

STRENGTHENING  
 PARTNERSHIPS  
 INVESTMENT  
 INDEPENDENT  
 THINKING  
 CLIMATE  
 CHANGE  
 DOING & THINKING  
 FORESTRY  
 SUSTAINABLE  
 MARKETS  
 FLEXIBLE & MULTI-DISCIPLINARY  
 NATURAL  
 RESOURCES  
 PROVIDING GREATER VOICE  
 GOVERNANCE  
 HUMAN  
 SETTLEMENTS  
 CORPORATE RESPONSIBILITY  
 BIODIVERSITY  
 URBAN ENVIRONMENT

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working for a just

# what makes us different? & sustainable world

IIED is an international policy research institute set up in 1971, just before the first UN Earth Summit. As a major contributor to the Brundtland Commission of 1987, the 1992 Rio Earth Summit, and World Summit on Sustainable Development in 2002 in Johannesburg, IIED draws upon a well-established reputation for independence and honesty, providing cutting-edge ideas to push policy forward.

Our wide range of long-standing partnerships makes IIED very different from other research institutes. Our partnerships generate close working relations with many key actors, from smallholder farmers and big city slum-dwellers to national governments and regional NGOs, global institutions and international processes. Collaboration is our hallmark and, in any given year, one third of our budget is channelled to groups around the world, to enable them better to respond to local needs. We are not a typical Northern-based research institute, worried about academic credentials. Rather, we believe rigorous research and reflection must be part of a process of action and policy change.

Acting as a catalyst, broker and facilitator, we help vulnerable groups find their voice and ensure their interests are heard in decision-making. Environmental sustainability is our core concern, but we are not a "green" organisation that is focused only on ecological conservation, while ignoring people's livelihoods.

# the world in

**Eight Millennium Development Goals (MDGs)** were agreed at the *United Nations Millennium Summit* in September 2000.

- 1 *Eradicate extreme poverty and hunger*
- 2 *Achieve universal primary education*
- 3 *Promote gender equality and empower women*
- 4 *Reduce child mortality*
- 5 *Improve maternal health*
- 6 *Combat HIV/AIDS, malaria and other diseases*
- 7 *Ensure environmental sustainability*
- 8 *Develop a global partnership for development*

The world is becoming less and less sustainable - the continuous rise in global greenhouse gases and biodiversity loss in oceans and forests, are major threats to environmental sustainability. Increased poverty and growing inequity remain a shameful reminder of the lack of fairness guiding political and economic systems, both nationally and worldwide.

Despite global commitment to achieve the **Millennium Development Goals**, many countries – rich and poor - are doing little in practice. Global expenditure on arms outstrips more than fifteen times the funds available for development assistance – a tragic case of misplaced priorities. Climate change will make progress yet more difficult. Many countries in sub-Saharan Africa are massively off-course in reaching the MDGs and, in response, many rich nations are increasing aid and debt relief to the poorest nations. Yet doubling aid seems much easier for Western leaders than



# which we live

changing key policies which can really deliver long term benefit to poorer parts of the world. Substantial reform of the EU's Common Agricultural Policy, and cutbacks to the US Farm Bill remain distant dreams.

The MDGs reflect much of what IIED has been promoting for the last thirty years – a strong and explicit commitment to cut poverty and integrate the principles of sustainable development into policies and practice around the world. But our work also points to significant weaknesses underlying the MDG-led approach to international aid. Equally, the emerging focus on channelling aid through direct budgetary support linked to Poverty Reduction Strategy processes can be seen as the latest in a long line of donor conditionality. These frameworks ignore environmental dimensions, and show only a superficial understanding of key factors – such as governance, democracy, and political power – which affect how far a truly pro-poor agenda can be met.

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## Is there a Future for Family Farming in West Africa?

