



International Institute for Environment and Development

Trustees' report and accounts for the year ended 31
March 2020

Registered company number: 2188452

Registered charity number: 800066

Registered OSCR number: SC 039864

Trustees' report (continued)

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Trustees' report (continued)

Glossary

CRT	Coronavirus Response Team
DFID	Department for International Development (UK)
FRS	Financial reporting standard
FY	Financial year
Hivos	Humanistisch Instituut voor Ontwikkelingssamenwerking (Humanist Institute for Cooperation)
GIZ	Duetsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IIED	International Institute for Environment and Development
LIF	Learning and impact framework
LIFE-AR	LDC Initiative for Effective Adaptation and Resilience
LDCs	Least Developed Countries
MEL	Monitoring, evaluation and learning
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
SDGs	Sustainable Development Goals
Sida	Swedish International Development Cooperation Agency
SME	Small and medium-sized enterprises
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
WRI	World Resources Institute

IIED groups:

Comms	Communications Group
CCG	Climate Change Group
FARA	Finance, audit and risk assessment (sub-committee of the Board)
HSG	Human Settlements Group
NRG	Natural Resources Group
SLG	Strategy and Learning Group
SSMG	Shaping Sustainable Markets Group

Trustees' report (continued)

Reference and administrative details of the charity, its trustees and advisers

Trustees

Rebeca Grynspar (chair) (retired 16 June 2020)

Batkhisig Baival

Les Campbell (re-elected 16 June 2020)

Silvia Charpentier (appointed 12 December 2019)

Fatima Denton (retired 21 June 2019)

David Elston

Ahmed Galal (retired 16 June 2020)

Bara Gueye (appointed 12 December 2019)

Maria Mähl

Michael Horgan (re-elected 21 June 2019)

Angela McNaught (treasurer)

Sue Parnell (re-elected 16 June 2020)

Sheela Patel

Lorenzo Rosenzweig (retired 21 June 2019)

Tara Shine (resigned 27 November 2019, reappointed 14 September 2020)

Elizabeth Stephen (vice chair) (acting chair from 16 June 2020) (re-elected 21 June 2019)

The trustees are the directors of the company under the Companies Act 2006.

Director

Dr Andrew Norton

Registered office

80–86 Gray's Inn Road

London, WC1X 8NH, United Kingdom

Registered company number: 2188452

Registered charity number: 800066 Registered

OSCR number: SC 039864

Auditors

Crowe U.K. LLP

55 Ludgate Hill

London

EC4M 7JW

Solicitors

Bates, Wells LLP

10 Queen Street Place

London

EC4R 1BE

Bankers

Barclays plc

Level 27

1 Churchill Place

London

E14 5HP

The trustees present their annual report, including the director's strategic report, with the audited accounts for the year ended 31 March 2020. This report and the accounts have been prepared in accordance with the Companies Act 2006, the company's articles of association and Charities SORP (FRS102) applicable to charities preparing accounts in accordance with FRS 102: the financial reporting standard applicable in the UK and Republic of Ireland.

Trustees' report (continued)

Structure, governance and management

The company is registered in England and Wales as a charity (registered charity no 800066) and in the US as a publicly supported organisation exempt from federal income tax. The company is registered in Scotland as a charity (OSCR registration number SC 039864).

The company is registered in the UK as a company limited by guarantee (registered no 2188452) and its activities are governed by the Memorandum and Articles of Association (dated 23 July 2008).

The Memorandum of Association restricts the company's activities to those that are exclusively both charitable and educational. In addition, the Memorandum of Association allows the company to invest funds not immediately required while complying with the laws and restrictions governing the investment powers of charities.

In the event of winding up the company, each member undertakes to make a contribution, up to a maximum of £1.

Trustee appointment

The names of the trustees are shown on the previous page. At 31 March 2020, the Board of Trustees (Board) consisted of 14 trustees drawn from diverse geographical regions which correspond with the international focus of IIED's work.

Trustees retire by rotation; six years' continuous service (3+3) is the maximum, unless allowed exceptionally by the Board of Trustees. The Board annually reviews the structure, size and composition (including the skills, knowledge and experience) of the Board and ensures Board composition reflects IIED's mission with appropriate gender, cultural and geographic diversity. The nominations sub-committee ensures that candidates of the highest calibre, with appropriate and diverse mix of skills and experience, are put forward for selection by the Board of Trustees. Trustee vacancies are advertised on the IIED website, charity and trustee websites as appropriate and through IIED's networks.

Trustees attend an induction programme to familiarise themselves with the institute's operational activities and day-to-day management, as well as legal and regulatory requirements relevant to the trustees' roles and responsibilities.

Organisational structure

The Board of Trustees manages the business of the charity and exercises all the powers of the charity in accordance with the Articles of Association. The Board seeks to ensure that all activities are within UK law and agreed charitable objects. The work of the Board includes agreeing and overseeing IIED strategy and financial plans in line with its vision, mission and values. IIED's Board of Trustees meets in full twice a year.

Members of IIED's senior management team attend Board meetings as well as meetings of Board committee and sub-committees.

The Executive Committee oversees company business between Board meetings, including routine programme work and the review of management accounts and risk management reports from the Finance, Audit and Risk Assessment (FARA) sub-committee. Membership of the Executive Committee is drawn from the Board and currently comprises five trustees and is quorate with three trustees, one of whom must be the chair, vice chair or treasurer. Executive Committee meets twice a year, and reports to the Board.

The FARA sub-committee oversees financial performance, assurance and risk management at IIED. Membership of FARA is drawn from the Board and currently comprises five trustees and is quorate with three trustees, one of whom must be the chair, vice chair or treasurer. FARA meets at least three times a year and reports to the Board.

Trustees' report (continued)

The Fundraising sub-committee reviews the progress of fundraising and business development work against the strategy and business plan. Membership is drawn from the Board and currently comprises three trustees. The Fundraising Committee meets at least twice a year and reports to the Board.

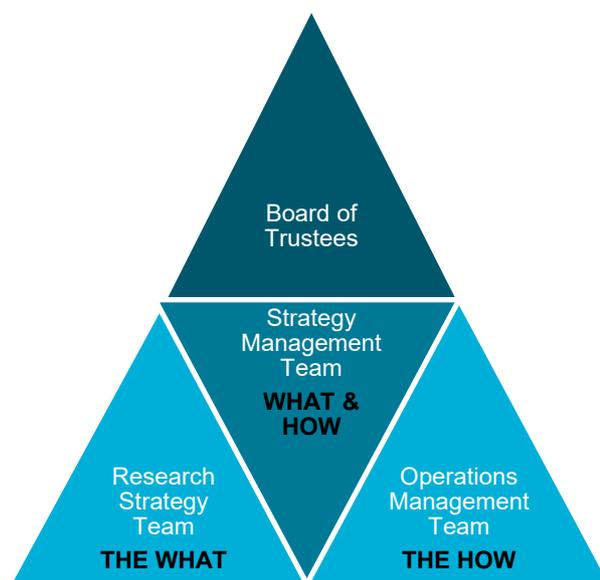
The Nominations sub-committee supports the Board in the execution of its responsibility to establish a formal and transparent procedure for the appointment of new trustees and to review annually the composition of the Board. Membership is drawn from the Board and currently comprises three trustees. The Nominations Committee meets at least twice a year and reports to the Board.

The Board and its subcommittees successfully transitioned to remote meetings from March 2020 when countries imposed lockdowns due to the coronavirus pandemic, and local and international travel was no longer possible.

With the scheduled departure in June 2020 of the Chair, Rebeca Grynspan, the Board asked a smaller committee of trustees to steer the recruitment process which was open and comprehensive and ran during 2018 and 2019. In November 2019, the Board strongly endorsed Committee's recommendation of Dr Tara Shine as Chair. As Dr Shine was an existing trustee, she stepped down from the Board with immediate effect in November 2019 with a view to taking up the Chair role in September 2020.

During 2019/20, the Board reviewed and approved the following policies: conflict of interest, schedule of delegated authority, reserves, and treasury and foreign exchange. The trustees also approved a three-year assurance programme reviewing financial and project management controls. In 2017 the Board carried out a review of IIED's alignment with the Charity Governance Code and identified that the two-thirds of its practices were fully aligned with the Code. Trustees agreed an action plan, and reviewed progress in 2019 and again in 2020, and IIED's practices are now mostly aligned with the Code (where appropriate). The main area still to address is communications with staff and partners at local events, as plans which had been made for trustee engagement at twice-yearly board meetings have been impacted by the move to wholly remote working; and these will be revisited as part of the induction of the new Board Chair. The actions also included the need to ensure a younger voice is heard in our work.

The Board delegates the day-to-day running of the charity to the director, who is supported by three leadership teams: strategy and management, operations management and research strategy.



The institute's researchers work in four groups: Climate Change (CCG), Human Settlements (HSG), Natural Resources (NRG) and Shaping Sustainable Markets (SSM). The director, management and the research groups are supported by two other groups — Strategy and Learning (SLG) and Communications (Comms) — in addition to operating functions reporting to the chief operating officer.

Trustees' report (continued)

About IIED

The charitable objects of IIED as set out in its Memorandum of Association are to advance the education of the public by all charitable means and to promote sustainable development for the benefit of the public through:

- The preservation, conservation and protection of the environment and the prudent use of natural resources
- The relief of poverty and the improvement of conditions of life in socially and economically disadvantaged communities, and
- The promotion of sustainable means for achieving economic growth and regeneration.

Progress of activities and achievements against IIED strategy can be found in the strategic report section of this report.

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 registered as an international organisation with the Organisation for Economic Cooperation and Development's Development Assistance Committee and has roster consultative status with the UN Economic and Social Council. IIED is UK-based 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 voices in the decision-making arenas that affect them — from village councils to international conventions.

Established in 1973, IIED has made important contributions to many milestones of sustainable development for more than 40 years. These include the Brundtland Commission of 1987, the 2002 World Summit on Sustainable Development in Johannesburg, the annual meetings of the UN Framework Convention on Climate Change (UNFCCC), the Rio+20 summit in 2012, the Paris Agreement on Climate Change and the Sustainable Development Goals in 2015.

Our longstanding body of research and communications work has consolidated IIED's reputation at the cutting edge of environment and development and at the nexus where these agendas overlap. Together with our broad-based network of partners, we aim to shape a future where people and planet can thrive.

Delivering public benefit

Our work combines research, advice and advocacy. Like an academic institute, we often publish in peer-reviewed journals. We value our independence and our high standards of research. Almost all our reports are available free on [our website](#). Like a consultancy company, we often provide national governments and international development agencies with advice on specific projects, policies or issues. And like an advocacy organisation, we often focus on particular issues and promote them in the public policy arena. In all we do, we focus on equitable and enduring solutions, built in collaboration with partners at the grassroots. We aim to serve the public benefit in a number of ways — including working in partnership, researching and analysing evidence on which decisions for the public good can be taken, communicating what we do and the information we produce as widely as possible and building bridges between groups and organisations that might not otherwise come together.

In setting our programme each year, we take account of the Charity Commission's general guidance on public benefit. Our trustees aim to ensure that the programmes we undertake are in line with our charitable objectives and aims, promoting sustainable and equitable development for the public benefit.

Trustees' report (continued)

Investing in institutional performance

During 2019/20 IIED continued with the implementation of its new finance and project management systems, supporting end-to-end proposal and project management. The new systems have delivered significant improvements to the quality and timeliness of reporting and have considerably enhanced our forward financial planning.

A programme of operational strategies, to support the implementation of IIED's new institutional strategies was launched, with five areas for consideration: people, business development, finance, international operations (including working with partners), and environmental stewardship. The recruitment of IIED's first HR Director was initiated, recognising the critical importance of people in delivering the new strategy.

IIED signed a ten-year lease on a new, larger office in Edinburgh (room for approximately 10 additional staff), to support continued careful expansion of the research programmes, and moved to the new building in August 2019. IIED's 10 year lease on its London office was due to end on 16th December 2020. This provided a very timely opportunity, as IIED adapted rapidly to remote working due to Covid-19, to rent an interim office giving greater flexibility while IIED makes longer-term decisions about our future needs.

