

International Institute for Environment and Development

Trustees' report and accounts for the year ended
31 March 2015

Registered company number: 2188452

Registered charity number: 800066

Registered OSCR number: SC 039864



July 2015

Trustees' Report

Glossary

COP	Conference of the Parties
DFID	Department for International Development
HIVOS	Humanistisch Instituut voor Ontwikkelingssamenwerking (the Humanist Institute for Cooperation)
IFAD	International Fund for Agricultural Development
IIED	International Institute for Environment and Development
IPCC	Intergovernmental Panel on Climate Change
IRF2015	Independent Research Forum
LDCs	Least Developed Countries
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PES	Payments for Ecosystem Services
REDD+	Reduced Emissions from Deforestation and Forest Degradation + social considerations
Rio+20	United Nations Conference on Sustainable Development, held in Rio, June 2012
TAMD	Tracking Climate Adaptation Interventions and Measuring Development
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
USAID	US Agency for International Development

Trustees' Report (continued)

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

Trustees

Maureen O'Neil (Chair) (retired 27 June 2014)

Rebeca Grynspar (Chair) (appointed 27 June 2014)

Lisa Beauvilain (re-appointed 27 June 2014)

Filippa Bergin

Somsook Boonyabancha

Alastair Da Costa (resigned 31 October 2014)

Fatima Denton

Ahmad Galal (appointed 20 November 2014)

Teresa Fogelberg (retired 27 June 2014)

Frank Kirwan (Treasurer)

Michael Odhiambo (appointed 20 November 2014)

Lorenzo Rosenzweig

Francisco Sagasti

Tara Shine (appointed 20 November 2014)

Ian Rushby (Vice Chair)

Min Tang (re-appointed 27 June 2014)

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

Director

Dr Andrew Norton

Appointed 29 June 2015

Director

Dr Camilla Toulmin

Retired 29 June 2015

Registered office

80-86 Gray's Inn Road

London, WC1X 8NH, United Kingdom

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Registered charity number: 800066

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Auditors

Crowe Clark Whitehill LLP

St. Bride's House

10 Salisbury Square

London

EC4Y 8EH

Solicitors

Bates, Wells and Braithwaite

LLP

2-6 Cannon Street

London

EC4M 6YH

Bankers

Barclays plc

Level 27

1 Churchill Place

London

E14 5HP

The trustees present their annual report, including the directors' report and strategic report, with the audited consolidated accounts for the year ended 31 March 2015. This report and the accounts have been prepared in accordance with the Companies Act 2006, the company's articles of association and the statement of recommended practice: *Accounting and Reporting by Charities* (2005).

Trustees' Report (continued)

Structure governance and management

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

The company is registered in the UK as a company limited by guarantee (registered no. 2188452) and its activities are governed by the Memorandum and Articles of Association (dated 9.11.98).

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

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

Trustee appointment

The names of the trustees are shown on the previous page. Trustees retire by rotation; six years' service (3+3) is the maximum unless allowed exceptionally by the Board of Trustees.

Trustees attend an induction programme before appointment to familiarise themselves with the operational activities and day to day management of the institute which have a bearing on the trustee roles and responsibilities.

Organisational structure

IIED's Board of Trustees meets in full twice a year, and twice a year as the Executive Committee. Any board member may attend the Executive Committee either by conference call or in person. The Executive Committee meetings focus on company business, both the routine work of the programmes and the review of the management accounts and risk management reported by the Finance, Audit and Risk Assessment sub-committee. The Executive Committee consists of the honorary officers, the vice chair, the treasurer and such other members who may be able to attend.

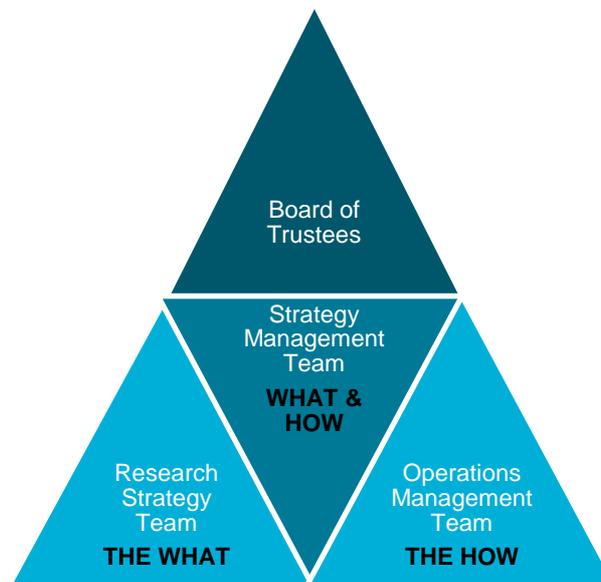
The Finance, Audit and Risk Assessment sub-committee meets quarterly to review financial performance and risk management at IIED. It reports to the board and the Executive Committee. It comprises a minimum of four board members, the Director and the Chief Operating Officer. Each year, the board reviews and approves the strategy and rolling business plan.

During 2014 the board established a Fundraising sub-committee to support the business development function.

Andrew Norton was appointed Director of IIED and his tenure commenced 29 June 2015.

The day to day running of the institute is delegated to the Director who is supported by three leadership teams: the Strategy Management Team, the Operations Management Team, and the Research Strategy Team.

Trustees' Report (continued)



The Strategy Management Team's purpose is to refine and deliver IIED's strategy in relation to external needs and opportunities, as well as internal resources and capacities. The Operations Management Team's purpose is to put the strategy into operation and maintain a sustainable institute. The Research Strategy Team's purpose is to steer the content, and maintain oversight, of IIED's strategy.

IIED has an agreement with the trade union Unite.

Risk

The staff and board have put in place a framework for evaluating risk, which considers major, medium and low risks, under the following categories: finance, information technology, human resources, office and programmes. The major risks identified are prioritised and reviewed annually by the Finance, Audit and Risk Assessment sub-committee and steps are taken to mitigate those risks, as described on page 21.

About IIED

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

Established in 1973, IIED has made important contributions to many major milestones of sustainable development, from the Brundtland Commission of 1987 and the 2002 World Summit on Sustainable Development in Johannesburg, to the annual meetings of the UN Framework Convention on Climate Change (UNFCCC), the Rio+20 summit in 2012 and ongoing discussions on the 'post-2015 agenda' and Sustainable Development Goals, which will shortly supersede the Millennium Development Goals.

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

Trustees' Report (continued)

Delivering 'public benefit'

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

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

2014–2015 was the first year of our five-year strategy 2014–2019, [Engaging for change](#).

Investing in institutional performance

For the last ten years, IIED has invested in ensuring effective institutional performance, to ensure we offer a sound working environment, meet the challenges of rising donor expectations, and demonstrate impact. We are taking forward 'The How Programme' – a multi-year cross institute plan which accompanies the five year strategy, and we have established new leadership decision-making teams, to ensure internal accountability. We have installed a new approach to cost recovery, which has both reduced our day rates and increased the time available for leadership, management and systems development. We are enhancing our approach to business development, to ensure a more co-ordinated and ambitious approach to donor relationships. In our fundraising efforts, we have set up greater centralised support for proposal development alongside funded time for researchers to develop proposals themselves. We are implementing several organisational improvements relating to research group management; clarifying responsibilities in key cross-institutional functions; setting up a new mentoring scheme, and establishing a mechanism to bring in more junior staff. Our Systems Integration Programme (SIP) is going forward, to provide management and information tools to enhance planning and collaboration. We will monitor progress with all these organisational investments over the coming year to ensure we are moving in the right direction.

Staff summary

The latest summary shows we continue to grow — we had 26 new joiners this year (up from 19 last year) and 19 leavers. Our staff turnover was 15.6 per cent, up from 12% per cent last year but still below the sector average (22 per cent). And we support gender equality and diversity in house — as of last year 57 per cent of our managers are female (although still lower than the 64 per cent benchmark). Twenty-three per cent of employees are from an ethnic minority (consistent with last year) compared with the sector average of 12 per cent.

A focus on strategy and learning

The Partnerships Team was renamed the Strategy and Learning Group (SLG) this year, which more accurately reflects its core role of supporting the delivery of IIED's strategy through: monitoring, evaluation and learning; leading the organisation's interactions with our institutional funders; supporting the work of our three Leadership Teams; and co-ordinating IIED's work on the Post-2015 framework and Sustainable Development Goals (SDGs).

One focus during the year has been the design and development of a new results framework. This sets out a thorough overview of the milestones and outcomes which we expect to achieve during the year, and also the learning questions which we will try to answer to improve our effectiveness. We have a

Trustees' Report (continued)

strong commitment in our five-year strategy to ensure that IIED is a 'learning organisation' and that we are accountable to key stakeholders including our partners.

We put in place three new framework agreements with Irish Aid, Sida (Sweden) and Danida (Denmark), all of whom endorsed our new five-year strategy and provided increased funding towards its delivery. We held our annual Donor Dialogue in London in September, and our future workplan and means for accountability for this institutional support were endorsed.

Ensuring excellent communications

Our Communications Group works with colleagues across IIED to deliver efficient, collaborative and innovative research communications that have the best chance of achieving impact, in a way that represents value for money. Our communications strategy comprises three objectives: putting audiences at the heart of our work; positioning for change; and capacity building for impact.

This year our audience development mapping was particularly effective, bringing together stakeholders for a successful dialogue on small-scale and artisanal mining and helping researchers to determine who to build relationships with. We established strategies for keeping stakeholders in the loop with our most relevant information, using the full range of print and digital channels, including social media.

Our active media and external affairs programme is connected to more than 7,000 media contacts worldwide, helping us achieve global visibility as an influential 'think and do' tank. Working with the media was just one of the professional areas covered at our Communications Learning Week, an annual event in which we host partner organisations in order to learn from each other and skill share.

