

# International Institute for Environment and Development

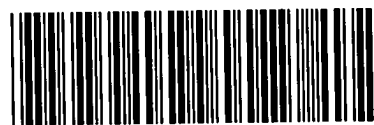
Trustees' report and accounts for the year ended  
31 March 2021

Registered company number: 2188452

Registered charity number: 800066

Registered OSCR number: SC 039864

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## Glossary

<b>CRT</b>	Coronavirus Response Team
<b>DFID</b>	Department for International Development (UK) (1997-2020)
<b>FCDO</b>	Foreign, Commonwealth & Development Office (UK) (FCO merged with DFID on 20 September 2020)
<b>FRS</b>	Financial reporting standard
<b>FY</b>	Financial year
<b>Hivos</b>	Humanistisch Instituut voor Ontwikkelingssamenwerking (Humanist Institute for Cooperation)
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
<b>IIED</b>	International Institute for Environment and Development
<b>LIF</b>	Learning and impact framework
<b>LIFE-AR</b>	LDC Initiative for Effective Adaptation and Resilience
<b>LDCs</b>	Least Developed Countries
<b>MEL</b>	Monitoring, evaluation and learning
<b>MGNREGS</b>	Mahatma Gandhi National Rural Employment Guarantee Scheme
<b>NGO</b>	Non-governmental organisation
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>SDGs</b>	Sustainable Development Goals
<b>Sida</b>	Swedish International Development Cooperation Agency
<b>SME</b>	Small and medium-sized enterprises
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNDP</b>	United Nations Development Programme
<b>WRI</b>	World Resources Institute

## IIED groups

<b>Comms</b>	Communications Group
<b>CCG</b>	Climate Change Group
<b>FARA</b>	Finance, Audit and Risk Assessment Committee (sub-committee of the Board)
<b>FRSC</b>	Fundraising Subcommittee (sub-committee of the Board)
<b>HSG</b>	Human Settlements Group
<b>NRG</b>	Natural Resources Group
<b>NSC</b>	Nominations Subcommittee (sub-committee of the Board)
<b>SLG</b>	Strategy and Learning Group
<b>SSMG</b>	Shaping Sustainable Markets Group

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

## Trustees

Rebeca Grynspan (chair) (retired 16 June 2020)

Batkhisig Baival

Les Campbell (re-elected 16 June 2020)

Silvia Charpentier

David Elston

Ahmed Galal (retired 16 June 2020)

Bara Gueye

Michael Horgan (re-elected 16 June 2020)

Maria Mähl

Angela McNaught (treasurer)

Sue Parnell (re-elected 16 June 2020, resigned 10 December 2020)

Sheela Patel

Tara Shine (chair) (appointed 14 September 2020)

Elizabeth Stephen (vice chair) (acting chair 16 June 2020 to 14 September 2020)

Trustees are the directors of the company under the Companies Act 2006.

## Director

Dr Andrew Norton

## Registered office

Third Floor, 235 High Holborn, London, WC1V 7DN, United Kingdom

Registered company number: 2188452 Registered charity number: 800066 Registered OSCR number: SC 039864

## Auditors

Crowe U.K. LLP

55 Ludgate Hill

London

EC4M 7JW

## Solicitors

Bates Wells LLP

10 Queen Street Place

London

EC4R 1BE

## Bankers

Barclays Bank plc

1 Churchill Place

London

E14 5HP

The trustees present their annual report, including the director's strategic report, with the audited accounts for the year ended 31 March 2021. This report and the accounts have been prepared in accordance with the Companies Act 2006, the company's Articles of Association and Charities SORP (FRS102) applicable to charities preparing accounts in accordance with FRS 102: the financial reporting standard applicable in the UK and Republic of Ireland.

## Structure, governance and management

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

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

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

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

### Trustee appointment

The names of trustees are shown on the previous page. At 31 March 2021, the Board of Trustees (Board) consisted of 11 trustees drawn from diverse geographical regions which correspond with the international focus of IIED's work.

Trustees retire by rotation; six years' continuous service (3+3) is the maximum, unless allowed exceptionally by the Board. The Board annually reviews its structure, size and composition (including the skills, knowledge and experience) and ensures that composition reflects IIED's mission with appropriate gender, cultural and geographic diversity. The Nominations sub-committee (NSC) ensures that candidates of the highest calibre, with appropriate and diverse mix of skills and experience, are put forward for selection by the Board. Trustee vacancies are advertised on the IIED website, charity and trustee websites as appropriate, and through IIED's networks. Three trustee positions were held over from 2020 due to the uncertainty around COVID-19 and its impact on recruitment, and during 2020/21 the Board conducted an extensive review of its compositional criteria in advance of recruiting up to five trustee positions (to join in FY22).

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

### Organisational structure

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

In June 2020 Rebeca Grynspan stepped down as chair after six years in the role; the position was held on an interim basis by the Vice Chair Elizabeth Stephen. During 2020 the Board conducted an extensive recruitment and selection process for the new chair and the successful candidate, Dr Tara Shine, joined the Board in September 2020.

During 2020 the Board reviewed its ways of working, taking into consideration environmental impact and COVID-19 travel restrictions. The Board adopted a new schedule of more frequent meetings held both online and in person. The Board also agreed that the work of the Executive Committee (to oversee company business between full Board meetings) should be subsumed into Board business and that Committee was stood down. IIED's Board now meets in full four times a year.

The Finance Audit & Risk Assessment sub-committee (FARA) oversees financial performance, assurance and risk management at IIED. Membership of FARA is drawn from the Board and currently comprises five trustees and is quorate with three trustees, one of whom must be the chair, vice chair or treasurer. FARA

reports to the Board, and during 2020, FARA moved to meeting four times a year aligned with and in advance of Board meetings.

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

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

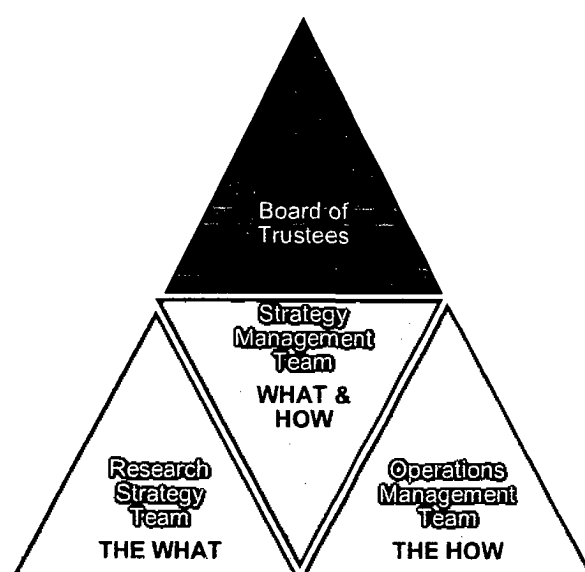
Members of IIED's senior management team attend Board meetings as well as meetings of Board committees and sub-committees. The Board engaged with the Union via representative attendance at Board meetings, and also with the Race and Racism working group with a trustee member of the working group.

During 2020-21, the Board and its sub-committees continued to meet remotely due to the coronavirus pandemic. Also due to the pandemic, other trustee recruitment for two vacancies was deferred in 2020; five trustee appointments will take place December 2021.

During 2020/21, the Board reviewed and approved the following policies: schedule of delegated authority, declarations of interest, safeguarding, treasury and reserves. During the year trustees received monthly management accounts, and reviewed a bi-monthly report monitoring the commercial health of the organisation during the coronavirus pandemic. In autumn 2020 with the London office lease approaching its end, the Board approved a move from the Gray's Inn Road office to a serviced office at High Holborn in London. In January 2021 trustees attended a risk management workshop led by the auditors Crowe LLP, and were joined by SMT for a discussion on the institute's appetite for risk to feed into a review of the risk management policy and approach.

IIED-Europe was established by IIED in late 2020 as a stichting, a legally independent foundation, based in the Netherlands with a focus on global environmental and social change. It was created to contribute to achieving major progress towards the goals of sustainable development, and to enable IIED to maintain close collaboration with a range of European actors and policy processes post-Brexit.

The Board delegates the day-to-day running of the charity to the director, who is supported by three leadership teams: Strategy and Management, Operations Management and Research Strategy.



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

During FY21 IIED also established the Coronavirus Response Team (CRT), a cross-organisational, cross-functional group formed to assess and respond to the internal and external impact of COVID-19. The internal focus included staff wellbeing, developing a furlough policy in collaboration with the union, and supporting the move to homeworking; external focus considered the impact on partners and funder response to changing delivery plans.



## About IIED

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

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

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

IIED is a policy and action research organisation. We promote sustainable development to improve livelihoods and protect the environments on which these livelihoods are built. We specialise in linking local priorities to global challenges. IIED is registered as an international organisation with the Organisation for Economic Cooperation and Development's Development Assistance Committee and has roster consultative status with the UN Economic and Social Council. IIED is UK-based and works in Africa, Asia, Latin America, the Middle East and the Pacific with some of the world's most vulnerable people. We work with them to strengthen their voices in the decision making arenas that affect them — from village councils to international conventions.

Established in 1973, IIED has made important contributions to many milestones of sustainable development for almost 50 years. These include the Brundtland Commission of 1987, the 2002 World Summit on Sustainable Development in Johannesburg, the annual meetings of the UN Framework Convention on Climate Change (UNFCCC), the Rio+20 summit in 2012, the Paris Agreement on Climate Change and the Sustainable Development Goals in 2015.

Our longstanding body of research and communications work has consolidated IIED's reputation at the cutting edge of environment and development and at the nexus where these agendas overlap.

Together with our broad-based network of partners, we aim to shape a future where people and planet can thrive.

### Delivering public benefit

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

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

## Recognising staff commitment and excellence

The trustees recognise, and are very grateful for, the outstanding efforts of IIED's staff during a most challenging year. As the world increasingly recognises the scale of the global challenges we face, the high quality research into sustainable development carried out by staff is more relevant than ever. Despite a wide range of personal challenges and in a wholly unpredictable environment, staff in the groups and support functions maintained their focus, adapting plans and working closely with partners and funders to meet our commitments. IIED's reputation is built on the dedication of its staff and its partners with whom we have built strong relationships over the years. These long standing relationships allowed teams across IIED to find new ways of working without the ability to travel and meet face to face. The Trustees of IIED recognise that funder flexibility and our continued pipeline of projects is evidence of our employees' ability to adapt, lead and deliver under pressure. The trustees will continue to do their utmost to support staff to deliver the strategy in a continually changing political and operational environment.

## Investing in institutional performance

During 2020, the senseless and appalling killing of George Floyd triggered a profound reminder that racism is everywhere and needs to be addressed. IIED staff responded strongly to the Black Lives Matter movement, and an internal process of dialogue and reflection on race and racism was launched. A working group was established with staff from across the institute and including a trustee, the director, SMT and the people director. The Board is fully supportive of the change programme and receives regular updates from the working group.

IIED continued with its work to increase operational effectiveness during 2020/21. The institute developed a new people strategy which included training of mental health first aiders throughout the organisation, Living Wage and Disability Confident accreditation, and a review of the benefits package.

Within the finance function, further work took place to embed the finance system and develop improved monthly management accounts. An external review of financial controls was commissioned with no significant findings, and the suite of finance policies updated. A key deliverable was the development of a new overhead recovery model to enable more project specific costs to be charged directly to projects.

