

Danish Organisation Strategy for IIED 2025-2030

Introduction:

The International Institute for Environment and Development (IIED) is a respected and experienced international policy and research organisation that works in the Global South to address the triple crisis of poverty, environmental degradation, and climate change. It works with a large number of partners and has a unique role as a backbone organisation supporting global partners for collective impact on climate, nature, and inequality. IIED has an annual budget of around DKK 250 million. The Organisation Strategy covers DKK 75 mill. over 5 years for core support to the IIED 2025-30 Programme.

Key results:

The Danish support will contribute towards the following overall impacts of IIED: (1) Shifted trade, finance and investments, (2) Transformed climate action and governance, (3) Advanced sustainable and equitable forest, farm and fisheries, (4) Enhanced community-led nature governance, (5) Empowered displaced people and migrants build secure and prosperous futures (6) Evolve cities as places of inspiration and justice. There will be a focus on impact 1-4 in the collaboration with IIED.

Justification for support:

Key justification is based on IIED strong expertise and reputation for its work on locally led adaptation to climate change. Further, it relates to IIED being a highly strategic actor in international policy processes focused on climate and environment. IIED can be a key knowledge partner and a resource providing policy-relevant research and strategic insights to MFA staff engaged in a range of climate policy contexts. MFA is likely to benefit from a stronger connection with IIED. The support to IIED aligns with the Danish objective of strengthening actions to support climate change adaptation/resilience, nature, and the environment among the most vulnerable. It aligns with the Danish Africa Strategy, and it contributes to SDGs 1, 11, 13, 15, 16 and 17.

How will we ensure results and monitor progress:

There will be bi-annual consultations with IIED, where Denmark will discuss progress and effectiveness of the implementation of IIED Work Programme. The discussion will be based on monitoring results from IIED MEL system as well as dialogue with the management at HQ. Denmark will contribute to - and engage in - regular review and evaluation of IIEDs performance.

Risk and challenges:

The crisis of people, climate and nature is perpetuated by environmental, political, and financial risks. IIED operations face risks related to geo-political risks; Misinformation & AI risks; Financial sustainability risks; risks related to grant management and fraud; Administrative risks; and risks associated with safeguarding the interest of vulnerable groups. IIED manages these risks.

File No.	24/32141				
Responsible Unit	KLIMA				
Support 2025 + 2026-29	2025	2026	2027	2028	2029
Commitment Mill.	75				
Budget and Ann. Disb.	15	15	15	15	15
Duration of strategy	2025-2030 (five years)				
Previous grants	Yes. Support to IIED 1989-2019				
Finance Act code.	06.34.01.75				
Desk officer	Henning Nøhr				
Head of unit	Karin Poulsen				
Reviewed by CFO	Jacob Strange-Thomsen				

SDGs relevant for Programme

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

Budget

Total (core support):	DKK 75 million
Green indicators: Climate adaptation 100%, Biodiversity 100%	

Danish involvement in governance structure:

Denmark is engaged with the IIED through participation in the IIED/donor meetings and exchanges. Denmark will meet twice a year with IIED (one during the annual donor consultations and one during a bilateral meeting) to have strategic discussions with the IIED management team on progress and strategic challenges.

Denmark will engage with the other institutional donors to IIED within the donor coordination set up. Further, strong efforts will be made to embed the partnership between Denmark and IIED broadly within the MFA, including representations, to ensure that IIED becomes a leading climate adaptation partner of MFA.

Strat. objective

To support IIED's mission to build a fairer, more sustainable world, using evidence, action and influence in partnership with others. And to support IIED's vision of a just and equitable world where people and nature thrive together.

Priority results

Progress in local led adaptation and conservation practises ensuring best possible sharing of learnings

Progress and sharing of experiences re. international climate adaptation finances, policies and negotiations.

IIED enhances monitoring and reporting at impact/outcome level. And progress re. IIED task team structure.

Core information

Established	1971
HQ	London, UK
Human resources	187 staff members
Partner countries	IIED is active in +30 countries
Funding amount by target	100% climate adaptation and 100% nature/biodiversity conservation
IIED selected key results	<ul style="list-style-type: none"> - Playing a key role in shaping the 17 Sustainable Development Goals. - Enhancing climate finance access for vulnerable communities. - Promoting locally-led governance, development and adaptation - Influencing Global Climate Policy. - Producing action-oriented research.

DRAFT

**Organisation Strategy for International Institute for Environment and
Development (IIED) 2025-2030**

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List of Abbreviations

AI - Artificial Intelligence

CBD - Convention on Biological Diversity

COP - Conference of the Parties

CORRR - Collective Organisation for Regenerative, Redistributive Resilience

DAC - Development Assistance Committee

DKK - Danish Krone

EU - European Union

FCDO - Foreign Commonwealth & Development Office

FY - Financial Year

GCF - Green Climate Fund

GEF - Global Environment Facility

GGGI - Global Green Growth Institute

HRBA- Human Rights Based Approach

IFU - Investment Fund for Developing Countries

IIED - International Institute for Environment and Development

IP - Indigenous Peoples

IPCC - Intergovernmental Panel on Climate Change

IT - Information Technology

IUCN - International Union for Conservation of Nature

KLIMA - Denmark's Climate and Environment Department

LC - Local Communities

LDCs - Least Developed Countries

LIF - Learning and Impact Framework

LIFE-AR - LDC Initiative for Effective Adaptation and Resilience

LLA - Locally Lead Adaptation

LNOB - Leave No One Behind

M&E - Monitoring and Evaluation

MEL – Monitoring Evaluation and Learning

MFA - Ministry of Foreign Affairs (Denmark)

NbS - Nature-based Solutions

NGOs - Non-Governmental Organisations

ODA - Official Development Assistance

SDGs - Sustainable Development Goals

SPA - Strategic Partnership Agreement

TOC - Theory of Change

ToR - Terms of Reference

UN - United Nations

UNFCCC - United Nations Framework Convention on Climate Change

WB - World Bank

WRI - World Resources Institute

I. Objective

This Strategy for the cooperation between Denmark and IIED¹ forms the basis for the Danish contributions to IIED, and it is the central platform for Denmark's dialogue and partnership with IIED for the period 2025-2030. It sets up Danish priorities for IIED's performance within the overall framework established by IIED's own strategy as expressed in its Manifesto for a Thriving World (2024) and its 2025-30 Programme. In addition, it outlines specific goals and results vis-à-vis IIED that Denmark will pursue in its cooperation with IIED. Denmark will work closely with like-minded countries, especially other core and programme donors to IIED, towards the achievement of results through its efforts to pursue specific goals and priorities. The Organisational Strategy includes a proposed budget for Denmark's contribution of DKK 75 million in core funding for the years 2025-2030 (five years).

II. The organisation

2.1 Mission and Mandate

IIED is a respected and experienced international policy and research organisation. IIED's vision is a "A just and equitable world where people and nature thrive together, guided by deep connections to place and enriched by culture; a world where diversity is valued by fostering solidarity and shared prosperity". IIED's mission is to build a fairer, more sustainable world, using evidence, action and influence in partnership with others. Together, IIED and partners challenge damaging economic models, unjust power dynamics, entrenched mindsets and protectionist laws that perpetuate poverty, suppress rights and hinder progress towards a thriving world.

IIED explores solutions to complex economic, social and environmental crises, using research, action and influencing to tackle the root causes of climate change, nature loss and inequality. IIED works in collaboration with marginalised communities across Africa, Asia, the Middle East and Latin America, to bring lived experience, expertise and evidence to global attention, to help reshape policies, funding mechanisms and governance at all levels. IIED has over 350 partnerships and works in more than 60 countries. As a trusted broker, IIED amplifies evidence and voices from the frontlines of climate impacts, whilst nurturing and supporting other organisations to strengthen their capacity to inform powerful solutions on the climate crisis and entrenched geo-political inequalities. A key element of IIED's operation is as a *backbone organisation* – one that supports multiple partners across the world to have greater collective impact in tackling the triple crisis of climate, nature and inequality, in their own expert ways. IIED hosts and incubates multiple networks, secretariats and initiatives that bring together diverse sets of partners, maximising their efforts and supporting scaled, collective impact through true collaboration.

2.2 Strategic framework

IIED's key strategic framework consist of its Manifesto for a Thriving World, which sets the framework on how IIED can contribute to addressing the interconnected crises of climate change, nature loss, and inequality (see Annex 2), and its 2025-30 Programme of Work, which builds on the Manifesto and spells out what IIED aims to achieve within the next five years (see Annex 1). Danish MFA is, with core support, funding into the IIED Programme 2025-30.

IIED's strategy is set out in the Manifesto, which describes IIED's institutional theory of change and its focus on research, ideas, innovations and influencing efforts. The Manifesto emphasizes a systemic approach rather than short-term, fragmented efforts, and IIED aims to build dynamic alliances with diverse partners to drive equitable, impactful change. The Manifesto shifts IIED's focus from static strategic plans to an adaptive, learning-based approach. It calls for reforming climate finance to ensure funding reaches local communities rather than being stuck in bureaucracies. IIED sees collaboration, experimentation, and learning as essential to creating a thriving world for all, and it stresses that justice and equity are at the heart of IIED's work. Four major blockers to progress are identified, namely:

¹ IIED is the International Institute for Environment and Development

destructive economic models, unjust power dynamics, outdated mindsets, and protectionist laws. IIED is at the heart of coalitions and partnerships that aim to achieve progress across six interconnected propositions. These propositions aim to overcome systemic barriers and create a fairer, more sustainable world. The six propositions cover actions in the areas of trade and finance, climate, forestry/farming/fisheries, community-led nature governance, migrants and displaced people, and urban climate resilience and justice.

The 2025-30 Programme provides the impact areas and outcomes that IIED expects to contribute towards. It also provides the outputs and expected budget for IIEDs work in the coming five years. The Programme also gives a range of indicators, baselines and means of verification. Key expected impacts of the 2025-30 Programme, which IIED's work will contribute towards, and which are in line with IIED propositions for change are:

1. *Shifted trade, finance and investments*
2. *Transformed climate action and governance*
3. *Advanced sustainable and equitable forest, farm and fisheries*
4. *Enhanced community-led nature governance*
5. *Empowered displaced people and migrants build secure and prosperous futures*
6. *Evolve cities as places of inspiration and justice*

Under each of the impact areas, the 2025-30 Programme has 3-6 outcomes (a total of 29 outcomes) that can be summarised as follows:

<p><u>Re. impact 1 (trade finance and investments):</u> <i>Designed and tested four finance mechanisms for nature finance; Scaled locally controlled finance models; Mobilised private capital; Strengthened climate finance governance; Increased influence of advocacy and philanthropy networks; Strengthened coalition efforts and practical interventions for debt sustainability.</i></p> <p><u>Re. impact 2 (climate action and governance):</u> <i>Stronger LDC climate advocacy and capability; Inclusive climate science research and assessment; Bridged knowledge and policy for IPCC impact; Strengthened equitable climate finance delivery.</i></p> <p><u>Re. impact 3 (forest, farm and fisheries):</u> <i>Robust local aquatic food systems; Improved Stewardship of Fisheries and Coasts; Stronger Producer Networks Scale Resilience Practices; Strengthened resilience to climate-induced food insecurity; Extended landscape restoration practices to support sustainable food systems.</i></p> <p><u>Re. impact 4 (community-led nature governance):</u> <i>More widespread examples of inclusive conservation governance; Empowered gender and climate justice networks; Amplified indigenous and community voices; Strengthened governance frameworks and legal empowerment to promote equitable resource management and sustainable economic transitions.</i></p> <p><u>Re. impact 5 (displaced people and migrants):</u> <i>Expanded examples of Inclusive urban governance for displaced people and migrants; Expanded opportunities and social protection for displaced people and migrants; Amplified migrant and displaced voices in policymaking and global advocacy.</i></p> <p><u>Re. impact 6 (transformed cities):</u> <i>Strengthened climate resilience and early warning systems in urban areas; Strengthened civil society leadership in housing justice advocacy; Housing justice agendas integrated into national and global policymaking; Strengthened social protection and economic inclusion for vulnerable urban populations.</i></p>

The outcomes developed for the Programme varies, some are quite specific others are more general, but it is realistic that IIED will be able to make significant contributions to all the outcomes. The IIED programme has developed two to three specific outputs for each of the outcomes (total 60). The outputs can be controlled by IIED. Indicators, baselines and means of verification has been developed for the impacts, and for some of the outcomes, and they will be further developed for the outcomes.

2.3 Organisation and Management

IIED has 187 globally distributed staff and associates supported from hubs in London and Edinburgh. IIED has robust structures, processes and procedures bolstering stakeholders' confidence in the organisation's ability to mobilise and catalyse change effectively.

Under UK charity and company law, IIED's Board of Trustees takes ultimate responsibility for the direction and management of the organisation's finances, affairs and activities. The Board oversees IIED strategy and financial plans. As a non-executive body, the Board delegates responsibility for the day-to-day management of the organisation to the Executive Director – who in turn allocates authority and responsibilities across the IIED teams through the internal governance structure and through individual roles. IIED's strategy and objectives are realised via a distributed leadership structure including: a Strategy and Leadership Council (being the most senior internal governance body); its Research and Learning Committee; Operations Committee; and Equity, Inclusion and Justice Committee. IIED fulfils statutory obligations under charity and company law in relation to leadership, financial, fundraising, delivery, reputational and operational accountabilities

The Manifesto emphasizes four key areas that have a direct bearing on IIED institutional development, namely: Focusing of efforts towards advancing the six agreed propositions creating impacts in these specific areas; Creation of proactive alliances for change; Focusing on IIED strengths in collaboration with partners; and Ensuring justice and equity in its relations. All of which IIED is in process of addressing. 'Equitable partnership' is at the core of IIED's values, involving a commitment to actively sharing power with partners. In addition to its internal strategies and values, IIED is committed to upholding international standards for human rights and aligns with relevant key international frameworks in this respect.

IIED has developed a new organisational model which should be fully in place by June 2025. The new remodelling moves away from the more siloed and static structure in place previously. It is designed to maximise IIED's capacity to initiate teams and wider collaboration rapidly and at scale, to address emerging challenges and opportunities. The task teams bring together diverse skills and perspectives to tackle complex challenges and will work alongside a coalition of partners to generate impactful, solutions-driven change.

To operationalise the strategy, IIED has established 15 task teams, into which colleagues with expertise across research, project and programme management, communications and monitoring and evaluation, work together to tackle a specific time bound set of challenges. IIED's work will now be delivered through these task teams. Task teams are intended to join forces and explore interfaces to generate innovations and break siloes. The task teams are presented below.

1. *Climate Diplomacy Task Team*
2. *Transforming Climate Finance and Governance for Locally Led Adaptation (LLA)*
3. *Law, Economics, and Justice Task Team*
4. *Collective Organisation for Regenerative, Redistributive Resilience (CORRR)*
5. *Gender-Just Climate and Environment Data Task Team*
6. *Transforming Nature Finance*
7. *Transforming Conservation Practices*
8. *Hub for Housing Justice*
9. *Majority World Philanthropy Task Team*
10. *Climate Action for Equitable Cities Task Team*
11. *International Climate Funds Task Team*
12. *Intergovernmental Panel on Climate Change (IPCC) Engagement Task Team*
13. *Changing the Narrative on Displacement Task Team*
14. *Evaluative and Adaptive Thinking Task Team*
15. *Blue Foods Task Team*

IIED's task teams focus on at least one of six interconnected propositions for change and the associated impact areas, which will guide the research and influence work. Consequently, Task Teams and the actions they pursue form a portfolio of connected actions to achieve progress on each proposition and impact areas.

Apart from the specific task teams mentioned above, IIED has established strategic cross-cutting themes, namely: Gender justice; Decolonisation; and Equity and Inclusion. The task teams of IIED constitute a major change in operation of IIED and lessons on how they work will be gathered continuously. It is worthwhile to follow the development of the task teams as one of the institutional priority themes of Denmark. More information on IIED organisation and management including detailed information on the task teams and their work can be found in the Programme in Annex 1.

IIED has established robust systems for Monitoring, Evaluation and Learning (MEL) with a Learning and Impact Framework (LIF) that assesses the organisation's effectiveness and generates evidence to inform IIED decision-making. IIED has an institutional system in place for planning, tracking and reporting which provides rigorous evidence of the impacts of its work. IIED's MEL system and LIF comprise a set of documents and institutional processes which facilitate self-reflection about the effectiveness and impact of the organisation. These are based on valid, reliable, and relevant evidence. The main deliverables are an annual report on IIED's impact and lessons learnt and an annual work plan and budget setting out ambitions for the coming year (April 1st-March 31), which includes a logframe covering the organisation's programme. Both are to be submitted to Denmark May 15th each year.

2.4 Financial management

IIED's income primarily comes from government sources (>70%). The UK government is the organisation's biggest single source of income (29% of total FY24 income) and IIED receives core/strategic funding from Sida and Irish Aid (25% of total FY24 income). Unrestricted revenue allows IIED to more effectively play its global role. Additional core funding from Denmark for the coming years will be of significant importance for IIED.

The organisation's current financial position is as follows: FY25: IIED Costs of £32.0m. Forecast income total £32.4m (£16.4m retained by IIED, £16.0m partner/project expenses). The total expected budget for the 2025-30 Programme is £147.0m (1.3 billion DKK). Overall, the financial resilience of IIED is assessed as good and it deemed realistic that IIED will be able to have sufficient financial support to meet the budget target of the 2025-30 Programme.

IIED's financial management system supports the day-to-day business activities and organisational strategy in delivering objectives set out in the annual business planning and budget process. This includes all finance related services such as management accounting, finance business partnering, external audit and other statutory reporting, treasury, accounts payable and receivables management are provided or supported by the team. In providing these services, the team will maintain effective internal controls around finance related transactions, policies and processes.

IIED is currently undergoing an audit of FY24. IIED's institutional funders carry out or commission periodic independent organisational audits to assess the organisation's systems, policies, risk management, financial management and programme delivery. Over the past years Sida has commissioned an audit (conducted by KPMG in 2019) and FCDO has conducted two (2022 and 2024 – the latter conducted by KPMG). These resulted in a series of recommended actions to strengthen IIED's systems and processes and reduce risks to its programme and operations. IIED provides its institutional funders with a biannual update on implementation of these changes and will include Danish MFA in the organisations to receive these updates and cross-agency discussion on progress.

As part of renewing the partnership with IIED, it is planned, during 2025, to have the MFA to assess IIED financial management. Regular yearly financial reporting will be provided by IIED to Denmark annually by May 15th.

2.5 Danish and donor partner collaboration with IIED

Since 1989 and until 2019, Denmark has supported the work of IIED with an accumulated amount of approximately DKK 130 million. Flexible institutional support from Denmark over a 30-year period

enabled IIED to invest strategically in impactful research and to build organisational capacity and effectiveness. The present Organisation Strategy represents a Danish reengagement with IIED.

Donor partners contribution to IIED, be that programmatic funding or core funding, is essential for IIED operations. Donor partners, including Sweden, Ireland, UK and Netherlands (after 2026 unsure), as well Denmark (expected), contribute to IIED's success and engagement in strategic dialogue with IIED.

IIED arranges for an annual IIED-donor dialogue at which representatives from institutional funders review and advise on work programmes, management issues, and key developments in IIED's strategy, structure and ways of working. Denmark will take part in the donor dialogues and will be consulted on future plans and strategic thinking and will be invited to advise on how these align with the Danish Government's priorities and direction. Overall, the IIED dialogue with donor partners is deemed to have been satisfactory. Looking ahead, there might, within the set framework, be needs for further strengthen and structuring the dialogues between IIED and donors, and amongst donors.

Most donors also have bilateral meetings with IIED, something that Denmark will also pursue. Donors have also developed different models for sharing of knowledge/input between the donor and IIED. IIED's strength in climate diplomacy means that some of the donors rely on IIED for informed input into some of the international climate policies processes. Denmark will develop a range of practical steps to further sharing of knowledge between IIED and Denmark, with a focus on making IIED's work as relevant as possible for Danish development cooperation. This is elaborated in section V.

Every five years (last time in 2022), IIED's main institutional funders commission an independent review of its work. This is a major undertaking, which requires work spread over a full year and the engagement of a broad cross-section of IIED supporters, partners and users of their work. IIED's staff provide a formal management response to the review, which addresses the conclusions and actions recommended by the review team.

III. Lessons learnt, key strategic challenges and opportunities

3.1 IIED developments

The analysis for the Organisation Strategy shows that IIED has developed positively, with improved capabilities to deliver on its mandate, specifically this relates to the development of the Manifesto, its Programme, and the associated changes in its structure to respond to global challenges. IIED has also actively addressed central findings from reviews and evaluations over the years. IIED is fulfilling its mandate and performs well according to the DAC criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability. IIED has a clear niche and strong comparative advantages. However, it also faces challenges, including the translation of its new task team structure into practise in terms of delivery and its translation of its elaborate MEL system into improved reporting on progress towards achieving its intended impacts.

3.2 Strength and lessons learned

The world faces an interconnected 'triple crisis' of poverty, environmental degradation, and climate change. IIED is well placed to drive large-scale change for three reasons: (1) Its broad expertise enables it to address intersections between financial, economic, and social policies; (2) It operates across governance levels, connecting local and global scales, (3) It fosters diverse collaborations to tackle root causes of the crisis.

A core strength of IIED is its role as a backbone organization, supporting global partners for collective impact on climate, nature, and inequality. IIED hosts and incubates multiple networks, secretariats and initiatives that bring together diverse sets of partners, maximising their efforts and supporting scaled, collective impact through true collaboration. Doing this in combination with longstanding experience of

influencing, action research and partnership working is a powerful mix. IIED has identified four major blockers preventing radical change: (1) Destructive economic models; (2) Unjust power dynamics; (3) Outdated mindsets perpetuating poverty; (4) Protectionist laws benefiting incumbents. Addressing these barriers is a key focus and strength of IIED.

Over the past decade, IIED has made significant contributions to sustainable development, focusing on integrating global efforts to combat poverty, inequality, climate change, and ecosystem degradation. Some of the selected key impacts include:

- Advancing the SDGs: Playing a key role in shaping the 17 Sustainable Development Goals.
- Enhancing Climate Finance Access: Through initiatives like LIFE-AR, ensuring funds reach vulnerable communities.
- Promoting Locally-Led Development, Adaptation and Governance: Collaborating with 350+ partners in 60+ countries to amplify community voices.
- Influencing Global Climate Policy: Supporting the LDC Group in negotiations, shaping key agreements like the Paris Agreement.
- Action-Oriented Research: Producing research on climate adaptation, resource management, and urban development.

Various assessments of IIED have documented that IIED has a high level of relevance as it has a strong alignment with global sustainable development agendas and its responsiveness to emerging environmental challenges. Coherence of the IIED operations is assessed as good through its systems-change approach. IIED effectiveness is assessed to be good, especially due to its significant successes in influencing policy and driving sustainable development initiatives. IIED is assessed to be efficient. In terms of impact, IIED has a strong reputation and has achieved notable impacts in sustainable development. IIED produces outcomes that have a high level of sustainability.

An independent review in 2022 (commissioned by IIED's institutional funders Sida and Irish Aid) confirmed IIED's strengths, particularly its research-to-action approach, its local to global approach, and trusted partnerships in the Global South. It informed IIED's Manifesto and current organizational approach. During the previous period when the Danish government provided institutional funding for IIED, independent reviews were carried out every 5 years. These led to significant improvements to the organisation's operating model (2012) and to IIED's 'local to global' approach to its research and impact (2017). The next scheduled review of IIED in 2027/28 will coincide with the midpoint of the Danish support and will provide a valuable means to assess the organisation's ways of working and its impact.

IIED is centrally placed in terms of addressing equity and inclusion in climate action, management of natural resources and sustainable development. Hence, important aspects of poverty reduction, inclusion and rights of communities, indigenous peoples' rights, and gender issues are integrated in all of the work of IIED. The nexus of poverty, nature and climate is addressed very directly in IIED's work. IIED is actively applying a Human Rights Based Approach (HRBA) and the principle of Leave No One Behind (LNOB). Target beneficiaries of IIED are first and foremost poor and resource dependent communities in the Global South.

3.3 Niche and comparative advantages

Within the field of climate, nature and people in the Global South, IIED's specific niche is to act as an independent international policy and research institute that adopts a co-collaborative, partner-led, approach. At the heart of IIED's model is ensuring the needs and priorities of marginalised people are reflected in the local, regional, national and international decision-making arenas that affect them. In this sense IIED acts a backbone organisation, connecting actors across the world to enable influential and valuable flows of rigorously researched knowledge and information. This is a niche, where IIED plays a key role, not alone, but together with its partners.