Much of what IIED does is about engaging and influencing — our researchers work in country and across the globe convening, writing and speaking. In 2014/15 the Communications Group supported the successful CBA8 and COP20 conferences, strengthening capacity among staff and partners to plan and deliver strategic communications, including building practical skills such as blogging.

Trustees' Report (continued)

Strategic report

Our progress to date and looking ahead.

Our strategy

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

This year was the first in our 2014–19 strategy period. Our long-term strategic aim is to redress power imbalances, tackle inequalities and create fairer access to resources and services. This is how we will contribute to change.

IIED has an international reputation for research on human settlements, natural resources, climate change and sustainable markets. Each features strongly within our strategy, articulated in our four research goals:

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

Each of our core areas of research also serve to enrich four high-profile change initiatives that aim to shift policy and practice towards more equitable and sustainable development:

1. International engagement for a sustainable planet
2. Inclusivity in green economies
3. Rights plus action
4. Food transitions: policies for sustainable consumption across the rural-urban divide.

Results-based management

At IIED, we use a 'results framework' to plan and report on our work. The framework is a 'live' five-year rolling document that guides planning and implementation across the institute. It includes annual targets and learning questions for each goal and change initiative. These are designed to speak to our institutional theory of change, which identifies four key dimensions of change:

1. Changes in the body of evidence
2. Changes in the capacity of governments and multilateral bodies to engage with the evidence generated
3. Changes in the capacity of civil society organisations and the private sector to engage with the evidence generated
4. Changes in the way people build partnerships and participate in local and international arenas.

The rest of this strategic report provides, for each core research area and change initiative, highlights from our activities that reflect progress towards targets and milestones, a selection of key lessons and an outline of our plans for the year ahead.

Trustees' Report (continued)

Core research areas

1. Natural resource management

Our goal: Increased investment in locally controlled land and natural resource use

Our work under this goal is designed to 'tackle the resource squeeze' with evidence we have generated, and help build capacity to improve institutions, policies and legal frameworks. These must demonstrate and deliver greater resilience to shocks and stresses, climate-smart solutions for sustainable intensification of agriculture, and business models that create fair jobs and better food and resource security. We work to achieve accountable governance systems, policies that work at all levels and across sectors, and a context in which people are able to claim and exercise their rights.

Themes of work under this goal: Legal tools; Agroecology; People, forests and biodiversity; Water infrastructure; China strategy.

Progress

The Natural Resources Group and its partners focus on increasing investment in locally controlled and sustainable land and natural resource use.

We publish influential research on 'land grabbing' and how **legal tools** can be developed and used to mediate pressures on land. [Our work with partners](#) in this area has strengthened capacity and access to legal tools among government officials, parliamentarians, legal empowerment practitioners and journalists for securing land rights and scrutinising investment contracts and treaties in Burma, Indonesia, the Philippines, Liberia, Mali, Mozambique, Tanzania and Zimbabwe. This work has also helped generate public goods through practitioner-oriented publications, webinars and journalist training workshops.

Our work on **forests** similarly focuses on supporting local control. Our [Forest Connect](#) initiative documented good practice in prioritising support for locally controlled forest enterprises, and compiled and analysed locally controlled forestry business models in 14 countries. Through the Forest and Farm Facility, we have developed [case studies and guidance for local facilitators on how to improve multi-sectoral policy platform processes](#) linked to enterprise development programmes in six countries. In Mozambique, we collaborated with the government on [testing REDD+](#), working to transform short-term timber operations into long-term forest concession holdings, address the biomass energy drivers of deforestation, and train timber operators in sustainable forest management and policy engagement.

Our work on **water infrastructure** this year focused on helping ECOWAS member states in West Africa to reach consensus on a very promising [draft directive on trans-boundary water use](#), and on documenting the rationale, actions and incentives to improve delivery of environmental and social safeguards by private sector hydropower investors.

We have also been building the 'business case' for **biodiversity**, drawing on the work of the African Leadership Group on Biodiversity Mainstreaming to develop guidance on biodiversity mainstreaming and working with government partners in Botswana, Namibia, the Seychelles and Uganda to further integrate biodiversity and development policy. We also published substantial evidence on how to fight wildlife crime by improving local livelihoods, co-organising an [international symposium to share findings](#) and community-led approaches, which resulted in recommendations taken to a high-level wildlife conference in Botswana.

Cross-country learning and exchange is the focus of our **China-Africa** work, in which we developed evidence on Chinese engagement in African agriculture, and Chinese views of African forests. We also kicked off a substantial project on [China–Africa collaboration to improve forest governance](#) and another on [informal natural resource trade chains from Africa to China](#).

Trustees' Report (continued)

Similarly, our work in local control and resilience for **agricultural and food systems** fostered cross-country learning: we facilitated exchange visits involving mountain communities from Peru, China and India that focused on agricultural innovations for climate change adaptation. This stimulated the formation of the [International Network of Mountain Indigenous Peoples](#) and their [Bhutan Declaration](#), which was disseminated at key international events this year and was influential in securing further donor support for the network.

Lessons learnt

Viable approaches to combining local and national development objectives do exist. Our work on water infrastructure shows that it takes a combination of field research and engagement with governments, river basin organisations, communities and their representatives. There is growing consensus on these approaches where the institutional resources exist to put them into practice. The process is effective because it is evidence-based and participatory. The main challenge remains ineffective inter-ministerial working practices, lack of resources and getting organisations to respect their commitments.

Practical support and engagement are crucial when working with Chinese partners. Through our 'Community Based Adaptation in Africa' and '[Sustainable Agriculture in China](#)' projects, we have helped Chinese partners — such as the China Agricultural University — to conceptualise, analyse and reframe their fieldwork and writing. Our approach has received an enthusiastic response from our five partners, who tell us working more closely with IIED staff is enjoyable and rewarding as they have experienced deeper learning. We at IIED have similarly found this to be a more enjoyable, deeper learning process, with a sense of the true co-production of knowledge. These interactions have also opened more doors to future deep research collaborations, which may not have been possible with our previous way of working.

We need to invest more in understanding the uptake and impact of our work. In some cases, it is clear that IIED's monitoring and evaluation systems are not able to provide deeper evidence about who is using our information beyond ad hoc feedback from individuals. Over the next year we will explore options for capturing appropriate data and reflecting on it. The lack of ex-post impact assessments mean that it is often difficult to know what the long-term impact on livelihoods is, or what happens after a particular project ends. Our work in agroecology shows that the adoption of sustainable agricultural practices is often the result of external, project-driven interventions — and that farmers often revert to the 'pre-project' practices once the project support has ended. This is a possible area of work for IIED, although there appears to be limited appetite among NGOs to look more rigorously at farmers' reasons for reverting to their pre-intervention practices.

Looking ahead

While not directly focused on the range of international milestones for the Sustainable Development Goals, development financing and climate change in the coming year, the Natural Resources Group is involved in a range of other initiatives and events this year, from local to international level, that have connections with, or implications for, these milestones.

In the year ahead we plan to launch a risk assessment framework for small-scale forest enterprises and a substantial body of evidence about the impact and effectiveness of different business models for investing in locally controlled forestry.

Partners involved in our smallholder innovation for resilience initiative will publish a comprehensive baseline study on livelihoods, agrobiodiversity, climate trends, cultural values, innovations and innovation factors.

We will produce a synthesis of work on ways to improve farming livelihoods associated with water infrastructure in West Africa, and will work with large hydropower investors in developing tools and risk management mechanisms aimed at enabling environmental and social safeguards to be met.

Trustees' Report (continued)

We aim to ensure that the current dialogue on illegal wildlife trafficking includes greater recognition of community based approaches to managing wildlife and, more broadly, to promote greater attention to social equity in natural resource management policy and practice.

In China we will continue to explore approaches to sustainable agriculture that can be commercially viable and scaled up, and in our China-Africa work we expect to be able to turn some of the improved understanding about natural resource investment and trade into practical options for making improvements for their legality and sustainability.

2. Human settlements

Our goal: Cities that work for people and planet

Our work under this goal involves working with local researchers, activists and practitioners to deliver research and teaching on environment and development, and to advise international networks and agencies on the same. We aim to demonstrate how urbanisation can be socially inclusive and environmentally beneficial and to show the value that urban poor groups can bring to the co-production of basic services. We want to enhance urban resilience to climate change. The issues of urban poverty and inequality must be integrated into the post-2015 development agenda by ensuring that negotiations are informed by urban poor organisations. All our work considers the links between urban and rural, age, gender and exclusion.

Themes of work under this goal: Urban poverty; Cities and climate change; Urbanisation and its rural linkages.

Progress

Cities and urbanisation continue to become more prominent in development debates, as evidenced by the (draft) Sustainable Development Goal on cities, and the chapters on Urban Areas in the IPCC Fifth Assessment Report.

Through our work on **cities and climate change**, we have played a lead role in the Urban Areas chapter of the IPCC Fifth Assessment (Working Group 2), which will strongly influence future work in this area. Our work on climate resilience in Asian cities has generated [15 working papers](#), with a further 16 in the pipeline. We recently began a new programme on urban humanitarian crises, aiming to better inform humanitarian responses in the complex economic, social and governance contexts of cities.

Key successes from our work on **urban poverty** over the past year include: assessments of the [deficiencies in official poverty lines](#), which encouraged a widespread questioning of the validity of the US\$1.25/day international extreme poverty line. This was reinforced by our support for the Asian Coalition for Housing Rights, which assembled community leaders from six Asian nations to [consider how they would define and measure poverty](#). Access to improved sanitation in African cities continues to be a pressing global challenge; we are contributing to understanding ways to increase access through working with Slum and Shack Dwellers International (SDI) in four African cities (Blantyre, Chinhoyi, Dar es Salaam and Kitwe). [A paper in World Development](#) is helping to disseminate this work.

