



Pathways to change  
IIED annual report  
2017/18

**Our  
mission**

To build a fairer,  
more sustainable  
world, using  
evidence, action  
and influence  
in partnership  
with others.

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## Local to global, together

Partnerships and coalitions are a defining element of IIED's culture. Through them, we achieve results we could not reach alone: it is our relationships with organisations, institutions, departments and groups – particularly in the South – that allow us to amplify marginalised voices. Our deep, long-term partnerships create links between local realities and global debates. The work in this report illustrates some of our ways of working with others.

### — Bolivia

Bolivia is one of ten partner countries in which the Forest and Farm Facility – led by FAO, IIED, IUCN and Agricord – supports many small, sustainable forest enterprises to develop and flourish (see p.22)

### — Central African Republic

An IIED-led NGO consortium is working in the Central African Republic and four neighbouring countries to support community forestry and help local people both know and pursue their rights (see p.10)





### — United Kingdom

Our innovative urban crises project, a three-year partnership with the International Rescue Committee (IRC), culminated with an international event and a key message: 'go local'. The project's vast repository of research from across the globe is now informing international policy (see p.19)

### — Nepal

With the Asian Coalition for Housing Rights, we are helping urban community organisations in Nepal and Cambodia – many led by women – to define food insecurity in their own terms, and shape future policy (see p.21)

### — Indonesia

The Sustainable Diets for All programme supports people with low incomes and civil society organisations to work together to understand their local food systems and advocate for change. It is a partnership between IIED, Hivos and local organisations, working across four countries (see p.22)

### — Kenya

In Kenya and beyond, IUCN and IIED's 'First Line of Defence' initiative is engaging local people in safeguarding wildlife by listening to and meeting the communities' needs and concerns (see p.16)

On the cover:

**Members of the Matapi Woman Traders  
Cooperative sell produce at a market in Mbare,  
a high-density suburb of Harare, Zimbabwe**





## From our director



This annual report focuses on how IIED makes a difference in the world, and how we will continue to do so in a rapidly shifting global landscape. Inspiring stories from the year illustrate our ‘impact pathways’: the ways in which we work with partners to build a fairer and more sustainable future.



Andrew  
Norton

In 2017, an independent external review built on our guiding ‘theory of change’ to identify four impact pathways that help define what makes IIED unique in the development and environment space: **multi-stakeholder dialogues; targeting policymakers; research to policy; and empowering the marginalised.**

The pathways guide our action at different levels, as we link local knowledge to global forums. Through them, we drive change to help realise our goals: increased investment in locally controlled land and natural resource use; cities that work for people and planet; fair and equitable solutions to climate change; and sustainable markets that work for the many, rather than the few.

We face major challenges. Inequality is increasing; progress in tackling the global climate crisis is distressingly slow; biodiversity is declining rapidly. Social and technological disruption has profoundly changed the political landscape we operate in.

But with the right approaches, we can achieve much in the face of apparent adversity. The strength of our work is reflected in the achievements you will read about here, such as ensuring that climate finance reaches the sharp end; supporting communities to protect their livelihoods from a changing climate; growing the importance of local voices in conservation initiatives; empowering women in informal settlements to influence policy on food security; and strengthening the influence of the Least Developed Countries in climate change negotiations.

There is much to celebrate.

Our next five-year strategy will define IIED’s ambitions to further strengthen our influence and amplify currents of positive change. We are ready to work more efficiently, effectively and collaboratively than ever to make a significant difference for people and planet.



Andrew Norton



## From our chair



We are living through a pivotal moment in the fight for social justice and sustainable development. Across the world, we have witnessed the ascent of forces deeply opposed to international cooperation and solidarity among peoples. These forces not only question the multilateral order but the very principles and values upon which it is founded.



Rebeca  
Grynspan

Great multilateral achievements of recent times, like the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change, are facing obstacles to their implementation, even as global public goods continue to swiftly deteriorate. Forced displacement is at its highest in decades, while we are confronted with our collective failing to solve the largest humanitarian crisis of the post-war era.

Although the world continues to register progress in areas such as poverty reduction, health and education, we grow ever more concerned about the effects of environmental degradation, rising income inequality, and new challenges and uncertainties, such as automation and the future of work. Globally, democracy is weaker and institutions struggle to meet citizen expectations and demands.

The outlook is complex, which is why we must reinvigorate our commitment to the shared goals and ideals underlying the Sustainable Development Goals (SDGs). We must regain the momentum towards global cooperation for social inclusion and environmental sustainability. Organisations like IIED are essential in this endeavour, opening 'pathways to change' by conducting rigorous and impartial research, inciting debate on crucial issues, and providing a platform for those who are traditionally marginalised.

We will only achieve the SDGs if we can form broad, multi-stakeholder partnerships. IIED has a critical role to play in promoting these alliances through dialogue and engagement across the policy cycle. This report provides evidence of the range and quality of IIED's work, and the steadfastness of its commitment to a world where no one is left out and no one is left behind.

On behalf of the Board, I look forward to working alongside IIED's great staff in this noble and urgent mission.



*Rebeca Grynspan*

## Impact pathway 1

**Multi-stakeholder dialogues**

Our multi-stakeholder dialogues connect marginalised people with key decision makers, including government, development practitioners, academics and technicians. IIED's expert facilitation delivers co-created and locally rooted evidence, which in turn inspires policy and practice driven by social and environmental justice.

**Digging deep for solutions in Tanzania**

Artisanal and small-scale mining (ASM) of some of the world's most valuable metals, minerals and gems can create sustainable jobs for millions of marginalised men and women and build strong local economies in the world's poorest countries.

But exploitation, poisoned landscapes and violent conflict have given ASM a bad name. For governments of resource-rich countries, it is often the toxic sector that's easier to ignore.

This year, IIED advanced its pioneering action dialogue programme in Ghana, Madagascar and most recently in Tanzania, bringing together key players to address the sector's most contentious issues and generating evidence to change outdated policies and attitudes.

It's a sensitive and highly political process: governments distance themselves from ASM's social and environmental problems, while miners mistrust the

politicians who repeatedly fail to recognise their rights and needs. Tensions persist as large-scale international operators and ASM communities compete for valuable territory.

In this landscape, our dialogues create a neutral space for local and national government, large-scale mining companies, mineral processors, investors, mining organisations, and women and men miners to identify challenges and create a solutions-focused roadmap for action. Rarely do such diverse actors with such broad agendas meet.

We recognise that powerful stories inspire change. The dialogue process invited unheard voices – miners, suppliers and traders – to share their successes, struggles and where they see the sector's greatest opportunities. Stories of optimism and determination from an entrepreneurial, self-organising ASM

More than  
**40**  
**million**  
people  
globally are  
engaged in  
artisanal and  
small-scale  
mining

“Crushing the rock with hands and hammers is very hard. If we get the good machines and good technologies, we can be big and get to the national level and even international.”