IIED unique niche includes that they have been at the heart of designing, developing and scaling *locally led adaptation (LLA)* principles and practical approaches, and that they continue to be central to a wide community of practice looking to advance LLA implementation. Further, IIED is uniquely positioned in

terms of its work with climate diplomacy, where it ensures that many of the LDC countries voices are brought forward in international negotiations. Climate justice is central in the work of IIED.

The comparative advantages of IIED relate to its working in co-collaboration on a global scale, which gives them the independence to be bold and cutting edge and generate important research and analysis to bring maximum influence on key decisions about policy, practice and climate finance. As a trusted broker, IIED amplifies evidence and voices from the frontlines of climate, nature loss and inequality impacts, whilst nurturing and supporting other organisations to strengthen their capability to inform powerful solutions. By passing funding through to partners to promote action on the ground and evidence generation, IIED ensures policy meets practice.

IIED collaborates with a range of other international organisations such as WRI, GGGI, IUCN and various WB and UN organisation of which some are also supported by Denmark, but IIED's niche and comparative advantages makes them specifically needed and complementary to these other global organisations. These advantages make IIED a solid partner for Danish ODA collaboration in promoting integrated solutions for climate, nature, sustainable development and poverty reduction in the Global South.

3.4 Key strategic challenges

As stated, IIED seeks to address the key strategic challenges of the interconnected crises of climate change, nature loss, and inequality. This includes addressing the key problems of destructive economic models, unjust power dynamics, entrenched mindsets and protectionist laws that perpetuate poverty, suppress rights and hinder progress towards a thriving world.

For IIED as an organisation, the 2022 independent review highlighted key strategic challenges, including the organisation's current financing model, which privileges short-term, ad hoc funding sources based on financier interests above longer-term, strategic financing opportunities that promote well-tailored priorities, ongoing experimentation and 'big' thinking and doing. This underscores the central importance of unrestricted frame funding for IIED.

Selected findings from the 2022 independent review are presented below. It is important to note that IIED is dealing with these challenges as presented in the IIED's management response.

- Partnerships: IIED has built strong partnerships, but they remain largely project-based and need a more structured, long-term approach for collective impact.
- Internal Collaboration: Staff engagement and synergy across programs have improved but are still hindered by competition for funding and limited incentives for cooperation.
- Monitoring & Evaluation: IIED's Learning Impact Framework (LIF) is promising but requires more strategic evaluations to clearly articulate IIED's overall impact.
- Positioning in a Competitive Landscape: IIED's niche is being challenged by increased competition and evolving collaboration models, necessitating strategic repositioning.
- Engagement with the Private Sector: IIED has limited interactions with private sector actors, despite their growing influence in sustainable development.

IIED has comprehensively responded to the 2022 review by assessing and revising IIED's organisational structures and ways of working, including moving to a task-focused model for delivery of work that brings together expertise from across IIED to deliver research and impact, underpinned by 'real-time' learning. Increased emphasis has been placed on IIED as a 'backbone' organisation, providing the support and connections to enable ambitious collaboration involving diverse actors to achieve major impact. Danish funding will contribute further to implementation of this new model, and IIED will provide regular reports on progress on this and make room for input for institutional funders.

3.5 Opportunities for synergy

There are strong synergies between Denmark's priorities and IIED's work, particularly in climate adaptation and locally led action. IIED strengthens Denmark's focus on community-driven solutions, inclusive climate finance, and policy-relevant research, ensuring adaptation funding reaches those in need. IIED's influence in UNFCCC negotiations supports Denmark's push for climate justice and fair adaptation finance. Partnering with IIED makes Danish climate finance and adaptation strategies more effective, evidence-based, and equitable. Denmark promotes fair climate finance for vulnerable communities and funds mechanisms, such as the Green Climate Fund (GCF) and Adaptation Fund. IIED advocates for equitable climate finance, simplifying processes to improve access for local actors and aligns with Denmark's ambition to support the Global South. IIED can help optimize climate finance mechanisms, ensuring funds reach local needs efficiently.

In Nature-Based Solutions (NbS) & Biodiversity Protection, IIED provides insights, policy input, and best practices to enhance Danish investments. In sustainable economic growth, IIED's research on green business models and informal sector resilience supports Denmark's efforts in sustainable job creation. IIED's work on participatory governance and local climate action aligns with Denmark's approach to human rights and governance. For urban resilience, IIED offers policy frameworks addressing climate risks, migration, and poverty, benefiting Danida-funded programs. In fragile and conflict-affected areas, IIED's expertise in disaster risk reduction and climate security aligns with Danish climate-conflict programming, helping integrate climate resilience into humanitarian aid.

IIED is a key provider of knowledge, partnerships, and policy support on climate, nature, and people. Its work complements Denmark's support for international climate and nature organizations such as WRI, IUCN, and GCF, as well as Danish programs like the Strategic Partnership Agreement (SPA) and Investment Fund for Developing Countries (IFU). Synergies can be strengthened through processes like the Annual Action Plan and Stocktaking Review, active stakeholder engagement, and integrating IIED's input into programming and capacity development within MFA to enhance equitable climate adaptation and sustainable development.

IV. Justification, priority areas and results to be achieved

4.1 Justification for the support

IIED is a leading research and action organisation that brings evidence and facilitate participation of the more marginalised communities of the world in the process of solving the world's interconnected challenges in climate, nature, and poverty. This underscores IIED's central role in knowledge, policy influence, and implementation support, forming the key rationale for Denmark's support to IIED.

Key justification for the support is based on IIED strong expertise and reputation for its work on locally led adaptation to climate change grounded in an extensive network of local and national partners and longstanding research. Further, it is based on IIED being a highly strategic actor in international policy processes focused on climate and environment where they promote the voice of the Global South. Hence, IIED can be a key knowledge partner and a resource providing policy-relevant research and strategic insights to MFA staff engaged in a range of policy contexts, from UNFCCC COPs to national and subnational programmes designed to enhance resilience to climate impacts and tackle loss and damage. MFA is likely to benefit from a stronger connection with IIED, and there are no other comparable organisations in Denmark or abroad that can provide MFA with the same level of expertise, policy insights and influence that IIED is likely to provide.

Denmark's Strategy for Development Cooperation and Humanitarian Action (*The World We Share*) focuses on climate action, poverty reduction, and human rights, all of which align closely with IIED's mission. Specifically, IIED contributes to:

- Climate change adaptation and resilience (a priority under Denmark's *Global Climate Action Strategy*).
- NbS and biodiversity conservation, key for Denmark's commitment to protecting ecosystems.

- Poverty alleviation and sustainable livelihoods, particularly in vulnerable communities, reinforcing Denmark's human rights-based approach to development.

IIED is central in the attempt to ensuring climate finance reaches those most affected. This is top priority for Denmark and will strengthen Denmark's engagement in climate justice, ensuring fair and inclusive climate finance for the Global South.

Further, IIED can provide Denmark with (e.g. within UNFCCC).

Denmark prioritizes locally driven solutions, ensuring that development assistance benefits the most vulnerable people in low-income countries. IIED's approach is deeply participatory, engaging local communities, governments, and civil society actors to enhance inclusive governance and local ownership of development processes. IIED has extensive experience with and a major focus on working in Africa and in fragile contexts, which is in line with Denmark's strategy as expressed in *Africa's Century*.

Denmark's core funding will directly, by the very nature of IIEDs geographical and thematical focus, qualify as ODA. The support will contribute to achieving SDGs 1, 11, 13, 15, 16 and 17, and is aligned with Denmark's Priorities for Development Cooperation 2024, allocating 35% to the green transition, including sustainable climate adaptation and management of nature.

4.2 Overall results to be achieved by the Danish support

With core funding support, Denmark will contribute to all IIED's six impacts in the 2025-2030 Programme, but will have a specific focus on the following four impacts and their selected indicators:

- Impact 1: Shifted trade, finance and investment to benefit both people and the planet. With the indicator: By 2030, see a scale-up of international nature finance flows to low-income countries where IPs& LCs have a say in their design and are beneficiaries (compared with 2025 levels).
- Impact 2: Transformed climate action and governance so people and nature can thrive. With the indicator: By 2030: Analysis finds a significant increase of climate adaptation finance reaching vulnerable communities, compared with the 10% identified by IIED research in 2019.
- Impact 3: Increased promotion of forest, farm and fisheries systems that feed and nourish people and planet. With the indicator: By 2030: IIED strengthens resilient food systems and restores nature in multiple countries.
- Impact 4: Increased championing of community-led nature governance and stewardship. With the indicator: By 2030: Protected and conserved areas in multiple countries have adopted IPs & LCs led-governance reforms to strengthen equity and nature stewardship.

Denmark will support all the outcomes of the 2025-2030 Programme but will have a focus on two outcomes under each of the focus impact areas. For impact 1, the focus will be on *Scaled locally controlled finance models*; and *Strengthened climate finance governance*. Under impact 2, focus will be on *Stronger LDC climate advocacy and capability*; and *strengthened equitable climate finance delivery*. For impact 3, focus will be on *Strengthened resilience to climate-induced food insecurity*; and *Extended landscape restoration practices to support sustainable food systems*. For Impact 4, focus will be on *More widespread examples of inclusive conservation governance*; and *Strengthened governance frameworks and legal empowerment to promote equitable resource management and sustainable economic transitions*. Indicators for each of these outcomes have been developed and can be found in the Programme in Annex 1.

4.3 Priority areas for the Danish support

Based on core funding, Denmark fully supports the mandate of IIED. In addition, it aims to enhance the overall performance and impact of IIED through four priority areas. These priority areas will guide Denmark's partnership and dialogue with IIED, building on the synergies between Denmark's and IIED's strategic priorities and achievements. They are focused on (1) *Local led adaptation and conservation practises* (2) *International climate adaptation finance, policies and negotiations*, (3) *MEL system development and impact monitoring* (4) *Task team structure development and effectiveness*. The priority areas are:

1) *Progress in local led adaptation and conservation practises*. IIED is central in this field and having this as a priority area will ensure that the best possible learnings are shared between IIED and Denmark and its

partners. Focus will be on progress at local, national and international level. The priority area will draw on progress under impact 3 and 4 and will be measured by the associated indicators.

2) *International climate adaptation finances, policies and negotiations.* IIED's work within this area is of significant importance in order to support and inform Denmark on key developments in terms of international climate adaptation progress and has a very strong focus on LDCs. Progress in this priority area will be assessed according to the impact 1 and 2 and will be measured by the associated indicators.

3) *IIED enhances monitoring and reporting on outcomes and impacts.* This relates to organisational effectiveness. IIED has a well-developed MEL system, but further progress is needed (and under development) in order to be able to monitor impacts at portfolio level. This applies also to some extent to monitoring results at outcome level. Denmark will work to support IIED's efforts to improve monitoring and reporting of impacts and outcomes of the 2025-30 programme. Results and indicators will be associated with the work of the task team on Evaluative and Adaptive Thinking and should be further developed.

4) *Progress in the IIED-wide application of the task team structure.* This priority area is also related to organisational effectiveness. The task team structure is new, it is a development of central importance for IIED, but it still remains to be seen how well it functions. The results to be achieved are not directly part of the results framework for the 2025-30 programme, but IIED has stressed the importance of following the process of task team implementation. Specific results related to this priority area should be included in a future plan for delivery by IIED.

V. Danish approach to engagement with the organisation

Denmark will be part of the group of institutional donors to IIED and adhere to established principles and procedures for engaging with IIED. Denmark will participate in one annual meetings between IIED and the donor group. This meeting will discuss progress based on the Annual Report and also offer opportunities for the donor group members to independently exchange views with each other. Danish priority areas will, when relevant, be included in the discussions.

Denmark will have one annual bilateral meeting in Copenhagen with IIED to discuss status and issues related to the Danish priority areas and more generally related to the Danish support and with focus on programme global/local implementation within the areas of climate adaptation and loss and damage. Further, it will be focused on IIED work of relevance for the African continent.

KLIMA will share information and coordinate with embassies and other MFA departments to enhance synergies with other Danish-funded programmes and promote collaboration with IIED relevant task teams. The intention is to embed the partnership between Denmark and IIED broadly within the MFA, including representations, to ensure that IIED becomes a leading climate adaptation partner of MFA.

In the partnership, IIED will seek to brief MFA on international and national/local developments specifically within climate adaptation and loss and damages. During the coming EU presidency of Denmark, it will be especially important that IIED can brief MFA on these developments. A structure, where IIED key climate staff can meet online for one hour every month with some selected people in MFA in terms of updating and briefing on these specific topics, will be developed. Further, the partnership between IIED and MFA will seek to ensure that the various analyses that IIED has and will be producing can be used in the various stages of work of the MFA. KLIMA will inform IIED on what areas of analyses are relevant, and IIED will make specific communication to MFA highlighting the most relevant analyses.

Denmark at MFA level and embassy level will engage with relevant task teams of IIED. Specifically, Denmark will engage with the task teams that addresses Climate Diplomacy, International Climate Funds and IPPC Engagement. Further, Denmark will engage with the task teams for Transforming Climate Finance and Governance for Locally Led Adaptation (LLA) and for Transforming Conservation Practises. For monitoring and evaluation, Denmark will engage with the task team on Evaluative and Adaptive Thinking, and for organisational progress in task team structure, Denmark will engage with the senior management team.

The collaboration between IIED and relevant Danish embassies will be strengthened and will focus on specific Danish programmes where the priority areas of locally led adaptation, climate finance and conservation are relevant. KLIMA will communicate to IIED and to the relevant embassies on areas of common interest and then IIED specific task teams and embassies should continue a dialogue on those specific relevant topics.

Seeking to include IIED in coordination and communication of Denmark's engagement across Green Funds will be considered. Involvement of Danish civil society/research expertise in providing input to the Danish collaboration with IIED will be pursued. Back-to-back with the IIED-MFA annual bilateral meetings, a thematic workshop with IIED and the Danish resource base and MFA staff will be planned.

Monitoring will rely on IIED's reporting system, which is evolving, and external reviews where Denmark will provide specific input to the ToR and the review process. A planned external review of IIED's portfolio in 2027 will function as a mid-term review of this Organisation Strategy. Denmark will rely on IIED's risk management system for anti-corruption measures, maintaining a zero-tolerance policy for fraud. Audited organisational accounts will be received annually by 31st May reflecting the Danish contribution. The audit shall comprise of a financial audit, including elements of compliance and performance audit. The basis for the audit must be International Standards for Auditing (ISAs) regarding the financial audit and the basis for the compliance and performance audit must follow relevant International Standards of Supreme Audit Institutions (ISSAIs). Denmark retains the right to monitor the organisation financially and programmatically through specific missions.

VI. Budget

The budget for the 2025-30 Programme is expected to be £147.0m (1.3 billion DKK) over the five years. The budget details are provided in the Programme in Annex 1. The Danish contribution will be provided as core funding of DKK 75 million over five years. This funding will constitute 20-30% (depending on status of core funding) of the annual core funding from the IIED institutional donors. It is as follows:

DKK mil.	2025	2026	2027	2028	2029	Total
Support to 2025-30 IIED Programme	15	15	15	15	15	75
Disbursement	15	15	15	15	15	75

IIED financial year runs from April 1st to March 31st. The overall IIED budget is fully ODA compliant, and for the five years it supports the six impacts areas with the following amount:

IIED indicative budget re. Impacts in £m	April 25 - March 26	April 26 - March 27	April 27 - March 28	April 28 - March 29	April 29 - March 30	Totals
IIED Activities towards impact	16.0	17.1	18.0	18.0	18.9	88.0
Partner and Third-Party activities towards impact	16.0	13.0	12.0	9.0	9.0	59.0
Total Programme Related Expenditure	32.0	30.1	30.0	27.0	27.9	147.0
<i>Impact 1: Shifted trade, finance and investment</i>	3.2	3.0	3.0	2.7	2.8	14.7
<i>Impact 2: Transformed climate action and governance</i>	9.6	9.0	9.0	8.1	8.4	44.1
<i>Impact 3: Increased promotion of forest, farm and fisheries</i>	4.8	4.5	4.5	4.1	4.2	22.1
<i>Impact 4: Championing of community-led nature governance</i>	6.4	6.0	6.0	5.4	5.6	29.4
<i>Impact 5: Helping migrants, including displaced people</i>	3.2	3.0	3.0	2.7	2.8	14.7
<i>Impact 6: Evolved cities as places of inspiration and justice</i>	4.8	4.5	4.5	4.1	4.2	22.1

VII. Analysis of major risks, risk responses, and assumptions

IIED employs a risk management framework addressing strategic and operational risks, updated quarterly or as needed. The IIED Board reviews and mitigates risks at meetings. Below are key risks and mitigations

from the Dec 2024 IIED risk register. Further, in Annex 3 a risk matrix for the Organisation Strategy is presented.

- **Geo-political risks.** Political shifts and conflicts threaten aid and cooperation, impacting IIED. The US aid suspension is an example. IIED diversifies funding sources beyond traditional aid, leveraging partnerships like the IPCC Chair and Green Economy Coalition. New alliances with philanthropies, governments, and private funders enhance resilience while monitoring geopolitical trends.
- **Misinformation & AI risks.** Disinformation challenges IIED's evidence-based work, especially with IPCC hosting. AI may impact research credibility and cyber threats could grow. IIED strengthens peer review, IT security, and fraud prevention while separating its role from IPCC's evidence generation.
- **Financial sustainability.** IIED relies on unrestricted funding; reductions threaten flexibility. If overheads are further restricted, financial sustainability is at risk. Inflation also pressures project budgets. IIED increases reserves by £2m under its strategy, seeking grants while managing costs, margins, and financial forecasting. The UK government is IIED's single biggest funder (~30% of FY24 income), financing multiple large-scale programmes with IIED managing large re-granting components. The recent announcement that UK ODA will be cut from 0.5 to 0.3% of GNI from 2027 is likely to affect IIED through reduced re-granting and increased competition for new funding. However, the UK government continues to prioritize climate action and research, meaning IIED should be well-placed to pivot to alternative UK government funding streams.
- **Grant management & fraud prevention.** Public funding requires compliance and fraud prevention. Non-compliance could damage IIED's reputation and finances. Mitigation includes strong internal controls, linking payments to deliverables, transparency with donors, and strengthening fraud controls and financial oversight in FY26.
- **Administrative platform.** IIED's infrastructure has been maintained piecemeal. Future investment focuses on core systems (finance, HR, compliance, IT). Leadership hires support this, but growing administrative demands pose risks to efficiency. A strategic upgrade programme is underway.
- **Safeguarding.** IIED works with vulnerable groups and faces complex safeguarding risks due to diverse partners. Strengthening policies, due diligence, recruitment, training, and oversight will remain priorities in FY26.

VIII. Annexes

Annex 1: IIED Programme of Work 2025-30 (under separate cover)

Annex 3. Risk Register adapted for the Organisation Strategy

Below are selected key risks, identified in the IIED risk management framework and adapted for this Organisation Strategy. These are risks that should be monitored as part of the Danish support to IIED.

Risk factor	Risk response	Likelihood (1-5)	Impact (1-5)	Initial risk (1-16)	Residual risk (1-16)
Global and national political risks to delivery of programme: political change undermines Paris / CBD processes and cuts to ODA funding reduce available finances.	<ul style="list-style-type: none"> * Ongoing evaluation of strategic positioning and adaptation of delivery workplans to reflect changing contexts. * Strong dialogue with key actors in funding agencies plus significant and diversified pipeline of potential funding * Close monitoring of political landscape and IIED external communications 	Likely (4)	Significant (4)	Very Significant (16)	Significant (10)
Increasing risk of global and regional conflicts with impacts on sustainable development prospects. These reduce IIED operational range and partnerships and lead to changing funder priorities and power shifts.	<ul style="list-style-type: none"> * Full suite of travel security measures and insurance policies in place including provision of advice, training and supplier review * Monitor global events and impacts on staff, partners and project delivery * Proactive assessments of project risks and delivery 	Likely (4)	Significant (4)	Very significant (16)	Significant (12)
Business development and funding risks: <ul style="list-style-type: none"> * Funders push down overhead contributions which makes funding of IIED operations difficult * Sources of institutional funding diminish, increasing market place competition * Cumulative risk around several funders pulling out of one or more thematic areas of work or geographic region * Over-reliance on small number of funding sources which increases vulnerability to major cuts or policy changes 	<ul style="list-style-type: none"> * Stronger emphasis on securing institutional funding from diverse sources * Improved transparency on IIED's cost breakdown and cost management strategies in place, with ongoing review of our cost recovery model and efforts to drive down costs * Active engagement with funding agencies, including through annual Donor Dialogues and targeted communications and interaction 	Likely (4)	Significant (4)	Very significant (16)	Significant (10)

Risk factor	Risk response	Likelihood (1-5)	Impact (1-5)	Initial risk (1-16)	Residual risk (1-16)
Failure to manage grant funds effectively , including increased fraud risk: * Mismanagement of funds: not spent on the intended programme activities and misappropriated * Corruption and fraud carried out by staff or partners * Significant change period for IIED leads to operational functions not being managed effectively	* Ongoing fraud training, with option to offer to key partner organisations * Finalise and publish Finance Manual and IIED financial regulations, to include authorisation thresholds and segregation of duties * Enhanced capability and capacity of IIED Finance Business Partners and Project Managers for improved grant management and compliance	Likely (4)	Significant (4)	Very significant (16)	Moderate (6)



IIED Programme of Work 2025-2030

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Introduction to IIED

The [International Institute for Environment and Development](#) (IIED) is an independent international policy and research institute. IIED's mission is to build a fairer, more sustainable world, using evidence, action and influence in partnership with others. Together, we challenge the destructive economic models, unjust power dynamics, entrenched mindsets and protectionist laws that perpetuate poverty and hinder progress on tackling the root causes of climate change, nature loss, and inequality.

IIED works in collaboration with marginalised communities across Africa, Asia, the Middle East and Latin America, to bring lived experience, expertise and evidence to global attention, to help reshape policies, funding mechanisms and governance at all levels. IIED has over 350 partnerships and works in more than 60 countries. Nearly half of IIED's partnerships are with civil society organisations (CSOs), with the remaining comprising governments, research bodies, the private sector and the media. As a trusted broker, IIED amplifies evidence and voices from the frontlines of climate impacts, whilst nurturing and supporting other organisations to strengthen their capacity to inform powerful solutions on the climate and nature crises and entrenched inequalities.

IIED's Strategy

IIED's strategy is set out in the [Manifesto for a Thriving World](#), launched in May 2024. Following a year-long process of collective listening and thinking that helped shape our Manifesto, we are adapting how IIED works for impact:

Focus our effort: All IIED's work will be directed towards advancing six propositions (impacts) and using the levers of change to unlock rapid progress. We will build on and deliberately design a portfolio of interventions – ideas, innovations, scalable solutions – from which we can collectively learn and adjust how to achieve our goals. These interventions will be taken forward by agile, time-bound, multi-skilled 'Task Teams'.

Proactive alliances: We know we cannot achieve this alone, so we will either join or catalyse alliances of diverse stakeholders working towards the same aims, where each organisation can work on a different element, bring their complementary strengths, and alliances can learn and adapt approaches together.

Play to our strengths: We will focus on bringing the best of IIED into such alliances and leave the rest to others who do it better. We are at our best when we act as trusted intermediaries and great partners, when we generate evidence and practical recommendations with communities, and when we marshal this to influence the way things are done locally, nationally, and internationally – with our partners often in the lead. We are also at our best when we focus on IIED's signature interventions, where we have a distinct track record, capability, and strong reputation. These are:

- Research that identifies the differentiated risks and impacts for community members.
- Supporting inclusive design of new environmental and social policies and contracts.
- Unlocking ways to appropriately devolve power in governance structures.
- Tracking flows of people, things, and money to understand unjust patterns.
- Designing innovative ways to get money where it matters.

- Rethinking models and advancing ideas backed by evidence to challenge the damaging status quo.

Seek justice by acknowledging our privilege: IIED's values are anchored closely with justice, acknowledging IIED has benefitted from and often perpetuated a colonial development model. Practically this means equity and justice will guide all we do, including the way we work in partnership, the way we fund ourselves, the way we govern ourselves and the way we use our voice to challenge the insidious hidden handbrakes that keep damaging systems in place.