In our work on **urbanisation and rural–urban linkages**, we continue to refine the understanding of rural–urban migration and urban–rural linkages and their implications for inclusive urbanisation — working with the International Organisation for Migration, UNFPA and UN-Habitat, among others. Our [interactive visualisations of urbanisation](#) have proved extremely popular. There is an emerging strong interest in urbanisation among traditionally 'rural' organisations. Our work with IFAD explores rural transformations and the often neglected role of small towns in regional and territorial development and brings together a large network of partners in Africa, Asia and Latin America.

Collectively, we have helped raise the importance of urban issues, working with influential partners including UNEP, UNFPA, UN-Habitat and OCHA. We have been instrumental in designing and developing collaborative platforms for research and practice on urban issues, including establishing an

Trustees' Report (continued)

[Urbanisation and Development](#) study group in the UK's Development Studies Association, and discussing the incorporation of an urban stream in the 'Future Earth' initiative. We help inform emerging urban development practitioners by sharing our research and insights from practice in a range of postgraduate courses at universities in the UK and beyond. All of this work is reflected and supported by the continued strength of the journal [Environment & Urbanization](#), which has 10,000 subscribers in more than 100 countries and over 350,000 papers downloaded each year.

Lessons learnt

A flexible approach enables a successful partnership. We used our experience of working with the Rockefeller Foundation to reflect on partnerships with funding organisations, and in particular foundations. We identified the Rockefeller Foundation's flexible approach as one reason for the partnership's success. We also concluded that a significant success of this partnership is how it has enabled us to join an influential alliance of organisations working on urban resilience.

Starting small and building up is a proven approach for cementing an effective partnership. As a group, we reflected on our long-established work with a single researcher (Arif Hasan) as a specific case that could provide more widely relevant insights into partnerships with researchers and research institutions in the global South. Over time, an effective model for work of this type has evolved, in which the initial stage is a small and topical piece of work, which then leads into a set of presentations and publications. This has led to high-quality work with significant impact. Effective partnerships of this type require particular circumstances and people, and cannot simply be replicated at will.

Looking ahead

The Human Settlements Group started the year with a renewed push on communicating our research. We have launched a regular '[Urban Matters](#)' blog to ensure that there are fortnightly posts on different aspects of our work by IIED staff and partners; we will follow this up later this year with a series focused on challenging some of the pervasive and pernicious myths about urbanisation in low- and middle-income countries.

At the same time, *Environment & Urbanization* remains a key means of sharing our work and that of our partners: both the April and October 2015 issues focus on sanitation and drainage in cities, while the April 2016 issue will address the urban agenda in the post-2015 Sustainable Development Goals.

Highlights in our priorities for this year include:

- **Urban poverty:** documenting the way in which community self-build housing programmes can be scaled up, informal settlements upgraded, and job opportunities in construction and upgrading work maximised
- **Cities and climate change:** supporting organisations of low-income urban residents to incorporate climate vulnerability and resilience in their local development activities, including ideas and principles from the IPCC Fifth Assessment
- **Urbanisation and its rural linkages:** developing innovative ways to map access and health issues in relation to urban food security; more generally, exploring the impacts and interconnections between urbanisation and rural transformations and migration.

We will spend some time this year reflecting carefully on our group strategy (in light of the new IIED strategy) and the necessary structure of the group to achieve this, through an external review by several key partners from research institutions and grassroots networks around the world. This will take place alongside some changes in the group's composition, including Gordon McGranahan's move to a new role at the Institute of Development Studies (IDS) and the appointment of a new group head.

Trustees' Report (continued)

3. Sustainable markets

Our goal: Sustainable markets that work for the many, rather than the few

Our work under this goal focuses on three areas. First, environmental economics to tackle the market failures that prevent transformation from a brown economy. Second, informal markets' resilience in developing and emerging economies and how they might work better in providing employment, products and services, increasingly in urban areas. Finally, energy and extractive industries, supporting communities to take part in decisions relating to energy access and natural resource development, to realise their interests and rights, and hold their governments and industry to account. We work both with people who design market standards, guidelines and regulations, and the users of these to make sure they meet community and environmental needs more effectively.

Themes of work under this goal: Environmental economics, Small-scale and Informal Enterprise, Energy and extractives.

Progress

Our work over many years on **environmental economics** has resulted in [definitive guidance on ensuring Payment for Ecosystem Services \(PES\) are pro-poor and inclusive](#). We have a great evidence base on distributional issues in several countries, have brought together lessons between sectors (water, forestry, carbon and fisheries) and are beginning to influence other international agencies (for example, WorldFish, USAID).

Our work on **informality** in mining, food production and vending has shown the resilience of informal enterprise and routes to improving social and environmental performance that are inclusive and build on local organisations. Our work on [artisanal and small-scale mining \(ASM\)](#) has drawn the attention of mining authorities, industry associations and major companies, and puts us in an influential position to redefine the mining sector in more inclusive ways, beginning with country dialogues. We held a hugely successful [Financing sustainable energy for all](#) workshop and, with the Climate Change Group, have been bringing together a stream of work on finance for climate, energy and the SDGs.

Our multi-stakeholder dialogues and diagnostics on green economy in [Zambia](#), [the Caribbean](#) and [Brazil](#) now make a total of ten countries where we have helped stakeholders to identify national green economy visions, enabling conditions and economic activities which focus on sustainable use of assets available to poor people. These visions have influenced national development planning and investment, and have challenged international green growth initiatives to address inclusion — we have been asked to address this year's Global Green Growth Summit on this issue. This work on equity, and our growing focus on inclusion, have influenced the Green Economy Coalition to make this its major three-year theme, with IIED asked to lead – the theme is already attracting significant donor support.

Lessons learnt

Cross-sector analysis and research–practitioner alliances on the ground can drive important shifts in the governance of informal and 'grey' markets. Through the Shaping Sustainable Markets platform, we and our partners have shown that undermining functioning market systems and perpetuating illegality and 'brown' growth through inappropriate formalisation both present risks. Full formalisation is not always necessary. 'Light touch' interventions (such as offering training and certification to improve food safety) can successfully address the dangerous aspects of informality, without requiring complex or costly formalisation processes. We have also learnt that the economics must work: formalisation must add value to what informal markets already offer, and bring benefits ranging from increased security to new economic opportunities, including better access to markets that demand formality in their supply chains. Hybrid models also offer potential, as seen in e-waste, and we

Trustees' Report (continued)

can build on informal governance approaches. For example, in ASM in the Philippines, various forms of informal social security mechanisms provide some security for the semi-skilled ASM miners.

An 'energy lab' approach could lead to positive changes in relationships, knowledge and innovation. A lab-style approach has already worked in the United States to bring people together and build trust on questions relating to greening the electricity sector. And we have found an appetite for lab-style interventions in Tanzania around jobs, accountability and scaling up decentralised energy access. But much confusion remains around what a social innovation lab actually is — both what the methodology involves and how it is different from other interventions, such as a training programme or advocacy campaign.

Robust research, clear property rights, equitable benefit sharing and sustainable finance are critical for economic incentives, such as payments for ecosystem services, to succeed. This is what we have learnt by reviewing examples from across the world. And we are now working with the Government of Bangladesh to enhance the effectiveness of the incentive-based scheme for sustainably managing Hilsa fisheries. Because some lessons are replicable and transferrable across borders, we have organised multi-stakeholder workshops in Mozambique and Costa Rica to share learning and experience.

Looking ahead

In the year ahead the Sustainable Markets Group will increase the application of equitable economic incentives in both terrestrial and marine and coastal ecosystems at the national level — through improved evidence, consultation, and capacity of resource users to engage in those processes.

Our group also aims to deliver high-level engagement with policymakers on inclusive/green approaches to informal sectors (including artisanal mining and street vending), and on pro-poor energy access delivery models.

With the growth of the private sector in developing countries and donor perspectives, our group is reflecting on how this can benefit poor people and their environment. There will be a new group head in place by the end of this year, who will drive the IIED-wide private sector strategy.

4. Climate change

Goal: Fair and equitable solutions to climate change

At the global decision-making level, our work under this goal supports the Least Developed Countries (LDC) group to strengthen its position in international climate negotiations and diplomatic arenas and make an equitable outcome for the poorest and most vulnerable more likely. We contribute to shaping public policy responses for climate resilience and green economies through our work on political economy, knowledge systems and institutional arrangements at national level. We are developing instruments to compare the developmental effectiveness of investments in climate adaptation toward resilience. Our focus on equity and productivity involves us in integrating knowledge and learning about resilience into national and local planning, while our strong drylands focus is reflected in teaching at universities and training institutions we are collaborating with in sub-Saharan Africa.

Themes of work under this goal: Global climate law, policy and governance; Public policy responses for climate resilient development; Climate resilience, productivity and equity in the drylands; and supporting Community Based Adaptation processes and practitioners.

Progress

This year, the Climate Change Group exceeded our planned outputs, producing more than 100 knowledge products. Those available on the IIED website were downloaded more than 6,000 times, with 40 per cent downloaded by people in the global South.

Through our work on **global climate law, policy and governance**, we have continued to [support the Least Developed Countries Group](#) in the UNFCCC. We provide on demand and real time technical and

Trustees' Report (continued)

legal advice and co-ordination support to the [LDC group of experts](#) and have enabled more women delegates to attend and influence the negotiations.

Our work to support **public policy responses for climate resilient development** continues to grow. This year we completed Phase I of the [Tracking Adaptation Measuring Development \(TAMD\)](#) work, integrating the framework into national systems in Kenya, Mozambique, Nepal and Pakistan, and into government initiatives, due to country demand, in Cambodia, Ethiopia, Tanzania and Uganda. We have developed a body of work on political economy to better understand how public policy responses in Ethiopia, Rwanda, Bangladesh and Nepal can support inclusive and sustainable investment in low carbon climate resilient development.

