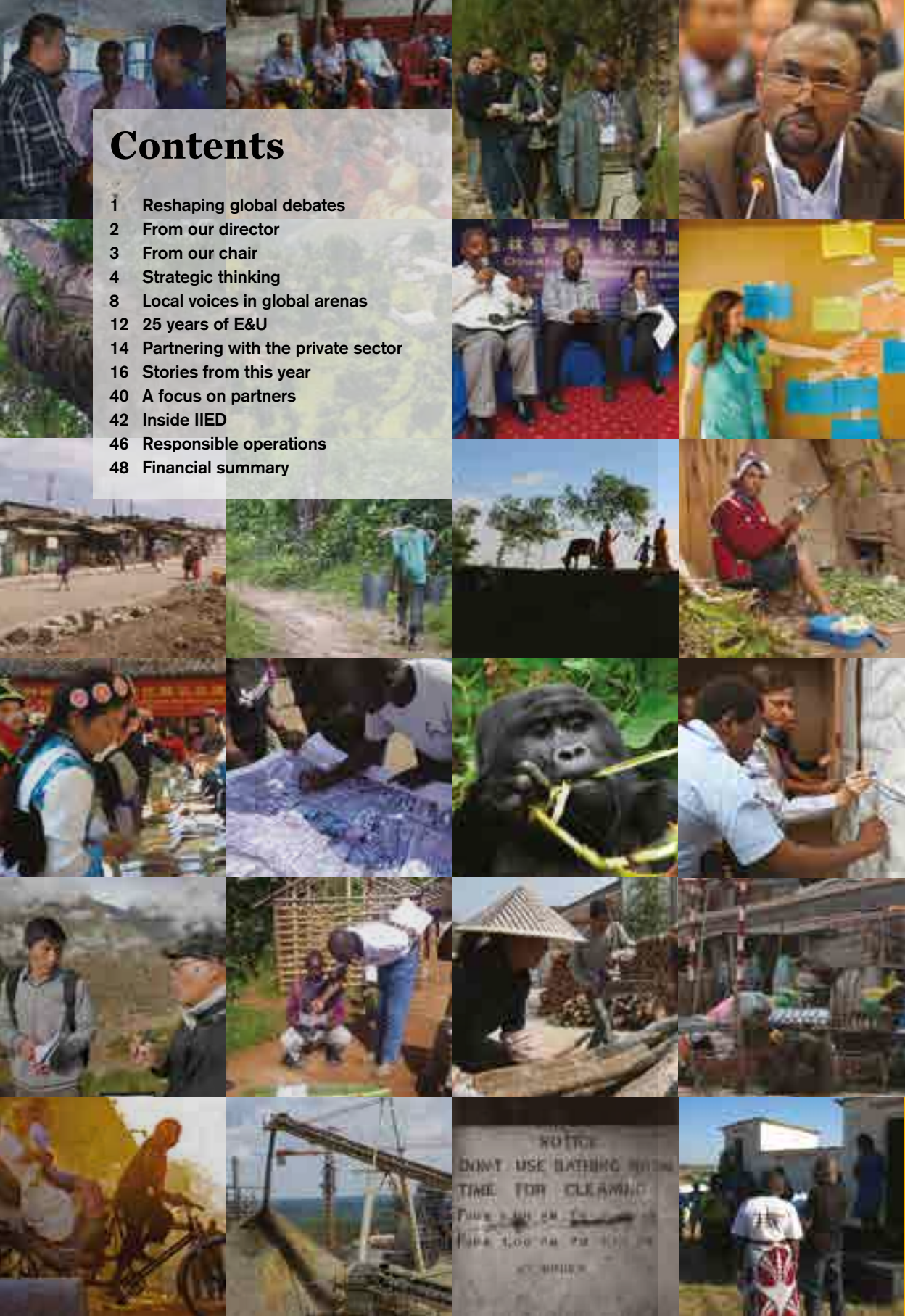
Annual Report
2013/14

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IIED in brief

A miniguide
to the 2013/14
IIED Annual
Report



Our mission

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

About us

IIED is a policy and action research organisation. We promote sustainable development to improve livelihoods and protect the environments on which these livelihoods are built. We specialise in linking local priorities to global challenges. IIED is based in London and works in Africa, Asia, Latin America, the Middle East and the Pacific, with some of the world's most vulnerable people. We work with them to strengthen their voice in the decision-making arenas that affect them — from village councils to international conventions.

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

Our values

Collaboration

IIED believes in collaborating with a wide range of partners and always working inclusively with them.

Impact

IIED believes in making an impact by enabling solutions that are flexible and adaptable to local realities.

Fairness

IIED believes in fair development policies and practices that benefit the many, not the few.



Our goals

Tackle
the 'resource
squeeze'

Fair and
equitable solutions
to climate
change

Help build
cities that work
for people and
planet

Shape
sustainable
markets

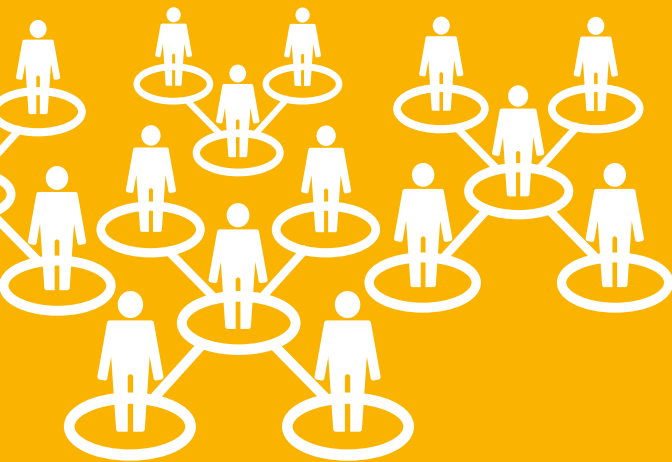
Over the past year, IIED has developed a new five-year strategy. Looking ahead, our four core goals will be complemented by four cross-cutting change initiatives that aim to shift policy and practice towards more equitable and sustainable development (see page 6).

For more information on our four goals see
www.iied.org/our-work

Our partners

Our partners are a key part of our identity and include NGOs, academia, governments, community groups and international organisations.

In all, we have lasting partnerships with local individuals, communities and organisations in more than 60 countries. These partnerships are built on mutual learning, trust, and shared goals and objectives. Together, IIED and partners are working to influence national and international policy so that it better reflects the interests and agendas of poorer communities and countries.



Our partnerships usually fall into one of five categories:

- 1. Research and action partnerships**
These are based on collaborative research to tackle one of our four goals, and cover a wide range of individuals and organisations.
- 2. 'Ideas' partnerships**
These focus on analysis and co-production of knowledge, and include our visiting fellows, academics and consultants with an ongoing relationship with IIED.
- 3. Sharing and learning partnerships**
These often take the form of a closed network or group with a shared learning agenda, and sometimes focus on capacity building and advocacy.
- 4. Advocacy partnerships**
These aim to influence policy on key sustainable development issues by developing and disseminating advocacy messages; they include our joint work with think tanks, international agencies and NGOs.
- 5. Organisational partnerships**
These contribute directly to our strategic planning, programming and outreach, and include our international fellows.

For more information on the partners who appear in this year's annual report, see page 40.



A quick look at this year's project reports

Linking conservation with development *p18*

Some of the world's most biodiverse areas are home to the poorest communities. Global conventions recognise the need to promote conservation alongside poverty alleviation. But making the link in practice remains difficult. The IIED-coordinated Poverty and Conservation Learning Group (PCLG) is promoting change, using collaborative research, communications and advocacy to protect great apes and boost local livelihoods simultaneously.

A special envoy for climate *p20*

In 2013, Pa Ousman Jarju became the first, and only, Special Climate Envoy to represent one of the 48 Least Developed Countries. We support Jarju's work to advocate for the most vulnerable through legal, technical and strategic advice, including expert opinions, briefing papers and mission logistics.

Bridging research and policy for cities *p21*

As a regional partner in the Asian Cities Climate Change Resilience Network, IIED helps link city-level plans and initiatives with evidence gathered by local researchers. A recent workshop in Vietnam asked how this evidence can be used to provoke debate, raise awareness and influence action and policy.

Sanitation solutions *p22*

As part of a shift away from traditional urban development practices, we work with local and international partners to address urban poverty by co-producing basic services. A recent success was the construction in Chinhoyi, Zimbabwe, of 150 water-free 'eco-san' toilets and three borehole wells for more than 200 families.

Forest and farm facility *p24*

In the scramble for land and resources, local forest and farm producers face competition and exclusion from the debate. The Forest and Farm Facility channels support directly to producer groups to build their capacity for business and policy engagement, and link local voices and learning to global arenas.

Taking the green economy mainstream *p26*

It's been five years since IIED joined a handful of global organisations to establish the Green Economy Coalition (GEC). Now in its third strategic phase, the coalition is undertaking a range of activities to document real-world solutions, help smaller businesses move to greener business models, identify the core elements of a green and equitable financial system, and find ways to account for natural capital.

Mining matters *p28*

The mining sector is dominated by large, powerful companies; the voices of affected communities tend to go unheard. Last year, IIED and partners supported a survey in Zambia to bring local perspectives to the fore. Companies and NGOs alike agree that this type of 'attitudinal' research can help bridge entrenched positions and secure a solid social licence to operate.

Amplifying voices from the field p29

China's investment in African development is on the rise and yet the Chinese public remain little aware of its country's overseas activities and their impact on natural resources. In part, this is due to a lack of media coverage in the country. To help increase public awareness of the growing China-Africa links, IIED sponsored five Chinese journalists to investigate sustainable development challenges in Africa and China's role as a leading consumer on the continent.

Bridging China and Africa for forestry p30

Our China-Africa Forest Governance Learning Platform works to fill information gaps between African and Chinese policymakers, researchers and practitioners. Launched in May 2013, the platform has already helped African and foreign forest experts engage in the development of a Chinese policy tool.

Locally led land tools p32

Our three-year Securing Land Rights in West Africa initiative used action research in Ghana and Mali to record and develop evolving local practices in strengthening land rights. Inclusivity and incorporating conflict mitigation and resolution into every step proved critical in turning local innovations into long-term legal solutions.

Joint action for food safety p34

Around one billion people across the world live in city slums, where a raft of environmental hazards endangers food safety. Supported by IIED, federations of the urban poor in Kenya and Ghana are working together to tackle the problem. Their community-led balloon mapping approach is identifying food safety threats and their impact within informal settlements.

Informal economies in the spotlight p35

Informal economic activity is hard to measure. As governments explore how to make green growth more inclusive, IIED sees an urgent need for robust research into the relationship between 'greening' and informal economies. Publication of a discussion paper marks the start of our search for solid evidence to inform inclusive greening.

A centre of excellence p36

At the Independent University in Bangladesh, the International Centre for Climate Change and Development — co-founded by IIED in 2011 — is proving to be a hothouse for collaboration. More than 400 people from 40 countries have attended a course at the centre. Alumni include policymakers, practitioners and academics, and many go on to establish joint projects for building resilience, and adapting, to climate change.

Linking researchers and farmers for climate resilience p38

Crop diversity, innovation and traditional knowledge are crucial to growing food in a changing climate. Our Smallholder Innovation for Resilience (SIFOR) programme helps protect these resources by connecting farmers with scientists and creating new farmer alliances for exchanging knowledge and seeds.



Reshaping global debates

At IIED, we have a vision of a fairer more sustainable world in which poverty is eradicated, gross inequalities levelled, and we invest in rebuilding the environmental systems on which we all depend. How can this vision be turned into reality? Over the past twelve months, in our preparations for a new five-year strategy, we have been asking ourselves this question more than ever.

Universal commitment to sustainable development is imperative. Global agreements — on sustainable development goals, climate change and biodiversity among other issues — can help garner promises for change. But they too often fail to make a real difference on the ground; not least because they tend to be driven by elites from the top down, drawing only on a narrow range of privileged perspectives.

Global goals will only be achieved by building on strong local institutions and processes. We know that involving intended beneficiaries and implementers in decision making makes action more effective and feasible. Local communities and organisations have so much to offer to sustainable development pathways, given the wealth of grassroots innovations that have been developed at this level.