IIED adapted rapidly to remote working: from a technical perspective its key systems are cloud-based so there was minimal IT impact, but more importantly, the strong relationships across the institute and within teams enabled high quality collaboration and cooperation despite the challenges. As mentioned above, IIED's 10-year lease on its London Gray's Inn Road (GIR) office came to an end in December, providing a very timely opportunity to move to serviced offices giving greater long-term flexibility.

At the beginning of the year, IIED commissioned an external cybersecurity review. Subsequently, a new suite of policies was developed, and infrastructure and hardware security enhanced. The move out of GIR happened in parallel with completion of the project to transfer all of IIED's data to cloud storage.

IIED has an agreement with the trade union Unite. We worked together closely throughout the year to support adaptation to the new environment: collaboration on a wellbeing programme and a policy for staff furlough, and agreement on health & safety controls for a COVID-safe working environment during the periods that the offices were open.

## A focus on strategy, learning and impact

We have now completed the second year of the 2019-24 strategy 'Make Change Happen' and have achieved two annual cycles of planning and reporting using the Learning and Impact Framework (LIF). The LIF annual plan and report constitute our principal accountability documents with our main institutional funders and they have let us know that they are very happy with the model, which provides them with a consistent and strategic overview of IIED's plans and the impacts of our work. A new one-year institutional funding arrangement was agreed with the Irish Government at €2m (£1.8m), with the intention from the Irish side of putting in place a multi-year agreement in 2022. The Swedish International Development Cooperation Agency (Sida) continues to support IIED through a five-year

grant from April 2019 for SEK175m (£2.9m per year). We are now in the second year of an additional funding allocation of SEK5m (£394k) per year for two years (ends March 2022) to support inputs to major global events on climate change and biodiversity.

The LIF is helping IIED focus more on effective learning. It is a principles-based model that requires all IIED researchers to reflect on what they want to change and how, and to gather evidence about both what is working and what is not working. It comprises a forward-looking planning document and a retrospective assessment document. It has enabled us to develop institutional practices to assess and reflect on the effectiveness and impact of our work. It explains how we organise our work to deliver on our strategic vision, how we monitor our impact, and how we learn and share lessons to continually improve. It also captures learning and evidence of impacts from our work and serves as an important point of reference for our partners, our trustees and our staff. IIED's website is used to share these learnings, at a project and institutional level.

## Ensuring excellent communications

Our Communications Group works across IIED to deliver efficient, collaborative and innovative research communications that have the best chance of achieving impact and value for money. Our communications strategy has three key objectives: putting audiences first; creating content for impact; and enabling best practice communications and marketing. Over the last year, during the COVID-19 pandemic, we needed to respond to a change in working modalities for a number of our activities — particularly events — by moving to a fully online working environment. We achieved this with a good measure of success, and throughout this year have improved our digital working practices and experience. We also have considerable improvements in our engagement because of this. Our blog engagement doubled from 60,000 hits a year to 120,000. Our events programme has also more than doubled in participation.

Our day-to-day work supports two kinds of activities: ensuring IIED has a strong platform from which to deliver all the necessary institutional communications, and providing support to research groups on specific projects. Last year we produced print and digital outputs with format and content tailored to target audiences; we tested and refined new products; and we strengthened our ability to monitor and evaluate our work, feeding back what we had learned to our research groups for incorporation into new projects. This work continues and was supplemented with a project that looked at 'Flexible, agile, digital working: towards a new normal', which is helping us identify new strategic directions for ways of communicating across the organisation.

Over the last year we have continued our focus on four strategic directions: (1) a louder, bolder voice and encouraging IIED to sharpen its messaging (2) developing a greater connection to partners in key concentration countries (3) putting our digital strategy above print, while still delivering a relevant package for our key stakeholders and (4) becoming a much more "listening" organisation where we improve the ways we engage with new stakeholders, particularly younger audiences. We are planning to celebrate IIED's 50<sup>th</sup> birthday over the next year and will combine some of these activities with these elements to root IIED in a positive future.

The 2020 annual report took our digital approach even further, and we innovated with the format that has been highly successful and helped widen our repertoire of digital assets. Our media strategy continues to evolve and improve: we have shifted to a greater focus on influential mainstream and specialist media with an international reach. It has taken a while to build confidence inside and outside IIED, and we have seen more influential coverage over the last year and more interest from the media. A new media hiring this year should strengthen our ability to continue this strategy but build in some more in-country working with our partner constituencies.

Our record of creative content has continued to be stretched through working on a number of animations, audio visuals outputs, our Make Change Happen podcast and other event innovations. IIED's social media presence continues to grow, and we are developing more expertise in using statistics and data to deepen our engagement with current audiences as well as developing plans to reach new audiences. Our digital first strategy supports a continually growing and improving publications database of over 7000 outputs. Our work to maintain a first-class web platform that is

contemporary and attractive, also recognising that many of our audiences do not have easy access to the online environment, is geared to working well for those with little bandwidth and accessing content using mobile devices.

We continue to invest in our communications work and to share our skills and experience across the organisation and with our partners.

## Our strategy

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

Our research takes valuable local solutions to influential global forums, achieving impact at many levels.

Our five-year strategy, *Make Change Happen*, outlines the nature of the ecological and social crises we face, and is structured around five challenges:

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

The first four of these challenges each have a Research Group which leads our work in that space – namely the Climate Change Group, the Natural Resources Group, the Human Settlements Group and Shaping Sustainable Markets. Our work on inequality and inclusion is a cross-cutting theme that applies to all our work.

From early 2020, the COVID-19 pandemic has had huge global impacts, affecting the strategic context for IIED's work in all five of the global challenge areas that frame our strategy. In August 2020 we took stock of this changing context in a strategic reflection on the implications of the pandemic across all of IIED's work: *Making Change Happen in the Era of COVID-19*.

Over the past year we pursued our research with partner organisations and continued communicating and engaging with those we wanted to influence in areas where we believe IIED can have the biggest possible impact in tackling these five challenges.

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

Our new LIF evaluates our performance against the strategy and provides the structure for setting targets and tracking progress.

## Analysis and assessment

### Monitoring, evaluation and learning

IIED's emphasis on effective monitoring, evaluation and learning (MEL) reflects our determination to make change happen. IIED has implemented a comprehensive strategic framework that links together our *five-year strategy (2019-2024)*, our institutional theory of change and our LIF.

During the period under review, our MEL team supported colleagues to enhance IIED's institutional MEL capacities. In particular, the team has been working with the forest team in the Natural Resources Group on a major review of the Global Environment Facility's support for Sustainable Forest Management and Reducing Emissions from Deforestation and Forest Degradation.

### Learning and impact framework (LIF)

Our new LIF process was launched in May 2020 and is progressing well. The LIF enables us to gather evidence on IIED's contribution to longer-term outcomes and will provide a systematic reflection of our progress. All of the LIF documents are shared with our frame donors as our principal accountability tool.

The innovation of Impact and Learning Exercises (ILEs) has also proved valuable. Our first ILE on rethinking the settlement of investment disputes received strong media coverage, and our business process ILE on digital working generated great interest at our Donor Dialogue. We have three further ILEs in process on important areas (climate finance, nature and development, transformative urban pandemic recovery) and are planning two further ILEs with potentially significant strategic value.

The process of producing the ILEs has strengthened our research culture by introducing peer review at the concept note stage, as well as at the final product stage.

### Stakeholder survey

To understand what our partners think about our work, we have carried out an annual stakeholder survey since 2014. This year we received 70 responses representing 34 different countries.

In line with our LIF, we have adopted new metrics that are better tailored to the current strategy. These are that, with partners, IIED: 1) Generates new types of evidence to support sustainable development; 2) Improves connections, interactions and power dynamics between different actors; and 3) Improves different actors' capabilities to create and use evidence.

Overall, IIED is achieving a solid score across all three dimensions.

A key takeaway from the survey is that respondents have the highest regard for the inclusiveness, innovation and practicality of our research methods and the relevance of our research to topical themes in sustainable development. 90% of respondents had read at least one IIED publication during the past year. Our way of working is recognisable for its strong focus on partner inclusion and participation, which stakeholders generally see as a necessary condition to achieve outcomes in the longer term. When asked whether IIED was a thought leader on gender issues, stakeholders gave us a solid four out of five on average.

### Output statistics

During 2020, we undertook a major redevelopment of our [online publications library](#), integrating it with the main IIED website, adding new features, addressing security risks and setting up more accurate reporting systems for the institute.

More people visited [our website](#): we achieved 1,703,235 page views, a 36 per cent increase. We published 133 blog posts which were viewed 132,176 times (more than double the figure for the previous FY).

We observed a greater focus on online videos and events, an expected effect of the pandemic. Our [YouTube content](#) was viewed 95,636 times. We moved our events online and saw a significant increase in our reach: our online events were attended by at least 3,100 participants from 118 countries.

As an organisation, we now have more than 115,000 followers across our four main social media channels.

We have also seen increased media coverage of IIED, with more than 1,200 pieces in mainstream and specialist media outlets around the world.

## Directorate and strategy and learning group

### Selected highlights

As part of our strategy to position IIED as a respected think tank, we profile our work in influential international media outlets through the voice of our director, Andrew Norton. During the period under review, Andrew Norton has been quoted in media at least 19 times, including in reports by the BBC, Reuters, The Guardian and Mail Online. He published six blogs on the IIED website and three blogs on external sites, and he was also featured in 12 press releases and statements.

The Directorate led IIED's response to the coronavirus pandemic. This has included working with the Coronavirus Response Team to co-ordinate actions across four key areas: staff wellbeing, business development, business impact analysis and partnership.

The Directorate and SLG helped to develop the new COVID-19 Financial and Business Analysis report (produced bi-monthly and shared with trustees) and supported the shift to the Direct Cost Model for budgeting.

SLG has continued to lead work on MEL across the institute, further developing our skills on impact assessment, cost-benefit analysis and monitoring and evaluation. We have continued to advocate for better use of MEL and to build international partnerships to highlight the role of MEL as a tool for research and policy.

Every five years, IIED's main institutional funders commission an independent review of our work. This is a major undertaking, and the final report provides a hugely valuable assessment of the strengths and challenges facing the organisation, as well as shifts in the broader context in which we operate.

Our external review team is now in place and has produced a paper setting out the scope of the review and their proposed methodology. We will get feedback from our frame donors and from trustees over the coming months, and the work will take place during FY22.

## Core research areas

### The challenge: the climate crisis

Global responses lag behind essential action as climate impacts are powerfully felt in the world's poorest nations. The countries responsible for driving climate disruption must act urgently to curb emissions —: exceeding anthropogenic global warming of 1.5°C will spell disaster. Actions agreed up to this point — even if fully delivered — come nowhere near being sufficient to ensure that. At the same time, more climate finance is crucial to support poorer countries to build resilience and effect their own green transitions. In this area too, the world is lagging, having failed to deliver the \$100bn per annum of climate finance by 2020 that was first promised in 2009 at the Copenhagen COP. On top of the headline failure of volume there are also pressing needs to deliver more climate finance for adaptation, to vulnerable countries and to the local level — the communities at the frontline of the climate crisis.

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

### Meeting the challenge

We worked closely with the Global Commission of Adaptation to support its locally-led action track, which focuses on expanding the amount of funding available for devolved and decentralised climate adaptation.

We developed the eight [Principles for locally led adaptation](#) to help ensure that local communities are empowered to lead sustainable and effective adaptation to climate change at the local level.

The January 2021 [Climate Adaptation Summit](#) saw 40+ governments, organisations and grassroots movements endorse the Principles, and since then more nations have endorsed them.