Mwanahamisi Mzalendo, ASM miner, Tanzania



community – especially women – brought rich experience and hands-on knowledge of what’s needed to create sustainable, profitable livelihoods: from access to markets where miners can sell their goods to technologies that make their practices more responsible.

In Tanzania, one of our biggest wins of 2017/18 was securing consensus to set up government-led ‘excellence centres’ right next to the mines where ASM workers operate.

These centres will be one-stop hubs providing services such as business and finance training, geological data and mineral processing facilities. The centres will also connect miners with city traders who deal with high-end international buyers enabling them to sell their goods

within proximity to the mine while getting the biggest bang for their buck.

Other agreed solutions include new regulations that support miners’ access to higher quality, mineral-rich land and user-friendly government-led online systems that provide practical advice such as how to apply for mining licences.

Our co-created evidence is well-timed – coinciding with the Tanzanian government’s drive to reform mining policy. Now we are working with influential bodies including the ministry of minerals, land and local government, the Tanzania Chamber of Minerals and Tanzania Women Miners Association to package it up, ready to put to decision makers at the highest level.

**Small-scale and artisanal miners work in challenging conditions, Tanzania**

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Weekly market,  
Yangambi, Democratic  
Republic of Congo

### Dialogue drives a win for community forestry

Rich natural resources of the Congo Basin can create economic growth and advance the region's development. Forest-dependent communities including forest and farm producers, indigenous peoples and women's groups should have the right to contribute and benefit from this transformation; their participation can also foster growth that is equitable and sustainable.

An IIED-led consortium of NGOs (CoNGOs) is working with communities across Cameroon, Central African Republic, Democratic Republic of Congo, Gabon and Republic of Congo to compile evidence on viable options for community forestry, build capacity so communities can pursue their rights, and push for policies that support those living in the forests or who rely on its resources.

In Central African Republic, vast swathes of forests are protected or given over to logging, squeezing forest communities out of the picture. Changes in political office-holders had derailed past efforts to promote community forest projects. But this year, following committed and multi-pronged exchanges led by Rainforest Foundation UK and local civil society organisations, the forestry minister gave the green light to two community forestry pilots.

Eleven villages in the Moloukou and Ngotto-Bomango areas will see immediate benefit: improved rights to access forest resources that will support livelihoods, and to carry out traditional hunting and gathering activities.

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Uncovering Chinese investments in Africa's forests

Chinese companies are doing business in Africa's forests. Big business: by one estimate, some 75% of Africa's timber exports head to China.

And it's not just the timber trade – in which Chinese companies from a few big corporations to many small traders are very active in Africa. It is also roads, bridges, dams, mines and plantations in the forest. At first sight, Chinese investment looks like good news for economies, but seems socially and environmentally destructive. Much is assumed about China's reach into African forest lands; little is widely known.

Uncovering the reality is challenging for African policymakers and civil society, unsure of how to approach Chinese businesses and government players.

IIED's fourth international 'learning event' – part of the China-Africa Forest Governance Platform – connected more than 90 representatives from government, companies, investment agencies, research



Logged trees for export to China at a Chinese timber company, Beira Corridor, Mozambique

and civil society organisations from Cameroon, China, Democratic Republic of Congo, Madagascar, Mozambique, Tanzania, Uganda, UK, USA and Zambia.

Combined with our work on evidence, capacity, policy and practice, this facilitated and frank dialogue has delivered tangible results: key policy changes, commitments from Chinese companies to invest more responsibly, and several initiatives in which African artisanal producers are working with Chinese companies on sustainable, local timber production and processing. All these results mark practical steps towards pro-poor and pro-forest business.

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Finding a common language for local resilience

By integrating first-hand experience with local and traditional knowledge, communities on the frontline of climate change know best how to adapt. For over a decade, IIED's flagship Community-based Adaptation (CBA) event has brought together grassroots representatives, practitioners, policymakers and planners from local and national governments to share developments in locally-driven climate action.

Change happens when we learn by doing. This year, our planning reacted to feedback from our community of practice, who requested greater interaction, more opportunities to share knowledge and extra space to brainstorm ways to build local-level resilience. Solutions range from tools that assess climate risks in agricultural value chains, to devolving climate finance to channel funds to local communities and

producer groups – and engage local banks in climate resilience loans.

Shifting from the plenary format to a hands-on workshop reaped real rewards: over 300 participants from more than 45 countries worked together on practical approaches to getting bottom-up climate action into policy. And we extended our reach globally through live-tweeting and real-time web posting of session highlights.

We know that vibrant exchanges inspire, but ultimately money talks – and these solutions need financing. Our 'revamped' CBA event provided an ideal platform for a genuine multi-stakeholder dialogue that brought in public and private investors' perspectives on how to get locally-driven adaptation innovations funded.

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**99%**  
of deaths  
from  
weather-  
related  
disasters  
occur in  
developing  
countries

## Impact pathway 2

**Targeting policymakers**

We identify strategic opportunities for policy intervention at local, national and global levels. IIED has an impressive track record of working with decision makers to further develop their capacities in creating and using evidence, and help them to recognise the realities of the poorest people and reflect these in policy.

**Ramping up LDC support as 2018 deadline closes in**

The landmark Paris Agreement on climate change committed signatories to reduce carbon emissions and pushes for a 1.5 degrees Celsius cap. Now nations are negotiating the 'rule set' that will govern the commitments and financial pledges made in Paris. Securing ambitious rules is a major focus for IIED ahead of the deadline at the end of 2018.

Those with most at stake are the Least Developed Countries (LDCs) – the world's poorest nations who are least able to cope with increased risk of floods, droughts, hunger and disease.

The LDCs have led from the front in the global push for climate action and were instrumental in shaping the Paris Agreement. But they remain vulnerable, they need the UN climate talks to secure tangible commitments. If their climate negotiators are too few in number, are inexperienced, or have not agreed a collective position on which policies to push for with a clear strategy

for how to get them, the outcome of the talks will be weak: high aspirations and good intentions that lack concrete action.

This year, IIED – as part of the European Capacity Building Initiative (ECBI) – trained and supported LDC officials to increase their influence in the crucial rule set negotiations. Over 100 delegates from more than 40 countries built their skills in navigating the notoriously complex climate negotiation process. They were also armed with practical knowledge on how to implement the outcomes back home, in their national climate action plans.

Our team of experts were joined at the training by experienced climate negotiators who have already benefited from our support, including the current chair of the LDC Group. Together, we briefed delegates on specialist issues, how to unpick technical jargon and interpret legal text, and gave guidance on making strategic interventions. Our 'mock negotiations' allowed

Tuvalu  
pledged  
to generate  
**100%**  
of its  
electricity  
from  
renewables  
by 2025



Crop watering, Luang Prabang, Laos

“The workshop helped me focus on LDC priorities: we must stick together – as a team our voice will be louder.”

