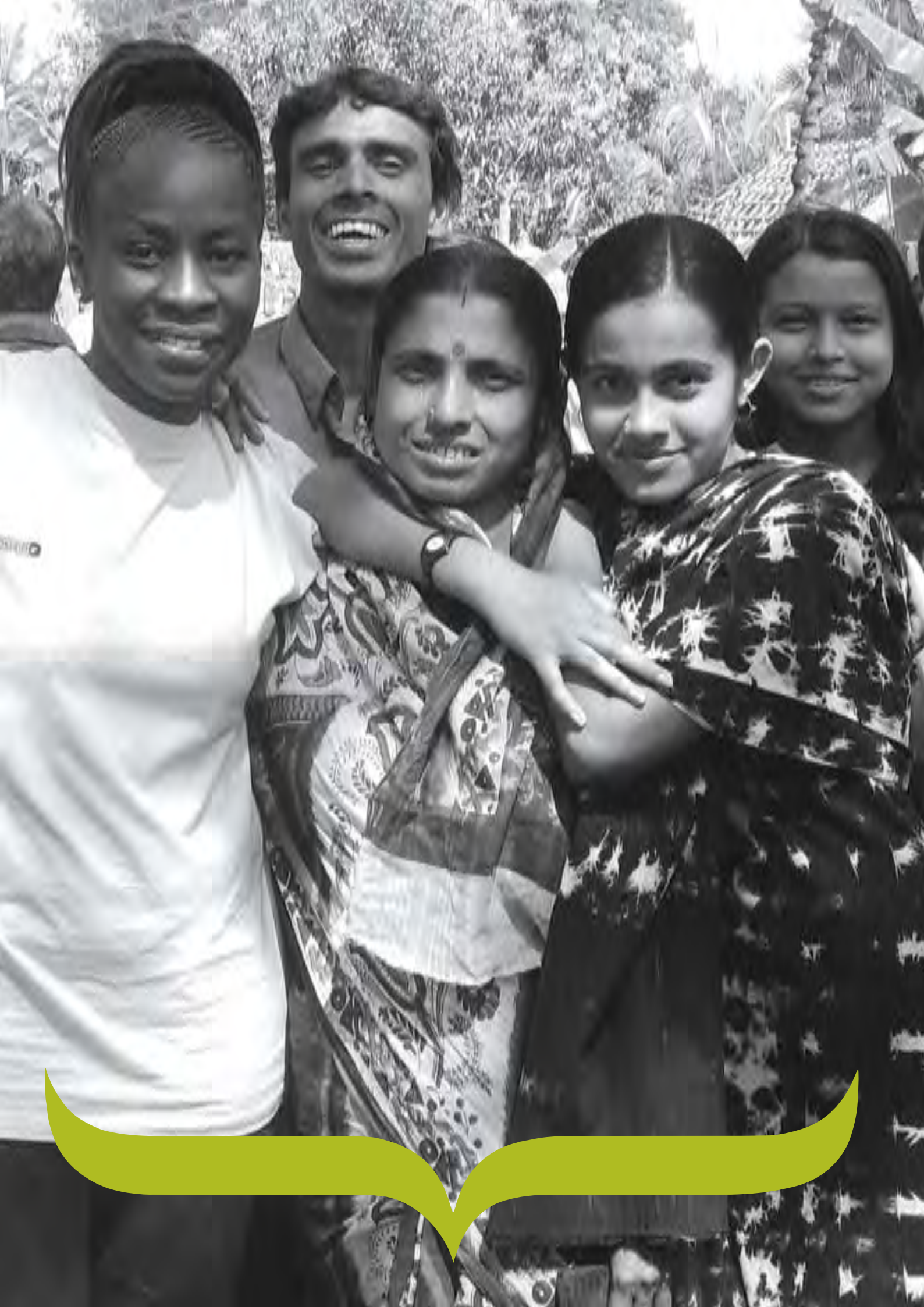




International Institute for Environment and Development Strategy

2009-2014

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Our mission is to build a fairer, more sustainable world, using evidence, action and influence in partnership with others.

The International Institute for Environment and Development can draw on nearly 40 years' work in sustainable development.