Theory of Change

IIED's approach to bring about change

Between 2019 and 2024, IIED's institutional theory of change (TOC) focused on three core areas: generating new evidence to support sustainable development, fostering improved interactions among diverse actors, and enhancing the capacities of these actors to create and apply evidence. These efforts aimed to address global challenges and contribute to long-term outcomes, such as equitable governance, increased resources for impoverished communities, and strengthened rights for marginalised groups. As the strategic period came to an end, we reflected on our strategy, recognising that incremental progress is insufficient to drive meaningful change, especially in the face of escalating challenges such as climate change, biodiversity loss, and inequality. Furthermore, partnerships based on bilateral relationships and individual, project-based efforts often do not achieve lasting impact.

To achieve transformative change, IIED recognises the need for a more ambitious approach. This includes fostering diverse and inclusive alliances, rapidly adapting to emerging opportunities and insights, and acting with both foresight and the support of strong grassroots networks.

Following a year of review and dialogue, IIED identified four big blockers - connected systems, structures and beliefs that stand in the way of the radical changes needed to tackle climate change, nature loss and inequality. These **blockers** are:

1. **Destructive economic models.**
2. **Unjust power dynamics that repress rights.**
3. **Mindsets and discredited ideas that perpetuate poverty.**
4. **Protectionist laws and rules that bring benefits for incumbents.**

The blockers represent critical drivers of the triple crisis facing the world today and a status quo that is fundamentally incompatible with a thriving world for all. IIED sees real opportunities to change and overcome these blockers. In doing so, we are targeting our effects to achieve progress on six interconnected **propositions (impacts)** are:

1. **Shift trade, finance and investment to benefit people and planet.**
2. **Transform climate action and governance so people and nature can thrive.**
3. **Promote forest, farm and fisheries systems that feed and nourish people and planet.**

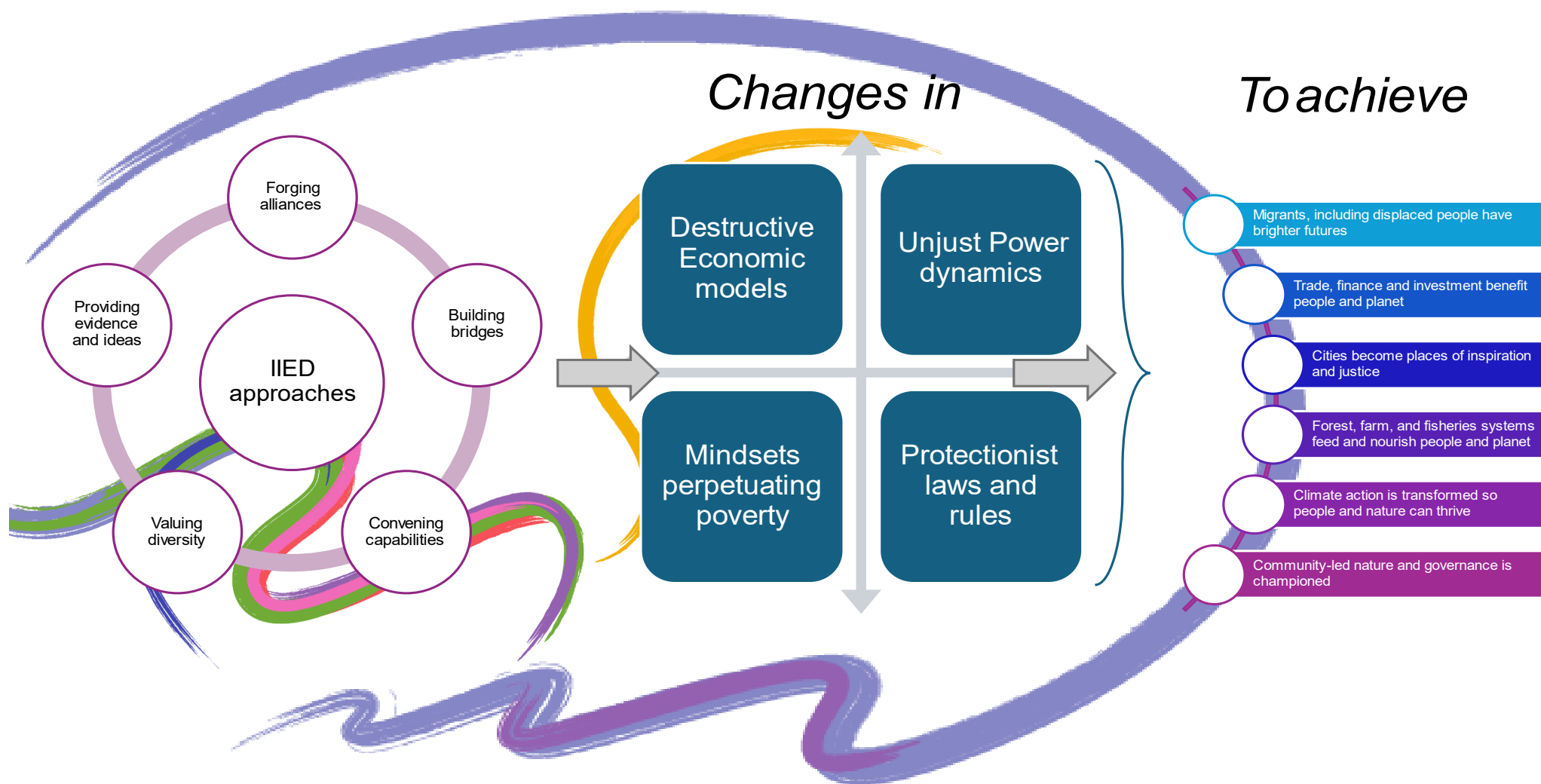
- 4. Champion community-led nature governance and stewardship.**
- 5. Help migrants, including displaced people, to have brighter futures.**
- 6. Evolve cities as places of inspiration and justice.**

With each proposition, IIED will be guided by rich and diverse insights on gender justice and intersectionality, and our efforts to strive for locally led adaptation (LLA).

In addition, IIED is placing greater emphasis on adapting their approach regularly based on learning, to see how IIED can achieve greater impact in weakening the current system and replacing it with one where IIED's mission and vision is possible. The propositions are deliberately designed to be overlapping to maximise impact and make the most of IIED's signature capabilities, networks and track record.

IIED's revised TOC assumes that engaging key stakeholders in radical collaborations and co-creation processes will inform and shape policy and practice at all levels, from local to global. Concurrently, transforming the body, use, and framing of knowledge will unlock catalytic, systemic changes that drive positive transformation. IIED's main stakeholders include decision-makers, local communities, influencers, communication and knowledge brokers and researchers. To engage these groups effectively, IIED employs an agile, adaptive and politically astute processes designed to shift power dynamics.

Graphic 1: Visual theory of change



Achieving Impact

We achieve impact by testing and advancing multiple initiatives and solutions at the same time around each proposition, where each of these is designed to tackle one or more blockers of progress. Together these initiatives and solutions act as a deliberately designed portfolio, and are individually advanced by a team of people with cross-functional skills to increase the likelihood of achieving scale. This section provides details on what we intend to achieve over the next 5 years.

A full list of IIED's programme of work's impacts, outcomes, outcome indicators, outcome outputs, benchmarks and targets, key success indicators, outputs and inputs, are captured in Annex 2 – IIED's programme of work logframe.

Impact 1: Shifted trade, finance and investment to benefit both people and the planet

This intended impact builds on multiple initiatives where IIED has been at cutting edge of designing innovative approaches while drawing attention to the hidden handbrakes to change that are often deeply embedded in laws, rules or practices designed to keep the status quo. So these interventions include (i) designing new finance mechanisms and scaling private finance to protect nature that embed priorities of Indigenous People and Local Communities (IP&LCs), (ii) scaling locally controlled, self-generating financing mechanisms not dependent on international transfers, (iii) challenge exploitative investment and trade agreements, including through deploying legal tools to prevent land grabs and reforming treaties protecting fossil fuel investors, and (iv) strengthening coalitions, assistance and financial reforms to enhance sovereign debt sustainability. We believe these actions will help to challenge damaging protectionist laws and destructive economic models, and offer a dynamic set of interventions to learn from and adapt as we sense the best paths for scaling impact.

Key Success Indicators

By 2030, see a scale-up of international nature finance flows to low-income countries where IPs& LCs have a say in their design and are beneficiaries (compared with 2025 levels).

By 2030, see a decrease in the number and extent of trade and investment agreements that offer protection to fossil fuel investors and disincentivise positive climate and nature action (compared with 2025 levels).

We are working towards impact through the following outcomes and outputs:

Outcome 1.1. Co-designed, piloted and tested mechanisms for nature finance that support the priorities of IPs & LCs

- Output 1.1.1. Strengthened evidence about locally led climate and nature finance informs decision-making on inclusive funding strategies that benefit IPs & LCs.
- Output 1.1.2. Policy engagement drives trade reforms that shift away from fossil fuel interests, ensuring fair benefit-sharing, environmental protection, and equitable resource governance in mineral-rich countries.

Outcome 1.2. Enhanced recognition, integration, and resourcing of locally controlled, self-generated finance models, within biodiversity and biocultural economies, ensuring the long-term sustainability of ecosystems and the protection of IPs & LCs' rights.

- Output 1.2.1. Action research on trade and investment reforms safeguards IPs & LCs land rights, prevents environmental degradation, and promotes climate-resilient, equitable economic systems.
- Output 1.2.2. Locally tailored business cases document community resources, value chains, and enabling policies, supporting sustainable investment strategies that reflect traditional adaptive knowledge.

Outcome 1.3. Increased mobilised private capital aligned with biodiversity conservation and the rights and values of Indigenous People and Local Communities. Strategic engagement with key private sector actors to develop and scale financial instruments that mobilise private capital for nature, ensuring alignment with biodiversity conservation and the rights and values of IPs & LCs.

- Output 1.3.1. Strategic partnerships with private sector actors enables the development of financial instruments that mobilise private capital for nature, ensuring alignment with biodiversity conservation and IPs & LCs rights.
- Output 1.3.2. Action research informs private sector investment frameworks to prioritise equitable benefit-sharing, environmental sustainability, and community-led conservation initiatives.

Outcome 1.4. Strengthened climate finance governance that prioritises locally led adaptation, including equitable urban action and access by vulnerable communities by advancing evidence-based policy reforms, fostering inclusive financial mechanisms, and enhancing multi-stakeholder collaboration.

- Output 1.4.1. Research on urban climate finance allocation establishes a new baseline and documents innovative financial structures to scale equitable urban finance in three countries.
- Output 1.4.2. Evidence co-designed with civil society networks (SIDS, LDCs, AOSIS) informs policy and operational decisions on climate fund allocations, prioritising vulnerable and marginalised urban communities.

Outcome 1.5. Increased influence of advocacy and philanthropy networks in global climate and economic reforms by leveraging strategic engagement, capacity building, and cross-sector collaboration to drive inclusive climate finance governance, amplify Majority World philanthropic leadership, and advance social justice within global economic frameworks.

- Output 1.5.1. Strategic advocacy at COPs, UNFCCC meetings, and fund board.
- Output 1.5.2. Discussions strengthens commitments to LLA and inclusive climate finance governance.
- Output 1.5.3. Enhanced institutional capacity of IIED enables deeper engagement with philanthropic networks, supporting Majority World philanthropies in advancing social justice and economic transformation.

Outcome 1.6. Strengthened coalition efforts for debt sustainability, credit rating reforms, and just economic transitions by mobilising diverse actors, driving systemic

financial policy shifts, and reinforcing advocacy for debt justice to remove economic barriers and promote equitable financial structures for SIDS, LDCs, and LMICs.

- Output 1.6.1. The ALL-ACT Debt Sustainability Support Service (DSSS) is established as a coalition of financial institutions and stakeholders to drive credit rating reforms and other support mechanism for SIDS and LDCs.
- Output 1.6.2. Public mobilisation and empowered social movements drive policy change on economic justice, debt reform, and eco-social contracts, removing financial barriers to economic transition for LMICs.

Impact 2: Transformed climate action and governance so people and nature can thrive

This impact focus is heavily influenced by a longstanding body of work at IIED focused on getting money where it matters – to communities on the front line of climate impact – and creating an inclusive approach where they can be at the forefront of designing the measures and support they need. So the interventions include (i) amplifying the influence of diverse voices in the design and delivery of global climate agreements and policy initiatives, (ii) advancing gender-climate justice approaches, (iii) creating inclusive climate assessment reports with evidence to support practical change, (iv) getting money where it matters by remodelling finance mechanisms to put locally led adaptation at the heart. We believe these actions will help to challenge the unjust power relationships that repress rights and shift the mindsets that perpetuate poverty and vulnerability and offer a dynamic set of interventions to learn from and adapt as we sense the best paths for scaling impact.

Key Success Indicators

By 2030: Analysis finds a significant increase of climate adaptation finance reaching vulnerable communities, compared with the 10% identified by IIED research in 2019.

By 2030: The IPCC increases the author representation and practical evidence drawn from LDCs, SIDS and IPs in its assessment report compared with the previous cycle.

We are working towards impact through the following outcomes and outputs:

Outcome 2.1. Strengthened LDC climate advocacy enhancing the LDC Group's influence in UNFCCC negotiations, supports effective implementation of UNFCCC agreements through its NDC, **and increased participation of underrepresented women negotiators.**

- Output 2.1.1. The LDC Group effectively uses media and public diplomacy to build broader public support for stronger climate action.
- Output 2.1.2. LDC Group practitioners and junior negotiators, particularly underrepresented women, gain the knowledge, skills, and confidence to implement UNFCCC and Paris Agreement decisions and support the LDC Group's work.

Outcome 2.2. Strengthened IPCC-research links ensuring inclusive climate action, incorporating diverse voices and enabling non-scientific stakeholders to drive evidence-based solutions.

- Output 2.2.1. A co-developed strategy strengthens IPCC-civil society engagement, identifying interventions, support mechanisms, and ways to assess stakeholder needs and evolving knowledge systems.

- Output 2.2.2. Enhanced capacity to integrate diverse scientists, including IPs&LCs experts, into the IPCC assessment process, ensuring more inclusive and representative climate science.

Outcome 2.3. Bridged Knowledge and Policy for IPCC impact and increased participation of marginalised practitioners to ensure a more grounded IPCC agenda, with IIED research and evidence feeding into global reports and policy synthesis.

- Output 2.3.1. Participatory and action-research tools enable non-scientific stakeholders to align IPCC findings with policy agendas and advocate for evidence-based interventions.
- Output 2.3.2. IIED and partners contribute expertise, evidence, and platforms to IPCC processes, leveraging longstanding initiatives and grassroots learning networks.

Outcome 2.4. Strengthened equitable climate finance delivery through capacity-building, partnerships, and accountability mechanisms.

- Output 2.4.1. A community of practice is established, bringing together REDAA-supported initiatives and broader organisations engaged in nature restoration, using research to drive action.
- Output 2.4.2. Locally led nature restoration initiatives are implemented with new business models, inclusive governance systems, and enhanced resource and land use assessments, supporting a diverse set of actors to integrate gender equality and social inclusion into governance frameworks.

Impact 3: Increased promotion of forest, farm and fisheries systems that feed and nourish people and planet

IIED has a long track record of promoting equity in the way natural resources are managed, but this impact area is designed to ensure fully integrated landscape approaches inclusive of coastal and aquatic systems overcome our tendency to silo actions around specific land uses and producer groups. So the interventions include (i) scaling innovative approaches to strengthening local aquatic food system and producer networks, (ii) strengthening the capability of producer organisations to support resilient production systems, (iii) regenerate degraded landscapes through investing in locally led solutions and (iv) designing social protection systems and credit systems that support agricultural systems to support food security, land-based sequestration, biodiversity and resilience. We believe these actions will help to challenge food systems that destroy nature and exacerbate climate change, tackle the unjust power relationships that repress rights and shift the mindsets that perpetuate poverty and vulnerability. They offer a dynamic set of interventions to learn from and adapt as we sense the best paths for scaling impact.

Key Success Indicators

By 2030: IIED strengthens resilient food systems and restores nature in multiple countries.

By 2030: Through adapting social protection systems, local food and production systems are more secure and equitable access is improved.

We are working towards impact through the following outcomes and outputs:

Outcome 3.1. Co-designed research informs policy and practice, promoting rights-based, sustainable aquatic food systems and mitigating overseas food system impacts.

- Output 3.1.1. Co-designed action research with coastal communities in Bangladesh, Tanzania, and Mozambique builds evidence on systems- and rights-based approaches, helping mitigate overseas impacts of Europe's shifting food system.
- Output 3.1.2. IIED leverages partnerships and networks to share knowledge on systems- and rights-based approaches to aquatic foods, informing policymakers to ensure equity for coastal communities and sustainable food production.

Outcome 3.2. Expanded incentive-based and human-rights approaches to fisheries and coastal management are tested, adapted, and scaled for sustainable fisheries and stewardship.

- Output 3.2.1. Incentive-based approaches to fisheries management and coastal stewardship, including social protection, are designed, tested, and adapted in select countries, with potential for scaling.
- 3.2.2. Human rights-based approaches in coastal stewardship are tested by urban fishing communities in select countries.

Outcome 3.3. Expanded resilient practices of Forest and Farm Producer Organisations (FFFPOs) through research, capacity-building, and technology adoption lead to stronger producer networks.

- Output 3.3.1. A thriving community of practice of Forest, Farm and Fisheries Producer Organisations (FFFPOs) operating in key agri-forest-fisheries food systems is established, engaging relevant support organisations at national and regional levels.
- Output 3.3.2. Specific capacity gaps and strengths of FFFPOs in adopting and expanding knowledge-intensive, adaptive, and resilient production practices are identified to inform targeted support and capacity-building efforts.

Outcome 3.4. Enhanced research and collaboration build social cohesion, food security, and ecosystem integrity in agri-forest-aquatic systems scaling resilient food systems.

- Output 3.4.1. Co-designed action research showcases FFFPOs' efforts to scale up agri-forest-aquatic food systems, enhancing social cohesion, food security, incomes, and ecological resilience.
- Output 3.4.2. Collaboration between FFFPOs and research organisations develops tools and technologies to bridge information gaps and support small-scale producers in adopting resilient, knowledge-intensive practices.

Outcome 3.5. Strengthened social protection and resilience to climate-induced food insecurity.

- Output 3.5.1. The ASPIRE (Anticipatory Social Protection Index for Resilience) Food Security Index is developed and used to assess how well social protection programmes address food security challenges in vulnerable countries.
- Output 3.5.2. Evidence and policy recommendations derived from ASPIRE inform the design and implementation of adaptive social protection strategies to enhance resilience against climate change impacts.

Outcome 3.6. Strengthened nature restoration practices through inclusive governance, knowledge-sharing, and innovative financing.

- Output 3.6.1. A community of practice is established, bringing together REDAA-supported initiatives and broader organisations engaged in nature restoration, using research to drive action.
- Output 3.6.2. Locally led nature restoration initiatives are implemented with new business models, inclusive governance systems, and enhanced resource and land use assessments, supporting a diverse set of actors to integrate gender equality and social inclusion into governance frameworks.: A community of practice is established, bringing together REDAA-supported initiatives and broader organisations engaged in nature restoration, using research to drive action.

Impact 4: Increased championing of community-led nature governance and stewardship

In this area we will focus on expanding nature stewardship by IP&LCs to produce better impacts for protecting and restoring biodiversity in line with the targets set by the Global Biodiversity Framework. These interventions include (i) establishing IP&LC governance of protected areas, (ii) supporting grassroots women's organisation to influence inclusive climate and nature governance, (iii) facilitating indigenous knowledge to inform international policy making, (iv) scaling access to legal empowerment initiatives to help secure local land rights for nature protection and (v) challenging traditional 'fortress' conservation models that exclude local nature stewards. We believe these actions will help to tackle the unjust power relationships that repress rights and shift the mindsets that perpetuate poverty and vulnerability. They offer a dynamic set of interventions to learn from and adapt as we sense the best paths for scaling impact.

Key Success Indicators

By 2030: Protected and conserved areas in multiple countries have adopted IPs & LCs led-governance reforms to strengthen equity and nature stewardship.

By 2030: Indigenous knowledge and gender-focused data around climate justice and nature conservation are used to shape international and regional agreements and policies.

We are working towards impact through the following outcomes and outputs:

Outcome 4.1. Scaled inclusive conservation governance tools and research identify and address barriers to equity, rights, and Indigenous- and local-led conservation, informing legal and policy reforms at national and subnational levels.

- Output 4.1.1. IIED and partners refine and scale multi-actor and self-governance tools to assess, monitor, and strengthen governance, rights, and power dynamics in local conservation practices.
- Output 4.1.2. Collaborations with IPs & LCs movements and multi-actor alliances drive policy and legal reform proposals while strengthening understanding of equitable governance and IPs & LCs rights among key conservation actors.

Outcome 4.2. Empowered gender and climate justice networks strengthen gender-climate data collection, advocacy, and policy influence, including grassroots women's organisations, Indigenous leaders, and civil society actors.

- Output 4.2.1. Indigenous leaders, local conservation groups, and civil society actors enhance knowledge-sharing, advocacy, and policy influence through multi-actor platforms, promoting equitable and rights-based climate action and conservation.
- Output 4.2.2. Grassroots organisations, Indigenous representatives, and policymakers collaborate to advance inclusive climate governance, integrating traditional knowledge, community-led solutions, and policy advocacy.

Outcome 4.3. Amplified indigenous and community voices at advocacy and international engagements bring Indigenous and local knowledge to global fora, shaping conservation and climate policies.

- Output 4.3.1. Indigenous and traditional knowledge is considered and used in global fora.
- Output 4.3.2. Key actors are informed of data gaps on the gender-nature nexus, enabling targeted action in sectors like energy transitions, food systems, and biodiversity loss in selected countries in Africa and Latin America.

Outcome 4.4. Strengthened gender-climate data and related action within grassroots organisations, Indigenous groups, and non-state actors to advance policies integrating gender, climate, and environmental justice.

- Output 4.4.1. Grassroots women's organisations, Indigenous knowledge holders, and social movements are equipped to generate and apply gender-climate-environment data for inclusive policy and solutions.
- Output 4.4.2. Strengthened collaboration among public and civil society actors enhances peer learning, advocacy, and data-sharing to drive evidence-based gender-climate-environment policies and actions.

Outcome 4.5. Enhanced local capacity and governance for climate resilience through early warning systems and community-driven risk management.

- Output 4.5.1. Early warning systems, participatory heat action plans, and community education programmes are piloted in three countries, fostering partnerships between policymakers and communities while positioning local actors for donor support.
- Output 4.5.2. New governance frameworks and collaborative mechanisms enhance the capacity of local institutions to manage climate risks and scale early warning interventions.

Outcome 4.6. Strengthened governance frameworks and legal empowerment to promote equitable resource management and sustainable economic transitions.

- Output 4.6.1. National governance reforms and grassroots legal empowerment initiatives are supported through evidence, dialogues, and pilots, addressing land rights, Free, Prior and Informed Consent (FPIC), benefit sharing, energy transition minerals, gender-just economic governance, and small-scale producer inclusion in value chains.
- Output 4.6.2. Strategic influence on bilateral and multilateral decision-making is strengthened through an emerging body of evaluation and learning, shaping adaptive governance approaches for sustainable development.

Impact 5: Helping migrants, including displaced people to have brighter futures

This impact focus builds on a body of evidence from IIED that highlights climate change as an amplifier of pressures on people to forcibly migrate and research that highlights outcomes for migrants in refugee camps are markedly worse than those hosted in cities where positive hosting approaches are in place. So our interventions include (i) strengthening urban governance and urban hosting for displaced people and migrants, reducing need for costly and damaging refugee camps, (ii) expanding access to opportunities and social protection for those forcibly displaced, and (iii) amplifying migrant voices in policy making. We believe these actions can help to tackle the unjust power relationships that repress rights and shift the mindsets that perpetuate poverty and vulnerability. They offer a dynamic set of interventions to learn from and adapt as we sense the best paths for scaling impact.

Key Success Indicators

By 2030: Multiple cities adopt migrant/displaced people inclusive urban development and governance strategies, directly and indirectly influenced by IIED.

By 2030: IIED is instrumental in expanding access to benefits for forcibly displaced people in multiple countries.

We are working towards impact through the following outcomes and outputs:

Outcome 5.1. Strengthened inclusive urban governance for displaced people and migrants. Multi-level governance frameworks and participatory mechanisms enhance urban policies to support the rights, security, and well-being of displaced people and migrants.

- Output 5.1.1. Co-created governance tools and participatory planning processes strengthen municipal and national policies to promote the inclusion of displaced people in urban development strategies.
- Output 5.1.2. Partnerships between displaced communities, local governments, and urban planning actors foster data-driven policymaking that enhances equitable access to housing, public services and legal rights.