We need a new form of global debate: one that is built from the bottom up and is both knowledge-based and inclusive. That means listening to a diversity of perspectives and credible research from all quarters — big and small businesses, local governments, NGOs and communities.

With a strong track record in co-generating evidence at the grassroots, and brokering relationships across multiple sectors, IIED is well equipped to help generate progress and bring us one step closer to our vision.





From our director

To build a bridge you need both practical skills and a sense of vision and hope. Well made, bridges link people who are otherwise cut off from each other, and create connections that can endure over generations. From San Francisco's Golden Gate to Mostar's mediaeval arch, some of the world's most iconic monuments are bridges.

IIED has been building bridges for decades. In place of brick and mortar we use trust, influence and evidence grounded in local context. We connect different groups so that they can understand each other better and find the common ground needed to jointly secure sustainable development.

As this year's annual report shows, the connections we make span space, time and scale. We bridge regions — for example, by bringing Chinese and African forest experts and policymakers together to improve forest governance. We bridge scales, getting the voices from fields and slums heard by international agencies. And we bridge time: this year we made the transition from our last five year strategy to our next five year plan; and in all our work we strive to ensure durability by working through the long-term consequences of choices made today.

Building bridges is central to achieving our mission. It is what allows us to reconcile differences and resolve conflicts between public and private sectors, competitive and collaborative methods, and head and heart — connecting rational, evidence-based approaches with those based on values and beliefs. To build a bridge we must thoroughly understand the overall goal, use appropriate materials, plan each step of the way, and take the time to get it right. It requires a combination of practical expertise and ambition. Our first attempt may not work, but that doesn't mean we should give up; rather, we must simply re-think, re-shape and try again. At IIED, we'll keep on building bridges to achieve a fairer more sustainable future.

Camilla Toulmin



From our chair

'Building bridges' is the theme of this Annual Report, and our activities this year provide a good example of this. IIED has concluded a successful five-year strategic plan and has been preparing for the next stage, 'Engaging for Change'. As an institute we focus on bridging worlds, and feeding experience and findings from the ground into global debates.

At the same time, for me this is also a bridging year: after six enjoyable and stimulating years chairing IIED's Board of Trustees, I am handing this role over to Rebeca Grynspan.

I would like to pay tribute to my fellow board members who have contributed so much to the institute's effectiveness and to IIED's committed staff and partner networks. I look forward to keeping in touch.



Maureen O'Neil –
outgoing chair

Introducing Rebeca Grynspan

Rebeca Grynspan, the new chair of our board of trustees, is a former UN Under-Secretary-General and Associate Administrator of the UN Development Programme. She was Vice-President of Costa Rica between 1994 and 1998. And in February 2014, she was elected to serve as the new Secretary-General of the Ibero-American Secretariat.



I am honoured to chair IIED's Board of Trustees. IIED is one of the world's leading policy research organisations and its work on bridging environment and development at different policy levels has been for decades at the forefront of the international debate on sustainable development. Now that we are about to build a new agenda for 2015 onwards, research, advice and advocacy on sustainable development with a bottom-up approach and involving different stakeholders are more needed than ever, and IIED is no doubt one of the most respected partners for this endeavour.

Rebeca Grynspan

Strategic thinking: reflecting on the past and planning for the future

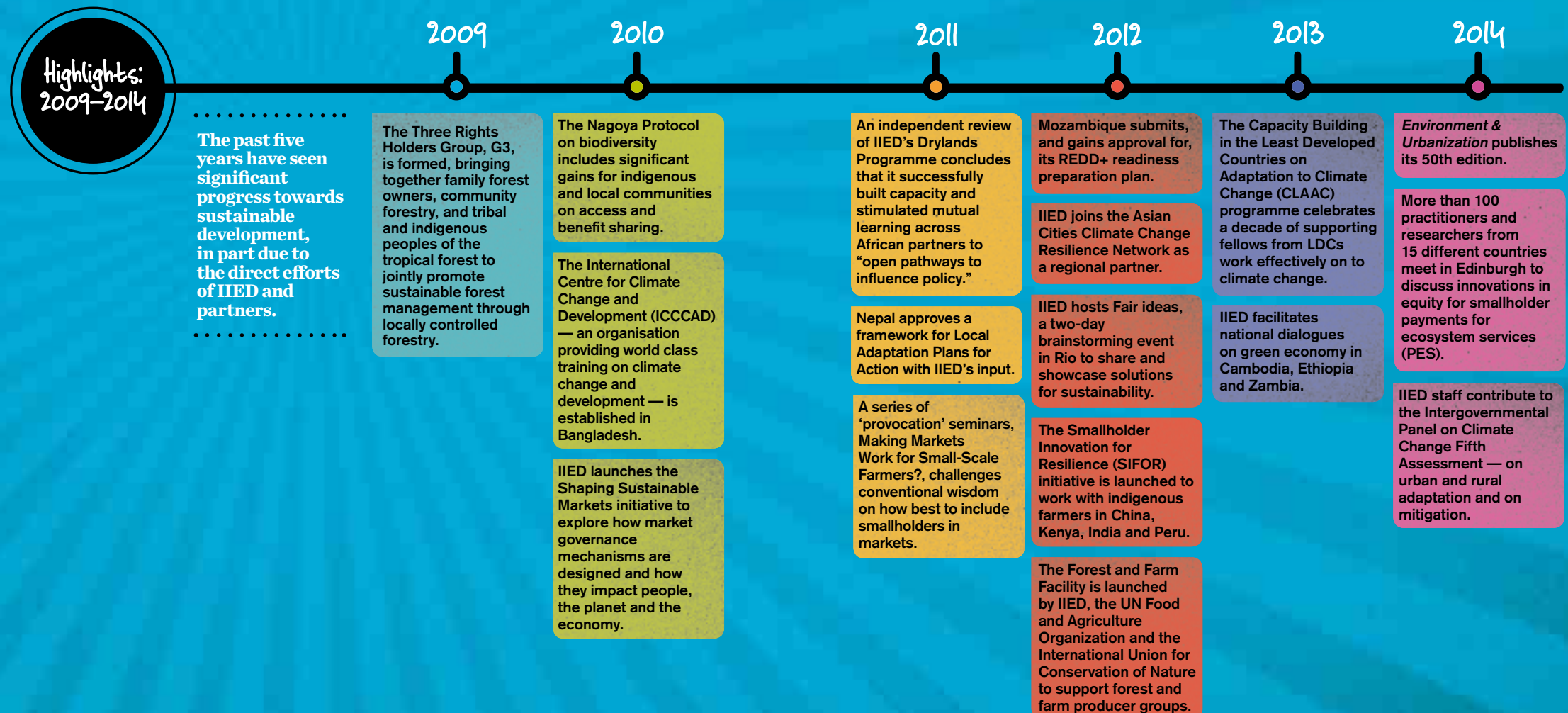
The close of this year brought with it the end of our 2009–2014 strategy period. And so, over the past 12 months, we have spent much time reflecting back on what we've achieved, thinking about where we have been most effective, and looking forward to the challenges and opportunities that lie ahead. We have now planned our path to 2019 and know the direction we want to take for five years beyond that.

Building on our strengths

Our new strategy builds on our long-term vision, strengths and agenda in four core research areas: natural resources, climate change, human settlements and sustainable markets. In each area, we have respected skills, experience and profile in linking local sustainability with global debates; and an excellent track record in collaborating with partners at the grassroots to build fair and long-term solutions.

Our achievements in each area over the past five years have been significant (see below) but enormous challenges across all four still remain: global economic growth bypasses billions of poor people; rising demand is putting pressure on land, water, biodiversity, energy and food; and governance systems for climate, resource rights and sustainable development too easily ignore less powerful people's knowledge and needs.

We have always combined research and action, testing out big new ideas in practice, to assess whether and how they can achieve their promises



Over the next five years, we will invest further in all our core areas, ensuring that our research findings and practical engagement help drive change for the public good. Our goals for 2019 are:

- Increased investment in locally controlled land and natural resource use
- Cities that work for people and planet
- Sustainable markets that work for the many, rather than the few
- Fair and equitable solutions to climate change

Change initiatives

This may seem like business as usual in some regards. But where our new strategy differs strongly from our last is in the establishment of four high-profile change initiatives, enriched by all our core research areas, with the aim of shifting policy and practice towards more equitable and sustainable development.

Each initiative focuses on a trend or challenge that we view as a key opportunity for influencing change. And combined, they reflect our new imperative to join up and work together — both within and beyond IIED — to test sustainable development approaches in practice.

Within each change initiative, we will, over the next five years, connect a diverse range of people, interests and organisations, and work with them to build evidence of how to drive change.

We will use the initiatives to put a spotlight on policies that aggravate poverty and inequality. And we'll identify positive pathways to sustainability — such as technical advice, tools and training — that can be used by a wide range of stakeholders, from civil society to national governments to the private sector.

Effective and engaged

Across all our work, we will collaborate with others. We already have lasting partnerships with individuals, communities and organisations in more than 60 countries. And these partnerships inspire what we do and influence all our work.

Together, we will take a three-pronged approach to deliver change: influence, inform and, where necessary, challenge powerful bodies; provide evidence to support what we say; and strengthen the skills and voices of people who want to put forward alternative solutions to development challenges.

For the next five years, we plan to focus even more on practical engagement — to find, test and deliver solutions to help achieve our vision of a fair world in which all people can enjoy peace and prosperity while respecting environmental limits.

Our long-term strategic engagement with processes and people aims to redress power imbalances, tackle inequalities, and create fairer access to resources and services. This is how we will contribute to change.

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 For more information on IIED's 2014-19 strategy, see <http://pubs.iied.org/G03759>



Rights plus action

Systems of rights — and how they are exercised — are changing. New rights are being created, while existing rights are eroded. Rights increasingly compete. Some people cannot secure their rights, while others fail to meet their responsibilities. We will focus on strengthening local voices so that they shape land and local resource rights, investment treaties and practices.

Inclusive transitions to climate resilience and green economy

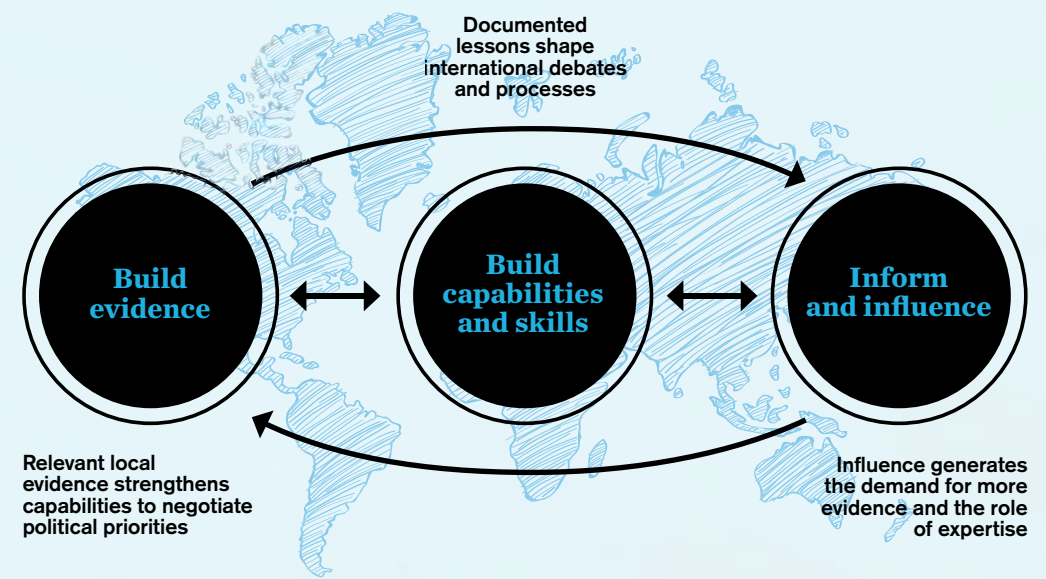
We want to challenge prevailing power and incentive structures so that countries move away from the established 'brown' economic model towards greener economies and climate resilience. We will emphasise the potential of informal economic actors and the assets they need to ensure economies serve them well.