IIED has an agreement with the trade union Unite, and representatives joined a Board meeting to provide an update on the management-union relationship. We worked together closely during the spring and summer of 2020 to support adaptation to the new ways of working, and collaborated on a wellbeing programme and consideration of furloughing for staff (although this was not in the end taken up).

A focus on strategy, learning and impact

Over the past year IIED has launched our new 2019-24 strategy titled 'Make Change Happen' and commenced work programmes in line with the new strategic framework across the whole Institute. We have done this in close liaison with our principal institutional funders to ensure they have the information they need to conclude previous funding arrangements, and to make a strong case for increased levels of support for the next five years. We have negotiated new institutional funding agreements with the Swedish and Irish governments: The Swedish International Development Cooperation Agency (Sida) agreed a new 5-year grant from April 2019 for SEK175m (£2.9m per year), and allocated additional funding of SEK5m (£394k) per year for two years (2020, 2021) to support inputs to major global events on climate change and biodiversity (both postponed to 2021 as a result of COVID-19). The FY21 Irish Aid grant is for one year at €2m (£1.8m) with the intention to put in place a multi-year agreement in FY22. Both constitute substantial increases on our previous agreements.

We have developed a new IIED Learning and Impact Framework (LIF) for 2019-24, to replace the Results Framework we used over the previous five-year period. The LIF increases our emphasis on effective learning: it is a principles-based model that requires all IIED researchers to reflect on what they want to change and how, and to gather evidence about both what is working and what is not working. It should inform IIED's decision-making by harmonising Monitoring and Evaluation Learning (MEL) processes, policies and systems. The LIF will be updated on an annual basis. It comprises a forward-looking planning document and a retrospective assessment document. It introduces institutional practices to assess and reflect on the effectiveness and impact of our work. It explains how we organise our work to deliver on our strategic vision, how we monitor our impact, and how we learn and share lessons to continually improve. It also captures learning and evidence of impacts from our work and serve as the principal accountability mechanism for IIED with our principal funders, and a key point of reference for our partners, our trustees and our staff.

Trustees' report (continued)

Ensuring excellent communications

Our Communications Group works across IIED to deliver efficient, collaborative and innovative research communications that have the best chance of achieving impact and value for money. Our communications strategy has three key objectives: putting audiences first; creating content for impact; and enabling best practice communications and marketing.

Our day-to-day work supports two kinds of activities: ensuring IIED has a strong platform from which to deliver all the necessary institutional communications, and providing support to research groups on specific projects. Last year we produced print and digital outputs with format and content tailored to target audiences; we tested and refined new products; and we strengthened our ability to monitor and evaluate our work, feeding back what we had learnt to our research groups for incorporation into new projects.

Over the last year we have focussed on four areas of renewed effort: (1) a louder, bolder voice and encouraging IIED to sharpen its messaging (2) developing a greater connection to partners in key concentration countries (3) putting our digital strategy above print, while still delivering a relevant package for our key stakeholders and (4) becoming a much more “listening” organisation where we improve the ways we engage with new stakeholders, particularly younger audiences.

The latest annual report and strategy materials on the website have attracted more hits than previously, indicating that our digital first approach is working. We have introduced more emphasis on external events and are looking to raise profile and presence by ensuring a continuous presence in the development dialogues and conversations taking place in our sector. We believe we are keeping pace with technological innovation and an ever-changing environment for world class communications. There has been a 26% increase in traffic to the main IIED website (prompted in part by a doubling of the number of blogs posted) and a 165% increase in traffic coming from social media. We have scaled up the number and nature of our online events, and received around five times as many registrations and attendees compared to previous years and have seen around a one-third increase in non UK-based speakers.

Our media strategy continues to evolve and improve: we have shifted to a greater focus on influential mainstream and specialist media with an international reach. It has taken a while to build the confidence inside and outside IIED but we have seen more influential coverage over the last year and more interest from the media.

IIED's social media presence continues to grow and last year we reached 57,000 followers on Twitter and have gained more than 9,000 new followers on LinkedIn. Our Instagram which launched in March 2019 has steadily been growing, with our overall total followers across all platforms at over 100,000.

Trustees' report (continued)

Our strategy report

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

Our research works at the intersection of environmental and social justice, taking valuable local solutions to influential global forums, achieving impact at many levels.

At the beginning of 2019/20 we published our new five-year strategy [Make Change Happen](#), outlining the nature of the ecological and social crises we face. Our strategy is structured around responding to five global challenges:

- the climate crisis
- increasing urban risk
- unsustainable markets
- an assault on the natural world
- increasing inequality.

These global challenges are linked, and so are the actions we take to drive change. For example, climate change exacerbates inequality – the poorest countries and people feel the most damaging effects – and is a major cause of declining biodiversity. Our work to support the Least Developed Countries to demand ambition in global climate action, therefore, contributes to progress in all areas. Over the past year we pursued our research with partner organisations and continued communicating and engaging with those we wanted to influence on areas we believe IIED can have the biggest possible impact in tackling these five challenges.

Under our strategy we renewed our commitment to strengthen our partnerships for change and in the last year continued to harness the power of our growing network — from grassroots communities to multilateral institutions, citizen-led social movements to policy advisors — to mobilise action at local, national and global levels.

Since March 2020, the global pandemic has had significant impacts across all of our work areas. The work that our research groups are doing to address this new challenge is described in the sections covering core research areas below. We will continue to adapt our strategic approach to address the changing global context brought by COVID-19.

Our new Learning and Impact Framework (LIF) evaluates our performance against the strategy and provides the structure for setting targets and tracking progress.

Analysis and assessment

Stakeholder survey

To understand what our partners think about our work, we have done an annual stakeholder survey since 2014. This year, to coincide with the launch of our new Learning and Impact Framework, we redesigned the survey to focus on three new metrics. These were developed to measure, on a scale of 1 to 5, the extent to which stakeholders believe we: generate new evidence, improve relationships, and strengthen capabilities.

The survey received 168 responses, with good response rates for individual questions. Overall, stakeholders expressed a high opinion of IIED's performance across all three metrics.

Trustees' report (continued)

The inclusiveness of our research methods, their practical value and their relevance for sustainable development stand out as our strengths. For example, our way of working is acknowledged as having a strong focus on partner participation, which stakeholders generally see as necessary to the achievement of long-term outcomes. We are also recognised as a thought leader on gender issues, with stakeholders giving us an average four out of five on this topic.

The survey results also point to potential areas for improvement, including the accessibility of our publications online and the use of our knowledge products in decision-making. We can also see that stakeholders place a greater focus on the quality and outreach of our publications compared with previous years. For example, although we published fewer knowledge products last year, the ratio of downloads to publications was the highest it has been in the past four years.

Monitoring, evaluation and learning (MEL)

We continue to value MEL and to invest in tools and methods for doing it well. Building on our work from the past two years, we led the production of a major publication on evaluating the Sustainable Development Goals (SDGs). Launched in February 2020, the [Evaluation to connect national priorities with the SDGs](#) is the result of collaboration across UN agencies, government departments and regional evaluation associations. It has strengthened our relations with other evaluation stakeholders and served as a springboard for us to present our methods at relevant conferences and in peer-reviewed journals.

Other MEL work this year focused on strengthening tools and tactics. This includes developing theories of change for each of the fifteen LIF work programmes; and using an outcome harvesting approach to track the less tangible results of IIED's work and identify areas for improvement.

Learning and impact framework (LIF)

The new LIF framework will be used to evaluate our performance against the IIED Strategy 2019–2024, placing a greater emphasis on effective learning and the changes this creates. Development of the new LIF has been very demanding, but we are confident that it will enable us to better assess the impacts of our work, and our contributions to broader processes of change. We also expect it to be a powerful tool for communicating with a wide range of external audiences and for demonstrating the rigour of our approach to MEL.

Output statistics

Last year we added 147 new research publications to our [online library](#) of more than 7,000 publications; in total, these publications were downloaded more than 893,000 times last year. We published 110 [blog posts](#) last year, which were viewed 59,091 times; and produced 81 videos about our work, which were viewed 93,552 times. And we launched the [Make Change Happen](#) podcast series; our first four episodes were listened to more than 2,000 times.

As an organization, we have more than 100,000 followers across our four main social media channels. Our regular themed newsletters reach a community of almost 13,000 people. Our media work further extended our reach last year, through 1,120 pieces of media coverage in mainstream and specialist outlets across the world, including The New York Times, The Guardian, Reuters, BBC, Al Jazeera, The Ecologist, The Conversation and Mongabay.

Trustees' report (continued)

Directorate and Strategy and Learning Group

Selected highlights

Part of our media strategy is to maximise our impact and influence through the voice of the director, who is the lead in IIED's statements and press releases, and key spokesperson for interviews. The director's opinion articles and blogs are published in external media, all of which are amplified via IIED's social media channels.

Over the past year, Andrew Norton appeared in 107 mainstream and specialist media outlets around the world, reaching millions of readers including decision makers, funders and influencers. He was quoted in 80 articles (including The New York Times, The Guardian, BBC, Al Jazeera, Reuters, allAfrica.com, Mongabay, Devex, Climate Home) and opinion articles and blogs were published in 27 different outlets (including Thomson Reuters Foundation, Inter Press Service, OECD Development Matters, Financial Express Bangladesh, ReliefWeb). His quotes also featured in 12 IIED press releases and statements to the media.

This year, our Strategy and Learning Group (SLG) has worked with a group of UK environment and development NGOs to assess how well UK aid follows sustainable development principles. The group commissioned IIED to write a research report, which was then jointly submitted to the UK Parliament International Development Committee inquiry on the effectiveness of UK aid.

SLG continues to support MEL and LIF processes (see above); and to drive improvements in business practice. It has, for example, fully embedded IIED's approach to data protection and GDPR compliance across the institute's work and introduced a regular report to FARA. The group also supported an office move in Edinburgh, which will allow IIED to operate as a convening and small events hub in Scotland.

The Directorate led our response to the coronavirus pandemic's disruptive impact on our operations, which started in 2019/20. We formed a Coronavirus Response Team (CRT) which co-ordinated a highly successful programme of actions to move the entire organisation to online working as we shut our offices in mid-March 2020. The CRT has continued to co-ordinate effective action in four key areas of our institutional response to the pandemic: staff wellbeing; business development; business impact analysis; and partnership.

Core research areas

The challenge: the climate crisis

Global responses lag behind essential action as climate impacts are powerfully felt in the world's poorest nations. The countries responsible for driving climate disruption must act urgently to curb emissions — exceeding anthropogenic global warming of 1.5°C will spell disaster. At the same time, more climate finance is crucial to support poorer countries to build resilience and effect their own green transitions.

We work with policy and research partners to redress the balance by helping vulnerable communities in low- and middle-income countries achieve climate resilience and development — and by pushing hard in every arena we can for ambitious global climate action.

Meeting the challenge

Over the past year, three collaborative streams of work in particular have helped IIED ensure progress towards community resilience and global action.

Trustees' report (continued)

First is our **support to the Least Developed Countries (LDC) Group**. We have long provided the group with real-time legal, technical and strategic advice to strengthen its position in international climate negotiations and related global forums. Over the past year, we also continued to help the group develop its [LDC Initiative for Effective Adaptation and Resilience \(LIFE-AR\)](#), which aims to secure long-term adaptation interventions and investments towards a climate resilient future by 2050. LIFE-AR was positioned as a headline initiative at the UN Secretary General's Climate Action Summit in New York in September 2019, where the LDC Group launched its [2050 Vision](#) and presented its [evidence review](#) of effective adaptation. In December 2019 at the UN climate change talks (COP25) in Madrid, 14 countries declared their support for the LDC Vision by signing a [Partnership Compact](#) for stronger development cooperation between the LDCs and the international community.

Second is our **engagement with the Global Commission for Adaptation** to increase recognition of the critical role that poor and marginalised people have in tackling the climate emergency. We led the production of [a synthesis report](#) for the commission on the potential of social protection policy and programmes to support adaptation and resilience, focusing on low- and middle-income countries. And we worked with the commission to develop its [locally-led action track](#), which focuses on expanding the amount of funding available for devolved and decentralized adaptation action; and on improving the quality of funding available so that it is more likely to bring effective support to households, communities and social movements.