Outcome 5.2. Expanded opportunities and social protection for displaced people and migrants. Locally led initiatives strengthen economic inclusion by improving access to decent work, financial services, and social protection for displaced people and migrant communities.

- Output 5.2.1. Migrant-inclusive governance models for community engagement, service delivery, and municipal policies are tested and scaled in more cities.
- Output 5.2.2. Inclusive financial mechanisms and social protection initiatives improve access to credit, insurance, and essential services for displaced and migrant populations.

Outcome 5.3. Amplified migrant and displaced voices in policymaking and global advocacy. Strengthened advocacy platforms and participatory decision-making ensure that displaced people and migrant communities shape policies affecting their rights, livelihoods, and long-term security.

- Output 5.3.1. Displaced people and migrant-led organisations are equipped with advocacy tools and platforms to engage in national and global policy discussions on migration, rights, and urban inclusion.
- Output 5.3.2. Research and data-driven storytelling initiatives increase public awareness and policy influence, challenging negative narratives and promoting the benefits of migration and inclusion in urban development.

Impact 6: Evolved cities as places of inspiration and justice

This impact focus is rooted in IIED's history as a champion of transformation for the urban poor, driven by inclusive urban development approaches and practical evidence of what works. So our interventions include (i) expanding and strengthening early warning systems and resilience-building action in cities, (ii) strengthening civil society leadership in driving housing reform, (iii) integrating housing justice agendas into national policy making, and (iv) grassroots networks of the urban poor actively shape city futures and resilience of informal settlements. We believe these actions can help to tackle the unjust power relationships that repress rights and challenge exploitative urban development models. They offer a dynamic set of interventions to learn from and adapt as we sense the best paths for scaling impact.

Key Success Indicators

By 2030: IIED has a direct and indirect influence on building greater climate resilience in informal settlements in multiple cities.

By 2030: Through IIED and partner actions, multiple countries reinforce their commitment to more just access and provision of housing.

We are working towards impact through the following outcomes and outputs:

Outcome 6.1. Strengthened climate resilience and early warning systems in urban areas. Locally led early warning systems, participatory risk planning, and community education programmes enhance urban resilience and climate risk management.

- Output 6.1.1. Early warning systems, participatory heat action plans, and community education programmes are piloted in three countries, strengthening partnerships between policymakers and communities.
- Output 6.1.2. Increased capacity of partners and key stakeholders enables integrated climate action in informal settlements, catalysing new initiatives, governance mechanisms, and policies at local and national levels.

Outcome 6.2. Strengthened civil society leadership in housing justice advocacy.

Civil society actors, including grassroots groups and NGOs, are equipped to drive housing justice agendas, ensuring inclusive policymaking at national and global levels.

1. Output 6.2.1. Civil society actors engage in co-designed action research, generating evidence and strengthening grassroots capacities for housing justice advocacy.
2. Output 6.2.2. The Hub for Housing Justice, convened by IIED, is consolidated as a platform for knowledge exchange, joint agenda-setting, and synchronised advocacy across international policy spaces.

Outcome 6.3. Integration of housing justice agendas into national and global policymaking. Governments and multilateral institutions integrate housing justice priorities into policy frameworks, ensuring sustainable and equitable urban development.

- Output 6.3.1. National and local governments endorse housing justice agendas, implementing and replicating housing policy dialogues in partnership with UN-Habitat and civil society actors.
- Output 6.3.2. Global housing multilateral spaces, such as the 'Open-ended Intergovernmental Expert Working Group on Adequate Housing for All' and United Cities and Local Governments (UCLG)'s Local Social Covenant, generate commitments from governments to advance housing justice priorities.

Outcome 6.4.Strengthened social protection and economic inclusion for vulnerable urban populations. Cities adopt anticipatory social protection measures and informal labour market reforms to enhance economic resilience for vulnerable communities.

- Output 6.4.1. Facilitated uptake of anticipatory social protection frameworks (ASPIRE) ensures that urban policies adapt to support vulnerable populations.
- Output 6.4.2. Local and national policymakers integrate informal labour market reforms that improve access to economic opportunities for displaced people, migrants, and marginalised urban populations.

Programme Management and Delivery

Programme Management and Governance

To realise the ambitions set out in our manifesto, and in recognition that the world is facing an interconnected 'triple crisis' of poverty, environmental degradation and climate change, IIED is undergoing a change process to enable us to achieve scaled impact through being more dynamic and flexible to the fast evolving external context. This remodelling moves IIED away from the siloed and static 'group structure' towards 'Task Teams', with greater internal and external collaboration. In line with an adaptive management approach and to maximise effectiveness and efficiency, IIED has also redesigned its central governance and decision-making framework. The revised infrastructure sharpens our focus on equity and justice, accountability, innovation, employer engagement, and risk management and associated mitigating actions, with an aim to improve equitable and distributed leadership.

Under UK charity and company law, IIED's Board of Trustees takes ultimate responsibility for the direction and management of the organisation's finances, affairs and activities. There are currently 13 trustees from 9 different countries, including trustees from each of the global regions where IIED delivers activity. The Board exercises its powers in accordance with IIED's Articles of Association and their remit includes agreeing and overseeing IIED strategy and financial plans in line with our vision, mission and values. The full board and the Finance, Audit and Risk Assessment Committee (FARA) each meet once a quarter. As a non-executive body, the Board delegates responsibility for the day-to-day management of the organisation to the Executive Director – who in turn allocates authority and responsibilities across the IIED team through the internal governance structure and through individual roles (job descriptions).

IIED's strategy and objectives are realised via a distributed leadership structure including: a Strategy and Leadership Council (SLC); and is three committees: Research and Learning Committee (RLC); Operations Committee (OC); and Equity, Inclusion and Justice Committee (EIJC).

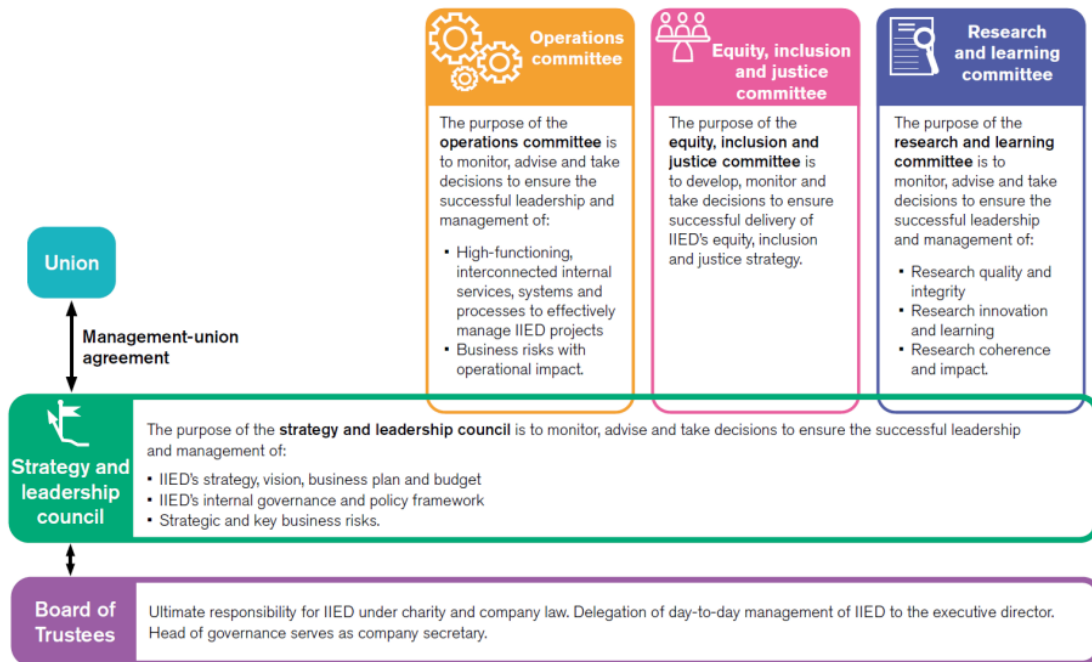
In line with IIED's commitment to diversity, equity and inclusion, our internal governance bodies include standing and rotating members from across the organisation. This structure promotes agility and ensures decision-making is enriched by a variety of voices and perspectives. SLC is the organisation's most senior internal governance body. It acts under

delegated authority from the Executive Director, and delegates authority to the committees outlined above. SLC's membership comprises standing members (Executive Director, Chief Operating Officer, Director of Communications, Director of Strategy and Learning, Director of Strategic Impact, and Director of Finance and Operations).

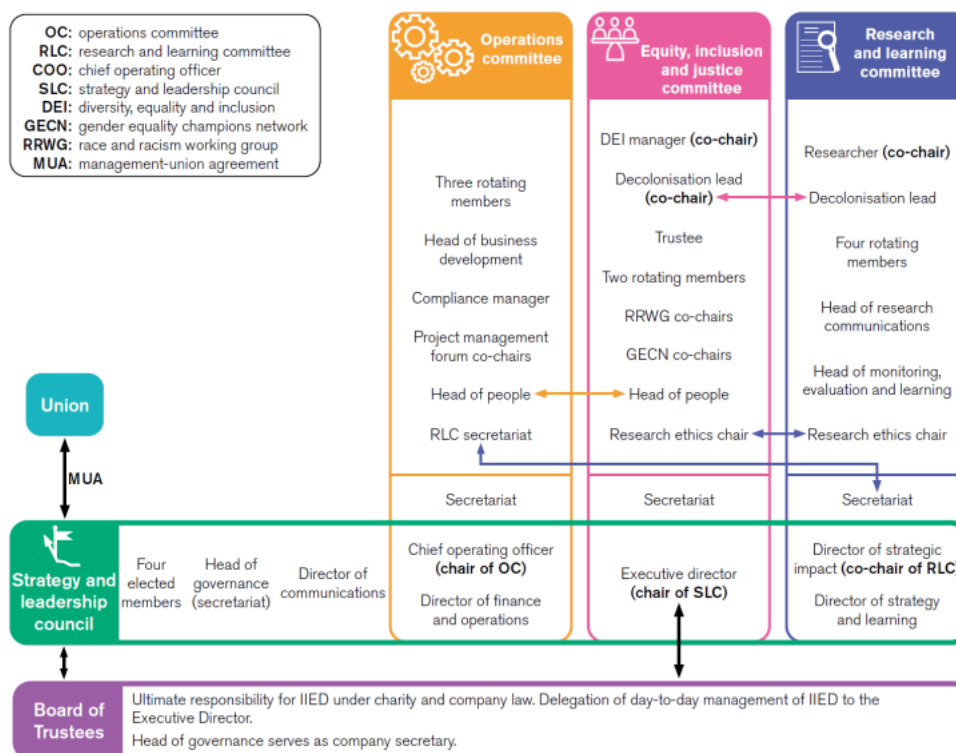
The SLC has five rotating members elected to SLC for a two-year term. SLC members are skilled leaders from across the organisation, who meet the defined criteria for appointment. SLC delegates authority to the OC which is responsible for the successful management of high-functioning internal services, systems and processes to effectively manage IIED activities. The SLC also delegates to the RLC which is responsible for the successful leadership of research quality, ethics, innovation and impact; as well as delegating to the Equity, Inclusion and Justice Committee, which is responsible for ensuring the strategic leadership of equity, inclusion and justice within IIED, taking an intersectional approach to developing and overseeing IIED's strategy and action plan in this area.

The graphics below captures IIED's revised governance structure in response to the rapidly changing world around us:

Visual overview of governance mandates



Visual overview of governance memberships



Task Teams

IIED is no longer working in isolated and incremental silos, instead working in diverse, dynamic, deeply connected ‘Task Teams’, that learn and adapt fast, to influence key levers of change. We have commissioned 15 Task Teams with various time frames; fast burn—set up to influence a political moment, with immediate communication outputs; medium burn—set up to shape consensus, exploratory and moves into the campaign; slow burn—set up to tackle a complex challenge with a wide range of perspectives over at least 5 years.

Task Teams work towards a set of inter-connected teams, that making headway on tackling IIED’s six propositions. The Task Teams comprise expertise across research, programme management, communications and MEL, working together to tackle specific time bound challenges. The teams are intended to join forces and explore interfaces to generate innovations and break siloes. IIED’s current list of Task Teams include:

1. **Climate Diplomacy:** Supports Least Developed Countries (LDCs) in climate negotiations, to help create more equitable negotiations and support ambitious outcomes.
2. **Transforming Climate Finance and Governance for LLA:** Advocates for scalable locally led approaches to adaptation, addressing barriers to climate finance and getting money to the most vulnerable communities.
3. **Law, Economies, and Justice:** Works to reform trade and investment laws to align with equity, sustainability, and climate goals, particularly tackling land grabs and fighting legal protection of fossil fuel investors.

4. **Collective Organisation for Regenerative, Redistributive Resilience (COR):** Strengthens grassroots producer organisations and collective action approaches to advance agroecological practices and sustainable livelihoods.
5. **Gender-Just Climate and Environment Data:** Focuses on addressing the gender data gap to promote inclusive decision-making and gender equity.
6. **Transforming Nature Finance:** Develops equitable financing mechanisms for nature conservation, prioritising Indigenous and local community needs.
7. **Transforming Conservation Practices:** Challenges inequitable conservation paradigms to promote Indigenous Peoples' and local communities' rights.
8. **Hub for Housing Justice:** Enhances urban housing equity through grassroots capacity building, research and policy advocacy.
9. **Majority World Philanthropy:** Leverages the potential of Majority World philanthropy to advance justice and local priorities.
10. **Climate Action for Equitable Cities:** Promotes urban climate resilience, particularly in informal settlements.
11. **International Climate Funds:** Stimulates reforms in the international climate finance architecture to prioritise the needs of vulnerable communities.
12. **Intergovernmental Panel on Climate Change (IPCC) Engagement:** Strengthens IIED's engagement in IPCC processes to enhance inclusivity and relevance of the assessment for practice use in the places the need most help.
13. **Changing the Narrative on Displacement:** Focuses on reframing migration narratives to emphasise the rights and contributions of displaced populations.
14. **Evaluative and Adaptive Thinking:** Enhances monitoring and evaluation systems to understand the complexity of sustainable development challenges.
15. **Blue Foods:** Unlocks the potential of aquatic food systems for climate resilience and sustainable livelihoods.

Central to all Task Team actions is enabling locally led action and embedding robust learning mechanisms. Each Task Team's priority achievements will be documented and communicated in line with individual communications plans and IIED's Learning and Impact Framework. Task Teams will produce annual workplans, capturing their contributions to propositions and dismantling blockers, milestones and partners they intend to work with to deliver these milestones.

Outputs

IIED programme delivers four key types of outputs: Technical advice, capacity building, research and evidence generation, and policy influence and advocacy. These outputs are measured through a combination of qualitative and quantitative methods including outcome mapping, outcome harvesting, process tracing, monitoring of communication statistics, stakeholder surveys and programme records. Further detail is outlined in our LIF approach - see Annex 3.

IIED collaborates with partners at the intersection of policy, research, and advocacy to drive sustainable development globally. IIED's programme will be delivered through the agile Task Teams listed above, bringing together diverse skills and perspectives to tackle complex challenges. Using collaborative systems thinking, research, and decision-making, the teams will work alongside a coalition of partners to generate impactful, solutions-driven change, based on rigorous research.

IIED's Communications team works closely with researchers, partners and our MEL team, to ensure our evidence-based research and analysis has the greatest impact. We provide accessible, fact-based analysis to influential audiences around the world, including policymakers, academics and practitioners. We also utilise emerging digital, social media platforms and technologies, to engage directly with wider, diverse audiences, including informed citizens, the private sector and local organisations across the global South. We take an ambitious approach to engagement and listening; building communities, strengthening relationships and creating new connections to make a difference on issues that matter. We adopt the following principles to maximise impact:

- Truly influence the right audiences
- Be led by our ambition for impact and identify engagement activities and content to support this outcome-driven approach
- Use media channels as part of these impact strategies, raising IIED's profile with more diverse audiences, and
- Enable staff to share their learning and knowledge with colleagues and communicate IIED's values more strongly

We have produced more than [7,000 publications](#), ranging from research reports, briefings, discussion papers, case studies and books. In 2023/24, 55% of our new publications over those 12 months were downloaded by readers in the global South, while our media work resulted in thousands of mentions in mainstream and specialist outlets across the world.

As a trusted broker, IIED amplifies evidence and voices from the frontlines of climate, nature loss and inequality impacts, whilst nurturing and supporting other organisations to strengthen their capability to inform powerful solutions. By passing funding through to partners to promote action on the ground and evidence generation, IIED ensures policy meets practice. One of IIED's key characteristics is that of a backbone organisation – one that supports multiple partners across the world to have greater collective impact in tackling the triple crisis of climate, nature and inequality in their own expert ways. IIED hosts and incubates multiple initiatives that bring together diverse sets of partners, which maximises efforts and helps to scale collective impact through true collaboration. Doing this in combination with longstanding experience of influencing, action research and partnership working is a powerful mix, especially when underpinned by IIED's independence, reputation for quality and practical thinking.

Annex 4 – IIED as a Backbone Organisation, provides examples of the diverse ways in which IIED currently plays a significant backbone organisation role in enabling much wider networks and collaborative initiatives to emerge and thrive.

Budget overview

The budget for IIED's 2025-30 Programme is expected to be £147.0m over five years.

For FY25:

- Costs are £32.0m against a forecasted income of £32.4m, with £16.4m retained by IIED and £16.0m regranted / transferred to delivery partners and grantees.
- Total programme related expenditure is £32.0m, disaggregated by proposition (impact) by the following:

- Impact 1: Shifted trade, finance and investment to benefit both people and the planet - £3.2m
- Impact 2: Transformed climate action and governance so people and nature can thrive - £9.6m
- Impact 3: Increased promotion of forest, farm and fisheries systems that feed and nourish people and planet - £4.8
- Impact 4: Increased championing of community-led nature governance and stewardship - £6.4m
- Impact 5: Helping migrants, including displaced people, to have brighter futures - £3.2m
- Impact 6: Evolved cities as places of inspiration and justice - £4.8m

IIED's full 5 year programme budget is provided in Annex 5 and attached as a separate document.

Managing Risk

IIED has a comprehensive policy and set of procedures for identifying and managing risks. The SLC regularly reviews strategic and operational risks, both on an ongoing basis and formally as part of the Board's review cycle. The SLC maintains an open and transparent approach when sharing its risk assessments with the Board, supporting a realistic evaluation of IIED's risk profile and the effectiveness of necessary controls. The Board of Trustees holds overall governance accountability for risk management. It is supported by the FARA Committee, which provides oversight of financial matters and risk management. The Board conducts formal risk reviews twice a year and receives additional oversight through quarterly meetings of the FARA Committee.

In addition to governance structures, IIED has robust project management systems in place to ensure the quality and cost-effective delivery of programmes. These systems support effective project risk management and quality assurance. Furthermore, IIED's financial control environment is underpinned by an Enterprise Resource Planning (ERP) system, which promotes consistency in administration, oversight, and authorisation across all programmes.

Key Risks for IIED's Programme of Work and Mitigation Actions

IIED uses a risk management framework which focuses on strategic and operational risks. These are updated on a quarterly basis, and when appropriate more frequently, as circumstances change. IIED's Board is actively engaged in calibration of risk at its quarterly meetings as well as reviewing and where necessary instigating actions to mitigate risk.

For IIED's full approach to risk management and risks identified for our programme of work, a copy of our Risk Register is available upon request.

The following are select strategic and business risks, and mitigations being taken to minimise their likelihood or impact:

- **Geo-political risks – political shifts and conflicts impacting sustainable development:** Political shifts and conflicts are undermining global cooperation, aid commitments, and exacerbating inequality. The recent US aid suspension is a case in point, and has direct and indirect impacts on IIED. To mitigate impacts and risks to IIED and our mission, we are developing action models that do not rely only on traditional aid sources and can appeal to multiple partners and supporters. Hosting of the IPCC Chair and the Green Economy Coalition, and membership of the Systems Climate Action Collaborative are all examples. Our Manifesto is designed to give us that flexibility. We will also expand partnerships with philanthropies, Majority World governments and donors, non-traditional funders, and potentially with private businesses, while

maintaining strong relationships with government funders wherever possible acknowledging risks. Additionally, we will continuously assess strategic entry points and adapt delivery workplans in response to evolving geopolitical contexts and scenarios, in collaboration with funders and in-country stakeholders. However we may need to recognise we are at an inflection point for development aid, for the Bretton Woods institutions and the multilateral environmental agreements that have offered some certainly for IIED over the last several decades.

- Misinformation and disinformation and increasing impact/influence of artificial intelligence:** Misinformation and disinformation pose risks and opportunities for IIED, potentially fuelling social polarisation and creating tensions between our evidence-based approach and public opinion. In 2025, geopolitical shifts and cyber threats may increase disinformation and reputational attacks, especially given IIED's hosting of the IPCC chair and heightened scrutiny of our research. AI tools may also impact research delivery, quality, and credibility and enhance fraud risk. To mitigate these risks, we will enhance our research peer review process and maintain a clear firewall between IIED's host role and IPCC's evidence generation. We have strengthened our IT infrastructure against cyber threats and will review our exposure in FY26 to determine necessary future investments. We will seek to extend action against fraud risk, drawing on good practice.
- Financial sustainability and resilience:** In a competitive market, IIED relies on ongoing donor support, including significant unrestricted funding. A decline in unrestricted funds could reduce our effectiveness, forcing us to adapt to rigid donor-driven agendas that may conflict with our partnership ethics. Similarly, if donors further limit allowable costs and overheads, making full cost recovery and central operations funding unviable, IIED's financial sustainability will be at risk. Funders may also lose confidence in IIED because of low reserves or the risks IIED is carrying. Inflation volatility may cause project funding to fall short of actual costs. We rely on free reserves to absorb financial shocks and have increased our target by ~£2m based on our new strategy. Reaching this target may take some years without external support as envisaged with this grant, leaving us more exposed to potential losses in the meantime. While we accept this risk to advance our strategy, we will prioritise rapidly building reserves through attracting grants and looking carefully at cost controls, resource management and utilisation rates to bolster margin generation, ensuring spending stays within business plan growth limits. We will also conduct more frequent financial reviews and reforecasting under our new Finance and Operations Director.
- Management of grant funds and prevention of fraud:** As recipients of public funding, we have a duty to manage funds per donor requirements and prevent fraud. Non-compliance with grant terms or fraud prevention failures can lead to financial loss, reputational damage, and strained donor relationships. We mitigate these risks through close project engagement and internal controls by our finance and compliance team. Projects are designed to support fiduciary oversight, such as linking payments to deliverables. Donors may impose additional controls and reporting. We prioritise transparency when issues arise. In FY26, we will further strengthen fraud controls, address vulnerabilities, finalise the updated finance manual and regulations, enhance finance business partners' and project managers' oversight and capabilities, and develop an enhanced regrantee policy.
- Administrative platform:** The administrative demands on IIED will grow with our emphasis on working at a systemic level and the administrative demands of coordinating complex partnership collaborations. This context creates risks to the delivery of our work and our vision, and to our ability to consistently meet the expectations of our partners, as

well as risks of financial loss or process delays. To mitigate these risks, we are embarking on a programme of investment to improve and update our administrative platform, and to upgrade it for the demands of the efficient and effective implementation of our new strategy over the coming years.

- **Safeguarding:** In the course of our activities we work with vulnerable groups, often in situations where there are large power differentials. Our staff themselves can also be in potentially vulnerable situations. Managing direct and indirect safeguarding risks is particularly complex because of the large number of partners we work with, the varying levels of maturity in partner approaches to safeguarding, and the challenges of monitoring activities in partner organisations. Building on our updated safeguarding policy, we will continue to focus on strengthening our processes and approaches for safeguarding in FY26 including through due diligence, enhanced screening, recruitment, induction, training and partnering.

Monitoring, Evaluation and Learning

IIED has established robust systems for Monitoring, Evaluation, and Learning (MEL) to assess and enhance the impact of our initiatives, which we measure through our Learning and Impact Framework (LIF). IIED's LIF develops and shares outcomes, whilst holding ourselves accountable to our stakeholders. The LIF produces the evidence to enable IIED to serve as a trusted convenor in policy action research.

IIED's 2022 External Review highlights that the LIF supports the organisation by "informing outcomes work in support of transformation, interrogating assumptions, [...] and illuminating the often 'hidden' reasons for both success and failure of flagship initiatives and efforts towards transformation."