Through our work on **climate resilience, productivity and equity in the drylands**, we continue to lead the Kenya [ADA Consortium](#) in partnership with the National Drought Management Authority. The consortium's work will lead to the establishment of county adaptation funds (CAF) in five counties with a total beneficiary population of 800,000 and a targeted population of 3.4 million over a territorial area equivalent to a third of Kenya. Next steps are to scale up the CAF and embed it into national climate and devolution planning and finance systems ensuring access to the Green Climate Fund as well as national climate finance. The ADA Consortium of Kenya received a British Expertise International Award for outstanding international collaboration in April 2015.

Our **climate finance** work has supported Green Climate Fund design discussions and national development. For example, the Ministry of Finance in Bangladesh has used the evidence from IIED's research report on [Climate Investment Funds](#) (CIFs) as supportive data in defining the country's Climate Change Fiscal Framework.

In support of **community based adaptation** (CBA) we have worked with southern civil society organisations through [Southern Voices](#) to produce a [set of climate change advocacy toolkits](#) in English, French and Spanish. We have continued to build a community of practice around CBA this year through the annual international CBA conference – attracting around 400 participants from over 60 countries to 'CBA8' – as well as our support of the Government Group on mainstreaming climate into planning. CBA8's output, the [Kathmandu Declaration](#) on 50–50, demands at least 50 per cent of global climate change funding to go to adaptation, at least 50 per cent of climate funding go to most vulnerable communities within countries, and that all funding decision makers report on how much of their funds go to the most vulnerable. This has been an important advocacy tool for influencing international donor agencies including the Green Climate Fund Board, who since decided to allocate 50 per cent of their funds to adaptation and prioritise delivering adaptation funds to the most vulnerable countries.

Lessons learnt

Delivering demand led support and giving ownership to decision makers have strengthened trust between IIED and government officials. Our approach to supporting the LDC Group has always been demand led. We ensure that we give the ownership of the process and the majority of our products to the government diplomats in the high-level policy making processes and diplomatic arenas, and that we work 'behind the scenes'. This approach has further strengthened trust and relationships between LDC countries and IIED.

Meetings provide a space to learn, share experience, disseminate our evidence and build networks. We are taking a targeted approach to our workshops and meetings to improve their impact. In particular, we target high-impact meetings within international and national decision-making spaces; send relevant staff and partners to achieve effective dissemination and networking outcomes; and we develop new targeted material and ensure training for our staff in effective and strategic communication. We are keen for our partners to have similar training.

An action learning approach to generating evidence and securing policy uptake can be effective. This kind of approach works because it enables action partners to shape the direction of our research by generating evidence on targeted policy questions, which can then feed into ongoing policy deliberation. Our shared learning dialogues provide the space for cross-actor and cross-country dialogue that supports better learning and policymaking. But we can strengthen this by: generating timely and relevant evidence; ensuring that policymakers are aware of the evidence produced and are

Trustees' Report (continued)

able to act on it; and developing a community of practice so that policymakers develop a shared understanding in support of effective policy options. In all this, we can improve the benefits of partnership by investing time in joint planning and building capacity on collaborative working (for example, research and analysis skills, collaborative communication and supportive project management systems).

Data requirements for climate change monitoring and evaluation are complex but achievable.

There is a need for significant investment in local level data on development indicators, but in many cases the data is at least partially collected through existing surveys and censuses and it is a matter of increasing the depth and the connections. Climate data often exists at a level where the results can be contextualised but not where any robust statistical analysis can be done. The TAMD country work has developed and trialled a range of effective resilience indicators that are locally specific and have been developed with communities. Local theories of change have also proved a powerful tool that involves the community in assessing the contribution or attribution of a particular programme. But assessing if an intervention has been targeted to the climate vulnerable poor often requires further data collection or an assessment of how well poverty in this context maps onto climate vulnerability.

Looking ahead

The Climate Change Group is going through a process of succession as the basis for future success. There will be a new Group Head in place by the end of this year and before that a Group Manager will be appointed. Importantly, early in 2016 there will be a thorough review of the thematic areas and objectives we take as the focus for our post-2015 work.

In the meantime we will deliver:

- A well informed, strategic, active and engaged LDC Group of negotiators and diplomats for the events leading up to and including COP21
- Consolidation of the work on drylands climate adaptation planning in Kenya and Tanzania, with initiation of similar work in Mali and Senegal where the model for decentralised adaptation funding is being tested
- Tools and shared knowledge for public policy responses toward climate resilient development
- A push forward on our investigation of how social protection provision can be aligned with and supportive of climate resilience, focusing on women and their households in sub-Saharan Africa
- Plans for supporting the community of practice on community-based adaptation through the CBA10 conference in Bangladesh in 2016; and consideration of how the CBA conference can be revised in subsequent years
- Responsive and strategic South–North partnership with the International Centre for Climate Change and Development (ICCCAD), with collaboration on research, training and capacity building and continued investment in the institutional development of ICCCAD.

We are already learning, and we will learn a lot more in 2015, about the 'realpolitik' of climate change. The chickens of the climate negotiations will come home to roost and a framework for working on climate resilient development in support of poverty eradication will become visible from the outcomes of the SDG and climate negotiations processes.

Change initiatives

1. International engagement for a sustainable planet

Our work is focused on delivering finance where it is needed most to achieve the Sustainable Development Goals (SDGs). This year new commitments to sustainable development will succeed the Millennium Development Goals, and parties to the UN climate change convention must reach a new agreement with legal force. The outcomes of these processes will shape international co-operation on

Trustees' Report (continued)

sustainable development for years to come. We want to ensure that less powerful countries and communities have an equal opportunity to shape the agendas. And we want to see financial resources allocated where they are needed most to end poverty and realise the vision of an equitable, just and sustainable world. We will work with partners to instil lessons from our work on sustainable development in these international processes and in the national and local strategies that will follow.

Over the past year

We have collaborated with the [Independent Research Forum](#) (IRF2015) to create a learning platform for SDG negotiators. IRF2015 convened a series of seven retreats for government negotiators involved in the SDG process to build understanding of their task and of the resources and methodologies that could be used to develop an effective goal framework. We found a real need among these negotiators for the type of facilitation and the ideas that IRF2015 brings.

We have worked with the LDC Group, in particular through the [LDC Independent Expert Group](#) convened by IIED. We helped to organise a major [LDC Ministerial Conference in Benin](#) at which discussion focused on means to strengthen the productive capacity of the poorest countries. We also organised a two-day retreat for LDC governments to focus on the Financing for Development Conference in Ethiopia, and help shape strong collective LDC positions. IIED continues to support the LDC Group in the UNFCCC negotiations, providing expertise to the group as required. We found that LDCs are very stretched in their efforts to engage with these complex political processes and greatly welcome the type of support we have brought.

We have undertaken detailed work on financing for development, paying particular attention to how sustainable development finance should be designed and where it should be delivered to have the greatest sustainable development benefit for poor people and poor countries. This has been agreed as the principal focus for this change initiative going beyond the end of 2015, providing a lens for IIED to contribute to ongoing work to implement the new goal framework in a broad range of contexts. We found that IIED has a strong comparative advantage in linking what's happening in cities and municipalities with the global discourse on the future of development assistance, and also that our work with the LDC Group can help fill a major gap in effectively supporting the poorest countries to develop effective approaches for implementing new global agreements.

Within the next four years

We will develop and implement a strategy to increase understanding of what makes sustainable development finance most effective at local, national and international levels.

We aim to:

- Support Least Developed Countries to sharpen their arguments for increased development finance by providing evidence on how it can be deployed most effectively to meet national post-2015 goals
- Demonstrate the effectiveness of decentralised development finance by distilling and sharing learning from 15 years of IIED work on empowering and strengthening locally accountable development finance institutions and on the role of intermediaries in channelling international finance to local levels
- Draw on IIED's work on climate finance, energy access and other areas to provide guidance on how to develop international finance mechanisms and national policies and institutions that respond to the needs of poor households and communities with appropriate and accountable finance.

2. Inclusivity in green economies

We want to challenge current power and incentive structures so countries can move away from inequitable 'brown' economic models towards more inclusive, greener economies. To work for everyone, this move must strengthen the livelihoods and opportunities of marginalised groups in

Trustees' Report (continued)

developing countries. We will therefore emphasise the potential of informal economic actors and the assets they need to ensure economies serve them well. We are convincing government, business and community representatives to join a set of national dialogues, so their knowledge and ideas begin to shape new economic thinking. We are also influencing the main international initiatives, who come to us for advice on inclusion. We will drive much of this change initiative by hosting the [Green Economy Coalition](#) and through programmes in focus countries.

Over the past year

This change initiative has undergone some strategic adjustment — our new strategy builds on the conceptual and practical foundations developed over the year but with a focus on gender and green economy.

We have encouraged cross-institute synergies by pulling together lessons and experiences from various groups within IIED. And, to operationalise our common vision, we have invested in fundraising through the Climate and Development Knowledge Network (CDKN) political economy proposal for low carbon development and the DFID green growth proposal on Bangladesh. The former was unsuccessful and we await the results of the latter.

Within the next four years

We will:

- Establish learning and action hubs to share knowledge and frame decisions, building directly on the green economy dialogues we have pioneered in ten low and middle income countries so far. The hubs will draw together multiple networks from across IIED at local, national and global levels, focused on the Green Economy Coalition and potentially including external partners.
- Generate evidence to understand the relevance and effectiveness of different green economy and climate resilience tools, instruments and policies for bringing about better outcomes for the poorest people, particularly women and informal economic actors.
- Develop tools and frameworks to support planning and investment needs aimed at the local, national and global level.

