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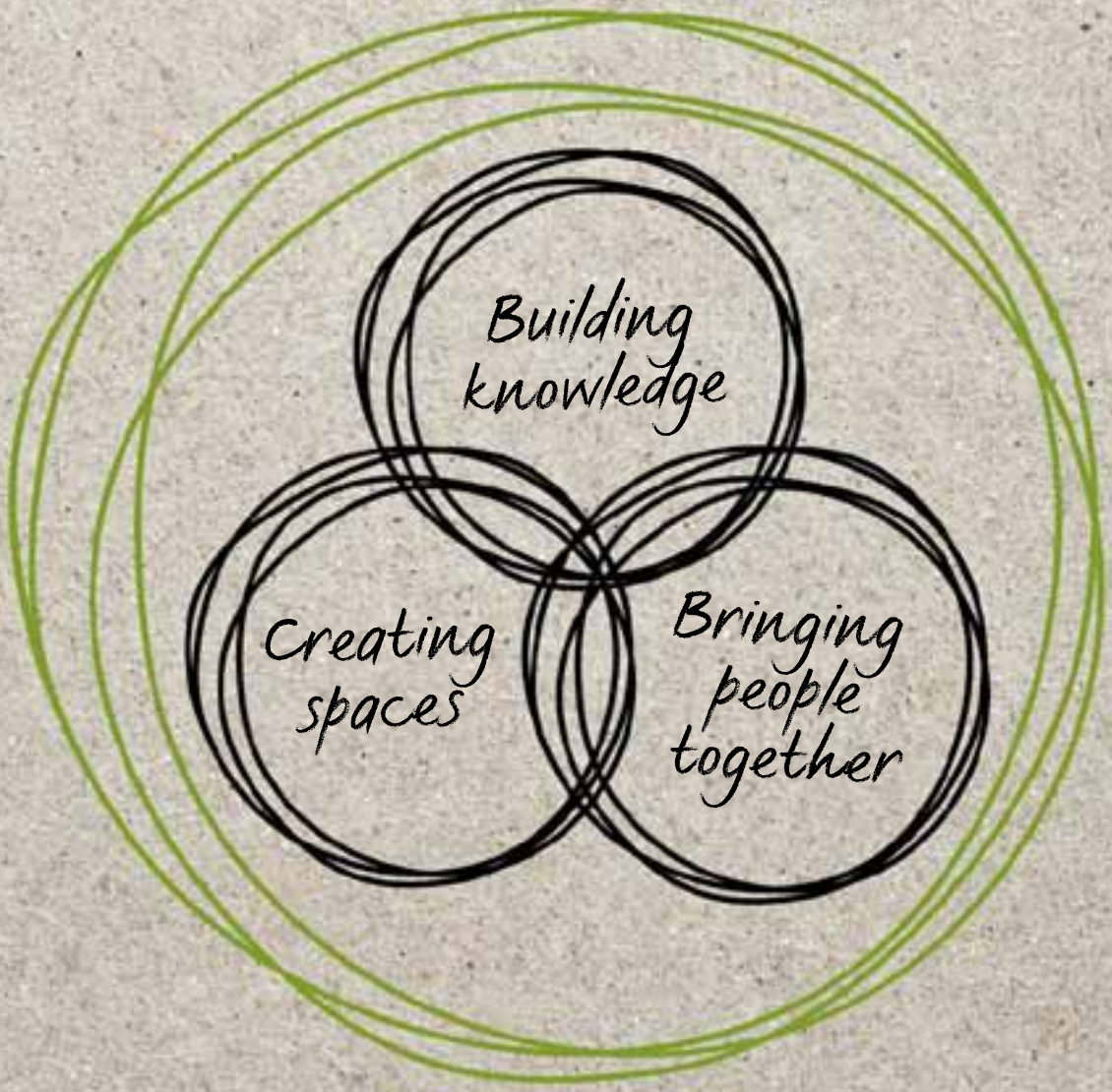
Sharing learning for change

Annual Report 2012/13



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The value of shared learning

In June 2012, IIED organised an event on a scale much larger than any in the organisation's 40-year history. This involved a lot of people in immense effort and a great deal of time, but the result – a two-day conference called Fair Ideas – was full of opportunities for learning and confirmed to staff the value of working together.

We may have surprised ourselves in what we achieved but perhaps that shouldn't have been the case. IIED has specialised in creating opportunities for shared learning around sustainable development over many years. At the centre of our work is a desire to exchange ideas, to construct solutions with partners who have practical, tried and tested experience, and to hear from networks of people and organisations that are focused on the themes we cover.

Striving to carry out our mission involves constant learning from and with others, information sharing and identification of the right people to multiply the impact of lessons learnt. Throughout 2012-13 our staff took part in activities to achieve that end, some of which are outlined in this annual report. They ranged from meetings with ultra-local community groups to supporting country representatives in negotiations at international level.

As long as we remain prepared to experiment, to be surprised and to work with ideas from all sources, then we will be open to shared learning and the many benefits that it brings.

From our director

Learning is at the heart of IIED's work, as we seek to test out ideas in practice and feed lessons from such experience back into the world of ideas. Key learning points from this activity include the fact that context is hugely important, so a 'good idea' in one place may not work well elsewhere. Equally, it's important to engage with the people who count, moving beyond 'book learning' and getting stuck into practice, if lessons are to become well rooted. Learning is often a social activity and needs a group to observe, discuss and agree the results.

IIED considers itself a learning organisation, but how do we learn, both individually and as a collective group? For us, it's about making time to reflect on what we have achieved, formally through evaluations and informally through discussion. As we're drawing to the end of our current five year strategy, we have been taking stock of what we've learned: what has gone well, and which things might we do differently? Is our theory of change right? What's the role of evidence in making change happen?

Evidence is clearly only one part of achieving change towards sustainability. Often there are powerful interests that push against such change. Inertia in bureaucratic and political systems also presents a hurdle. And with multilateralism at a low ebb, it has become clear we are not going to save the world by making global agreements. Sustainable development needs to get built from bottom up, so that global progress can draw inspiration from local and sector-based action.

This past year has shown us ever more clearly that small amounts of funding to support local action can have remarkable results, by enabling poor people to negotiate more effectively with more powerful actors, such as municipal government. But to get more funds reaching the poor, we need to redesign the financial plumbing, to shift from large flows going to a few people to multiple small flows reaching right down to the grassroots.

We'll build on these and other lessons in the year ahead and in the new strategy beyond.

Camilla Toulmin

From our chair

In June 2012, Brazil hosted the UN Conference on Sustainable Development, at which IIED's Fair Ideas event played a key role, offering positive stories about what makes development sustainable at the grassroots.

What have we learned over the 40 years since the first UN conference on the environment, in Stockholm 1972? IIED's founder Barbara Ward gave the keynote speech 40 years ago, based on the book *Only One Earth* co-authored with René Dubos. IIED then was one of very few organisations addressing local and global sustainability. Now there are many more, but the scale of the problem and its complexity have multiplied many times over. Then, G7 nations were the dominant powers – economically, politically and militarily. While it was their consumption patterns that generated the most environmental problems and pollution, they also harboured the thinktanks and NGOs that questioned patterns of growth and their adverse consequences.

Today, and over the course of the next century, a very different pattern of growth is spreading across the world. Rising incomes and consumption in middle- and low-income countries will put greater pressure on the land, soils, water, biodiversity and forests on which all human life depends. Then, G7 nations failed to bring environmental and social concerns into the heart of economics, and pushed hard on market-based approaches to development. Now we see the costs of living beyond our means – financially and ecologically.

Will the new powers – BRICS and more – follow a more sustainable path? Can we learn collectively how to redesign economics and markets? Can we act together with people from across the world so that by 2050 our world can offer a fair and sustainable future for all? As Barbara Ward urged in 1972 "we have a duty of hope".

Maureen O'Neil

Fair ideas

In the 20 years since the original Rio Earth Summit, what have we learnt about solutions for sustainability and how the world has changed?

Those questions were top of the pile at Fair Ideas, the two-day international conference we organised just before the Rio+20 summit in June 2012. Rather than answer them on our own, we provided the space for people involved in the summit negotiations to consider the questions together, share information and ideas, and discuss different policy approaches and research.

We asked: how can we share and apply what we know to new contexts so that poor people globally can lead better lives?

20 organisations

37 sessions

158 speakers

1,000 attendees

The conference themes:

- Transforming economic systems
- Urbanisation
- Business models
- Sustainable development goals

Seizing the moment: amplifying ideas

Liz Carlile, IIED's director of communications, gives us the background…

The idea went like this: Rio+20's coming up, we're all a bit sceptical about these big multilateral processes and what they can achieve, but it's a great chance for us to do what we've done well before — bring together a cross-section of people from North and South and hear their views on sustainable development.

From that point we moved into organising a major event from a distance, recruiting speakers, attracting participants — it was an incredible operation and one that involved much of the organisation. We didn't expect to influence the final text of the summit, but we did want to amplify the voices of the many people attending. If we could do that, we could add value.

Our aim was to build ideas through dialogue between people who might never normally meet. So we had Unilever in the same room as the floral buyer from Sam's Club and Development Alternatives; we had the World Bank, UN Poverty Environment Initiative and Ecosystems for Poverty Alleviation talking about how they could collaborate. These were serious actors and gave the event credibility.

Of course, unexpected things happened, and we learnt that preparatory work before the event and follow up very quickly after were vital for gaining profile for many different voices. Fair Ideas set us on new roads; it was a lot of work, and we would do some things differently another time, but if the moment's right, we'll seize it again.

A seed bed for good ideas

Steve Bass is head of the sustainable markets group at IIED and was instrumental in convening several events at Fair Ideas

I can say unequivocally that Fair Ideas was worth doing. It gave people the space to share different perspectives and work out what works and what doesn't.

Green economy discussions are at an early stage, policies are still relatively unformed and there are divergent views about the way forward. Over two days we created opportunities for people to hear from:

- the Green Economy Coalition on the green economy principles its members had elaborated
- Amapá state government in Brazil on their investment ambitions for extractive reserves, and
- Development Alternatives on how the informal sector and social enterprise are building a green economy from the bottom up in India.

There's no doubt that the event was hard work — we were ambitious in the number of sessions we arranged — and it stretched us to the limits, but it was a great occasion for capturing good ideas that otherwise might be lost. In fact, we've taken some of those ideas forward already. The Organisation for Economic Cooperation and Development, for example, is now working with us in Cambodia, Zambia and Ethiopia to hold dialogues about green economy. That follows a session at Fair Ideas where it consulted on the issue with participants from least developed countries.

Would we do something like this again? Definitely, but perhaps not for another few years …

Ideas with traction

Participants in Fair Ideas included many of our partners, university students, media and private sector representatives and negotiators from the summit. Over the two days they shared their thoughts on how to move the world towards sustainability. From glimpses of a green economy to innovative approaches to urban growth, and from reflecting on alternative business models to presenting well-tested policies to reduce inequality, delegates exchanged ideas and signalled the way forward. Ideas plus leadership and action was the message from the event.

Continuing the conversation on sanitation

Édison Carlos, executive president, Trata Brasil Institute

Fair Ideas was a wonderful idea, covering important environmental topics and coming up with recommendations for the Rio+20 main summit.

I'm sure it will stimulate further discussions on issues such as sanitation — issues that are not normally talked about, even among national and international NGOs.

The audience for Fair Ideas had a real chance to hear different perspectives on the environment all in one place. In fact, I'd really like to think how we can carry on this conversation and not limit it to events like this. Perhaps we could create an online group for people interested in continuing to share thoughts and experience?

It would be useful too to have a place for storing our examples of good practice in sanitation. I'm convinced that there is interest in this — among ordinary people as well as professionals. So it is our task to make our work and concerns accessible and easy to understand.

But, sharing is not enough! More than meetings and discussions, these events must stimulate people to take real and urgent action.

Fair Ideas was really dynamic. Congratulations must go to IIED for having the courage to raise so many complex issues all at once, many of them relevant to the whole planet, as well as to Brazil.

Getting the right mix on mining

Caroline Digby, sustainability director, Eden Project

I was part of the session that reflected on the mining, minerals and sustainable development project at IIED, ten years on. Our remit was to consider whether the mining sector had improved its performance and the transition to sustainable development.