International engagement for a sustainable planet

In 2015, new commitments to sustainable development will succeed the Millennium Development Goals (MDGs). We will work with partners to ensure that less powerful voices, especially those of the Least Developed Countries (LDCs), can influence negotiations with a strong case that reflects their needs; and then implement decisions and hold more powerful actors to account.

Food consumption, urbanisation and rural transformations

We will explore access and affordability issues and how environmental hazards affect food safety and contribute to over-, under- and malconsumption. We aim to design alternative policy solutions for equitable consumption that build on sustainable food systems. We'll also contest calls for a drastic increase in global food production to feed the projected nine billion world population by 2050.



Getting local voices heard in global arenas

From climate change to market governance, we and our partners help ensure that policy on the world's pressing issues reflects the priorities of poorer communities.

Shaping strategies for climate change

Achala Abeysinghe leads IIED's global climate change governance team, which provides legal, technical and strategic advice to Least Developed Countries (LDCs) in global climate change negotiations.



IIED has long been working with the LDC group in the UN Framework Convention on Climate Change (UNFCCC). We help build the capacity of LDC negotiators by giving them evidence-based research and support to implement their strategy in the negotiations. The IIED team sits within the Gambia delegation, and is the only non-government organisation in the room.

The most important part for me in what we're doing is our linking of global to national to local and vice versa. That's our biggest strength. Some of our team work at the local level; others work with national governments. That's how we influence negotiations to create a level playing field for the most vulnerable, amplify their voices, and ensure outcomes are equitable and fair for all.

Market governance mechanisms and the green economy

Steve Bass leads IIED's Sustainable Markets Group, which drives our efforts to ensure that markets contribute to positive social, environmental, and economic outcomes.



What is a green economy, what does it look like, and who does it serve?

Since 2008, lots of UN and inter-governmental efforts have attempted to address these questions. There are increasing numbers of major governmental and corporate green initiatives, but little work on in-country demands. IIED wants to avoid the green economy being owned by a minority and make it something that is shared. So we held 11 dialogues, in low- and middle-income countries, on how the economy can work better within ecological limits, generate more value from natural resources, and serve the people who've been failed by the economy so far.

We made sure these were jointly hosted by finance and environmental ministries, and engaged businesspeople and community representatives. We fed the findings into influential fora. For example, we believe we had a direct impact on making the OECD's green growth policy much better informed, engaging them in national dialogues in Cambodia, Ethiopia and Zambia.

But the questions are not yet exhausted, or the solutions mainstream, and so it is important to keep the debate alive, sharing questions and solutions across geographies, sectors and governance traditions. This is why IIED continues to host the Green Economy Coalition, which has proven to be a very effective forum.

Bringing diverse perspectives to biodiversity talks

Krystyna Swiderska is a researcher in IIED's Natural Resources Group, with expertise in traditional knowledge, genetic resources and biocultural heritage.



Much of our work has focused on empowering and building the capacity of indigenous communities to protect traditional knowledge within the Convention on Biodiversity (CBD). Our distinctive role is bringing innovative, effective and pro-poor solutions for implementing the convention. We have worked with partners and indigenous communities across the globe to investigate how to protect traditional knowledge based on customary laws rather than western intellectual property models, and our findings have been included in CBD guidance for parties. We're now investigating how to strengthen local innovation systems based on traditional knowledge and resources.

We developed the concept of biocultural heritage in the context of the CBD. This stems from the indigenous community worldview where knowledge, biological resources, landscapes and culture are inextricably linked. Governments typically separate these, recognising community rights over traditional knowledge but asserting national sovereignty and ownership over associated genetic resources. This is a problem for indigenous communities because they rely on these resources for survival and have developed and conserved many genetic resources over generations. By getting CBD parties to accept the idea of biocultural heritage and providing evidence to support it, we hope to strengthen local people's rights over genetic resources and biodiversity.

Our approach brings lessons and comparative analysis from our research in different countries to inform international policy. We also help promote the demands of indigenous and local communities with credible scientific evidence.

Designing effective development goals

As head of IIED's partnerships team, Tom Bigg has been involved in the process of designing the Sustainable Development Goals (SDGs) and the post-2015 development agenda.



IIED has been involved in the SDG process in several ways. We provide support, capacity and advice to LDCs to get their priorities built into the goal framework, and we work with LDC experts to share perspectives, ideas and analysis on how the SDGs could be implemented effectively in their own countries.

We're also getting our research out to relevant audiences to help improve the final goals and targets and ensure the end 'package' is coherent. We mainly do this through our membership of the Independent Research Forum (IRF 2015) – a global partnership of twelve institutes working to inform the international policy processes that will shape the 'post-2015' development agenda.

Our perspective is: unless you have a solid understanding of how the SDGs could be useful in specific contexts, it will be very hard for them to have concrete impact. For example, IIED senior fellow David Satterthwaite has shown clearly how measures of poverty vary greatly from one place to another: you need to understand what constitutes deprivation in one place to tackle poverty there.

E&U: from fringe publication to thought leader in 25 years

What started as a low-circulation 'alternative' journal on urbanisation is now probably the most widely read journal in its field, and one of the most cited. Launched in 1989, *Environment & Urbanization* was a response to our dissatisfaction with conventional publications dominated by Northern academics.

3,100 printed copies of the most recent issue of E&U

25,000 online E&U articles are accessed each month

Up to 350,000 downloads of E&U articles each year

2,292 five-year impact factor for E&U



We sought to have a majority of authors from the global South and to include practitioners. The price was set low and the journal was available at no cost to teaching and training institutions and NGOs in low- and middle-income countries. These decisions drew on the experience of our colleagues at IIED-América Latina in Buenos Aires, who from 1983 published a very successful Spanish-language urban journal, *Medio Ambiente y Urbanización*.

Steady growth

Nonetheless, the level of demand took us by surprise. We had planned for issues of 120 pages, each focused on a theme. Soon, though, most issues had 300 or more pages. Print runs had to be increased in response to rapidly growing orders. Contributions from practitioners, which were initially difficult to get, suddenly increased — especially after we reached out to federations and networks of slum and

shack dwellers and the local NGOs that worked with them, encouraging them to document their work. Other popular themes were sustainable cities, a topic that first headed an issue in 1992; rural-urban interactions, which became an issue theme in 1998; and climate change, the subject of more than 60 papers published since 2007.

We began putting the papers on the web in 1996. Two years later, we experimented with summaries of each issue, which proved very popular with governments and international agencies. Unexpectedly, the journal started to be included in official bibliographic databases and in the citation index through which academic journals are assessed. Meanwhile, we were receiving lunch invitations from leading academic publishers who hoped to take over publishing *Environment & Urbanization*. We refused, knowing they would want to ramp up the price and cut the free subscriptions and free web content.

Stepping out and up with Sage

In 2005, Lucy Robinson from Sage Publications persuaded us to have lunch. She asked us to bring all our objections to the journal being published by Sage, and each one was addressed. Lucy agreed to keep the free distribution to institutions in the global South and the open access to back issues online. Only issues from the two most recent years would be behind a paywall. And subscriptions would stay cheap for individuals (especially students) and charities.

When Sage took over publishing the journal in 2006 (see <http://eau.sagepub.com>), it relieved us of a lot of work — managing subscriptions, typesetting, printing and distribution, among other tasks. The time between a paper's acceptance and publication was cut through an 'online first' model that puts papers on the web as soon as they are ready. Better yet, the deal with Sage brought an enormous increase in subscriptions, especially from institutions that bought *Environment & Urbanization* as part of a Sage-published package.

Now we had many thousands of subscribers and began to see at least 20,000 full-text downloads most months, and sometimes many more — the latest peak was 46,571 in November 2013. We helped start another sister journal, *Environment & Urbanization – Asia*, managed by the Indian Institute for Human Settlements and published by Sage India. Like cities themselves, it seems that the reach of our small, alternative journal only continues to grow.

Current and future issues

Towards resilience and transformation for cities II, April 2014

Conflict and violence in 21st century cities, October 2014

Sanitation and drainage in cities, April 2015

The urban agenda: what is it and where is it in the post-2015 development framework, October 2015

Visit www.environmentandurbanization.org to read past and present issues, or submit a paper to future ones

Building a bridge from practice to policy

The fact that many of our papers are written by practitioners encourages other practitioners to read and write for *Environment & Urbanization*. But how to engage policymakers? The credibility of our authors helps: we have published papers written by former South African housing minister Lindiwe Sisulu, Brazilian president Lula da Silva and several mayors.

But a 300-page journal is still inaccessible to many time-poor government and international agency staff. So for the past 15 years, we have produced a précis of each issue — E&U Briefs. These six-page summaries offer a short overview of the issue at hand alongside synopses of each article. They have proved a useful tool in reaching policymakers, with each brief going out to around 1,500 people from government departments, city authorities and development assistance agencies, among others.

Partnering with the private sector

Asking whether the public or private sector should lead in implementing sustainable development presents a false dichotomy. We need both to move us forward.

Our vision of the private sector is one that can build more resilient and inclusive economies. Diversity within the private sector is critical. We want to see businesses of all shapes and sizes working with other actors — public and private — to deliver longer-term sustainability goals. This means localising the benefits of large-scale industry as well as helping them understand their impact. To do that, we must better understand how the formal and informal sectors interact, and what role smaller enterprises and informal sectors can play in shaping sustainable development outcomes locally. This, in turn, means nurturing collaboration across diverse stakeholder groups.

As such, our work over the past year has focused on three objectives: making the private sector more accountable and receptive to the needs of people and planet; building the capacity of business — big and small, formal and informal — to respond to sustainability challenges; and researching and supporting new business models and partnerships between public and private sectors.

Building capacity

- Through the Forest and Farm Facility, we support a huge spectrum of forest and farm producer groups across countries and contexts. Established in 2013, the facility works to: strengthen these groups' business and policy engagement; catalyse multi-sectoral policy platforms they can engage with; and amplify their voices in global processes (see page 24).
- GreenEcoNet, launched by the Green Economy Coalition in 2013, is the first website to support small- and medium-sized enterprises (SMEs) in Europe to become more environmentally friendly and competitive at the same time. It profiles real examples of SMEs across Europe that have successfully gone 'green'. It also offers a library of tools and practical advice, and hosts discussion forums tailored to smaller businesses (see page 26).

Driving accountability

- Independent research on grievance mechanisms and free, prior and informed consent, conducted under the Shaping Sustainable Markets initiative, helped us better understand the impacts of private sector activity. The research identifies case studies and practical lessons for the extractives sector in improving corporate-community relations; and has been shared with members of the Oil and Gas Industry Association for Environmental and Social Issues.
- In Zambia, our pilot survey to understand citizens' perceptions of mining revealed some unexpected insights into how the industry can provide greater value to different communities. Zambian companies and NGOs alike agree that this type of 'attitudinal' research can help bridge entrenched positions in the mining sector (see page 28).
- The Green Economy Coalition, hosted by IIED, launched a three year project — Measure What Matters — with accountants and business leaders to examine how corporate reporting can align with global sustainability goals and metrics (see page 26).

Shaping new business models and partnerships

- Our research on pro-poor energy access — including financing energy access, pro-poor delivery models and energy for productive uses — engaged businesses and enterprise support organisations. Together, we ensure that incentives are targeted at private sector activity where it will be most effective — for example, by channelling support to enterprise start-up and scale-up, and public-private partnerships.
- Last year's review of the IIED-supported initiative, The Forests Dialogue, highlighted the importance of creating multi-stakeholder platforms where companies can engage with each other and with civil society and government to build consensus and develop joint solutions for sustainable development. Next year, we will use the same model to tackle long-standing conflicts in the mining sector, supporting new partnerships between small- and large-scale miners and government.