Third is our recent **work with donors and governments** to develop innovative financing solutions to improve resilience in the household and local economy. This includes working with the Asian Development Bank to develop the [Community Resilience Partnership Program](#), which is an action-oriented partnership to support countries and communities in Asia and the Pacific scale up investments in local resilience geared towards transformational change. It also includes our continued partnership with India's Ministry of Rural Development to strengthen the resilience of outcomes from their flagship employment scheme, MGNREGS (Mahatma Gandhi National Rural Employment Guarantee Scheme), by [integrating climate risk management](#).

Lessons learnt

Growing demand for our services requires a more strategic approach to engagement. An increasing number and range of external groups and organisations want us to participate in climate change processes and events. To avoid over-commitment, and to ensure that our work makes the biggest impact it can, we must prioritise our invitations and be more strategic in choosing where and when to engage.

Social movements have an important role in shaping climate action. Over the past year, events in a range of countries, including the UK, have inspired us to think about how IIED can support social movements to develop and influence mainstream climate policy and action. We convened dialogues between grassroots organisations and donors to discuss the ambition of social movements, and how stakeholders can work together to get the commitment and finance needed to back that ambition.

Mutual trust is key to rapid rethinking. Completely novel situations require innovation and a rapid rethink of how we work and what we work on. A high degree of trust and open communication among partners makes this process much easier and it is the mutual trust that we have built up over years with both donors and partners that will enable us to continue working at the international level despite the ongoing pandemic of COVID-19.

Obstacles and opportunities

Looking ahead, we will focus on rethinking our approaches to ensure progress in the face of COVID-19. The pandemic is already diverting attention from the climate crisis and disrupting global processes and activism for change. It is likely to reduce political will and openings to act on the momentum created by

Trustees' report (continued)

our work on governance, social protection and devolved climate finance. It will make convening and engaging stakeholders at all levels harder.

We are already thinking about how to pivot or reconfigure our work to meet the COVID-19 challenge. This includes, for example:

- supporting the LDC Group to transition to virtual diplomacy and leverage virtual meeting spaces to articulate and enable their vision of climate resilient green economic recovery;
- frontloading the first half of the year with desk-based work, such as preparatory research, evidence reviews, tool and training development; and
- moving deliberative dialogues online, including our annual community-based adaptation (CBA) conference.

In all our work we will look for synergies, drawing the parallels between the climate crisis and the pandemic to extract lessons learnt; and stimulating action to build climate resilience and resilience in the face of COVID-19.

The challenge: an assault on the natural world

We are in danger of losing the struggle to protect vital biodiversity, on land and in the ocean. A false choice between people and environment is causing many conservation efforts to overlook communities and lay waste to local livelihoods, as well as failing to protect wildlife. Meanwhile, agribusiness, extractives and other investment projects often take an aggressively short-term approach. Across the world, people who co-exist with and rely on natural resources – terrestrial and marine – see their rights and livelihoods eroded.

Environmental justice is at the heart of IIED. We believe solutions to the untenable pressures on the living planet must also be built on foundations of social justice. This can only be achieved through meaningful engagement with the people who feel the shifts in our natural world most keenly.

Meeting the challenge

Over the past year, two multi-year projects were brought to a successful end:

- The [CoNGOs project](#), which has worked in five countries of the Congo Basin since 2016 to increase the **capability for community forestry**, focused on the contribution that collaboration among NGOs can make. An [independent external evaluation](#) of the project led by a Cameroonian natural resource management expert concluded that it surpassed its expected impact, outcome and outputs, supporting communities to secure or start securing some 90,000 hectares of forest lands and contributing to the elaboration of the [Brazzaville roadmap on community forestry](#).
- Three years of work with partners to **support smallholder farmers' decision making** in the [SITAM project](#) used in-depth household case studies to explore how smallholder farmers in Burkina Faso, Ghana and Malawi manage the trade-offs between production, sustainability and other socioeconomic and environmental forces. The project improved our understanding of [how farmers' decisions are influenced by factors beyond their control](#) and helped drive [policy reform and development support](#) towards sustainable agricultural intensification.

While some projects have come to an end, others have continued to gather pace. A [new stream of work on biodiversity for development](#) is directed at making stakeholders aware of the importance of biodiversity for reducing inequality and promoting poverty reduction and resilience. Over the past year we have published an [IIED briefing](#), [evidence review](#) and a [comment in the Lancet Planetary Health](#); and engaged the UK government on issues of conservation and biodiversity.

Trustees' report (continued)

Another [new project](#) aims to build on our previous work to investigate the links between **indigenous food systems, biocultural heritage and agricultural resilience**. Working with partners in China, India, Kenya and the United Kingdom, we are linking researchers and indigenous peoples to design new interdisciplinary research and enhance evidence on the role of indigenous crops in agricultural resilience.

We continue to explore **mining, human rights and livelihoods** issues, aiming to support socio-legal empowerment where it is needed. In Guinea, we are helping a group of civil society organisations called the 'Collectif' to harmonise national mining legislation with international human rights standards. In Mali, we continue to work with the Publish What You Pay Coalition and, following constructive dialogues and a new mining law, are now drafting guidance on how to formulate regulations on tax, local revenue management and artisanal mining.

Lessons learnt

Regional expertise enriches evaluations. Our experience with the independent assessment of the CoNGOs project highlighted the value of engaging specialists who are from the region or have a very strong background in the region. This is too rarely done by development agencies. In this case it added significant context and depth to the evaluation and helped ground it in regional realities.

Complex messages can still drive policy reform. Our experience with the [SITAM project](#) proved that even though messages about farmers' conflicting socioeconomic and environmental objectives can be complex, they can nevertheless be converted into strong programmes of policy reform and development support to promote sustainable agricultural intensification.

Obstacles and opportunities

Anticipating that the social and economic impacts of reactions and responses to COVID-19 will increasingly entwine with the health impacts and then outlive them, we hope to focus on analysing and supporting local organisational innovation to cope with shocks and stresses, adapt and rebuild better. We can begin to see some opportunities for short-term research in, for example, biodiversity and human health, green economic instruments, and 'business as unusual'. These could help explore and push through new innovations and long-needed policy reforms in support of local capability for vibrant natural resource-linked economies and resilience.

At the same time, due to COVID-19 much of our work that relies on field activities will have to be shelved, at least in the short term. At least one recent rejection of a proposal was due in part to contraction of the funds available.

The challenge: increasing urban risk

We know the lowest-income nations will be home to the majority of urban growth over the coming decades. Increases in existing populations and the arrival of men, women and children will swell the cities of Africa and Asia. Climate change and conflict will play their part in mass movement.

But these nations often lack the institutions and infrastructure necessary to counter the poverty, social exclusion and unhealthy environments that too often accompany dense, spiralling populations. The Sustainable Development Goals and the Paris Agreement cannot be achieved without towns and cities that are inclusive and resilient.

Our work in this area delivers on multiple fronts, placing local agency at the forefront for truly local-to-global impacts.

Trustees' report (continued)

Meeting the challenge

IIED has worked on urban issues since the mid-1970s and has had a significant influence on scholarship, activism and policy. Working across a range of issues including climate resilience, displaced populations in the urban space and urban risk, a poverty focus informs all our work.

In 2019/20 we began [a major new multi-partner project](#) to investigate the effects of **protracted displacement** and the potentials for better urban responses in Afghanistan, Ethiopia, Jordan and Kenya. Funded by the Global Challenges Research Fund, the new study will assess how cities can foster displaced people's self-reliance and local integration, while benefitting host governments and communities. This three-year project offers a solid foundation to build on our work on humanitarian issues in the urban space.

Another new project launched in 2020 is examining multiple risks in informal settlements. Funded by the British Academy, the [Grassroots Insights into Urban Risk](#) project will work with Tanzanian grassroots organisations to encourage intersectoral strategies and create a platform for inclusive, co-produced interventions with government actors to foster resilience to multiple risks.

Our flagship journal, [Environment & Urbanization \(E&U\)](#), remains a significant part of our work and outreach. In 2019, we published two issues on [inclusive climate change adaptation](#) (April 2019) and [food systems in cities](#) (October 2019). With more than 10,000 subscribers, E&U remains one of the most respected sources for high quality research on urban studies in the global south. Its 2019 impact factor is 3.273 – an increase on the 2018 impact factor of 3.015 and the highest it has ever been. The journal is now ranked 36/123 in Environmental Studies, placing it in quartile two, and 7/42 in Urban Studies, placing it in quartile one.

We also use major conferences on sustainable urbanisation to increase our outreach. For example, this year we organized, co-organized and presented at several [events during the World Urban Forum](#) in Abu Dhabi in February 2020.

Lessons learnt

Interest in urban issues continues to grow, but often in ways that fail to put the needs and priorities of low-income groups first. Our highly-downloaded [analysis of global urbanisation trends](#) highlights the changing nature of urbanisation, and identifies the responses that need to be taken by practitioners and policy-makers at different scales. Twelve of the world's 100 largest cities are in Africa, and these are all growing rapidly – special efforts need to be taken to ensure that low-income residents in these cities are not left behind in the pursuit of economic growth.

Access to services remains a significant challenge for a range of groups in urban areas. [Research with refugee groups in Kampala](#) has shown that hidden costs, language gaps, and discrimination all affect the ability of refugees to access healthcare services in the city. This project also showed that some of IIED's long-established approaches to engaging with marginalised groups can be modified effectively to work with refugee groups in cities to understand how they are themselves working to address these gaps.

Obstacles and opportunities

In autumn 2020 we started our engagement in the DFID African Cities Research project. This large consortium, led by the University of Manchester, has the potential to make significant contributions to urban research and practice in Africa, through a combination of rigorous research and consistent engagement with policy over three years.

COVID-19 is already affecting — and will continue to affect — many of the cities where we work, increasing vulnerability and deprivation and changing patterns of movement. We will work with partners

Trustees' report (continued)

to understand the pandemic's impacts on low-income urban groups, and to document the many ways that citizen groups respond. We will also begin a rapid review process for E&U papers on the pandemic and dedicated a special section of the October 2020 issue to this topic.

On a practical level, we expect restrictions on meetings and travel to affect our ability to work on some projects and we continue to develop alternative ways of working that still enable us to meet project objectives.

The challenge: unsustainable markets

From small family businesses to corporates, the private sector is struggling to keep pace with a host of global threats. Too often, good intentions fail to deliver real benefits for people or the environment, as businesses lack full knowledge of the supply chain or the realities on the ground.

Governments are also being challenged to count the true environmental, social and economic value of working with nature rather than exploiting it, from forests to fisheries. And until more equitable markets that preserve vital resources are a reality, our efforts to reduce poverty, combat climate change and protect biodiversity will suffer.

Transitions to a more sustainable and inclusive economy must address social, environmental and economic dimensions – this is crucial if we are to deliver the Sustainable Development Goals. We work to ensure that government and private sector policymaking treats inclusion and equality as central concerns, and that economic decision making fully includes the value of natural capital.

Meeting the challenge

We continue to work with governments, civil society and others in Africa, Asia and Latin America to support sustainable markets through evidence, analysis, advocacy and technical support. We focus on the market transitions needed to put development on more inclusive and sustainable pathways.

Throughout the past year, we have continued to promote a **blue economy** through our [support of the LDCs during global negotiations](#) for a new treaty on marine biodiversity in areas beyond national jurisdiction (BBNJ - Biodiversity Beyond National Jurisdiction). Progress has been slow, although we have used the talks as an opportunity to build capacity among stakeholders and to [shine a media spotlight](#) on key issues.

Our **economics** work on [innovative financing for biodiversity conservation](#) and [household spending on climate and disaster in Bangladesh](#) has similarly garnered significant media coverage.

And we have harnessed global events like Healthy Diets Week to showcase our work on **sustainable diets**, which includes a broad selection of publications and videos produced over the past year. A joint programme with Hivos, the [sustainable diets for all programme](#) uses citizen action to shape a green and inclusive food system. Using an innovative [change lab approach](#), the programme has continued to gather evidence on [perceptions, challenges and contexts of informal food markets](#) over the past year, with the aim of identifying key points for action and policy.