Founded in 1971, IIED has become one of the world's top policy research organisations working in environment and development. Looking to the future, our new strategy for 2009-2014 focuses on four globally important challenges in sustainable development:

- tackling the 'resource squeeze'
- demonstrating climate change policies that work for development
- helping build cities that work for people and planet
- shaping responsible markets.

To achieve our goals, we will prioritise rigorous evidence-based research, communications and influence, and will invest in improved institutional performance.

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Building on our strengths

IIED's commitment to a fairer, more sustainable planet stems from the vision of our founder, Barbara Ward.

IIED has a distinct voice in the field of sustainable development because we have played a pivotal role in its evolution and can draw on ideas, experience and practical engagement from local to global levels. IIED's capacity to manage long-standing relationships with vulnerable groups is a core strength, as is our ability to bring their concerns to the global development table.

IIED has been a key contributor to many international policy processes, such as the Intergovernmental Panel on Climate Change (IPCC), the Millennium Ecosystem Assessment (MEA), the Brundtland Report, Agenda 21, and the UN conventions on climate change, desertification and biodiversity. IIED's association with legal subsidiary the Foundation for International Environmental Law and Development (FIELD) adds considerable weight to our engagement in international environmental processes.

IIED is distinguished also by bridge-building between policy and practice, local and global, rich and poor, government and private sector, and diverse interest groups. Our pragmatic, evidence-based approach allows us to examine key trade-offs and highlight the gaps between rhetoric and reality. Our array of methods and tools allows us to combine participatory practice with economics, communications, law and advocacy. We recognise that no single input or intervention makes the difference. It is our distinct mix of methods, skills and capabilities that helps bring about change.

Eight principles of sustainable development: the backbone of our work

- recognising ecological limits and linking environment and development in all our work
- reframing economic analysis to achieve improved human and ecosystem wellbeing
- mapping the routes to greater social justice through strengthening rights, voice and governance
- engaging at local level and linking to national and global structures
- working with partners, to complement our respective roles and skills
- aiming for continuous improvement and flexibility
- demanding of ourselves and others accountability and transparency
- committing to rigorous evidence and well-grounded research.

Using these practical methods, over the last five years we have made a difference in a range of contexts. For example:

- We have managed two funds to support a range of community initiatives in urban squatter settlements and in the Sahel. Aside from the direct benefits, we have documented what such organisations can achieve on the ground at low cost, to inform government and other funding agencies.
- Our Climate Change group has made a global impact by establishing adaptation as a critical element in worldwide debates on climate change. The group has also brought environment and development organisations together to identify shared activity and lobby more effectively. Within IIED, we examine how climate change affects all parts of the sustainable development agenda, whether poverty reduction, forests and land use, or consumption and cities.
- We have analysed the embedded carbon in different agricultural products, to make the case with consumers and supermarkets for 'fair miles' rather than 'food miles'. Our work has been influential in shifting the debate from a sole focus on carbon footprints to a broader understanding that the rich world cannot achieve carbon savings at the expense of the incomes and livelihoods of small producers in poor countries.
- We have developed a new carbon offset product combining both mitigation and adaptation components. This will inject money into communities that are particularly vulnerable to climate change and help them cope with its impacts. Free from the stringent guidelines, lengthy paperwork and high transaction costs of the Clean Development Mechanism, project developers will have more scope to invest in small-scale community-based projects with multiple development benefits.



- We have shown how environment can be mainstreamed into local and national decision-making, whether in government, local councils or in business, using tools such as Strategic Environmental Assessment.
- We have built learning platforms for marginalised groups to get their voices heard in a range of policy arenas. These include the Forest Governance Learning Group, active in 10 countries; a new initiative with the World Bank and others, Growing Forest Partnerships, which champions a bottom-up approach to forest governance; and the Andean Potato Park, where indigenous local people are winning back rights to their own cultural and biological heritage.
- We have hugely increased media outreach, multiplying the impact of our work. IIED sends its information to over 3000 journalists in middle- and low-income countries, and we now achieve over 40 mentions in the media every month. Staff are regularly sought for TV and radio interviews.