Ms Xaysomphone Souvannavong, climate negotiator, Lao People's Democratic Republic

participants to practise their new skills in realistic simulations.

With ECBI, we paid attention to improving the LDC delegation's gender balance, helping ensure women's perspectives are heard. More than 40% of our workshop participants were women, including four from Afghanistan, Angola, Comoros and Laos who attended the negotiations through our direct support.



The value of supporting the LDCs cannot be underestimated; during the Bonn November talks, the delegation voiced its strong support that the Adaptation Fund – which has provided developing countries with direct access to climate finance – be formally recognised as one of the funding streams to achieve the goals of the Paris Agreement. This was successfully negotiated – a major coup for the LDCs. In the coming year, we will continue to amplify these countries' voices in these crucial talks.

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**Ms Xaysomphone Souvannavong**  
(far left), ECBI workshop



## Including the climate vulnerable in climate policy

IIED's history of engaging with the Intergovernmental Panel on Climate Change (IPCC) continued this year as David Dodman – director of IIED's Human Settlements Group – joined the scientific committee of its Cities and Climate Change Science Conference in March 2018.

The IPCC provides 'policy relevant but not policy prescriptive' evidence to inform the UN Framework Convention on Climate Change. Its in-depth scientific 'assessment reports' are the go-to resource for policymakers, climate negotiators and other influencers keen to access the latest knowledge.

David is a Coordinating Lead Author on the Sixth Assessment Report, currently in its early stages, co-leading the 'Cities, Infrastructure and Human Settlements' chapter alongside an international team.

By 2050,  
**two thirds**  
of the  
world's  
population  
will live in  
urban areas



**Flooded street in Dhaka, Bangladesh following torrential monsoon rains**

He will follow colleagues David Satterthwaite, Saleemul Huq and Achala Abeyasinghe in providing the kind of rigorous and objective contribution that the IPCC insists on.

Our involvement speaks to the international research community's high regard for IIED's work on climate change impacts, vulnerability and adaptation. More importantly, it means we can ensure the report includes scientific literature focusing on the experiences of the most climate-vulnerable people – we believe their realities must be present in the highest-level policy debates.

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## Costing nature's tipping points



The Green Economy Coalition (GEC) is the world's largest movement for fair, green economies; IIED is one of more than 50 organisations working towards shared positions and collective action on global challenges. Last year, the GEC and economists from the Oxford Martin School asked: how would national wealth increase if natural capital were better measured and managed?

We found that current measures of natural capital fail to consider nature's tipping points and thresholds, and that aggregate economic models often overlook

dependencies between 'capitals'. Common economic methodologies assume that natural capital can be substituted by man-made capital – it cannot.

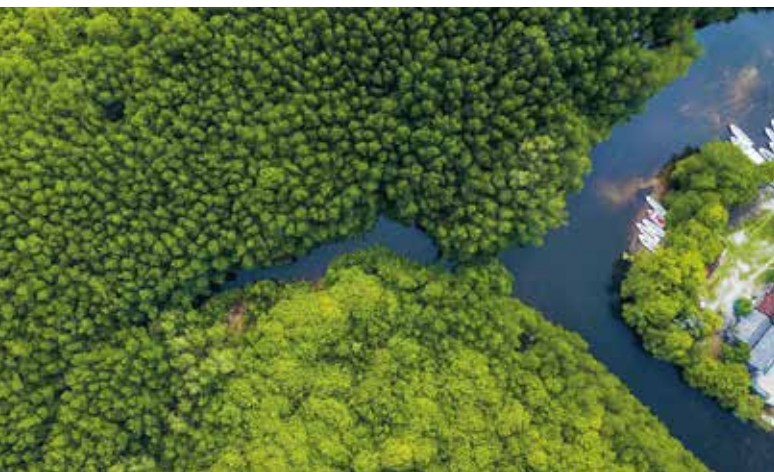
Following our research, the Dutch Government and the World Bank Group asked the GEC to develop a shared understanding of the case for natural capital investment. Working with finance ministries in France, Germany, Ghana, Japan, Madagascar, Nigeria, South Africa, the UK and more, plus the European Commission, the Coalition is helping policymakers identify economic arguments for protecting and investing in natural capital at scale.

A shared vision will be endorsed by governments at the OECD Green Growth and Sustainable Development Forum in November 2018.

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**Mangrove forest, Indonesia**



“Working in partnership with IIED and CED has greatly increased the impact of the work RELUFA has been doing with local communities over many years.”

Jaff Bamenjo, Coordinator, RELUFA

A woman heads to a nearby river, Kano, Lom-Et-Djerem, Cameroon

**Seizing the moment for inclusive land reform**

Cameroon is updating its land tenure laws, opening up a crucial opportunity to strengthen community land rights; rural people are typically cut out of policy dialogues where decisions on land security take place.

Our Landcam project in partnership with the Centre pour l'environnement et le développement (CED) and the Réseau de lutte contre la faim (RELUFA) is seizing this moment for change, pushing for inclusive national-level debate so all stakeholders including the public, civil society, rural communities and traditional authorities are involved in shaping the reform process.

Little over a year into the project's launch saw a successful parliament-government-citizen forum, designed

to share experiences on land tenure reforms from other African countries. This multi-stakeholder event, one of the first of its kind on land rights in Cameroon, highlighted that inclusive processes will be critical to achieve a just reform that recognises rural peoples' rights.

We are now piloting approaches that test locally-driven solutions to land governance challenges. In the coming year, we will continue to work side by side with communities, creating spaces for their voices to be heard as this reform advances and pushing to ensure national policy benefits from grassroots innovations.

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## Impact pathway 3

## Research to policy

Working with local actors and partner organisations in the global South, we develop practical solutions that support pro-poor governance. Together, we present policymakers with a rigorously researched evidence base for fairer ways forward, from local level to global scale.

## Lions, livelihoods and the power of listening

Safeguarding Africa's iconic animals from the illegal wildlife trade (IWT) is vital. But what happens when wildlife destroys crops, hurts or kills people, and yet is more protected than local communities? Conflict between humans and animals harms both, while a response focused on law enforcement often fails to protect either.

Through extensive community consultation in Kenya in 2016, IUCN and IIED's 'First Line of Defence' initiative

tested an innovative theory of change. It engages communities in tackling IWT by: reducing the costs of living near big cats, elephants and other wildlife; growing incentives for conservation; increasing disincentives for poaching and other illegal activity; and supporting sustainable alternative livelihoods.

Putting theory into practice involves connecting those designing conservation projects with the local people that their programmes target – people whose insights give plans to halt IWT a far higher chance of success.