3. Rights plus action

Systems of rights, and how they are exercised, are changing. New rights are created as existing rights are eroded. The process of agreeing and realising rights raises questions around who defines them, and on whose behalf. Rights increasingly compete. Some people cannot secure their rights, while others fail to meet their responsibilities. There is growing demand for development that combines policy, capacity and organisational support to ensure everyone can exercise their rights and fulfil their responsibilities. We will focus on strengthening the voices of non-state actors — from federations of urban dwellers and rural producers to civil society and citizens' groups — so that they can shape land and natural resource rights, access to water, and investment law and practices affecting natural resources.

Over the past year

We used the year to sharpen our objectives and focus. As a result of our discussion and debate, we have decided to concentrate on the roles of non-state actors in securing rights and responsibilities — from federations of urban dwellers and rural producers to activists and campaigners, and from development and conservation agencies to private companies. We want to bridge rights discourses and practical action, ensuring that international 'rights' processes are informed by local realities, backed up by grounded action and accompanied by clear responsibilities for realising rights in practice; and that action on the ground fully harnesses the potential of rights discourses, approaches, tools and tactics.

We implemented an initial set of activities to install rights in processes that matter, including:

Trustees' Report (continued)

- Working on a scoping report and data visual on the politics of water pricing and its implications for realising the right to water in lower-income urban communities
- Supporting forest communities in [Ghana](#) and [Myanmar](#) to strengthen their resource rights through developing small-scale business activities
- Publishing [three discussion papers](#) on human rights and conservation (about stakeholder responsibilities, grievance mechanisms and key commitments), and a draft guide proposing common minimum standards
- Consulting on ways to advance the business and human rights agenda
- Influencing policy on international investment treaties, through capacity support work in Myanmar (co-funded by UNDP) and by [responding to a public consultation on the proposed Transatlantic Trade and Investment Partnership](#).

Within the next four years

We aim to:

- Work with partners in low-income and informal urban settlements to understand the challenges and opportunities of realising the rights to basic services. We will consider how governments and utilities have tended to overlook questions of affordability in favour of full cost recovery when improving access to water services, and how water pricing strategies can work to include or exclude low-income households and communities.
- Balance rights and responsibilities in international investment processes that affect natural resources in low- and middle-income countries, including in relation to land and resource rights, the negotiation of investment treaties and advancing the business and human rights agenda. We will do this by documenting better practice, facilitating lesson sharing among civil society, supporting low- and middle-income country governments to make and implement better policy and aiming to influence global debates.

4. Food transitions: policies for sustainable consumption across the rural-urban divide

The focus of our consumption change initiative is on 'food transitions': sustainable consumption policies across the rural-urban divide. For effective policymaking, we argue that narratives of food security and 'inclusive green growth' must adapt to the evidence base on how consumption and urbanisation are transforming food systems. Our key objective is to change the prevailing narrative on food security — which focuses on increased productivity — to one that better accounts for the specific needs and challenges faced by low-income consumers in accessing food in both urban and rural areas. To do this, we aim to bring together a global partnership of grassroots organisations, researchers and practitioners and enhance the visibility of existing knowledge and initiatives.

Over the past year

We held an initial workshop with a wide range of stakeholders in December 2014 to [refine our agenda](#), which includes building a critical mass of knowledge around issues related to food consumption in the context of urbanisation, rural transformations and changes in domestic and international trade.

We are now holding regional workshops to stimulate context-specific policy dialogue, and 'food labs' in selected countries.

We are also consolidating existing knowledge through a series of papers and briefings. Our partnerships with IFAD, Hivos and DFID have helped secure funding to support these activities, and we have expanded the conversation by actively engaging with preparations for Habitat III.

Trustees' Report (continued)

Within the next four years

Together with partners and civil society, we will build on our efforts to contest outdated food security and growth narratives. We aim to stimulate a shift towards policies that drive positive links between urbanisation, food and nutrition security, and reduced environmental hazard, for rural and urban low-income groups. To do this we will:

- Generate evidence, in partnership with citizen groups, to challenge the dominant voices on food consumption, food security and inclusive green growth
- Highlight policy innovations that target consumption and food security, often spanning production and consumption and across urban and rural areas
- Link what we know to action at local and global level with an alliance of partners.

Finance review

The underlying growth of the organisation continued in the year, measured through average number of employees (109 in 2014/15 against 99 in the prior year). The fall in expenditure to £18.1m in the year against £19.4m in 2013/14 is attributed to a comparable fall in payments to collaborating organisations for project work which fell to £6.3m from £7.7m in 2013/14.

Reserves policy

Unrestricted reserves closed the year at £2.56m a decrease by £100K after a £184K reduction in the Building and Capital Fund designated reserve which tracks the value of leasehold improvements over the remaining lease period on the Gray's Inn Road site. The unrestricted reserves are the equivalent to approximately 15 per cent of expenditure for 2014–15.

The reserves policy requires an annual review to reassess the risks, and changes in IIED's income, financial obligations and expenditure. The policy was reviewed during the year and the impact assessment of possible adverse financial events reaffirmed the agreed reserves policy established in 2012. This concluded that to protect the organisation and its charitable programme against the risks of funding loss through income shortfalls and other unexpected financial losses the appropriate target range of free reserves would be between £2.2m and £2.8m.

The free reserves of IIED, excluding the net value of leasehold improvements, and comprising its unrestricted reserves and group funds, stand at £1.6m (£1.5m in 2013/14) and thus fall beneath this range. The board has endorsed the target growth of free reserves by £250,000 in 2015/16 and 2016/17.

Investment policy

Reserves were invested in a combination of high interest cash deposits and fixed term treasury deposits during the year 2014–2015. This policy produces an acceptable rate of return whilst allowing flexibility in accessing funds.

Related Parties

Some IIED Trustees are also trustees of other charities or directors/senior officers in other organisations with whom IIED works as a normal part of its research activities. Where payment is involved for such work, arm's length contracts are entered into. Payments related to these contracts are detailed in the notes to these accounts. The board operates a conflicts of interest policy.

Plans for future periods

IIED's strategy for 2014-19 Engaging for Change is ambitious, anticipating continued growth in our four principal research groups and other areas, and bringing together staff across the organisation to deliver on our four new change initiatives. To support this, our Business Plan (our thinking on 'how') will be more fully developed. In addition, a number of diagnostic exercises carried out over the past couple of years have reinforced the need for IIED to strengthen its operations. Both of these elements will require the Institute to continue its steady growth over the next five years.

In order to deliver the changes proposed in our Business Plan, 'The How Programme' has been initiated. It will provide a clear vision and 'direction of travel' for staff while addressing inconsistencies,

Trustees' Report (continued)

reducing overlaps and exploiting available synergies, as well as prioritising business requirements. It will run over three years from April 2014 to March 2017 and will consist of interventions in three inter-linked areas where we need to shift our practice: improving IIED's structure and skills; strengthening cross-organisational functions and systems; and re-calibrating our business model of cost-recovery, charge out rates, overheads, and distribution of staff at different grades. We aim to deliver 'The How Programme' through a combination of changed and reinforced structures, systems and competencies throughout the organisation.

Principal risks and uncertainties

Through development of the new strategy IIED has made good progress in effectively mitigating the risk of poor strategic direction or any decline in quality of ideas and innovation. Further risks of loss of good partnerships and disaster management have also been mitigated.

Two emerging risks are to be addressed by 'The How Programme': that organisational structure and operations support prove insufficient to deliver the new strategy; and secondly that we don't utilise appropriate systems for data management, communication, and financial management.

Trustees' Report (continued)

Statement of trustees' responsibilities

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

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

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

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

In so far as the trustees are aware:

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

Auditors

Crowe Clarke Whitehill have indicated their willingness to continue in office and in accordance with the provisions of the Companies Act it is proposed that they be re-appointed auditors for the ensuing year.

This annual report of the trustees, under the Charities Act 2001 and Companies Act 2006, was approved by the Board of Trustees on 13 July 2015 including approving in their capacity as company directors the Strategic Report contained therein, and is signed as authorised on its behalf by:



Ian Rushby
Vice Chair

Date: 16 July 2015

Independent auditor's report to the trustees and members of the International Institute for Environment and Development

We have audited the financial statements of International Institute for Environment and Development for the year ended 31st March 2015 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes numbered 1 to 16.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's trustees and members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Strategic Report and the Trustees' Annual Report and any other surround information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Independent auditor's report to the trustees and members of the International Institute for Environment and Development

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements

Matters on which we are required to report by exception

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

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

N. Hashemi

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Naziar Hashemi

Senior Statutory Auditor

For and on behalf of

Crowe Clark Whitehill LLP

Statutory Auditor

London

Date: *28/7/15*

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Statement of financial activities (incorporating an income and expenditure account for the year ended 31 March 2015)

	Note	Unrestricted funds	Restricted funds	2014/15	2013/14
		£	£	£	£
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income		-	-	-	652
Investment income	2	11,201	408	11,609	14,584
<i>Incoming resources from charitable activities</i>					
Commissioned studies and research	3	10,620	18,019,997	18,030,617	19,384,889
<i>Other incoming resources</i>			-	-	310
Total incoming resources		21,821	18,020,405	18,042,226	19,400,435
Resources expended					
<i>Charitable activities</i>					
Commissioned studies and research	4	211,568	17,803,204	18,014,772	19,267,903
Publications		-	-	-	-
<i>Governance costs</i>	5	127,034	-	127,034	116,937
Total resources expended		338,602	17,803,204	18,141,806	19,384,840
Net income/(expenditure) for the year before transfers					
		(316,781)	217,201	(99,580)	15,595
Transfers between funds	11	217,201	(217,201)	-	-
Net movement in funds		(99,580)	-	(99,950)	15,595
Funds brought forward at 1 April 2014		2,658,854	-	2,658,854	2,643,259
Funds carried forward at 31 March 2015	11	2,559,274	-	2,559,274	2,658,854