We have been asked by the UK Government to support their Adaptation Action Coalition to take up the Principles and to explore how partner governments might be interested in applying them.

We continued our support for the Least Developed Countries (LDC) Group at the UN climate talks. CCG has for some years supported the LDC Group to develop their LDC Initiative for Effective Adaptation and Resilience (LIFE-AR). We provided support directly to the frontrunner countries via technical meetings on setting up national platforms. Our ambition team supported the LDCs to hold their first-ever international summit – the Thimphu Ambition Summit, in December.

The team also helped the LDC Group develop their approach to virtual coordination of negotiating positions and to respond to increasingly unrelenting climate diplomacy opportunities.

We supported The Gambia to launch work on developing long-term, low-emission, climate-resilient strategies and continued work to build the capabilities of junior UNFCCC negotiators, including women negotiators, through phase four of the [European capacity building initiative \(ecbi\)](#).

Social protection is a key tool to support the poorest to adapt to climate change. We are supporting governments to develop innovative solutions to deliver climate resilience impacts for [vulnerable rural communities in India](#). India's Ministry of Environment, Forest and Climate Change and the Director of the Ministry of Rural Development endorsed our concept note titled 'Strengthening Mahatma Gandhi National Employment Guarantee schemes contribution to climate resilience'.

We supported the UK's Climate & Development Ministerial meeting in March, leading on the Access to Finance theme.

## Lessons learned

The biggest lessons that we learned this year relate to the rapid transition to online work and the implications for our climate action partnerships.

We learned that we have the capacity to rapidly adapt to changing circumstances and redesign our work in collaboration with our partners.

Trust is essential: the high degree of trust that we have built up with both our donors and our partners in the LDC Group has been vital to finding new solutions during the pandemic.

It is possible to host lively, interactive dialogues online. We took our flagship Community-based Adaptation conference [CBA14 online](#) in September, managing to retain its highly interactive format. This was a successful event with a hugely engaged community. We shared the many lessons we learned with colleagues and external partners.

## Obstacles and opportunities

Our focus on deliberative dialogues has been affected by COVID-19, with many events moving online or postponed.

The UK has been given very positive feedback on our role at the Climate & Development Ministerial, and the COP26 team are looking for us to continue this work over the coming six months – including supporting the Taskforce on Access to Finance.

We will provide continued support to the LDC Group to enable them to successfully transition to virtual diplomacy and leverage virtual meeting spaces to articulate their climate ambition and enable their vision of climate-resilient green economic recovery.



## The challenge: an assault on the natural world

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

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

### Meeting the challenge

Our legal tools team continued to explore how to support socio-legal empowerment in the context of international investment. The team produced numerous impactful media outputs, including a [successful multimedia 'longread'](#).

The legal tools team also published a [report](#) showing how international legal measures could increase the cost of shifting to green energy. This report generated much interest and was the subject of [an article in The Economist](#).

We signed an agreement for a new project on Advancing Land-based Investment Governance (ALIGN) which will run to 2025.

We continued our work on indigenous food systems, biocultural heritage and agricultural resilience. With partners in the UK, China, India and Kenya, we are researching indigenous food systems and the role of indigenous crops in agricultural resilience. The work is generating much interest.

The biodiversity team has continued to highlight nature's role in delivering development outcomes for poor people. The team also continued work with the International Union for the Conservation of Nature (IUCN) to deliver an [online learning series to help practitioners engage communities in tackling illegal wildlife trade](#). It has led online training on the [SAGE methodology](#) (site-level assessment for governance and equity) for potential facilitators in Bolivia and Honduras, Colombia and the Western Indian Ocean region.

In Cameroon, our partners in the [LandCam](#) project mobilised over 20 civil society organisations to draft a [land policy](#) document calling for an improved governance framework that recognises customary ownership and secures the rights of Indigenous Peoples and women. The document was presented to the Cameroon government.

IIED is a partner in the Forest and Farm Facility (FFF), a highly successful international collaboration that is providing support to forest and farm producer organisations across Africa, Asia and Latin America. A 2020 review of the [impact of the last two years of FFF work](#) shows: 58 policy changes driven by, and in favour of, organised forest and farm producer organisations (FFPOs); some 80 new or enhanced value-adding activities within FFPO businesses emerging from 259 business-related training events, as well as FFPO climate action scaled up across more than 70,000 hectares of forest landscape restoration.

Our project Empowering Producers in Commercial Agriculture (EPIC) supported small-scale rural producers in Malawi and Nepal, hosted webinars and published a research report [summarising our work](#).

### Lessons learned

**Travel restrictions and the shift to online engagement can impede the discussion of sensitive issues.** Pandemic-related travel restrictions are a particular challenge where shared understanding and genuine partnership on sensitive political or ground-reality issues is essential.

**The pandemic highlighted the vital role of local organisations in supporting resilience.** Local organisations and their associations are the frontline in improving resilience and resisting regulatory rollback. We are analysing the sources of local organisational innovation - and how community organisations can be recognised and supported to cope with shocks and stresses.

## Challenges and opportunities

As the pandemic's economic consequences unfold, the **policy space for regulating working conditions and secure livelihoods may shrink**. Our team continues to analyse this.

The **'build back better and greener' agenda** may offer opportunities for work that can explore innovations and long-needed policy reforms to support natural resource-based economies and resilience at the local level.

## The challenge: increasing urban risk

We know the lowest-income nations will be home to the majority of urban growth over the coming decades. Increases in existing populations and the arrival of men, women and children will swell the cities of Africa and Asia. Climate change and conflict will play their part in mass movement. But these nations often lack the institutions and infrastructure necessary to counter the poverty, social exclusion and unhealthy environments that too often accompany dense, spiralling populations. The Sustainable Development Goals and the Paris Agreement cannot be achieved without towns and cities that are inclusive and resilient.

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

### Meeting the challenge

HSG staff responded rapidly to the coronavirus pandemic and worked with partners to highlight the pandemic's impacts on low-income urban residents in the global South. Timely blogs helped establish our reputation as a source of reliable knowledge on the implications of COVID-19 in informal and low-income urban areas. Outputs included [coronavirus threat looms large for low-income cities](#) by Cecilia Tacoli and Eric Fèvre and [Dealing with COVID-19 in the towns and cities of the global South](#) by Diana Mitlin.

We amplified community responses through a series of online reports on [Grassroots Visions of Change](#), which gained a high readership.

We began work on a project that will compare the [experiences of refugees and internally displaced persons \(IDPs\) in cities and camps](#). Working in four countries — Afghanistan, Ethiopia, Jordan and Kenya — we will look at how cities can better respond to protracted displacement.

We also began work with the [African Cities Research Consortium](#) to look at urban development in some of Africa's biggest cities, using the lens of 'cities as systems'. This consortium, led by the University of Manchester, has the potential to make significant contributions to urban research and practice across the continent.

Our flagship journal, [Environment & Urbanization](#) (E&U), remains a significant part of our outreach. Both 2020 issues focused on [the roles of the state and communities in urban housing and land-use management](#). We initiated a rapid review process for papers on the pandemic and included a special section on this topic in the October issue.

Other notable outputs include a lively blog series on [The transition to a predominantly urban world](#), curated by IIED senior fellow David Satterthwaite.

As part of an Impact and Learning Exercise, we began work on identifying the essential components for a Transformative Urban Recovery from COVID-19 in the global South. We convened two workshops and [a related paper](#) will be published later in 2021.

## Lessons learned

**The context for urban research is changing.** There is an ever-growing interest in urban issues, but often in ways that fail to prioritise the needs and priorities of low-income groups. We are considering how to address this.

**COVID-19 will continue to profoundly affect many of the cities where we work.** We are working with partners to understand the impacts that pandemic on low-income groups and to document how citizens groups are responding.

## Obstacles and opportunities

HSG has been particularly hard-hit by the cuts to UKRI / Global Challenges Research Fund budgets. Three excellent research proposals which we submitted to UK Research funders were unsuccessful. We have been reprogramming work and actively seeking additional funding.

We anticipate that many new funding initiatives will be in the climate space and will analyse this in relation to urban issues. We will be producing various outputs on COVID-19 impacts in urban areas and will actively seek opportunities to deepen this work.

## The challenge: unsustainable markets

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

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

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

## Meeting the challenge

The **inclusive green economy team** produced an influential paper on debt swaps to provide additional resources for climate, nature and post-COVID-19 recovery. The International Monetary Fund and the World Bank picked up on the work, and have established a platform with the UN and OECD on debt, climate and nature. Paul Steele and Sejal Patel were invited to join its technical advisory group. We secured funding to pilot the potential for swaps in four West African countries: Senegal, Mauritania, Cape Verde and Guinea Bissau.

The team also worked on innovative financing for biodiversity conservation, an issue receiving increasing attention ahead of the Kunming CBD COP. The paper was picked up by the media, and the Ecologist magazine produced an article based on this work.

The **energy team** are part of a consortium that won funding to provide technical assistance to Kenyan counties to support the devolution of energy to the county level. This recognises the innovative technical approach for inclusive and cross-sectoral planning that we have implemented in Kitui.

Financing access to energy, including leveraging private finance, continues to be an influential theme of the team's work. A paper published in September looks at the potential for blending public and private finance to expand energy to renewable energy in Asia and Sub-Saharan Africa.

The **food systems team** secured a grant from the IKEA Foundation to help understand and define 'planet positive agriculture', and review evidence for transformative change in East African agriculture

and food systems. We are engaging in the increased international debate around food systems, in part prompted by the UN Food Systems Summit. Alejandro Guarin was invited to lead the livelihoods theme of a flagship LANCET Countdown report on global food systems, to be produced annually for the next ten years.

The **inclusive blue economy team** continued exploring how governments can use fiscal instruments to deliver positive socioeconomic and environmental outcomes for sustainable and inclusive fisheries management. This includes research on the potential for impact investment to support effective management and sustainable financing of marine protected areas.

We also held our 7th Fish Night event, this time looking at gender equality in the seafood value chain. This online event attracted more than 200 participants.

Our work on **inclusive and responsible business** has been boosted by the focus on a green and inclusive recovery post COVID-19. We developed a framework for FCDO to assess companies' commitment to and performance on climate, environment and social issues as part of the Business Partnerships for the Global Goals Programme.

IIED's SSM Group hosts the secretariat for The Green Economy Coalition (GEC) - the premier civil society network campaigning for a global transition to green and fair economies. Co-founded in 2009 by IIED, IUCN, UNEP, and WWF, it now has a global membership of more than 50 organisations. It is strategically independent, and IIED is a member of the GEC steering committee.

GEC responded to the coronavirus pandemic by establishing a multi-stakeholder Green Recovery team and updating its Green Economy tracker with a COVID-19 policy tracker. Together with Partners for Inclusive Green Economy, it launched a policy statement setting out Ten Priority Options for a Just, Green & Transformative Recovery from COVID-19.

GEC is exploring the concept of a new social contract that would link human rights, economic reform and deliberative democracy. GEC also aims to create clarity around a policy ecosystem to support green small-to-medium enterprises. In January 2021, GEC and SEED organised an online roundtable on How small enterprises can be better supported as part of the COVID-19 Green Recovery.

GEC continues to build its decentralised, multi-country hub structure with national hubs on six continents. The GEC Amazon Green Economy Hub launched in September 2020, and GEC also secured two years' funding to expand to an East African regional hub, based in Uganda and serving Kenya, Tanzania and Rwanda.

## Lessons learned

**The pandemic has disproportionately affected the livelihoods of the poorest and most excluded, especially women, in both developing and developed countries.** This has far-reaching implications for inequality, both as the crisis continues and in the longer term. This makes IIED's focus on addressing the needs of these groups even more relevant.