In 2017/18 the initiative delivered real results. Testing our theory of change near the Masai Mara National Reserve and Amboseli National Park highlighted how different community, private sector and NGO perspectives on conservation programmes can be – and how they can be brought together. Listening without judging and reporting without prejudice are critical to this success. Now tools and guidance based on our experiences are enabling replication of this dialogue-based approach.

**Participative community exercise: wooden animals are used as a method for ranking wildlife concerns, Olderkesi Conservancy, Masai Mara, Kenya**



“If a rhino is killed, the government comes immediately to find out what happened. If a person is killed or injured, nobody comes.”

Community representative, Kenya



**Community participants, Olderkesi Conservancy, Masai Mara, Kenya**

Others are keen to adopt our methodology: USAID's strategy for extensive IWT work across Southern Africa includes the First Line of Defence approach; a report by wildlife trade monitoring network TRAFFIC also recommends our thinking to inform conservation programme design in Central Africa. The outcome: communities are included and empowered, not ignored and punished.

Related work with the University of Oxford and Wildlife Conservation Society-Uganda also secured policy change. Our 2016 research into what fuels wildlife crime in Uganda's two largest conservation zones – Murchison Falls and Queen Elizabeth National Park – identified poverty, human-wildlife conflict and lack of alternative income. In 2017, we created sustainable, pro-poor action plans: community-based approaches for tackling IWT endorsed by the Uganda Wildlife Authority (UWA).

This year, thanks to UK government funding, we are making the Murchison Falls plan a reality. Working with UWA, we are

supporting a pilot project to recruit local people as wildlife scouts, helping reduce human-wildlife conflict and increase wildlife crime reporting. With development specialists Village Enterprise, we are establishing new income opportunities for the households of the volunteer scouts.

In March 2018 we coached 23 UWA community conservation wardens on improving local engagement, conflict resolution and gender awareness. Their enthusiasm bodes well for a more effective and inclusive approach to tackling IWT.

Our work in Uganda continues. Sustainable IWT interventions must involve all interested parties, from community representatives to international NGOs and oil giants. We are sharing our considerable experience of convening diverse groups through the Uganda Poverty and Conservation Learning Group, and will be working with the Uganda Conservation Forum to create a dialogue space for all voices.

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Putting the ‘values’ in ecosystem valuation

With more than 70% forest cover, Bhutan’s modest economy is closely linked to its rich landscape. Having piloted several small payments for ecosystem services (PES) schemes, the government asked IIED to assess whether scaling it up could deliver significant sustainable domestic income *and* support conservation goals.

Our approach differed from other economists – measuring ‘value’ in human and environmental wellbeing, not just cash. Healthy forests create rural wealth; you don’t have to destroy to gain.

This ethos struck a chord. Our consultancy on valuing forest products evolved into a nationwide study encompassing hydropower, non-timber forest products and more.

Inclusive meetings with the sectors and communities closest to the land, respecting their values, allowed us to decide together which ecosystem services to prioritise and how they would feed our biophysical and economic models.

This approach gave the government confidence in the potential we discovered: ecosystem benefits are equivalent to up to 60% of the country’s GDP; scaling-up PES will ensure this continues to be the case.

Our business case argued for a PES programme that supports wellbeing, rural development and conservation, initially focused on hydropower and nature-based tourism. This has now been embedded in the proposal for Bhutan’s 12th Five-Year Plan.

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70%  
The level of forest cover in Bhutan

50%  
More than half the population primarily work in agriculture or forestry



The Punakha Dzong, or palace, Punakha, Bhutan





**When urban crises hit, act local**

Our innovative three-year urban crises project culminated in an international event in London where government, humanitarian agencies, researchers and practitioners explored how to put findings of this extensive research programme into practice.

‘Go local’ was the resounding message from panellists including the executive director of Kampala city council, an urban planning advisor from Mogadishu, and a representative from Sierra Leone’s Ministry of Social Welfare.

During urban crisis response, humanitarian agencies often fail to connect effectively with authorities,

**Hamar Weyne market, Mogadishu, Somalia**

disaster management agencies, NGOs, civil society and individuals on the ground who can offer locally-rooted, practical guidance on making best use of existing services and resources. A local approach is likely to be more integrated with existing plans and systems and bring longer-term results – crucial given the protracted nature of many crises in urban settings.

Participants at the two-day event generated policy messages for humanitarian actors operating in urban contexts. These messages – backed by a vast repository of 32 discrete pieces of research focusing on urban crises in Africa, Asia and the Middle East – are increasingly reflected in international policy frameworks, including the UN’s Global Compact for Refugees being proposed at the 2018 UN General Assembly.

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**A pioneering win-win for poverty and climate**

Climate change threatens to reverse global development gains, pushing up to 720 million people back into poverty. But what if a social protection initiative worth more than US\$7 billion per year, reaching across the world’s second most populous nation, could also deliver climate resilience?

We asked this bold innovative question of India’s Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), which already has a vast and successful infrastructure to help marginalised rural households cope with poverty.

Over 2017/18, we led research in four states – Jharkhand, Odisha, Andhra Pradesh and Sikkim – asking whether, and how, MGNREGS increased household resilience to climate-induced drought. In Sikkim alone, 94% of survey participants

credited the Scheme with enabling them to absorb hazards or adapt to manage them. The potential for mass climate risk management is clear.

And if climate resilience is built into the Scheme, funding doors open. Development finance can be topped up with growing climate funding, safeguarding the original social protection budget. A climate-resilient initiative can also attract risk-adverse private financiers.

As Indian policymakers consider IIED’s recommendations, our findings offer a model for global decision makers on how action on two fronts can safeguard wins in the battle against poverty.

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**85%**

of Indian farmers are small-scale or marginalised, owning less than five acres of land

**Cardamom plantation, District Dentam, Sikkim**



## Impact pathway 4

**Empowering the marginalised**

We help poor and excluded people and nations to create and use evidence to ensure they are heard and hold their own in decision-making arenas that affect them – from village councils to international conventions. Sustainable development is about people, as well as places.



An urban street vendor provides an accessible food option, Cambodia



## Grassroots research delivers fresh take on food insecurity

IIED's urban research – built on strong relationships with southern organisations and a belief in giving voice to marginalised communities – delivers valuable, hard-to-reach evidence. In 2017/18, we used our signature approach to ask urban citizens living in poverty a crucial question: how do **you** define food insecurity?

We know future population growth will be concentrated in urban Africa and Asia. We know poverty and other challenges to food security in towns and cities will punish the most vulnerable people. Yet authorities typically lack the data to plan a food-secure future; most related policies linger on production but overlook access, affordability and other vital consumption factors that hinder access to sufficient, safe and nutritious food.

For effective solutions, we must first achieve a genuine understanding of the problem. The real experts – poor urban communities – must urgently be heard in the food and urbanisation debate. In 2017/18, we partnered with the Asian Coalition for Housing Rights (ACHR) to realise this.