A key component of our MEL system is **outcome mapping**, which is used at the planning stage to identify intended outcomes and guide strategy development. Alongside this, we use **outcome harvesting** to gather evidence of emerging outcomes during the year, determining how our interventions have contributed to changes. This combined approach allows us to track both anticipated and unexpected results, providing a nuanced understanding of our influence across various projects. Complementing this, we conduct an **annual stakeholder survey** to gather feedback from partners, beneficiaries, and other stakeholders. This survey offers valuable insights into perceptions of our work, highlighting areas of success and opportunities for improvement.

To delve deeper into the **causal mechanisms** behind significant changes, we use **process tracing**, an analytical method that examines the sequence of events leading to a particular outcome. By systematically analysing these processes, we can identify the specific contributions of our actions and distinguish them from other influencing factors. This method enhances the credibility of our impact assessments by providing a clear narrative of how change occurs.

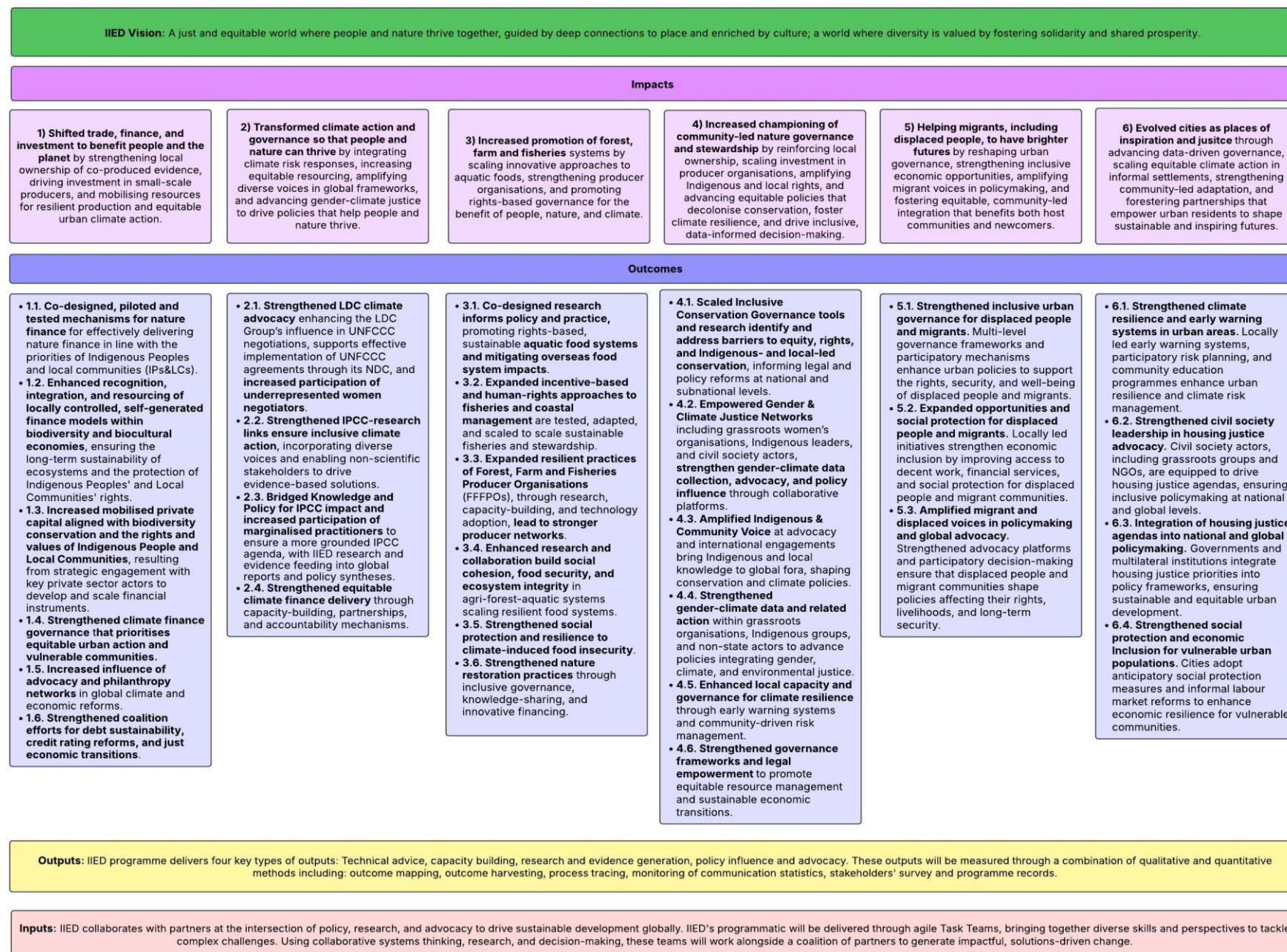
We also follow a **nested theories of change** approach to structure our work across different levels. Each task team develops its own TOC, which aligns with the long-term outcomes of the four propositions and the overarching institutional TOC. This ensures that each area of work is connected to IIED's broader mission while allowing for adaptability and innovation at the programme and project levels.

Additionally, we **monitor communication statistics** to assess the reach and engagement of our publications and online content. By analysing metrics such as publication downloads, website visits, and social media interactions, we gauge the effectiveness of our dissemination strategies and identify areas to enhance outreach efforts. Beyond digital engagement, we also keep an **ongoing track of project records**, including attendance at workshops, number of research outputs produced, and other key indicators of project implementation. This data-driven approach ensures that knowledge products are effectively reaching and resonating with our target audiences, while also providing a structured means of tracking and evaluating the scope and effectiveness of our interventions.

Building on IIED's MEL system's strengths, the LIF incorporates innovative learning processes to ensure lessons are integrated into decision-making and project implementation in near real-time.

For more information on IIED's LIF, see Annex 3.

Annex 1: IIED's Logframe Visual



Annex 2: IIED's Programme of Work Logframe



IIED Programme of
Work Logframe

IIED's Programme of Work Logframe (Excel Format) can be accessed here:

IIED Vision	Impacts	Outcomes	Outcome Indicators	Outcome Outputs	Benchmark	Target	Key Success Indicators	Outputs	Inputs
A just and equitable world where people and nature thrive together, guided by deep connections to place and enriched by culture; a world where diversity is valued by fostering solidarity and shared prosperity.	1. Shifted trade, finance and investment to benefit both people and the planet.	1.1. Co-designed, piloted and tested mechanisms for nature finance.	# of mechanisms co-designed. # of mechanisms piloted. # of mechanisms tested.	1.1.1. Strengthened evidence about locally led climate and nature finance informs decision-making on inclusive funding strategies that benefit Indigenous Peoples and Local Communities. 1.1.2. Policy engagement drives trade reforms that shift away from fossil fuel interests, ensuring fair benefit-sharing, environmental protection, and equitable resource governance in mineral-rich countries.	0	4 mechanisms designed, piloted and tested	By 2030, see a scale-up of international nature finance flows to low-income countries where IPs & LCs have a say in their design and are beneficiaries (compared with 2025 levels).	IIED delivers four key types of outputs: Technical advice, capacity building, research and evidence generation, policy influence and advocacy.	IIED collaborates with partners at the intersection of policy, research, and advocacy to drive sustainable development globally. The Sida programmatic grant will be delivered through agile Task Teams, bringing together diverse skills and perspectives to tackle complex challenges. Using collaborative systems thinking, research, and decision-making, these teams will work alongside a coalition of partners to generate impactful, solutions-driven change.
		1.2. Enhanced recognition, integration, and resourcing of locally controlled, self-generated finance models, within biodiversity and biocultural economies.	# of stories of change about increased knowledge and evidence on locally led climate and nature finance. # of downloads of knowledge products about locally led climate and nature finance. # of media mentions of LDC group.	1.2.1. Action research on trade and investment reforms safeguards IPs&LCs land rights, prevents environmental degradation, and promotes climate-resilient, equitable economic systems. 1.2.2. Locally tailored business cases document community resources, value chains, and enabling policies, supporting sustainable investment strategies that reflect traditional adaptive knowledge.	0	5 stories of change 1500 downloads of knowledge products on locally led climate finance and nature 50 media mentions of LDC Group	By 2030, see a decrease in the number and extent of trade and investment agreements that offer protection to fossil fuel investors and disincentivise positive climate and nature action (compared with 2025 levels).		

		1.3. Increased mobilised private capital aligned with biodiversity conservation and the rights and values of Indigenous People and Local Communities.	# strategic partnerships with private sector actors who enable the development of financial instruments that mobilise private capital for nature, ensuring alignment with biodiversity conservation and IPs&LCs rights. # of stories of change reporting commitment of increased private capital. Amount of capital raised.	1.3.1. Strategic partnerships with private sector actors enables the development of financial instruments that mobilise private capital for nature, ensuring alignment with biodiversity conservation and IPs&LCs rights. 1.3.2. Action research informs private sector investment frameworks to prioritise equitable benefit-sharing, environmental sustainability, and community-led conservation initiatives.	0	10 strategic partnerships established 5 stories of change reporting commitment of increased capital \$1,000,000 of private capital raised		
		1.4. Strengthened climate finance governance that prioritises equitable urban action and vulnerable communities.	# of stories of change reporting enhanced recognition of locally controlled, self-generated finance models.	1.4.1. Research on urban climate finance allocation establishes a new baseline and documents innovative financial structures to scale equitable urban finance in three countries. 1.4.2. Evidence co-designed with civil society networks (SIDS, LDCs, AOSIS) informs policy and operational decisions on climate fund allocations, prioritising vulnerable and marginalised urban communities.	0	5 stories of change reporting enhanced recognition of locally controlled self-generated finance models		
		1.5. Increased influence of advocacy and philanthropy networks.	% of stakeholders reporting increased knowledge on locally led climate and nature finance.	1.5.1. Strategic advocacy at COPs, UNFCCC meetings, and fund board. 1.5.2. Discussions strengthens commitments to Local-Led Adaptation (LLA) and inclusive climate finance governance. 1.5.3. Enhanced institutional capacity of IIED enables deeper engagement with philanthropic networks, supporting Majority World philanthropies in advancing	0	At least 75% of IIED stakeholders reporting increased knowledge on locally led climate and nature finance		

				social justice and economic transformation.			
	1.6. Strengthened coalition efforts for debt sustainability, credit rating reforms, and just economic transitions.	# of stories of change reporting IIED and partners evidence informing private sector investment frameworks. # of downloads of knowledge products on trade and investment reforms.	1.6.1. The ALL-ACT Debt Sustainability Support Service (DSSS) is established as a coalition of financial institutions and stakeholders to drive credit rating reforms for SIDS and LDCs. 1.6.2. Public mobilisation and empowered social movements drive policy change on economic justice, debt reform, and eco-social contracts, removing financial barriers to economic transition for LMICs.	0	5 stories of change reporting IIED and partners evidence informing investment frameworks 1000 downloads of knowledge products on trade and investment reforms		
2. Transformed climate action and governance so people and nature can thrive.	2.1. Strengthened LDC climate advocacy and increased participation of underrepresented women negotiators.	# of stories of change reporting increased capacity of LDC Group practitioners. Extent to which the LDC group influence in UNFCCC negotiations has enhanced. # of women negotiators.	2.1.1. The LDC Group effectively uses media and public diplomacy to build broader public support for stronger climate action. 2.1.2. LDC Group practitioners and junior negotiators, particularly underrepresented women, gain the knowledge, skills, and confidence to implement UNFCCC and Paris Agreement decisions and support the LDC Group's work.	0	5 stories of change reporting increased capacity of LDC group practitioners 1 in-depth case study reporting influence of UNFCCC negotiations 30 women negotiators	By 2030: Analysis finds a significant increase of climate adaptation finance reaching vulnerable communities, compared with the 10% identified by IIED research in 2019. By 2030: The IPCC increases the author representation and practical evidence drawn from LDCs, SIDS and IPs in its assessment report compared with the previous cycle.	
	2.2. Strengthened IPCC-research links ensuring inclusive climate action.	Extent to which IPCC-research links are strengthened and ensure inclusive climate action. # of meetings with non-scientific stakeholders of IPCC chair.	2.2.1. A co-developed strategy strengthens IPCC-civil society engagement, identifying interventions, support mechanisms, and ways to assess stakeholder needs and evolving knowledge systems. 2.2.2. Enhanced capacity to integrate diverse scientists, including IPs&LCs experts, into the IPCC assessment process, ensuring more	0	1 in-depth case study reporting strengthened IPCC research links ensuring inclusive climate action 20 meetings with non-scientific stakeholders of IPCC chair		

				inclusive and representative climate science.				
		2.3. Bridged Knowledge and Policy for IPCC impact and increased participation of marginalised practitioners.	# of practitioners from majority world countries. % of IIED stakeholders reporting use of IPCC findings.	2.3.1. Participatory and action-research tools enable non-scientific stakeholders to align IPCC findings with policy agendas and advocate for evidence-based interventions. 2.3.2. IIED and partners contribute expertise, evidence, and platforms to IPCC processes, leveraging longstanding initiatives and grassroots learning networks.	0	300 participants from majority world countries at least 60% of IIED stakeholders reporting use of IPCC findings		
		2.4. Strengthened equitable climate finance delivery.	% of IIED stakeholders reporting increased equity of climate finance delivery	2.4.1. A community of practice is established, bringing together REDAA-supported initiatives and broader organisations engaged in nature restoration, using research to drive action. 2.4.2. Locally led nature restoration initiatives are implemented with new business models, inclusive governance systems, and enhanced resource and land use assessments, supporting a diverse set of actors to integrate gender equality and social inclusion into governance frameworks.	0	at least 60% of IIED stakeholders reporting increased equity of climate finance delivery		

	3. Increased promotion of forest, farm and fisheries systems that feed and nourish people and planet.	3.1. Co-designed research informs policy and practice, promoting rights-based, sustainable aquatic food systems and mitigating overseas food system impacts.	# of stories of change reporting research informing policy and practice on sustainable aquatic food systems. # of downloads of publications co-produced with coastal communities.	3.1.1. Co-designed action research with coastal communities in Bangladesh, Tanzania, and Mozambique builds evidence on systems- and rights-based approaches, helping mitigate overseas impacts of Europe's shifting food system. 3.1.2. IIED leverages partnerships and networks to share knowledge on systems- and rights-based approaches to aquatic foods, informing policymakers to ensure equity for coastal communities and sustainable food production.	0	5 stories of change reporting research informing policy and practice on sustainable aquatic food systems 1000 downloads of publications co-produced with coastal communities	By 2030: IIED strengthens resilient food systems and restores nature in multiple countries. By 2030: Through adapting social protection systems, local food and production systems are more secure and equitable access is improved.		
		3.2. Expanded incentive-based and human-rights approaches to fisheries and coastal management are tested, adapted, and scaled for sustainable fisheries and stewardship.	# of stories of change reporting about sharing knowledge and learning between partners working on aquatic foods. # of IIED partners working on aquatic foods. # of stories of change reporting incentive based and human rights approaches to fisheries and coastal management.	3.2.1. Incentive-based approaches to fisheries management and coastal stewardship, including social protection, are designed, tested, and adapted in select countries, with potential for scaling. 3.2.2. Human rights-based approaches in coastal stewardship are tested by urban fishing communities in select countries.	0	5 stories of change reporting about sharing knowledge and learning between partners working on aquatic foods 10 IIED partners working on aquatic foods 5 stories of change reporting incentive based and human rights approaches to fisheries and coastal management.			

		3.3. Expanded resilient practices of FFFPOs lead to stronger producer networks.	# of approaches designed. # of approaches tested. # of approaches adapted. # of stories of change reporting resilient practices of FFFPOs.	3.3.1. A thriving community of practice of Forest, Farm and Fisheries Producer Organisations (FFFPOs) operating in key agri-forest-fisheries food systems is established, engaging relevant support organisations at national and regional levels. 3.3.2. Specific capacity gaps and strengths of FFFPOs in adopting and expanding knowledge-intensive, adaptive, and resilient production practices are identified to inform targeted support and capacity-building efforts.	0	5 approaches designed, tested and adapted 5 stories of change reporting resilient practices of FFFPOs			
		3.4. Enhanced research and collaboration build social cohesion, food security and ecosystem integrity.	# of stories of change reporting enhanced cohesion, food security and ecosystem integrity in agri-forest-aquatic systems. % of IIED stakeholders working on forest, farm and fisheries reporting high engagement with their partners.	3.4.1. Co-designed action research showcases FFFPOs' efforts to scale up agri-forest-aquatic food systems, enhancing social cohesion, food security, incomes, and ecological resilience. 3.4.2. Collaboration between FFFPOs and research organisations develops tools and technologies to bridge information gaps and support small-scale producers in adopting resilient, knowledge-intensive practices.	0	5 stories of change reporting enhanced cohesion, food security and ecosystem integrity in agri-forest-aquatic systems. 75% of IIED stakeholders working on forest, farm and fisheries reporting high engagement with their partners.			

		3.5. Strengthened social protection and resilience to climate-induced food insecurity.	# of stories of change reporting enhanced cohesion, food security and ecosystem integrity in agri-forest-aquatic systems.	3.5.1. The ASPIRE (Anticipatory Social Protection Index for Resilience) Food Security Index is developed and used to assess how well social protection programmes address food security challenges in vulnerable countries. 3.5.2. Evidence and policy recommendations derived from ASPIRE inform the design and implementation of adaptive social protection strategies to enhance resilience against climate change impacts.	0	5 stories of change reporting enhanced cohesion, food security and ecosystem integrity in agri-forest-aquatic systems.			
		3.6. Strengthened nature restoration practices.	# of tools and technologies co-developed with FFPOs.	3.6.1. A community of practice is established, bringing together REDAA-supported initiatives and broader organisations engaged in nature restoration, using research to drive action. 3.6.2. Locally led nature restoration initiatives are implemented with new business models, inclusive governance systems, and enhanced resource and land use assessments, supporting a diverse set of actors to integrate gender equality and social inclusion into governance frameworks.	0	10 tools and technologies co-developed with FFPOs.			

4. Increased championing of community-led nature governance and stewardship.	4.1. Scaled inclusive conservation governance tools and research identify and address barriers to equity, rights, and Indigenous- and local-led conservation.	# of stories of change reporting tools informing legal and policy reforms. # of IIED partners working on multi-actor and self-governance tools at the beginning and at the end of the grant. % of stakeholders working on tools reporting satisfaction with the products.	4.1.1. IIED and partners refine and scale multi-actor and self-governance tools to assess, monitor, and strengthen governance, rights, and power dynamics in local conservation practices. 4.1.2. Collaborations with IPs&LCs movements and multi-actor alliances drive policy and legal reform proposals while strengthening understanding of equitable governance and IPs&LCs rights among key conservation actors.	0	5 stories of change reporting tools informing legal and policy reforms. 10 IIED partners working on multi-actor and self-governance tools at the end of the grant. 85% of stakeholders working on tools reporting satisfaction with the products.	By 2030: Protected and conserved areas in multiple countries have adopted IPs & LCs led-governance reforms to strengthen equity and nature stewardship. By 2030: Indigenous knowledge and gender-focused data around climate justice and nature conservation are used to shape international and regional agreements and policies.
	4.2. Empowered gender and climate justice networks strengthen gender-climate data collection, advocacy, and policy influence.	# of stories of change about the influence of gender and climate justice networks. # of stories of change about Increased knowledge-sharing, advocacy, and policy influence through multi-actor platforms. # of stories of change reporting increased collaboration among grassroots organisations, Indigenous representatives, and policymakers.	4.2.1. Indigenous leaders, local conservation groups, and civil society actors enhance knowledge-sharing, advocacy, and policy influence through multi-actor platforms, promoting equitable and rights-based climate action and conservation. 4.2.2. Grassroots organisations, Indigenous representatives, and policymakers collaborate to advance inclusive climate governance, integrating traditional knowledge, community-led solutions, and policy advocacy.	0	5 stories of change about the influence of gender and climate justice networks. 5 stories of change about Increased knowledge-sharing, advocacy, and policy influence through multi-actor platforms. 5 stories of change reporting increased collaboration among grassroots organisations, Indigenous representatives, and policymakers.	

	4.3. Amplified indigenous and community voices.	# of stories of change reporting increased participation and engagement of indigenous peoples and local community members in global fora.	4.3.1. Indigenous and traditional knowledge is considered and used in global fora. 4.3.2. Key actors are informed of data gaps on the gender-nature nexus, enabling targeted action in sectors like energy transitions, food systems, and biodiversity loss in selected countries in Africa and Latin America.	0	5 stories of change reporting increased participation and engagement of indigenous peoples and local community members in global fora.		
	4.4. Strengthened gender-climate data and related action.	# of stories of change reporting policies integrating gender, climate, and environmental justice that have been influenced by gender-climate data and related action within grassroots organisations, Indigenous groups, and non-state actors.	4.4.1. Grassroots women's organisations, Indigenous knowledge holders, and social movements are equipped to generate and apply gender-climate-environment data for inclusive policy and solutions. 4.4.2. Strengthened collaboration among public and civil society actors enhances peer learning, advocacy, and data-sharing to drive evidence-based gender-climate-environment policies and actions.	0	5 stories of change reporting policies integrating gender, climate, and environmental justice that have been influenced by gender-climate data and related action within grassroots organisations, Indigenous groups, and non-state actors.		
	4.5. Enhanced local capacity and governance for climate resilience.	# of stories of change reporting greater capacity to use gender-climate-environment data among grassroots women organisations and indigenous knowledge holders.	4.5.1. Early warning systems, participatory heat action plans, and community education programmes are piloted in three countries, fostering partnerships between policymakers and communities while positioning local actors for donor support. 4.5.2. New governance frameworks and collaborative mechanisms enhance the capacity of local institutions to manage	0	5 stories of change reporting greater capacity to use gender-climate-environment data among grassroots women organisations and indigenous knowledge holders.		

				climate risks and scale early warning interventions.				
	4.6. Strengthened governance frameworks and legal empowerment.	# of stories of change reporting enhanced peer learning, advocacy, and data-sharing between public and civil society actors.	4.6.1. National governance reforms and grassroots legal empowerment initiatives are supported through evidence, dialogues, and pilots, addressing land rights, Free, Prior and Informed Consent (FPIC), benefit sharing, energy transition minerals, gender-just economic governance, and small-scale producer inclusion in value chains. 4.6.2. Strategic influence on bilateral and multilateral decision-making is strengthened through an emerging body of evaluation and learning, shaping adaptive governance approaches for sustainable development.	0	5 stories of change reporting enhanced peer learning, advocacy, and data-sharing between public and civil society actors.			
5. Helping migrants, including displaced people, to have brighter futures.	5.1. Strengthened inclusive urban governance for displaced people and migrants.	# of stories of change reporting strengthened inclusive urban governance for displaced people and migrants	5.1.1. Co-created governance tools and participatory planning processes strengthen municipal and national policies to promote the inclusion of displaced people in urban development strategies. 5.1.2. Partnerships between displaced communities, local governments, and urban planning actors foster data-driven policymaking that enhances equitable access to housing, public services and legal rights.	0	5 stories of change reporting strengthened inclusive urban governance for displaced people and migrants	By 2030: Multiple cities adopt migrant/displaced people inclusive urban development and governance strategies, directly and indirectly influenced by IIED. By 2030: IIED is instrumental in expanding access to benefits for forcibly displaced people in multiple countries.		