As a research organisation, we offer a fund of ideas and knowledge. Generating research, communicating ideas and acting as convenor, we argue that the interests and priorities of poorer, more vulnerable groups should be more influential in decision-making. And we recognise that the exercise of power and implementation of policy have widely divergent impacts, so we ensure that our work is sensitive to gender and socio-economic distinctions. At a time of growing global uncertainty and rapid change, IIED and our partners can bring fresh perspectives and practical wisdom to address ever more urgent difficulties.

Looking to the next five years



We live in extraordinary times, when upheavals in systems and volatility have become the norm, whether in the climate system or commodity markets.

Our global interconnectedness is increasingly apparent – not only in economics and environment, but also in global networks of civil society groups seeking to bring about a fairer, more sustainable planet. Now as never before, IIED's knowledge is in huge demand.

With climate change, there is a narrow window of opportunity to achieve a robust and fair deal at the 15th Conference of Parties to the UN Framework Convention on Climate Change (COP15) in December 2009, and to make the deal a reality after the event. The Obama administration offers hope of a new start in a deadlocked negotiation process. Financial turmoil has thrown a spotlight on what market forces can do when disconnected from broader social purpose. Rapid urbanisation, the pressure on natural resources, and worries about supplies of food, water and energy are generating major pressures on land, labour and commodity markets.

What role is there for a research organisation in this setting? Ideas can transform how people look at the world and the credibility of different policy options for government, business and citizen groups. The practical projects we have documented show different ways of doing business, mixing diverse people and interests, driving innovation and kickstarting change. Our increased investment in communications is making us better able to work with global information networks and influence a range of audiences.

‘The practical projects we have documented show different ways of doing business, mixing diverse people and interests, driving innovation and kickstarting change.’



Meeting four challenges

By the end of this strategy period, in 2014, we will have almost reached the target year for achievement of the Millennium Development Goals (MDGs). A new consensus on global priorities, institutions and frameworks will need to be forged by 2015, and our work will contribute to this. IIED has identified four major trends and associated challenges where we will focus our work during this strategy period. These trends are interlinked, so resolving them demands a mix of skills, approaches and actors. We explore these challenges in the following pages, and identify our strategic objectives and how we will meet them.

Tackling the 'resource squeeze'

Volatile commodity prices have highlighted the vulnerability of poor people to rapid food and energy price rises, and the associated 'squeeze' on natural resources. While the worldwide recession provides a temporary lull in global growth, longer-term projections of demand for food, land, fibre, water and energy suggest pressures are likely to continue.

Escalating competition for resources will reshape patterns of investment, production and consumption among countries and social groups, and between cities and rural areas. Although resource scarcity can encourage many useful innovations, it also highlights significant macroeconomic, equity and environmental problems that markets and governance are unable or unwilling to resolve. Vulnerability is linked particularly to gender and socio-economic status. And – as the Millennium Ecosystem Assessment demonstrated convincingly – ecosystems and biodiversity are under huge pressure, and suffering major erosion. New solutions, and new resolve, are needed to tackle scarcity, insecurity and unsustainability.

Goal and objectives

Our goal is to encourage and shape fairer, more sustainable governance of natural resources by generating the evidence, argument, and leverage needed to improve institutions, policies and legal frameworks. So we will work towards:

- 1.1** Stronger land rights for local people to improve their livelihoods and capability to get a better deal from incoming investors.
- 1.2** Greater local control and resilience built into agricultural and food systems to improve livelihoods and withstand shocks and stresses from climate change, peak oil, water shortages and other crises.
- 1.3** Improved justice and sustainability of forest goods and services achieved by thriving forest-linked communities able to meet changing needs and shape key policies and institutions.
- 1.4** The multiple value of biodiversity realised and its integrity protected more widely through strengthened governance and innovative financing that supports social justice.
- 1.5** Water-dependent goods and services that are more equitably allocated and better governed under conditions of competing demands and climate change.
- 1.6** Responsible practice in the energy sector promoted and clean, accessible, efficient and resilient local energy systems supported.