*Family farming is key to the livelihoods, export earnings and food supplies of West Africa.*

*Smallholdings provide the lion's share of growth in farm output and have kept pace with increased demand in most countries. But cheap imports of food, falling world prices and difficult access to credit and inputs remain daunting challenges. Government strategies to "modernise" agriculture favours large-scale producers. If poverty is to be reduced governments and donors must recognise the value of small scale producers and strengthen family farms.*



## Strong local institutions

*Effective local institutions are vital for promoting secure livelihoods by supporting:*

- *Water and sanitation systems able to ensure adequate provision, designed, built and managed locally, and encouraging government-NGO-community partnerships*
- *Health care centres accessible to all and able to cut infant, child and maternal mortality and to mobilise local capacity to reduce malaria, TB, HIV Aids and other major diseases*
- *Local schools providing education for the poorest families, minorities and excluded groups as well as paying attention to gender inequality*
- *Local governments with the capacity and commitment to support not only schools, health centres and improvements in water and sanitation but support for local economic development that benefits poorer groups*

the world in which we live

A focus on the MDGs alone obscures what is really needed to achieve substantial gains in local incomes, livelihoods, security and sustainability. Equally, reliance on central government for delivery of services ignores effective, tried and tested ways of working with local people through municipalities, civic associations and grassroots organisations.

In the past decade, the extent, diversity and experience of southern civil society organisations have changed beyond recognition. Experience, self-awareness and global solidarity have brought a new strategic vision to many of their activities. And the growth in global coalitions demonstrates a renewed sense of purpose. IIED is committed to strengthening civil society groups, especially those that represent the interests of poor people, and to help their voices be heard in debating alternative futures.

IIED has a long track record of working with governments and aid agencies, to advise on strategy, policy and implementation. Increasingly we are also working with businesses, that share our values, to ensure that their investments bring benefits for local livelihoods and sustainable development.

While business has enormous power to generate growth and employment in poor countries we know too that decisions by businesses can also destroy livelihoods, harm the environment and marginalise small-scale enterprises that are often the engines of development at local level. Governments must provide a public policy framework that allows for coherence between business profits and broader social goals.





### From Raw Deals to Mutual Gains - Company-community forestry partnerships

*IIED reviewed 57 examples of partnerships between companies and communities working in forestry in 22 countries. Informal arrangements, joint ventures and social responsibility projects were included. We found that while these deals are growing in number some are thinly veiled attempts to spruce up a company image. Others have produced significant benefits for company profits and local livelihoods. These successes demonstrate the importance of good governance frameworks, well-developed brokering roles and raising bargaining power of communities.*

The years since 9/11 have seen major shifts in global governance and security. Re-establishing global trust and a commitment to multilateral approaches are ever more urgent, whether in the WTO's Doha Trade and Development round, in environmental conventions, or in reform of the UN system. The global "security" agenda focuses on military might, rather than constructing the basis for a more sustainable planet. We believe that our hopes for living together on this shared planet lie in agreeing a set of rules and ways of doing business.

The European Union must provide greater leadership by helping to strengthen international environmental governance and law. It must also put its own house in order, whether on carbon emissions or trade reform. The reality of climate change is starting to seep into public consciousness, North and South, and entering political debate. Making more rapid and effective headway on addressing the causes of climate change and strengthening ways to adapt are ever more urgent.

There is growing recognition of our global inter-dependence and many people, old and young, are calling for change. Through these global social movements, and by using policy spaces to voice our concerns, IIED articulates the values we share with like-minded organisations and shows how change might be achieved.

### Up In Smoke? A unique coalition to tackle climate change

*Driven by the knowledge that climate change is the biggest single issue facing humankind IIED and the New Economics Foundation formed a coalition of 18 development and environment organisations. Through a range of shared activities, the coalition is having considerable impact. Two briefing papers - "Up in Smoke?" and "Africa Up in Smoke?" - have shown the unequivocal impact of climate change on poor and vulnerable communities. "Latin America Up in Smoke?" is to be published in August 2006.*



# we want to

IIED provides expertise in achieving sustainable development at local, national, and global levels. In alliance with others, we want to shape a future that ends global poverty and ensures fair and sound management of the world's resources.

## OUR WORK OVER THE NEXT FIVE YEARS SEEKS TO:

- **Achieve a robust, ambitious and fair deal** for the post 2012 Kyoto agreement on addressing climate change
- **Bring management of environment centre-stage** in policy, practice, aid architecture and delivery of the MDGs
- **Strengthen local rights to land and natural resources**, and improve local governance to protect vulnerable groups from dispossession
- **Improve water and sanitation**, and strengthen secure tenure for the urban poor, building on local organisations and their priorities
- **Re-design markets** to bring benefits for poverty reduction, environmental protection and sustainable livelihoods

To make an impact on policy and practice, we combine a range of tools, skills and actions - linked to generating knowledge, engaging with stakeholders, and communicating effectively in order to build constituencies, create alternative visions, and seize policy openings.