While we were able to adapt much of our ongoing work to virtual engagement and working more closely with partners, this has **required working in different, often more time consuming, ways**, for example, developing ways to carry out interviews virtually that still enable inclusive participation and enable women's voices, in particular, to be heard. We need to build this additional time requirement into proposals in the short and medium term.

The inability to travel has had relatively little impact on relations with existing partners but it has been **challenging to identify and establish new partnerships**, particularly in new geographies for work. Establishing a central database of partner organisations and their areas of interest could help to address this.

## Obstacles and opportunities

Many teams saw work disrupted; for example, the inclusive green economy team's work in Kenya and Sri Lanka on insurance for wildlife damage and a planned presentation about the work at the Oxford Wildlife conference were postponed.

We began developing new work looking at fisheries supply chains. This will complement our fiscal reform work by recording how the fish supply chain reacts to system shocks like COVID-19 and highlight the importance of building resilience strategies into fisheries management schemes.

We have been engaging in the debates around transition towards net zero and the potential for post-COVID-19 recovery to accelerate green and inclusive transition. Green minerals have a key role to play in renewable energy (eg batteries) and digital technology (eg cobalt) and we are working on responsible ASM cobalt in the DRC, through our engagement with the Global Battery Alliance.

## The challenge: increasing inequality

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

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

## Meeting the challenge

The COVID-19 pandemic threatens to reverse years of work to reduce inequalities in developing countries. The world-wide shift to digital working exacerbates inequalities for those with poor online access and skills; public health responses to the pandemic (lockdowns) have been immensely damaging for those in the informal economy who receive no formal protection or sick pay; the burdens of caring for the sick fall disproportionately on women and girls; informal settlement dwellers are inevitably massively at risk due to high population densities and the lack of sanitary facilities; poor populations the world over are disadvantaged in accessing high quality healthcare; interruptions in schooling tend to damage those children whose hold on an education pathway is the most tenuous. Furthermore, the gross inequalities of access to vaccines and to stimulus finance threaten to impact poorer countries far harder than richer ones leading to huge inequalities in economic recovery trajectories.

We have highlighted COVID-19 stories of impact and resilience (particularly the significance of grassroots organisation in responding) on our website and engaged in developing policy responses with a particular focus on urban informal settlements.

IIED's work in the climate space focuses heavily on issues of global climate justice, through our work to support the LDC Group in climate negotiations and our narratives on local action and local finance ('Money Where it Matters').

The Climate Change Group continued work to build the capabilities of junior and women UNFCCC negotiators and are also looking to pilot a mentoring programme for junior women negotiators from LDCs.

We supported the LDC Group and other partners with the rapid transition to virtual working arrangements in response to the pandemic. Our support has included consultations to understand partner's current technical and bandwidth capacities, identifying how best to engage with those unable to download documents or participate in webinars and exploring options to repurpose project funds to improve their online capability with partners and donors.

We completed work with the World Bank and partners to understand how citizen engagement can strengthen socially just locally-led climate action. This included exploring potential ways forward using digital tools, and highlighting the importance of investing in the political capabilities of women and other excluded groups.

IIED's research has highlighted continuing commercial pressures on land across the global South and, in particular, the continuing lack of women's voice in land governance. We are working with partners in Ghana, Senegal and Tanzania on interventions to strengthening women's voices and improving the gender sensitivity of land policies. The latest phase of this project is testing innovative strategies to mainstream gender in approaches such as land demarcation and mapping, land-use planning and certification.

We also published series of blogs exploring core principles that can help to strengthen women's land rights.

## Lessons learned

**Unequal access to digital tools has profound implications for equity in diplomacy.** As the world has moved online in response to the coronavirus pandemic, negotiators for less developed nations in international processes are at risk of being left behind. In November 2020, IIED surveyed climate negotiators for the LDCs to understand how COVID-19 has impacted their work. Of the 46 country teams that responded, 90 per cent agreed that poor internet access affected their ability to participate in virtual meetings. Some negotiators were unable to attend any online meetings on climate diplomacy. Others had to withdraw from UNFCCC committees because they could not access virtual discussions. These challenges exist in other international processes too.

**Pandemic recovery stimulus funding can be used to drive structural change that addresses inequality and exclusion.** There is growing agreement that in the wake of the pandemic, governments and institutions must not return to 'business as usual'. This provides an opportunity to address issues of inequality as governments seek to 'build back better' and support an inclusive, green and sustainable recovery.

## Challenges and opportunities

The pandemic has highlighted **the need to manage risk and build resilience among the most vulnerable**. We need to assess multi-dimensional risks such as pandemics, climate hazards, economic shocks and ecosystem degradation, and how they can exacerbate inequalities. We are engaging with partners on how multi-dimensional risks are deepening inequality, and exploring the long-term resilience approaches we need.

**The new emphasis on digital working will continue.** We need to build on the learning of the last year to ensure that all of our staff and partners are able to participate equally online. IIED has an opportunity to provide leadership on digital inclusion within the sector. In particular, greater understanding and action around accessibility are needed.

## Crosscutting themes

We have put a huge effort into our **pandemic response**, reprogramming work schedules, negotiating new arrangements with donors, finding new ways of working with partners and adapting to delivering work without travel. We prepared thoroughly in advance for the shift to home working and ensured that we maintained regular communication with staff during the lockdown. We launched discussions across IIED on re-orienting our research and organised a webinar with frame donors about the crisis. We quickly began publishing COVID-19 reports and comment, and developed guidance on research ethics in the era of coronavirus for when field travel can restart.

As part of our commitment to mainstream **gender equality** in our work, IIED researchers carried out a structured analysis of past and ongoing research to see how effectively we incorporated gender and intersectional inequalities into our work. We are reflecting on the result and looking at the next steps.

We established a **Race and Racism working group** which has developed a draft work programme built on three headings: review, learn, reform. This is now moving to implementation. The goal is to strengthen our work on decolonising development and conservation practice, and to build IIED's capability to be a leading organisation in anti-racist action both internally and externally.

Across the institute, a range of formal and informal **learning initiatives** helped us to manage our performance and integrate best practices.

**Robust impact analysis** helped strengthen our pandemic response. We established a COVID-19 Business Impact Analysis system, which has brought tremendous benefits in terms of timely and focused reporting, strategic insights, improved risk assessment and management, and internal communication.

We saw further examples of **cross-team collaboration and synergies**. For example, the MEL team has been working with the forest team to deliver a major review of the Global Environment Facility's support for Sustainable Forest Management and Reducing Emissions from Deforestation and Forest Degradation. The review is assessing the impact and sustainability of the Global Environment Facility investment, which has been approximately \$2.8 billion in grants and an additional \$14 billion in co-financing.

## Looking ahead

The global pandemic shock continues. Low-income and vulnerable countries are being hardest hit, threatening decades of progress and exacerbating inequalities. The gross global inequalities of access to COVID-19 vaccines threatens to leave poorer countries mired in the pandemic for years while richer ones are able to protect their populations and restart their economies. While many rich countries have secured enough vaccine supply to vaccinate their populations many times over, less than 1% of vaccine doses administered so far have been in Africa – and that number is still declining. The long-term implications for international solidarity and the capacity to act in our common interest are potentially severe.

In the shorter term, the outlook for IIED in the coming year has some significant uncertainties. Challenges include a tough funding environment, restrictions on travel, changed working environments and the potential for the pandemic to continue to shift geopolitics in unexpected ways.

There are also opportunities, such as the resumption of important international meetings on global issues and the possibility of using pandemic recovery stimulus spending to drive structural change in ways that tackle key crises.

On funding, we are responding on multiple fronts, including: starting a programme of outreach to philanthropies, thinking about bids to the reviving US climate finance market and the private sector, exploring consultancy opportunities, undertaking outreach to grow our group of frame donors, exploring bidding for non-ODA research opportunities, and extending our contact network in the EU.

We have established the legal entity and governance structure for IIED-Europe. It is clear that the European Commission will be a major site of policy leadership on a global scale on sustainable development, and IIED-Europe will enhance our ability to participate in this.

The pandemic and broader changes have accelerated the need for us to think about what processes we may need improve or introduce to ensure that IIED can be fit for the next 5-10 years. We have begun a wide-ranging conversation across the institute about long-term change which is laying the groundwork for IIED's next five-year strategy by stimulating creative thinking at all levels.

Some early points to emerge include:

- IIED can be a thought leader on decolonisation and diversity and influence others on increasing understanding and action on inequality.
- We need to drive new and deeper engagements with partners and funders.

- IIED can demonstrate good practice in digital leadership, particularly in terms of building global communities and supporting equitable online participation.
- Travel restrictions have hit our research and partner relationships hard. We need to be clear about when in-person engagement should be prioritised as restrictions ease.
- We will continue to explore opportunities for South-South-North knowledge exchange and adding staff in the global South.
- In response to funding challenges, we need to step up actions to share knowledge and strategies between IIED research groups and embrace more transparent ways of working.

We will pursue all of these ideas over the coming year. We have also commissioned our five-yearly External Review which takes place during 2021 and will report back at the end of FY22. This will consider the context in which IIED works, assess our impact and provide recommendations about our future strategy and approach to help inform the next 5-10 years of our work. The External Review will be published on our website.



## Finance review

The statement of financial activities and balance sheet prepared by the trustees is set out on pages 32 to 33 and demonstrates a strong performance despite a wholly unpredictable environment:

- Income is very slightly lower than the previous year, £18.2 million against £18.4 million recorded in 2019/20.
- The average number of employees has increased to 140 (2020:133), with further expansion in our research activity (core function staffing remained static).
- Payments to collaborating entities increased from £3.6 million in 2019/20 to £4.6 million in 2020/21
- IIED ended the financial year 2020/21 with a relatively small shortfall of £99.6k.

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

## Key management remuneration

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

## Investment policy

We invested our cash in fixed-term deposits during 2020/21. This policy produces an acceptable rate of return while giving us flexibility to access funds.

## Related parties

Some IIED trustees are also trustees of other charities or directors or senior officers in other organisations IIED works with as a normal part of its research activities. Where such work involves payment, they enter into arm's length contracts and any payments related to these contracts are detailed in Note 11 to these accounts. The Board operates a conflicts of interest policy.

## Risk management

IIED's trustees are ultimately responsible for risk management and the effectiveness of our internal control systems. The scheduled reviews of institutional risk took place in 2020/21 (twice at full Board and twice at FARA). Regular review of the risk management process is delegated to FARA, which also oversees an assurance programme.

Throughout 2020/21, the institute continued to produce detailed reports every two months (in addition to monthly management accounts) on the impact of the pandemic on the business (income, operations, partners) which were shared with trustees.

During 2020/21, IIED notified the Charity Commission of one serious incident relating to potential loss following an audit of a project. Further detailed review of the project's finances took place, the significant majority of the findings were resolved, and the project's funder covered its costs in full. A review of project financial management and audit assurance, roles and responsibilities was carried out and new training and documentation developed. The Charity Commission closed the incident.