It was clear that despite progress on a number of fronts, big challenges remain: around contract enforcement and sanctions, asymmetry of power, resource nationalism and community benefits.

In the last ten years, there has been significant work done to develop standards and guidelines for the sector with the input and knowledge of diverse stakeholders. Participants talked about the Equator Principles, Extractive Industries Transparency Initiative, Global Reporting Initiative and International Council on Mining and Metals, among others. The conversation focused on how these guidelines can be interpreted and rolled out successfully.

There was consensus that the social challenges are harder to address, as they are less understood and there is no 'technical fix'.

Communities today have higher expectations, are better connected and more willing to stand up for their rights. We agreed that understanding how local cultures work takes time but is critical in securing a social licence to operate.

It was good to see old faces as well as meet new ones and to hear from a wide variety of people with a stake in making the sector more sustainable. It was no mean achievement and valuable to get Anglo American, WWF, Alliance for Responsible Mining and the Eden Project in the same room.

"Knowledge is the greatest tool for human progress but it won't suffice — we also need leadership and determination to work together."

Julia Marton-leFèvre
head of the International Union for Conservation of Nature

I am because we are: making the connections that count

At Fair ideas, someone mentioned the beautiful African proverb 'I am because we are'. Successful sustainable development is all about connection. Connecting environmental and social issues and knowledge to decisions, policymakers to scientists and civil society. Connecting who has to who needs. Connecting people for a better future, our common future — the future we want.

Ana Buarque Ferreira graduate student, Pontifíca Universidade Católica do Rio de Janeiro

If we continue with 'business as usual' we will not overcome the challenges of inequality and unsustainability that the world now faces – that was the verdict of every commentator, activist, official and expert at Rio+20. So what does that mean? Fair Ideas highlighted many solutions to environmental scarcity and social inequality that are being implemented around the world. These, and countless ideas still to come, need structures and systems to move them from local to global — to reproduce them at scale for people around the world. This requires leadership, collaboration and commitment, but without it we will not create the fairer and sustainable future we want.

"The investment in Rio+20 was certainly worthwhile because it got IIED high level visibility and re-established the institute as a place where the big sustainability issues could be debated. It also showed how we could pull things together across the whole organisation, and positioned us well to play a part in IRF2015 — an international forum for critical thinking about sustainable development goals and the post-2015 agenda."

Camilla Toulmin director, IIED

Fair Ideas reached a global audience through:

1,500
views of the live web stream

150
media mentions in 34 countries

9
papers published

5
blogs to promote ideas from the event

Sidelining failure, mainstreaming success

Fred Pearce reported Rio+20 for New Scientist magazine

The Earth Summit in Rio de Janeiro last summer was a shambolic failure. For both activists and journalists like me. Just when ministers arrived and it could have got interesting, the UN and their Brazilian hosts shut down discussion on the final text. All that was left were photo-ops and a lowest-common-denominator final statement.

Where was the debate? Where was the passion? Most of it, from what I saw, was on display at Fair Ideas, the parallel brainstorming event set up by IIED.

Here I found UN Environment Programme executive director Achim Steiner in top form, slugging it out with hardline conservationists about whether green economics — putting a dollar price on nature — was part of the solution or part of the problem. Would it, as he said, "bring nature, the real wealth of the planet, from the invisible to the visible spectrum" in public debate, or "betray the nature of who we are as human beings"?

Here were big wigs from mining companies like Goldfields and consumer goods kings like Unilever laying out their plans for more sustainable business practices — and defending them against sceptics.

Not to mention agricultural researchers and environment ministers, aid bosses and economists, legislators and futurologists. My notebook filled.

A year later, I see that a fifth of my notes from the entire two-week Rio+20 conference — and a good deal more of the copy I filed — came from two days spent at Fair Ideas. If only it had been the main event.

What happened next?

- We brought together a group of people from 10 LDC countries to form an independent LDC expert group. This is gaining profile and momentum as it engages with the post-2015 agenda. Its aim: to promote leadership from the LDCs at the UN level and ensure that international goals for development and sustainability take account of the perspectives and priorities of the LDCs
- We are one of 12 research institutes from around the globe that have joined forces to form the Independent Research Forum (IRF 2015), aiming to provide expertise and well-grounded analysis to inform the ongoing international policy processes that will shape the post-2015 development agenda.
- We are harnessing the effort and energy generated by IIED staff at Fair Ideas to make sure that much more cross-organisational working is a major element in our new 2014–19 strategy.

Stories from this year

A rich mix is the right mix

We've recognised over the years that our research is richer, has greater legitimacy and is more likely to shape policy in a way that reflects the agendas of poorer communities when it is generated in partnership with others.

We've forged alliances with individuals and organisations ranging from urban slum dwellers to global institutes. In between we may work with non-government organisations, ministries, academics, parliaments, indigenous people's groups and the private sector.

We've also worked out that we can be most effective by broadly working in three ways:

- By **building knowledge** through research and sharing it with others
- By **creating spaces** for learning, whether that's a meeting, a policy process or a media article
- By **bringing people together** who might never normally interact, particularly those who are usually excluded from formal decision making.

Very few of the projects IIED is involved in have just one of these elements – many combine all three. The stories that follow illustrate that well. They show how a mix of activities and methods yields strong results; results that may feed into further research projects, directly into policy processes or that contribute to practical actions to take an issue further in the long term.

We will always be looking for new ways to learn and new people to learn from. Our work takes us all round the world. What matters to us is that the lessons already learnt by individuals in villages and cities are shared at the national and international level and inform the policies that result in positive change.

Case study: 01

Benefiting directly: urban poor funds

IIED has developed strong links with organisations and federations of urban poor groups and slum dwellers through our work to document and support institutions addressing the challenge of urban poverty.

In recent years, these dynamic partnerships have involved us in developing urban poor funds and managing grants and revolving funds. We have documented the impact these local funds have had on poor communities.

'Local funds' pool money from donors and communities but leave community networks to administer the funding at all levels. These funds give direct grants to beneficiaries – in this case, urban poor communities – and help stakeholders collaborate to achieve practical and strategic solutions to urban poverty.

This approach is new and cleverly overcomes some of the political and institutional blockages that can obstruct development aid from reaching the poorest people.

IIED has documented how these funds can not only address the housing and basic service needs of the urban poor but also act as a catalyst for leveraging further resources and developing partnerships with other urban poor groups and local government. A special issue of *Environment and Urbanization* in October 2012 included community leaders reflecting on tlessons from the Asian Coalition for Community Action (ACCA) fund.

Alliances facilitate finance and learning

Urban poor funds are distributed through federations and coalitions of urban poor groups such as Slum Dwellers International in Africa and The Asian Coalition on Housing Rights in Asia. These formal regional alliances make the urban poor legitimate channels for development finance. They provide opportunities for international and local exchanges and shared learning. IIED supported this process in February 2013 by hosting a meeting in London that brought together community leaders, development practitioners and donors to consider the potential of local funds.

Contact

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Read more

- *Environment & Urbanization*, October 2012 http://eau.sagepub.com/content/24/2.toc
- International funds meet grassroots leadership http://pubs.iied.org/G03210

Case study: 02

Fishless oceans? Finding a sustainable way forward

Global fisheries are under increasing threat from climate change and high-tech harvesting is leading to overfishing and habitat destruction. Fish stocks are running dangerously low. If current trends continue, we are very likely to see 'fishless oceans' by 2050.

This would be a tragedy not just for ocean ecosystems, but for the people that rely on them to survive. Globally, some 43.5 million people work directly in the fisheries sector, with the great majority in developing countries. Adding those who work in associated processing, marketing, distribution and supply industries, the sector supports nearly 200 million livelihoods. Managing fishing badly puts millions of livelihoods at risk.

In 2012 IIED began a programme of research to find a way forward.

Creating economic incentives

The hilsha fish (or Ilish in Bengali) is of national importance to Bangladesh. It's one of the country's main staple foods.

But increased demand for the fish, popular throughout South Asia, has led to pressure on the fish species. Not only is the hilsha in trouble, but so are the 3 million fisherfolk who directly or indirectly depend on the fish for their livelihood.

Bangladesh has recognised that something needs to be done. The government has declared four areas as sanctuaries for the fish. In return for not fishing in these areas affected fishing communities or households are rewarded with sacks of rice and alternative income-generating activities, such as rickshaws and microcredit to start up small businesses.

The scheme is not without its flaws. Knowledge gaps highlight the need for further research into the effect sanctuaries have on hilsha stocks and also how the scheme is reaching and affecting fisherfolks, particularly the poorest and most marginalised fishing communities.

Our project, funded by the Darwin Initiative, aims to fill this gap by redesigning the scheme. Working in partnership with the Bangladesh Centre for Advanced Studies (BCAS) and Bangladesh Agricultural University (BAU) and in collaboration with the Department of Fisheries of the Government of Bangladesh, we will work with affected communities and ecosystems to learn about what is working and what is not, and find ways to improve it.

"We depend on hilsha but my husband cannot go fishing because of the ban period. I've got a machine from Matshya Bibhag (Department of Fisheries) for sewing clothes which helps me to earn enough to buy food and other essentials for the family. We need more support and my husband needs alternative work."

A woman from a fishing family affected by the ban on hilsha fishing

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Read more

- IIED blogs: www.iied.org/new-commission-for-ocean-crisis and www.iied.org/buy-me-ocean-why-we-need-payments-for-coastal-marine-environments
- Payments for coastal and marine ecosystem services: prospects and principles http://pubs.iied.org/17132IIED

Case study: 03

Small-scale farmers and the value of a global learning network

Can poor people in rural areas share in the benefits of globalisation and modernisation? This has been one of the big questions of the early 21st century and the debate is bursting with competing, often polarised views, each with its own assumptions and supporting evidence.

Tweets

@IIED
How small-scale #farmers make #markets work for them. @IIED 's latest blog http://bit.ly/RkF6KP #agriculture #globaldev

Duncan Green@fp2p
Great paper frm @IIED & @hivos critiques relevance of value chain work to small farmers, suggests alts. Latest on @fp2p http://oxf.am/3m9

@PhilipTreeAid
@fp2p @IIED @hivos Feeling :) because it reflects the approach @Treeaid has taken to non timber forest product value chains in W #Africa

Since 2009 we have been partners with Dutch development agency, Hivos, in a programme called Small Producer Agency in the Globalised Market. We've combined our approach of co-learning through networks with the knowledge generation approach of Hivos, to contribute to this debate. Our aim? To steer policies and practices in a direction that is better attuned to the reality of small-scale farmers' strategies, in an era of globalisation.

Knowledge integration: *bringing academic and practitioner knowledge to bear on complex problems.*

The project established a learning network of researchers, business people, farmer leaders and practitioners spanning eight countries (Nicaragua, Guatemala, Peru, Bolivia, Uganda, Kenya, India and Indonesia, as well as the UK and Netherlands) and two working languages (Spanish and English). Between face-to-face meetings, IIED international fellow Diego Muñoz convened the network from the Andes.

Co-learning takes time, before people talk to one another rather than at each other. But by the second face-to-face meeting in Uganda in 2011 the network was starting to understand the wider implications of the term 'producer agency', restating the question about smallholders, globalisation and markets.

Asking how the poor are making markets work for themselves, before rushing to 'make markets work for the poor', became a profoundly important starting point for understanding options for the majority of small-scale farmers who will not access modern or 'high value' markets.

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Read more

– Global and regional insights from the project can be found at: http://www.iied.org/small-producer-agency-globalised-market

"As a researcher, the experience had me think that I was always on the glorious side of the modernisation coin, overlooking the murky and muddy side, but actually that is where most of the real world produces and trades. I have changed the direction of my research to give this more attention and incorporate work on the informal systems small producers encounter and have to deal with."

Dr Ronnie S Natawidjaja
Director, Center for Agricultural Policy and Agribusiness Studies (CAPAS), Padjadjaran University, Indonesia and a learning network member

Case study: 04

Ecosystem- and community-based adaptation to climate change

"I have participated in all the CBA conferences in Bangladesh, which were really a great opportunity for me to upgrade my knowledge and apply it in my role."