Stories from this year

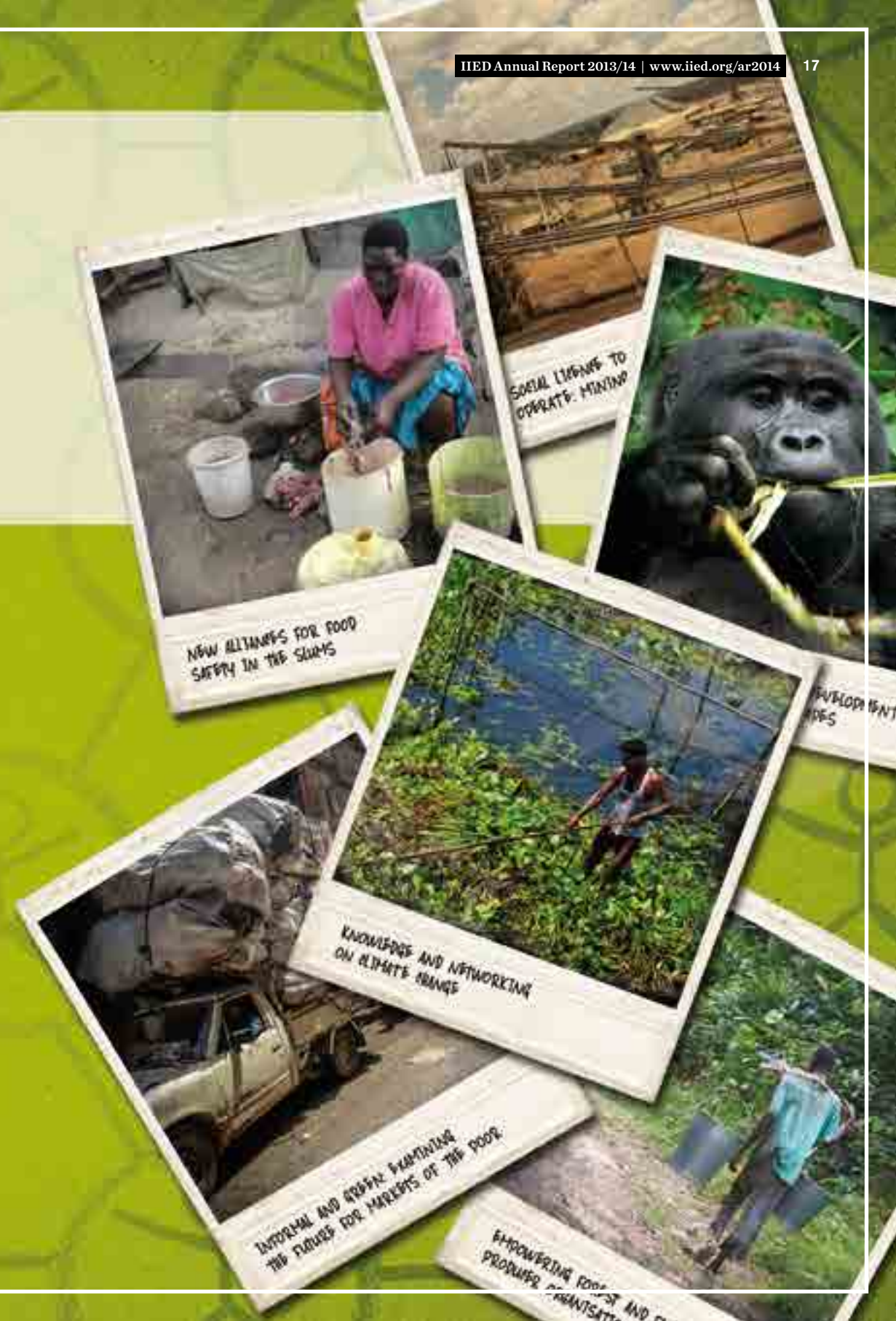
The people that make or break sustainable development come in all shapes and sizes. From the individual farmer ploughing his furrow to the multinational company drilling for oil, the actions of governments, NGOs, businesses, communities and individuals alike can shape equity, sustainability and social justice. And it is only through the collaboration of all these groups that we can secure a greener, fairer future.

But too often, key players remain worlds apart. A mix of power differentials, vested interests and entrenched positions creates huge gaps between rich and poor, policy and practice, ideas and action, and investment and impact.

IIED has long striven to gather the evidence and make the connections needed to bridge these key divides across the environment-development landscape.

As the stories that follow tell, we remain committed to our linking and bridging role, working in partnership to:

- collaborate with grassroots communities and organisations to identify their needs and priorities and feed them into local, regional, national and international decision-making arenas.
- open up spaces for people from different sectors to share perspectives and experience. In this way we help those welded to one side of the debate to understand the other side's perspective, and then to join forces.
- bring knowledge communities together to develop and share locally driven research, capacity building and advocacy approaches across contrasting cultures and contexts.



Linking conservation with development in the lands of the great apes

Some of the world's most biodiverse areas are often also the poorest — so can conservation and poverty alleviation be promoted together? At the international level, the links between protecting biodiversity and reducing poverty are well recognised: a number of global conventions — such as the Convention on Biological Diversity — already integrate the two. But in practice, local organisations find it hard to make the link because they lack knowledge and evidence on whether an integrated approach can work in their own context.

An international learning group

The Poverty and Conservation Learning Group (PCLG) — an international network coordinated by IIED — promotes dialogue and fosters learning on the links between biodiversity conservation and poverty alleviation. The network is made up of around 600 organisations and individuals that collect and share information, carry out research and follow policy developments, all the while exchanging lessons learnt from their varied backgrounds.

In recent years, the group has focused on issues surrounding the protection of great apes — a field where making the poverty-conservation link is critical because endangered great apes often live near the poorest communities in the world's poorest countries. Many great ape conservation organisations are now aware of the need to address poverty if they are to be successful in their conservation efforts. For example, establishing strictly controlled protected areas — a conservation strategy often used in the case of great apes — can adversely impact development, chiefly by reducing local communities' access to the natural resources they depend on for their livelihoods.

At the same time, the economic benefits from ecotourism, which has the potential to galvanise the support of local communities for protecting great apes, are often not shared locally, again creating resentment and hostility towards conservation efforts.

National priorities

Since 2010, supported by the Arcus Foundation, the PCLG has established national groups to work on great apes and poverty, and bridge international and local arenas. The first of these, Uganda PCLG, was born in 2011. Cameroon PCLG soon followed. And over the past year both groups have built muscle by leading a series of research, advocacy and communication activities in their countries.

In Uganda, for example, the group has opposed a government proposal to build a road through Bwindi Impenetrable National Park. The group's position is backed by solid research on the consequences for great apes and tourism revenues of moving ahead with the road. An alternative road, going around rather than through the park, would cause less disruption to great apes habitat while improving access to markets of otherwise isolated communities. And the group is exploring the use of a range of innovative communication tools, including comic strips, radio talk shows and songs, to get its messages across.

The past year has also seen tangible progress towards establishing national PCLG groups in two other important havens for great apes: the Democratic Republic of the Congo and Rwanda. Getting these groups up and running will open the door for stronger collaboration between neighbouring national PCLG groups and a greater collective impact.

Knowledge and advocacy

Driven by our in-country programmes, knowledge and advocacy have expanded in the PCLG. We continue to support learning and information sharing among practitioners and policymakers; and over the past year we have boosted the political clout of conservation organisations by reaching out to a range of audiences to raise awareness about links between poverty and conservation. Beatrice Kabihogo, team leader at Uplift the Rural Poor and member of the Uganda PCLG, described our work well when she said: "Coming together is a beginning, keeping together is a process, working together is success and strongly together we can make a difference!"



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Poverty and Conservation Learning Group
<http://povertyandconservation.info>

Partners

- Jane Goodall Institute, Uganda
- Network for Environment and Sustainable Development (NESDA), Cameroon



Supporting a unique spokesman for climate action

Climate diplomat Pa Ousman Jarju is one of a kind. In 2013, the Gambia made him its Special Climate Envoy, a job usually associated with wealthy, industrialised countries. Jarju is the first and only such envoy to be appointed by one of the 48 Least Developed Countries (LDCs). His new role is a sign of the growing sense of urgency for action to combat climate change among these highly vulnerable nations.

The appointment has raised the Gambia's and the LDCs' profile in the diplomatic sphere surrounding the UN climate negotiations — and it is hoped to spur global action. Jarju meets stakeholders in their home countries as well as during UN negotiations. His diplomatic mission to the United Kingdom this year, for example, included conferences with senior climate officials, top negotiators, civil society organisations and media representatives.

IIED has provided Jarju with legal, technical and strategic advice. We support his work to advocate for the most vulnerable and to build bridges with major players such as China, the European Union and the United States.

IIED's senior fellow Saleemul Huq and principal researcher Achala Abeyasinghe offer advice, highlighting areas where national interests converge and suggesting pathways to progress. The Special Climate Envoy uses briefing papers produced for him by IIED and partners to review the latest research and analysis. We also handle the logistics for his missions and meetings at the UN climate talks. Through these meetings and missions, Jarju is opening new avenues for climate diplomacy.

"My aim is to try to build trust between nations by showing other diplomats and political leaders what forward-looking countries in the LDC Group are already doing to tackle climate change."



Pa Ousman Jarju, Special Climate Envoy, the Gambia

LDCs and climate change

The 48 LDCs are home to 12% of the world's population.

They account for less than 1% of historic global greenhouse gas emissions.

Since 1980, more than 50% of deaths from climate-related disasters have occurred in the LDCs.

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Read more

Climate diplomacy can build trust needed to secure our common future www.iied.org/climate-diplomacy-can-build-trust-needed-secure-our-common-future

Partners

- The Gambian Ministry of Environment, Climate Change, Water Resources, Parks and Wildlife
- Climate Analytics

Connecting urban climate research to policy

Data and examples: to build resilience to climate change in urban centres, decision makers need more of both. Since January 2012, IIED has been a regional partner in the Asian Cities Climate Change Resilience Network (ACCCRN), which seeks to develop that knowledge base. We've been supporting local researchers and research institutions to fill evidence gaps and contribute to broader understanding of how to make cities resilient. Research projects have ranged from analysing demand for disaster insurance in Vietnam to surveying local officials about climate change adaptation in Indonesia.

The studies offer nuanced insights into the priorities of key stakeholders — whether these are vulnerable households or city officials. Now we want to bridge the gap between research and policy, so that city-level plans and initiatives can be based on these ground realities. A workshop in October 2013 convened researchers and officials in Vietnam to discuss precisely this challenge (see Notes from Vietnam).

- How can research be responsive to policy needs, as well as effectively targeted and able to engage with the appropriate policy actors?
- Can researchers increase their awareness of the broader policy and decision-making context?

It's not always easy to figure out who has the authority to act on findings, particularly if local climate change initiatives are shaped by national policies and programmes. But climate vulnerability is a hot topic, and we must seize that opportunity through research that provokes debate, frames discussions and informs local action and policy.

Notes from Vietnam

Participants of the 2013 workshop in Vietnam identified ways to enable research to provoke debate, raise awareness and influence action and policy:

- Ensure that research agendas are shaped by policy context: identify key actors and engage them early on.
- Understand the policy environment: is the research relevant? Does it fill a clear knowledge gap?
- Communicate findings, even if they are not what policymakers want to hear: who else can help drive the agenda forward?

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Read more

Strengthening knowledge on urban climate resilience — the Asian Cities Climate Change Resilience Network www.iied.org/strengthening-knowledge-urban-climate-resilience-asian-cities-climate-change-resilience-network

Partners

- Asian Cities Climate Change Resilience Network (ACCCRN)

Building partnerships for urban sanitation

The global movement of slum and shack dwellers has shown again and again that vulnerable citizens need not fall through the cracks. Even the lowest-income urban communities can work with local governments to organise better systems when municipal services have failed them. One recent initiative supported by IIED is a community-driven effort to build desperately needed water and sanitation facilities in the 'slums' of Chinhoyi, Zimbabwe.

Organised by the Zimbabwean Federation of the Urban Poor and its technical partner, the Dialogue on Shelter for the Homeless in Zimbabwe Trust, the project constructed 150 toilets and three borehole wells to serve 244 federation families as well as others from surrounding communities. The toilets are water-free 'ecosan' models, an improvement on conventional public toilets that frequently shut down due to water shortages. IIED has worked with these two Zimbabwean partners since 1998 and is part of the DFID-funded Sanitation and Hygiene Applied Research for Equity (SHARE) consortium, which financed the construction in Chinhoyi. City officials also played an important role, holding community hearings and approving installation of the innovative ecosan technology.