In October 2019, we launched a new publication series, [Insights](#), to explore the links between **business and sustainability**. The new series aims to provide detailed research evidence on how businesses, investors and civil society can work together to contribute to sustainable development. We have published two so far: on [ocean investments](#) and [access to energy](#).

Trustees' report (continued)

Lessons learnt

Involving citizens in research can be a powerful tool for social change. Our experience with [citizen science for sustainable diets](#) shows that involving citizens in the collection, interpretation and use of data can turn them from citizens to stakeholders and, eventually, to advocates. But the cause must be compelling, the data must be fit for purpose, and enough time must be given to building trust between the scientists and the citizen researchers.

Households are major financers for climate resilience and disaster risk reduction. Our [study in Bangladesh](#) concluded that rural households spend more than twice as much as the government on climate and disaster risk reduction, and 12 times more than the multilateral financing for the rural population in absolute terms. These households desperately need access to low-cost finance to address their climate priorities; and more inclusive and low-interest loans from formal financial institutions and microfinance NGOs could help provide it.

Obstacles and opportunities

We are already considering the short- and long-term impacts of COVID-19 on economies and livelihoods; and we are looking for opportunities to shape responses to the pandemic towards green transformation. All over the world, the role of business and economic stimulus packages is under scrutiny, particularly as a potential incentive for social and environmental improvements (the idea of working with nature to 'build back better'). There is also potential for debt relief to be linked to environmental benefits. We will look for opportunities to fundraise for both.

At the same time we will try to pivot some of our existing projects to gather evidence on the impacts of COVID-19 and how to address these. For example, our work on SMEs' access to energy finance will capture perspectives on the short- and long-term challenges posed by COVID-19. We are similarly adapting part of our small-scale fisheries work to examine, through telephone surveys, how the fish supply chain in Madagascar reacts to system shocks like COVID-19.

Some projects will not be so easy to adapt. For example, we are facing disrupted field work in Kenya and Sri Lanka for our work on insurance from wildlife damage. Our significant engagement planned for the UN Ocean Conference in Lisbon in early June 2020 has also been disrupted as the summit has been postponed. And we have a number of outstanding grant applications that have been delayed due to the pandemic.

The challenge: increasing inequality

The struggle for greater participation, rights and equality underpins every challenge we address. Accelerating elite wealth and growing inequality is undermining global solidarity and commitment to a shared future. Climate change, disruption to the world of work and disparities in access to digital technologies, if unchecked, will increase inequalities in income and power. In many countries, democratic freedoms and spaces for civic activism have declined. Women, as well as young, indigenous and disabled peoples, are among those who too often go unheard.

A determination to promote inclusion and justice runs through everything we do: informing how we work, where and with whom.

Meeting the challenge

Over the past year, four projects in particular have helped us ensure progress towards greater participation, rights and equality for a fairer, more sustainable future.

Trustees' report (continued)

First, we continued to expand our ground-breaking [programme of action learning](#) on **devolved climate finance** in Kenya. From a small pilot project in a few communities in Isiolo County, the County Climate Change Fund (CCCF) spread across all the Kenyan drylands and has now become a truly nationwide

programme. This innovative achievement has influenced thinking on getting climate finance to the frontlines of the climate crisis in poor countries on a global scale.

Second, we continued our work to promote **women and girls' rights to livelihoods, agency and security**. In particular, this year we documented [key outcomes and lessons learnt](#) from our long-standing work to [strengthen rural women's voices](#) in issues of local land governance, which forms part of our legal tools for citizen empowerment programme of work. The legal tools team has also been engaged in global debates on **investor-state dispute resolution**, submitting [four publications with partners](#) to the working group set up by the UN Commission on International Trade Law to review possible reforms.

Third, we successfully concluded a three-year [research project](#) on **inclusive shelter in East African cities**. The project studied both financial constraints to accessing land or housing and nonfinancial constraints, such as discrimination on the basis of identity; and was able to draw out some [general lessons for shelter programming in East Africa](#), as well as generate politically-relevant, locally-driven [recommendations for improving shelter at scale](#).

Fourth, we continued to progress our work on **universal access to energy**. We completed an analysis of the [potential for aggregation platforms](#) to channel finance into off-grid projects. And, in partnership with CAFOD, we continued to [scale up](#) the innovative **energy delivery model** approach to planning in Kenya, which is designed to improve understanding of the enabling factors and barriers to delivering energy services to people living in poverty. Learning from practitioner experience and research, the approach explores how to maximise development benefits of energy services and ensure sustainability over the long term.

Lessons learnt

Flexibility is key to success in devolved climate finance. Our success in scaling up the CCCF in Kenya was, in large part, due to the flexible funding that enabled a staged design and implementation approach. Institutional strengthening and climate change—which both lie at the heart of devolved climate finance—are both complex processes, marked by interdependency and uncertainty. Both demand an extended, flexible design process that enables the devolution of climate finance to change and evolve based on evidence, participatory reflection and iterative learning. Other lessons learnt through the CCCF project are available in [our synthesis report](#).

Gender-equitable governance should be promoted through institutional and capacity-building work. Across three different countries, our work to strengthen women's voices in local land governance shows that positive outcomes are most likely when solutions are strongly grounded in local contexts, embedded within established governance structures and accompanied by capacity-building activities to empower women.

Informal institutions and actors are key to shaping how and whether people access shelter. Our work on inclusive shelter in East African cities shows that the complex nature of informality may serve both to enable as well as to limit choices and opportunities for low-income groups. This and other lessons learnt through the inclusive shelter project are available in [our synthesis report](#).

Obstacles and opportunities

Across all our areas of work, the spread of COVID-19 has prompted real concern about the huge challenges of deteriorating conditions, in terms of the health, social and economic situations of the partners and local communities we work with; and in terms of a degrading geo-political environment and

Trustees' report (continued)

economic downturn that will likely see poverty and hardship swell while climate finance and aid budgets shrink.

At the same time, the pandemic potentially opens the door to projects and activities that will help us and our partners understand risk management of multi-dimensional risks, including pandemics, epidemics, climate hazards, economic shocks, and ecosystem degradation. We are already reflecting with partners on how these risks are deepening inequality and on the long-term resilience approaches we will need to deploy to reduce their impact on institutions, communities and ecosystems. Responses to the pandemic have also demonstrated that rapid and deep change in policies, practices and behaviours is possible. The greatest challenge is to channel this realisation into momentum for a more equitable and resilient world.

Crosscutting themes

We have pursued our efforts to mainstream **gender** into our work and that of others. For example, last year we adopted a new institute-wide gender equality policy, formalising our commitment to incorporate a gender-responsive approach in both our research and the way we operate as an institute. Beyond our own doors, we worked with partner WOLREC in Malawi to support the tea producers Nsuwadzi Association to be more responsive to the needs and priorities of its female members. And we continue to shine a light on the role of women in development through diverse materials on our [website](#) and [social media](#) platforms.

Across the whole institute, a range of formal and informal **learning** initiatives serve to improve our performance and integrate best practices. We support independent external reviews of our major projects (see, for example, [CoNGOS project](#) above) and use post-event evaluations and debriefs to reflect on our past efforts and shape our future work.

The past year again saw different IIED teams and groups join forces to achieve a common goal. **Synergies** included the communications and MEL teams collaborating to re-work many of the statistics we collect; and the continued efforts by all research teams to contribute to IIED's support to the LDC Group.

Spanning all our work, the **added value** of our distinctive approach remains clear. Working with civil society we help change behaviours; working with research institutes we help generate evidence; and working with governments we help shape policy. Our emphasis on long-term engagement continues to bear fruit in the shape of greener, fairer policies (for example on [agricultural intensification](#), [community forestry](#), [climate change financing](#) and [marine biodiversity](#)); and stronger capacity of partners and stakeholders (for example in [climate change negotiations](#)).

Looking ahead

The COVID-19 pandemic is a world-changing event that will cause radical disruption of social and economic life on a global scale. Commentators are expecting the worst global recession in 300 years; and ongoing responses (both official and informal) are reaching into everyday life and impacting social norms, practices and behaviours everywhere.

We need to come to grips with these changes across the full range of our work. On a practical level, we must **adapt to an online working environment and re-programme our activities** to enable delivery in the face of severe international and local travel restrictions. We are well-equipped to deal with the move to online working, thanks in part to the significant investments we have made in our IT infrastructure and finance, project and HR systems over the past three years. We have already ensured

Trustees' report (continued)

that all parts of the organization have the software and hardware they need to operate effectively in a virtual environment. And we have launched a project to identify strategies and actions that could go beyond 'making do' to put us at the forefront of digital working, including scoping the best possible technologies and approaches for virtual convening and digitally enabled empirical research.

Beyond the practicalities of coping with the pandemic, we will also have to **reframe and rethink our substantive agendas** in the COVID-19 world. This does not necessarily mean that we focus directly on COVID-19 extensively as a topic, and certainly does not mean that we try to become pandemic specialists overnight. But it does mean that we recognise the significance of the changes in motion from the crisis and adapt our work accordingly. We must continue to emphasise the importance of our core agendas and seek to identify, catalyse and promote strategic opportunities for transformational change on the key global crises of climate, biodiversity and inequality. We must also consider whether the consequences of the pandemic warrant a mid-term update to our strategy in 2022.

One of the areas where the pandemic has set in motion deep changes is in societal attitudes to **race and racism**. The impacts of the pandemic have increased inequality in numerous ways. A recent study in Mumbai, India, found that more than 50% of people living in slums tested positive for COVID-19 antibodies, as against only 16% of other residents. The economic impacts have borne more heavily on workers in the informal sector and the care economy. Disparities in infection rates and recorded deaths expose the effects of racism and structural disadvantage in many high-income countries. In the US, when adjusted for age, the risk of death from COVID-19 is as much as nine times higher for Black Americans than it is for White Americans.

The heightened emphasis on inequality, and the global movement to combat racism in the wake of the killing of George Floyd, have led us to start a process to see how we can strengthen our diversity and inclusion policies and the contribution we make to anti-racism in the environment and development community. We have formed a race and racism working group to drive forward our work in this area. We will build on our successful efforts to mainstream gender equality throughout our work and practices in taking this forward.

Across all areas of work, our **business development and funding** will become more challenging. Major economic contractions in OECD countries are likely to lead at least some countries to reduce their aid budgets. IIED as a whole is still very dependent on bilateral aid donor support; and both our frame funders have already indicated that current budgets will come under significant pressure over the coming year. To tackle the funding challenge we will need to do three things: work to keep our core agendas fresh and compelling; develop our own offers relevant to the changed situation; and renew efforts to diversify our funding and seek new funding relationships.

The start of 2020/21 has not been easy, but it is bringing opportunities to make IIED's skills and knowledge count in the face of fast-evolving challenges — not just the pandemic but also our core agendas of climate, biodiversity, inequality, urban risk and economic transformation. IIED's unique capabilities and partnerships will be needed more than ever as countries seek to 'build forward' from the pandemic to sustainable, fair and inclusive development pathways.

Trustees' report (continued)

Finance review

The statement of financial activities, balance sheet and notes to the accounts prepared by the trustees are set out on pages 29 to 51 and demonstrate a stable performance in a challenging funding environment.

- Income is lower than the previous year, £18.4 million against £20.8 million recorded in 2018/19.
- The average number of employees has increased to 133 (2019:130), with further expansion in our research activity (core function staffing remained static).
- As the mix of our programmes changed, payments to collaborating entities reduced from £5.1 million in 2018/19 to £3.6 million in 2019/20.

Nevertheless, despite the tough operating environment, excluding the provisions for dilapidations on Gray's Inn Road, IIED has improved its financial resilience through continued efficiencies in the core functions, with expenditure reduced from £4.0 million to £3.9 million in 2019/20.

IIED has no fundraising activity and is not a grant making organisation; instead it works in collaboration with its partners, resulting in no fundraising activity and grant making disclosures being given.

Key management remuneration

IIED's senior management team is paid according to the pay scale negotiated with the union, and is benchmarked against similar organisations. Two salaries are outside the pay scale (Director, COO), and were agreed with the union prior to recruitment.