Participant at CBA7

At this year's international Community-Based Adaptation Conference (Dhaka, Bangladesh in April 2013) Dr Gabriel Kulwaum, from The Nature Conservancy (TNC) in Papua New Guinea, reminded participants that livelihoods and ecosystems can't be separated, and that accepting community ownership is vital.

That's long been seen as true in IIED. For over 30 years we've been linking environment and development issues, and recent work 'joining the dots' between community-based adaptation (CBA) and ecosystem-based approaches to adaptation (EBA) is no exception.

Both approaches aim to make people better able to adapt to climate change. But as they've evolved from different sets of practitioners (development workers and conservationists) with differing values, institutional agendas and funding sources, they've not crossed paths as often as they should.

Yet at the grassroots level the differences are often minimal because ecosystems and their services are already the foundation of many adaptation strategies, especially for poor people.

Over the past few years we have played a central role in coalitions and research activities bringing the two approaches together. In 2009 IUCN and WWF founded the Ecosystem, Livelihoods and Adaptation Network (ELAN), and quickly invited CARE and IIED to join when they realised they needed more development expertise. The network informs policy, collects and shares good practice, and enhances capacity. And it strengthens the science and knowledge base on how to make poor and marginalised people more resilient to climate change by integrating ecosystem and rights-based approaches into adaptation policies and practices.

Improving the evidence base

We collaborate widely to improve the evidence base for EBA and CBA. Recent research with the World Conservation Monitoring Centre and Birdlife International looked at published evidence and found that most EBA-related interventions (even if not specifically designed to respond to climate change) were viewed as effective and reported economic benefits. But discussion of thresholds, limits, timescales and costs was limited, and the evidence is skewed towards particular types of ecosystems and ecosystem services.

So there's much more to be done. On the ground, we've been working in Ethiopia with local partner Save the Children to see how community-based projects that manage natural resources can help build local resilience to climate variation in drylands. We're finding that such development interventions make people's livelihoods measurably less vulnerable.

And in Bangladesh we are working with partners to include EBA research under the Action Research on Community-Based Adaptation in Bangladesh (ARCAB) project.

Connecting different approaches

We see the crossover between EBA and CBA as somewhere we can particularly help people share learning. We're working with UNEP to include CBA components in existing EBA-focused programme and planning tools. And with the Rockefeller Foundation's Asian Cities Climate Change Resilience Network (ACCCRN) we're reviewing urban adaptation work in Vietnam, focusing on mangrove restoration in Thi Nai lagoon, Quy Nhon City (see pages 24-25).

It's clear that development actors' potential role in helping build adaptive capacity merits further attention among governments and policymakers. Likewise, sustainable natural resource management deserves higher standing as an adaptation strategy – particularly for poor and vulnerable groups and when compared to alternative infrastructure or technological adaptation solutions.

"Many things I have learnt from your CBA7 are definitely useful for my work here in Vietnam. IIED has shown that you are a real professional organiser and topic/theme designer so that all of the sections you created are matching with expectation and learning areas of the participants."

Pham Thi Hong Policy Advocacy Coordinator, COHED, Vietnam

Each year we run EBA sessions at our International CBA Conference. This year's session ended with a sombre reminder from Professor Ainun Nishat (vice chancellor of BRAC University and ex-president of IUCN in Bangladesh) that the need for this work won't end any time soon. It's already time to start asking ourselves how environments might survive a +3°C world and start planning accordingly, he said, pointing to the Sundarbans ecosystem. Fifty years ago it was fresh. Now it's is overwhelmingly brackish. In a further 50 years communities and ecosystems will almost certainly be adapting to something different again.

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Read more

- www.elanadapt.net
- www.acccrn.org
- www.iied.org/tag/community-based-adaptation-cba
- Does EBA work? – a review of the evidence http://pubs.iied.org/G03187
- Review of the evidence base for ecosystem-based approaches www.environmentalevidencejournal.org/content/1/1/13

Case study: 05

Farmers are the best researchers

"The biocultural heritage of Quechua people… is providing solid ground for developing biodiverse and resilient food systems rooted in traditional knowledge."

Alejandro Argumedo
Asociación ANDES

Farmers are natural researchers – they continually observe and experiment to improve and adapt their crops. In remote areas where conditions are tough, smallholders have developed and conserved considerable crop diversity, which can offer better resilience to drought and pests than modern varieties or those held in gene banks.

With increasingly variable weather, resilient varieties become even more important for adaptation. Yet we are losing this genetic diversity alarmingly fast because of our global focus on only a few commercial varieties. Years of top-down research and development have also undervalued local knowledge and often stifled farmer innovation, making it even harder to adapt to climate change.

Smallholder innovation for resilience (SIFOR), a five year European Commission and UK Aid-funded programme, is addressing this by working with indigenous farmers in China, Kenya, India and Peru where important crop diversity is declining. SIFOR began in August 2012 and aims to conserve resilient local varieties and revitalise local innovation systems. It strengthens farmers' capacity and confidence to conduct their own research and innovation, by giving them a leading role in designing and conducting research thus making them more able to meet future challenges well beyond the scope of this project.

Pioneering action research

In the Potato Park, Peru, our NGO partner Asociación ANDES has pioneered empowering action-research that recognises the need to 'decolonise' indigenous peoples – research that is more respectful, ethical and useful. It is following community protocols, using indigenous concepts and research methods and explicitly addressing issues of power and rights. Asociación ANDES holds capacity building workshops for technicians from each community, who then design and conduct the research in the field, with ANDES researchers present only as observers.

The farmers in the Potato Park have formed a Potato Collective which conserves and improves 1,460 potato varieties. It works with scientists from the International Potato Centre and uses the whole landscape of over 9,000 hectares (combined land of six communities) to develop and test innovations that enhance local food security.

Achievements like these do not happen overnight - Asociación ANDES and IIED have built farmer capacity incrementally since the Potato Park was established in 2002. The intention is to phase out our support gradually, and instead establish a research centre in the park that can collaborate directly with external research partners.

Bottom-up approach

This bottom-up approach runs through the SIFOR project, from community to international level, and is guided by respect for biocultural heritage – that is, indigenous peoples' knowledge, practices and biological resources, from the genetic varieties of crops they develop to the landscapes they create. The concept of interlinked biocultural heritage initially emerged from research with Quechua farmers in Peru, and in SIFOR's work in Peru the real intellectual lead is Asociación ANDES (which is in turn led by Quechua farmers), not IIED.

SIFOR's Peru research began with the Potato Park technicians recording their communities' new ways of doing things: innovations that have arisen wholly or partly from traditional knowledge and crops (termed biocultural innovation). They used video and voice recordings to document focus group discussions and in-depth interviews.

The study identified technological innovations, such as improved crops and farming practices; innovations that enhance market access; and institutional innovations, such as new rules, agreements and ways of working. The technicians (Quechua farmers) then shared the findings at a partners' methodology workshop and during a field visit to the park. The approach let other project partners – including plant breeders from China, scientists from the Kenya Forestry Research Institute, and researchers from the India NGO Lok Chetna Manch – learn from Asociación ANDES' wealth of experience and ensured farmers' perspectives will shape the research framework.

Interestingly, in Peru and southwest China, where initiatives to support biocultural heritage have been in place for a decade, all the innovations that SIFOR surveys identified were either jointly developed with scientists/NGOs or wholly developed by the communities. But in coastal Kenya and the Indian Himalayas, the communities had adopted some externally developed innovations (such as modern crop varieties). The study made clear how understanding and respecting traditional basic values and beliefs is a key condition for biocultural innovation to continue.

In south western China, SIFOR is supporting an existing participatory plant breeding programme that links farmers and breeders in a joint innovation process, coordinated by the Centre for Chinese Agricultural Policy (CCAP). Since 2000 the programme has increased maize yields by 15–30 per cent, conserved 200 farmer-preferred landraces (local varieties), improved drought and pest resistance, bred eight new varieties, strengthened farmers' organisations and improved incomes by 30 per cent.

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Read more

- www.andes.org.pe/en
- Sign up for quarterly updates on reports, blogs, briefings etc at www.bioculturalheritage.org.

Case study: 06

Role for researchers in building climate resilient cities

The majority of the world's population now lives in urban centres: areas that concentrate people, institutions, economic activity, social and cultural heritage. These centres are concentrated but not isolated: when considering how urban areas are affected by climate change and how they can take measures to adapt, we need to examine the wider systems within which cities operate.

This includes the broad socioeconomic and institutional contexts that shape the ability of a city and its residents to plan for and respond to climate change impacts; they must be explored as much as the physical risks.

Creating a knowledge base about urban resilience

This is a relatively new field, so research by academics and practitioners can play a critical role in building a knowledge base to inform local action and policy decisions at the national and sub-national scale. At the global scale, the Intergovernmental Panel on Climate Change (IPCC) Assessment Reports draw heavily on research findings to inform the global policy debate on climate change. Successive IPCC Reports, however, highlight the lack of research papers originating from low and middle-income countries, despite these countries being highly exposed to climate change impacts.

Since January 2012, IIED has been a regional partner in an initiative known as the Asian Cities Climate Change Resilience Network (ACCCRN). The network is developing a knowledge base for cities to build their resilience to climate change. ACCCRN aims to increase local cities' capacities to plan and implement integrated practical strategies to respond to the impacts of climate change. The lessons learnt and success stories can be shared for take-up by other cities.

ACCCRN: facts and figures

- *A seven-year initiative funded by the Rockefeller Foundation, running to the end of 2016*
- *Activities started in 10 core cities across four countries: Thailand, Vietnam, India and Indonesia.*
- *Now scaling up to a further 40 cities, including in Bangladesh and the Philippines.*

A major role for research

Research can play a major part in supporting this process of knowledge building and learning, and IIED's role as a partner is to facilitate this knowledge production by working with local practitioners, researchers and academics. This involves both capturing the lessons learnt through the implementation of initiatives, and supporting new small-scale research initiatives to fill evidence gaps. Last year, for example, we supported local research in Danang, Vietnam into the coping capacity of workers to extreme heat and the role of employers and government in reducing the risk of heat stress.

In many of the ACCCRN cities, local university researchers were actively engaged in the initial vulnerability assessment processes, and are now well placed to contribute to a growing understanding of what drives vulnerability and how it can be addressed, often working in collaboration with local organisations.

Bringing researchers together

There is potential to create networks of researchers interested in urban resilience. We support this by bringing together researchers interested in urban climate change to share their findings and identify gaps and barriers to developing and implementing climate resilience strategies.

In the current debate over how research can influence policy decisions, an engaged academic sector can make important contributions. Lessons learnt from projects that were implemented without climate change in mind can also add value.

Research projects such as these will contribute to a growing international knowledge base and drive local capacity to engage with the issue of urban resilience. Responding to climate change involves many stakeholders and researchers are well placed to contribute to the shared learning required.

An ACCCRN research snapshot

Indonesia: *investigating what drives households to locate in flood-prone areas, and the perspectives of local government planners with regard to climate change adaptation.*

Vietnam: *investigating the willingness of vulnerable households to pay for index-based disaster risk insurance, and the viability of developing household disaster insurance products through a public-private partnership.*

Indonesia: *examining lessons from both community-driven and public sector-led urban initiatives including relocation and water supply projects for developing resilient urban systems.*

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– www.iied.org/urban-environments

Case study: 07

Sharing lessons about payments for ecosystem services

At the Fair Ideas conference held in June 2012 in Rio we invited politicians, practitioners, community leaders and researchers from Costa Rica to share their decade and a half experience putting payments for ecosystem services (PES) into practice.

Costa Rica's seemingly simple idea is to reward landowners for adopting environmentally friendly practices that also promote off-site environmental benefits and global public goods, such as climate regulation and biodiversity conservation. The idea has captured the imagination of policymakers in many other countries, inspiring similar schemes at national and local level. But implementation has thrown up challenges and there is still room for improvement.

IIED is at the heart of the learning process, convening stakeholders, documenting experience and advising on design in both Costa Rica and other countries adopting PES. There is considerable innovation, experimentation and learning going on, focused both on making existing PES schemes more responsive to the needs of poor people and understanding their ecological and social impact better, and on trying out PES in new contexts (for example our new venture exploring PES for marine ecosystems, featured on pages 16-17).