The bigger picture

These banks of water-saving toilets are just one element in a broader strategy for the Zimbabwean federation. Over time, the group has sought to engage with city councils across the country through pilot projects that set precedents and develop partnerships with local government. The aim is to address urban poverty through the co-production of basic services and greater tenure security.

The Chinhoyi pilot helps to establish a model for community-led infrastructure solutions and is a step towards introducing pro-poor sanitation across the city.

While the pilot project presents a new model for managing urban development locally, that model needs to be institutionalised into local and national policy so that other communities and municipalities can replicate it. Chinhoyi's mayor extolled the benefits of participatory approaches at a multi-stakeholder dialogue in June, a sign that the process is underway at the city level. Nationally, the Zimbabwean government has incorporated 'incremental development' in the revised National Housing Policy — a provision that makes it easier for growing families to add rooms or floors to their homes. This shift away from traditional urban development practices opens up new policy space, which poor groups can use to develop better partnerships with local governments.

"The urban challenges that are bedeviling our cities have far much out grown our individual capacities... It is only through a participatory process that we will be able to sustainably address gaps in service delivery and housing provision. We stand to achieve more through a collective process which recognises and respects communities as equal partners in development."

His Worship the Mayor of Chinhoyi, Test Michaels

SHARE

The SHARE Research Consortium brings together the energy and resources of five partner organisations to make a real difference to the lives of people struggling with poor sanitation and hygiene. Focused on sub-Saharan Africa and South Asia, the consortium publishes new findings and synthesises existing knowledge on sanitation and hygiene; and engages practitioners, policymakers, journalists and researchers across countries and sectors to discuss evidence, policy and practice in this field.

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Read more

SHARE-funded project underway to improve urban sanitation in Africa
www.sharesearch.org/NewsAndEvents/Detail/city-widesanitation

Partners

- Zimbabwean Federation of the Urban Poor
- Dialogue on Shelter for the Homeless in Zimbabwe Trust
- Slum/Shack Dwellers International
- SHARE Research Consortium



Empowering forest and farm producer organisations

"[The FFF] is absolutely critical to generate genuine multi-stakeholder dialogue that could help transform forest governance specially in promoting a more decentralised and locally controlled forestry."

Naya Sharma Paudel,
ForestAction Nepal, Nepal



Wherever there's a programme to improve land use, it depends on local forest and farm producers making the changes. But rarely is there just one programme. In the complex, cross-sectoral scramble for land and resources, producers face competition and exclusion. They are drawn into a welter of consultation processes: on fighting illegal logging, starting-up small enterprises, adapting to climate change, reducing forest-related emissions, drawing up national strategies for food security, biodiversity, energy access and many others.



Local producers need to learn about the issues, discuss them with other community members, develop credible and representative positions, and engage as implementation partners. This requires organisation. Yet resources are scarce. Too often small-scale producers are marginalised. Frequently, development processes are driven by external organisations and priorities — which then flounder at the implementation stage for want of local ownership and consistency with other initiatives. Forest and farm producer organisations have much to offer and have a fundamental interest in bridging different agendas because their livelihoods depend on an entire ecosystem, not just one sector.

The Forest and Farm Facility

The new Forest and Farm Facility (FFF) channels support directly to forest and farm producer groups. Its work has three pillars: building producer group organisations for business and policy engagement, catalysing multi-sectoral platforms with which they can engage, and amplifying their voices to get the outcomes they want.

Designed through protracted negotiations with producer representatives, the FFF's steering committee is dominated by these groups, with co-management from the UN Food and Agriculture Organization (FAO), the International Union for Conservation of Nature (IUCN) and IIED. IIED leads on collaborative learning and knowledge generation linked to each of the facility's three pillars. IIED is helping to compile a compendium of successful locally controlled forest business models

that will complement South-South exchanges between forest and farm producer organisations, and work to strengthen regional and global alliances of those producer groups that also forms part of FFF work.

"There is need to enhance stakeholder participation [in policy formulation and implementation] by building the capacities of all stakeholders (stakeholders with influence and those that are affected by forestry decisions)."

Kanimang Camara,
National Consultancy Services
on Rural Extension Services
and Training, Gambia

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Forest and Farm Facility
www.iied.org/forest-farm-facility

Partners

- UN Food and Agriculture Organisation
- International Union for the Conservation of Nature
- World Bank

Pushing 'green economy' thinking past business as usual

In 2009, IIED met with a handful of other global organisations to discuss the implications of governments failing to reach a climate deal. Despite representing different interests — poor people, the environment, workers — we had reached similar conclusions. First, the climate challenge was just one symptom of a systemic problem rooted in the structure of our economies. And second, we could change the rules of this game only by working together. Today, the Green Economy Coalition (GEC) has grown to 40 diverse organisations, all committed to accelerating the transition to green and fair economies that generate a better quality of life for all within the limits of the planet.



That transition is starting to take off. According to the GEC's annual 'Green Economy Barometer' report, green economy initiatives are becoming the darlings of donors and multilateral development banks, while national plans have emerged in Cambodia, China, Ethiopia, Kazakhstan, Mexico, South Africa, Vietnam and the Caribbean region, to name but a few. The World Economic Forum has joined the rising 'green growth' agenda by launching a Green Growth Action Alliance of 50 private sector organisations.

This progress is worth celebrating. But we also must ask "who is included in the emerging paradigm?" The GEC wants to realign economic priorities to create more equity as well as environmental protection. And we are committed to taking the green economy 'into the mainstream' — moving concepts from the fringe of political discourse into boardrooms, classrooms and press rooms.

We are:

Documenting real-world solutions. In February 2014, IIED and the GEC gathered 40 national and international decision makers to explore 'Real Green Economies'. Together, we assessed a range of examples where communities have successfully transformed their local economies, identifying seven key steps for empowering local change.

Supporting smaller businesses. In June 2014, backed by the European Commission, the GEC and five research partners launched a website to support small- and medium-scale enterprises (SMEs) in Europe to move to greener business models. The first of its kind, GreenEcoNet enables SMEs across the continent to profile their green goods and services, find new suppliers and producers, and interact with policymakers.

Accelerating finance reform for green economies.

Over the past year, GEC members have worked together to identify the core elements of a green and equitable financial system. Now the coalition is convening those organisations advocating for reform to see how their solutions are linked and might better support each other.

Measuring what matters.

The end is now in sight for UN negotiations on a set of global Sustainable Development Goals (SDGs), but the question of implementation still needs a clear answer. The targets and indicators attached to each goal must be practical at different decision-making levels — community, corporate and national. But corporate, national and global sustainability frameworks have thus far been developed in isolation, and data remain fragmented. In launching the Measure What Matters initiative, the GEC is attempting to bridge the gaps and align corporate reporting methods with national and international social, economic and environmental indicators.

We are convening national statisticians, corporate leaders, policymakers and civil society groups to decide together how to measure, and so manage, our shared priorities.

Accounting for natural capital. Ecosystems and natural resources are under extreme pressure, and yet our economic systems struggle to account for their value. Should we put a price tag on the natural world? Does quantifying the value of an ecosystem mean that its goods and services should be traded? GEC members are gathering evidence, sharing perspectives and building collective policy positions to tackle these questions.

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Read more

Green Economy Coalition
www.green-economycoalition.org

Partners

India GE hub:
[www.map-sa.net/
partners.php](http://www.map-sa.net/partners.php)

- Development Alternatives
- HESCO
- New Economics Foundation
- KeyStone Foundation
- Udyogini
- Chintan Environmental Research and Action Group

South Africa GE hub:
www.attane.org

- Ubuntu Academy
- Invisible Sun Consultancy
- UnLtd South Africa
- Africege
- Khayelitsha Hubspace

GreenEcoNet:

www.greeneconet.eu

- Joint Implementation Network
- EcoLogic
- Centre for European Policy Studies
- Stockholm Environment Institute
- University of Piraeus Research Centre (UPRC)

Measure What Matters:

www.measurewhatmatters.info

- The Prince's Accounting for Sustainability Project
- Global Reporting Initiative
- Stockholm Environment Institute
- Stakeholder Forum

Social licence to operate: mining in Zambia

In poorer countries and communities the mining industry's great wealth can contrast sharply with the daily realities of many citizens. In Zambia, more than 60 per cent of the population is poor. Because sustainable development dialogues surrounding the industry are dominated by large, powerful organisations — including governments, industry bodies and NGOs — the perspectives of ordinary people living in and outside mining regions are rarely heard or understood.



Last year IIED and partners completed a pilot survey on citizens' attitudes to mining in Zambia. Working with a local consultancy, we interviewed 300 people across three districts: Lusaka, the capital; Solwezi, a small city in a new mining region; and Lufwanyama, an underdeveloped rural region of the Copperbelt.

This pilot is part of a wider project led by Australia's national science research agency, CSIRO. For IIED, it builds on our 2012 review of the mining sector (MMSD+10), which found that mining policies and practices have forged ahead in recent years, but also concluded that a new, locally driven, sustainable development agenda is needed to ensure change continues to build in local priorities.

Unexpected attitudes

Overall, people viewed mining as important for Zambia but between regions responses varied in ways that reflect different stages of development. The most unexpected finding was that although people reported that mining has significant negative impacts on health, the environment and agriculture, these concerns did not appear to influence their levels of acceptance of the industry. Acceptance was more strongly dictated by the economic and employment benefits generated, trust in the industry and faith in national accountability processes.

The pilot study revealed the centrality of local voices in clarifying what is needed to secure a social licence to operate. And both companies and NGOs alike felt that this

type of 'attitudinal' research could help bridge entrenched positions between stakeholders and build shared understanding of citizens' real values.

What's ahead?

Having proved the concept, our hope is to enable a full-scale national survey in Zambia. The project has also caught the attention of the industry-led group, the International Council on Mining and Metals (ICMM), which promotes sustainable development within mining. Working with the council and CSIRO, we are exploring appetite and ways to take the survey project 'global'. This could involve conducting citizen surveys in multiple countries, facilitating multi-stakeholder dialogue in those countries, and building an online public database on citizens' attitudes.

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Read more

Drilling deeper into public opinion
<http://pubs.iied.org/17220IIED>

Partners

- RuralNet Associates, Zambia
- Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia

Fresh perspectives: building knowledge in China of the local in Africa

Despite China's extensive investment in African development projects, Chinese journalists rarely report from the African continent. This has resulted in a general lack of knowledge within the Chinese public about its country's overseas activities and the impact its consumption patterns have on global biodiversity and natural resources.



In February 2014, we sponsored five Chinese journalists on a trip to Kenya. Our support helped the journalists investigate sustainable development challenges in Africa as well as China's role as a leading consumer of the continent's resources.

After the visit, the journalists realised the need to:

- educate Chinese consumers
- increase understanding of the need to treat African nations as equal partners, and
- put their knowledge to work within China

One journalist spoke of the powerful effect a question posed by an African park ranger had on him. "How would you feel if we kill[ed] your pandas?" His subsequent investigation into the illegal ivory trade supply chain became a primetime documentary on China's main television channel.

Investigating the sustainability challenges in Africa also served as a window onto China's internal environmental issues.

The journalists mentioned environmental impact assessments and civil society conservation movements as two areas of work China might emulate. Following the trip, the journalists published stories in a variety of Chinese media outlets, and by supporting voices from the field, we continue to help generate evidence, inform policymakers and raise awareness.



One journalist spoke of the powerful effect a question posed by an African park ranger had on him. "How would you feel if we kill[ed] your pandas?"

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Read more

China-Africa relations: fresh perspectives from Chinese journalists on environmental challenges
www.iied.org/china-africa-relations-fresh-perspectives-chinese-journalists-environmental-challenges

Partners

- ICCD-Internews Beijing, China
- YiDe Vision, China

China-Africa collaboration for sustainable and pro-poor forestry

Africa's biggest trading partner is China. Trade between them rose more than ten-fold in the last decade, and much of the commerce involves African natural resources. No other country imports more African timber, and every year Chinese state-owned and private enterprises increase their investments in other land-use sectors such as mining, infrastructure and agriculture.

"At the China-Africa Platform event I realised how we can work together to get a better grip of the forest sector. When I came back to Mozambique I started to work with some NGOs to organise a meeting of all the Chinese companies to go through laws and guidelines."