Certain key principles underlie the way we work and guide the choices we make:

- Establishing and **strengthening partnerships**, through formal and informal mechanisms, based on mutual respect and common interests
- Maintaining **independent thinking**, to guarantee our reputation for impartial analysis, interrogating conventional wisdom, and brokering dialogue between diverse groups
- **Doing and thinking**, since each activity brings together ideas and practice, to strengthen what works, with a focus on pragmatism and problem-solving, that bridges environment and development
- **Supporting greater voice** for less powerful interests, through building their capacity to act and speak, by linking local and global levels, and
- **Being flexible and multidisciplinary** in approach and methods of work

# change the world

## natural resources

agriculture  
biodiversity  
drylands  
forestry

## climate change

mitigation  
adaptation &  
vulnerability

## governance

law  
planning  
global governance

## human settlements

urban poverty  
urban environment  
rural-urban links

## sustainable markets

environmental economics  
trade and investment  
regoverning markets  
business and sustainable  
development

## Global governance and sustainable development

*The concept of sustainable development has had a less prominent role since the 2002 World Summit on Sustainable Development. For IIED key challenges remain:*

*Exploring how global policy can better reflect sustainable development priorities.*

*Strengthening channels by which grassroots perspectives can be fed into international decision making, including UN reform.*

*Identifying how policy lessons from our work can be taken up by key audiences.*

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# five major goals for

**1 Achieve a robust, ambitious and equitable deal for the post 2012 Kyoto agreement.** International negotiations about what happens after 2012 under the Kyoto Protocol are getting underway. Together with developing country partners, we have been engaging in these dialogues as well as assisting the negotiators from the least developed countries to negotiate more effectively. We must agree more drastic cuts in emissions, on a fair and just basis, and assist poor countries and communities to adapt to the unavoidable impacts of climate change in the coming decades.

**2 Bring investment in and management of environment centre-stage in policy, practice, aid architecture and delivery of the MDGs** by providing a critical analysis of the target setting process for the MDGs. By focussing on poverty reduction, water and sanitation, slum upgrading and tenure security, we will show how to build on the ability of local organisations to address the priorities of local people. By strengthening institutions and governance processes we seek to address the needs of the many rather than the interests of the few. By examining how aid is delivered through the current financial architecture and the shortcomings associated with Poverty Reduction Strategy processes, IIED can demonstrate the importance of recasting donor-recipient relations.

**3 Strengthen local rights to land and natural resources, and improve local governance systems so land is used fairly and sustainably.** IIED will demonstrate how a better understanding of power relations at local and national levels and their impact on property rights is essential to secure rights for local groups. Decentralised structures, locally designed rules and accountable governance provide a greater chance of equitable access and long term investment in land, natural resources and biodiversity on which so many livelihoods depend. National policy needs to devolve powers and responsibilities to lower levels through legislation which strengthens local capacity. Ensuring effective checks and balances on local decision-making is central to making such structures accountable and their outcomes sustainable.



# the next five years

**4 Improve water and sanitation provision, and help urban poor groups to strengthen their housing security.** Inadequate water and sanitation are an affront to the dignity of the urban poor, and a major threat to their health. These environmental hazards are often a symptom of housing insecurity. We identify and support strategies, organisations and institutions that work locally to deliver clean water and sanitation, and provide more security for the urban poor. For example, in Moreno, Argentina, we are working with IIED-América Latina to document and extend innovative partnerships, which start with water and sanitation, and then extend to other environmental concerns. We are also working with Slum/Shack Dwellers International, to support their work with federations of the urban poor now active in 12 nations.

**5 Re-design markets to bring benefits for poverty reduction, environmental protection and sustainable livelihoods,** whether in markets for conventional products or in emerging markets for environmental services such as carbon, bio-diversity and watershed management. With the Clean Development Mechanism now in force, carbon markets are booming - but who will win and who will lose out? IIED is working to make sure that the corporate responsibility agenda delivers real benefits for people and businesses in poorer countries by developing ideas on best practice for business and on public policy innovation for governments around the world. Foreign direct investment has the potential to make a major positive contribution to sustainable development, but benefits promised at national level are too often not matched by positive contributions at the local level. IIED is unpacking the relationship between foreign investors, host governments and investment promotion agencies.