The space to learn from others

Our meeting at Fair Ideas highlighted important developments in Costa Rica such as PSA Solidario, which links small and medium scale farmers, who find it difficult to enter the national scheme, with voluntary carbon markets.

And it showed how some indigenous groups have made the PES scheme work well for them. Community leader Justa Romero related how initial mistrust had evaporated when her association established a robust system for allocating benefits. People in Justa's group now say PES helps protect their traditional lifestyles.

At Fair Ideas we and co-authors (from CATIE and the Norwegian Institute for Nature Research) also launched a report tracing the evolution of Costa Rica's PES scheme, synthesising the evidence on its social and environmental impact.

PES in Costa Rica has shown a remarkable capacity to adapt, using group contracts, opening local offices and streamlining applications. But there are challenges, not least rising land prices and the expansion of high-value crops. PES struggles to compete where farmers can earn US$500 per hectare growing pineapple, for example. It's important to prioritise the areas to include in a national PES scheme so its environmental and social goals can be achieved efficiently — that is, so that the scheme can achieve the most improvement in environmental services at the lowest cost and with the greatest inclusion of the poorest landholders.

Updated case studies, pilot PES schemes

This year we also updated our collection of case studies on PES schemes for watershed services (such as water quality and regularity of flow), on www.watershedmarkets.org. We looked at monitoring and found that while most schemes do have some way to check that farmers are following agreed land use practices, the harder task of measuring and attributing changes in water-related ecosystem services to PES, is rarely undertaken. Yet it is vital to confirm that PES schemes really do improve ecosystem services if they are to be continued.

In Uganda, we have helped to design a pilot PES scheme to pay small-scale farmers to conserve and restore forests important for chimpanzees. The challenge has been to distribute livelihood benefits widely and to connect chimpanzee habitats by securing participation from farmers who have very small patches of forest and often don't hold a formal land title. We have been working with national partners, the Chimpanzee Sanctuary and the Wildlife Conservation Trust (with funding from the UK's Darwin Initiative). Following extensive consultations with local communities on the scheme's design, 342 households in 66 villages signed contracts to protect or restore a total of 1,400 hectares of forests, and by March 2013 most had received their first annual payments. Important challenges remain, not least ensuring the scheme's financial sustainability, and demonstrating environmental effectiveness. To address the latter, a Global Environment Fund/UNEP project is evaluating the scheme using a rigorous 'randomised control trial' methodology, and will generate evidence on its environmental and social impacts.

"When the PES began people were confused. They thought that if we sold the air from the trees, it was a step from there to lose our land. [But] the PES is helping us protect our own way of living. Trees are land, land is water, water is life."

Justa Romero, a midwife and community leader from ACOMUITA in Talamanca in the southeast of Costa Rica, speaking at Fair Ideas

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Read more

– De Rio a Rio+ Lecciones de 20 años de experiencia en servicios ambientales en Costa Rica
http://pubs.iied.org/16514SIIED

Case study: 01

Green economy or green growth?

In the last five years, green economy concepts have moved from fringe debates to mainstream policy. However, some strongly emphasise *growth* through green investment, and others *equity* through inclusive governance reform, and this divide threatens to cause confusion.

'Green growth' is promoted by OECD governments and corporations, several development banks, and the new Global Green Growth Institute based in South Korea.

The idea attracts considerable political attention in developing countries, where standard analytical frameworks that identify the lowest-cost ways to reduce greenhouse gases are increasingly being applied, often by major international consulting companies. The resulting recommendations for investment in technology can be valuable, but can be oversold as a 'national green growth plan'.

***Green growth:** emphasises growth in conventional GDP through investment in resource efficiency and greenhouse gas abatement, motivated by the promise of climate finance.*

Green economy: growth, equity and the environment

Against this international background, 2012–13 saw IIED facilitating several national dialogues on green economy in developing countries — creating a space to explore the kinds of green economy their societies need and want, and the kinds of plan that will really help.

We have held dialogues in Ethiopia, Cambodia and Kazakhstan — countries where technical analysis of resource efficiency and greenhouse gas abatement has already been conducted. Dialogue participants concluded that such work can help to tackle one of the fundamental barriers to a green economy — continued allocation of capital to traditional polluting activities.

But they also highlighted two other barriers — asymmetries in power and asymmetries in consumption — which showed up in every one of our country dialogues.

They put the spotlight on the need to realise more value from environmental assets, tackle poverty and inequality, and empower stakeholders dependent on the environment for their livelihood, who are currently failed by the economic system.

In other words, the dialogues suggest the need to complement attention to green technologies and investment with inclusive governance reform at local, national and international levels.

This is clearly more than a matter of writing a one-off 'national green growth plan'. Our Caribbean partners are pioneering one way forward: a regional action learning process, building capacities to support their own approaches to balancing growth, equity and environmental goals.

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Read more

IIED blog: www.iied.org/green-growth-equity-must-go-hand-hand

Tweets

@IIED
New green shoots in #Africa: companies & NGOs are nurturing a #green economic transformation http://bit.ly/Qd5bIM via @GECoalition

@ richardhowitt
Thanks @IIED @GECoalition for great discussion yesterday on #RioPlus20 lessons. Your work with least developed countries shows way forward

Case study: 02

Working in partnership on biodiversity-poverty issues

IIED has worked in collaboration with the UNEP World Conservation Monitoring Centre (UNEP-WCMC) for a number of years. Our joint projects have ranged from assessing the social impact of nature reserves and parks to studying the effectiveness of ecosystem-based approaches to climate change adaptation.

In 2010 — along with the African Wildlife Foundation — we jointly organised an international symposium at the Zoological Society of London to explore the evidence for a link between biodiversity conservation and poverty reduction. Our motivation? To understand better the evidence behind claims such as "Preserving biodiversity is inseparable from the fight against poverty" made at the UN General Assembly earlier that year.

Catalyst for shared learning

The success of the symposium was the catalyst for the establishment of a more formal partnership between IIED and UNEP-WCMC to investigate the extent of the connections between biodiversity conservation and poverty alleviation.

The Biodiversity-Poverty Partnership builds on the complementary skills, linkages and ways of working of the two organisations. UNEP-WCMC is UNEP's specialist biodiversity assessment arm and has close links with the UN system, including the Convention on Biological Diversity (CBD) and other multilateral environmental agreements. IIED has a strong social and political science base and is well connected both to the international development community and to local organisations and research partners in developing countries. Combining these strengths has great potential to add value to the individual efforts of each organisation and provides an opportunity for tackling big challenges.

The partnership has two focus areas:

- generating and assessing evidence on biodiversity-poverty links and
- promoting biodiversity-development mainstreaming.

Our biodiversity mainstreaming project — NBSAPs 2.0 — has many layers. Through capacity building, tool development, technical support and shared learning we are helping to build African leadership in biodiversity mainstreaming in four pilot countries: Botswana, Uganda, Namibia and the Seychelles. We work with country teams as they go through the process of revising their National Biodiversity Strategies and Action Plans (NBSAPs) and they simultaneously support each other, sharing ideas and experiences, either in person at workshops or virtually via the online network Linked in. The CBD Secretariat, UNEP, UNDP and the UNDP-UNEP Poverty Environment Initiative are also partners, providing practical help, advice and oversight. And finally a group of individuals acts as an African Leadership Group to provide further support to the country teams.

The added value of working together

What's the added value of working in partnership? The international and national partners in this project provide a combination of skills, political awareness and global connections.

The first project workshop held in Maun, Botswana in November 2012 generated the *Maun Statement on Biodiversity-Development Mainstreaming,* which included a ten-step process for achieving mainstreaming based on experiences shared at the workshop.

This has subsequently been distributed to all CBD focal points. It is helping many more countries than the four involved in this project as they try to integrate biodiversity and development issues.

"NBSAPs 2.0 is an entry point for Botswana in the sense that we feel we can learn a lot from this project through the peer reviews of different colleagues and the other project countries. We're really excited about it."

Dineo Gaborekwe, principal natural resources officer, Government of Botswana and participant in the NBSAPs 2.0 project

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Read more

- More information about NBSAPs 2.0: http://povertyandconservation.info/en/pages/biodiversity-poverty-mainstreaming-nbsaps
- www.unep-wcmc.org

Case study: 03

Reducing commodity-driven deforestation

The increase in middle class consumers (projected to reach almost 5 billion worldwide by 2030) is driving global consumption and widening the gap between demand and availability of resources.

Tropical forests are disappearing to meet the demand for palm oil, soy, beef, leather, timber and biofuels. This in turn affects the livelihoods of forest-dependent people and ecosystem services.

Much can be done on the 'demand' or consumer side to reduce the rate of deforestation, alongside efforts on the 'supply side' to improve agricultural productivity and maintain the integrity of the landscape.

IIED has focused its efforts on bringing together people representing a range of commodities, roles in the supply chain and experiences from different parts of the world.

We organised an international meeting of forestry and trade specialists in February 2013, in collaboration with the Global Canopy Programme and The Prince's Rainforests Project, and produced a report that looked at the range of 'demand-side' measures that would make a difference.

What we learnt: it is the 'mix' and interplay between 'demand side' measures that is critically important.

An example might be import legislation and public procurement policies that require due diligence during the sourcing of commodities, combined with industry-led efforts to improve traceability and civil society-led campaigns to raise public awareness and expose offenders.

Companies further down supply chains need to act more as partners with suppliers elsewhere in the chain, helping them to deliver certified, sustainable products in a cost-effective way.

The Nature Conservancy, Walmart Brazil, Marfrig Group and ranchers joined forces in April 2013 to promote sustainable cattle production in the Amazon region.

Understanding dynamic supply chains and engaging better with organisations operating in emerging markets are the greatest challenges to overcome when considering how to reduce deforestation driven by demand for commodities. Looking ahead, IIED plans to develop and test a diagnostic framework for independently assessing demand-side initiatives from a sustainable development perspective.

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– Demand-side interventions to reduce deforestation and forest degradation: http://pubs.iied.org/13567IIED

"Bringing the private sector and NGOs together to work with different parts of a complex livestock supply chain in the Amazon, from ranchers to consumers, through packers and retailers, shows that it is possible to value good practice and promote sustainable beef production in a world that needs to produce more with less."

Mathias Azeredo De Almeida, Marfrig Group

Case study: 04

Forest Connect: finding the way forward together

The call for an 'inclusive' green economy is heard more strongly after Rio+20. So alongside the large-scale production of commodities, diverse locally controlled forest and farm businesses need investment.

"Great to be part of Forest Connect and see where we are, what we all struggle with and which directions we will take – I look forward to more exchange in whatever manner!"

Workshop participant

Many practitioners who support such enterprises belong to Forest Connect – an ad hoc alliance of members who come together to share their knowledge and experience.

Fact file: Forest Connect

- **1,000** members
- from **94** countries
- Co-managed by IIED, the Centre for People and Forests and the FAO-hosted Forest and Farm facility

Forest Connect came under the spotlight this year with independent reviews of both in-country activities and international efforts to assemble a step-by-step toolkit for facilitating support to locally controlled forest and farm enterprises. The results were positive, with the reviewer concluding:

"With the impressive 'reach' [array of networks and partners] it has already established, and its strong technical platform, it is difficult to see what other organisation, or even organisations, could do a better job than the Forest Connect alliance."

Space and time to share learning

Practitioners within the alliance do not wish to rest on their laurels. Instead, they want to heighten their impact by investigating which types of enterprise should be supported to optimise the provision of both local and international public goods. Are particular types or scales of enterprise, based on plantation, natural forests or agro-forests, better than others? By co-convening the third international meeting of Forest Connect in Kathmandu with the Asia Network for Sustainable Agriculture and Bioresources in February 2013, IIED created the opportunity for members to consider these questions together.

Teams from Brazil, Burkina Faso, Cambodia, Democratic Republic of Congo, Guatemala, Mexico, Nepal and Vietnam scrutinised enterprise options. Strikingly, in all cases, country teams recommended a portfolio of forest and farm business options including some of short term and high value (to satisfy economic needs), and others of longer term and lower value (to satisfy social and ecological needs).