Renato Timana, National Directorate of Land and Forest, Mozambique

The deepening China-Africa relationship raises concerns about impacts on forests and the livelihoods of local communities. The international media, for example, has highlighted some negative impacts. But forest policy should be built on strong, broad evidence. And a survey carried out by our African partners last year reveals that most African forest sector researchers and opinion formers feel less informed about Chinese investments compared with those of other countries.

A new learning platform

Filling the information gap means connecting policymakers, researchers and practitioners from Africa with their Chinese counterparts — precisely the aim of IIED's China-Africa Forest Governance Learning Platform.

The platform — developed in partnership with the Chinese Academy of Forestry and the Global Environmental Institute in Beijing — was launched in March 2013 at a meeting in Beijing, where 80 Chinese and African forest experts and policymakers came together to share perspectives and identify challenges and opportunities. African colleagues at the conference wanted to learn more about Chinese forest regulations, policies and voluntary initiatives; whereas those from China were eager for more accurate field data. Chinese delegates also wanted to test ways to improve the environmental and social responsibility of Chinese companies across Africa.

Following these requests, we helped finance a consultation in Shanghai where African and foreign forest experts gave feedback on China's new Guidelines for Overseas Sustainable Forest Products Trade and Investment. The discussion with the guidelines' authors was a rare opportunity for foreign experts to engage in the development of a Chinese policy tool.

Looking ahead

Over the next three years, our activities will focus on four African countries: Cameroon, Democratic Republic of the Congo, Mozambique and Uganda. By working closely with Chinese and African partners, we aim to generate evidence and facilitate dialogue and joint actions. Bridging China and Africa through a learning platform will help our partners develop collaborative relationships and promote sound investments that use forest resources sustainably and bring abundant benefits for local development.



• China has become Africa's biggest trading partner — over the past decade African trade with China has risen from US\$11 billion to \$166 billion.

• China is currently the largest importer of tropical wood in the world.

• In 2009, 78% of Africa's timber exports were bound for the Chinese market, having risen from 35% in 2000

• By 2010, more than 80% of Mozambican timber exports were destined for China, and 25% of timber concessions in Gabon were owned by Chinese companies.

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Read more

China-Africa collaboration to improve forest governance
<http://pubs.iied.org/17232IIED>

Partners

- Chinese Academy of Forestry
- Global Environmental Institute, China

Land rights: local tools for national policies

IIED has long recognised the need to incorporate local innovation into national policymaking. And some of our latest work on land rights in West Africa shows how inclusive and locally rooted tools can help inform and implement progressive policy reforms.



Rural people's access to land in this region is rapidly changing in the face of new pressures and emerging land markets. Variable climates, growing populations and spreading cities mean fertile land is harder to find; while the growth in commercial agriculture, large-scale land acquisitions and speculation are pushing up land values and fuelling competition. These pressures and competition produce winners and losers, and many poor rural citizens have increasingly insecure access to land and resources as a result. Both customary and statutory land management systems are evolving, but neither address tenure insecurity effectively. Lines of accountability across the two systems are fractured, with responsibilities for ensuring secure access to traditional lands and natural resources often falling through the cracks.

Across the region, there is a clear appetite for tackling the problem: local communities are developing their own solutions and at national and regional levels, there is a growing momentum for reforming land policy. One way forward may lie in developing 'bottom-up' land tools.

Templates for transfers

Our three-year 'Securing Land Rights in West Africa' initiative used action research in Ghana and Mali to document, and build on, evolving local practices to strengthen land rights for local people.

In both countries, farmers were already formalising oral land transfer agreements by writing them down. Our partners worked with communities to improve the legitimacy of these 'pieces of paper' agreements by developing and agreeing templates for them through local consensus, and then getting them validated by both national and traditional authorities.

The varying local contexts demanded subtle differences in implementation: for example, in Mali, the templates were developed in combination with 'local conventions' for local resource management. But in both countries local communities played a huge role in designing the 'rules' for land transfer agreements. And in both countries, the templates have now been adopted by the administrators of traditional land authorities.

Who uses what land, where?

Beyond building templates for land transfer agreements, our project teams in West Africa also developed locally rooted tools for documenting farmland occupancy. In Mali, the team piloted a 'Land Information System' — a database of land occupancy built on local dialogue and community land surveys.

In Ghana, researchers and farmers worked together to develop a low-cost participatory survey method to do the job.

Two very different approaches; but both are likely to be cheaper than previous national efforts and both can effectively facilitate land use planning and help farmers and traditional authorities clarify use rights on contested lands.

Focus on the process

In all cases, the process of development was just as important as the tool itself in ensuring its use. Using an inclusive approach based on local debate and negotiation from the very outset — with district chiefs, traditional assemblies and commune authorities — is critical to turning a 'local' innovation into a 'legal and long-term' solution. Training local actors rather than using outside experts — as paralegals, for example — can also help build ownership and local capacity, and bring down costs: all essential ingredients for 'selling' the method to a policy audience and scaling it up to regional and national levels.

Focusing on the 'process' of how solutions are identified means a more social approach to tenure insecurity than a technical one. For example, enabling inclusive debate on how decisions about land are made within the household provided the opportunity in Mali for new approaches to ensuring women have a greater say within their

families on the transfer of land to others. In Ghana the issue of tenure security of wives, widows and children was explored in the development of 'spousal transfer agreements'. This sparked debate from local to national level on the changing rights of women to farmland in Ghana.

Other tactics partners believe critical to the uptake and sustainability of local land tools include decentralising natural resource management, incorporating conflict mitigation and resolution into every step of tool development, and implementing locally rooted monitoring and evaluation mechanisms.

Steps to developing locally rooted land tools



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Read more

Developing tools to secure land rights in West Africa: a 'bottom up' approach <http://pubs.iied.org/17216IIED>

Partners

- Association Malienne d'Eveil au Développement Durable (AMEDD), Mali
- Groupe d'Etudes et de Recherche en Sociologie et Droit Appliqué (GERSDA), Mali
- Land Resource Management Centre (LRMC), Ghana
- Landesa, United States

New alliances for food safety in the slums



"The Food Vendors Association is not all about lobbying for the interests of food vendors but a strategic platform to champion issues of sanitation and improved basic infrastructure in the settlements which have direct impacts on food safety."

Julia Wacera,
Food Vendors Association

For the urban poor, getting food can be a daily struggle. Around one billion people across the world live in informal urban settlements, where low and irregular incomes, combined with inadequate housing and infrastructure, leave them hungry or malnourished. Since 2012, two federations of the urban poor — Muungano wa Wanavijiji in Nairobi and the Ghana Homeless People Federation in Accra — have been working together to tackle the problem.

Joint thinking

Their efforts began with exchange visits to share perspectives and experiences on a wide range of 'food-related' problems. The Kenyans initially had food prices at the top of their agenda. But the Ghanaians emphasised the importance of food safety in informal settlements, where environmental hazards are often overwhelming. A breakthrough came when the discussions turned to street food vendors: both sides realised that this low-income group of mostly self-employed women is largely made up of local residents and, as such, have shared interests and are 'natural allies'.

The logical next step was to establish street vendors' associations that could bridge the federations' occupational and residential membership; Nairobi's Food Vendors' Association began

in late 2013 and by March this year could already count nearly 400 individual vendors and producers among its members. The alliance of residents and vendors soon realised that their shared concern for environmental hazards offered a valuable entry point for joint initiatives around waste management and sanitation.

Innovation and action

The federations have long-used community-led mapping and documentation as a route to empowering communities to define their problems, design potential solutions and negotiate with local governments for infrastructure planning and improved public spaces. Over the past year, supported by IIED and researchers from University College London, they have developed an innovative way

of mapping food safety threats and their impact within informal settlements.

Their approach — which uses low-cost aerial photography ('balloon mapping') — was piloted in Nairobi's Mathare slum in late 2013 and is now being extended to other settlements across the city. It is also attracting much interest from the academic community, where there is growing recognition that community-led knowledge creation can be the first step towards reducing health and environmental risks.



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Up in the air: Citizen scientists map food dangers in Nairobi
www.iied.org/air-citizen-scientists-map-food-dangers-nairobi

Partners

- Muungano wa Wanavijiji, Kenya
- Ghana Homeless People Federation
- Bartlett Development Planning Unit, University College London

Informal and green: examining the future for markets of the poor



From street food vendors in Cairo to rickshaw drivers in Calcutta to waste pickers in Caracas, informal markets are essential components of economies the world over. They are also where the world's poorest people live, trade and generate their livelihoods. Contrary to expectations, and in spite of economic growth, informal economies are expanding in rich and poor countries alike, and are intricately linked to formal economic activities.



Informal economies are difficult to measure and poorly understood by national and global institutions. As international organisations, governments and multilateral development banks embark on promoting 'inclusive green growth', IIED sees an urgent need for more robust research into where informal economies fit in this 'greening' process.

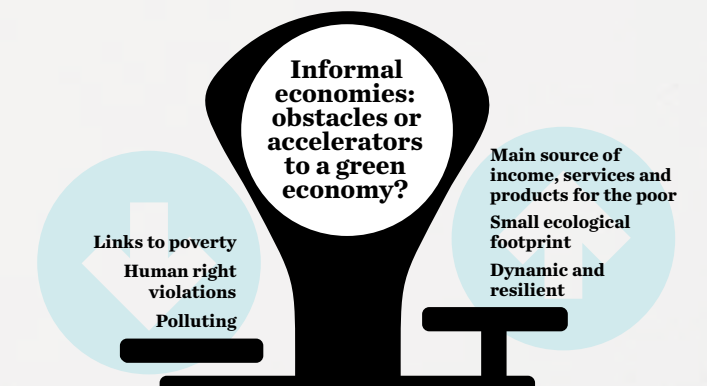
Provoking discussion

We have set a new institute-wide research agenda focused on informal markets. The discussion paper *Informal and green? The forgotten voice in the transition to a green economy* explores two questions: What does 'green economy' mean in the context of informal markets that the poor run and rely upon?

And does greening necessitate formalisation, or can it happen through grassroots actions?

Drawing on expertise from across IIED, the paper uses evidence in six sectors — mining, energy, forestry, fisheries, urban areas and food — to conclude that informal activities are often more sensitive to the environment than their formal counterparts,

which makes them more proactive in finding solutions. It also shows how formalisation efforts in artisanal mining, energy delivery and informal housing struggle to bring about social and environmental benefits compared with policy approaches that work closely with people in the informal sector and include them in planning, governing and budgeting.



Contact

Emily Benson
Emily.Benson@greeneconomycoalition.org

Read more

Informal and green?
The forgotten voice in the transition to a green economy
<http://pubs.iied.org/16566IIED>

Knowledge and networking on climate change

By sharing knowledge and first-hand experience of climate change adaptation, the International Centre for Climate Change and Development (ICCCAD) is linking the local to the global.

Established in 2011, the centre is a partnership between IIED, the Bangladesh Centre for Advanced Studies, and the Independent University, Bangladesh, where it is based. Among other activities, the centre runs short courses for professionals from a wide range of countries, sectors and organisations. The idea behind these is that by bringing together government officials, negotiators, urban planners, NGOs and academics, among others, ICCCAD can help build a global network of individuals with an increasing systemic understanding of climate change.

With a focus on the world's poorest and most climate-vulnerable countries ICCCAD links the knowledge and experience of seasoned researchers and experts in climate change resilience and adaptation with that of people working on the front line of these issues. Field trips and case studies are key ingredients in all the centre's courses, which cover many topics, including community-based adaptation, disaster risk-management and mechanisms to address loss and damage.

"Now I am able to tailor-make an adaptation plan that suits the unique requirements of my municipality, rather than adjust the national plan."

Feziwe Phumelele Mhlongo,
Environmental Manager,
Hibiscus Coast Municipality,
South Africa [she attended an
Urban Climate Change course
in May 2014]

"The course was very useful. It helped me to broaden my horizons and gave me a platform for multi-regional interaction and knowledge sharing, and helped me access a broader network of practitioners in the field of disaster management and climate change."

Ranit Chatterjee, Research Scholar, Kyoto University, Japan [he attended an Urban Adaptation course in April 2011]

And it is this unique ability to connect direct, practical experience of adaptation with the broader, academic aspects of resilience that attracts many of its students and supporters. By establishing itself in the world's 'hothouse' of adaptation initiatives — Bangladesh — ICCCAD is also able to emphasise real-world learning, allowing international participants to contribute to and learn from this emerging field of knowledge.