## Key risks

As 2020/21 started, the ensuing year with the global pandemic and its impact on the institute's operations could not have been predicted. At the beginning of the year, IIED established a Coronavirus Response Team to monitor and respond to internal and external risks and issues. The impact of COVID-19 was addressed in the following ways:

- Other than a brief return to the office in autumn 2020, staff spent the majority of the year working at home. IIED had recently completed its programme to move all data and core systems to the cloud so the technological impact was minimal; instead, the institute's internal focus was on supporting employees in a challenging working environment. Working groups for health & safety and wellbeing were set up, and a furlough policy agreed with the union.
- The strategic risks anticipated from the pandemic were monitored throughout the year: being unable to engage in international travel to support research and policy engagement activities, and the reduction in aid budgets. Both of these risks materialised, with no operational travel and cuts to UK government research funding. Despite this, the institute maintained financial and operational stability throughout the year.
- Although IIED had planned to extend its London office lease for a further five years to 2025, as the pandemic continued it became apparent that the organisation had adapted well to remote working. The Board approved the proposal to terminate the Gray's Inn Road lease, and IIED left in December after 10 years, moving to serviced offices with a contract through to mid-2023. During 2022 we will review IIED's overall office requirements in advance of any change in 2023.

Other strategic risks to IIED continue to be political in origin:

- Global geopolitics undermining the global co-operation needed to address the climate crisis, and fuelling nationalism, thus diverting funding from international development. We have continued to develop relationships with new partners, and our business development strategy includes developing relationships with trusts and foundations.
- Continued deterioration in the relationship between the UK and the EU, impacting our access to funding and potentially to skilled staff. The establishment of the EU office with business development plans will be supported during the year by strategic use of reserves.

## Reserves policy

IIED's reserves policy is aligned with the new five-year strategy launched in April 2019.

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

Total funds at 2020/21 year end are £2.5m (2020: £2.6m). The total free reserves have decreased to £2.2m (2020: £2.4m), within the target range endorsed by the Board.

## Plans for future periods

The preceding trustees' report provides information about research plans for future periods. Key cross-cutting institutional initiatives for 2021/22 include:

- The COP26 climate and COP15 biodiversity conferences which will be focal points for our policy influencing in 2021.
- Support for the newly-established IIED-Europe office in Amsterdam, building new partnerships and working on new projects together.
- Internal discussion about culture and strategy, with the findings of the Race & Racism working group feeding into our vision for a future IIED.
- As we settle into serviced offices, we will be able to more clearly identify any London office requirements beyond 2023 to support our strategy and reduce our carbon footprint.

## Statement of going concern

IIED had a financially stable year in 2020/21. A small loss was made, but there is a pipeline of projects for 2021/22 which gives IIED reassurance about the short- to medium-term future. IIED is funded through income from charitable activities in relation to commissioned research, both practical and academic, and contracted income for 2021/22 is at the mid-year point similar to the levels achieved in previous years.

Throughout 2020/21 and into 2021/22, IIED has been closely monitoring the delivery of its projects, including the ability of partners to carry out research. Although COVID-19 did impact the delivery of some projects, these delays have not been significant. The primary COVID-related impact was the loss of UKRI funding to two major programmes, but one was approaching closure and adapted its final year programme, and the other has already had some success in generating alternative income to continue the majority of its work.

Trustees have continued to receive monthly management accounts and two-monthly updates on the impact of COVID-19, with information about mitigating actions. The trustees considered a number of factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements. These factors have included the key risks and uncertainties in the context of IIED's operations (including COVID-19), and a review of the budget and forecasts to December 2022.

IIED will continue to carefully monitor its pipeline, contracted income, and expenditure, particularly core costs, to minimise any draw on reserves during 2021/22.

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

## Statement of trustees' responsibilities

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

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

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

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


In so far as the trustees are aware:

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

### Auditors

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

This annual report of the trustees, under the Charities Act 2011 and Companies Act 2006, was approved by the Board of Trustees on 22 September 2021, including approving in their capacity as company directors the strategic report contained therein, and is signed as authorised on its behalf by:



Dr Tara Shine

Chair

Date: 22 September 2021

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

## Opinion

We have audited the financial statements of International Institute for Environment and Development ('the charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of 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 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

## Basis for opinion

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

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

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

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

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

### **Matters on which we are required to report by exception**

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

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

- adequate and proper 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.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 27, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an

audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focussing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, The Charities and Trustee Investment (Scotland) Act 2005 and taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were employment legislation, health & safety legislation, General Data Protection Regulation (GDPR) and Anti-fraud, bribery and corruption legislation.

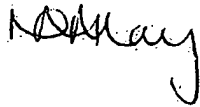
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant and contract income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance, Audit & Risk Assessment Committee about their own identification and assessment of the risks of irregularities, sample testing and data analytics on journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, sample testing of grant and contract income, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Nicola May

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London, UK

29 October 2021



## Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2021

	Note	Unrestricted Funds £	Restricted funds £	Total 2021 £	Unrestricted Funds £	Restricted funds £	Total 2020 £
<b>INCOME AND EXPENDITURE</b>							
<b>Income from</b>							
Bank interest		2,236	-	2,236	11,398	-	11,398
<i>Charitable activities</i>							
Commissioned studies and research income was received in the following areas of activity:							
Climate change		1,107,003	3,574,657	4,681,660	518,882	4,423,402	4,942,284
Natural resources		619,561	5,450,389	6,069,950	88,271	2,288,793	2,377,064
Sustainable markets		162,702	1,326,825	1,489,527	1,022,606	858,037	1,880,643
Human settlements		211,706	1,920,887	2,132,593	1,161,006	5,070,934	6,231,940
Green economy coalition		-	1,256,363	1,256,363	-	521,910	521,910
Partnerships and development		993,466	82,717	1,076,183	21,908	1,312,261	1,334,169
Communications and publications		4,669	1,020,128	1,024,797	17,475	1,067,227	1,084,702
Other		361,114	97,733	458,847	31,825	-	31,825
<b>Total incoming resources</b>	<b>13</b>	<b>3,462,457</b>	<b>14,729,699</b>	<b>18,192,156</b>	<b>2,873,371</b>	<b>15,542,564</b>	<b>18,415,935</b>
<b>Expenditure on</b>							
<i>Charitable activities</i>							
• Commissioned studies and research	2	3,213,012	15,078,752	18,291,764	2,858,129	15,721,809	18,579,938
<b>Total resources expended</b>		<b>3,213,012</b>	<b>15,078,752</b>	<b>18,291,764</b>	<b>2,858,129</b>	<b>15,721,809</b>	<b>18,579,938</b>
<b>Net income/(expenditure)</b>		<b>249,445</b>	<b>(349,053)</b>	<b>(99,608)</b>	<b>15,242</b>	<b>(179,245)</b>	<b>(164,001)</b>
Transfers between funds	8	(349,053)	349,053	-	(179,245)	179,245	-
<b>Net movement in funds</b>		<b>(99,608)</b>	<b>-</b>	<b>(99,608)</b>	<b>(164,003)</b>	<b>-</b>	<b>(164,003)</b>
Funds brought forward at 1 April 2020		2,604,952	-	2,604,252	2,768,955	-	2,768,955
<b>Funds carried forward at 31 March 2021</b>	<b>9</b>	<b>2,505,344</b>	<b>-</b>	<b>2,505,344</b>	<b>2,604,952</b>	<b>-</b>	<b>2,604,952</b>

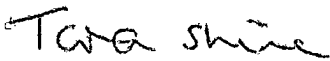
All amounts relate to continuing operations. There are no other recognised gains and losses other than those shown above.

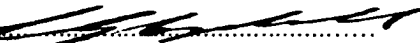
## Balance sheet as at 31 March 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible fixed assets	4	211,755	344,718
Intangible fixed assets	5	132,915	206,455
		<b>344,670</b>	<b>551,173</b>
<b>Current assets</b>			
Stocks		-	-
Debtors	6	2,258,893	3,692,793
Cash at bank and in hand		6,545,229	3,920,080
		<b>8,804,122</b>	<b>7,612,873</b>
<b>Liabilities</b>			
Amounts falling due within one year	7	(1,995,678)	(1,695,846)
Deferred revenue		(4,647,769)	(3,863,248)
		<b>(6,643,447)</b>	<b>(5,559,094)</b>
<b>Net current assets</b>		<b>2,160,675</b>	<b>2,053,779</b>
Amounts falling due after more than one year		-	-
<b>Net assets</b>	<b>8</b>	<b>2,505,345</b>	<b>2,604,952</b>
<b>Funds</b>			
Unrestricted reserves	9	2,160,675	2,406,838
Designated reserves	9	344,670	198,114
<b>Total funds</b>	<b>8</b>	<b>2,505,345</b>	<b>2,604,952</b>

Approved by the Board of Trustees on 22 September 2021

and signed on its behalf by:

Dr Tara Shine  .....

Les Campbell  .....

Registered company number: 2188452

## Cash flow statement for the year ended 31 March 2021

	2021 £	2020 £
Net incoming resources	(99,608)	(164,003)
Interest received	(2,236)	(11,398)
Foreign exchange	213,868	(89,246)
Depreciation	260,358	333,082
Disposals of tangible fixed assets	4,214	-
Increase / (decrease) in deferred revenue	784,521	999,328
(Increase) / decrease in debtors	1,433,901	1,557,231
Increase / (decrease) in creditors	299,832	(1,213,057)
<b>Net cash used in operating activities</b>	<b>2,894,850</b>	<b>1,411,937</b>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(58,069)	(246,734)
Interest received	2,236	11,398
Foreign Exchange	(213,868)	89,246
<b>Net cash provided by (used in) investing activities</b>	<b>(269,701)</b>	<b>(146,090)</b>
<b>Increase in cash during the year</b>	<b>2,625,149</b>	<b>1,265,847</b>

## Analysis of changes in cash during the year

	2020 £	Change in year £	2021 £
Cash at bank and in hand	3,920,080	2,625,149	6,545,229
	<b>3,920,080</b>	<b>2,625,151</b>	<b>6,545,229</b>

# Notes to the Financial Statements for the year ended 31 March 2021

## 1. Accounting policies

### Basis of preparation

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

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

### Going Concern

IIED had a financially stable year in 2020/21. A small loss was made, but there is a pipeline of projects for 2021/22 which gives IIED reassurance about the short- to medium-term future. IIED is funded through income from charitable activities in relation to commissioned research, both practical and academic, and contracted income for 2021/22 is at the mid-year point similar to the levels achieved in previous years.

Throughout 2020/21 and into 2021/22, IIED has been closely monitoring the delivery of its projects, including the ability of partners to carry out research. Although COVID-19 did impact the delivery of some projects, these delays have not been significant. The primary COVID-related impact was the loss of UKRI funding to two major programmes, but one was approaching closure and adapted its final year programme, and the other has already had some success in generating alternative income to continue the majority of its work.

Trustees have continued to receive monthly management accounts and two-monthly updates on the impact of COVID-19, with information about mitigating actions. The trustees considered a number of factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements. These factors have included the key risks and uncertainties in the context of IIED's operations (including COVID-19), and a review of the budget and forecasts to December 2022.

IIED will continue to carefully monitor its pipeline, contracted income, and expenditure, particularly core costs, to minimise any draw on reserves during 2021/22.

There are no material uncertainties which cast doubt on the entity's ability to continue as a going concern.

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

## Income recognition

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

## Incoming resources subject to restrictions

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

## Critical accounting judgements and key sources of estimation uncertainty

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

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

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

## Expenditure

All expenditure is accounted for on an accrual basis.