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

Balance sheet as at 31 March 2015

	Note	2015	2014
		£	£
Fixed assets			
Tangible fixed assets	7	1,220,668	1,348,475
Current assets			
Debtors	8	4,016,720	4,326,244
Cash at bank and in hand		7,191,142	7,496,061
		11,207,862	11,822,305
Liabilities			
Amounts falling due within one year	9	(2,200,065)	(1,843,607)
Deferred revenue		(7,669,191)	(8,668,319)
		(9,869,256)	(10,511,926)
Net current assets		1,338,606	1,310,379
Net assets	10	2,559,274	2,658,854
Funds			
Unrestricted reserves		643,360	698,086
Designated reserves	11	1,915,914	1,960,768
Total funds	10	2,559,274	2,658,854

Approved by the Board of Trustees on: 16 July 2015

And signed on its behalf by:

Ian Rushby




Frank Kirwan

Cash flow statement for the year ended 31 March 2015

	2015	2014
	£	£
Net incoming resources	(99,580)	15,595
Interest received	(11,609)	(14,584)
Depreciation	298,077	350,641
Increase / (decrease) in deferred revenue	(999,128)	713,812
(increase) / decrease in debtors	309,524	318,792
Increase / (decrease) in creditors	356,457	527,691
Net cash inflow from operating activities	(146,259)	1,911,946
Returns on investments		
Interest received	11,609	14,584
	(134,650)	1,926,530
Capital expenditure		
Purchase of tangible fixed assets	(171,428)	(102,807)
Disposal of tangible fixed assets	1,159	1,741
	(170,269)	(101,066)
Increase in cash during the year	(304,919)	1,825,464

Analysis of changes in cash during the year

	1 April 2014	Change in Year	31 March 2015
	£	£	£
Cash at bank and in hand	2,027,411	(372,846)	1,654,565
Short term deposits	5,468,650	67,927	5,536,577
	7,496,061	(304,919)	7,191,142

Notes to the financial statements for year ended 31 March 2015

1. Accounting policies

Basis of preparation

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards, including the Statement of Recommended Practice (SORP 2005) on Accounting and Reporting by Charities and the Companies Act 2006.

Income recognition

All incoming resources becoming available to the Institute are recognised in the Statement of Financial Activities on the basis of entitlement. In respect of unrestricted income and restricted income not tied to time-limited grants, income is recognised as soon as it is prudent and practicable to do so. In the case of performance related grant or long term contract income, income entitlement is considered to be conditional upon the delivery of a specified level of service, in accordance with FR5 and the Charities SORP. Income is therefore recognised to the extent the charity has delivered the service or activity. The time or expenditure incurred to date, as appropriate, is used as a reasonable estimate or approximation of the charity's performance and so income entitlement. Any such income not recognised in the year will be carried forward as deferred income and is included in liabilities in the balance sheet to reflect the matching of such income with future activities.

Incoming resources subject to restrictions

Grants and donations given for specific purposes are credited to a restricted fund, against which expenditure for that purpose is charged. Expenditure includes direct staff costs, other direct costs and, by agreement with the donors, an allowance for overheads calculated as a percentage of direct staff costs. The element of the overhead allowance that represents running costs which cannot be separately identified to a specific piece of work is credited to unrestricted funds in the Statement of Financial Activities (see note 8).

In addition to IIED's research based activities, two large new projects began in 2007/08, funded separately by the Howard G Buffett Foundation and the Bill and Melinda Gates Foundation. Both projects have their origins in IIED project activities and networks which have evolved into large-scale grant management projects. The Trustees have decided that the scale and nature of these projects warrants their separate identification in the published accounts.

Expenditure

All expenditure is accounted for on an accruals basis.

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

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

Support costs include the costs of the central office functions of finance, human resources, information technology and premises costs. The basis of the cost allocation has been explained in note 6 to the accounts.

Fixed assets

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

- Leasehold improvements: remaining period of lease
- Office furniture and equipment: five years

Notes to the financial statements for year ended 31 March 2015 (continued)

- Computer hardware and software: three years
- Additions below £500 are taken straight to the SOFA under support costs.
- Depreciation of office equipment in the subsidiary undertaking is provided over three years.

Exchange rates

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

Stocks

Stocks comprise IIED publications and other publications purchased for resale. Stocks are valued at the lower of cost or net realisable value.

Leases

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

Funds

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

2. Investment income

	2015	2014
	£	£
Bank interest	11,609	14,584

3. Commissioned studies and research

Commissioned studies and research income was received in the following areas of activity:

	2015	2014
	£	£
Natural Resources	5,575,302	5,782,060
Sustainable Markets	2,061,700	1,643,751
Human Settlements	2,698,610	3,674,081
Climate Change	5,290,990	5,588,493
Strategy and Learning Group	1,208,619	1,742,138
Communications	957,624	747,793
Core Development	237,772	206,572
	18,030,617	19,384,889

Notes to the financial statements for year ended 31 March 2015 (continued)

4. Analysis of total resources expended

	Programme costs	Payments to collaborating entities	Support costs (Note 6)	2015	2014
	£	£	£	£	£
Charitable activities					
<i>Commissioned studies and research</i>					
Natural resources	2,296,941	2,251,057	866,045	5,414,043	5,661,701
Sustainable markets	1,191,518	265,698	452,174	1,909,390	1,726,004
Human settlements	689,855	1,586,137	276,805	2,552,797	3,532,453
Climate change	2,399,724	2,195,866	571,895	5,167,485	5,491,230
Strategy and learning group	979,473	49,516	472,425	1,501,414	1,737,740
Communications	691,871	-	240,874	932,745	703,575
Core development	512,965	-	23,933	536,898	415,200
	8,762,347	6,348,273	2,904,151	18,014,772	19,267,903
Governance costs (Note 5)	-	-	127,034	127,034	116,937
	8,762,347	6,348,273	3,031,185	18,141,806	19,384,840

The classification of Governance has been removed in the year's income and expenditure to better reflect current operations. The prior year comparatives have been reclassified accordingly.

Resources expended include operating lease rentals of £277,119 (2014: £282,699).

5. Governance costs

	2014/15	2013/14
	£	£
Audit fees		
Statutory Audit	31,374	29,395
Prior Year Statutory Audit Adjustment	(6,041)	5,514
Grant Audit	40,341	29,969
Trustees meetings	61,361	52,059
	127,034	116,937

Notes to the financial statements for year ended 31 March 2015 (continued)

6. Support costs

	2014/15	2013/14
	£	£
Premises	685,793	675,010
Finance	547,903	510,433
Director's office/trustees	235,305	217,607
IT services	485,639	448,406
Human resources	496,714	466,585
Systems development	100,362	102,612
Management	352,435	77,093
	2,904,151	2,497,746

Support costs are allocated to activities as follows:

- **Programme costs:** on the basis of staff time spent on each activity
- **Publications:** on the basis of staff time spent on each activity
- **Payments to partners:** a % based on the size of the payment
- **Governance costs:** on the basis of staff time
- **Management costs:** on the basis of staff time

7. Tangible fixed assets

	Leasehold improvements	Furniture and fixtures	Office and computer equipment	Assets under construction	Total
Cost	£	£	£	£	£
At 1 April 2014	1,586,376	150,794	418,515	50,952	2,206,637
Additions	-	5,148	119,475	46,806	171,429
Disposals	-	-	(1,159)	-	(1,159)
At 31 March 2015	1,586,376	155,942	536,831	97,758	2,376,907
Depreciation					
At 1 April 2014	441,556	77,850	338,756	-	858,162
Charge for year	177,040	31,102	89,935	-	298,077
Disposals	0	-	-	-	-
At 31 March 2015	618,596	108,952	428,691	-	1,156,239
Net Book Value					
At 31 March 2015	967,780	46,990	108,140	97,758	1,220,668
At 31 March 2014	1,144,820	72,944	79,759	50,952	1,348,475

'Assets under construction' relates to investments being made to integrate our systems onto a common web-based platform.

Notes to the financial statements for year ended 31 March 2015 (continued)

8. Debtors

	2015	2014
	£	£
Less than one year		
Restricted grants receivable	1,366,202	908,900
Accrued revenue	2,552,775	3,132,711
Other debtors	32,118	52,587
Prepayments	65,625	232,046
	4,016,720	4,326,244

9. Creditors: amounts falling due within one year

	2015	2014
	£	£
Trade creditors	1,243,616	1,251,127
Accruals	441,887	319,904
Other creditors	208,256	132,503
Social security and other taxes	306,306	140,073
	2,200,065	1,843,607

Deferred revenue	1 April 2014	Incoming resources	Resources expended	31 March 2015
	£	£	£	£
	8,668,319	16,804,076	17,803,204	7,669,191

Deferred revenue to be released within one year £5,391,759

Deferred revenue to be released within one to five years £2,277,432

10. Analysis of net assets between funds

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible fixed assets	260,079	960,589	-	1,220,668
Debtors	18,506	-	3,998,214	4,016,720
Cash	581,016	955,325	5,654,800	7,191,142
Creditors	(216,241)	-	(1,983,823)	(2,200,065)
Deferred revenue	-	-	(7,669,191)	(7,669,191)
Net assets	643,360	1,915,914	-	2,559,274

Notes to the financial statements for year ended 31 March 2015 (continued)

11. Unrestricted reserves

	1 April 2014	Income	Transfers	Resources expended	31 March 2015
	£	£	£	£	£
General funds	698,086	21,418	56,224	(132,367)	643,360
Designated funds					
Group funds					
Natural Resources	234,152	-	24,673	(2,210)	256,615
Sustainable Markets	53,917	403	7,338	(1,297)	60,361
Human Settlements	227,780	-	36,481	(2,718)	261,543
Climate Change	220,436	-	65,214	(9,048)	276,601
Strategy and Learning	34,727	-	13,910	(3,238)	45,400
Communications	44,936	-	13,361	(3,493)	54,804
Total free reserves	1,514,035	21,821	217,201	(154,371)	1,598,686
Building and capital fund	1,144,820	-	0	(184,231)	960,589
Total unrestricted reserves	2,658,854	21,821	217,201	(338,602)	2,559,274

Group funds: The trustees have designated amounts from unrestricted funds for the development of each Group allowing sufficient funds to initiate new projects or fund posts in new areas of work. The transfers into Group designated funds represent transfers made from unrestricted funds and the balance on the recharge of time to projects.