Investment policy

We invested our cash in fixed-term treasury deposits during 2019/20. This policy produces an acceptable rate of return while giving us flexibility to access funds.

Related parties

Some IIED trustees are also trustees of other charities or directors or senior officers in other organisations IIED works with as a normal part of its research activities. Where such work involves payment, they enter into arm's length contracts and any payments related to these contracts are detailed in the notes to these accounts. The Board operates a conflicts of interest policy.

Risk management

IIED's trustees are ultimately responsible for risk management and the effectiveness of our internal control systems. The scheduled reviews of institutional risk took place in 2019/20 (twice at full Board and twice at FARA), with the inclusion of the expiry of IIED's London office lease in 2020/21 and the increasing weakness of sterling. Trustees have been presented regular business impact analyses since COVID-19 lockdown, March 2020.

Regular review of the risk management process is delegated to FARA, which also oversees an assurance programme.

During 2019/20 IIED received one notification of allegations of safeguarding incidents by one of its partners, informed DFID and the Charity Commission, and monitored the partner's management of the investigation and subsequent actions.

Key risks

As 2019/20 ended, the coronavirus had forced the closure of IIED's offices and staff had moved to working from home. The impacts of coronavirus on programme delivery were reviewed and a

Trustees' report (continued)

programme of communication with funders and partners started to review delivery mechanisms. The strategic risks arising from the pandemic take two forms. Firstly, there is the risk to our business model of not being able to engage in international travel to support research and policy engagement activities

Thus far in 2020/21 we appear to have mitigated that risk successfully through innovative use of digital communications. The second major risk is that bilateral aid budgets will shrink due to the contraction of OECD country economies. We will seek to mitigate that risk by focusing on compelling global challenges that aid budgets will have to continue to address, and by continuing to diversify our funding and seeking new funding relationships.

The external political environment continued to underlie significant strategic risks for IIED in 2019/20, with no perceived improvement from the previous year. The risks identified are that:

Global geopolitics will continue to move in a direction of 'great power competition', undermining multilateralism and the global cooperation needed to address issues such as the climate crisis, and fuelling nationalism. We will address this risk by engaging with new partners at all levels to emphasise the values of solidarity and collaboration needed to build towards a safer, more equitable and more sustainable future.

The UK's exit from the European Union will undermine IIED's influence, access to funding and access to skilled staff. We will address this risk by emphasising IIED's character as an international institution, reinforcing our European partnerships, and laying the groundwork for a new IIED entity in an EU country.

During 2019/20 IIED added two further operational risks to its institutional risk register:

The carbon footprint of IIED's business model (particularly through long-haul flights) could become a reputational liability for a climate action organisation. Staff initiated a review of IIED's environmental footprint; at the time of writing this report the impact of coronavirus on our international travel has mitigated the risk and we are actively learning from the experience to develop new, lower-carbon ways of working.

Vulnerability to cyber-attack results in systems failure, staff inability to work, data loss etc. Although IIED has Cyber Essentials accreditation, we commissioned an external review, and are implementing the agreed plan with the aim of achieving Cyber Essentials Plus accreditation by the end of 2020/21.

Reserves policy

During 2019/20, IIED trustees reviewed the reserves policy to ensure it is aligned with the new five-year strategy launched in April 2019.

To protect the organisation and its charitable programme against the risks of funding loss through income shortfalls and other unexpected financial losses, IIED's reserves policy sets a target for total unrestricted reserves of approximately four months of operating costs and staff salaries less liabilities from employee benefits (around £2.2 million). Trustees have therefore set the target range of free reserves (being total unrestricted funds less designated funds and fixed assets) at between £1.9 million and £2.5 million.

Total funds at year end are £2.6m, entirely comprising of unrestricted funds (2019: £2.77m). The decrease in reserves in 2019/20 follows an increase in the dilapidations provision which is payable on the termination of the lease on the Gray's Inn Road site (ending 16 December 2020). The total free reserves have decreased to £2.01 million (2019: £2.13m), comfortably within the target range endorsed by the Board.

Trustees' report (continued)

Plans for future periods

Although operating in a considerably more unpredictable environment than in previous years, IIED is confident to move forward with its plans for the future. The move into interim offices in London will enable IIED to adapt further to remote working for staff and partners, and more clearly identify future London office requirements to support our strategy and reduce our carbon footprint. Additionally, we are taking forward our plans to establish IIED-Europe, which will initially consist of staff funded by existing EU projects. The COP26 climate and COP15 biodiversity conferences will be focal points for our policy influencing in 2021, building on the plans for the 2020 postponed events. We have started the process of examining IIED's approach to equality, diversity and inclusion, both how we operate internally and our ways of working in partnership.

Statement of going concern

IIED had a financially stable year in 2019/20. A small surplus was generated, and there is a pipeline of projects for 2020/21 which gives IIED reassurance about the medium-term future. IIED is funded through income from charitable activities in relation to commissioned research, both practical and academic, and contracted income for 2020/21 is at the mid-year point similar to the levels achieved in previous years.

Since May 2020, IIED has been closely monitoring the delivery of its projects including the ability of partners to carry out research. COVID-19 has resulted in a delay in delivery of some projects, which has not been significant at the time of preparing the Trustees' Report & Accounts. Programme teams continue to work with partners to explore innovative ways to carry out research activity while operating within changing local restrictions. Regular communication is being maintained with funders on the implications of COVID-19 and they have been supportive of changes required to the projects, whether delays to activities or changes to delivery mechanisms. IIED's unique capabilities and partnerships put us in a strong position to adapt to changing priorities and research agendas, resulting from the unpredictable nature of international travel in the short- to medium-term future.

Trustees have received monthly updates on the impact of COVID-19 on IIED's work alongside detailed management accounts, together with a range of mitigating actions. The Trustees considered a number of factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements. These factors have included the key risks and uncertainties in the context of IIED's operations (including COVID-19), and a review of the budget and forecasts to December 2021. IIED's Trustees also considered contingency plans at its June meeting, looking at several scenarios which identified the mitigating actions IIED could implement, both cutting costs and drawing on reserves, which would support longer-term solvency.

The immediate impact of COVID-19 is that activities and expenditure during the full financial year are likely to be lower than budgeted, and a proportion of core costs may need to be covered from reserves during 2020/21. In 2019/20, IIED decreased its reserves by £164k due to increasing the dilapidations provision on the Gray's Inn Road lease. This brought total unrestricted reserves to £2.4m at the year end. This is in excess of the target unrestricted reserves level and provides flexibility to respond to the COVID-19 crisis to implement any changes required.

Having regard to the above, the Trustees believe it is appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Trustees' report (continued)

Statement of trustees' responsibilities

The trustees (who are also directors of IIED for purposes of company law) are responsible for preparing the Trustees' report, which includes the strategic report and the financial statements for the relevant year, in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company, including its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities' Statement of Recommended Practice
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors is unaware
- The trustees have all taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

Crowe U.K. LLP has indicated its willingness to continue in office and in accordance with the provisions of the Companies Act, we propose that they be re-appointed auditors for the ensuing year.

This annual report of the trustees, under the Charities Act 2001 and Companies Act 2006, was approved by the Board of Trustees on 27 November 2020, including approving in their capacity as company directors the strategic report contained therein, and is signed as authorised on its behalf by:



Elizabeth Stephen

Vice Chair

Date: 30/11/2020

Trustees' report (continued)

Independent Auditor's Report to the Members and Trustees of International Institute for Environment and Development

Opinion

We have audited the financial statements of International Institute for Environment and Development for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Trustees' report (continued)

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going

Trustees' report (continued)

concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Nicola May
Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London, UK

Date: 30th November 2020

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2020

	Note	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
INCOME AND EXPENDITURE							
Income from							
Bank Interest		11,398	-	11,398	17,395	-	17,395
<i>Charitable Activities</i>							
Commissioned studies and research income were received in the following areas of activity:							
Natural Resources		518,882	4,423,402	4,942,284	284,182	5,197,544	5,481,726
Sustainable Markets		88,271	2,810,703	2,898,974	150,135	4,077,562	4,227,697
Human Settlements		1,022,606	858,037	1,880,643	734,122	1,167,476	1,901,598
Climate Change		1,161,006	5,070,934	6,231,940	392,694	5,298,514	5,691,208
Partnerships and Development		21,908	1,312,261	1,334,169	13,787	3,494,070	3,507,857
Communications and publications		17,475	1,067,227	1,084,702	10,880	3,324	14,204
Other		31,825	-	31,825	-	-	-
Total income	14, 16	2,873,371	15,542,564	18,415,935	1,603,195	19,238,490	20,841,685
Expenditure on							
<i>Charitable Activities</i>							
- Commissioned Studies and Research	2	2,858,129	15,721,809	18,579,938	1,432,236	19,114,988	20,547,224
Total expenditure		2,858,129	15,721,809	18,579,938	1,432,236	19,114,988	20,547,224
Net Income/(Expenditure)		15,242	(179,245)	(164,003)	170,959	123,502	294,461
Transfers between funds	16	(179,245)	179,245	-	123,502	(123,502)	-
Net Movement in Funds		(164,003)	-	(164,003)	294,461	-	294,461
Funds brought forward at 01 April 2019		2,768,955	-	2,768,955	2,474,494	-	2,474,494
Funds carried forward at 31 March 2020	9	2,604,952	-	2,604,952	2,768,955	-	2,768,955

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

Balance sheet as at 31 March 2020

	Note	2020 £	2019 £
Fixed Assets			
Tangible fixed assets	4	344,718	357,527
Intangible fixed assets	5	206,455	279,994
		551,173	637,521
Current Assets			
Debtors	6	3,692,793	5,250,024
Cash at bank and in hand		3,920,080	2,654,233
		7,612,873	7,904,257
Liabilities			
Amounts falling due within one year	7	(1,695,846)	(2,692,403)
Deferred revenue	7	(3,863,248)	(2,863,920)
		(5,559,094)	(5,556,323)
Net Current Assets		2,053,779	2,347,934
Amounts falling due after more than one year	8	-	(216,500)
Net Assets		2,604,952	2,768,955
Funds			
Unrestricted Reserves	10	2,406,838	2,495,782
Designated Reserves	10	198,114	273,173
Total Funds		2,604,952	2,768,955

Approved by the Board of Trustees on
and signed on its behalf by:



Elizabeth Stephen



Angela McNaught

Date: 30/11/2020

Registered company number: 2188452

Cash flow statement for the year ended 31 March 2020

	2020	2019
	£	£
Net income	(164,003)	294,461
Interest received	(11,398)	(17,395)
Foreign exchange	(89,246)	(101,427)
Depreciation	333,082	305,610
Increase / (decrease) in deferred revenue	999,328	(1,792,064)
(Increase) / decrease in debtors	1,557,231	(910,136)
Increase / (decrease) in creditors	(1,213,057)	1,448,032
Net Cash used in Operating Activities	1,411,937	(772,919)
Cash flows used in investing activities		
Purchase of tangible fixed assets	(246,734)	(169,074)
Interest received	11,398	17,395
Foreign exchange	89,246	101,427
Net cash (used in) investing activities	(146,090)	(50,252)
Increase in Cash during the Year	1,265,847	(823,171)

Analysis of Changes in Cash during the Year

	2019	Change in Year	2020
	£	£	£
Cash at bank and in hand	2,654,233	1,265,847	3,920,080
	2,654,233	1,265,847	3,920,080

Notes to the Financial Statements for the year ended 31 March 2020

1. Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis under the historical cost convention and in accordance with the Charities SORP (FRS102) applicable to charities preparing their accounts in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

IIED meets the definition of a public benefit entity under FRS 102.

Income recognition

All incoming resources becoming available to the Institute are recognised in the Statement of Financial Activities on the basis of entitlement, there is sufficient probability of receipt and the amount can be quantified with reasonable accuracy. In respect of unrestricted income and restricted income not tied to time-limited grants, income is recognised as soon as it is prudent and practicable to do so. In the case of performance related grant or long-term contract income, income entitlement is considered to be conditional upon the delivery of a specified level of service, in accordance with FRS 102 and the Charities SORP. Income is therefore recognised to the extent the charity has delivered the service or activity. The time or expenditure incurred to date, as appropriate, is used as a reasonable estimate or approximation of the charity's performance and so income entitlement. Any such income not recognised in the year will be carried forward as deferred income and is included in liabilities in the balance sheet to reflect the matching of such income with future activities.