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

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

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

### Financial instruments

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

### Fixed assets

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

Leasehold improvements: Remaining period of lease

Office furniture and equipment: 5 years

Computer hardware: 3 years

Computer software: 5 years

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

### Cash and cash equivalents

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

### Provisions

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

### Exchange rates

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

### Leases

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

### Unrestricted funds

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

## Notes to the Financial Statements (continued)

## 2. Analysis of total resources expended

	Programme costs £	Payments to collaborating entities £	Support costs £	2021 Total £	2020 Total £
<b>Charitable activities</b>					
Commissioned studies and research					
Climate change	2,582,792	237,927	951,710	3,772,429	5,960,918
Natural resources	2,095,040	2,815,645	1,656,864	6,567,549	5,242,416
Sustainable markets	1,043,260	52,881	369,838	1,465,979	2,212,504
Human settlements	888,011	1,073,370	661,769	2,623,150	2,014,048
Green economy coalition	727,997	423,029	388,356	1,539,382	751,118
Strategy and learning	700,359	5,104	238,023	943,486	1,049,207
Communications and publications	1,031,695	-	348,094	1,379,789	1,349,727
	<b>9,069,154</b>	<b>4,607,956</b>	<b>4,614,654</b>	<b>18,291,764</b>	<b>18,579,938</b>

Foreign exchange gains and losses recognised in the year amounted to a loss of £213,868 (2020: gain £89,246)

## 3. Support costs

	2021 £	2020 £
Premises	895,332	1,382,901
Finance	1,369,472	1,073,628
Director's office/trustees	656,998	539,787
IT services	596,556	573,403
Human resources	1,037,004	549,321
Systems development	59,292	6,181
<b>Total</b>	<b>4,614,654</b>	<b>4,125,221</b>

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

	2021 £	2020 £
Audit fees		
Statutory audit	31,000	28,950
Grant audit	96,994	42,900
Other non-assurance services	5,220	-
<b>Total</b>	<b>141,896</b>	<b>69,730</b>

Governance costs amounted to £46,444 (2020: £78,928)

Resources expended include operating lease rentals of £368,376 (2020: £541,314)

## Notes to the Financial Statements (continued)

## 4. Tangible fixed assets

	Leasehold improvements £	Furniture and fixtures £	Office and computer equipment £	Total £
<b>Cost</b>				
At 1st April 2020	1,680,004	201,298	427,896	2,309,198
Additions	5,735	2,114	50,220	58,069
Disposals	(1,573,457)	(5,149)	(268,882)	(1,847,488)
<b>At 31 March 2021</b>	<b>112,282</b>	<b>198,263</b>	<b>209,234</b>	<b>519,779</b>
<b>Depreciation</b>				
At 1st April 2020	1,480,983	174,252	309,245	1,964,480
Charge for year	112,792	8,887	65,139	186,818
Disposals	(1,573,457)	(5,149)	(264,668)	(1,843,274)
<b>At 31 March 2021</b>	<b>20,318</b>	<b>177,990</b>	<b>109,716</b>	<b>308,024</b>
<b>Net book value</b>				
At 31 March 2021	91,964	20,273	99,518	211,755
At 1st April 2020	199,021	27,046	118,651	344,719

## 5. Intangible fixed assets

	Computer software £	Total £
<b>Cost</b>		
At 1st April 2020	367,699	367,699
Additions	-	-
Disposals	-	-
<b>At 31 March 2021</b>	<b>367,699</b>	<b>367,699</b>
<b>Depreciation</b>		
At 1st April 2020	161,244	161,244
Charge for year	73,540	73,540
Disposals	-	-
<b>At 31 March 2021</b>	<b>234,784</b>	<b>234,784</b>
<b>Net book value</b>		
At 31 March 2021	132,915	132,915
At 1st April 2020	206,455	206,455



## Notes to the Financial Statements (continued)

## 6. Debtors

	2021 £	2020 £
Less than one year:		
Grants receivable	745,058	1,646,669
Accrued income	1,157,588	1,479,411
Other debtors	77,767	33,951
Prepayments	278,480	532,762
<b>Total debtors</b>	<b>2,258,893</b>	<b>3,692,793</b>

## 7. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	996,999	593,313
Accruals	626,941	420,598
Other creditors	3,997	427,504
Social security and other taxes	367,741	254,431
<b>Total</b>	<b>1,995,678</b>	<b>1,695,846</b>

	1 April 2020 £	Incoming resources £	Resources expended £	31 March 2021 £
Deferred revenue	3,863,248	14,729,700	13,945,179	4,647,769

## 8. Analysis of net assets between funds

	Unrestricted £	Designated £	Restricted £	Total £
Tangible fixed assets	-	211,755	-	211,755
Intangible fixed assets	-	132,915	-	132,915
Debtors	356,247	-	1,902,646	2,258,893
Cash	2,435,366	-	4,109,863	6,545,229
Creditors	(630,938)	-	(1,364,740)	(1,995,678)
Deferred income	-	-	(4,647,769)	(4,647,769)

<b>Net assets</b>	<b>2,160,675</b>	<b>344,670</b>	<b>-</b>	<b>2,505,345</b>
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2020	Unrestricted £	Designated £	Restricted £	Total £
Tangible fixed assets	146,604	198,114	-	344,718
Intangible fixed assets	206,455	-	-	206,455
Debtors	566,713	-	3,126,080	3,692,793
Cash	2,474,735	-	1,445,345	3,920,080
Creditors	(848,102)	-	(847,744)	(1,695,846)
Deferred income	(139,567)	-	(3,723,681)	(3,863,248)
<b>Net assets</b>	<b>2,406,838</b>	<b>198,114</b>	<b>-</b>	<b>2,604,952</b>

## Notes to the Financial Statements (continued)

## 9. Unrestricted reserves

	1st April 2020 £	Income £	Transfers £	Resources expended £	31st March 2021 £
<b>Total unrestricted reserves</b>	2,406,838	3,462,457	(495,609)	(3,213,011)	2,160,675
<b>Designated funds</b>					
<b>Fixed Asset Fund</b>	-	-	344,670	-	344,670
<b>Building and capital fund</b>	198,114	-	(198,114)	-	-
<b>Total reserves</b>	<b>2,604,952</b>	<b>3,462,457</b>	<b>(349,053)</b>	<b>(3,213,011)</b>	<b>2,505,345</b>
	1st April 2019 £	Income £	Transfers £	Resources expended £	31st March 2020 £
<b>Total unrestricted reserves</b>	2,496,689	2,873,371	(179,245)	(2,783,977)	2,406,838
<b>Designated funds</b>					
<b>Building and capital fund</b>	272,266	-	-	(74,152)	198,114
<b>Total reserves</b>	<b>2,768,955</b>	<b>2,873,371</b>	<b>(179,245)</b>	<b>(2,858,129)</b>	<b>2,604,952</b>
<b>Building and Capital Fund:</b> In FY20 IIED made an increase in the dilapidations provision which was payable under the terms of the lease on the Gray's Inn Road office. The site was vacated in December 2020, a payment in lieu agreed with the landlord and unused funds returned to free reserves.					
As IIED has moved out of the Gray's Inn Road office the designated fund has been repurposed to a fixed asset fund and the opening balance of the Building and Capital fund has been transferred in during the year					

## Notes to the Financial Statements (continued)

## 10. Employees

	2021	2020
	No.	No.
The number of employees during the year was:	140	133
Number of part time employees in above	28	33
The aggregate remuneration paid to employees was:	£	£
Wages and salaries	7,015,039	6,210,239
Social security costs	750,211	664,847
Other pension costs	508,291	462,940
	<b>8,273,541</b>	<b>7,338,026</b>
The number of staff whose remuneration fell within each of the following bands was:	2021	2020
£110,000 - £119,999	1	-
£100,000 - £109,999	-	1
£90,000 - £99,999	1	-
£80,000 - £89,999	11	1
£70,000 - £79,999	8	10
£60,000 - £69,999	9	11

Termination payments of £20,602 were made in the year (2020: £nil). No amounts were outstanding at the year end.

The key management personnel of the charity comprise the trustees, the Director, Chief Operating Officer, Director of Climate Change, Director of Communications, Director of Human Settlements, Director of Natural Resources, Director of Strategy and Learning and Director of Sustainable Markets. The total employee benefits of the key management personnel of the charity were £821,439 (2020: £805,023).

No company pension scheme existed at 31 March 2021. Contributions are paid on behalf of employees to independently administered money purchase plans. The cost to the Group during the year was £508,291 (2020: £462,940).

## 11. Related Parties

During the year no trustee received remuneration (2020: £nil). Where claimed, expenses incurred on the institute's business were reimbursed. The total claimed during the year was £0 (2020: £30,075). The number of trustees claiming expenses was 0 (2020: 17).

Payments were made in respect of Director's expenses incurred for the management of the charity of £172 during the year (2020: £15,655)

## Notes to the Financial Statements (continued)

## 12. Commitments

At 31 March 2021 the company had annual commitments under non-cancellable operating leases as set out below:

	Land and buildings £	2021 other £	Land and buildings £	2020 other £
Operating leases which expire in less than one year	279,333	-	327,667	19,633
Operating leases which expire within one to five years	367,527	-	129,333	6,544
Operating leases which expire over five years	-	-	-	-

IIED had commitments on contracts to partners of £10.6m at the year end (2020 £5.9m), £5.9m due in less than one year and £4.7m due within one to five years. Payments are contingent upon specific funder-related milestones being met and have therefore not been included within grant liabilities

IIED holds a lease signed in October 2020 for rent of London office premises for a term of 30 months at £12,000 per calendar month for 3 months and £20,000 per month thereafter.

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

## 13. Income

	2021 £	2020 £	
<b>Donors</b>			
Government and government agencies	9,768,212	9,930,873	
International and multilateral agencies	2,667,884	2,576,051	
Foundations and NGOs	6,067,900	7,325,145	
Corporate	792,269	1,896,384	
<b>Donor income received</b>	<b>19,296,265</b>	<b>21,728,453</b>	
<b>Other Income</b>			
Interest receivable	2,236	11,398	
<b>Other Income received</b>	<b>2,236</b>	<b>11,398</b>	
<b>Total</b>	<b>19,298,501</b>	<b>21,739,851</b>	
Add: Income deferred from prior year	3,863,247	2,863,920	
Less: Income due to prior year	(1,479,411)	(3,804,000)	
Add: Income due from next year	1,157,588	1,479,411	
Less: Income deferred to next year	(4,647,769)	(3,863,247)	
<b>Total incoming resources</b>	<b>18,192,156</b>	<b>18,415,935</b>	
<b>Government and Government Agencies</b>			
Sida	Sweden	3,360,733	2,893,131
Irish Aid	Ireland	2,697,104	1,799,045
DFID - FCDO	United Kingdom	2,284,129	1,221,884
Department for Environment, Food & Rural Affairs	United Kingdom	448,353	616,742
The Secretary of State for Health	United Kingdom	398,941	598,647
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU)	Germany	220,795	1,180,824
Ministry of Economic Growth and Job Creation	Jamaica	149,473	-
Ministry of Environment, Sweden	Sweden	145,555	164,027
German Institute for Development (DIE)	Germany	36,697	77,559
GIZ	Germany	18,122	1,741
GIZ	Germany	1,016	95,670
Niger Basin Authority	Niger	-	42,121
Embassy of Sweden, Kenya	Kenya	-	845,597
Ministry of Foreign Affairs, Ireland	Ethiopia	-	384,001
Amounts less than £10,000		7,294	9,890
<b>Total Government &amp; Government Agencies</b>		<b>9,768,212</b>	<b>9,930,879</b>
<b>International and Multilateral Agencies</b>			
European Commission	Belgium	1,322,578	1,590,733
Asian Development Bank	Philippines	400,030	186,181
World Bank	Malaysia	291,502	286,380
United Nations Food and Agriculture Organisation (FAO)	Italy	203,388	266,582
United Nations Development Programme (United States)	USA	99,821	-
The Collaborative Africa Budget Reform Initiative	South Africa	61,491	-