Continued collaboration

Alumni partnerships and relations are one of the most important aspects of ICCCAD's work. Many participants go on to set up new climate change resilience projects after completing a course. In Vietnam, for example, Pham Thi Hong set up a project on heat stress resilience for migrant and outdoor workers after attending an urban short course in September 2013. In Zambia, Noah Chongo came home from his ICCCAD course with the confidence and skill to establish an urban greening programme that promotes the growing of plants in urban spaces.

Other alumni team up with colleagues they met on their course to further expand their work. For example, Rudi Wahyu,

a lecturer at the University of Diponegoro, Indonesia, joined forces with another ICCCAD alumnus, Jawoto Sih Setyono, to develop an undergraduate class on urban planning and climate change. ICCCAD provided course materials and is now working with Rudi and Jawoto to build additional courses.

It has only been three years since we opened ICCCAD's doors. But already more than 400 people, from 45 countries, have walked through them to attend one of our short courses. With every new course, we take another step forward in bridging the gap between policymakers, practitioners and academics to build resilience, and adapt, to climate change.



ICCCAD in numbers

425
Alumni

45
Countries that have sent participants

57
NGOs that sent participants

82
Urban planners that attended a course

51
Government staff that attended a course

50
Negotiators that attended a course

21
Academics that attended a course

23
Rank in the 2013 global climate change think tank list from the International Center for Climate Governance

Contact

Saleemul Huq
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Read more

International Centre for Climate Change and Development (ICCCAD)
<http://centers.iub.edu.bd/icccad>

Partners

- Bangladesh Centre for Advanced Studies
- Independent University, Bangladesh

Making connections to boost climate resilience



Local knowledge for plant breeding

The SIFOR programme exists to build such bridges. Crop diversity, traditional knowledge and innovation systems are crucial for growing food in a changing climate, and SIFOR helps protect these resources by connecting farmers with scientists and creating new farmer-to-farmer alliances for exchanging knowledge and seeds.

In China, a SIFOR workshop in December 2013 further cemented the links between crop scientists and farmers. Organised by the Center for Chinese Agricultural Policy (CCAP), the meeting brought national and provincial scientists and policymakers together with smallholder farmers from the Yunnan and Guangxi regions. They exchanged seeds and knowledge at a farmers' seed fair during a field trip to the stone villages in Lijiang. This area, rich in maize and rice diversity, is where CCAP has initiated a participatory plant breeding programme for food security, agrobiodiversity conservation, poverty alleviation and farmer empowerment.

The success of a similar programme in Guangxi has already started to convince Chinese experts and decision makers that the future of plant breeding depends on the rich and evolving crop genetic resources found in the field and the associated knowledge of traditional farming communities.

Seed swaps

Lijiang's stone villages are not so different from those in Peru's Potato Park, with small communities scattered through a beautiful mountain landscape rich in biological and cultural heritage. The parallels led ANDES, SIFOR's partner in Peru, to propose replicating the Potato Park model in the stone villages of Lijiang.

The first step will be to establish a collective governance system among the Chinese village authorities. SIFOR enabled three village leaders and one scientist from China to visit Peru and learn how to do just that. Farmers from Bhutan also joined the learning exchange; and all three delegations agreed to a seed swap, which will be supported by the International Potato Center in Lima.

Growing networks

Now more mountain farming communities are coming together to share strategies for adapting to climate change. The Potato Park learning exchange, which took place in April 2014, was also a chance to prepare for a gathering in May of 25 indigenous communities from 10 countries, the Mountain Communities Initiative workshop. From the May conference — which was held in Bhutan — emerged an International Network of Mountain Indigenous Peoples to continue sharing experiences and to advocate for responses to climate change based on traditional knowledge.

The China-Bhutan-Peru agreement to exchange seeds has been opened up to all communities in this new network, from India, Kyrgyzstan, Papua New Guinea, the Philippines, Taiwan, Tajikistan and Thailand. In just one year, participatory learning partnerships have sprouted and grown across three continents to spread successful approaches to climate resilience.



In April 2013, agricultural scientists from China spoke with indigenous Quechua farmers in Peru about their world-renowned programme for stewarding crop biodiversity. At the Potato Park in Peru's Sacred Valley, communities conserve 1460 potato varieties, lead research and manage the park. The Chinese scientists, who visited the park during a methodology workshop for IIED's Smallholder Innovation for Resilience (SIFOR) programme, were inspired to scale up their own work in participatory plant breeding with farmers in marginal areas in Southwest China. They committed to expand their initiative from two to five Chinese provinces and to help a SIFOR partner from Kenya introduce participatory breeding there.



Contact

Krystyna Swiderska
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Read more

Supporting biocultural innovation by smallholder farmers
www.iied.org/supporting-biocultural-innovation-smallholder-farmers

Partners

- Center for Chinese Agricultural Policy (CCAP)
- Asociacion ANDES, Peru
- Kenya Forestry Research Institute
- Lok Chetna Manch, India

A focus on partners

IIED partners are central to the way we work, and key to our work having impact. With our partners — rooted in communities, local organisations, and specialists in their field — we can make the connection between what people experience in their daily lives and the policies being formulated at the national, regional and international level.

Our partners who appear in this year's annual report are listed below, but of course there are many others not mentioned; we extend our thanks to all of them for working with us to make change possible.



Global

Slum/Shack Dwellers International
www.sdinet.org

SHARE Research Consortium
www.sharesearch.org

Climate Analytics, Germany
www.climateanalytics.org

Bartlett Development Planning Unit, University College London, United Kingdom
www.bartlett.ucl.ac.uk/dpu

UN Food and Agriculture Organisation
www.fao.org

International Union for the Conservation of Nature
www.iucn.org

World Bank
www.worldbank.org

Green Economy Coalition
<http://greeneconomycoalition.org>

Commonwealth Scientific and Industrial Research Organisation, Australia
www.csiro.au

Landesa, United States
www.landesa.org

Latin America

Asociacion ANDES, Peru
<http://andes.org.pe>

Africa

Jane Goodall Institute, Uganda
www.janegoodall.org

Network for Environment and Sustainable Development, Cameroon
www.redda-nesda.org

Zimbabwean Federation of the Urban Poor
www.upfi.info/partners/implementing/dialogue-shelter-zimbabwe-homeless-peoples-federation

Dialogue on Shelter for the Homeless in Zimbabwe Trust
<http://dialogueonshelter.co.zw>

The Gambian Ministry of Environment, Climate Change, Water Resources, Parks and Wildlife
www.mofen.gov.gm

Muongano wa Wanavijiji, Kenya
<http://mustkenya.or.ke>

Ghana Homeless People Federation
www.pdfghana.org

Kenya Forestry Research Institute
www.kefri.org

RuralNet Associates, Zambia
www.ruralnet.co.zm

Association Malienne d'Eveil au Développement Durable (AMEDD), Mali
<http://ameddmali.org>

Groupe d'Etudes et de Recherche en Sociologie et Droit Appliqué (GERSDA), Mali
<http://gersda.org>

Land Resource Management Centre, Ghana
<http://landresourcemanagementcentre.com>

Asia

Asian Cities Climate Change Resilience Network (ACCCRN)
<http://accrn.org>

Center for Chinese Agricultural Policy (CCAP)
<http://en.ccap.org.cn>

Lok Chetna Manch, India
<http://lokchetnamanch.pirengo.org>

Chinese Academy of Forestry
<http://en.caf.ac.cn>

Global Environmental Institute, China
www.geichina.org

Bangladesh Centre for Advanced Studies
www.bcas.net

Independent University, Bangladesh
www.iub.edu.bd

ICCD-Internews Beijing, China
www.internews.org/where-we-work/asia/china

Yi De Vision, China

Inside IIED

Staff

Director

Camilla Toulmin

Senior fellows

Saleemul Huq
Barry Dalal-Clayton
David Satterthwaite

Climate change

Simon Anderson
Group head

Achala Chandani
Abeyasinghe

Brianna Craft
(joined 2014)

Susannah Fisher

Hohit Gebreegziabher

Beth Henriette

Ced Hesse

Marie Jaecky

Nanki Kaur

Neha Rai

Hannah Reid

Teresa Sarroca
(joined 2013)

Janna Tenzing
(joined 2014)

Marika Weinhardt

Geoffrey Wells

Human settlements

Gordon McGranahan
Co-group head

Cecilia Tacoli
Co-group head

Diane Archer

Jane Bicknell

Hannah Bywaters

David Dodman

Diana Mitlin

Martin Mulenga
(left 2013)

Steph Ray

Anna Walnycki

Natural resources

James Mayers
Group head

Barbara Adolph

Nicole Armitage

Lila Buckley

Seth Cook
(joined 2013)

Lorenzo Cotula

Phil Franks
(joined 2013)

Geraldine Galvaing
(joined 2013)

Alessandra Giuliani

Andrew Gordon-Maclean

(left 2013)

Nicole Kenton
(left 2013)

Duncan Macqueen

Dawn McInnes
(joined 2014)

Simon Milledge

Elaine Morrison

Isilda Nhantumbo

Grazia Piras

Emily Polack

Christele Riou

Fiona Roberts

Lucile Robinson

Dilys Roe

Leianne Rolington

Laura Silici
(joined 2013)

Krystyna Swiderska

Jamie Skinner

Khanh Tran-Thanh

Xiaxue Weng
(joined 2014)

Sustainable markets

Steve Bass
Group head

Brian Barban

Sarah Best

Emma Blackmore

Abbi Buxton

Ebru Buyukgul
(joined 2013)

Ethel Del Pozo-Vergnes
(left 2014)

Ben Garside

Maryanne Grieg-Gran

Laura Jenks

Kate Lewis

Rodney Lunduka
(left 2013)

Essam Mohammed

Ina Porras

Frances Reynolds

Bill Vorley

Emma Wilson

Green Economy Coalition

Oliver Greenfield

Emily Benson

Communications

Liz Carlile
Director of communications

Soti Coker

Rosalind Cook

Teresa Corcoran

Natalie de Pointis
Brighty *(joined 2013)*

Suzanne Fisher
(left 2013)

Rosalind Goodrich
(joined 2013)

Clair Grant-Salmon

Saadia Iqbal
(joined 2014)

Sian Lewis

Dave Nunn

David Sankar

Mike Shanahan

Nick Turner

Maggie Watson
(joined 2013)

Kate Wilson

Matthew Wright
(joined 2013)

Core

Chris Wilde
Chief operating officer

Neil Hedgecock
Head of finance

Caroline Adebajo

Abi Alabede

Giles Anyiam

Rosie Hawkins
(joined 2013)

Ben Jonah

Natalia Olszewska

Debra Spencer

Michelle Tsoi

Nick Greenwood
Head of human resources

Sally Baker
(joined 2013)

Jessica Gleeson

Donatella Gnisci
(left 2013)

Caroline Johnston

Andrew Archer
Head of IT services

Kate Cardenas
(joined 2014)

Paul Granger
(left 2013)

Debola Ogunnowo

Vish Patel

Liz Aspden

Steph Bramwell

Charlotte Forfieh

Leda Hodgson

Morris Kagkwo

Teresa White

Tom Bigg
Head of partnerships

Catherine Baker

Alastair Bradstock

Lucie Fry

Kate Lines

Jonathan Reeves
(joined 2014)

Barbara Trapani

Morgan Williams
(joined 2013)

International fellows

Cynthia Brenda Awuor,
 Kenya

Chris Busiinge, Uganda

Qi Gubo, China

Jorgelina Hardoy,
 Argentina

Fawad Khan, Pakistan

Daoud Tari Abkula,
 Kenya

Virgilio Viana, Brazil

Trustees

Maureen O'Neil

Chair (retired
27 June 2014)

Rebeca Grynspar

Chair (appointed
27 June 2014)

Alan Jenkins

Vice chair
(retired 28 November
2013)

Ian Rushby

Vice chair
(from 28 November
2013)

Lisa Beauvilain

Filippa Bergin

Somsook

Boonyabancha

Alastair Da Costa

(appointed 1 July 2013)

Teresa Fogelberg

(retired 27 June 2014)

Laila Iskandar

(retired 2 July 2013)

Frank Kirwan

Treasurer

Anna Maembe

(retired 2 July 2013)

Pancho Ndebele

(retired 27 June 2014)

Lorenzo Rosenzweig

Francisco Sagasti

Min Tang

Donors

IIED is grateful to the organisations listed for financial support over the year 2013/14.