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## Strengthening pastoral civil society in Africa

*Pastoralists remain one of the least understood societies in Africa. Governments and donors have tried to settle and transform them. Large swathes of their land has been taken by government for other purposes.*

*In partnership with ARED, in Senegal, IIED has designed a training programme to give pastoralists the skills to articulate their own vision of development, and challenge outside misconceptions of their livelihoods.*



## Keeping an eye on foreign investment

*The impact of multinational corporations is increasingly subject to public scrutiny. Foreign investment is potentially a force for good, but can also generate significant adverse consequences - for workers, communities, the environment and public institutions.*

*Efforts to promote responsible business through voluntary approaches often do little more than tinker at the edges of business governance. The terms for foreign direct investment in some of the world's most controversial projects - oil pipelines, mining and dams - are usually negotiated in private, between multinational corporations and host country governments.*

*We are working with partners in Asia, Latin America and Africa to open up these foreign investment contracts to scrutiny by parliaments and citizens. With our partners, we will work to ensure foreign investment contracts support sustainable development and protection of human rights.*

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## delivering through partnerships

Partnerships and collaboration are at the heart of IIED's work and our strategy depends on developing close and fruitful working relations with many different actors around the world. We will:

- Consolidate and build upon the partnerships which underpin our understanding of current challenges around the world, and provide ways to deliver a range of activities and outcomes
- Jointly monitor and evaluate our work, through peer review and independent oversight panels
- Maintain a strong International Board of Trustees, to provide governance and guidance of IIED's work
- Create alliances with Northern institutions to shift the agenda in Northern countries and change public attitudes towards the South
- Set up an IIED International Fellowship scheme for individuals from around the world through visits, exchange of staff and opportunities for training and development
- Create and house a cluster of organisations with a common agenda, in an international GreenHouse, based in London. This will provide great opportunities for partnership and sharing skills, generating more clout for sustainable development actors at local, national and global levels



# our ways of working

The strength of IIED's work over the last thirty five years can in part be measured by the quality of our longstanding friendships and collaborative work with partners. Through them our focus has remained firmly rooted in an understanding of environment and sustainable development that includes the voices of the most vulnerable groups. The credibility of our research and the interaction we have with international NGOs and intergovernmental organisations have allowed us to amplify these voices in global policy making arenas.

The guiding principles behind our Ways of Working have been refined over years of experience and lessons learned. IIED works by generating knowledge on a given issue, jointly with a set of actors involved in a policy field, and helping create spaces to question and assess policy options. Our impact relies on our ability to identify critical issues, generate knowledge, and broker exchanges between different kinds of actors and levels linking knowledge with change processes.

Our recent Citizens' Jury held in the Sikasso region of Mali, January 2006, is a good example. Forty local citizens questioned a panel of expert witnesses on GMOs so that they could decide on whether the introduction of GM cotton in the region was a good idea. The Citizens' Jury decided against GM crops and with the support from the local government of the region was able to communicate this opinion to national government in Mali.

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**Concentrating power and profits in the food chain**  
*Food processing, retail and service industries have become highly concentrated and now demand stringent compliance with standards by suppliers. Such enormous buyer power raises daunting barriers to entry for most smallholder farmers. Only a small number of rural producers have the capital, infrastructure, and expertise to meet the requirements of shippers, processors and retailers. Even this small group find the competition intense and their bargaining power being eroded further. We look for levers to redress such imbalances.*

**Strategies and planning**  
*We promote good practice in implementing sustainable development strategies at national and local levels. There are certain key principles for such strategies to be a success – working with many stakeholders, participatory approaches and integrating environmental, social and economic goals. Most recently, we helped the French Government to review France's national strategy for sustainable development.*



# measuring impact

We are developing ways to monitor and evaluate our work, to ensure greater effectiveness and added value. The next phase of our monitoring and evaluation programme will expand our range of tools and processes. In time, these will be available as an on-line resource, for anyone working in the field of policy change, and facing similar challenges. External reviews, communications and networking continue to provide us with essential feedback for new and emerging priorities.