		2021 £	2020 £
UNDP Thailand	Thailand	35,572	-
UNDP, Bangladesh	Bangladesh	34,159	-
UNEP, Nairobi	Kenya	31,471	-
Regional Centre for Mapping of Resources	Kenya	26,820	-
United Nations Office for Disaster Risk	Switzerland	23,283	-
UN Human Settlements Programme, Kenya	Kenya	20,283	16,806
World Food Programme	Italy	18,684	-
United Nations Office for Project Services (UNOPS)	Denmark	16,136	30,164
United Nations Environment Programme (Switzerland)	Switzerland	15,311	-
Organisation For Economic Co-Op & Development	France	13,620	42,969
International Fund for Agricultural Development (IFAD)	Italy	4,462	4,462
United Nations Development Programme (Switzerland)	Switzerland	-	118,480
United Nations Environment Programme (Asia & Pacific)	Thailand	-	11,789
Commonwealth Secretariat	United Kingdom	-	10,354
Amounts less than £10,000		49,273	11,151
<b>Total International &amp; Multilateral Agencies</b>		<b>2,667,884</b>	<b>2,576,051</b>

#### Foundations and NGOs

Economic and Social Research Council (ESRC)	United Kingdom	2,512,430	2,056,488
MAVA Foundation	Switzerland	845,432	850,949
The British Academy	United Kingdom	299,204	177,399
IKEA Foundation	Netherlands	260,413	-
Wellspring Philanthropic Fund	USA	255,742	350,989
World Resources Institute (WRI)	USA	172,321	300,825
University of Manchester	United Kingdom	169,218	92,571
Hivos	Netherlands	165,234	679,166
Oxford Policy Management	United Kingdom	130,138	17,466
University of Southampton	United Kingdom	97,714	56,549
Stockholm Resilience Centre	Sweden	89,396	225,694
Arts & Humanities Research Council	United Kingdom	87,896	86,958
Arcus Foundation	United Kingdom	80,670	73,395
Sustainable Environment Management Action	Tanzania	69,341	-
FSD Africa	Kenya	64,046	-
LTS International Ltd	United Kingdom	63,696	142,670
Jamma International	United Kingdom	61,380	-
WWF Netherlands	Netherlands	58,598	87,585
Schmidt Family Foundation	USA	57,911	82,395
IUCN, Switzerland	Switzerland	50,429	-
World Conservation Monitoring Centre	United Kingdom	42,211	11,468
Open Society Foundations	USA	41,849	-
Global Wildlife Conservation	USA	35,744	38,921
European Climate Foundation	Netherlands	34,214	99,465
International Union for Conservation of Nature	Kenya	33,176	-
International Livestock Research Institute	Kenya	30,354	109,709
Ground Truth Solutions	Austria	27,764	-
Engineering and Physical Sciences Research	United Kingdom	26,303	-

		2021 £	2020 £
International Budget Partnership	USA	24,550	-
IHA Sustainability Ltd.	United Kingdom	22,500	-
Meridian Institute	USA	16,350	-
Sustainable Market Foundation	USA	14,535	-
Loughborough University Enterprises Limited	United Kingdom	13,389	-
Practical Action UK	United Kingdom	11,780	-
Institute of Development Studies (IDS)	United Kingdom	9,254	16,758
WWF International	Switzerland	7,185	12,977
University of Edinburgh	United Kingdom	6,314	6,635
United Cities and Local Governments	Spain	4,801	19,737
Mercy Corps USA	USA	4,036	98,955
WWF Sweden	Sweden	2,063	64,532
WYG International Ltd	United Kingdom	1,703	239,412
Sustainable Use and Livelihoods Specialist Group	Australia	1,536	6,248
Near East Foundation	USA	-	198,607
New Venture Fund	USA	-	156,587
Overseas Development Institute	United Kingdom	-	140,995
Charles Stewart Mott Foundation	United Kingdom	-	79,770
Global Center on Adaptation	Netherlands	-	77,876
University of Evora	Portugal	-	56,592
International Union for Conservation of Nature	Burkina Faso	-	52,506
Christian Aid	United Kingdom	-	51,999
International Land Coalition	Italy	-	49,016
Tufts University	USA	-	44,826
Royal Society for the Protection of Birds	United Kingdom	-	40,000
Wellcome Trust	United Kingdom	-	35,456
Eventbrite	United Kingdom	-	32,580
International Institute for Sustainable Development	Canada	-	23,548
Institute of International Education	USA	-	21,832
ENDA Pronat	Senegal	-	19,077
Strathclyde University	United Kingdom	-	18,523
University of Oxford	United Kingdom	-	17,491
TRAFFIC International	United Kingdom	-	15,720
Wellbeing Economy Alliance	United Kingdom	-	15,000
British Council	United Kingdom	-	12,900
International Union for Conservation of Nature	South Africa	-	10,740
Conservation Through Public Health	Uganda	-	10,424
Climate-KIC Holding B.V. Netherlands	Netherlands	-	10,218
Global Resilience Partnership	Sweden	-	4,200
Other amounts less than £10,000		65,080	122,744
<b>Total Foundations and NGOs</b>		<b>6,067,900</b>	<b>7,325,145</b>
<b>Corporate</b>			
PricewaterhouseCoopers London	United Kingdom	470,111	585,579
PricewaterhouseCoopers Limited, Kenya	Kenya	89,650	276,978
DAI Global Belgium SRL	Belgium	44,827	78,067
Le Groupe-conseil baastel Itée	Canada	43,656	12,392
SAGE Publications Ltd	United Kingdom	43,467	41,606
Simusolar	Tanzania	29,935	-
E-SUD DEVELOPPEMENT	France	17,417	-
Unilever	United Kingdom	15,833	-

		2021 £	2020 £
The Palladium Group	United Kingdom	15,461	-
Mott MacDonald Ltd	United Kingdom	11,150	-
Altair Asesores S.L.	Spain	6,188	42,227
KPMG International (UK)	United Kingdom	-	606,907
KPMG East Africa	Mauritius	-	191,268
DAI Europe LTD	United Kingdom	-	26,732
IPE Global limited	India	-	20,525
Amounts less than £10,000		4,574	14,103
<b>Total Corporate</b>		<b>792,269</b>	<b>1,896,384</b>



## 14. Payments to collaborating organisations

		2021 £	2020 £
<b>Payments to organisations</b>			
Le Centre pour l'Environnement et le Developpement	Cameroon	562,919	282,200
Samuel Hall	Kenya	347,438	-
Columbia Center on Sustainable Investment	USA	264,703	-
University of Oxford	Great Britain	180,316	133,289
Namati	USA	171,016	-
The Environment and Climate Research Center	Ethiopia	166,521	-
University of the Witwatersrand	South Africa	142,592	-
Cardiff University	Great Britain	133,872	-
Women's Legal Resources Centre	Malawi	124,576	47,450
Reseau de lutte contre la Faim (RELUFA)	Cameroon	121,877	88,497
University College London	Great Britain	119,617	123,566
University of Reading	Great Britain	108,249	112,202
Urban Health Resource Centre	India	101,845	123,690
Training and Resource Support Centre	Zimbabwe	100,087	57,434
Finance Watch	Belgium	86,929	-
M.G. Silva Consultoria E.I.	Mozambique	81,670	215,269
Tanzania Women Lawyers Association	Tanzania	76,917	4,050
The Copperbelt University	Zambia	74,861	83,225
Regional Universities Forum for Capacity Building	Uganda	73,951	95,750
University of Ghana	Ghana	73,709	78,571
Advocates Coalition for Development and Environment (ACODE)	Uganda	71,505	51,180
Imperial College London	United Kingdom	71,202	59,255
Development Alternatives	India	70,426	-
Hivos East Africa	Kenya	67,855	-
Community Self Reliance Centre	Nepal	66,702	63,629
Zambia Community Based Natural Resources	Zambia	60,706	10,483
Global Green Growth Institute	South Korea	53,440	-
The Natural Resources Institute at The University of Greenwich	United Kingdom	52,499	25,610
IED Afrique	Senegal	49,217	46,575
Slum Dwellers International, Kenya	Kenya	45,507	-
Madhya Pradesh Council of Science and Technology	India	39,457	-
The Conservation Foundation	Great Britain	37,436	36,162
Nepal Agriculture Cooperative Central Federation Ltd	Nepal	36,987	40,785
Echnoserve Consulting PLC	Ethiopia	36,410	-
Centre for Community Initiatives	Tanzania	36,000	-
Economic Policy and Competitiveness Research Centre	Mongolia	35,741	55,995
Sustainable Amazonas Foundation	Brazil	35,000	-
Caribbean Natural Resources Institute	Trinidad and Tobago	33,408	39,096
Zimbabwe Congress of Trade Unions	Zimbabwe	33,395	37,170
Kenya Forestry Research Institute	Kenya	27,403	20,000
Fundación Foro Nacional por Colombia	Peru	27,388	35,392
International Union for Conservation of Nature And Natural Resources (IUCN)	Kenya	26,496	157,187
Lok Chetna Manch (LCM)	India	26,049	20,000
Tanzania Natural Resource Forum	Tanzania	25,546	35,530

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Women's Refugee Commission	USA	25,194	-
Wildlife Conservation Society, USA	USA	23,147	17,028
International Union for The Conservation Of Nature	Burkina Faso	23,057	48,204
Fauna and Flora International	Great Britain	22,529	99,228
Libélula Institute for Global Change	Peru	22,511	24,945
University of Warwick	Great Britain	22,233	9,612
Governo de Moçambique Governo Provincial	Mozambique	21,027	44,295
International Rescue Committee Inc	USA	20,103	-
Oxford Climate Policy	Great Britain	18,391	60,482
International Center for Living Aquatic Resources Management	Malaysia	17,028	30,708
Nanning Green Seed Poverty Alleviation Service Center	China	16,415	-
Village Enterprise Fund	Uganda	15,190	31,280
Dialogue on Shelter Trust	Zimbabwe	15,076	-
Zimbabwe Chamber of Informal Economy Associations	Zimbabwe	13,840	-
Maseno University	Kenya	11,687	-
AB Consultants	Kenya	11,280	33,646
WWF International	Switzerland	10,000	8,422
IUCN Senegal	Senegal	10,000	-
Institute for Financial Management and R	India	5,993	28,325
Pastoral Women's Council	Tanzania	4,951	16,580
Asociación ANDES	Peru	4,530	15,100
Institute of Policy Studies of Sri Lanka	Sri Lanka	4,331	20,136
Practical Action Consulting West Africa	Senegal	3,476	10,851
IIED America Latina	Tanzania	3,000	14,864
Association Nourrir Sans Détruire	Burkina Faso	2,659	18,468
Strong Roots	Congo (Brazzaville)	2,341	10,988
Zanzibar Civil Society Alliance on Climate Change	Tanzania	1,498	20,974
Universidade Eduardo Mondlane	Mozambique	206	19,605
Arid Lands Development Focus (ALDEF)	Kenya	(5,104)	70,090
Christian Aid	Great Britain	(28,790)	212,590
Christian Aid Kenya	Kenya	-	84,481
Womankind Kenya	Kenya	-	50,775
Merti Integrated Development Programme	Kenya	-	40,946
ENDA – Senegal	Senegal	-	36,156
Reidenviro Limited	Great Britain	-	33,783
African Population and Health Research Center	Kenya	-	32,291
Institute of Geographic Sciences and Natural Resources Research	China	-	25,000
Hakikazi Catalyst	Tanzania	-	24,782
Tropenbos DRC	Congo (Brazzaville)	-	23,275
Resource Equity	USA	-	17,756
Trade And Industry Policy Strategies (TIPS)	South Africa	-	14,491
Network for Environment and Sustainable	Cameroon	-	14,158
University of Southampton	Great Britain	-	12,300
Pamoja Youth Initiative	Tanzania	-	11,850
Balfour Beatty	Great Britain	-	11,750
Institute of Tropical Forest Conservation	Uganda	-	11,292
Payments less than £10,000		110,727	114,244
<b>Total payments</b>		<b>4,607,956</b>	<b>3,604,993</b>