An initial project design workshop, facilitated by ACHR and IIED in Thailand, set the bottom-up tone in December 2017. ACHR – a network of community organisations, NGOs and professionals working on urban poor development – brought together community leaders from Nepal, Cambodia and the host nation. Rich learning and sharing both epitomised project values and shaped its design.

Early 2018 saw the first project phase launch. We supported ACHR to host meetings in Kathmandu and Phnom Penh, asking leaders of organised urban community groups to define their experiences of food insecurity. These women know all about feeding their families with little money, security and time, often in settlements beleaguered by environmental hazards.

Amplifying community voices is not only right, it *works*. Just a year in, we are shifting thinking on food and urbanisation. The project's transformational focus on urban consumption engaged academics in a strategically related field: our peer-reviewed article in the *International Journal of Environmental Research and Public Health* was viewed or downloaded almost 1,500 times in six months by people from all over the world. Additionally, our inclusive research approach secured funding from the rigorous and prestigious Economic and Social Research Council, winning out in a highly competitive process.

In 2018, we will continue our partnership with ACHR, exploring how disenfranchised urban communities in Cambodia and Nepal's smaller towns characterise food insecurity.

We will also investigate how urban planning and street food affect consumption, and explore urban communities' own solutions to food insecurity, through initiatives like community vegetable gardens and communal kitchens.

Finally, we will bring grassroots groups and other participants together to share learning at city, national and regional level, before taking their evidence to policymakers.

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**5bn**

The number of people predicted to be living in urban areas by 2030

**“Food security is a very big issue, it affects everybody all the time, more than eviction. Many people die young and unhealthy because of food.”**

Somsook Boonyabancha, chairperson, ACHR

### Producer power: organising to thrive

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The number of producer businesses established with help from FFF

The Forest and Farm Facility (FFF), led by FAO, IIED, IUCN and Agricord, is a far-reaching and unique funding platform. It supports small forest and farm producer organisations (FFPOs) to coordinate, grow and influence policy. This is a leading mechanism for delivering climate and development funds to local level: in its first phase (2013–2017), FFF channelled finance directly to more than 900 FFPOs, representing 30 million people.



Alongside promoting producer interests at international level, FFF has ten partner countries: Bolivia, Gambia, Guatemala, Kenya, Liberia, Myanmar, Nepal, Nicaragua, Zambia and Viet Nam. An example from the latter illustrates our approach.

FFF strengthened the 10-million-member Viet Nam Farmers Union (VNFU), enabling it to back local pilot businesses. In 2014, the VNFU gave a collective of tree growers access to business training, peer-to-peer exchanges, and local-to-national policy discussions. By 2018, as the 'Binh Minh Agroforestry Cooperative', the same growers have improved products, investment and joint equity in an FSC-certified sawmill. Their income is more secure and up to 10% higher.

Success breeds success. The VNFU plans to repeat the model and – through FFF mediation at Asian Farmers' Association regional exchanges – this story has inspired producers across ten Asian nations. Organised producers are vital for a sustainable future. FFF Phase I proved that mass mobilisation powers sustainable forest and farm business and policy change; Phase II begins in 2018.

Contact [duncan.macqueen@iied.org](mailto:duncan.macqueen@iied.org)

**Farmers in a mountainous area of Sapa, Viet Nam**

### Food policies for the people, by the people

'Expert' opinions about the right kinds of diets and the policies needed to achieve them are often blind to the realities of how marginalised people experience food in their daily lives. The result is a mismatch between local priorities and policy.

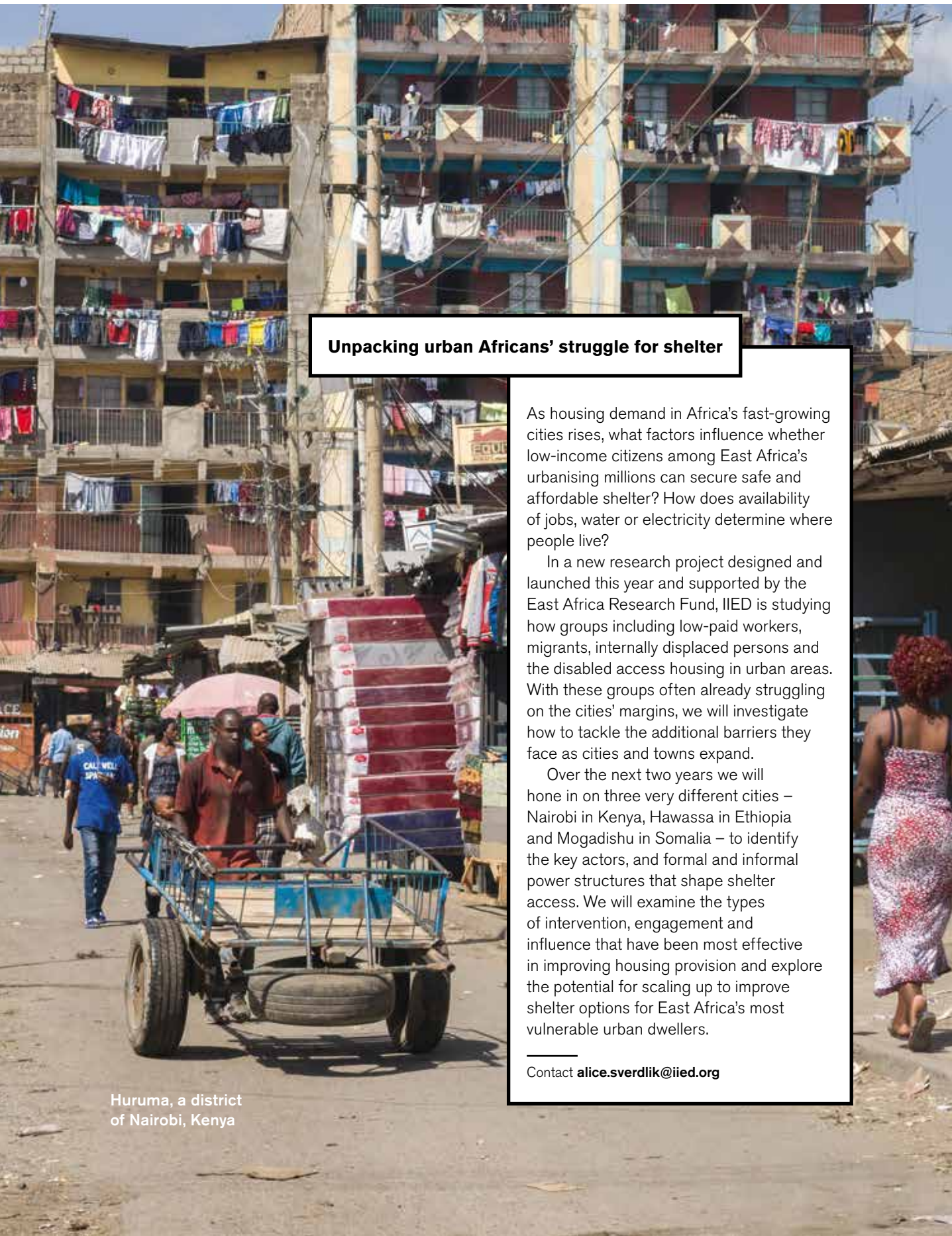
Under our Sustainable Diets for All programme, a partnership with Hivos and local organisations, IIED has worked with citizens in Fort Portal, Uganda and Jember, Indonesia to generate evidence about their own eating patterns using food diaries. Armed with this data, citizens can negotiate with decision makers to

secure policies that work for people in their own contexts.