How we will achieve this, with partners:

- invest in legal tools to generate institutional innovation and empower local people's organisations so they can strengthen their rights and ability to engage in influencing policy processes
- analyse the economics, geopolitics and impacts of highly volatile markets for: food and raw materials for disadvantaged groups, with a particular focus on the BRICs (Brazil, Russia, India and China) and low-income countries; and oil and gas, with a particular focus on West Africa, the Caspian and the Arctic
- develop the economic and political arguments for investment by national governments and donor agencies in more resilient natural resource management, with a focus on strengthening local people's rights to control and manage their resources
- support networks to improve knowledge, ideas, innovation and impact, with an emphasis on the learning group approach, for forest governance and small enterprise support, pro-poor conservation, and water resource development
- seize opportunities to remove barriers to market access for smallholder producers in the crop, livestock and forestry sectors, and for the commodities and services generated by natural resource systems
- support voices from local organisations (farmers, forest-dwellers, citizen groups) to shape key policies and institutions relating to natural resource rights, food systems, urban-rural interactions, climate resilience, science and innovation.



Demonstrating climate change policies that work for development

Our immediate focus is on getting a fair deal from the climate change talks in Copenhagen at the end of 2009. Establishing the institutional and financial architecture for handling climate change mitigation and adaptation is still work in progress, but already there are risks of not meeting the needs of the world's poorer and more vulnerable countries and groups.

The ongoing recession may lead to some interests dragging their feet and arguing against taking action. It is unlikely that the post-2012 agreement will be as strong and equitable as we might wish.

Furthermore, the evidence, mechanisms and models are not yet in place to support initiatives to fund adaptation adequately, and ensure that carbon markets work for resilience and sustainable development. A fair and robust deal at Copenhagen will be essential, but many difficult issues remain to be resolved, not only in terms of the agreement but also how commitments will be implemented. These include how best to build resilience, especially for the world's more vulnerable countries and groups. We must also explore the unintended consequences of climate mitigation policy on incomes and livelihoods. Can we avoid shifting most of the costs of 'saving the planet' onto the poor? There is a narrow window of opportunity to be seized to help shape the post-2012 agenda and make sure it is carried through effectively.

Yet, so far, a lack of constructive dialogue between those most responsible for climate change and those likely to suffer its worse consequences constrains reaching a deal which is fair across the board. At the same time there is growing concern that climate change impacts will derail programmes aimed at poverty reduction. In the medium term, much needs to be done to build capacity in Least Developed Countries (LDCs) to address climate change impacts, and develop systems of monitoring and evaluation that generate greater compliance with commitments and improved performance on adaptation and low carbon development.

Goal and objectives

Our goal is to help realise an effective, fair global regime for addressing climate change which will need to combine ambitious, practical targets for mitigation, adequate and appropriate support for adaptation by the poor in low- and middle-income countries, and mechanisms for engaging business, civil society and government in delivering a resilient, low-carbon future. So we will work towards:

2.1 An equitable outcome at COP15, followed by effective compliance with commitments.

2.2 Building climate adaptive capacity of government and civil society actors at all levels in vulnerable countries and ecosystems.

2.3 Generating awareness and understanding of climate change, poverty and sustainable development for advocacy purposes.

How we will achieve this, with partners:

- up to COP15, provide technical support (briefings, negotiating tactics) to representatives from the LDCs, Small Island Developing States (SIDS) and Africa groups during the UN Framework Convention on Climate Change (UNFCCC) negotiations, capacity building workshops and training events for negotiators jointly with FIELD, and support to the Adaptation Fund Board
- post-2009, document and assess the effectiveness of adaptation activities, through work in LDCs on local experiments and building upon National Adaptation Plans of Action (NAPAs), to generate learning and exchange activities, workshops and training events, interactive websites and video materials. Develop LDC partnerships around NAPAs and strengthen civil society skills on community-based adaptation
- generate and disseminate knowledge through alliances, links to donors, work with opinion leaders, communication and briefings. Provide inputs and advice to a range of initiatives, such as the IPCC, the Rockefeller Foundation Asian cities initiative and the Swedish Commission on Climate Change and Development
- show the strengths and limits of market-based approaches to cuts in greenhouse gases by analysis of environmental, social and equity impacts from the Clean Development Mechanism, voluntary carbon markets, reduced emissions from deforestation and degradation (REDD) and other initiatives, to improve access for the poor to benefit from such markets.