		5.2. Expanded opportunities and social protection for displaced people and migrants.	# of stories of change reporting expanded opportunities and social protection for displaced people and migrants.	5.2.1. Migrant-inclusive governance models for community engagement, service delivery, and municipal policies are tested and scaled in more cities. 5.2.2. Inclusive financial mechanisms and social protection initiatives improve access to credit, insurance, and essential services for displaced and migrant populations.	0	5 stories of change reporting expanded opportunities and social protection for displaced people and migrants.		
		5.3. Amplified migrant and displaced voices in policymaking and global advocacy.	# of stories of change reporting amplified migrant and displaced voices in policymaking and global advocacy.	5.3.1. Displaced people and migrant-led organisations are equipped with advocacy tools and platforms to engage in national and global policy discussions on migration, rights, and urban inclusion. 5.3.2. Research and data-driven storytelling initiatives increase public awareness and policy influence, challenging negative narratives and promoting the benefits of migration and inclusion in urban development.	0	5 stories of change reporting amplified migrant and displaced voices in policymaking and global advocacy. At least 75% of IIED partners working on migration reporting amplified migrant and displaced voices in policymaking and global advocacy.		
6. Evolved cities as places of inspiration and justice.	6.1. Strengthened climate resilience and early warning systems in urban areas.	# of stories of change reporting strengthened climate resilience and early warning systems in urban areas.	6.1.1. Early warning systems, participatory heat action plans, and community education programmes are piloted in three countries, strengthening partnerships between policymakers and communities. 6.1.2. Increased capacity of partners and key stakeholders enables integrated climate action in informal settlements, catalysing new initiatives, governance mechanisms,	0	5 stories of change reporting strengthened climate resilience and early warning systems in urban areas.	By 2030: IIED has a direct and indirect influence on building greater climate resilience in informal settlements in multiple cities. By 2030: Through IIED and partner actions, multiple countries reinforce their commitment to more just access and provision of housing.		

			and policies at local and national levels.				
	6.2. Strengthened civil society leadership in housing justice advocacy.	% of IIED stakeholders working in housing justice reporting strengthened civil society leadership	6.2.1. Civil society actors engage in co-designed action research, generating evidence and strengthening grassroots capacities for housing justice advocacy. 6.2.2. The Hub for Housing Justice, convened by IIED, is consolidated as a platform for knowledge exchange, joint agenda-setting, and synchronised advocacy across international policy spaces.	0	at least 75% of stakeholders working in housing justice reporting strengthened civil society leadership		
	6.3. Integration of housing justice agendas into national and global policymaking.	# of stories of change reporting integration of housing justice agendas into national and global policymaking.	6.3.1. National and local governments endorse housing justice agendas, implementing and replicating housing policy dialogues in partnership with UN-Habitat and civil society actors. 6.3.2. Global housing multilateral spaces, such as the 'Open-ended Intergovernmental Expert Working Group on Adequate Housing for All' and United Cities and Local Governments (UCLG's Local Social Covenant, generate commitments from governments to advance housing justice priorities.	0	5 stories of change reporting integration of housing justice agendas into national and global policymaking.		
	6.4. Strengthened social protection and economic inclusion for vulnerable urban populations.	# of stories of change reporting strengthened social protection and economic inclusion for vulnerable urban populations. % of IIED stakeholders working on urban issues reporting strengthened social	6.4.1. Facilitated uptake of anticipatory social protection frameworks (ASPIRE) ensures that urban policies adapt to support vulnerable populations. 6.4.2. Local and national policymakers integrate informal labour market reforms that improve access to economic opportunities for displaced people, migrants,	0	at least 60% of IIED stakeholders working on urban issues reporting strengthened social protection and economic inclusion for vulnerable		

			protection and economic inclusion for vulnerable urban populations.	and marginalised urban populations.		urban populations.			
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Annex 3: IIED's LIF

IIED works with partners to generate the right type of evidence, at the right time, for the right people. We try to use the most appropriate qualitative and quantitative methods to assess the effectiveness and equity of interventions at local, national and global level.

IIED values MEL as an important tool for research and influence to foster sustainable development. We work with NGOs, communities, and local and national authorities to enhance their institutional MEL capacities, which allows the institute to track progresses, identify spaces for improvement and ultimately inform policies and practice with evidence about what works, for whom, in what circumstances, and how and why. Our LIF approach evidence and report outcomes and track progress in advancing our manifesto.

The LIF Principles

IIED's LIF incorporates innovative learning processes to ensure lessons are integrated into decision-making and project implementation in near real-time. The four impact and learning principles remain central, guiding learning cycles at both institutional and task team levels to drive ideas, innovations, and solutions. To maintain strategic coherence, the LIF retains the 'nested' theories of change approach, helping staff clarify their logic, gather evidence on institutional outcomes, and identify improvements. The key shift includes greater investment in internal and collective social learning, fostering open inquiry and reducing bias. This enhances our ability to generate evidence, optimise results, and drive transformational impact. In practice, the framework aligns processes, policies, and systems to embed learning at the core of IIED's culture.

The Learning and Impact Principles

The four learning and impact principles are:

1. **Open and future-oriented questions.** During the current strategy, we have moved away from biased questions such as "What difference have we made?" to more searching questions such as "What has made a difference?" We also contextualise change by investigating "What has changed?", "For whom?", and "Under what conditions?" However, this is not yet systematic practice. The second phase of the LIF will focus on establishing and reinforcing this first principle while introducing a much stronger focus on future scenarios.
2. **Evidence about what works, what doesn't work, and what will work.** IIED uses diverse methods to collect and analyse data based on the questions to be investigated. We test our own theories of change and consider alternative explanations. We actively search for both positive and negative outcomes while employing foresight techniques to explore potential future scenarios influenced by climate uncertainties.
3. **Discuss both success and failure openly.** The new vision encourages IIED staff to share learning from both positive and negative experiences at institutional, task team, and project levels. Each major MEL exercise generates insights that feed into the new learning processes.
4. **Learning informs decision-making.** The second phase of the LIF systematises learning into strategy and policy by aligning decision-making processes with learning cycles. Task teams review how learning informs decision-making on a monthly basis, while institutional discussions take place twice a year during **Learning Festivals**, where lessons learnt are examined to shape IIED's strategic direction.

Defining Change

The institutional TOC provides a broad foundation for IIED's work, complemented by Task Team and project-level TOCs. These three interconnected levels ensure alignment and adaptability, with feedback loops enabling insights from projects to inform broader strategies. This approach ensures that IIED's interventions are coherent, strategic, and adaptable to changing contexts, with lessons from projects continuously informing task team and institutional strategies. IIED's institutional TOC focuses on four result types: intermediate outcomes, impacts, and transformational change. Each area of IIED's work that contributes to change is assessed against the four propositions outlined above.

Outputs and outcomes are the desired changes directly attributable to IIED's activities. They include enhanced capacities of IIED partners, new evidence generated by activities led or co-conducted by IIED researchers, and improved relationships between key global and local stakeholders facilitated by our organisation.

Longer-term outcomes are changes in policy, practice, voice, and agency resulting from the combined effects of IIED's intermediate outcomes. These outcomes are threefold: influencing major policies that promote equitable and sustainable resource use, shifting financial mechanisms towards greater local ownership of economic resources, and enhancing the voice and agency of organisations representing people living in poverty and exclusion. Longer-term outcomes typically occur over extended periods due to sustained engagement with key stakeholders and policy processes.

Vision refers to the lasting changes produced, either directly or indirectly, by the combination of several IIED interventions or through the alliances we help to build and catalyse. These are enduring benefits for the environment and positive, tangible improvements in the lives of people living in poverty and exclusion. Impacts include both the intended and unintended effects resulting from the longer-term outcomes generated by our work.

LIF Evidence and Products

Beyond annual planning, IIED produces diverse products tailored for internal and external audiences. Key Performance Indicators (KPIs) track progress, reporting on both LIF and organisational development metrics. We explore the **Value of Information (Vol)** to ensure cost-effective decision-making. Working closely with IIED's Communications team, the MEL team and research leads design products suited to decision-making bodies, departments, and external stakeholders. Key bodies like IIED's strategic donors and the Research Leadership Council help shape KPIs and new products.

The LIF comprises a set of documents and institutional processes which facilitate self-reflection about IIED's effectiveness and impact. These are based on valid, reliable, and relevant evidence. The main deliverables of the LIF is an **annual report** on IIED's impact and lessons learnt, an **annual plan** setting out ambitions for the coming year, including a logframe.

To complete these two deliverables, we carry out a series of MEL activities at the institutional, Task Team and project levels. The LIF also includes institutional practices to generate useful learning which will be focused on the application of MEL findings. These include the development and revision of Task Team's TOC; tracking progress against KPIs; analytic learning exercises; review of progress towards outcomes across IIED on an annual basis; an annual stakeholder survey; and retrospective assessment of learning and impact over the strategy period, to inform future plans and activities.

The Learning System

With our new strategy, we are systematically using evidence from the LIF to inform learning,

embedding it in institutional decision-making. This approach is already identifying tipping points and refining programming, ensuring that steps towards major breakthroughs in policies, financial flows, and people's agency are clearly articulated and acted upon. Despite working on interconnected issues, we have seldom shared lessons across contexts, limiting collective learning and strategic insight.

To foster deeper collaboration, we are actively investing in an adaptive management strategy that not only monitors outcomes but also drives real learning in practice. Learning is embedded at all levels – individual, team, Institute-wide, and across our ecosystem of partners. Our system incorporates and applies learning and sense-making at each level, enabling knowledge sharing across different timeframes, from project cycles to financial years.

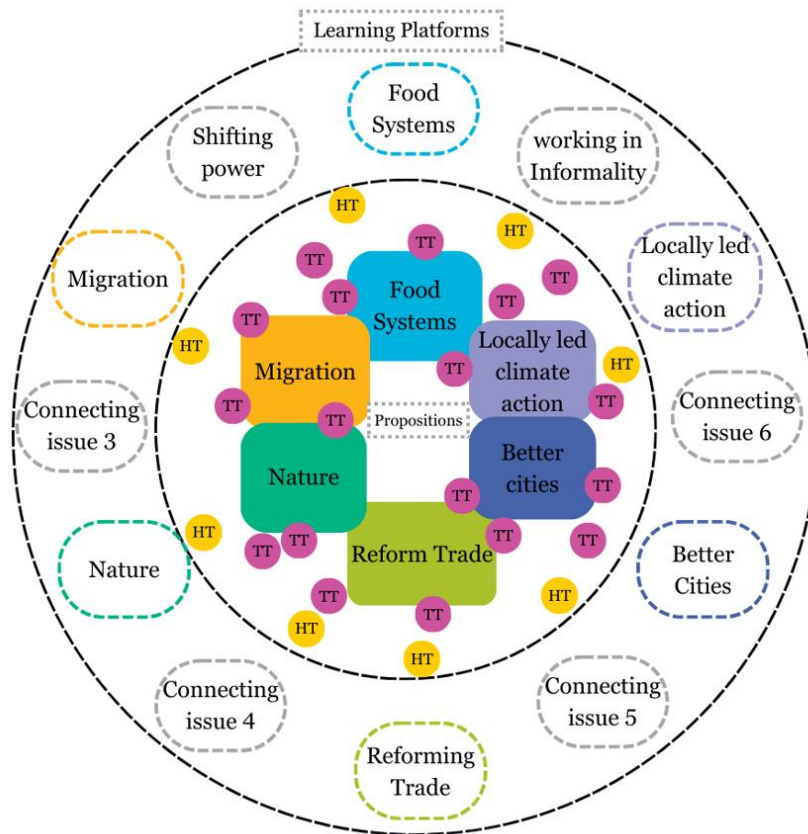
Annual planning and reporting now emphasise enquiry, learning, and impact, aligning with IIED's MEL cycle to avoid duplication and maximise synergies. We retain three core elements of our annual assessment: stakeholder surveys on IIED's effectiveness, communications outreach data, and outcome harvesting to gather qualitative evidence of change. All outcomes are validated through annual learning workshops with research groups, facilitated by the MEL team.

To strengthen learning in decision-making, Task Teams are developing MEL plans that address both internal and external needs. The MEL team is providing guidance, tools, and templates for adoption across the Institute. IIED's augmented learning system is already operating at multiple levels: Individually - all staff maintain a learning journal, guided by adaptable learning questions, reflecting weekly on progress and insights; Task Teams - Monthly Sprint Planning and Team Retrospective meetings assess both outcomes and team dynamics, informed by learning journals; across Learning Platforms - dedicated spaces capturing and sharing learning, supporting strategic planning and thought leadership. They document achievements, resolve blockers, and identify cross-cutting themes to inform new initiatives.

In practice, this means:

- Quarterly Task Team check-ins and biannual Learning Festivals: Task team check-ins have already begun, while the first two Learning Festivals will take place in June and September 2025.
- Regular learning dialogues with key individuals and alliance representatives: IIED is leading consortia, acting as the learning and knowledge lead.
- Capturing and sharing insights through artefacts and digital tools: IIED collects lessons through structured templates to harvest outcomes and insights. We are currently revamping our LIF intranet site to store lessons by proposition (impacts), making them accessible to all staff. (*LIF website in progress, finalisation expected December 2025*)
- Leveraging AI to identify patterns and synergies: IIED is using AI tools to analyse large volumes of information, synthesise insights, and inform decision-making with the most up-to-date evidence on the six propositions. This approach will be finalised in September 2025, ahead of the second Learning Festival.
- Embedding learning into decision-making, task team formation, and a portfolio approach: All materials produced by task teams and Learning Festivals inform discussions and decisions within the Research Leadership Council.

Figure 1. IIED Learning cycle



Annex 4: IIED as a Backbone Organisation

Activity	Summary of IIED's role and strategic significance	Key networks and actors we seek to engage	Timescale and key milestones
1. Host the Chair of the Intergovernmental Panel on Climate Change (IPCC) and Chair's Office	<p>IIED is the formal host organisation for the IPCC Chair, Professor Sir Jim Skea, and his team. This will expand over the course of the Assessment Cycle (AR7) to include a full Technical Support Unit (up to 6 staff).</p> <p>IIED will provide direct support to Jim in his role, including:</p> <ul style="list-style-type: none"> • Support with organising inclusive IPCC Expert Workshops (e.g. on knowledge sources and the use of technology, including AI and Indigenous Peoples knowledge; also on updates to the technical guidelines for assessing CC impacts and adaptation). • Conduct a user-centred survey of stakeholders in Least Developed Countries (LDCs) and Small Island Developing States (SIDS) on the needs they have, and how the IPCC assessment report can support in meeting them. • Support IPCC Focal Points in LDCs and SIDS to create the conditions for broadening inclusion in author nominations and selections, and substantially increase diversity in the range of IPCC expert contributors. • Actively facilitate the inclusion of a broader Majority World knowledge base in the IPCC's work, with a particular focus on knowledge associated with adaptation, loss and damage, and informality. • Contribute to preparation of the Special Report on Cities, including through targeted, peer reviewed knowledge products focused on poorly exposed issues that would be ready in time for inclusion in the Special Report. • Support to enhance engagement with Indigenous and Local Knowledge (ILK) in the AR7 process by developing a Terms of 	<p>Networks focused on cities and urban climate issues, to engage in the IPCC Special Report on Cities.</p> <p>Experts and knowledge holders from LDCs and SIDS, and also from Indigenous Peoples organisations, to broaden the inclusivity of inputs and the range of data feeding into AR7.</p> <p>Policy makers and practitioners around the world who can use the IPCC evidence and analysis to inform their future work and accelerate action at scale to address climate challenges.</p> <p>Innovative thinkers who can help develop new ways for the IPCC to carry out its work and make the findings available to diverse audiences, including AI and information management tools.</p>	<p>The IPCC Chair oversees the full Assessment Cycle, which will last for 5~7 years in full. IIED is committed to hosting Jim Skea for the full period.</p> <p>The first scoping meeting for the Special Report on Cities was held in April 24. Work should get underway in early 2025.</p> <p>Proposals for Expert Workshops will be reviewed and confirmed at IPCC62 in early 2025.</p>

	Reference for an Expert Group Workshop, informed by extensive consultations, literature review and Key Informant Interviews, to enhance the engagement of Indigenous inclusion of Indigenous and Local Knowledges (ILK) systems and perspectives in the new IPCC cycle.		
2. Least Developed Countries Initiative for Effective Adaptation and Resilience (LIFE-AR)	<p>IIED has had a long-term partnership with the Least Developed Countries (LDC) Group spanning over 20 years. As a trusted partner, the LDC chair requested IIED to support the LDC Group to set up the LIFE-AR initiative and provides on-demand technical, strategic, and logistical support to the initiative when requested. IIED serves as interim secretariat and host. IIED has been hosting the LIFE-AR secretariat since 2019.</p> <p>IIED provides the support below to the LIFE-AR initiative:</p> <ul style="list-style-type: none"> • Provided interim secretariat functions of running the initiative, supporting the LIFE-AR board, and supporting their processes of managing the transition to an independent LDC led facility in the next 2 years. • Provide strategic and technical expertise as needed across the initiative to ensure progress towards achieving the LDC vision 2050. • Supports the LDC group in maintaining relationships with existing LIFE-AR development partners and developing new relationships with potential development partners. • Holds ultimate accountability for the successful implementation of LIFE-AR, ensuring that due process is followed. • Represent LIFE-AR and its work with external stakeholders to build effective partnerships with public and private entities to support the initiative. 	<p>The LDC Ministerial group which provides high-level political direction and oversight</p> <p>The LDC advisory and technical groups that draw on expertise from across LDC Group negotiators and adaptation specialists, as well as from the experience and expertise of LDC practitioners and resilience partners that have been driving climate action forward in practice.</p> <p>The 10 LDC countries and the 11 International Development partners that are signatories to the LIFE-AR compact.</p> <p>The Multilateral climate funds – GCF, GEF, Adaptation Fund, LDCF and MDBs, whose practices LIFE-AR seeks to influence.</p> <p>The Least Developed Countries University Consortium on Climate Change.</p>	<p>This is a 10-year initiative aiming to contribute to the LDC vision of achieving net zero by 2050 and achieving climate resilience pathways by 2030.</p> <p>To date 10 LDCs have joined the initiative, 6 have been developing their delivery mechanisms and setting up systems to deliver at least 70% of the adaptation funds received behind local community investments.</p> <p>For the next 3-4 years, they will be implementing adaptation investments on the ground, testing the asks and offers and working in ways informed by locally led approaches. After this phase there will be a scale up phase, that aims to access larger funds into LDCs – when systems have now been built and tested.</p> <p>The 4 countries that have recently joined will be setting up their systems and governance structures, learning from the 6 that have done it already and later moving to investment phase and followed by scale up as above.</p> <p>Key milestones will include:</p> <ul style="list-style-type: none"> - LIFE-AR has influenced and improved climate finance architecture by innovating

			<p>and demonstrating scalable models on how global funds can better support LDCs</p> <ul style="list-style-type: none"> - Development partners bring the Partnership Compact principles to life, investing in high-quality, predictable, and accessible finance - Vulnerabilities reduced and climate resilience improved in LDCs - Climate capabilities and leadership in LDCs is strengthened
3. Co-host the Climate and Development Ministerial	<p>IIED, in partnership with E3G and SouthSouthNorth, provides crucial secretariat support to the Climate and Development Ministerial (C&DM) process. This includes facilitating co-host meetings and bilateral meetings, organising events, and ensuring stocktake and implementation of the priorities set for 3 goals under the Vision text for the Ministerial.</p> <p>The C&DM Secretariat also offers technical, strategic, and logistical support to LDCs and SIDS involved in the C&DM process, amplifying their voices and priorities in discussions with bilateral and multilateral finance providers.</p>	<p>IIED aims to engage national governments, bilateral and multilateral finance providers, LDCs, SIDS, and technical experts in climate finance and adaptation. This includes collaborating with champion countries like Denmark, Ethiopia, Tuvalu, the UK, Nepal, Malawi, and Somalia, as well as engaging with potential endorsers like Uganda and the Cook Islands.</p> <p>There is a commitment amongst C&DM co-hosts to enhance C&DM's strategic position in global adaptation networks, and find synergies in mandate and action with coalition groups, like the Coalition of Finance Ministers for Climate Action.</p>	<p>Pre-COP and COP29: Engage in the ministerial meeting and the High-Level Ministerial Dialogue.</p> <p>COP30: Engage with COP Troika to help build an implementation plan for C&DM goals until COP30 in 2025.</p>
4. Co-host the Global Champions on Adaptation Finance	<p>IIED, along with E3G, plays a key role in supporting the Global Champions on Adaptation Finance, an informal group advocating for increased adaptation finance. IIED contributes to research, knowledge sharing, and policy advocacy efforts aimed at scaling up adaptation finance and improving its quality and accessibility. IIED also helps facilitate dialogue and collaboration between the Champions Group,</p>	<p>IIED aims to engage with the Champions Group members (Italy, New Zealand, Australia, the African Development Bank, Ireland, the Netherlands, Sweden, Denmark, Finland, the UK, and Germany), climate-vulnerable countries, other climate finance providers, and multilateral finance mechanisms like the Global Environment</p>	<p>Engage in the C&DM Ministerial Meeting at Pre-COP.</p> <p>Prepare for COP29 High-Level Ministerial Dialogue in Baku, Azerbaijan.</p> <p>2025: Engagement with LDCs and SIDS to develop strategies for consistent information</p>

	climate-vulnerable countries, and other stakeholders, including sister groups like the C&DM.	Facility, Green Climate Fund, and Adaptation Fund.	sharing and trust-building activities with LDCs and SIDS.
5. LDC Group support mechanism	<p>IIED has supported the LDC Group since its founding in 2002 and has provided the Group with technical support in the UNFCCC negotiations since 2011. As a long-standing and trusted partner of the LDC Group, IIED has been committed to working alongside the LDC Group to support movement towards more equitable outcomes in the climate negotiations through media, public diplomacy and negotiations. Negotiating as a bloc representing nearly 1 billion people, the LDC Group has a greater ability to influence and push for decisions more aligned with the public good than the vested interests of others. A strong LDC Group means better climate decisions for everyone. Throughout 2024, IIED has continued its work to support this on the basis of a tripartite MoU with the LDC Chair, currently Evans Njewa from Malawi, and Climate Analytics. As a part of this, the IIED team has worked with the LDC Group to:</p> <ul style="list-style-type: none"> • Provide real-time legal, strategic and technical advice to the LDC Chair and thematic coordinators on climate finance, just transition, adaptation, loss and damage, the Global Stocktake, transparency and others in both formal UNFCCC negotiations (such as at SB60 in Bonn, in June) and in technical and political workshops and Ministerial meetings (including the Petersburg Dialogues, the Japan/Brazil Dialogues, Ministerial on Climate Action and others). • The team also provides the Chair with support in leveraging opportunities with the international media. • IIED also works with the LDC Group to support the convening of LDC coordination, strategy and Ministerial meetings. • IIED is one of the key partners of the LDC Chair and Group in work to establish a permanent LDC Secretariat, which will be launched in 2024. This is not expected to change the relationship between IIED and the LDC Group in the short-term. 	<p>IIED aims to engage with the LDC Chair, LDC Group and the newly established LDC Secretariat, to provide support in both negotiations processes and in strategic spaces that will maximise political impact, including Heads of Delegations (HoDs) and ministerial processes, as well as related processes, such as CD&M, the UNGA meetings and the Summit for the Future.</p> <p>IIED will also work with the LDC Group to continue engagement with other progressive and aligned Groups, such as AOSIS, AILAC and the African Group.</p>	<p>Technical Level: providing technical papers, inputs for and attending thematic workshops and meetings on just transition, the Global Goal on Adaptation, and the New Collective Quantified Goal for Climate Finance to provide support to LDC negotiators.</p> <p>2025: Closure of the phase 1 project to establish an LDC Secretariat and launch of phase 2, which will work to operationalise, support and strengthen the Secretariat.</p>