Government and government agencies

Agence Française de Développement

Australian Agency for International Development

Department for Environment, Food and Rural Affairs, UK

Department for International Development, UK

Department of Energy and Climate Change, UK

Finnish Ministry for Foreign Affairs

Irish Aid, Department of Foreign Affairs

Norwegian Agency for Development Cooperation

Norwegian Embassy, Mozambique

Royal Danish Ministry of Foreign Affairs

Swedish International Development Cooperation Agency

International and multilateral agencies

European Commission

International Fund for Agricultural Development

Organisation for Economic Co-Operation Development

UN Development Programme

UN Environment Programme

UNESCO

United Nations Economic Commission for Africa

UN Habitat

UN Food and Agriculture Organization

UN International Strategy for Disaster Risk Reduction

UN Population Fund

World Bank

Foundations and NGOs

3ie International Initiative for Impact Evaluation

AECOM

Aidenvironment

African Wildlife Foundation

Arcus Foundation

Asia Foundation

Asia-Pacific Network for Global Change Research

Bernstein Family Foundation

Care International

CEDEAO

Centre for International Forestry Research

CGIAR

CICERO

Climate Analytics

Climate and Development Knowledge Network

Climate and Land Use Alliance

Comic Relief

Cordaid

Danish 92 Group

Ecologic Institute

Ecosystems Service for Poverty Alleviation

Ford Foundation

Germanwatch

Green Park Consultants

Giz

Hivos

Howard G Buffett Foundation

Institute of Development Studies

Institute of International Education

International Council on Mining and Minerals

International Centre for Environment Management

International Development Research Center

International Livestock Research Institute

International Water Management Institute

Internews

London School of Hygiene and Tropical Medicine

Mava Foundation

National Environmental Research Council

New Economics Foundation

Norwegian Institute for Nature Research

Norwegian Institute of International Affairs

Overseas Development Institute

Oxfam UK

Oxfam Novib

Plan International

Practical Action

Pyoe Pin

Renewal Energy and Energy Efficiency Partnership

Rockefeller Foundation

Save the Children

Slum/Shack Dwellers International

SNV

The Asahi Glass Foundation

The Bill & Melinda Gates Foundation

The Christensen Fund

Tanzania Natural Resource Forum

Tufts University

TVE

US Fish and Wildlife Service

University College London

University of Copenhagen

University of Edinburgh

University of York

Vanguard Charitable

Wageningen University

Worldaware

World Resources Institute

WWF

For more information on our board of trustees, visit www.iied.org/general/about-iied/board-trustees

Responsible operations

Last year we aimed to reduce our greenhouse gas emissions per head by an average of 2.5 per cent per year. So we are very pleased to report that our annual emissions have fallen by 16 per cent (see table below). The drop has been principally achieved through a significant reduction in staff travel combined with the installation of more energy efficient boilers in our London office.

IIED's annual carbon footprint (April 2011 to March 2014)

| IIED carbon footprint* | 2011/12 | 2012/13 | 2013/14 |
|--|-------------|-------------|-------------|
| GHG emission data in tonnes of CO ₂ e** | (Base year) | | |
| Scope 1 (Direct e.g. on-site gas heating) | 29 | 47 | 30 |
| Scope 2 (Indirect energy e.g. electricity) | 89 | 68 | 76 |
| Scope 3 (Other indirect e.g. travel***) | 737 | 831 | 727 |
| Total gross emissions | 855 | 946 | 834 |
| Average full time equivalents (FTE) | 84.9 | 94.0 | 98.4 |
| Per FTE annual emissions | 10.1 | 10.1 | 8.5 |
| % change | n/a | n/a | -16% |

* Based on our sites and the activities of our staff, this measure excludes our suppliers and partners. Our footprint is measured in accordance with Defra's 2014 emissions factors and guidelines, which is consistent with the GHG Protocol. In 2014 Defra changed its air travel emissions factors — we have recalculated our footprint for all years using the revised factors.

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

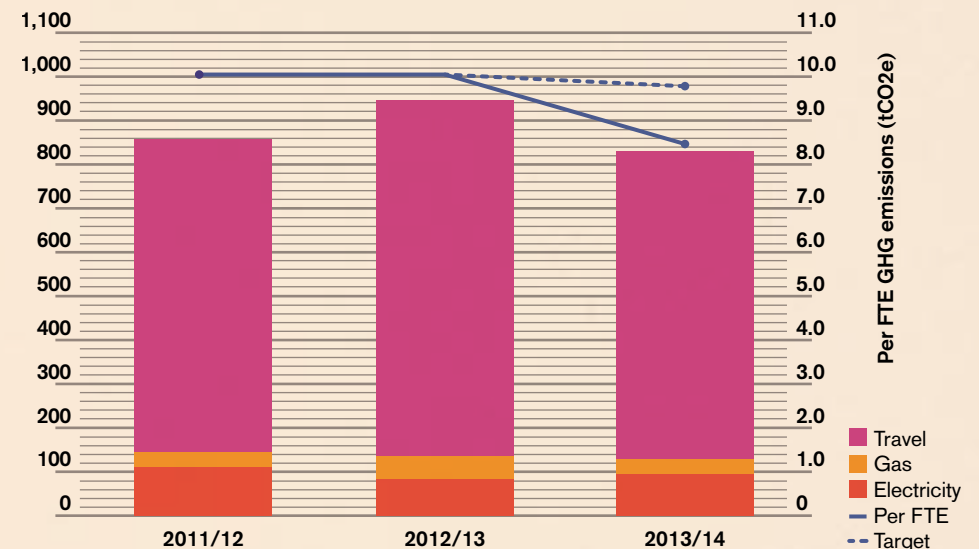
*** Air travel emissions take into account the effect of radiative forcing (the effect of water vapour and nitrous oxides in the upper atmosphere) and therefore an uplift factor of 1.89 has been used in accordance with Defra guidelines.

Travel emissions

Travel emissions per head are down by 17 per cent. This reduction is largely due to a drop in the average trip length, rather than our staff taking fewer trips. This suggests that the location of our activities next year will impact hugely on our footprint. To help our staff manage this effectively, we have introduced a new travel policy.

Buildings emissions

Buildings emissions per head are down by 11 per cent, despite a small increase in our electricity consumption. Our investment in more energy efficient boilers at our London office has paid dividends by helping us reduce our use of gas — although a mild winter last year also played its part.



The view ahead

Over the coming year a range of activities will help us further reduce our carbon footprint. A new travel policy will help staff minimise their travel emissions. The installation of double glazing in place of the remaining single glazed windows of our London office should further reduce our gas usage. And a review of our

lighting systems will allow us to identify areas where we can install lower energy options to cut our electricity use. We are committed to 'managing down' our adverse environmental impacts and continue to identify and implement new initiatives through our ISO14001-certified environmental management system.

Financial summary

Report by the trustees on the Summarised Financial Statements

The 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 17th July 2014. The full financial statements, on which the auditors Crowe Clark Whitehill LLP gave an unqualified audit report on 29th July 2014, have been submitted to the Charity Commission and to the Registrar of Companies. 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 2014. 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 the International Institute for Environment and Development

We have examined the summary financial statement of the International Institute for Environment and Development set out on page 49.

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

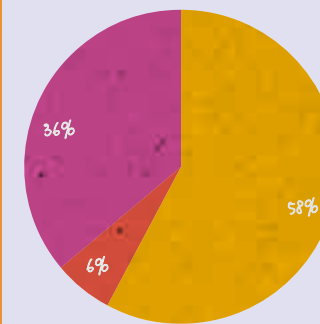
In our opinion the summary financial statement is consistent with the full annual financial statements of International Institute for Environment and Development for the year ended 31 March 2014 and complies with the applicable requirements of section 427 of the Companies Act 2006, and the regulations made thereunder.

Crowe Clark Whitehill LLP
Statutory Auditor
London

Consolidated income and expenditure for the year ended 31 March 2014

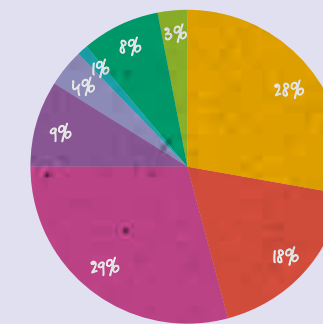
| | Unrestricted funds £ | Restricted funds £ | IIED total 2014 £ | IIED total 2013 £ |
|--|-------------------------|-----------------------|-------------------------|-------------------------|
| Incoming resources | | | | |
| <i>Incoming resources from generated funds</i> | | | | |
| Voluntary income | 652 | - | 652 | - |
| Investment income | 11,045 | 3,539 | 14,584 | 24,288 |
| | 11,697 | 3,539 | 15,236 | 24,288 |
| <i>Incoming resources from charitable activities</i> | | | | |
| Commissioned studies and research | 38,656 | 19,346,233 | 19,384,889 | 16,266,353 |
| Other incoming resources | - | 310 | 310 | 10,342 |
| Total incoming resources | 50,353 | 19,350,082 | 19,400,435 | 16,300,983 |
| Resources expended | | | | |
| <i>Charitable activities</i> | | | | |
| Commissioned studies and research | 139,073 | 19,128,830 | 19,267,903 | 16,280,639 |
| Governance costs | 116,937 | - | 116,937 | 98,945 |
| Total resources expended | 256,010 | 19,128,830 | 19,384,840 | 16,379,584 |
| Net income/ (expenditure) for the year before transfers | | | | |
| | -205,657 | 221,252 | 15,595 | -78,601 |
| Net movement in funds | | | | |
| Transfers between funds | 221,252 | -221,252 | - | - |
| Funds brought forward at 1st April 2013 | 2,643,259 | - | 2,643,259 | 2,721,860 |
| Funds carried forward at 31st March 2014 | 2,658,854 | - | 2,658,854 | 2,643,259 |

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



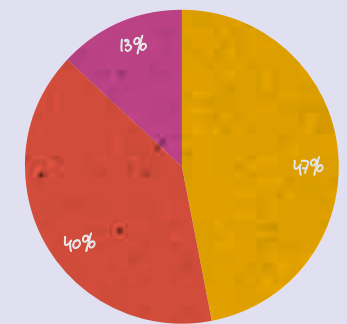
Income by donor type 2013/14 (Total £20.3M)

58% Government and government agencies
6% International and multilateral agencies
36% Foundations and NGOs



Expenditure by group 2013/14 (Total £19.4M)

28% Climate change
18% Human settlements
29% Natural resources
9% Sustainable markets
4% Communications and publications
1% Governance
8% Partnerships and development
3% Other



Expenditure by type 2013/14 (Total £19.4M)

47% Programme costs
40% Collaborating entities
13% Support costs



Photo credits:

- P17: (from top) Stine Horn/
Utenriksdepartementet; Sohel Ahmed/
Muungano Support Trust (MuST Kenya)/
Muungano wa Wanavijiji;
Douglas Sheil/CIFOR; ICCCAD;
Flickr/Mosa'ab Elshamy; Thad Kerosky
- P18: Douglas Sheil/CIFOR (left);
Medard Twinamatsiko (middle);
Tim Cronin/CIFOR (right);
Ricky Martin/CIFOR (main)
- P20: Flickr/IISD Reporting Services
- P21: Flickr/Richard Allaway
- P22: Diana Mitlin/IIED
- P24: Thad Kerosky (main); Sajal Sthapit (inset)
- P28: Stine Horn/Utenriksdepartementet
- P29: YiDe Vision
- P30: Simon Lim
- P31: Simon Lim
- P34: Sohel Ahmed/Muungano Support Trust
(MuST Kenya)/Muungano wa Wanavijiji
- P35: Flickr/Daniel Peckham (top);
Flickr/WorldFish (bottom)
- P36: ICCCAD
- P37: ICCCAD
- P38: Adam Kerby
- P39: Krystyna Swiderska/IIED