Helping build cities that work for people and planet

Much of the planet has been experiencing rapid urbanisation for the last few decades as most new investment and employment have concentrated in urban areas. Most of the world's urban population and its large cities are now in Africa, Asia and Latin America.



Urban populations have grown far faster than local government capacity; urban poverty is rapidly increasing and much of the urban population lives in insecure, poor-quality illegal settlements, which lack provision for water, sanitation, drainage, healthcare and schools. This presents enormous challenges for development, and for better environmental management in and around urban centres – as well as for achieving potential synergies between rural and urban areas. Meanwhile, it is in urban centres in high-income nations where levels of consumption, waste generation and greenhouse gas emissions have reached unprecedented levels. Urban development in rich and poor countries has to be rethought if necessary reductions in resource use and greenhouse gas emissions are to be realised, and cities made a better place for poor people.

Goal and objectives

Our goal is to work with partners to help establish better governed, more sustainable cities in low- and middle-income nations, able to offer secure shelter, access to services, reduced vulnerability to environmental hazards and a smaller ecological footprint. So we will work towards:

3.1 Achieving socially and environmentally beneficial urbanisation – recognition of the environmental and social potential of urbanisation by governments and others, and more actions taken to tap this potential.

3.2 Reducing urban poverty – higher priority given by governments and international agencies to poverty reduction in urban areas through, among other things, engagement with and support for the organisations and federations of the urban poor.

3.3 Adapting cities to climate change – a better basis for designing and implementing urban climate change adaptation programmes that build resilience to current and future impacts of climate change, are pro-poor, and complement local development.

3.4 Securing rural-urban synergies – the identification of policies and institutions that help create positive synergies between urban and rural areas, and promote sustainable flows of people, remittances, water, waste and food.

**How we will achieve this,
with partners:**

- document examples of effective partnerships and engagement by local government and low-income groups in addressing issues, for instance, by upgrading squatter settlements, reducing backlogs in service provision, reducing vulnerability to climate change impacts and other hazards, such as flooding
- strengthen networks and support to low-income groups to support grassroots-led development, and increase capacity to shape policy and service provision, including timely research by local researchers and practitioners to learn from and legitimate local success and innovation
- raise awareness and understanding of urban and rural-urban issues within the international development community and government agencies, providing analysis to assist them to respond to urban challenges, and promoting donor assistance to locally driven urban poverty and environment initiatives
- explore ways to improve interactions between citizen groups, the planning process and the private sector, and to ensure that urbanisation contributes not only to economic growth, narrowly defined, but also to equity and environmental sustainability.

‘Urban development in rich and poor countries has to be rethought if needed reductions in resource use and greenhouse gas emissions are to be realised, and cities made a better place for poor people.’





Shaping responsible markets

Markets have the potential to improve the lives of poor people and provide environmental sustainability. But there is no guarantee this will happen, unless markets are deliberately structured and shaped in ways that deliver sustainable development, rather than left to the perils of their internal logic and inevitable ‘market failure’.

At IIED, our work has sought to shift the rules and practices of the market to achieve a fairer distribution of benefits and better environmental management, by catalysing action in business, government and civil society. Multilateral trade negotiations, with a potentially great impact on market rules, are in stalemate; but other influences on markets are becoming important and helping to fill some of this gap. Increasingly, businesses are seen as development actors, with the private sector expected to make a major contribution to achieving the Millennium Development Goals.

Players in financial markets have been giving increasing attention to the environmental and social impacts of their lending and investment decisions. But credibility for the mainstream consumer is as elusive as ever, and the ‘sustainable consumption’ debate has not so far met the challenge of delivering equitable development. The carbon market has taken off following the ratification of the Kyoto Protocol, and although there is still a long way to go before it resembles markets for conventional commodities, it is becoming increasingly sophisticated. As with other markets, action is needed to ensure that the benefits of carbon trading reach the poor.