Incoming resources subject to restrictions

Grants and donations given for specific purposes are credited to a restricted fund, against which expenditure for that purpose is charged. Expenditure includes direct staff costs, other direct costs and, by agreement with the donors, an allowance for overheads calculated as a percentage of direct staff costs. The element of the overhead allowance that represents running costs which cannot be separately identified to a specific piece of work is credited to unrestricted funds in the Statement of Financial Activities (see note 3).

Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates, and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Notes to the Financial Statements (continued)

Expenditure

All expenditure is accounted for on an accrual basis.

Resources expended on Charitable Activities comprises all expenditure directly relating to the objects of the Institute and includes the cost of supporting charitable activities and projects.

Governance costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. These activities provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the charity.

Support costs include the costs of the central office functions of finance, human resources, information technology and premises costs. The basis of the cost allocation of support has been explained in note 3 to the accounts.

Financial instruments

The Charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

At the balance sheet date of 31 March 2020, the charity held financial assets at amortised cost of £7,080,112 (2019: £7,562,028) and financial liabilities at amortised cost of £1,441,415 (2019: £2,581,328).

Fixed assets

Tangible and Intangible assets are stated at cost less depreciation. Depreciation is provided using the straight line method over the following estimated useful lives:

Leasehold improvements: Remaining period of lease

Office furniture and equipment: 5 years

Computer hardware: 3 years

Computer software: 5 years

Additions below £500 are taken straight to the SOFA under support costs.

Cash and cash equivalents

Cash and cash equivalents include deposits repayable on demand without penalty. Short term money market deposits, and fixed term cash deposits which do not meet this criterion are held under current assets as short term deposits.

Notes to the Financial Statements (continued)

Provisions

Provisions are recognised when the Charity has a present legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense.

Exchange rates

Assets and liabilities are translated at the appropriate exchange rates ruling at the balance sheet date. Transactions denominated in foreign currencies are translated at the rates prevailing at the transaction date. Any exchange adjustments arising are dealt with in the appropriate fund.

Leases

Rental payments under operating leases are charged against income on a straight-line basis over the period of the lease.

Unrestricted funds

Unrestricted funds are available to be spent on any purpose within the Institute's overall charitable objectives. Within unrestricted funds, designated funds are those set aside by the trustees to meet a specific need or fund activities.

Going concern

The Trustees considered a number of factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements. These factors have included the key risks and uncertainties in the context of IIED's operations (including COVID-19), and a review of the budget and forecasts to December 2021. IIED's Trustees also considered contingency plans at its June meeting, looking at several scenarios which identified the mitigating actions IIED could implement, both cutting costs and drawing on reserves, which would support longer-term solvency.

The immediate impact of COVID-19 is that activities and expenditure during the full financial year are likely to be lower than budgeted, and a proportion of core costs may need to be covered from reserves during 2020/21. In 2019/20, IIED decreased its reserves by £164k due to increasing the dilapidations provision on the Gray's Inn Road lease. This brought total unrestricted reserves to £2.4m at the year end. This is in excess of the target unrestricted reserves level and provides flexibility to respond to the COVID-19 crisis to implement any changes required.

Having regard to the above, the Trustees believe there are no material uncertainties which cast doubt on the entity's ability to continue as a going concern and it is therefore appropriate to adopt the going concern basis of accounting in preparing the financial statements,

Notes to the Financial Statements (continued)

2. Analysis of expenditure

	Programme Costs	Note 15 Payments to Collaborating Entities	Note 3 Support Costs	2020 Total	2019 Total
	£	£	£	£	£
Charitable Activities					
Commissioned Studies and Research					
Natural Resources	2,065,407	2,013,058	1,163,950	5,242,416	6,410,739
Sustainable Markets	2,140,596	165,026	658,000	2,963,622	3,996,203
Human Settlements	1,089,869	477,009	447,170	2,014,048	2,189,229
Climate Change	3,687,541	949,900	1,323,476	5,960,918	5,698,492
Strategy and Learning	816,256	-	232,951	1,049,207	1,009,415
Communications and publications	1,050,053	-	299,674	1,349,727	1,243,146
	10,849,722	3,604,993	4,125,221	18,579,938	20,547,224

Foreign exchange gains and losses recognised in the year amounted to a loss £89,246 (2019: loss of £101,427)

3. Support Costs

	2020	2019
	£	£
Premises	1,382,901	1,460,769
Finance	1,073,628	1,027,833
Director's Office/ Trustees	539,787	766,275
IT Services	573,403	297,526
Human Resources	549,321	329,796
Systems Development	6,181	157,852
Total	4,125,221	4,040,051

Support costs are allocated to activities as follows:

Publications and Programme Costs - based on staff time spent on each activity

Payments to partners - a % based on the size of the payment

Management and Governance Costs - based on staff time

Included in the above	2020	2019
	£	£
Audit fees	26,830	42,280
Statutory Audit	42,900	22,180
Grant Audit	-	779
Other Non-Assurance Services	-	779
Total	69,730	65,239

Governance costs amounted to £78,928 (2019: £135,853)

Resources expended include operating lease rentals of £541,314 (2019: £527,456).

Notes to the Financial Statements (continued)

4. Tangible fixed assets

	Leasehold Improvements	Furniture and Fixtures	Office and Computer Equipment	Total
	£	£	£	£
Cost				
At 01 April 2019	1,573,457	175,605	313,402	2,062,464
Additions	106,547	25,693	114,494	246,734
Disposals	-	-	-	-
At 31 March 2020	1,680,004	201,298	427,896	2,309,198
Depreciation				
At 01 April 2019	1,300,284	165,951	238,702	1,704,937
Charge for year	180,699	8,300	70,543	259,543
Disposals	-	-	-	-
At 31 March 2020	1,480,983	174,252	309,245	1,964,479
Net Book Value				
At 31 March 2020	199,021	27,046	118,651	344,718
At 01 April 2019	273,173	9,654	74,700	357,527

5. Intangible fixed assets

	Computer Software	Total
	£	£
Cost		
At 01 April 2019	367,699	367,699
Additions	-	-
Disposals	-	-
At 31 March 2020	367,699	367,699
Depreciation		
At 01 April 2019	87,705	87,705
Charge for year	73,539	73,539
Disposals	-	-
At 31 March 2020	161,244	161,244
Net Book Value		
At 31 March 2020	206,455	206,455
At 01 April 2019	279,994	279,994

Notes to the Financial Statements (continued)

6. Debtors

	2020	2019
	£	£
Less than one year:		
Grants receivable	1,646,669	1,075,679
Accrued income	1,479,411	3,804,000
Other debtors	33,951	28,117
Prepayments	532,762	342,228
Total debtors	3,692,793	5,250,024

7. Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	593,313	1,579,466
Accruals	420,598	756,078
Other creditors	427,504	29,284
Social security and other taxes	254,431	327,575
Total	1,695,846	2,692,403

	01 April 2019	Income	Expenditure	31 March 2020
	£	£	£	£
Deferred Revenue	2,863,920	15,542,563	14,543,235	3,863,248

8. Creditors: amounts falling due after more than one year

	2020	2019
	£	£
Accruals	-	216,500
Total	-	216,500

Notes to the Financial Statements (continued)

9. Analysis of net assets between funds

2020	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible fixed assets	146,604	198,114	-	344,718
Intangible fixed assets	206,455	-	-	206,455
Debtors	566,713	-	3,126,080	3,692,793
Cash	2,474,735	-	1,445,345	3,920,081
Creditors	(848,102)	-	(847,744)	(1,695,846)
Deferred income	(139,567)	-	(3,723,681)	(3,863,248)
Net assets	2,406,838	198,114	-	2,604,952
2019	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible fixed assets	85,261	272,266	-	357,527
Intangible fixed assets	279,994	-	-	279,994
Debtors	-	-	5,250,024	5,250,024
Cash	2,654,233	-	-	2,654,233
Creditors	(522,799)	-	(2,386,104)	(2,908,903)
Deferred income	-	-	(2,863,920)	(2,863,920)
Net assets	2,496,689	272,266	-	2,768,955

10. Unrestricted reserves

	01 April 2019	Income	Transfers	Expenditure	31 March 2020
	£	£	£	£	£
Total Unrestricted Reserves	2,496,689	2,873,371	(179,245)	(2,783,977)	2,406,838
Designated Funds					
Building and Capital Fund	272,266	-	-	(74,152)	198,114
Total Reserves	2,768,955	2,873,371	(179,245)	(2,858,129)	2,604,952
	01 April 2018	Income	Transfers	Expenditure	31 March 2019
	£	£	£	£	£
Total Unrestricted Reserves	2,030,020	1,603,195	123,502	(1,260,028)	2,496,689
Designated Funds					
Building and Capital Fund	444,474	-	-	(172,208)	272,266
Total Reserves	2,474,494	1,603,195	123,502	(1,432,236)	2,768,955

Building and Capital Fund: In the year, the trustees have designated funds representing the net book value of the improvements made to the Gray's Inn Road leasehold.

Notes to the Financial Statements (continued)

11. Employees

	2020	2019
	No.	No.
The number of employees during the year was:	133	130
Number of part time employees in above	33	33
	£	£
The aggregate remuneration paid to employees was:		
Wages and salaries	6,210,239	5,976,549
Social security costs	664,847	621,377
Other pension costs	462,940	448,241
	7,338,026	7,046,167

	2020	2019
The number of staff whose remuneration fell within each of the following bands was:		
£100,000 - £109,999	1	1
£80,000 - £89,999	1	1
£70,000 - £79,999	10	10
£60,000 - £69,999	11	11

No termination payments were made during the year (2019: £nil).

No company pension scheme existed at 31 March 2020. Contributions are paid on behalf of employees to independently administered money purchase plans. The cost to the Group during the year was £462,940 (2019: £448,241).

12. Related parties

During the year, no trustee received remuneration (2019: £0). Where claimed, expenses incurred on the Institute's business were reimbursed. The total claimed during the year was £30,075 (2019: £64,783). The number of trustees claiming expenses was 17 (2019: 20).

Payments in respect of project work made to other charities and non-profit making organisations, of which certain trustees were employees or trustees, were nil (2019: £104,000).

The key management personnel of the charity comprise the Director, Chief Operating Officer, Director of Climate Change, Director of Communications, Director of Human Settlements, Director of Natural Resources, Director of Strategy and Learning and Director of Sustainable Markets. The total employee benefits of the key management personnel of the charity were £805,023 (2019: £821,027).

Payments were made in respect of the Director's expenses incurred for the management of the charity of £15,655 during the year (2019: £12,514)

There are no other related party transactions requiring disclosure.

Notes to the Financial Statements (continued)

13. Commitments

At 31 March 2020 the company had annual commitments under non-cancellable operating leases as set out below:

	2020	2020	2019	2019
	Land and Buildings	Other	Land and Buildings	Other
	£	£	£	£
Operating leases which expire in less than one year	327,667	19,633	500,000	19,633
Operating leases which expire within one to five years	129,333	6,544	291,666	26,178

IIED had commitments on contracts to partners of £5.9m at the year end (2019: £4.7m), £4.6m due in less than one year and £1.3m due within one to five years.

IIED holds a lease on a property in Gray's Inn Road, London WC1 with a term of 10 years terminating 16 December 2020 at an average annual rental of £420,000. It was decided to not renew this lease at the end of the lease period and a new Lease was signed in October 2020 for the rent of another office on High Holborn for a term of 18 months at £12,000 per calendar month for 3 months and £20,000 per month thereafter.

IIED currently rents Edinburgh office premises at the rent of £36,000 per annum to May 2021 and thereafter £40,000 per annum to July 2024.