No single option, however profitable, satisfied the full suite of local public goods. In other words, although large-scale single type (monotypic) landscapes may create the illusion of efficiency in satisfying international public goods, they short change local people. A multifunctional variety (a mosaic) of locally controlled forest and farm enterprises is fairer by far.

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Read more

- Landscapes for public goods: multifunctional mosaics are fairer by far: http://pubs.iied.org/1764IIED
- Supporting small forest enterprises: a facilitators toolkit: http://pubs.iied.org/13558IIED
- Independent Review of Forest Connect: http://pubs.iied.org/G03613
- Proceedings of Forest Connect workshop: http://pubs.iied.org/G03614

Case study: 05

Virtual conferences: not in the future, but now

In this digitally connected world, can 'virtual' participants in a conference follow and take part effectively, thereby cutting carbon footprints and expense?

That's what we tried to achieve at our conference on community-based adaptation to climate change in Bangladesh in April 2013.

The web team at IIED used a number of different technologies to help people unable to attend the event in person to participate in the conference discussion. We used Scribble Live, also used by a number of news agencies, including Reuters, CNN and the Press Association, to report live from the conference.

Once up and running, it allowed people actually at the conference and 'virtual' online participants to:

- read and respond to curated content on the live blog, including comments and social media postings that other participants had published on social media accounts and which were then pulled through onto the live blog page
- live 'report' from the event (through comments and social media content)

This work was the culmination of two years of work building up our experience and our followers on social media channels, including Facebook and Twitter.

The results

The figures showed that, despite the obstacles, there was great interest to follow the proceedings and to take part virtually.

Conference statistics

- **203** comments on the live blog over four days
- **3,568** unique page views on our CBA7 web pages from 21–29 April 2013

Viewer figures were higher on the first day and then tailed off on the following days. We can only guess why, but generally the live blogging model works best in short and sharp bursts – and it's harder to maintain momentum over a four day period.

Of course, meeting someone face to face over a coffee is invariably better than communicating virtually.

But this was an important first step in helping virtual participants take part. And it made us wonder: will we all be virtual participants by 2020?

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- www.iied.org/cba7-7th-conference-community-based-adaptation-climate-change

Case study: 06

Why does gender matter in an urbanising world?

Urbanisation is often associated with greater independence for women: better opportunities to engage in paid employment outside the family, better access to services, lower fertility rates and some relaxation in the rigid social values and norms that can define rural women as subordinate to their fathers and husbands, and to men generally.

Yet most urban women also experience profound disadvantages in their daily lives compared with men. In the past year, horrific attacks against women, including rape and murder, have attracted much media attention and widespread indignation and anger. Fear for personal safety is an all-pervasive element of urban life for women but largely goes unnoticed by policymakers and public opinion.

These widespread levels of threat reflect the deep gender-based inequalities that persist everywhere, even as gender relations are transformed by the economic, social and political changes linked to urbanisation.

So while women make substantial contributions to their households, neighbourhoods and the city, they face persistent inequalities, which include:

- access to decent work
- physical and financial assets
- mobility
- personal safety and security, and
- representation in formal structures of governance.

Gender and urban change

Work in 2012–13 to document these inequalities, their underlying reasons and the actions taken by women's organisations to address them was published in a special issue of our journal *Environment & Urbanization* in April 2013. Building on this, we have started exploring with a wider network of partners how the impacts of environmental degradation and climate change may deepen gender-based inequalities, and why this has been ignored up to now.

In the next few years we will focus on bringing gender perspectives to bear on wider policy debates. We want to show the significance of unpaid employment that is typically a woman's responsibility – care work for example – in building more sustainable development.

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Read more

- *Environment & Urbanization* special issue on gender and urban change: http://eau.sagepub.com/content/25/1.toc
- The benefits and constraints of urbanization for gender equality: http://pubs.iied.org/10629IIED

Case study: 01

Food security in cities

This year our work has highlighted the links between income poverty, climate change and food insecurity in urban areas.

The vast majority of the world's rapidly expanding urban population relies on bought food, so access and affordability are essential. Yet most policy aimed at tackling food insecurity focuses only on rural food production, not on poverty or on local infrastructure and services. What can be done to change this? We have identified a two-pronged strategy.

First, we are bringing together researchers who have been working on these issues to consolidate their knowledge and share it further, creating a 'critical mass' that can no longer be ignored in policy debates on food security. In March 2013 we started by convening about 40 experts in urban food security at an international workshop in Addis Ababa. We will be holding another workshop in September 2013 to develop ideas and proposals for a multi-country collaborative action research programme.

Our second activity builds on the knowledge and experience of grassroots federations of the urban poor. We have supported federation members in Accra and Nairobi to start reflecting on the priorities in their neighbourhood, mapping access to food vendors and engaging with the most vulnerable groups such as young single mothers and their children. Exchange visits between Accra and Nairobi have expanded local perspectives, and ideas on possible initiatives are starting to emerge.

Poverty — both income and non-income — is deeply connected with food insecurity. Poverty is increasingly an urban issue — and so is food insecurity. In many low- and middle-income countries, rapid urbanisation means more people with low and irregular incomes live in settlements with inadequate infrastructure and limited or non-existing basic services.

On average, urban residents fare better than their rural counterparts but a drastically different picture emerges when those 'averages' are disaggregated. In low-income settlements, malnutrition is much higher than for city dwellers overall, and is often as high or higher than in rural areas.

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Read more

– Urban poverty, food security and climate change: http://pubs.iied.org/10623IIED

Case study: 02

Ten years of amplifying Southern voices

2013 marks a decade of our Capacity Building in the Least Developed Countries on Adaptation to Climate Change (CLACC) programme.

And since 2011 CLACC has also been part of a broader Southern Voices Capacity Building Programme, run by five Danish and two international NGOs, and coordinated by CARE Denmark with funding from the Danish International Development Agency (DANIDA).

Southern Voices aims to strengthen an unexpected positive outcome triggered by the disappointment of 2009, when international climate negotiations at COP15 in Copenhagen failed to reach a comprehensive agreement on emissions reductions to avert dangerous climate change.

Many of the civil society networks and organisations that had hoped for more from the UNFCCC process now focus on promoting fair and pro-poor climate change policies and initiatives at national and regional levels. Importantly, they often make the connection between climate change and local development issues.

Southern Voices supports eleven national, six regional and three thematic climate networks in Africa, Asia, Latin America and the Pacific that share their learning. CLACC is one of these networks. Through CLACC, appointed fellows and international experts from Africa and Asia work under IIED auspices to support the Least Developed Countries as they adapt to climate change.

Shared learning between networks is a crucial accelerator of change. Many networks are starting advocacy activities that are hugely helped by knowing about successes and challenges in other countries.

Often there are common issues, such as how to advocate for a national policy or strategy on climate change, or how to establish a 'national implementing entity' that can access funding from the international Adaptation Fund. Many networks want guidance on how to work more effectively with the media, how to track government spending on climate change, or how to establish appropriate institutions to manage climate finance.

IIED supports this shared learning by developing a 'toolbox' on climate change advocacy that gathers experience from all our partners. Begun in 2013, the project will be road-tested in 2014. CLACC partners and indeed all Southern Voices network partners in the South will help prepare the 'tools' by sharing their advocacy experience and needs.

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– www.climatecapacity.org

"We would like to mobilise civil society organisations at the grassroot level to understand how we are being affected by climate change, and at the same time get their views incorporated in national programmes on climate change"

Elvin Nyukuri, former CLACC fellow for Kenya, speaking in an interview for the Southern Voices website.

Case study: 03

Supporting the Least Developed Countries in climate talks

This year, we provided on-demand and real time legal, technical and strategic advice to the chair of the Least Developed Countries (LDC) Group during the fast-paced international climate change negotiations at the 18th Conference of the Parties to the United Nations' Framework Convention on Climate Change in Doha, Qatar from 20 November to 9 December 2012.

"2012 marked a tremendous solidarity, collaboration and cooperation amongst the LDC negotiators. Believe me that under the leadership of Pa Ousman and his support team we have set a legacy that should be exemplary to all developing country negotiators."

Fred Machulu Onduri
(LDC Group Core Team member, Uganda)

COP18 was the culmination of year-round support for the group's core team, made possible by funding from the Climate and Development Knowledge Network. The result? The LDC Group was considered a key player in the negotiations, consulted by other major parties every time there was a crucial issue to be discussed.

We also helped the group gain visibility and become more vocal. In early November we placed an open letter from the LDC Group Chair to President Obama in the UK's Guardian newspaper. It kicked off considerable debate ahead of the negotiations and was circulated in the US State Department.

Other achievements include helping the group establish a website containing all its submissions, statements and positions, and supporting the smooth leadership transition as the chair of the group passed from Pa Ousman Jarju, of the Gambia, to Prakash Mathema from Nepal.

The LDC Group is made up of 49 countries that are highly vulnerable to climate change because of their low economic development and limited capacity to respond to climate impacts. Global decisions on climate change can have major implications for these countries, but are frequently taken without their proper participation.

As early as 2001, IIED supported senior negotiators from LDC countries to create their own negotiating bloc, the LDC Group. Ever since, we have been providing legal, technical and strategic advice in the negotiations, building the group's expertise and its negotiators' skills. Since 2011 we've provided management services for the LDC Group's core team and administrative support to the chair.

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– http://ldcclimate.wordpress.com/

Major pieces of written advice
30

Submissions by the LDC group to the UNFCCC
27

LDC Group statements issued
35

Briefing papers written
52

Press releases
12

Unique website page-views from visitors in 156 countries
13,272

Press conferences leading to 75 media mentions
7

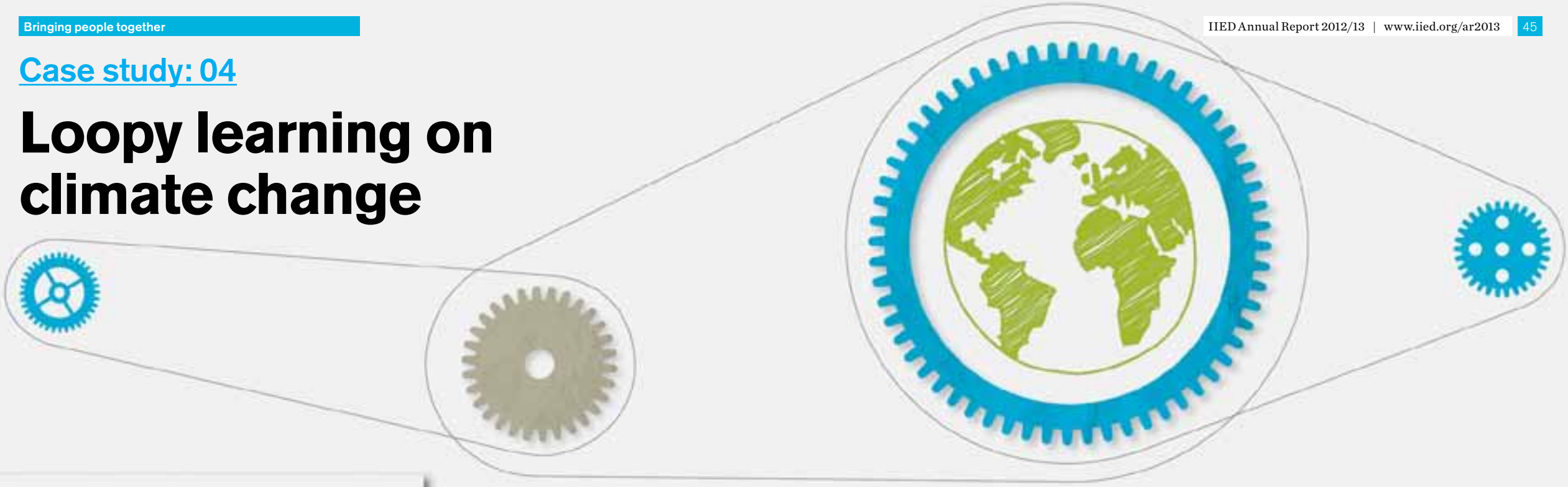
Strategy and preparatory meetings
7

LDC Group presentations given
8

Position papers and key messages documents prepared
4

Case study: 04

Loopy learning on climate change



"Keep me in the loop" is a familiar phrase we use almost without thinking — every day we are part of complex iterative learning processes drawing on all sorts of information. With partners we're taking the same approach in a new project — the Climate Change Communications and Social Learning (CCSL) initiative.