Goal and objectives

Our goal is to support the design of markets that promote sustainable development at local and global levels, rather than undermining it, by addressing issues of market structure, environmental externalities, power, access and rules of operation. So we will work towards:

4.1 Markets that function to better support sustainable development, through addressing the formal and informal rules that govern the way in which markets work.

4.2 Business models, practices and innovations better designed to promote poverty alleviation and environmental protection. Responsible business practice encouraged in oil and gas, mining and agrifood sectors.

4.3 Better recognition and quantification of market failures that affect the environment, and incentive mechanisms that are designed to correct adverse social and environmental outcomes.

4.4 Global and local investment flows, including those by large emerging economies, that contribute more significantly to environmental protection, poverty reduction and sustainable livelihoods.

4.5 A new research and advocacy agenda, developed with partners, that addresses inequities in current patterns of consumption and initiatives to reduce consumption.

4.6 Economic tools for climate change action that improves the welfare of the poor and vulnerable while supporting sustainable development and the environment.

How we will achieve this, with partners:

- analyse the strengths and weaknesses in existing market governance structures and business operations, interrogate the assumptions underlying these models, for example on how people respond to incentives, and offer new designs for market governance in the fields of energy, agriculture and food, and environmental services
- interact directly with businesses to support innovation that improves social and environmental outcomes for both enterprise and communities, drawing on practical examples of corporate-community partnerships and piloting new approaches
- bring environmental values (such as carbon sequestration, biodiversity conservation and watershed services) to the marketplace in practical and cost-effective ways that improve access and revenues accruing to low-income groups
- improve the capacity of people in low- and middle-income countries to influence the market decisions that affect them, overcoming the mismatch in power, jurisdiction and responsibility between national sovereignty and global value chains.





Making it happen

To meet our strategic goals over the next five years, we will continue to develop our expertise in two key areas: communications and governance. These concerns cut right across all the work we do. And we will go on investing in skills, expertise and ideas — the core of our institutional fitness to meet the emerging challenges in environment and development.

Communicating and influencing at all levels

We are committed to becoming a leading institution in sustainable development communications, complementing our leading role in research. Our communications work will be based on four key values — engagement, influence, accessibility and visibility — and will target five priority audiences: policy, media, academia and research, private sector and philanthropists, and the informed general public.

Over the next five years we will focus on a number of key communications areas, aiming to:

- develop and share our understanding of what makes good research communications and how organisations like IIED can improve their communications strategies; and introduce a process of strategic communications thinking within IIED, and with partners where relevant, that looks to plan, cost and implement communications activities that significantly boost uptake of research
- build on IIED's main website and sub-sites, focusing on increased engagement, influence, accessibility and visibility among our five priority audiences
- raise the profile of environment-development links among our five priority audiences by supporting journalists in a broad range of media to report more often and more accurately on such topics in ways that are relevant to their various audiences
- influence and inform through writing — in formats ranging from policy briefs, opinions, annual reports, video scripts and web features to pocket books — that is lucid, to the point and best adapted to the needs of targeted readerships. These include educated generalists, Southern partners, other researchers in environment and development fields, and advisors and ministers in national environment, finance and development ministries and in local government in the South
- raise awareness of IIED publications among our five priority audiences through specific targeted outputs and better segmented and targeted marketing, and increase the free dissemination and sales of all IIED published materials
- maintain and improve IIED's range of distinct, groundbreaking flagship publications with growing readerships and influence.

Governance for sustainable development

Good governance is critical to promoting and enabling progress towards sustainable development. It requires effective legal frameworks, institutional structures and arrangements that confer accountability and equity; sufficient resources, skills and capacity; and access to decision-making for a range of stakeholders and especially marginalised groups. Good governance means fair and forward-thinking policies will be made and acted on – the crux for truly sustainable development.

A key challenge for our work on each of our four Goals will be to secure accountable, transparent, equitable and effective governance for sustainable development at all levels – through generating evidence of processes and institutional structures that work, and how roles, responsibilities and means of engagement can best be improved.

This is a shared responsibility of governments, the private sector and civil society. It provides the means to determine the direction of development, take on board the perspectives of different stakeholders, manage actions and track progress.