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

Notes to the financial statements for year ended 31 March 2015 (continued)

12. Employees

	2014/15	2013/14
	No.	No.
Average number of employees during the year	109	99
Number of part-time employees in above	33	33
Aggregate remuneration paid to employees	£	£
Wages and salaries	4,866,131	4,391,388
Social security costs	544,650	486,973
Other pension costs	361,805	323,953
	5,772,586	5,202,314

	2014/15	2013/14
Number of staff whose remuneration fell within each of the following bands		
£100,000 – £109,999	1	1
£90,000 – £99,999		
£80,000 – £89,999	10	
£60,000 – £69,999	10	18

13. Trustees and Director

During the year no trustee received remuneration (2014: £nil). Where claimed, expenses incurred on the Institute's business were reimbursed. The total claimed during the year was £61,631 (2014: £52,058). The number of trustees claiming expenses was 13 (2014: 13).

Payments in respect of project work made to other charities and non-profit-making organisations, of which certain trustees were employees or trustees, were £799,942 (2014: £852,321). The full amount relates to Somsook Boonyabancha who is both a Trustee of IIED and Asian Coalition for Housing Rights, a non-profit-making organisation.

14. Pensions

No company pension scheme existed at 31 March 2015. Contributions are paid on behalf of employees to independently administered money purchase plans. The cost to the Group during the year was £361,805 (2014: £323,953).

Notes to the financial statements for year ended 31 March 2015 (continued)

15. Commitments

At 31 March 2015 the company had annual commitments under non-cancellable operating leases as set out below:

	Land and buildings	Other
	£	£
Operating leases that expire in less than one year	-	12,566
Operating leases that expire within one to five years	14,000	73,877
Operating leases that expire over five years	200,000	-

IIED had commitments on contracts to partners of £6.7m at year end (2013 £6.4m).

IIED holds a lease on a property in Gray's Inn Road, London WC1 with a term of ten years terminating 31 October 2020 at an annual rental of £200,000.

IIED rent Edinburgh office premises under a lease agreement, which has been extended for a period of years, terminating in 2016. The annual rent is £14,000.

16. Specific donor disclosure

UK government Department for International Development: Provision of thematic analysis and advice Component Code 202384-101

The Charity accrued income and spent GBP (£) 4,461,311 from the UK government's Department for International Development as a grant for the provision of thematic analysis and advice. The project started on 1 March 2012 and runs until 1 March 2016.

Appendix A: IIED donor support 2014/15

		2014/15	2013/14
		£	£
Government and government agencies			
AGENCE FRANCAISE DE DEVELOPPEMENT	FRANCE	-	75,324
AUSTRALIAN AGENCY FOR INTERNATIONAL DEVELOPMENT	AUSTRALIA	-	42,684
DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS (DARWIN)	UK	336,336	319,730
DEPARTMENT FOR FOREIGN AFFAIRS AND TRADE	AUSTRALIA	11,097	-
DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID) ACCOUNTABLE GRANT	UK	4,813,013	4,896,165
DFID (OTHER)	UK	2,852,090	2,867,584
DFID (via HTSPE LTD)	UK	43,655	109,755
DEPARTMENT OF ENERGY AND CLIMATE CHANGE (DECC)	UK	30,032	43,456
IRISH AID, DEPARTMENT OF FOREIGN AFFAIRS	IRELAND	817,128	881,458
NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION (NORAD)	NORWAY	-	152,840
NORWEGIAN EMBASSY MOZAMBIQUE	MOZAMBIQUE	587,617	530,707
ROYAL DANISH MINISTRY OF FOREIGN AFFAIRS	DENMARK	1,064,611	486,176
SCOTTISH GOVERNMENT	UK	12,375	-
SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY (SIDA)	SWEDEN	1,744,628	1,425,267
Amounts less than £10,000		2,557	2,966
Total government and government agencies		12,315,138	11,834,112
International and multilateral agencies			
CENTRE FOR INTERNATIONAL FORESTRY RESEARCH (CIFOR)	INDONESIA	19,965	26,216
EUROPEAN COMMISSION	BELGIUM	1,291,723	414,652
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT (IFAD)	ITALY	243,472	193,377
ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT (OECD)	FRANCE	-	19,939
UNDP ASIA PACIFIC REGIONAL CENTRE	THAILAND	16,131	-
UNDP SOUTH AFRICA	SOUTH AFRICA	-	14,090
UNDP BOTSWANA	BOTSWANA	15,766	-
UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP)	THAILAND	112,984	206,735
UNESCO	FRANCE	-	18,581
UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA	ETHIOPIA	-	63,394
UNITED NATIONS HUMAN SETTLEMENT / HABITAT	KENYA	-	16,866
UNITED NATIONS FOOD AND AGRICULTURE ORGANISATION (FAO)	ITALY	225,742	7,326

Appendix A: IIED donor support 2014/15 (continued)

		2014/15	2013/14
		£	£
International and multilateral agencies (cont'd)			
UNITED NATIONS POPULATION FUND (UNFPA)	USA	41,457	53,574
WORLD BANK GROUP	USA	-	124,148
Amounts less than £10,000		21,787	1,817
Total international and multilateral agencies		1,989,027	1,160,715
Foundations and NGOs			
3IE INTERNATIONAL INITIATIVE FOR IMPACT EVALUATION	UK	153,379	62,725
AECOM	UKRAINE	24,220	35,168
AIDENVIRONMENT	NETHERLANDS	35,374	11,310
ARCUS FOUNDATION	USA	145,278	74,317
ARRAN LULE SAMI CENTRE	NORWAY	19,062	-
ASIA PACIFIC NETWORK FOR GLOBAL CHANGE RESEARCH	JAPAN	-	22,674
BERNSTEIN FAMILY FOUNDATION	USA	9,500	10,000
BRITISH COUNCIL	UK	80,000	-
HOWARD G BUFFETT FOUNDATION	USA	-	3,626,722
CARE INTERNATIONAL	DENMARK	7,200	16,134
CLIMATE CHANGE AGRICULTURE FOOD SECURITY (CCAFS)	DENMARK	23,476	-
CLIMATE AND DEVELOPMENT KNOWLEDGE NETWORK (CDKN)	UK	406,811	647,473
CICERO	NORWAY	-	19,190
CLIMATE ANALYTICS	GERMANY	-	43,913
CLIMATE AND LAND USE ALLIANCE	USA	-	155,608
COMIC RELIEF	UK	108,800	209,737
CORDAID	NETHERLANDS	166,699	57,049
ECOLOGIC INSTITUTE	GERMANY	7,479	15,298
ECOSYSTEMS SERVICE FOR POVERTY ALLEVIATION (ESPA)	UK	20,806	38,292
FORD FOUNDATION	USA	123,365	262,726
GERMANWATCH	GERMANY	-	63,365
GRET	FRANCE	11,924	-
GIZ	GERMANY	57,046	84,978
HIVOS	NETHERLANDS	88,163	64,151
INSTITUTE OF DEVELOPMENT STUDIES (IDS)	UK	30,269	14,367
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE (IDRC)	CANADA	9,868	50,488
INSTITUTE OF INTERNATIONAL EDUCATION	UK	-	16,154
INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE	KENYA	22,356	80,837

Appendix A: IIED donor support 2014/15 (continued)

		2014/15	2013/14
		£	£
Foundations and NGOs (cont'd)			
INTERNATIONAL CENTRE FOR ENVIRONMENT MANAGEMENT	VIETNAM	10,615	22,481
INTERNATIONAL WATER MANAGEMENT INSTITUTE	SRI LANKA	-	16,413
INTERNATIONAL UNION FOR CONSERVATION OF NATURE	SWITZERLAND	61,387	-
LDN SCH OF HYGIENE AND TROPICAL MEDICINE	UK	264,640	76,316
MAVA FOUNDATION	SWITZERLAND	126,842	178,315
UK MET OFFICE	UK	25,000	-
NEAR EAST FOUNDATION	USA	42,782	-
NEW ECONOMICS FOUNDATION	UK	-	10,000
NORWEGIAN INSTITUTE OF INTERNATIONAL AFFAIRS (NUPI)	NORWAY	31,511	15,889
NINA POLICYMIX	NORWAY	-	15,473
OXFAM	UK	15,967	10,350
PLAN INTERNATIONAL	THAILAND	-	16,818
PYOE PIN	MYANMAR	-	29,230
RED CROSS RED CRESCENT CLIMATE CENTRE	NETHERLANDS	10,271	-
RENEWABLE ENERGY AND ENERGY EFFICIENCY	AUSTRIA	-	96,130
RESOURCE ADVOCACY PROGRAMME	KENYA	18,000	-
ROCKEFELLER FOUNDATION	USA	169,453	269,283
SNV NETHERLANDS DEVELOPMENT ORGANISATION	NETHERLANDS	7,226	42,209
THE BILL & MELINDA GATES FOUNDATION	USA	-	53,571
THE CHRISTENSEN FUND	USA	18,751	-
THE TIFFANY AND CO FOUNDATION	USA	80,164	-
TUFTS UNIVERSITY	USA	9,693	40,833
UNIVERSITY COLLEGE LONDON (UCL)	UK	3,980	55,512
UNIVERSITY OF COPENHAGEN	DENMARK	30,042	15,106
UNIVERSITY OF EDINBURGH	UK	11,821	10,099
UNIVERSITY OF YORK	UK	-	75,958
VANGUARD CHARITABLE	USA	213,537	196,909
WAGENINGEN UNIVERSITY	NETHERLANDS	-	81,822
WORLDAWARE	UK	199,727	43,438
WORLD CONSERVATION MONITORING CENTRE	UK	14,522	-
WORLD RESOURCES INSTITUTE (WRI)	USA	275,607	110,926
WORLDWIDE FUND FOR NATURE (WWF)	UK/SWITZERLAND	20,000	-
Other amounts less than £10,000		69,495	102,452
Total foundations and NGOs		3,282,108	7,268,210