"We need to scale the practice not the policy."

Manuel Flury, of the Swiss Agency for Development and Cooperation, speaking at a workshop held at the International Livestock Research Institute (ILRI) in Addis Ababa.

The project is exploring how to cope with the 'wickedly complex' problems of climate change. Wicked problems are problems that have no simple or single solution and that usually present very different realities to different people and over varying timescales. We are not just talking about our usual approach of encouraging participation, and ensuring different voices are heard, we are talking about transforming how we approach complexity.

The Consultative Group on International Agricultural Research (CGIAR) is a global partnership that unites organisations engaged in research for a food secure future. In the CGIAR's Climate Change and Agricultural Food Security (CCAFS) research programme, a new but rapidly growing body of work is exploring the potential of social learning: this is the Climate Change Communications and Social Learning (CCSL) initiative. Its work is spread across the international centres of the CGIAR network. We have worked together with the Institute of Development Studies and the University of York as CCAFS partners to help in developing this initiative.

The inspiration for the initiative is a bold new strategy from the international Climate Change and Agricultural Food Security (CCAFS) research programme to look for more powerful ways to provide development that involves communities in mapping their own development pathway. The CCSL initiative aims to reach further than CCAFS and its network of international centres and explore how social learning contributes to greater impact on many potential development outcomes.

Social learning means building understanding through a series of continuous interactions, or loops, that combine all sorts of knowledge and perspectives, from 'hard science' and historical data to communities' or individuals' experiences.

Using a concept formally called 'triple loop learning' we are working to understand how social learning methods can help different stakeholders to find solutions together for specific contexts.

Over the past 18 months we have worked with the CCSL on scoping how social learning might help tackle climate change; reviewing communication initiatives to see if they meet 'triple loop' criteria and examining what underpins successful social learning projects.

Next we will gather robust evidence to show how big development programmes and others can use this methodology to make a difference. We have developed a 'community of practice', and we are looking for more projects where we can build that body of evidence. If you want to stay in the loop please contact Liz Carlile at IIED.

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Read more

– Climate change and social learning report: http://cgspace.cgiar.org/handle/10568/24456

Case study: 05

Shared learning for climate change adaptation

IIED's work on making climate change issues a mainstream part of decision making at all levels exemplifies how shared learning can build consensus on contentious issues.

Devolved planning for climate adaptation

In northern Kenya we are helping pilot a funding approach in Isiolo County that integrates climate change issues into local planning. A county-level Climate Adaptation Fund is supporting 'public good' investments and using shared learning to identify, agree and prioritise interventions.

Local people are clear that when community and formal government planning have no links it is harder to adapt to an increasingly variable climate. The 'disconnect' can mean formal planning misses out on valuable knowledge about how best to exploit the ecological and economic dynamics of local environments. For instance interventions may be poorly timed (fodder for livestock might arrive after the rains begin) or might even undermine resilience (new but poorly placed water points can undermine local water governance, leading to overgrazing).

In 2009 Kenya's Ministry of State for Development of Northern Kenya and Other Arid Lands invited IIED to design and test an approach to planning that embodies 'participation, equity and inclusivity' – the principles underpinning the country's new constitution – while responding to the challenges of planning for climate change in drylands. In partnership with the Arid and Semi-Arid Lands Secretariat, the Kenya Meteorological Department, the Ministry of Planning, National Development and Vision 2030, and the Resource Advocacy Programme, IIED has been piloting a devolved Climate Adaptation Fund in Isiolo County that holds local priorities at its heart, and is helping to integrate local adaptive strategies and innovations into national policy.

"People living in Nairobi and the provinces don't know how to interact with us. Even in very dry years, there are places with pasture that we know about. If we are planning together, we can bring water to where there is pasture and then there is no need to bring hay from elsewhere, which our animals cannot eat."

A community elder, speaking at a stakeholders' workshop, Isiolo, May 2010

So the new approach in Isiolo County started with a 'shared learning dialogue' that brought together representatives from customary authorities, youth, women, devolved government and civil society groups. The dialogue built up everyone's knowledge of climate change and dryland livelihoods. Government staff better appreciated community knowledge and pastoral strategies for managing their environment. Local people were better able to articulate their concerns, and to understand the challenges government planners face. Time for reflection was the crucial ingredient – with sustained engagement, a consensus emerged about the key issues.

Strong voices, receptive ears

Scaling up successful local strategies and innovations also requires new bottom-up communication channels that span different institutional scales and sectors. We sum up the approach as 'strengthening voices and encouraging more receptive ears'. Those voices might be local, and the ears those in local planning processes, or the situation might be district or county-level government staff articulating lessons learnt to inform and influence national policymakers.

Proper participation

Who is included and who is excluded from participatory planning and policy processes determine whether outcomes truly reflect a local consensus. Despite attracting much development support, marginalised groups are often excluded from participation in development planning. For Kenya's Climate Adaptation Fund, a rigorous public selection process for Ward Adaptation Planning Committees has ensured wide participation. The committees themselves consult broadly on which public good-type investments should be a priority in order to promote climate-resilient growth and adaptive livelihoods.

The first round of investments (worth a total of £400,000) has now been approved, and the committees are contracting people to implement the proposals. If successful, the scheme will show that Kenya's counties have the capacity to draw down and invest national climate funds for climate resilient development locally. Perhaps global climate funds could be channelled to the grassroots in the same way.

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Read more

– http://pubs.iied.org/17161IIED

Case study: 06

Energy access in the Niger Delta: the SUNGAS project

Around 70 million Nigerians live without a dependable source of electricity. Reliable power for pumping clean water, refrigeration and night-time lighting would transform people's lives, and affordable power for businesses could drive economic development. The SUNGAS project (Sustainable Utilisation of Nigeria's Gas and Renewable Energy Resources), aims to get more people using decentralised and sustainable modern energy services across the Niger Delta – Nigeria's southern oil – and gas-producing region.

SUNGAS in brief

The SUNGAS project is a partnership between IIED, the Living Earth Foundation, the Stakeholder Democracy Network (in the Niger Delta) and the Niger Delta Wetlands Centre. This 2.8 million euro European Union funded project began in 2009 and ends in March 2014. IIED provides overall management for SUNGAS – not a small task given the project's size and ambition. We also manage the project's research and advocacy components, collaborating on research topics such as renewable energy, low-carbon development and power sector reform. We have helped partners to design community surveys and to convene stakeholder dialogues on power sector reform, involving civil society in energy access decisions, and on donors' roles.

Demonstrations

SUNGAS is building evidence of what works for local people. Using demonstration projects, it is drawing attention to the opportunities and challenges for decentralised energy in the Niger Delta.

In Bayelsa state, the Niger Delta Wetlands Centre has worked with one community to test whether a community-managed solar-powered water pump can produce clean water for local schools and households. The centre is now testing an alternative private enterprise-based model in another community.

In Rivers state, the Living Earth Foundation is setting up a community-owned utility company to generate power for a Niger Delta community using 'associated gas' – produced as a by-product of oil extraction and otherwise burnt by flaring. There have been considerable delays owing to the challenges of working in the Niger Delta including community tension and finding suitable contractors. But IIED is working closely with the partners to deliver the project on time.

In Rivers and Bayelsa states, the Stakeholder Democracy Network (SDN) is promoting renewable energy options in local communities, and getting citizens talking with the power sector regulator and local distribution companies.

Paying for power

Many solar energy services are in disrepair because of poor maintenance and corrupt contracts, so people believe that solar power "does not work in Nigeria". SUNGAS highlights the need for long-term management and maintenance alongside good designs.

Someone has to pay for electrical power. But it's not easy building local willingness to pay when people see power either as state-owned or delivered by a large oil company. Likewise, installations set up by donor-funded projects are usually perceived as 'free'.

Case study: 02 *Continued*

Energy access in the Niger Delta: the SUNGAS project

Local views

SDN has been working with communities to understand and record local issues around electricity provision — particularly in light of the recent privatisation of Nigeria's power sector and revised tariffs. Small businesses say unreliable service makes it difficult to plan electricity use. Communities say billing, based on estimated use, is unfair, particularly as the estimates do not change if there are lengthy power outages. At the same time, privatisation has brought price rises. To make their point, community members have been keeping energy diaries of power outages, interrupted activities and meter installations. Four communities have set up Facebook pages to share their experiences.

SDN has also brokered a series of face-to-face meetings between community representatives, the local power distribution company, and the Nigerian Electricity Regulatory Commission.

The meetings address the top priorities for local people (including meter installations, firm delivery dates for fixing problem infrastructure and better information on planned outages). These in turn mean better local services and consumers who are more engaged in working with the regulator and power company to fix problems.

Involving civil society

The SUNGAS project is adding national dialogue to these bottom-up activities. For example, in February 2013, IIED, SDN and the International Centre for Energy, Environment and Development convened a multi-stakeholder round-table meeting in Abuja to discuss how to engage civil society with national energy priorities. A civil society working group is now being established, which will have local champions and links to existing energy access initiatives, such as the Nigerian Alliance for Clean Cookstoves.

The working group will be looking to share SUNGAS learning even further, for example contributing to efforts by the Nigerian government to re-launch its Rural Electrification Agency.

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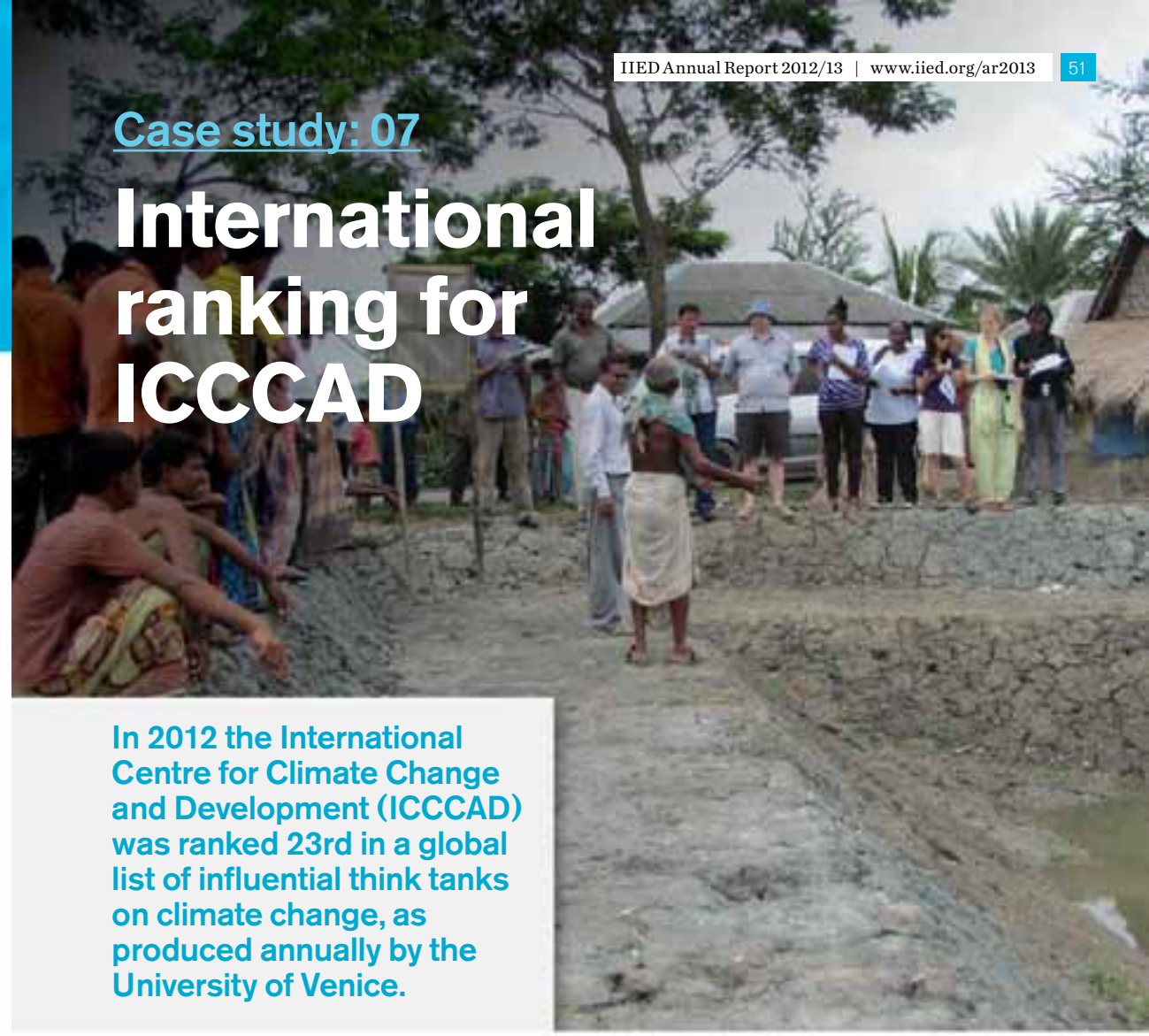
Read more

- Can renewable energy turn Nigeria's lights on? http://pubs.iied.org/G03519
- Can the low-carbon development agenda increase energy access for the poor in Nigeria? http://pubs.iied.org/G03518
- www.sungas-nigeria.org.
- www.stakeholder democracy.org/cgblog/512/92/Power-to-the-People

"The huge gap between supply and demand… means that meeting the challenge of delivering [electricity] access… requires more than just 'creating markets' and selling goods. Getting the services right requires social involvement to develop relevant local energy solutions that can also be shared and adapted for use elsewhere."