This year we also developed two new resources to support our citizen-led approach – a food system advocacy toolkit and a report including methods for producing and applying citizen-generated evidence. These tools will help people with low incomes and civil society organisations to work together to understand the food system in their own terms and, based on people's day-to-day priorities, advocate for the changes needed to improve it.

Contact [alejandro.guarin@iied.org](mailto:alejandro.guarin@iied.org)





**Unpacking urban Africans' struggle for shelter**

As housing demand in Africa's fast-growing cities rises, what factors influence whether low-income citizens among East Africa's urbanising millions can secure safe and affordable shelter? How does availability of jobs, water or electricity determine where people live?

In a new research project designed and launched this year and supported by the East Africa Research Fund, IIED is studying how groups including low-paid workers, migrants, internally displaced persons and the disabled access housing in urban areas. With these groups often already struggling on the cities' margins, we will investigate how to tackle the additional barriers they face as cities and towns expand.

Over the next two years we will hone in on three very different cities – Nairobi in Kenya, Hawassa in Ethiopia and Mogadishu in Somalia – to identify the key actors, and formal and informal power structures that shape shelter access. We will examine the types of intervention, engagement and influence that have been most effective in improving housing provision and explore the potential for scaling up to improve shelter options for East Africa's most vulnerable urban dwellers.

Contact [alice.sverdlik@iied.org](mailto:alice.sverdlik@iied.org)

Huruma, a district of Nairobi, Kenya

Right people,  
right channel,  
right time

With practitioner, academic, policy, media and other vital audiences around the globe, IIED’s Communications Group emphasises accessibility, knowledge sharing, and looking for innovative ways to start conversations. Read more about the following communications highlights, and more, at [www.iied.org](http://www.iied.org)

**Global guide for effective adaptation**  
A new guide on using natural resources and ecosystems in adaptation work was presented to more than 200 practitioners and policymakers at the 11th Community Based Adaptation conference. *Ecosystem-based adaptation: question-based guidance for assessing effectiveness*, published with IUCN and UNEP-WCMC, was IIED’s most downloaded publication of 2017/18.

**Bringing fairer dam building to life**  
Animations are a powerful tool for reaching diverse groups at scale. Our animation series under the Global Water Initiative, in French and English, broke down complex issues around large dam construction. As well as being the highest performing videos on IIED’s YouTube channel, targeted screenings across West Africa reached broad audiences including government representatives, farmer organisations, tenure experts and civil society.

2017

JFMA MJJJASOND

**Leadership on SDG evaluation**  
Our policy briefing series on effective evaluation for the SDGs exceeded 20,000 downloads; co-authors included Caroline Heider (Director General and Senior Vice President, Independent Evaluation Group, World Bank Group) and Indran Naidoo (Director, Independent Evaluation Office, UNDP). A paper on Voluntary National Reviews, written with EvalSDGs, was highlighted during the UNDP National Evaluation Capacities Conference opening plenary by Riitta Oksanen, Deputy Director General of Development Policy at Finland’s Ministry for Foreign Affairs.

**Influence and ambition**  
More than 450 policymakers, researchers and practitioners joined our Development and Climate Days event, themed *Global ambition, local action, climate resilience for all*. The conference, run with multiple partners, focused on influencing the UNFCCC ‘ambition mechanism’ process, particularly the Talanoa dialogue and global stocktake. For wider reach, we published emerging messages and shared illustrator Jorge Martin’s visualisations of conversations on Flickr.

ACROSS 2017/18

**Making the most of webinars**  
Webinars are a key IIED audience engagement tool: through them we create dialogue spaces that save substantial travelling time and expense and encourage more equitable participation. This year we ran several project-based webinars, including our popular series on ‘Legal tools for citizen empowerment’, and supported partners from the Ecosystem Services for Poverty Alleviation (ESPA) programme with a series on best practice for researchers.

### Opening doors for negotiators

To support efforts to prepare and empower the next generation of climate negotiators (see page 12), we published our popular guide *Becoming a UNFCCC delegate: what you need to know* in French. The toolkit, highly evaluated in English, helps new delegates – in particular those from Least Developed Countries – navigate the notoriously complex UN climate negotiations. Now available online and in print for Francophone audiences, it also contains practical tips for getting through the long days, and longer nights.

### Unearthing valuable virtual connections

Our third ‘digital day’ dedicated to artisanal and small-scale mining (ASM) connected stakeholders across the globe and presented new research from IIED and others (see page 8). Using ‘#ShareASM’ across social media, we created an accessible online space where ideas for building a safer, more inclusive, sustainable and productive ASM sector could be shared freely. The conversation connected individuals, consultants and organisations (including Adam Smith International, IGF, UNDP and Engineers Without Borders), reaching out from Belgium, Canada, Ethiopia, Rwanda, Tanzania, Uganda, the UK, USA, Zimbabwe and beyond.

2018

J F M A M J J A S O N D

### An appetite for automation

Impressive downloads and media impact confirm that IIED’s director spoke to a development zeitgeist with *Automation and inequality: the changing world of work in the global South*, featured in 29 media outlets worldwide, including Reuters Africa and Huffington Post. Dr Norton argued that growing inequality from rapid, disruptive technological change is not inevitable if developing countries can adapt their economies in time.

### A gender lens on events

IIED’s commitment to put gender at the heart of our work inspired a series of discussions to explore how it is addressed at major events. In February, Professor Caroline Moser and Laura Lima of Cities Alliance joined us to examine the influential ninth World Urban Forum through a gender lens. A live Twitter feed and follow-up blog opened up the debate to the wider development community.

### Celebrating women

International Women’s Day kick-started a popular blog series hailing women in sustainable development. Contributors included Christina Figueres, former UNFCCC executive secretary, who called on the international community to harness #MeToo for climate action. The series led up to IIED’s 2018 Barbara Ward Lecture, a live-streamed celebration of outstanding women in our field given by Gro Harlem Brundtland, former Norwegian prime minister and an architect of the concept of sustainable development.



# Building learning into our core

Our commitment to have impact in the world can only be achieved if we are just as dedicated to continual learning – from our work, each other, our partners and wider networks. To achieve this, IIED embeds enquiry and evaluation in everything we do.