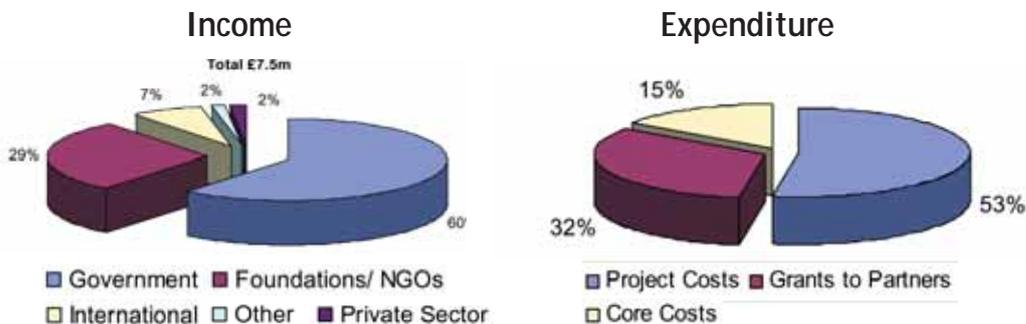
**Regional Advisory Panel meetings (RAPs)** help improve our effectiveness and relevance, by providing an opportunity to consult with and listen to people and organisations from Latin America, Africa and Asia.

Major **IIED-wide events**, such as our Annual Conferences and Multi-Donor Meetings, draw upon the skills and experience of all parts of the institute. A range of initiatives allow us to feed insights from different parts of IIED into global debates.

IIED is a founder member of the **Ring alliance**, a group of 15 like-minded sustainable development research bodies, predominantly from the South. The Ring promotes sustainable development locally and globally, through collaborative work, linking grassroots communities, researchers and policy makers, and promoting south-south partnerships.

The **Resource Centres for Participatory Learning and Action (RCPLA)** were established as a network in 1997. With members in 14 countries around the world, RCPLA helps researchers and practitioners share experience with a broad range of participatory approaches in diverse settings.

# funding



IIED continues to diversify its financial base. Without a capital fund of our own, IIED's work is entirely resourced through current income, received predominantly from European governments, including a new partnership arrangement (PPA) with the UK's Department for International Development. We are consolidating relations with long-standing supporters of IIED and seeking new sources of support for our partners and ourselves. We are also exploring an array of private sector sources where funding is compatible with maintaining our independence and integrity.

The diagram above shows where we sourced our income of £7.5 million in 2005-06 and how we spent the money.

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## The GreenHouse

London has been home to many leading organisations focused on sustainable development, combining research, communications, advice and training. Our GreenHouse project will bring them together, in a landmark sustainable building, and demonstrate best practice in environment and development.

At the forefront of design for low carbon emissions and minimal waste, the GreenHouse will be a global rallying point for achieving a fairer and more sustainable planet, providing resources to partners around the world and engaging with local citizen groups. The global challenges ahead demand that we pool resources, building on each other's skills and generating synergies.



## Working with barefoot film makers

IIED works with barefoot video film makers in India, Iran and Peru as part of its research on the regeneration of local food systems and economies. Participatory video is used in this action research to produce images that transform and empower. It works in several ways:

- Video that transforms the lives of the people involved, and the research process in which university trained professionals and non-literate, marginalised people collaborate. This produces new knowledge that challenges the dominance of western science and ways of knowing

- Video that empowers marginalised people - women in particular - and facilitates social and ecological change

- Videos made by partners to communicate research findings and policy recommendations to a wide audience throughout the world

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# communicating our message effectively

IIED's communications strategy aims to inform and amplify the voices of our partners, to influence key actors, and to share lessons learned about communicating for social change. Key priorities during 2006-2008 will be to:

- invest in more powerful means to translate our findings into clear messages, targeted at a range of audiences
- integrate communication activities and methodologies within the design of projects, so there is adequate provision for dissemination work
- carry out institute-wide communications work, on strategic cross-cutting issues, such as challenges to meeting the MDGs