Driven by an internal governance task team, over the next five years we will focus on a number of key governance areas:

- understanding the important factors that underpin good governance, drawing lessons from work across IIED and the experience of partners and other organisations
- improving environmental mainstreaming, the integration of environmental concerns in development policy processes, planning and decision-taking at national to local levels, in both poor and rich societies
- contributing to an effective post-Millennium Development Goals framework for development cooperation beyond 2015 and a Rio+20 Sustainable Development Summit in ways that challenge drivers of unsustainability and promote good practice
- emphasising and documenting the critical roles of local organisations in sustainable development, including grassroots organisations, local NGOs and local governments, and to give them more possibilities of articulating their views and priorities in decisions about sustainable development in their localities and at national and international levels
- promoting environmental justice and realising and strengthening the potential of international law to create lasting solutions that help protect the global environment, alleviate poverty and achieve sustainable development, globally to locally
- analysing and documenting our partnerships, identifying some of the dilemmas involved, establishing clearer expectations of mutual accountability, and sharing lessons for partnership building
- understanding more clearly the influence of the BRICs countries (working within the G20), particularly China, on environment and development challenges, the new geopolitics and innovation.

Investing in institutional performance

IIED staff and partners bring a rich mix of skills, expertise and ideas to the table. But sustainable development is not static, and new challenges continue to emerge. We have to enhance our capacity to identify new opportunities for influence and contribute to new global initiatives. While the wide range of skills under one roof makes the organisation credible and keeps us in demand, we need to make sustainable development a business, political and scientific imperative. Our ability to 'speak to and for sustainable development' has to be complemented by the ability to 'speak to' science, politics, market issues, and a range of social movements. To do so, we need to retain and nurture a core set of expertise in natural and social sciences as well as interdisciplinary methods.

IIED has grown rapidly over the last five years, and we anticipate a similar rate of growth up to 2014. Our mix of funding has also shifted significantly, with the development of two major grant-making initiatives, funded by US foundations. We have set a trajectory for growth in staff and budget for the coming five years that will enable us to meet the ambitious set of objectives in this strategy. Our total income increased from £7.6 million in 2005/6 to £14.1 million in 2008/9 (including grant-making projects of £3 million), and we project that it will be at £19-£22 million by 2014 (including grant-making projects of £5 million). We had 62 staff in 2006; 83 now; and estimate we will have over 100 in five years' time. The amount of funding that we passed through to collaborating organisations was £2.3 million in 2006; £6.1 million now; and will be approximately £8-£10 million by 2014.

To build IIED's institutional capacity, we will continuously improve our systems so that we are fit for purpose, cohesive, consistent, resilient and efficient in meeting our mission and can deliver against this strategy.

Over the next five years we will focus on a number of key institutional performance issues:

- ensuring IIED and its partners have the needed competence in economics, social science, gender, environmental and natural science, politics, law and governance, as well as interdisciplinary and participatory methodologies
- getting to grips with anticipating change, adopting methodologies that improve IIED's intelligence, resilience and adaptability, notably in horizon-scanning and keeping track of emerging problems
- actively supporting new ideas and areas of work, both within research groups and across the organisation. We will ensure adequate time and incentives for IIED staff and partners to support cross-disciplinary working for generating and developing new ideas, including operation of IIED's Innovation Fund
- demonstrating clear evidence of outcomes and impacts from our activities to donors, partners, users and beneficiaries of our work, and investing in organisational learning, monitoring and evaluation, and knowledge management systems to ensure that we can meet this objective
- continuing to review all our operations for their environmental and social impacts. This will include a broader audit of social and environmental impacts than previously conducted, to include water, waste, procurement, travel, energy use and other factors. We will set targets for year on year reductions in greenhouse gas emissions associated with our work, and establish a set of targets in other areas, such as waste
- ensuring that the strategy objectives are evaluated for their impact on Core functions, and investing resources accordingly, so objectives and work plans for IT, Office Services, Finance, Partnerships and Human Resources will be aligned to support overall delivery of the strategy in timely, cost-effective manner. Internal monitoring and evaluation systems will be enhanced by an outsourced 'internal audit' function
- with our framework donors, organising an independent external review of IIED's work: the terms of reference, principal focus, and practical arrangements will be confirmed at our donor meeting in 2011 and the results will be reviewed at the donor meeting in 2012. External reviews will then be held every five years, in line with the strategy cycle.