This year we sharpened our skills on how best to integrate gender issues in all our activities. Our institutional gender awareness programme takes a holistic 'inside-out' approach: 'looking in' to the organisation, to build a diverse and fulfilled workforce that thrives in its career, family and personal life; 'looking out' to produce high quality research that supports gender equality and equity for sustainable development. Our Gender Equality Champions' Network continued to keep gender high on the organisational agenda, setting up a peer support group to advise staff how to strengthen gender awareness in research projects, and creating an easily accessible and comprehensive

online hub housing relevant resources and information.

We brought this inclusive 'inside-out' lens to bolster our tools and methods for monitoring, evaluation and learning. Internally, we responded to feedback from our annual stakeholder survey with concrete actions including establishing a peer review process to increase the robustness of our research publications. Externally, we advanced our programme of work setting out what constitutes appropriate 'evidence' in tracking sustainable development; the related series of briefing papers we developed with partners on effective evaluation for the Sustainable Development Goals has met with growing success (see p.24).

Over the coming year we will develop and put in place an ambitious new framework for the whole organisation to capture and share learning and lessons on the impacts of our work – with colleagues and a wider audience.

**Market  
area,  
Sélingué,  
Mali**



# Our donors

## Government and government agencies

- Austrian Development Agency
- Royal Government of Bhutan
- Royal Danish Ministry of Foreign Affairs
- Department for Environment, Food and Rural Affairs (Defra)
- Department for Environment, Food and Rural Affairs (Darwin)
- Department for International Development (DFID)
- DFID (via HTSPE Ltd)
- DFID (via PWC)
- DFID (via KPMG)
- Finnish Ministry for Foreign Affairs
- Agence Française De Développement
- Deutsche Gesellschaft für International Zusammenarbeit (GIZ) GmbH
- Federal Ministry for the Environment
- Minister for Foreign Affairs and Trade of Ireland
- Irish Aid, Department of Foreign Affairs
- Korean International Cooperation Agency
- Swedish International Development Cooperation Agency (SIDA)
- Embassy of Sweden, Kenya
- Ministry of Environment, Sweden
- SWISSAID

## International and multilateral agencies

- Asian Development Bank
- European Commission
- International Fund for Agricultural Development (IFAD)

- United Nations Development Fund (South Africa)
- United Nations Development Fund (Kyrgyzstan)
- United Nations Economic Commission for Africa
- United Nations Environment Programme (UNEP)
- UNEP (Kenya)
- UNEP (Bangladesh)
- UNEP WCMC
- United Nations Food and Agriculture Organisation (FAO)
- United Nations Office for Project Services (UNOPS)
- World Bank

## Foundations and NGOs

- American Jewish World Service
- Annenberg Foundation
- Arcus Foundation
- Binks Trust
- Business for Social Responsibility
- ClimateWorks Foundation
- Conservation through Public Health
- Ecosystems Service for Poverty Alleviation (ESPA)
- Economic and Social Research Council (ESRC)
- EvalPartners
- Eventbrite
- Ford Foundation
- Open Society Foundations
- Hivos
- Institute for Essential Services Reform
- IED Afrique
- Institute of Geographical Sciences
- International Development Research Centre (IDRC)
- International Institute for Sustainable Development

- International Livestock Research Institute
- International Union for Conservation of Nature
- King's College London
- Luc Hoffman Institute
- MAVA Foundation
- Charles Stewart Mott Foundation
- Natural Environment Research Council
- Near East Foundation
- Netherlands Organisation for Scientific Research
- New Venture Fund
- Overseas Development Institute
- Oxford Policy Management
- The Pew Charitable Trusts
- Red Cross Red Crescent Climate Centre
- Rockefeller Foundation
- RSF Social Finance
- The British Academy
- The Nature Conservancy
- The Tiffany and Co Foundation
- Tufts University
- University of Edinburgh
- University of Liverpool
- University of Southampton
- University of Oxford
- University of Sussex
- Wallace Global Fund
- Wellspring Philanthropic Fund
- World Conservation Monitoring Centre
- World Resources Institute (WRI)
- WYG International Ltd

## Corporate

- Adam Smith International
- Landell Mills Ltd
- Sage Publications Ltd



# Responsible operations

We are still well below our 2.5% per year reduction for annual emissions per FTE (ie 6.9 tCO2e per FTE being 23% under the target of 9.0 tCO2e). This year saw a 12% reduction in IIED's carbon footprint on FY17, reflecting a reduction in air travel emissions. This highlights how much the location of our work has a direct effect on our emissions (eg reduction in travel distances due to the 2017 UNFCCC COP being held in Bonn, versus the 2016 COP located in Marrakesh and the UN Habitat III meeting held in Quito in the same year). We continue to maintain an ISO14001 certified environmental management system.

## Footprint calculations

IIED carbon footprint*	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
GHG emission data in tonnes of CO2e**	(Base year)					
Scope 1 (Direct e.g. on-site gas heating)	47	30	21	39	31	40
Scope 2 (Indirect energy e.g. electricity)	68	85	77	77	69	60
Scope 3 (Other indirect e.g. travel***)	841	739	852	731	867	741
Total gross emissions	957	854	951	846	967	841
Average full time equivalents (FTE)	94	98	109	110	124	118
Per FTE annual emissions	10.2	8.7	8.7	7.7	7.8	6.9
% annual change	n/a	-15%	0%	-12%	2%	-12%
Target (2.5% reduction p.a. on base year)	10.2	9.9	9.7	9.4	9.2	9.0
% difference from target	n/a	-12%	-10%	-18%	-15%	-23%

\*

Based on our sites and the activities of our staff, this measure excludes our suppliers and partners. Our footprint is measured in accordance with Defra's 2016 emissions factors and guidelines, which is consistent with the GHG Protocol.

\*\*

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

\*\*\*

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

# Systems improvements

Over the past few years, IIED has invested in key organisational systems to enable us to collaborate more effectively, both internally and with our partners. In FY18 we implemented a new project management and finance system, giving us a comprehensive view of progress and budgets for all our projects and proposals, in one place.

To promote the seamless flow of information, we've linked the new system to our intranet, supporting efficient document management and strengthening

internal coordination. We plan to migrate all our data to the cloud in the coming year. We will also connect the new system to our contact relationship management system for more streamlined communication with our stakeholders and to ensure we are compliant with the EU's new General Data Protection Regulation (GDPR).

We have also invested in a more efficient HR system, incorporating online recruitment and payroll; these elements feed directly into the resourcing information in the project management system. Time invested in developing and implementing these new systems has been significant; and next year we anticipate putting more resources into exploring their full capabilities to add maximum value to our investment.