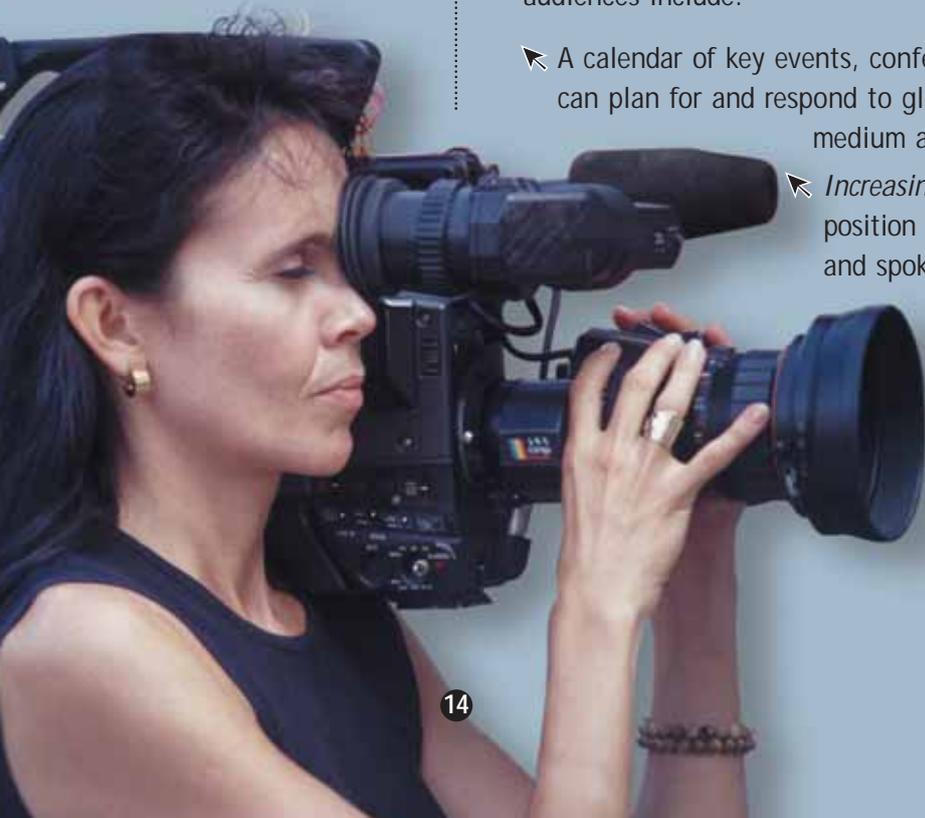
Each of our target audiences needs material in a different form, delivered in diverse ways. We seek to convey messages through a variety of channels, often in collaboration with other actors, local, national and global.

With over 50 different publications produced each year, including flagship journals, short summaries, research reports and local language materials, we work hard to ensure the widest possible access to this vital knowledge resource. A monthly e-mail bulletin, listing all new titles, goes to over 10,000 subscribers and nearly all of IIED's publications from the last six years are available for download. For a copy of this and our bi-monthly IIED e-mail newsletter, please visit [www.iied.org](http://www.iied.org)

The Internet is a vital means of staying in touch with many of our constituencies. Our web services programme allows easy on-line web presence for our many collaborative projects.

**Specific tasks** to raise the profile of work by IIED and partners among key target audiences include:

- A calendar of key events, conferences, and flagship publications so that IIED can plan for and respond to global communication opportunities in the short, medium and long term;
- *Increasing IIED's capacity to work well with the media* to position IIED as a reputable provider of information, stories and spokespeople on development and environment issues;
- *Developing a range of accessible materials for key external audiences* that focuses on translating our work into stories that capture people's imagination;
- *Networking and strengthening links with like-minded organisations* by joining relevant lobby groups and by providing information to illustrate the impact of current policy and practice on southern livelihoods, such as climate change.





# looking forward - only one earth for us to share

*"Are we present at one of those turning points when the human race begins to see itself and its concerns from a new angle of vision, and, as a result, finds new openings for action, for courage and for hope?"* Barbara Ward 1972

Our founder, Barbara Ward, was a visionary for the times and had great understanding of the challenges we continue to face today. More than 30 years later, our governments are still faint-hearted in their readiness for a step-change in stewardship of our one and only earth. We have ever more certain evidence of climate change yet our actions are slow and hesitant.

We need to explore better ways of living together, which build on co-operation not conflict, and which respect diverse cultures and values. We have much to learn from people and places around the world who have achieved a better balance between individual and collective needs, weighing up the demands of today set against the right of future generations to a planet not despoiled by our greed and short-sightedness. Farmers living on the desert margins in Mali respect the earth systems on which their livelihoods depend, balancing risks from climate, pests and prices, by investing in strong networks made up of family and institutions. So we too need to re-integrate the social and environmental elements of our existence back into a calculus too focused on economic values alone.

At IIED we are convinced that we can make progress towards a more sustainable, fairer planet. It will take a rare combination of insights, hard work, persuasion and firm values mixed with pragmatism. We have a clear responsibility to the people, plants, birds and diverse forms of life which share our earth, and towards the many generations still to come.

Camilla Toulmin,  
Director, IIED

*On December 11, 2006 IIED hosts the first of a series of **Barbara Ward Lectures**. We are delighted to announce that our Chair Mary Robinson will be delivering the first lecture on "Climate change and justice"*

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