Appendix A: IIED donor support 2014/15 (continued)

	2014/15	2013/14
	£	£
Corporate		
Amounts less than £10,000	12,556	7,731
Total corporate	12,556	7,731

	2014/15	2013/14
	£	£
Donors		
Government and government agencies	12,315,138	11,834,112
International and multilateral agencies	1,989,027	1,160,715
Foundations and NGOs	3,282,108	7,268,210
Corporate	12,556	7,731
Total donor income received	17,598,829	20,270,768

Other income		
Miscellaneous donations less than £1,000	-	652
Interest receivable	11,609	14,584
Trade income	12,596	11,755
Royalties	-	-
Other income	-	310
<i>Sub-total</i>	<i>24,204</i>	<i>27,301</i>
Total	17,623,033	20,298,069

<i>Add: income deferred from prior year</i>	8,668,319	7,954,507
<i>Less: income due to prior year</i>	(3,132,711)	(3,316,533)
<i>Add: income due from next year</i>	2,552,775	3,132,711
<i>Less: income deferred to next year</i>	(7,669,191)	(8,668,319)
Total incoming resources	18,042,225	19,400,435

Appendix B: Payments to collaborating organisations and individuals

		2014/15
Payments to organisations		£
ASIAN COALITION FOR HOUSING RIGHTS	THAILAND	799,942
INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)	SWITZERLAND	526,546
CHRISTIAN AID KENYA	KENYA	441,606
SHACK DWELLERS INTERNATIONAL	SOUTH AFRICA	294,300
WWF - INTERNATIONAL	SWITZERLAND	290,760
UNITED KINGDOM METEOROLOGICAL OFFICE	UK	288,659
RESOURCE ADVOCACY PROGRAMME	KENYA	231,307
ARID LANDS DEVELOPMENT FOCUS	KENYA	203,731
HAKIKAZI CATALYST	TANZANIA	166,893
INDEPENDENT UNIVERSITY BANGLADESH	BANGLADESH	158,327
ASOCIACION PARA LA NATURALEZA Y EL DESARROLLO SOSTENIBLE (ANDES)	PERU	119,194
CENTRE FOR CHINESE AGRICULTURAL POLICY (CCAP)	CHINA	115,706
THE UTSHANI FUND	SOUTH AFRICA	102,874
NATIONAL DROUGHT MANAGEMENT AUTHORITY	KENYA	101,292
COMMUNITY ORGANISATION RESOURCE CENTRE (CORC)	SOUTH AFRICA	100,554
TUFTS UNIVERSITY ETHIOPIA	ETHIOPIA	91,818
CHINESE ACADEMY OF FORESTRY	CHINA	78,808
THE LIVING EARTH FOUNDATION	UK	67,266
KENYA FORESTRY RESEARCH INSTITUTE (KEFRI)	KENYA	63,691
SOCIETY FOR THE PROMOTION OF AREA RESOURCE CENTRES (SPARC)	INDIA	63,530
LTS INTERNATIONAL PLC	UK	63,480
WOMANKIND KENYA	KENYA	60,000
DLCI - DRYLANDS LEARNING AND CAPACITY BUILDING	KENYA	59,981
ADVENTIST DEVELOPMENT & RELIEF AGENCY	MOZAMBIQUE	59,841
CENTRO DE ESTUDOS DE AGRICULTURA E GESTAO DE RECURSOS NATURAIS (CEAGRE)	MOZAMBIQUE	57,081
LOK CHETNA MANCH (LCM)	INDIA	55,558
CENTRE PUR L'ENVIRONNEMENT ET LE DEVELOPPEMENT (CED),	CAMEROON	55,000
ECHNOSERVE CONSULTING PLC	ETHIOPIA	49,912
BANGLADESH CENTRE FOR ADVANCED STUDIES (BCAS)	BANGLADESH	47,596
IMPERIAL COLLEGE LONDON	UK	47,374
WILDLIFE CONSERVATION SOCIETY	USA	45,074
WORLD CONSERVATION MONITORING CENTRE	UK	43,698
ADEL - SOFALA	MOZAMBIQUE	42,907

Appendix B: Payments to collaborating organisations and individuals (cont'd)

		2014/15
Payments to organisations (cont'd)		£
GLOBAL ENVIRONMENTAL INSTITUTE	CHINA	39,825
ADVOCATES COALITION FOR DEVELOPMENT AND ENVIRONMENT (ACODE)	UGANDA	39,378
CARIBBEAN NATURAL RESOURCES INSTITUTE	TRINIDAD & TOBAGO	35,197
SAVE THE CHILDREN	UK	31,450
ICRAF (World Agroforestry Centre)	KENYA	28,000
INTERNATIONAL UNION FOR CONSERVATION OF NATURE CES (IUCN - BURKINA FASO)	BURKINA FASO	26,360
TARU LEADING EDGE	INDIA	26,003
FUNDACAO MICAIA	MOZAMBIQUE	25,000
SOCIAL & ENVIRONMENTAL ENTREPRENEURS (SEE)	USA	24,808
CARE INTERNATIONAL	UK	24,456
FAUNA & FLORA INTERNATIONAL	UK	23,519
MALKA CONSTRUCTORS LTD	KENYA	23,034
NIGER DELTA WETLANDS CENTRE	NIGERIA	21,489
ACTS AFRICAN CTRE TEC STUDIES	KENYA	20,769
FOREST ACTION NEPAL	NEPAL	20,000
NON-TIMBER FOREST PRODUCTS EXCHANGE PROGRAMME (NTFP-EP)	PHILIPPINES	20,000
RESEAU DE RESSOURCES NATURELLE (RRN)	DEMOCRATIC REPUBLIC OF THE CONGO	20,000
SOKOINE UNIVERSITY	TANZANIA	20,000
UNIVERSITY OF EDINBURGH	UK	20,000
CATHOLIC RELIEF SERVICES	SENEGAL	18,857
UNIVERSITY OF YORK	UK	18,088
NATURAL JUSTICE	SOUTH AFRICA	18,000
IIED AMERICA LATINA	ARGENTINA	17,890
NETWORK FOR ENVIRONMENT AND SUSTAINABLE DEVELOPMENT IN CENTRAL AFRICA (NESDA – CA)	CAMEROON	17,399
MERTI GENERAL CONSTRUCTION COMPANY	KENYA	17,084
STAKEHOLDER DEMOCRACY NETWORK	UK	16,470
TREE AID	UK	15,938
INSTITUT DE RECHERCHES ET D'APPLICATIONS DES METHODES DE DEVELOPPEMENT (IRAM)	FRANCE	15,585
VIETNAM FARMERS' UNION (VNFU)	VIETNAM	15,470
AL-NUSRA LTD	KENYA	15,166
REFORESTAMAS	MEXICO	15,057
THAILAND ENVIRONMENT INSTITUTE	THAILAND	15,007
FARM AFRICA	UK	15,000

Appendix B: Payments to collaborating organisations and individuals (cont'd)

		2014/15
Payments to organisations (cont'd)		£
INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE	KENYA	15000
PERKUMPULAN TELAPAK	INDONESIA	15,000
UNIVERSITY OF SOUTHAMPTON	UK	15,000
WAJARA BUILDERS & CONSTRUCTORS	KENYA	14,793
BAU RESEARCH SYSTEMS (BAURES)	BANGLADESH	14,132
JAVA LEARNING CENTRE (JAVLEC)	INDONESIA	14,027
INITIATIVE FOR URBAN CLIMATE CHANGE AND ENVIRONMENT (IUCCE)	INDONESIA	13,863
SAVE THE CHILDREN - AUSTRALIA	AUSTRALIA	13,752
IDS - NEPAL	NEPAL	13,650
INSTITUTE FOR SOCIAL & ENVIRONMENTAL TRANSITION	USA	13,593
JANE GOODHALL INSTITUTE	UGANDA	13,465
OMINA BUILDING CONTRACTORS	KENYA	13,273
UNIVERSITY OF HELSINKI	FINLAND	13,086
ASSOCIATION MALIENNE D'EVEIL AU DEVELOPPEMENT DURABLE (AMEDD)	MALI	13,031
NAGAYO GENERAL CONTRACTORS LTD	KENYA	12,941
GROUPE D'ETUDE ET DE RECHERCHE EN SOCIOLOGIE ET DROIT APPLIQUE (GERDSA)	MALI	12,682
INTERNATIONAL WATER MANAGEMENT INSTITUTE (IWMI)	SRI LANKA	12,219
YALE UNIVERSITY	USA	12,000
NORTH GATE INVESTMENT LTD	KENYA	11,464
URBAN HEALTH RESOURCE CENTRE	INDIA	11,100
TATA INSTITUTE OF SOCIAL SCIENCES	INDIA	11,039
Payments less than £10,000		281,222
Total payments to organisations		6,274,937
Total payments to individuals		73,336
Total payments		6,348,273