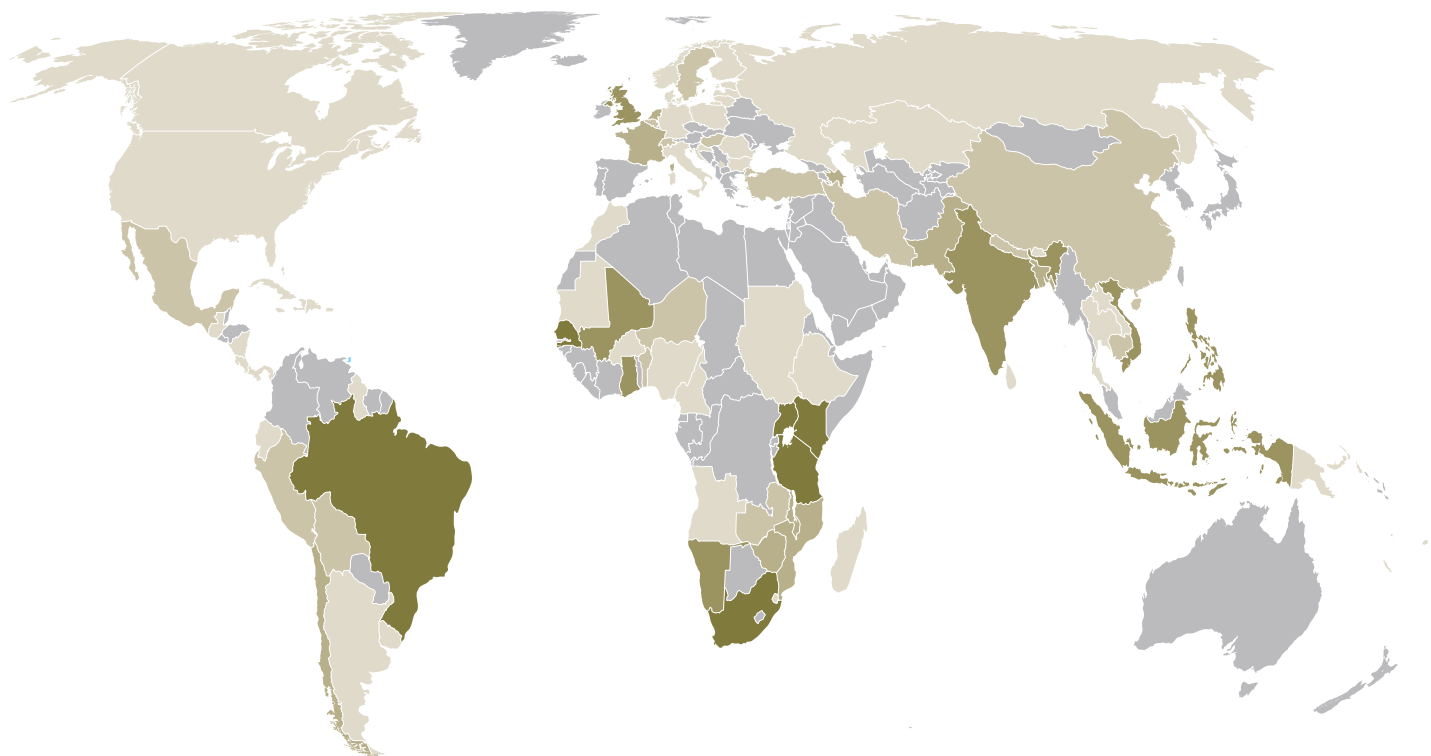
'We will continuously improve our systems so that we are fit for purpose, cohesive, consistent, resilient and efficient in meeting our mission and can deliver against this strategy.'



Working around the world

Number of IIED research groups active in this country in 2008/9

1 2 3 4 5 or more



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