14. Income

	2020	2019
	£	£
Donors		
Government and Government Agencies	9,930,873	8,279,213
International and Multilateral Agencies	2,576,051	1,842,235
Foundations and NGOs	7,325,145	5,592,032
Corporate	1,896,384	1,306,199
Donor Income received	21,728,453	17,019,679
Other Income		
Interest receivable	11,398	17,395
Other Income received	11,398	17,395
Total	21,739,851	17,037,074
Add: Income deferred from prior year	2,863,920	4,655,984
Less: Income due to prior year	(3,804,000)	(1,791,453)
Add: Income due from next year	1,479,411	3,804,000
Less: Income deferred to next year	(3,863,248)	(2,863,920)
Total Income	18,415,935	20,841,685

		2020	2019
		£	£
Government and Government Agencies			
Swedish International Development Cooperation Agency (SIDA)	Sweden	2,893,131	2,161,639
Irish Aid, Department of Foreign Affairs	Ireland	1,799,045	977,452
Department for International Development (DFID)	United Kingdom	1,221,884	1,461,329
Federal Ministry for The Environment	Germany	1,180,824	411,241
Embassy of Sweden, Kenya	Sweden	845,597	866,363
Department for Environment, Food and Rural Affairs (DEFRA)	United Kingdom	616,742	515,318
The Secretary of State for Health	United Kingdom	598,647	231,626
Minister for Foreign Affairs and Trade of Ireland	Ireland	384,001	446,235
Ministry of Environment, Sweden	Sweden	164,027	86,636
Deutsche Gesellschaft Fur International Zusammenarbeit (GIZ) Gmbh	Germany	95,670	198,822
German Institute for Development (DIE)	Germany	77,559	10,564
Niger Basin Authority	Niger	42,121	39,164
Royal Danish Ministry of Foreign Affairs	Denmark	-	592,902
Royal Government of Bhutan	Bhutan	-	131,375
Agence Francaise De Developpement	France	-	61,299
Swissaid	Switzerland	-	52,955
Embassy of Ireland In Tanzania	Tanzania	-	17,158
Finnish Ministry for Foreign Affairs	Finland	-	13,135
Amounts less than £10,000		11,625	4,000
Total Government & Government Agencies		9,930,873	8,279,213
International and Multilateral Agencies			
		2020	2019
		£	£
European Commission	Belgium	1,590,733	791,310
World Bank	Malaysia	286,380	146,653
United Nations Food and Agriculture Organisation (FAO)	Italy	266,582	313,882
Asian Development Bank	Philippines	186,181	107,166
United Nations Development Programme (Switzerland)	Switzerland	118,480	114,179
Organisation for Economic Co-Op & Development	France	42,969	31,426
United Nations office For Project Services (UNOPS)	Denmark, Belgium, USA	30,164	144,162
UN Human Settlements Programme, Kenya	Kenya	16,806	-
United Nations Environment Programme (Asia & Pacific)	Thailand	11,789	-
Commonwealth Secretariat	United Kingdom	10,354	-
International Fund for Agricultural Development (IFAD)	Italy	4,462	91,364
United Nations Environment Programme (France)	France	-	46,775
United Nations HQ New York	USA	-	20,966
Malawi UNDP	Malawi	-	16,400
Amounts less than £10,000		11,153	17,953
Total International & Multilateral Agencies		2,576,051	1,842,235

		2020	2019
Foundations and NGOs		£	£
Economic and Social Research Council (ESRC)	United Kingdom	2,056,488	1,221,249
Mava Foundation	Switzerland	850,949	879,904
Hivos	Netherlands	679,166	289,993
Wellspring Philanthropic Fund	USA	350,989	84,419
World Resources Institute (WRI)	USA	300,825	24,851
Wyg International Ltd	United Kingdom	239,412	144,324
Stockholm Resilience Centre	Sweden	225,694	82,304
Near East Foundation	USA	198,607	565,474
The British Academy	United Kingdom	177,399	223,391
New Venture Fund	USA	156,587	293,924
LTS International Ltd	United Kingdom	142,670	78,553
Overseas Development Institute	United Kingdom	140,995	73,968
International Livestock Research Institute	Kenya	109,709	55,563
European Climate Foundation	Netherlands	99,465	30,670
Mercy Corps USA	United States	98,955	83,037
University of Manchester	United Kingdom	92,571	27,191
WWF Netherlands	Netherlands	87,585	-
Arts & Humanities Research Council	United Kingdom	86,958	-
Schmidt Family Foundation	United States	82,395	-
Charles Stewart Mott Foundation	United Kingdom	79,770	37,063
Global Center on Adaptation	Netherlands	77,876	-
Arcus Foundation	USA	73,395	241,257
WWF Sweden	Sweden	64,532	-
University of Evora	Portugal	56,592	50,580
University of Southampton	United Kingdom	56,549	-
International Union for Conservation of Nature	Switzerland	52,506	20,350
Christian Aid	United Kingdom	51,999	94,723
International Land Coalition	Italy	49,016	-
Tufts University	USA	44,826	46,945
Royal Society for the Protection of Birds	United Kingdom	40,000	-
Global Wildlife Conservation	United States	38,921	-
Wellcome Trust	United Kingdom	35,456	-
Eventbrite	United Kingdom	32,580	20,657
International Institute for Sustainable Development	Canada	23,548	42,479
Institute of International Education	United States	21,832	-
United Cities and Local Governments	Spain	19,737	1,995

		2020	2019
		£	£
Enda Pronat	Senegal	19,077	-
Strathclyde University	United Kingdom	18,523	-
University of Oxford	United Kingdom	17,491	9,996
Oxford Policy Management	United Kingdom	17,466	34,427
Institute of Development Studies (IDS)	United Kingdom	16,758	45,723
Traffic International	United Kingdom	15,720	19,838
Wellbeing Economy Alliance	United Kingdom	15,000	-
WWF International	Switzerland	12,977	-
British Council	United Kingdom	12,900	7,500
World Conservation Monitoring Centre	United Kingdom	11,468	79,094
International Union for Conservation of Conservation Through Public Health	South Africa	10,740	-
Climate-KIC Holding B.V. Netherlands	Uganda	10,424	5,810
University of Edinburgh	Netherlands	10,218	-
Sustainable Use and Livelihoods Specialist Group	United Kingdom	6,635	24,076
Global Resilience Partnership	Australia	6,248	13,801
Ford Foundation	Sweden	4,200	10,371
Ag Innovations Network (Sustainable Food Lab)	USA	-	115,118
Annenberg Foundation	USA	-	44,095
RSF Social Finance	USA	-	35,000
Shack Dwellers International	USA	-	34,965
Wallace Global Fund	South Africa	-	31,740
Binks Trust	USA	-	26,519
UNICEF	United Kingdom	-	25,000
Kings College London	USA	-	24,815
Bangladesh Rural Advancement Committee	United Kingdom	-	24,131
The Spindrift Foundation	Bangladesh	-	23,700
Climate Focus	Switzerland	-	22,075
David & Lucile Packard Foundation	United States	-	21,945
Red Cross Red Crescent Climate Centre	USA	-	21,484
Institute of Geographical Sciences	Netherlands	-	20,215
Conservation International	China	-	12,448
Institute for Essential Services Reform	USA	-	11,950
International Development Research Centre (IDRC)	Indonesia	-	11,352
IED Afrique	Canada	-	10,920
University of York	Senegal	-	10,107
Natural Environment Research Council	United Kingdom	-	7,868
	United Kingdom	-	7,190

		2020	2019
		£	£
Luc Hoffman Institute	Switzerland	-	6,993
Other amounts less than £10,000		122,744	76,903
Total Foundations and NGOs		7,325,145	5,592,032

		2020	2019
		£	£
Corporate			
KPMG International (UK)	United Kingdom	606,907	216,020
PricewaterhouseCoopers London	United Kingdom	585,579	402,436
PricewaterhouseCoopers Limited, Kenya	Kenya	276,978	480,978
KPMG East Africa	Mauritius	191,268	1,600
DAI	Belgium	78,067	-
Altair Asesores S.L.	Spain	42,227	-
SAGE Publications Ltd	United Kingdom	41,606	35,030
DAI Europe LTD	United Kingdom	26,732	-
IPE Global Limited	India	20,525	15,170
Le Groupe-conseil Baastel Itée	Canada	12,392	-
Adam Smith International	United Kingdom	-	65,599
Amounts less than £10,000		14,101	76,903
Total Corporate		1,896,384	1,306,199

15. Payments to Collaborating Organisations

		2020	2019
		£	£
Payments to Organisations			
Centre Pour l'Environ Et Le Developement	Cameroon	282,200	608,057
M.G. Silva Consultoria E.I.	United Kingdom	215,269	77,965
Christian Aid	Kenya	212,590	350,472
International Union for Conservation of Nature and Natural Resources (IUCN)	Switzerland	157,187	144,493
University of Oxford	United Kingdom	133,289	76,290
Urban Health Resource Centre	India	123,690	156,838
University College London	United Kingdom	123,566	53,430
University of Reading	United Kingdom	112,202	57,956
Fauna and Flora International	United Kingdom	99,228	60,000
Regional Universities Forum for Capacity Building	Uganda	95,750	125,273
Reseau De Lutte Contre la Faim (RELUFA)	Cameroon	88,497	48,430
Christian Aid Kenya	Kenya	84,481	-
Copperbelt University	Zambia	83,225	78,002
University of Ghana	Ghana	78,571	75,278
Arid Lands Development Focus	Kenya	70,090	87,416

		2020	2019
		£	£
Community Self-Reliance Centre	Nepal	63,629	21,087
Oxford Climate Policy	United Kingdom	60,482	88,479
Imperial College London	United Kingdom	59,255	39,456
Training and Resource Support Centre	Zimbabwe	57,434	115,476
Economic Policy and Competitiveness Research Centre	Mongolia	55,995	74,082
ACODE	Uganda	51,180	95,019
Womankind - Kenya	Kenya	50,775	91,335
International Union for The Conservation of Nature	Burkina Faso	48,204	22,781
Women's Legal Resources Center	Malawi	47,450	35,751
IIED Afrique	Senegal	46,575	30,562
Governo De Mocambique Governo Provincial	Mozambique	44,295	35,000
Merti Integrated Development Programme	Kenya	40,946	77,367
Nepal Agriculture Cooperative Central Federation Ltd	Nepal	40,785	14,156
Caribbean Natural Resources Institute	Trinidad and Tobago	39,096	-
Zimbabwe Congress of Trade Unions	Zimbabwe	37,170	32,905
The Conservation Foundation	Great Britain	36,162	-
ENDA - Senegal	Senegal	36,156	-
Tanzania Natural Resource Forum	Chile	35,530	38,540
Fundación Foro Nacional Por Colombia	Peru	35,392	18,443
Reidenviro Limited	United Kingdom	33,783	10,309
AB Consultants	Kenya	33,646	-
African Population and Health Research Center	Kenya	32,291	51,000
Village Enterprise Fund (Aka Village Enterprise)	USA	31,280	31,350
International Centere For Living Aquatic Resources	Malaysia	30,708	37,658
Institute for Financial Management and R	India	28,325	-
The Natural Resources Institute at The University of Greenwich	United Kingdom	25,610	17,484
Institute of Geographic Sciences and Natural Resources Research	China	25,000	14,281
Libelula Institute for Global Change	Peru	24,945	31,701
Hakikazi Catalyst	Tanzania	24,782	50,962
Tropenbos	Congo	23,275	107,249
Zanzibar Civil Soc All on Climate Change	Tanzania	20,974	13,958
Institute of Policy Studies of Sri Lanka	Sri Lanka	20,136	22,638
Kenya Forestry Research Institute	Kenya	20,000	10,000
Lok Chetna Manch (LCM)	India	20,000	10,000
Universidade Eduardo Mondlane	Mozambique	19,605	5,355
Association Nourrir Sans Detruire	Burkina Faso	18,468	5,346
Resource Equity	USA	17,756	-
Wildlife Conservation Society, USA	USA	17,028	1,826
Pastoral Women's Council	Tanzania	16,580	20,329
Asociación Andes	Peru	15,100	13,969
IIED-America Latina	Tanzania	14,864	6,000
Trade and Industry Policy Strategies (TIPS)	South Africa	14,491	28,542