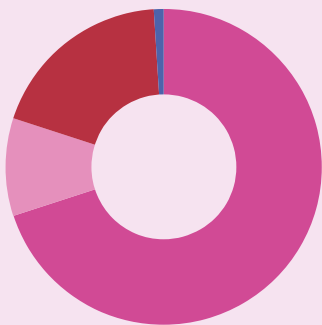


Fishing in a haor, Bangladesh

# Financial summary

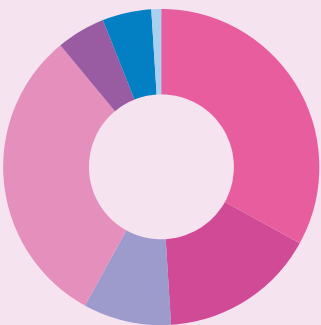
## Report by the trustees on the summarised financial statements

The income and expenditure figures were extracted from the full audited and unqualified accounts for the year ended 31 March 2018. These were approved and authorised for issue by the Board on 27 September 2018. The auditors, Crowe U.K. LLP, gave an unqualified audit report on 5 October 2018. The full statutory trustees' report, financial statements and auditors' report may be obtained by applying to IIED's office in London.



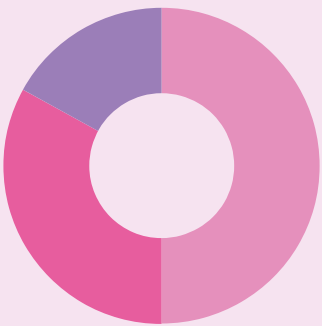
**Income by donor type 2017/18**  
Total: £21,710,503

- Government and government agencies
- International and multilateral agencies
- Foundations and NGOs
- Corporate



**Charitable activities 2017/18**  
Total: £20,640,727

- Natural resources
- Sustainable markets
- Human settlements
- Climate change
- Strategy and learning
- Communications and publications
- Core development



**Expenditure by type 2017/18**  
Total: £20,640,727

- Programme costs
- Payments to collaborating entities
- Support costs

## Income and expenditure for the year ended 31 March 2018

	Unrestricted funds (£)	Restricted funds (£)	Total 2017/18 (£)	Total 2016/17 (£)
Income from				
Donations and legacies	–	–	–	–
Investments				
Bank interest	7,055	2,577	9,632	17,676
Charitable activities				
<b>Commissioned studies and research income was received in the following areas of activity:</b>				
Natural resources	185,444	6,595,626	6,781,070	6,760,617
Sustainable markets	84,481	3,423,621	3,508,102	2,659,616
Human settlements	361,237	1,429,234	1,790,471	2,116,595
Climate change	518,957	5,994,871	6,513,828	6,276,582
Partnerships and development	9,225	1,040,341	1,049,566	2,015,016
Communications and publications	45,031	992,724	1,037,755	1,058,019
Core development	–	40,701	40,701	125,743
Other				811
<b>Total incoming resources</b>	<b>1,211,430</b>	<b>19,519,695</b>	<b>20,731,125</b>	<b>21,034,655</b>
Expenditure on				
Charitable activities				
Commissioned studies and research	1,115,167	19,525,560	20,640,727	21,008,523
<b>Total resources expended</b>	<b>1,115,167</b>	<b>19,525,560</b>	<b>20,640,727</b>	<b>21,008,523</b>
Net income/ (expenditure)	96,263	(5,865)	90,398	22,152
Transfers between funds	(5,865)	5,865	–	–
Net movement in funds	90,398	–	90,398	22,152
Funds brought forward at 1st April 2017	2,384,096	–	2,384,096	2,361,944
Funds carried forward at 31st March 2018	2,474,494	–	2,474,494	2,384,096

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





A farmer in Tintilou  
village, Burkina Faso

# Inside IIED

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## Trustees

Rebeca Grynspan (chair)

Lisa Beauvilain (retired 22 June 2017)

Filippa Bergin (retired 20 June 2018)

Somsook Boonyabancha (retired 20 June 2018)

Les Campbell (appointed 23 November 2017)

Fatima Denton

David Elston (re-elected 20 June 2018)

Ahmed Galal

Michael Horgan

Angela McNaught (treasurer)

Sue Parnell (appointed 24 November 2017)

Sheela Patel (appointed 19 June 2018)

Lorenzo Rosenzweig

Tara Shine

Elizabeth Stephen (vice chair from 24 November 2017)

Ian Rushby (vice chair until retirement 24 November 2017)

Min Tang (retired 22 June 2017)

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# Staff

This staff list includes all 2017/18 staff, as well as any additional new staff

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## Director's Group

Andrew Norton (director)  
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Steve Bass (senior associate)  
Deborah Harris (chief  
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Lizz Syme

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Neha Rai  
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Sam Greene  
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Ced Hesse  
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Steph Ray  
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Anna Walnycki



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**Natural Resources Group**

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 Francesca Booker  
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 Xiaoting Hou Jones  
 Marie Mach  
 Duncan Macqueen  
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 Jamie Skinner  
 Philippine Sutz  
 Krystyna Swiderska  
 Khanh Tran-Thanh  
 Nicole Walsh  
 Geraldine Warren  
 Xue Weng

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 Mick Blowfield  
 Emma Blackmore (associate)  
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 Abbi Buxton (associate)  
 Cinzia Cimmino  
 Geraldine Galvaing  
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 Kevin Johnstone  
 Ahmed Khan  
 Zaiza Khan  
 Eugenia Merayo Garcia  
 Essam Mohammed  
 Nipunika Perera  
 Frances Reynolds  
 Bill Vorley (senior associate)  
 Fitsum Weldegiorgis  
 Gabriela Flores Zavala (senior associate)

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**Green Economy Coalition**

Oliver Greenfield (convenor)  
 Emily Benson  
 Chris Hopkins  
 Ben Martin  
 Catriona McLean  
 Stuart Worsley

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**Strategy and Learning Group**

Tom Bigg (director of Strategy and Learning Group)  
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 Emilie Beauchamp  
 Marc Craw  
 Stefano D'Errico

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Donal McGrail  
Ilenia Piergallini  
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Tarisirai Zengeni

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Jodie Frosdick  
Rosalind Goodrich  
Clair Grant-Salmon  
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Beth Herzfeld  
Julie Hill  
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David Sankar  
Anne Schulthess  
Matt Wright

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Ayo Adesioye  
Nazia Begum  
Morris Kagkwo  
Val McAndrew  
Morgana Numeriano-Lines

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Giles Anyiamuka  
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Derya Duman  
Moses Dumbuya  
Sabina Hassan  
Paul Hellmuth  
Theodora Ideme  
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Ross Tollan

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Sally Baker  
Jackie Downey  
Caroline Johnston  
Hannah McColgan  
Kevin Moon  
Monika Niedermaier

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**IT**

Debola Ogunnowo  
Vish Patel

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**Institutional  
Materials**