6. LDC capacity building programme	<p>As part of IIED's support to the LDC Group, IIED is committed to supporting the next generation of LDC climate negotiators. As part of this IIED has run a long-standing capacity building programme in partnership with WEDO. In 2024, IIED has supported a cohort of 12 junior negotiators in its mentoring programme, which includes intensive skills building exercises, negotiations training, attendance at the Bonn Subsidiary Bodies Meetings in June and COP, and an intensive mentoring programme in place during negotiating sessions, which pairs them with senior LDC negotiators and works to embed them in thematic negotiating teams. As part of the mentoring programme, as well as broader capability building support, IIED is working with LDC-led organisations to deliver regional training workshops, which provide trainees with negotiations skills and LDC specific training materials designed to support them as new LDC negotiators.</p> <p>In partnership with the LDC Group, Pakriti Resources (Nepal), ENDA Energie (Senegal) and LRI, IIED will be co-leading two regional training workshops in Nepal and Senegal in September and October 2024 and delivering a refresher course for trainees and mentees at COP29 in Azerbaijan.</p> <p>Additionally, IIED also supports capability building around implementation of the Paris Agreement. Using the convening power of the LDC Group, IIED has worked with the LDC Chair to convene a network of transparency practitioners implementing the Paris Agreement transparency provisions in LDCs. This network has enabled peer-to-peer learning, shared approaches to challenges and problem solving, and targeted needs-based training to overcome those challenges and problems. The network approach through the LDC Group, has enabled the capturing of LDC-specific lessons and is strengthening and feeding back into the LDC Group negotiating positions on transparency.</p> <p>The networking model has demonstrated great potential and could be expanded to support LDCs to address implementation challenges in other areas such as adaptation, loss and damage, and the strengthening the science/policy interface in LDCs with the IPCC.</p>	<p>IIED will continue to work closely with the LDC Chair, LDC Group and partners—WEDO, Pakriti Resources, ENDA Energie, and LRI—to deliver trainings and mentorship programmes. IIED will also continue to work closely with the LDC Group to build and leverage networks within LDCs to support Paris Agreement implementation.</p>	2025: Open call for a new cohort of mentees
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7. Co-chair of the Civil 20 (C20) Working Group on Philanthropy and Sustainable Development, in preparation for the 2024 GF20 Summit in Brazil	<p>IIED, alongside the global philanthropy network WINGS and Brazilian philanthropy network GIFE, co-chaired the Civil20 (C20) Working Group on Philanthropy for Sustainable Development. This is the first time the Civil 20 (C20) – the body representing civil society engagement within the G20 – featured a Working Group specifically on philanthropy.</p> <p>Throughout 2024, IIED and the other chairs convened over 400 organisations to explore how philanthropies contribute to G20 countries' commitment to improve the multilateral system and sustainable development. As a result, IIED co-drafted a series of recommendations for G20 countries on priority areas of action – including international tax cooperation and just transitions – as well as on mechanisms to leverage the catalytic role of philanthropic actors in driving sustainable and equitable development. The recommendations will be featured in the official “policy pack” that the C20 will present to G20 countries to inform the G20 Summit in November.</p>	<p>G20 countries: The recommendations drafted by IIED in partnership with WINGS and GIFE aim to influence G20 countries and their policies, by providing specific demands on priority areas and proposing mechanisms for engagement with philanthropies and civil society more generally. The intention is to influence the decisions made at the G20 Summit particularly on international finance and multilateral governance reform.</p> <p>G20 Presidency: IIED's engagement in the Working Group on Philanthropy and Sustainable Development will position IIED as a key partner in the transition of the G20 presidency from Brazil to South Africa.</p> <p>Philanthropy networks and philanthropic organisations: collaborating with WINGS, GIFE, and other philanthropic organisations will open opportunities for IIED to partner with the philanthropic sector both in the global North and in Majority World countries. Collaboration might include financing or partnerships on a specific project, and could also entail influencing the ways in which philanthropies operate and engage with specific policy areas, including LLA or housing justice.</p>	2025: Organization of CBA conference with the participation of philanthropic organisations.
8. Co-lead the Forest and Farm Facility	<p>IIED has been co-leading the Forest and Farm Facility (FFF), along with FAO, IUCN and AgriCord, since 2012. The FFF provides direct financial support and technical assistance to strengthen forest and farm producer organizations (FFPOs) in 12 countries representing smallholders, rural women's groups, local communities and Indigenous Peoples' institutions. FFF offers a range of services to FFPOs including advocacy, information sharing, incubating and supporting</p>	<p>The FFF works in ten core and two network countries. It works with smallholders, rural women, local communities, and Indigenous Peoples to strengthen their organisations at the national, regional and global levels, representing millions of rural people.</p>	<p>After a successful Phase I (2012-18), donor and partner commitments were renewed for a Phase II, which will continue through 2025.</p> <p>Discussions with partners and donors on the nature of a planned Phase III (2025 onwards) are currently in progress.</p>

	<p>business, providing financial access and social programmes for their members.</p> <p>In the co-leading position, IIED provides:</p> <ul style="list-style-type: none"> • Partnership co-management inputs and operational advice • Co-production of new knowledge products and capacity building material that are led by FFPO demands and linked to the four outcomes of FFF: <ul style="list-style-type: none"> ○ Outcome 1: More enabling policy and legal frameworks for FFPOs ○ Outcome 2 - Increased entrepreneurship, access to markets and finance ○ Outcome 3 - Improved delivery of landscape scale mitigation, adaptation and climate resilience for climate change ○ Outcome 4 - Improved and equitable access to social and cultural services • Synthesising monitoring and learning: <ul style="list-style-type: none"> ○ Annual synthesis of country monitoring, evaluation and learning reports ○ Annual country gender analysis synthesis 	<p>The FFF Steering Committee is formed by members affiliated with forest producer, community forestry, indigenous peoples' organisations, international research community, business development service provider organisation, private sector, government, and donors.</p> <p>FFF provides increased links to complementary development programmes, fostering partnerships and leveraging financial resources. As an example, IIED is providing green value chain development through the FFF approach to the GEF 7 Drylands Sustainable Landscapes Impact Program in 6 African countries.</p>	<p>The FFF is an ongoing programme with yearly Letters of Agreement (LoA) signed between FAO and IIED. Under the latest LoA (Aug 2024 – July 2025) IIED works on the following topics:</p> <ul style="list-style-type: none"> • Internal FFPO governance • Impacts of EUDR on FFPOs • Investment strategies for agrobiodiverse FFPO businesses • FFPO business incubation services • Blended finance investment partnerships for FFPOs • FFPO agroforestry market drivers • FFPO collective marks and innovative marketing channels • Gender empowerment through FFPOs
9. Host the Green Economy Coalition	<p>IIED is a founding member and co-host organisation (with IIED Europe) for the Green Economy Coalition (GEC). Founded in 2009, the GEC is the world's largest alliance for green and fair economies.</p> <p>The secretariat manages a global, multi-stakeholder network of 60+ civil society organisations, INGOs, think tanks, businesses and trade union stakeholders – all collaborating to deliver a more ambitious green economy transition.</p>	<p>The GEC is a bridge-building network with over 60 members and hubs in 10 countries and regions. IIED is able to connect to green economy debates and new economy discourse via the GEC.</p> <p>The GEC has a wide array of networks and participates in a number of climate, new economy and progressive CSO initiatives – and is able to position IIED in this space.</p>	<p>On going supporting our capability and reach with key Green Economy Architecture assets.</p>

	<p>It has incubated and further developed IIED's early thought leadership on green economy – positioning an additional brand and partnership network on green economic issues close to IIED's own work.</p> <p>IIED and GEC have additional strategic opportunities to explore in line with IIED's Manifesto for a Thriving World, building up the network as an exemplar of a dynamic alliance to face complex crises.</p> <p>In supporting GEC, IIED provides:</p> <ul style="list-style-type: none"> • A thematic and operational home for secretariat staff. • A collaborative and trusted partnership network in the global south & majority world. • Strategic alignment around shared influencing agendas. • Tactical opportunities around funding and influencing moments. • Functional back of house support and a legal entity to enable the distribution of grants and contracts to partners. 	<p>Through the Global Research and Action Network for a New Eco-Social Contract, GEC co-facilitates over 350 experts, academics, and knowledge holders from around the globe – allowing IIED connect to deliberative democracy debates and creation of mandates for green and fair economies.</p> <p>Policy makers and inclusive green growth/economy implementors are engaged through GEC-hosted Partners for Inclusive Green Economy (PIGE) informal group, Finance for Development ImPACT Coalition, Finance Architecture: International Reform, School of Intergenerational Futures, Sharing Strategies.</p>	
10. Host and lead Reversing Environmental Degradation in Africa and Asia (REDAA)	<p>Reversing Environmental Degradation in Africa and Asia (REDAA) is a programme that supports research and action in sub-Saharan Africa and South and Southeast Asia by offering grants and facilitating mutual learning and technical support between partners. Funded initiatives are locally led, interdisciplinary, and focused on solutions for ecosystem restoration and climate resilience, enabling people and nature to thrive. REDAA is funded by UK International Development from the Foreign, Commonwealth and Development Office (FCDO) and managed by IIED.</p> <p>During scoping and set-up, IIED co-developed a REDAA strategy with FCDO and experts from institutions in sub-Saharan Africa, South Asia and Southeast Asia. The strategy aims to optimise REDAA's contribution by integrating with other related initiatives.</p> <p>REDAA also organises technical support to grantees, including mutual support among grantees, through facilitation of a community of practice. This 'REDAA Community' aims to enable learning, spread</p>	<p>REDAA grantees and their downstream partners: Organisations that already have proven and effective systems for supporting the actions of Indigenous Peoples and local communities (this includes those organisations of Indigenous Peoples and local communities who themselves have such effective systems). The majority of REDAA grantees will be based in sub-Saharan Africa, South Asia and Southeast Asia, with a minority based outside these regions.</p> <p>REDAA grant applicants: Those interested in future REDAA grant calls.</p> <p>Scoping study grantees: Organisations and individuals involved in REDAA scoping studies and/or demonstrator projects.</p>	<p>REDAA is in operation until 31 March 2029.</p> <p>The first cohort of 21 REDAA grantees were established between Jan-Mar 2024. The second grant call is underway currently, with up to 9 programme grants expected to be awarded in 2025.</p> <p>REDAA plans to run a further 3 grant calls between 2025 – 2027, with all grants being completed before March 2029.</p> <p>Further learning events and technical support mechanisms will be planned and co-developed with the Community members as the programme progresses.</p>

	<p>use of evidence and tools, build and strengthen networks, and support capability development and influencing opportunities. Learning events on topics prioritised by the grantees are organised, and knowledge products are produced. The REDAA Community welcomes partners from other relevant programmes to share evidence and tools in thematic events, thus spreading and deepening the impact of locally led research-to-action restoration initiatives.</p> <p>IIED provides the Scientific and Management Unit (SMU) for REDAA. The SMU organises or conducts scoping studies, manages grant calls and the resulting grant agreements, facilitates the REDAA Community, and provides reporting, engagement and communications for REDAA. The SMU also manages the REDAA-funded 'Nature Facility', which provides technical support and advice to FCDO staff and partners to help them put nature at the heart of their work. The Nature Facility aligns with the UK's international climate and environment commitments and aims to make FCDO's work more effective and sustainable.</p>	<p>Other organisations and individuals interested in REDAA learning and events to inform their work in locally led research-to-action initiatives.</p> <p>Donor agencies: Through their role on the REDAA Steering Committee, linkages are made with other relevant initiatives at the Department for Environment, Food and Rural Affairs (DEFRA); the Natural Environment Research Council (NERC); the Economic and Social Research Council (ESRC); the Arts & Humanities Research Council (AHRC); International Labour Organization of the UN; and the Japan International Cooperation Agency.</p> <p>ITAP: Through their role on REDAA's Independent Technical Advisory Panel, linkages are made with experts and their organisations - a diverse set of academic, civil society, government and international institutions.</p> <p>FCDO: Through the Nature Facility, REDAA is making linkages across FCDO including with their in-country offices and influencing FCDO-driven policies.</p> <p>Practitioners in the public and private sector and wider scientific community – both in country and more widely. Through public comms and engagement, e.g. social media, email newsletters, webinars.</p>	<p>The Nature Facility is currently planned to continue as a REDAA-managed initiative until March 2028.</p>
11. Co-host the LLA community of practice	<p>IIED, along with the World Resources Institute, co-hosts the locally-led adaptation community of practice (LLA CoP). The LLA CoP is the key convening mechanism for endorsers of the Principles for locally-led adaptation – a set of 8 principles that help guide and inform how</p>	<p>IIED's central positioning in the LLA CoP enables IIED to engage with all LLA endorsers and to remain at the heart of conversations on the current status and future</p>	<p>The LLA CoP is an ongoing initiative with monthly meetings throughout the year.</p>

	<p>adaptation investments are conceived and implemented to ensure they are responded to, and are driven by, communities. There are now over 130 endorsers, including national governments in the global north and south (including 8 of the 10 top OECD donors by volume and 8 out of 10 by ODI/GNI ratio; and recipient countries from LAC, sub-Saharan Africa, South Asia and the Pacific), international organisations, UN Agencies, NGOs, CSOs and research organisations.</p> <p>The LLA CoP meets monthly and covers a range of relevant topics and issues – focusing on building the network, sharing resources, lessons and information, and generate collective advocacy and influencing agendas. IIED helps ensure the smooth running of the LLA CoP, helps develop agendas, identifies key and emerging issues to discuss and facilitates meetings.</p> <p>As part of our broader convening role, IIED, along with Irish Aid and USAID, is hosting a separate CoP for bilateral donors engaged in LLA. This new initiative met in June 2024 for the first time, with 14 governments in attendance. This will be a valuable resource for inter-governmental learning and sharing, and help to shape the donor landscape on LLA over time. IIED's role is to shape the agenda, provide technical inputs and information during meetings, and to support implementation of agreed actions. IIED is the only non-government organisation in the process and attending meetings.</p>	<p>directions of locally-led adaptation and locally-led approaches more broadly.</p> <p>IIED's engagement in the donor focused subset of the LLA CoP provides the organisation with insight into how donors are working to address the LLA principles within their aid programs and climate finance delivery mechanisms, as well as opportunities to enhance that.</p>	
12. Catalyst of the philanthropic network on climate adaptation (the Adaptation & Resilience Funder Collaborative)	<p>In December 2022, IIED, together with Climate Justice Resilience Fund (CJRF), originated the vision for a philanthropy initiative focused on climate change adaptation and brought a proposal to Climate Works for a partnership to facilitate the initiative. Initially our intent was to create a sister to the Donor Champions Group on Adaptation Finance, however we quickly recognised that while a few philanthropies were treating climate change adaptation as a strategic priority, most were new to the topic or coming to it through a specific sector lens.</p> <p>Climate Works, working in close partnership with IIED throughout 2023, facilitated a broad-based network and commitment-building programme that has seen >60 philanthropies engage and culminated</p>	<p>IIED has sought to make connections between the philanthropy group on adaptation and several of the other networks mentioned throughout this document, including the Champions Group on Adaptation Finance and the LLA community of practice. In addition, IIED is forging links with the C20 philanthropy group, and Global South philanthropy networks, including the African Philanthropy Forum and emerging philanthropy interest in India as examples.</p>	<p>IIED is working towards the Finance for Development conference in Madrid 2025 as being a major milestone in how finance for adaptation/finance for resilient prosperity is mobilised more widely, given the scale of the challenge to be met.</p>

	<p>in a philanthropy commitment for adaptation in December 2023, signed by >25 philanthropies. In July 2024, a subset of philanthropies committed to an initiative for philanthropy to invest an initial commitment of \$50 million in climate adaptation and resilience efforts in regions most vulnerable to climate change impacts, including extreme heat.</p> <p>Quadrature Climate Foundation (QCF) is a key leader of the network. IIED's support is ongoing, including helping with the strategy definition, learning topics/events, broadening the commitment base and building bridges with bilateral donors.</p>		
<p>13. Co-host Alliance for Locally Led Approaches for Transformative Action on Loss and Damage (ALL ACT) and Loss and Damage Research Observatory</p>	<p>Despite funding arrangements including an L&D fund being officially announced at COP28, no additional funding is yet available to developing countries. Further, the Santiago Network is yet to provide technical assistance, and in combination, it makes it challenging for vulnerable countries to manage the L&D they are already suffering or prepare themselves for those expected in future.</p> <p>ALL ACT directly supports vulnerable countries and communities experiencing loss and damage by helping them to optimise existing finance, expertise, and delivery mechanisms, and prepare them to deploy additional funds when available.</p> <p>ALL ACT aims to address this vision through a collaborative approach developed with IIED, ICCCAD, and stakeholders from LDCs and SIDS over two years of dialogue. The initiative supports comprehensive, risk-informed, bottom-up planning by enabling communities and local institutions to co-create cost-effective, agile and diverse solutions. This approach uses rapid learning and feedback loops for adaptive planning and builds on decentralised governance to develop investment proposals and identify gaps. ALL ACT will also create national L&D facilities in LDCs and SIDS to manage funds holistically, leveraging public and private sector money, climate finance, ODA, and more. These facilities will combine different funding sources to support locally developed plans, ensuring better accountability, reducing transaction costs, and improving outcomes.</p>	<p>One of the key goals of ALL ACT is to mobilise community groups, CSOs and technical/innovation agencies, to work together on supporting the scale up of practical approaches to loss and damage.</p> <p>ALL ACT has brought together a network of actors that include: REAP, Centre for Disaster Protection, UNDRR, Start Network, Red Cross, LDC Partners also include those able to deliver action at scale, including international NGOs: Action Aid, Save the Children, Water Aid, Christian Aid.</p> <p>Community-level delivery organisations: Slum Dwellers International, Youth Coalition on Loss and damage, Huairou Commission, Phia, Friendship Climate Action, BRAC.</p> <p>Other technical and knowledge agencies: Winrock International, Climate-KIC.</p>	<p>Phase 1: In the first phase, ALL ACT is collaborating with front runner LDCs and SIDS to implement comprehensive risk responses and optimise funding sources to tackle loss and damage (L&D). Key activities include conducting country diagnostics to assess L&D and existing risk management systems, creating national L&D facilities to integrate risk management and financing, developing community-driven investment plans, establishing an L&D Research Observatory to address non-economic losses, and building a coalition of partners for practical action on L&D.</p> <p>Phase 2: The second phase will focus on consolidating and scaling up the learnings from Phase 1 across at least 15 LDCs and SIDS. This phase aims to disseminate evidence and best practices, promote learning exchanges, and create broader capacities for scale-up through Alliance partners and networks. It will also develop standards and procedures for L&D finance architecture, enable direct access to climate finance for LDCs and SIDS, and establish a</p>

	<p>To foster a collaborative knowledge network, ALL ACT partners with local governments, the private sector, NGOs, and agencies to expand the knowledge base. This network will capture and share tacit knowledge to build a peer learning and collaborative partnership, evolving into a marketplace of ideas and solutions. Additionally, ALL ACT has developed approaches to devolving climate finance based on principles of solidarity and climate justice. By creating clear 'asks' and transparent spending 'offers,' the initiative aims to deploy new funds quickly and effectively. The initiative will also identify and support L&D Action Champions to build consensus and push the common vision, establishing a global tracking mechanism for L&D finance distribution and impact. This comprehensive approach aims to foster sustainable development, enhance resilience, and ensure equitable resource allocation for LDCs and SIDS.</p> <p>As part of ALL ACT, a L&D Research Observatory has been established to address non-economic loss and damage (NELD), with the focus on; (i) collective knowledge generation to co-develop standardised methodologies and innovative tools for quantifying NELD; (ii) creation of a Loss and Damage Research Observatory, as a searchable repository of methodologies, approaches and research findings on economic and NELD; (iii) create a mentorship and peer support network to improve the ability of researchers to conduct accurate and comprehensive assessments of economic and NELD; and (v) explore options for a 'Digital Archive/ Museum' to preserve NELD in partnership with others.</p> <p>IIED has recently issued the Saleemul Huq Scholarship that will support local organisations and experts in taking forward the vision of an L&D Observatory.</p>		reporting and tracking mechanism for climate finance flow and targeting within countries.
14. Host IUCN Sustainable Use and Livelihoods Specialist Group (SULi)	<p>The IUCN Sustainable Use and Livelihoods Specialist Group (SULi) is a joint initiative of IUCN's Species Survival Commission (SSC) and Commission on Economic, Environmental and Social Policy (CEESP) and is an international network of over 300 wildlife management specialists from government agencies, academia, business, NGOs and Indigenous People and local community organisations.</p>	<p>IUCN members (government and non-government): IIED provides technical inputs into IUCN knowledge and policy products that shape international conservation policy</p> <p>IPs and LCs: a network and safe space through which IP and LC voices and concerns</p>	<p>SULi is an ongoing initiative, with IUCN operating on a 4-year cycle and roles confirmed after each quadrennium. The current cycle ends in 2025 and Dilys Roe is currently expected to be reconfirmed as the</p>

	<p>IIED staff member Dr Dilys Roe was appointed Chair of the IUCN Sustainable Use and Livelihoods Specialist Group in 2019 and IIED has acted as host to the Group since then.</p> <p>SULi aims to mobilise global expertise across the science, policy and practice sectors to address the urgent challenges of overexploitation of wild species and support robust, equitable models of sustainable use that meet human needs and priorities. This is achieved through building a robust body of evidence, providing technical guidance and advice to IUCN members, engaging in relevant international policy forums such as the CBD, CITES and IPBES, facilitating regional level policy-focussed activities and finding opportunities to boost community voice in conservation decision-making.</p>	<p>can be raised and amplified in international policy debates</p> <p>International fora: working closely with the CITES Secretariat to build evidence on the role of sustainable use and trade of wildlife in supporting livelihoods; we contribute to technical guidance for CITES parties on issues linked to enhancing livelihood benefits of wildlife trade</p> <p>Public: SULi is often called on to respond to media enquiries around controversial issues involving wildlife use, including trophy hunting and reptile skin trade</p>	<p>ongoing Chair of SULi (and IIED as the host institute) for the 4 years beyond (to 2029).</p> <p>During 2025, SULi expects to have delivered the following:</p> <ul style="list-style-type: none"> • IUCN-endorsed guidelines on harvesting threatened species • IUCN-endorsed situation analysis on trophy hunting and associated guidelines • A “Species Use Database” linked to the IUCN Red List • CITES – endorsed guidelines on maximising benefits to IPLCs from trade in CITES-listed species <p>The strategy and workplan for the 2025-2029 quadrennium will be developed during 2025 and is expected to retain the same current priorities.</p>
15. Host the Community Advisory Panel of the Biodiversity Credit Alliance	<p>IIED is the Secretariat for the Community Advisory Panel (CAP) of the Biodiversity Credit Alliance (BCA) which seeks to create a space for Indigenous People and Local Communities from around the world to contribute to the design of the emerging biodiversity credit market.</p> <p>The objective of the CAP is to promote the interests of Indigenous People and Local communities in relation to the biodiversity credit market, including the promotion of a human rights-based approach to ensure the full and meaningful participation of Indigenous People and Local Communities in the design, development and regulation of nature markets.</p> <p>The CAP meets at least every 6 weeks. Meetings are held in English and interpreted into Spanish and French simultaneously.</p>	<p>Global Fora: IIED aims to engage and support the CAP members in engaging with the BCA, the International Advisory Panel on Biodiversity Credits (IAPB) and the World Economy Forum.</p> <p>Governments: Through this work IIED engages with the UK government and the French Government.</p> <p>Standard setters: IIED also works to make sure that standard setters such as Verra and Plan Vivo are responding to the needs and</p>	<p>The CAP meets at least every 6 weeks in its entirety, with smaller working groups meeting more frequently.</p> <p>CBD CoP16 in Cali, Colombia will be a key moment for the CAP to engage in the global discussing around biodiversity credits, share discussions and emerging trends coming from the group and meet partners in person.</p>

	<p>IIED's role as the Secretariat is to ensure that all members have access to the CAP meetings and can conduct relevant follow up actions, including by ensuring that meetings are accessible (in terms of technologically accessible and through providing interpretation into Spanish and French).</p> <p>Additionally, IIED acts as a key bridge between the CAP and the global fora, such as the BCA, the International Advisory Panel on Biodiversity Credits, the World Economic Forum Working Group.</p> <p>IIED assists the CAP fundraising efforts, building communication plans and developing strategies, as well as and knowledge of the emerging biodiversity credit space.</p>	<p>recommendations of Indigenous People and Local Community Members.</p> <p>Private Sector: IIED engages with private sector entities such as multilateral banks, central banks and financial institutions to ensure that they understand the need and value of biodiversity credits that benefit both nature and people.</p>	
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Annex 5: IIED's 5 year budget – FY26-30



IIED 5 Year Budget
FY26-FY30

IIED's budgeted forecast and programme expenditure can be accessed here:

1. IIED's 5 year budget forecast:

	April 25 - March 26	April 26 - March 27	April 27 - March 28	April 28 - March 29	April 29 - March 30	Totals
<i>Amounts in £m</i>						
Forecast Income	32.4	30.1	30.2	27.3	27.9	147.9
Restricted income retained by IIED	9.3	10.1	11.0	11.0	11.5	52.9
Unrestricted and flexible income retained by IIED	7.1	7.0	7.2	7.3	7.4	36.0
Regranting/transfer to delivery partners and grantees	16.0	13.0	12.0	9.0	9.0	59.0
Forecast Costs	32.0	30.1	30.0	27.0	27.9	147.0
Costs of IIED delivering activities for impact	16.0	17.1	18.0	18.0	18.9	88.0
<i>of which IIED staff costs</i>	13.6	14.5	15.3	15.3	16.1	74.8
<i>of which IIED other costs</i>	2.4	2.6	2.7	2.7	2.8	13.2
Costs of partner/third party delivery for impact*	16.0	13.0	12.0	9.0	9.0	59.0
Annual Profit and Loss Forecast	0.4	0.0	0.2	0.3	0.0	
Reserve at FY End**	3.2	3.2	3.2	3.4	3.7	

* N.B. reductions of expenditure with third parties linked to large scale programmes concluding or transferring to be independent

** N.B. FY26 inclusive organisational development grant to bolster reserves

2. IIED's Programme Expenditure:

Programme Expenditure By Impact [indicative division] in £m

In £m	April 25 - March 26	April 26 - March 27	April 27 - March 28	April 28 - March 29	April 29 - March 30	Totals
IIED Activities towards impact	16.0	17.1	18.0	18.0	18.9	88.0
Partner and Third Party activities towards impact	16.0	13.0	12.0	9.0	9.0	59.0
Total Programme Related Expenditure	32.0	30.1	30.0	27.0	27.9	147.0
<i>Impact 1: Shifted trade, finance and investment to benefit both people and the planet.</i>	3.2	3.0	3.0	2.7	2.8	14.7
<i>Impact 2: Transformed climate action and governance so people and nature can thrive.</i>	9.6	9.0	9.0	8.1	8.4	44.1
<i>Impact 3: Increased promotion of forest, farm and fisheries systems that feed and nourish people and planet.</i>	4.8	4.5	4.5	4.1	4.2	22.1
<i>Impact 4: Increased championing of community-led nature governance and stewardship</i>	6.4	6.0	6.0	5.4	5.6	29.4
<i>Impact 5: Helping migrants, including displaced people, to have brighter futures.</i>	3.2	3.0	3.0	2.7	2.8	14.7
<i>Impact 6: Evolved cities as places of inspiration and justice.</i>	4.8	4.5	4.5	4.1	4.2	22.1

Programme Expenditure By Activity [Indicative division] in £m

In £m	April 25 - March 26	April 26 - March 27	April 27 - March 28	April 28 - March 29	April 29 - March 30	Totals
IIED Activities towards impact	16.0	17.1	18.0	18.0	18.9	88.0
Partner and Third Party activities towards impact	16.0	13.0	12.0	9.0	9.0	59.0
Total Programme Related Expenditure	32.0	30.1	30.0	27.0	27.9	147.0
<i>Research Activities</i>	16.0	15.1	15.0	13.5	14.0	73.5
<i>Convening (incl. conferences, workshops)</i>	3.2	3.0	3.0	2.7	2.8	14.7
<i>Communications and Influencing</i>	6.4	6.0	6.0	5.4	5.6	29.4
<i>Training and Capability Building</i>	6.4	6.0	6.0	5.4	5.6	29.4

Manifesto for a thriving world

People holding signs during
an environmental protest.
Credit: FG Trade via iStock



Letter from the IIED chair

Dear friend,

I am excited to present IIED's manifesto for a thriving world.