		2020	2019
		£	£
Network for Environment and Sustainable	Cameroon	14,158	9,560
University of Southampton	United Kingdom	12,300	40,453
Pamoja Youth Initiative	Tanzania	11,850	11,487
Balfour Beatty	United Kingdom	11,750	17,268
Institute Tropical Forest Conservation	Uganda	11,292	11,291
Strong Roots	Congo	10,988	10,308
Practical Action Consulting West Africa	Senegal	10,851	13,175
Zambia Community Based Natural Resources	Zambia	10,483	39,058
Asian Coalition for Housing	Thailand	9,739	104,000
University of Warwick	United Kingdom	9,612	12,749
Center For Indigenous Knowledge and Organizational Development	Ghana	9,153	28,966
Total Landcare Malawi	Malawi	8,663	12,809
Inades Formation	Cameroon	8,000	44,400
Tanzania Women Lawyers Association (TAWLA)	Tanzania	4,050	41,675
Netright	Ghana	3,206	53,172
Forest Peoples Programme	United Kingdom	2,000	191,064
Client Earth	United Kingdom	2,000	97,402
Rainforest Foundation (UK)	United Kingdom	-	202,920
FERN	United Kingdom	-	190,683
Development Alternatives	India	-	90,974
Environment and Climate Research Center	Ethiopia	-	81,685
Echnoserve Consulting Plc	Ethiopia	-	42,130
Well Grounded	United Kingdom	-	41,325
Victor Orindi	Kenya	-	40,130
Ambiotek	United Kingdom	-	36,158
CNBC Africa	South Africa	-	24,000
The Prince's Foundation	United Kingdom	-	20,000
International Rescue Committee	United Kingdom	-	19,554
Rede Homens Pela Mudança	Mozambique	-	19,422
Finance Alliance for Sustainable Trade	Canada	-	18,645
African Centre for A Green Economy (AFRICEGE)	South Africa	-	17,873
Yazan Ahmed Elhadi	Kenya	-	17,509
Young African Refugees for Integral Development	Uganda	-	16,450
Uganda Conservation Foundation	Uganda	-	10,298
LTS International Ltd	United Kingdom	-	10,088
Tamarind Tree (Filmmakers)	France	-	10,000
Payments less than £10,000		79,902	118,485
Total Payments		3,604,993	5,087,462

16. Funds

Project Name	Balance at 01 April 2018 £	Income 2019 £	Expenditure 2019 £	Transfers 2019 £	Balance at 31 March 2019 £	Income 2020 £	Expenditure 2020 £	Transfers 2020 £	Balance at 31 March 2020 £
FRAME – various projects	-	6,039,030	(5,983,984)	(55,046)	-	4,474,693	4,491,636	16,943	-
Learning and Action Platform IWTCF	-	113,467	(113,467)	-	-	132,208	132,208	-	-
Enhancing PA Equity and Effectiveness	-	103,485	(103,485)	-	-	160,911	160,911	-	-
Why Eat Wild Meat?	-	60,400	(60,400)	-	-	154,248	154,248	-	-
Natural Capital Approaches, WCMC Darwin	-	19,932	(19,932)	-	-	4,794	4,794	-	-
LIFE-AR DFID	-	453,759	(453,759)	-	-	369,171	372,498	3,327	-
Building Resilience in Ethiopia	-	-	-	-	-	14,439	17,757	3,318	-
SIDA - ADA Consortium Phase II	-	840,366	(840,366)	-	-	854,749	854,749	-	-
GCA Local Adaptation Track MWIM	-	-	-	-	-	171,722	171,722	-	-
LIFE-AR Extension	-	-	-	-	-	264,189	279,167	14,978	-
GIZ E-READI	-	-	-	-	-	58,030	58,030	-	-
DFID/DAI - Asia Climate Resilience	-	-	-	-	-	26,733	26,760	27	-
DFID BP4GG	-	-	-	-	-	7,696	8,937	1,241	-
DFID - MGNREGS Extensions	-	-	-	-	-	2,179	2,179	-	-
CoNGOs	-	954,894	(1,098,223)	143,329	-	127,891	127,891	-	-
LEGEND	-	60,467	(60,467)	-	-	89,014	69,182	(19,832)	-
Pathways to Accountability: Securing Women's Rights II	-	191,337	(191,325)	(13)	-	57,406	56,162	(1,244)	-
LandCam: Securing land and resource rights and improving governance in forest areas of Cameroon	-	825,598	(832,808)	7,210	-	566,379	566,379	-	-
Empowering Communities in the context of Commercial Agriculture	-	302,457	(302,457)	-	-	420,095	420,095	-	-
Ecosystem-based approaches to adaptation: strengthening the evidence and informing policy	-	308,048	(308,048)	-	-	393,027	393,027	-	-

IIED TRUSTEES' REPORT AND ACCOUNTS 2019–20

Project Name	Balance at 31 March 2018 £	Income 2019 £	Expenditure 2019 £	Transfers 2019 £	Balance at 31 March 2019 £	Income 2020 £	Expenditure 2020 £	Transfers 2020 £	Balance at 31 March 2020 £
Implementing park action plans for community engagement to tackle IWT	-	131,568	(131,552)	(15)	-	102,685	102,685	-	-
Supporting smallholder farmers' decision making: Managing trade-offs and synergies for sustainable intensification (SAIRLA)	-	158,872	(158,871)	(1)	-	168,066	168,066	-	-
ECBI Training, Support, and Trust-Building Project	-	412,778	(412,777)	-	-	210,466	210,466	-	-
Support to achieve the NDC adaptation targets in the context of Paris Agreement	-	243,763	(243,699)	(64)	-	41,784	133,219	91,435	-
BRACED: Phase 2	-	295,672	(279,985)	(15,687)	-	79,251	79,251	-	-
Phase I: Appraisal, design and testing of social protection and climate adaptation linkages at the district level, Mabote (Inhambane province), Mozambique	-	215,480	(297,560)	82,080	-	379,958	379,958	-	-
Financing climate resilience through MGNREGS	-	162,631	(213,274)	50,643	-	286,176	286,176	-	-
Carrots and sticks	-	103,795	(71,787)	(32,008)	-	61,418	61,418	-	-
EARF	-	481,935	(480,587)	(1,348)	-	507,096	506,941	(155)	-
Other Projects	-	6,758,756	(6,456,175)	(302,582)	-	5,356,090	5,425,297	69,207	-
TOTAL RESTRICTED INCOME	-	19,238,490	(19,114,988)	(123,502)	-	15,542,564	15,721,809	179,245	-

Restricted Funds

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for those purposes is charged to the relevant project.

Frame funding – various projects

IIED currently receives institutional 'frame' funding from the Swedish and Irish Governments. It is provided to support delivery of the organisation's five-year institutional strategy. The funding enables IIED to explore new areas of research, which might otherwise be difficult to fund. It also supports exploration of new methodologies and ways of working, plus development and maintenance of effective systems for evaluation of our work, communicating with key audiences, and liaison with key actors in delivery of our work.

Learning and Action Platform IWTCF

Funded by the UK Government's Illegal Wildlife Trade Challenge Fund to collect, synthesise and share lessons in Tanzania, Zambia, regionally and internationally on community engagement against IWT

Enhancing PA Equity and Effectiveness

Funded by the UK Government's Darwin Initiative to implement the Social Assessment for Protected and Conservation Areas (SAPA) methodology in Kenya, for more equitable and effective conservation

Why Eat Wild Meat?

Funded by the UK Government's Darwin Initiative to understand more about why people eat wild meat and improve projects that promote alternatives, focussing on Cameroon

Natural Capital Approaches, WCMC Darwin

Funded by the UK Government's Darwin Initiative via UNEP WCMC to include natural capital values and the cost of biodiversity loss in policy decision making for sustainable socioeconomic transformation

LIFE-AR DFID

LDC Initiative for Effective Adaptation and Resilience.

Building Resilience in Ethiopia

The BRE programme covers DFID's humanitarian assistance in Ethiopia and is intended to contribute to the objective of an 'Ethiopia that is more resilient to climate and humanitarian shocks'.

SIDA - ADA Consortium Phase II

Funded by the Embassy of Sweden, this project is the ADA Consortium Transition Phase.

GCA Local Adaptation Track MWIM

Assisting the GCA in the co-creation of their Locally Led Action Track (LLAT) up to and beyond the UN Secretary-General's Climate Summit in September 2019

LIFE-AR Extension

Funded by Department of International Development, this projects focusses on supporting the LDC initiative for effective adaptation and resilience.

GIZ E-READI

The delivery of technical assistance to the Enhanced Regional EU–ASEAN Dialogue Instrument (E-READI) project in the area of Natural Capital.

DFID/DAI - Asia Climate Resilience

DFID's Asia Regional Team is designing an 'Asia Regional Climate Resilience Platform'. This programme will make a significant contribution to the UK Government's objectives in Asia Pacific ensuring that growth in our partner countries is sustainable and forging new partnerships with rising powers to tackle global problems.

DFID BP4GG

Funded by DFID, this project is managed by Mott MacDonalds with IIED as subconsultant to Mott MacDonald. This project is focused on business partnerships for global goals.

DFID - MGNREGS Extensions

Financing Climate Resilience through Mahatma Gandhi National rural employment guarantee scheme

CoNGOs

Designed to contribute to achieving the anticipated impact of the DFID programme of support to the development of sustainable and secure community livelihoods in the Congo Basin

LEGEND

Funded through ODI, LEGEND (Land: Enhancing Governance for Economic Development) was a DFID global programme to improve land governance as an essential and inclusive basis for economic development and strengthen land and property rights at scale.

Pathways to Accountability: Securing Women's Rights II

Funded by American Jewish World Service, this project works to secure women's rights through legal empowerment in the context of agricultural and other natural resource investments.

LandCam: Securing land and resource rights and improving governance in forest areas of Cameroon

An EC-funded project to secure land and resource rights and improve governance in Cameroon.

Empowering Communities in the context of Commercial Agriculture (EPIC)

Funded by the Foreign, Commonwealth and Development Office, EPIC aims to empower rural producers and their wider communities to influence public decisions and private sector conduct in favour of more sustainable investments in commercial agriculture.

Ecosystem-based approaches (EbA) to adaptation: strengthening the evidence and informing policy

An International Climate Initiative projected funded by BMU (German Government) to strengthen evidence on when and why EbA works best and inform policy at national and international levels

Implementing park action plans for community engagement to tackle IWT

Funded by the UK Government's Illegal Wildlife Trade Challenge Fund to engage communities in Uganda to reduce IWT, focusing on the area around Murchison Falls Nation Park

Supporting smallholder farmers' decision making: Managing trade-offs and synergies for sustainable intensification (SAIRLA)

Funded by WUG International Ltd. this project will address the research question: "How do smallholder farmers manage the trade-offs between production, sustainability, and other socio economic and environmental factors?"

ECBI Training, Support, and Trust-Building Project

The ECBI programme builds the capacity of climate negotiators from vulnerable developing countries to create a more level playing field in climate negotiations at the international level and is funded by BMUB

Support to achieve the NDC adaptation targets in the context of Paris Agreement

Funded by GIZ, this project is supporting national monitoring systems to enable adaptation reporting.

BRACED: Phase 2

Building resilience and adaptation to climate extremes and disasters programme funded by Near East Foundation. Providing technical support for the design and setup and communication of climate finance and planning mechanisms, climate information systems, and the learning, monitoring and evaluation framework

Phase I: Appraisal, design and testing of social protection and climate adaptation linkages at the district level, Mabote (Inhambane province), Mozambique

Funded by the Minister for Foreign Affairs and Trade of Ireland, this project focusses on social protection and climate adaptation linkages at district level.

Financing climate resilience through MGNREGS

Funded by the Department for International Development, this project focusses on financing climate resilience through MGNREGS

Carrots and sticks

Incentives to Conserve Hilsa Fish in Myanmar funded by the Department for Environment, Food and Rural Affairs.

EARF

This DFID-funded project ran from October 2017 to February 2020 and investigated systems of shelter provision in three East African cities – Nairobi in Kenya, Hawassa in Ethiopia, and Mogadishu in Somalia – to inform more inclusive, affordable housing interventions.

Other Projects

All other projects have been grouped together under one heading for the purposes of these accounts.