Joseph Hurst-Croft
Director of the Stakeholder Democracy Network



Case study: 07

International ranking for ICCCAD

In 2012 the International Centre for Climate Change and Development (ICCCAD) was ranked 23rd in a global list of influential think tanks on climate change, as produced annually by the University of Venice.

That's impressive for an organisation just three years old. ICCCAD is a joint venture between IIED, the Independent University, Bangladesh and the Bangladesh Centre for Advanced Studies.

IIED Senior Fellow Saleemul Huq has been seconded to ICCCAD as its first director. He explains, "ICCCAD has three main programmes. We run short courses for professionals, a research programme, and also a new Masters' degree on climate change and development, which has just taken in its first cohort — six students from Bangladesh (May 2013). More are expected to enrol from Bangladesh and other countries from next year.

"The short courses started over two years ago and we have now completed 12 on different topics, and have over 300 alumni from more than 30 countries, mainly in Asia and Africa.

"Research has been focused through our flagship Action Research on Community Adaptation in Bangladesh programme, and we've now added research into loss and damage from climate change. We have also hosted over a dozen visiting researchers at ICCCAD."

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Read more

- http://centers.iub.edu.bd/icccad/
- Adaptation experts in training http://pubs.iied.org/G03444

Case study: 08

Nepal's national framework for climate change adaptation

Nepal is one of the first countries to have designed and approved a national framework for identifying what local people most need to do to adapt to climate change, and integrating those needs into development plans at all levels.

We've been involved with Nepal's Local Adaptation Plans for Action (LAPA) framework (and also the National Adaptation Plan for Action – NAPA) since 2009 (see timeline below). In 2012–13 we helped Nepal's national team set baselines for future monitoring for LAPAs, and then worked with partners to review the opportunities and barriers before the framework's national 'roll out' (this review was finalised during 2013-14). As with most of our action research, we've used IIED's framework of 'knowledge, spaces and actors' to engage with the process from the start. Here's what that has meant in Nepal.

Knowledge

Nepal's LAPA Framework is built on the knowledge of people in many different situations. With partners, we've brought that knowledge together, generating evidence to help design the framework and ensuring people at all levels are talking to each other – and so are distilling and refining their evidence.

Together we've looked at the steps that need to be taken, the tools needed to take those steps, institutional arrangements, financial frameworks and monitoring mechanisms. We used action research ('learning by doing'), making sure the whole process fitted into existing development planning systems. IIED's knowledge of 'how development planning works' and political economy, alongside our in-depth understanding of Nepal's own development planning process, including the country's decentralised planning system, formed a strong basis for our contribution.

Spaces

The LAPA Framework 'creates spaces' where local people can talk with those taking national decisions about how to adapt to climate change. With partners we piloted various approaches whilst preparing local adaptation plans for action by 69 village development councils and one municipality. We found tools like 'shared learning dialogue' (see also page 46-47) and 'visioning' were the most popular because they enabled better dialogue between local communities, experts and planners.

But it's not just about space to talk – Nepal's LAPA Framework also needed to identify the best administrative and geographical space for providing 'top down' support while ensuring priorities stay local and 'bottom up'.

We looked at various spaces or scales, including broad natural boundaries (watersheds), and small administrative units (village settlements), but Nepal's village/district development councils turned out to be the most appropriate. That's not quite the end of the process though – the councils will need some capacity building to help them carry out adaptation planning and delivery roles effectively.

Actors

People are at the heart of Nepal's LAPA Framework, jointly shaping decisions on climate change adaptation. The LAPA aims to bring together many different local and national actors, and those that demand and supply adaptation services.

During the initial design and piloting phases we worked with national and local NGO partners to get ideas together. Next, the pilot framework was 'harmonised' with existing projects focusing on local-level adaptation planning, and with Nepal's NAPA and the national climate change policy. We worked with technical teams and donor partners through both formal and informal dialogues that helped finalise the framework and toolkit and create political support.

Finally, during a consultation phase we helped the Ministry of Science Technology and Environment (MoSTE) carry out regional- and national-level dialogue with government, civil society and the private sector – to refine ideas for the framework and build awareness about it.

Timeline

2009

The Government of Nepal's 'Thematic Working Groups' agree the need for a LAPA framework to run in parallel to the NAPA (which IIED had helped prepare).

MoSTE agree support for the design phase with the UK's Department for International Development.

2010–11

IIED plays a lead role in designing and piloting the LAPA, with MoSTE leading widespread consultation at local and national levels to refine the framework and align it with various other initiatives on adaptation planning.

2011

Nepal's Council of Ministers approves the final LAPA framework in November.

2012

IIED helped Nepal's national team establish monitoring baselines.

2013

IIED and partners reviewed the framework for opportunities and barriers ahead of a national 'roll out'.

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Read more

– More LAPA resources: http://moste.gov.np/nccsp/#.UjhyyxhwaUk

The power of partnerships

Partnerships allow us to achieve things that we could not achieve alone.

They give us an insight into local challenges and help us step up to the stage, whether it be national, regional or international, confident that what we bring has credibility and will add value.

Some of our partnerships stretch back decades; they are deep and have influenced the way that IIED has evolved.

In 2012-13 our partners played a major role in what we achieved; more than 40 organisations were involved in Fair Ideas, for example. But we were deeply shocked when we heard the news that long-term research partner Perween Rahman had been murdered. She was director of the Orangi Pilot Project Research and Training Institute in Karachi, and Diana Mitlin pays tribute to her in this section.

Partnerships, and the collaborative working that they represent, go to the heart of what IIED is and the values that underpin its identity. Without our partners and the contribution that they make to everything that we do, we would not be the organisation that we are today.

Perween Rahman (1957–2013)

By Diana Mitlin

I remember the first time I met Perween, in the early 1990s. She struck me as so different from many development experts. Rather than saying how little time she had to meet with me, she said her only problem would be if I did not have enough time to understand the Orangi Pilot Project's (OPP) approach and the work they were doing.

Under Perween's leadership the OPP has had a profound impact on Karachi, challenging existing practices with its alternative vision for the city based on integrated neighbourhoods. OPP staff are clear that despite ongoing religious conflict, most people do not want to live in ethnic enclaves.

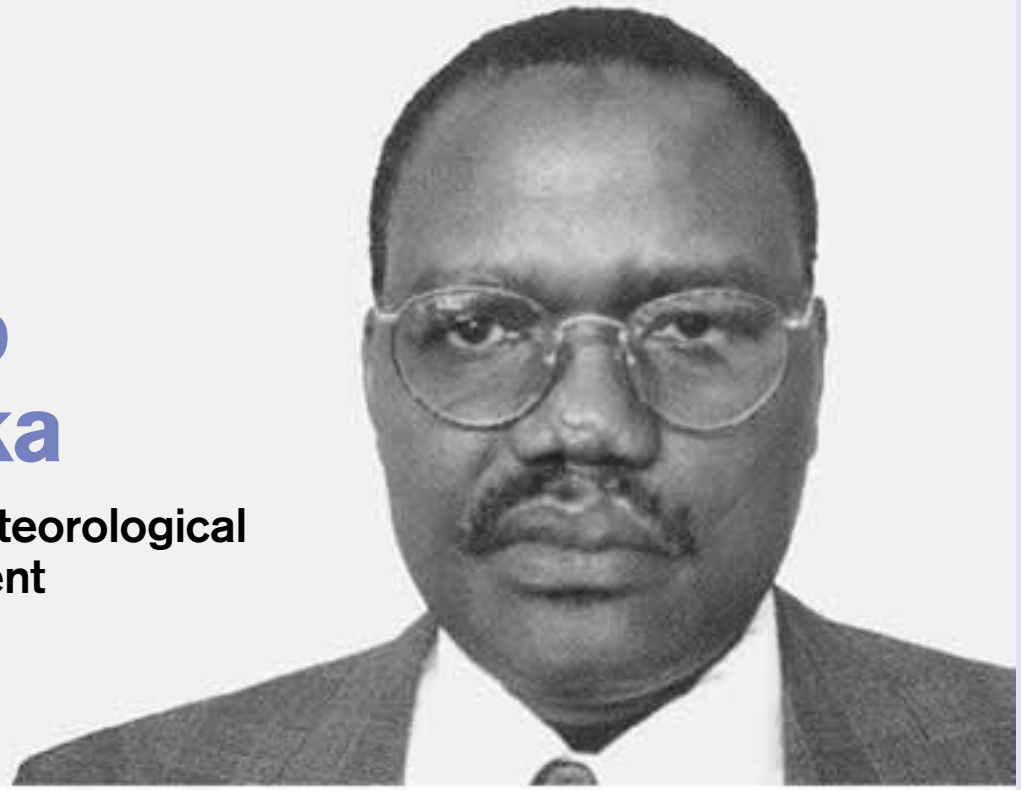
The OPP vision of the city is based on justice. In the last few years it had been working with communities whose longstanding residency was under threat from powerful groups wanting to evict them and take over their land for their own gain. OPP supported these communities to improve their mapping skills, enabling them to advance their legitimate claims to their homes with the authorities.

Perween knew the risks that she was exposed to, of that I am sure. I remember visiting OPP two years ago and observing how she shielded her face in the car when leaving the office compound. She had worked for years in a city in which land is fought over and had seen several community leaders threatened and killed for their anti-eviction work. Despite these risks, she never expressed any ambivalence or uncertainty about her activities. Indeed, she spoke with tremendous excitement about her work and the power of the network OPP had created across Pakistan.

Perween was a sanitation expert but was so modest; she would be the first to say that while professional contribution is significant and important, it needs to be integrated within a broader programme driven by the energy and knowledge of those living in informal settlements.

Perween Rahman was the director of the Orangi Pilot Project Research and Training Institute, a Karachi-based NGO working with the city's poorest communities to improve their neighbourhoods. On the afternoon of 13 March 2013, she was shot and killed by masked men as she drove home from work.

Just two months later another community development activist working with the Orangi Pilot Project in Karachi, Abdul Waheed, was also assassinated. Abdul Waheed headed a neighbourhood organisation supporting OPP's land surveys and providing modern education to local children.



Ayub Shaka

Kenya Meteorological Department

Ayub Shaka has worked in the Kenya Meteorological Department (KMD) since October 1984. During that time, he has been a weather forecaster and presenter in the media, and undertaken postgraduate studies on Hydrology and Water Resources Management in the Netherlands.

I came to know about IIED through a project that the Ministry of Northern Kenya and Other Arid Lands wanted to pilot in Isiolo county entitled Mainstreaming of Climate Change Adaptation in Local Planning in Isiolo County.