## 15. Funds

Project Name	Balance at 31 March 2019 £	Income 2020 £	Expenditure 2020 £	Transfers 2020 £	Balance at 31 March 2020 £	Income 2021 £	Expenditure 2021 £	Transfers 2021 £	Balance at 31 March 2021 £
FRAME - various projects	-	4,474,693	4,491,636	16,943	-	5,344,809	4,582,469	-762,340	-
Learning and Action Platform IWTCF	-	132,208	132,208	-	-	78,640	78,640	-	-
Enhancing PA Equity and Effectiveness	-	160,911	160,911	-	-	75,166	75,166	-	-
Why Eat Wild Meat?	-	154,248	154,248	-	-	80,879	80,879	-	-
Natural Capital Approaches, WCMC Darwin	-	4,794	4,794	-	-	17,212	17,212	-	-
LIFE-AR DFID	-	369,171	372,498	3,327	-	-	-	-	-
Building Resilience in Ethiopia	-	14,439	17,757	3,318	-	215,960	215,960	-	-
SIDA - ADA Consortium Phase II	-	854,749	854,749	-	-	16,844	11,022	-5,822	-
IPCC Co-ordinating Lead Author	-	-	-	-	-	7,914	7,914	-	-
BIOPAMA: Governance and equity of protected and conserved areas	-	-	-	-	-	72,769	78,495	5,726	-
ALIGN I	-	-	-	-	-	780,000	780,000	-	-
GCA Local Adaptation Track MWIM I	-	171,722	171,722	-	-	5,701	10,713	5,012	-
LIFE-AR Extension	-	264,189	279,167	14,978	-	-	-	-	-
GIZ E-READI	-	58,030	58,030	-	-	13,600	13,600	-	-
IBFCCA Financing Climate Change Africa	-	-	-	-	-	25,026	25,026	-	-
LIFE-AR Phase II	-	-	-	-	-	980,736	980,736	-	-
DFID/DAI - Asia Climate Resilience	-	26,733	26,760	27	-	-	-	-	-
DFID BP4GG	-	7,696	8,937	1,241	-	3,307	8,307	5,000	-

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Project Name	Balance at 31 March 2019 £	Income 2020 £	Expenditure 2020 £	Transfers 2020 £	Balance at 31 March 2020 £	Income 2021 £	Expenditure 2021 £	Transfers 2021 £	Balance at 31 March 2021 £
DFID - MGNREGS Extensions	-	2,179	2,179	-	-	343,650	343,650	-	-
GEC – Dialogues for Financial Reform	-	-	-	-	-	640,534	640,534	-	-
The state of planet-positive agriculture in Kenya, Ethiopia, Rwanda and Uganda	-	-	-	-	-	260,413	260,476	63	-
Trees, COVID and Politics	-	-	-	-	-	38,713	47,130	8,417	-
Covid, Cobalt and Community [Co-balt 19]	-	-	-	-	-	12,719	13,167	448	-
Impacts COVID-19 wild meat consumption	-	-	-	-	-	47,451	47,451	-	-
Covid Collective: SDI Kenya and MSJC	-	-	-	-	-	2,962	6,630	3,668	-
Covid Collective: DoST, Zimbabwe	-	-	-	-	-	12,917	13,463	546	-
Transformative Urban Coalitions: Catalysing Urban Partnerships	-	-	-	-	-	35,391	37,956	2,565	-
Covid Collective Manchester	-	-	-	-	-	10,199	10,199	-	-
CoNGOs	-	127,891	127,891	-	-	-	-	-	-
LEGEND	-	89,014	69,182	-19,832	-	-	-	-	-
Pathways to Accountability: Securing Women's Rights II	-	57,406	56,162	-1,244	-	-	-	-	-
LandCam: Securing land and resource rights and improving governance in forest areas of Cameroon	-	566,379	566,379	-	-	598,885	674,269	75,384	-

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Project Name	Balance at 31 March 2019 £	Income 2020 £	Expenditure 2020 £	Transfers 2020 £	Balance at 31 March 2020 £	Income 2021 £	Expenditure 2021 £	Transfers 2021 £	Balance at 31 March 2021 £
Empowering Communities in the context of Commercial Agriculture	-	420,095	420,095	-	-	500,137	500,137	-	-
Ecosystem-based approaches to adaptation: strengthening the evidence and informing policy	-	393,027	393,027	-	-	78,735	85,850	7,115	-
Implementing park action plans for community engagement to tackle IWT	-	102,685	102,685	-	-	69,867	69,867	-	-
Supporting smallholder farmers' decision making: Managing trade-offs and synergies for sustainable intensification (SAIRLA)	-	168,066	168,066	-	-	27,435	29,046	1,611	-
ECBI Training, Support, and Trust-Building Project	-	210,466	210,466	-	-	112,190	112,190	-	-
Support to achieve the NDC adaptation targets in the context of Paris Agreement	-	41,784	133,219	91,435	-	1,016	1,016	-	-
BRACED: Phase 2	-	79,251	79,251	-	-	13,755	13,755	-	-
Phase I: Appraisal, design and testing of social protection and climate adaptation linkages at the district level, Mabote (Inhambane province), Mozambique	-	379,958	379,958	-	-	217,943	217,943	-	-
Financing climate resilience through MGNREGS	-	286,176	286,176	-	-	10,889	10,889	-	-

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Project Name	Balance at 31 March 2019 £	Income 2020 £	Expenditure 2020 £	Transfers 2020 £	Balance at 31 March 2020 £	Income 2021 £	Expenditure 2021 £	Transfers 2021 £	Balance at 31 March 2021 £
Carrots and sticks	-	61,418	61,418	-	-	24,815	25,315	500	-
EARF	-	507,096	506,941	-155	-	-51,005	-51,005	-	-
Other	-	5,356,090	5,425,297	69,207	-	4,001,525	5,002,685	1,001,160	-
<b>Total restricted funds per SOFA</b>	-	<b>15,542,564</b>	<b>15,721,809</b>	<b>179,245</b>	-	<b>14,729,699</b>	<b>15,078,752</b>	<b>349,053</b>	-

## Restricted Funds

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

### **Frame funding – various projects**

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

### **Learning and Action Platform IWTCF**

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

### **Enhancing PA Equity and Effectiveness**

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

### **Why Eat Wild Meat?**

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

### **Natural Capital Approaches, WCMC Darwin**

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

### **LIFE-AR DFID**

LDC Initiative for Effective Adaptation and Resilience.

### **Building Resilience in Ethiopia (BRE)**

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

### **SIDA - ADA Consortium Phase II**

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

### **IPCC Co-ordinating Lead Author**

Funded by the Department for Business, Energy and Industrial Strategy, lead author of Chapter 6 "Cities, Settlements and key infrastructure" of the Intergovernmental Panel on Climate Change (IPCC) Working Group II Contribution to the IPCC 6<sup>th</sup>.

### **BIOPAMA: Governance and equity of protected and conserved areas**

Funded by the European Commission through International Union for Conservation of Nature and Natural Resources (IUCN), the project aims to enhance governance of Community-Based Natural Resource Management (CBNRM) for better conservation and social outcomes in Zambia.

**ALIGN**

Funded by Foreign, Commonwealth and Development Office (FCDO), the initiative is developed to promote, at scale, more responsible practices for land-based investments.

**GCA Local Adaptation Track MWIM**

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

**LIFE-AR Extension**

Funded by Department of International Development, this project focusses on supporting the LDC Initiative for Effective Adaptation and Resilience.

**GIZ E-READI**

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

**IBFCCA Financing Climate Change Africa**

Funded by Sida through the Collaborative Africa Budget Reform Initiative, the Inclusive Budgeting and Financing for Climate Change in Africa programme supports stronger links between climate change policy and the budget process with Ministries of Finance as the key interlocutors.

**LIFE-AR Phase II**

Funded by Department of International Development and Irish Aid, this project focusses on supporting the LDC Initiative for Effective Adaptation and Resilience.

**DFID/DAI - Asia Climate Resilience**

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

**DFID BP4GG**

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

**DFID - MGNREGS Extensions**

Financing Climate Resilience through Mahatma Gandhi National rural employment guarantee scheme

**GEC – Dialogues for Financial Reform**

An EC-funded project to build civil society participation for sustainable finance reforms: global coverage.

**The state of planet-positive agriculture in Kenya, Ethiopia, Rwanda and Uganda**

Funded by the IKEA Foundation to research into the state of planet-positive agriculture in Kenya, Ethiopia, Rwanda and Uganda.



### **Trees, COVID and Politics**

Funded by Institute of Development Studies (IDS), on behalf of Foreign, Commonwealth and Development Office (FCDO), the Covid 19 Social Science Research-Evidence Platform researches the topic Trees kill Covid: Politics, tree-planting and post-pandemic rural resurgence.

### **Covid, Cobalt and Community [Co-balt 19]**

Funded by Institute of Development Studies (IDS), on behalf of Foreign, Commonwealth and Development Office (FCDO), it is the sub-project of the Covid 19 Social Science Research-Evidence Platform.

### **Impacts COVID-19 wild meat consumption**

Funded by the UK Government's Darwin Initiative, the aim is to understand the impacts of COVID-19 on wild meat consumption in rural Cameroon.

### **Covid Collective: SDI Kenya and MSJC**

Funded by Institute of Development Studies (IDS), on behalf of Foreign, Commonwealth and Development Office (FCDO), the project aims to strengthen the advocacy and mobilisation on the frontlines.

### **Covid Collective: DoST, Zimbabwe**

Funded by Institute of Development Studies (IDS), on behalf of Foreign, Commonwealth and Development Office (FCDO), the project aims to identify the transformative urban pathways.

### **Transformative Urban Coalitions: Catalysing Urban Partnerships**

Funded by BMU (German Government) through United Nations University UNU-EHS), the project aims to drive systemic transformation towards sustainability in Latin America.

### **Covid Collective Manchester**

Funded by Institute of Development Studies (IDS), on behalf of Foreign, Commonwealth and Development Office (FCDO), it is the sub-project of the Covid 19 Social Science Research-Evidence Platform.

### **CoNGOs**

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

### **LEGEND**

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

### **Pathways to Accountability: Securing Women's Rights II**

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

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

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

### **Empowering Communities in the context of Commercial Agriculture (EPIC)**

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

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

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

### **Implementing park action plans for community engagement to tackle IWT**

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

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

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

### **ECBI Training, Support, and Trust-Building Project**

The ecbi programme builds the capacity of climate negotiators from vulnerable developing countries to create a more level playing field in climate negotiations at the international level and is funded by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU).

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

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

### **BRACED: Phase 2**

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

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

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

### **Financing climate resilience through MGNREGS**

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

### **Carrots and sticks**

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

**EARF**

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

**Other Projects**

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