In one of the meetings in Nairobi, I was invited to give a seasonal weather forecast to the community in Garbatulla Ward, Isiolo County. I gladly accepted because this was an opportunity that I had always wanted as a public weather services officer. At Garbatulla, I was with Ced Hesse, Victor Orindi, Daoud Tari and others and I found the arrangement very good.

The local community was very eager to listen as it was the first time an officer from KMD had talked to them about weather. They were used to their local traditional weather forecasters (Uchus). From that time whenever the forecast was released I presented it – I did about five seasonal forecasts in various wards in Isiolo County. These increased the weather information reach, something I could not have done without support from a partner such as IIED.

During one of these presentations of a seasonal forecast, one of the elders remarked that the forecast of enhanced rainfall gave them happiness and fear: happiness because good rains would improve water availability, pasture and food production. But fear because of the possible destruction the rains will cause. As such, they needed to plan to avoid the negative impacts.

One of the things I learnt from this stint with IIED is that the best way to disseminate weather information is first of all to understand the community and their livelihoods by working with them.

The partnership increases knowledge of dealing with different situations. Now I am working to ensure that these face-to-face opportunities can be rolled out to other counties by building the skills of our county officers through shared learning.

These forecasts increased the weather information reach, something I could not have done without support from a partner such as IIED.

Joanna Elliott

Flora and Fauna International

Joanna Elliott works for Flora and Fauna International as senior director of conservation partnerships. She has been an IIED visiting fellow for a number of years, helping to set up the Poverty and Conservation Learning Group and more recently, working with the biodiversity team on a project to map protected areas in Kenya.

In early 2011 and throughout most of the two-year project period I was working for the African Wildlife Foundation, which has been one of the NGOs driving the new community conservancy model forwards in Kenya. I was also working with the government on related policy processes.

I was keen to work with IIED and the World Conservation Monitoring Centre (UNEP-WCMC) on the project to map protected areas in Kenya as I felt we had complementary skills and could learn from one another. We were fortunate to have a very interested and collaborative donor in AFD (the French government development agency), and this, combined with the knowledge of local practitioners, has proved immensely valuable.

We have had time to do both research and analysis and I hope that our learning about what 'environmental complementarity' actually means will help us to strengthen protected area planning and decision making in Kenya.

I've learnt practical things – the video conferencing facility that IIED has in London may seem par for the course, but many organisations don't have this and it was surprising how much it helped manage what was a complex project, as well as cut travel and carbon costs.

These large projects can be stressful, particularly when the underlying concepts aren't widely understood, but getting a team of professionals together, all of whom were willing to put more time in to get the research done, made this one work. Sadly, one of our team members, Dr Anthony King, was killed in a plane crash towards the end of the study period, but his contribution, including amazing vector diagrams to move us forward with the analytical framework, will long be remembered.

There are huge opportunities for collaboration between IIED as a policy-led group and the work of on-the-ground NGOs, who often don't have the time or resources needed for the analytical and policy-linking side of learning processes.

Environmental complementarity: where the benefits of having state, private and community-owned and/or managed protected areas close to one another can be greater than the sum of the benefits of those areas individually.

Inside IIED

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Responsible operations

We pride ourselves at IIED on being at the forefront of thinking on sustainability globally and that starts right here at home in everything we do and how we do it. IIED is growing and as we increase the scale of our positive impacts we must apply a similar level of innovation to manage our adverse ones.

Over the last year, our investment in the new Gray's Inn Road office has helped reduce our building emissions per head significantly, however this has been offset by increases in air travel emissions. Staff travel will always be a fundamental part of how we operate as much of our success comes from the relationships and interactions with people and the opportunities for shared learning this creates.

Nevertheless, for the future we are setting ourselves the target of reducing our greenhouse gas emissions per head by an average of 2.5 per cent per year, consistent with the requirements of internationally recognised reduction commitments such as the Carbon Trust Standard.

We must also consider the wider impacts of what we do, and have therefore implemented an environmental management system, combined with stronger internal policies on ethical and social aspects of our activities to ensure they remain consistent with our mission.

Camilla Toulmin, director of IIED

As part of a wider review of how we can operate more sustainably and responsibly, we have undertaken an in-depth independent assessment of the carbon footprint of our activities over the last three years (see Figures 1 and 2). The vast majority of our emissions came from staff travel associated with our activities (approximately 85 per cent) and the remainder from energy used in our offices. Water usage and waste make up just 0.1 per cent.

Overall our carbon footprint is the same as last year on a per staff full time equivalent (FTE) basis although this followed a sharp rise of 6 per cent in 2011–12. Key points include:

Building emissions per FTE down by 12 per cent

- 30 per cent fall in per FTE electricity emissions — mainly due to the new London office's more energy efficient and responsive lighting and greater use of natural light.
- 48 per cent increase in per FTE gas emissions — gas usage was higher in the new office and so in February we installed more highly efficient condensing boilers estimated to reduce our footprint further by 6 tCO2e per year.

Staff travel emissions per FTE up 2 per cent

- Mainly due to the commencement of a large number of new programmes and projects over the last couple of years and the number of staff attending IIED's Fair Ideas event at the Rio+20 Summit in June 2012.
- We have invested in video conferencing equipment in both our UK sites and try to use it as much as possible and we are in the process of implementing new management controls on the business case for air travel.

Figure 1 IIED's carbon footprint for last three financial years (April to March)

IIED carbon footprint*	2010/11	2011/12	2012/13
*GHG emission data in tonnes of CO2e***	*(Base year)*		
Scope 1 (Direct e.g. on-site gas heating)	26	29	47
Scope 2 (Indirect energy e.g. electricity)	80	89	68
Scope 3 (Other indirect e.g. travel***)	713	813	916
Total gross emissions	**819**	**930**	**1,031**
Average full time equivalents (FTE)	78.9	84.9	94.0
Per FTE annual emissions	**10.4**	**11.0**	**11.0**
% change	**n/a**	**+6%**	**0%**

* Organisational boundary based on our sites and activities of our staff and therefore excludes our suppliers and partners. Footprint has been measured in accordance with Defra's latest 2013 emissions factors and guidelines, which is consistent with the GHG Protocol.

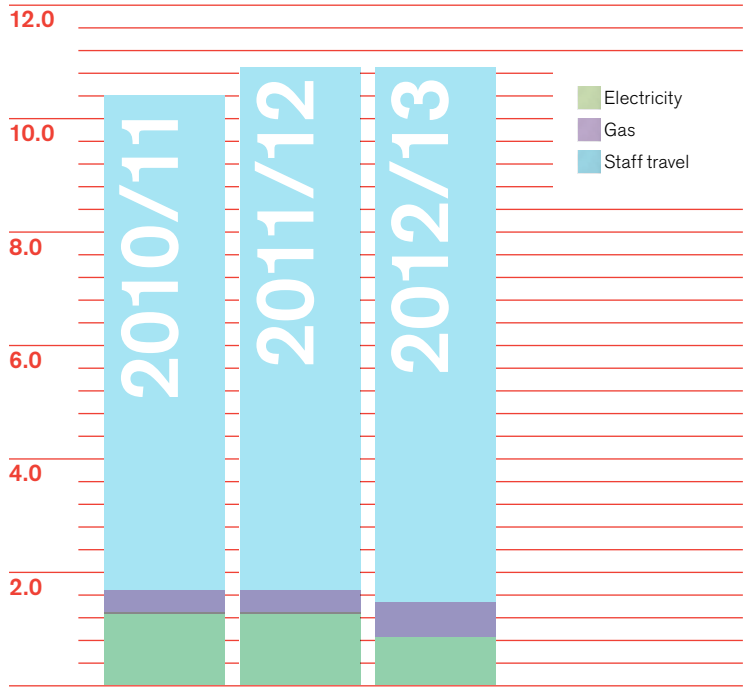
** Tonnes of CO2e is a universal unit of measurement used to indicate the global warming potential of a greenhouse gas, expressed in terms of the global warming potential of one unit of carbon dioxide.

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

We have made a commitment to review the wider environmental and social impacts of our operations and the result is:

- an environmental management system certified against ISO14001. Our environmental policy is available on www.iied.org and we will continually review and improve our environmental performance.
- a recent review of all our ethical and social policies. Over our next strategic period (2014–2019) we will be using ISO26000 as a framework to integrate social responsibility into our values and practices further and will raise the bar wherever possible.

Figure 2 IIED greenhouse gas emissions per FTE by source 2010–13



NB: Emissions from our water usage and waste make up 0.1% of the total footprint. Staff travel includes air and rail travel undertaken by staff in order to deliver our activities.

Financial summary

Report by the trustees on the Summarised Financial Statements

The summarised financial statements are extracted from the full statutory trustees' annual report and financial statements which were approved by the trustees and signed on their behalf on 18th July 2013. The full financial statements, on which the auditors Crowe Clark Whitehill LLP gave an unqualified audit report on 23rd July 2013, have been submitted to the Charity Commission and to the Registrar of Companies. The auditors have confirmed to the trustees that, in their opinion, the summarised financial statements are consistent with the full financial statements for the year ended 31 March 2013. These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full statutory trustees report, financial statements and auditors' report may be obtained from the company's offices.

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

We have examined the summary financial statement of International Institute for Environment and Development set out on page 65.

Respective responsibilities of directors and auditors

The directors are responsible for preparing the summarised Annual Report in accordance with United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summary financial statement within the summarised Annual Report with the full annual financial statements, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder. We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the company's full annual financial statements describes the basis of our audit opinion on those financial statements.

Opinion

In our opinion the summary financial statement is consistent with the full annual financial statements of International Institute for Environment and Development for the year ended 31 March 2013 and complies with the applicable requirements of section 427 of the Companies Act 2006, and the regulations made thereunder.

Crowe Clark Whitehill LLP
Statutory Auditor
London

	Unrestricted funds General	Unrestricted funds Designated	Restricted funds Core activities	Restricted funds Grant management	IIED total 2013	IIED total 2012
Incoming resources	£	£	£	£	£	£
Incoming resources from generated funds						
Voluntary Income	–	–	–	–	–	21,280
Investment Income	17,061	–	916	6,311	24,288	28,318
	17,061	**–**	**916**	**6,311**	**24,288**	**49,598**
Incoming resources from charitable activities						
Commissioned studies and research	3,866	1,635	13,861,809	2,386,208	16,253,518	16,945,294
Publications	–	–	12,835	–	12,835	13,554
	3,866	**1,635**	**13,874,644**	**2,386,208**	**16,266,353**	**16,958,848**
Other incoming resources	2,845	–	7,497	–	10,342	35,487
Total incoming resources	23,772	1,635	13,883,057	2,392,519	16,300,983	17,043,933
Resources expended						
Charitable activities						
Commissioned studies and research	38,327	229,986	13,530,940	2,393,539	16,192,762	17,310,531
Publications	–	–	87,847	–	87,847	222,452
Governance costs	98,945	–	–	–	98,945	113,830
Total resources expended	**137,272**	**229,986**	**13,618,787**	**2,393,539**	**16,379,584**	**17,646,813**
Net income/ (expenditure) for the year before transfers	(113,500)	(228,351)	264,270	(1,020)	(78,601)	(602,880)
Transfers between funds	(1,563,834)	1,827,084	(264,270)	1,020	–	–
Net movement in funds	(1,677,334)	1,598,733	–	–	(78,601)	(602,880)
Funds brought forward at 1st April 2012	2,270,918	450,942	–	–	2,721,860	3,324,740
Funds carried forward at 31st March 2013	593,584	2,049,675	–	–	2,643,259	2,721,860

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

Income by donors type
2012/13 (Total £16.3M)

Government and government agencies	40%
International and multilateral agencies	9%
Foundations and NGOs	49%
Corporate	2%

Expenditure by group
2012/13 (Total £16.4M)

Grant management	15%
Natural resources	25%
Sustainable markets	11%
Human settlements	13%
Climate change	19%
Governance	1%
Partnerships and development	9%
Communications and publications	5%
Other	2%

Expenditure by type
2012/13 (Total £16.4M)

Programme costs	49%
Collaborating entities	35%
Support costs	16%

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