For me, this manifesto represents a fresh take on sustainability as it has come to be understood, offering different answers and approaches to address the world's entrenched climate, nature and inequality crises. It is a response to our recognition that many aspects of what we have been doing in the sector for more than 50 years are no longer as relevant or helpful as they once were and are not achieving the breakthroughs we desperately need. Equally, the certainty of a static, five-year strategy has been lost to a new era of compounding crises, deep injustices and increasing unpredictability.

IIED has evolved since its founding in 1972, from tackling discrete issues with a few deeply valued partners, to taking on interconnected global challenges, providing a strong and flexible backbone of support to coalitions of organisations who are progressing sustainable development across the world. IIED has helped to show the world what partnership working can look like and achieve, by collaborating closely with, actively listening to and promoting the perspectives of many communities, organisations and governments in Africa, Asia, Latin America and Small Island Developing States — people living with the impacts of crises they have done the least to cause.

Yet fragmented outcomes and the consequences of well-meant but short-sighted, short-term actions persist in blunting impact that now must be far-reaching and systemic. For example, it's not enough to tackle the symptoms of pollution and environmental degradation; we have to focus on the drivers and systemic causes. We must assemble more impactful coalitions of diverse organisations, each bringing their own strengths but sharing a common purpose, to apply greater and coordinated pressure on the powerful levers of change that we collectively identify.

Further, changing the systems that perpetuate the climate, nature and inequality crises facing the world is, at its heart, the pursuit of justice. Geopolitical competition is accelerating problems of debt, natural resource degradation, biodiversity loss and displacement around the world. The use of power and wealth held by a few privileged countries and super-rich individuals must now be transformed by and with the people and countries who have historically been exploited and whose culture, languages and livelihoods are under threat.

We need to adapt fast, together, as we sense opportunities to scale up solutions and tip the balance in favour of positive change. For IIED, this means building on our great legacy, placing more attention on the often hidden handbrakes that hold damaging systems in place and being ready to work with alliances of diverse organisations. In those alliances, we will retain our best practices, incubate great ideas and innovations, and place them in new and bold settings.

IIED's fresh, agile and open-minded new approach is about working in equitable partnerships with patient support and space to experiment, fail and learn. This is something that no single static strategic plan or entity can deliver. And so, in the spirit of collaboration and radically different ways of working, I invite everyone reading this manifesto to feed into its next iteration by sharing your thoughts and reflections via manifesto@iied.org.

This manifesto gives me great hope that there is plenty to aim for, plenty of opportunity and plenty that can be achieved towards the reversal of global warming, nature degradation and inequality. We can only do this by working together.

Thank you,

Tara shine

Dr Tara Shine
Chair, IIED's board of trustees

IIED's approach in a nutshell

Who we are

The International Institute for Environment and Development (IIED) is a globally recognised force for climate and social justice. Our mission is to build a fairer, more sustainable world, using evidence, action and influence in partnership with others. IIED is a community of researchers, project managers, communicators, strategists and evaluators, who for more than 50 years have:

- Acted as a backbone to strongly support marginalised communities and organisations across Africa, Asia, Latin America and Small Island Developing States
- Brought their lived experience, expertise and evidence to global attention through practical, action research; equitable partnerships; and influence on policies, funding mechanisms and governance at all levels.

Our values

We have revisited our institutional values and co-created this evolved set together, to help focus our work and ways of working.

Respect and dignity

We build mutual trust and respect local knowledge. We act transparently and with integrity and treat each other with consideration.

Care

We prioritise wellbeing and care towards each other, our partners and collaborators, marginalised groups and the planet.

Justice and fairness

We address social, economic and environmental injustices and unfair power dynamics, embedding decoloniality principles in our everyday actions and outputs.

Ethical partnership

We proactively seek to collaborate with others, break down silos and share power with our partners.

Transformative change

We do everything we can to deliver impactful and systemic change that addresses major environmental, economic and social challenges and inequity.

Inclusion and equity

We approach gender justice and anti-racism through an intersectional lens, where equity and inclusion are championed through daily active allyship.

OUR MISSION IS TO BUILD A FAIRER, MORE SUSTAINABLE WORLD, USING EVIDENCE, ACTION AND INFLUENCE IN PARTNERSHIP WITH OTHERS



Discussions at a farmers group in Karatu District, Tanzania. This group is sharing knowledge of best farming practice and microfinance. Credit: Roshni Lodhia/Panos/IIED

IIED's approach in a nutshell

Our refreshed direction

Following a year of review and dialogue, this manifesto presents our refreshed approach to impact. In doing so, we acknowledge achieving our mission means we cannot continue doing more of the same and instead must challenge ourselves to take a bold new direction while retaining the best of what makes IIED unique. Our direction is as follows:

- To overcome the risks of fragmentation of our work and to combine our strengths, we'll focus all our attention on maximising our contribution to six core propositions at the heart of tackling the climate, nature and inequality crises (see Table 1 on page 14). This contribution will involve taking a systems approach and working in dynamic teams to develop new ideas, test innovations and scale what works. We will strengthen our entrepreneurial instincts and concentrate on what we are good at. We will also acknowledge where other actors have complementary strengths, in areas like the economics of water, mitigation technologies or peacebuilding for example.

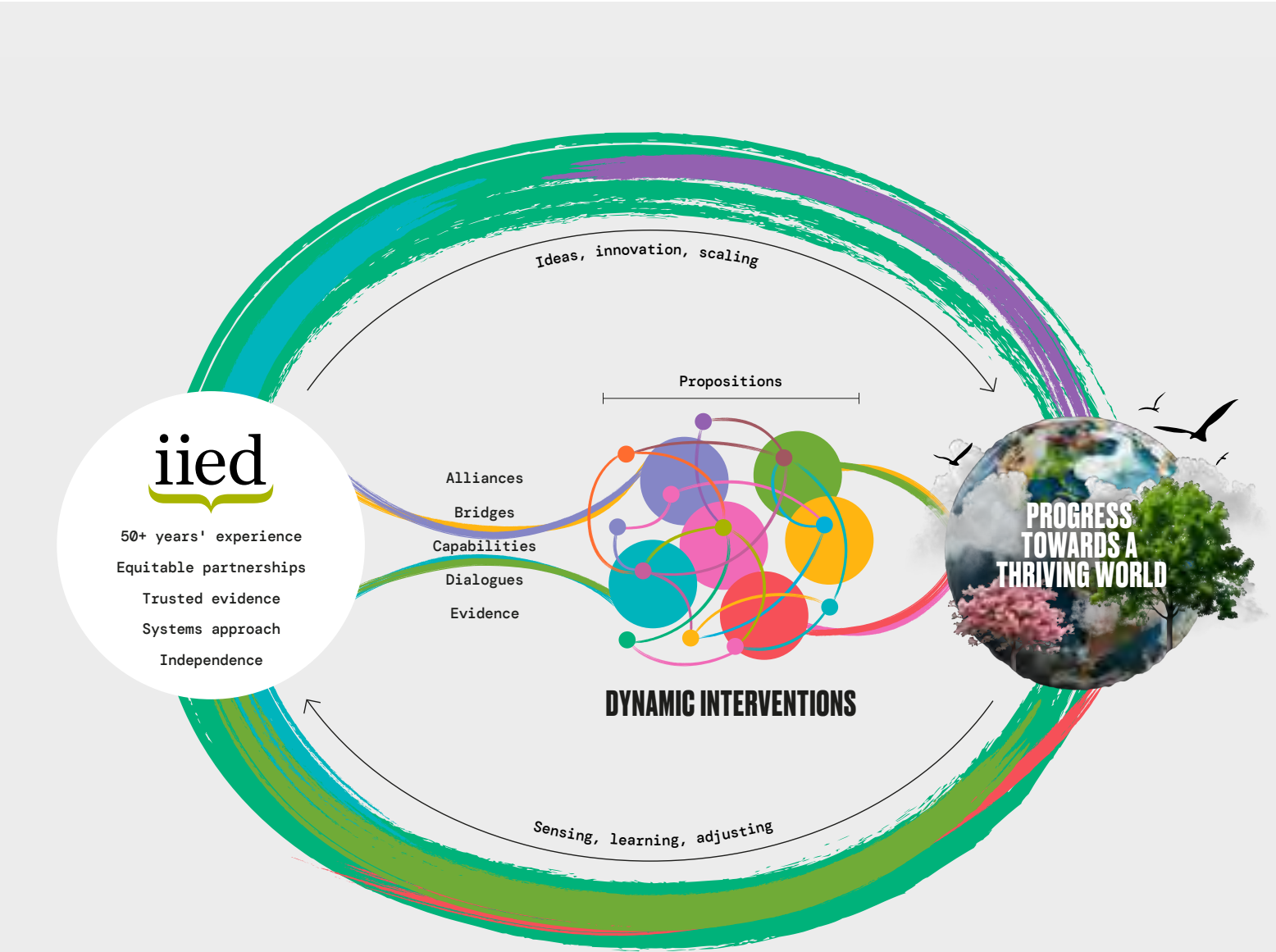
- We will do this in alliance with partners — new and old — who can each bring complementary strengths and innovations to a shared purpose. We'll harness the quality of equitable collaboration that goes well beyond the traditional associations around a project cycle and together bring multiple ideas and solutions to different levers of change and blockers at the same time to unlock major progress on these propositions.

- We will place much greater emphasis on learning so we can take the evidence and insights from our research and experiences to adjust what we do in real time. In this, we'll benefit from a test, learn and adapt mindset so crucial for unlocking change in a more complex, interconnected world and benefit from seeing challenges and opportunities from different perspectives, whether through our globally distributed staff or through the eyes of our diverse partners.

WE ACKNOWLEDGE ACHIEVING OUR MISSION MEANS WE CANNOT CONTINUE DOING MORE OF THE SAME AND INSTEAD MUST CHALLENGE OURSELVES TO TAKE A BOLD NEW DIRECTION

IIED's manifesto for a thriving world

The below visualises our refreshed approach to working on problems, in learning partnerships focused on specific propositions to progress towards a thriving world.



Dynamic alliances to face complex crises

Picture a future in which people and nature thrive together in all their diversity, enriched by different perspectives, ways of life and rich cultures.

A future where our deep connections to place guide how we live well within our landscapes. Where equity and justice are valued as both a means and an end, promoting solidarity over competition and providing the basis for shared positive outcomes.

At IIED, we believe that this future is still in reach. But incremental progress internationally, however well-meaning, is not getting us there and the tools and methods we are deploying are too fragmented to make a significant mark on the complex climate, nature and inequality crises we are attempting to tackle. The world is still on track for warming of nearly 3 degrees by 2100¹, the climate resilience gap is widening², inequality within many countries is becoming more pronounced³, nature collapse greatly outweighs protection and restoration successes⁴, and many indigenous languages are becoming extinct⁵. The least culpable are the most badly affected and a series of hidden handbrakes — laws, rules, vested interests — protect the incumbent damaging system. A new, dynamic approach to unlocking positive progress is needed more than ever.

At IIED, we know we need to change to make a real difference. Our 2022 External Review found that despite being instrumental in an impressive range of impacts, a series of structural weaknesses prohibited us from being at our best. Research endeavours were too siloed to effectively build on each other; staff were stressed by overwork; fundraising was a constant demand on researcher time; some of our partnerships were unequal and not strategic; and there were big questions of identity in decolonising our approach.

Woman harvesting tomatoes ready for the market in Kenya. Credit: Rusinga Studios/IIED



A NEW, DYNAMIC APPROACH TO UNLOCKING POSITIVE PROGRESS IS NEEDED MORE THAN EVER



Climate protest in London, UK. Credit: Ehimetalor Akhere Unuabona via Unsplash

Dynamic alliances to face complex crises

So, in 2023, in anticipating the end of our ‘Make Change Happen’ strategy (2019–2024), we took a long, hard look at our role in challenging the current trajectory.

We went far beyond traditional strategic planning and began a searching process of interrogating, experimenting and learning. Almost everything was up for discussion — even our core values — and we took inspiration from the body of theory, research and evidence that has its roots in how nature adapts to complex challenges^{6,7}. Consequently, we made a series of decisions:

1 Retain and enhance our strengths: there is much that makes IIED effective that we want to cherish and nurture. We will keep our mission the same and retain our focus on combining evidence, action and influence in partnership with others. We'll reinforce our commitment to tackling key aspects of the triple crises of climate change, nature loss and inequality, and commit to retaining our highly developed capabilities (see Box 1) and our global reputation for practical, high-quality, locally anchored research and influence.

2 Rethink our approach to impact: our ways of working, focus, tactics and measures of success have been rethought to maximise the contribution we can make to tackling complex crises. Through our strategic review, we identified and drilled into the big blockers — the obstacles that hold us in place and perpetuate the interconnected crises facing us. We identified opportunities for IIED to address four of these big blockers and set out six focused and interconnected propositions around which IIED will organise its efforts, as presented in the following section.

Around these propositions, we will concentrate our efforts through forming dynamic, multi-skilled, time-bound teams, each tackling big blockers to progress by bringing new ideas, innovations and solutions to scale. This will help us to overcome siloed working and make the most of the talented people in IIED, while creating a portfolio of actions.

Around each proposition, we will also help catalyse alliances of diverse, complementary organisations who share a purpose and can bring multiple pressure points simultaneously to help unlock bigger change. This enhances our theory of change by placing IIED's unique contribution in a systems change context and amplifies its potential impact through combination with others. Our critical assumption is that we can make a greater contribution when tackling complex challenges by being part of curated alliances that can approach the problem from different angles, link problems and solutions, and learn and adjust their tactics together.

Box 1. Signature IIED capabilities and value-add

- Being a backbone organisation that supports multiple partners across the world to have greater impact tackling the triple crises in their own expert ways, and hosting and incubating initiatives that bring together diverse sets of partners
- Designing and testing principles and approaches that support locally led action
- Co-producing research that identifies differentiated risks and impacts for community members
- Supporting the inclusive design of new climate and social contracts
- Unlocking ways to appropriately devolve power in governance structures
- Tracking flows of people, things and money to understand patterns of injustice and hidden handbrakes
- Designing innovative ways to get money where it matters
- Advancing ideas backed by evidence to challenge the damaging status quo.

3 Build an anticipatory and adaptive organisation: commit to test, learn and adapt as we go, so we do not get stuck with underperforming structures or tactics and can anticipate and react to the rapidly changing context. We noticed how we struggled to adapt sufficiently to COVID-19, the Black Lives Matter movement, the cost-of-living crisis and major conflicts in our last strategy period, and we want to be more agile in the future. To help us achieve that, we will:

- Invest more in learning, both with alliance partners and in generating insights across our propositions on how we are doing in shifting blockers.
- Focus on creating a highly skilled, globally distributed workforce that can help us see problems from different angles, understand local contexts better, connect with partners and attract talent. We'll place more emphasis on enhancing the skills of our people and offer an environment where colleagues can bring their full skillsets to work through taking on different responsibilities.
- Seek more unrestricted and flexible funding, and funding partners who can help us be innovative and opportunistic, while advocating for more philanthropies and governments to change the way they think about maximising impact through working in agile, trusted partnerships and alliances.
- Streamline and adapt our governance structures, supporting distributed, equitable leadership and devolved decision making, and ensuring different perspectives and experiences inform the way we manage risks and serve our people and impact model.

4 Put justice and equity at our heart: in developing our refreshed approach, we have reflected on the privilege that IIED has enjoyed, the colonial model of aid and development that we have benefitted from and often perpetuated. We have begun a journey of listening better to our partners in different parts of the world and with different ways of knowing, learning about challenging structural racism and exploring a pathway to decolonising with care. While we continue this process, we have decided to act in the following ways:

- Develop and apply a set of principles and standards for equitable partnerships and anti-racist narratives. This will include actively challenging Euro-Western development and environment constructs, and embracing different epistemologies and models of wellbeing and justice for tackling the climate, nature and inequality crises.
- Change our values to reflect our commitments (see page 3), embed these in our culture, policies and practices, and make learning about being actively anti-racist and supporting decolonisation a personal commitment of everyone in IIED.
- Do more to challenge the systems that perpetuate injustice, acknowledging our responsibility, including by raising our voice to expose and strive to reform the hidden handbrakes holding back progress, and progressively seek to dismantle unfair funding terms that transfer the risks to those least able to cope. This means we will place more attention on working in and on centres of power in Europe, North America and Asia than IIED has done in the past, acknowledging the deeply interconnected nature of the systems affecting climate and social justice in the most vulnerable communities.



IPCC Chair Jim Skea speaking at the ceremonial opening of COP28. IIED is the current host of the IPCC Chair. Credit: Melissa Walsh/IPCC

Focusing our efforts for impact

Climate change, nature loss, inequality, and the destruction of cultures and languages: the crises we face as a planet are existential and inextricably linked.

Global heating is already breaching the 1.5°C threshold this decade⁹, with more than two million animal and plant species facing extinction⁹. Earth's well-documented climate change and nature loss affects the poorest and most marginalised people, deepening inequality¹⁰ and in turn eroding the solidarity and collective action needed to find sustainable solutions together.

We know that these crises are huge and urgent; we know that they are the product of powerful systems and practices. Over the past 50 years, IIED and many other committed individuals, groups and organisations have been working hard to tackle these crises, battling to limit their worst effects and prevent their escalation. Many of the most powerful solutions come from the people and places most exposed to and affected by nature loss, inequality and climate change, led by communities in informal settlements, Indigenous Peoples, federations of small-scale farmers and many others. We know because these are the people, ideas and initiatives that IIED is closest to, so now we are exploring ways to integrate gender, intersectionality and decoloniality perspectives to strengthen our potential impact.

But this work — the work of IIED, our collaborators and partners — has not been and is not enough. The short-term mindsets focusing on annual profit growth being paramount, populist politics with short horizon election cycles, the outsized influence of vested interests, the hoarding and lauding of wealth and technology, beliefs that the views and experiences of White people are more valid than those of Black people and People of Colour, colonialism and its exploitative intentions, the disconnect between people and nature that began with the Industrial Revolution, and war, conflict and forced displacement — all conspire to keep life and death choices in the hands of a small number of powerful people, corporations and countries.

THE CRISES WE FACE AS A PLANET ARE EXISTENTIAL AND INEXTRICABLY LINKED



Community members in Esilalei, Monduli District in Tanzania have learned beekeeping to adapt as climate change has made it harder to find pasture for animal grazing. Credit: Roshni Lodhia/Panos/IIED

From 2024 onwards, we will focus our research, ideas, innovations and influencing efforts on **weakening and overcoming four big blockers to progress** — connected systems, structures and beliefs that stand in the way of the radical changes needed to tackle climate change, nature loss and inequality. These are:

- **Destructive economic models:** where wealth creation comes at the cost of people, nature and pollution, with recent examples being the mega profits made by fossil fuel companies¹¹, where enormous government subsidies¹² and paralysing legal contracts¹³ continue to support industries that are bad for the planet, and the deforestation and soil degradation wrought by damaging mono-cropping large-scale agriculture is often worsened by further damaging subsidies¹⁴. Our research has shown that the terms on which small-scale producers have been integrated into global value chains hasn't delivered for them or the environment¹⁵.
- **Unjust power dynamics that repress rights:** discriminatory and hostile regimes that protect the powerful at the expense of others, stripping the rights of refugees^{16,17}, Indigenous Peoples and local communities¹⁸, people who identify as LGBTQIA+^{19,20}, disabled people²¹ and other marginalised groups²². Weak rights facilitate extractive models, such as land grabs from local communities for mineral access^{23,24} or where people living in informal settlements are deliberately blocked from rights and excluded from decision making²⁵.

IIED staff with the chair of the Least Developed Countries Group and ministers before the closing plenary at COP28. Credit: UNclimatechange via Flickr (CC BY-NC-SA 2.0 DEED)



- **Mindsets and discredited ideas that perpetuate poverty:** entrenched ways of thinking and outdated approaches to problem solving, governance, policy development and policy implementation can lead to actions that are often ineffective and even detrimental. For example, fortress conservation, the forced creation of protected natural areas, or carbon offset schemes that can dispossess Indigenous Peoples and local communities of land and resources while doing little to secure sustained progress²⁶. Or project-by-project, short-term or fixed approaches to climate change adaptation²⁷, commonly associated with hard infrastructure interventions, that can often increase people's vulnerability as they are designed without their voices at the heart and do not foresee the complex unintended consequences.
- **Protectionist laws and rules that bring benefits for incumbents:** since the Industrial Revolution, many laws, regulations and practices have been designed to defend and protect the status quo. For example, trade deals and international agreements protect investors in fossil fuels and mean they can sue the governments pursuing bold climate and nature policies that might impact the value of their investments¹³. Sovereign debt holdings in low-income countries and the systems to protect creditors — often private banks — mean that repayments from poor countries to wealthy countries, companies and individuals far outstrips aid or climate finance^{28,29}.

These big blockers represent critical drivers of the triple crisis facing the world today and a status quo that is fundamentally incompatible with a thriving world for all. IIED sees real opportunities to change and overcome these blockers — such as working with social movements to reclaim decision-making rights, reforming the governance of financial flows and institutions, demonstrating that planet-positive business models work, and building collective action examples between rich and poor people based on principles of solidarity and justice.

Our propositions

To maximise progress towards our mission through systemic learning and collaboration, both within IIED and beyond, we have identified a set of six interconnected propositions (or goals).

These six propositions define the systems in which IIED will tackle the big blockers and the broader triple crises and help to focus our work. They are a result of an intensive conversation between members of IIED and our partners, and are deliberately designed to be overlapping, making the most of IIED’s signature capabilities, networks and track record. It also means that the full portfolio of interventions and the dynamic teams assembled to advance them can connect in deliberately planned and unexpected ways, and offer a rich landscape for generating insights and learning.



A trained Climate Saathi ('friend' in Hindi) working with members of her community in India as part of the Climate Resilience Information System and Planning Tool for MGNREGS (CRISP-M) project. IIED developed the CRISP-M tool, in partnership with MP Council of Science and Development, to help communities make climate-smart decisions. Credit: H&K Communications/IIED

Table 1. Propositions

Proposition	Rationale (all data from UN published sources unless otherwise indicated)	IIED's illustrative portfolio of interventions (ideas, innovation, scalable solutions) to weaken and remove blockers	Examples of what we will build on, including networks and alliances
Help migrants, including displaced people, to have brighter futures	People move for a variety of reasons. As of 2020, there were over 280 million international voluntary migrants. An additional 120 million people were forcibly displaced internally and internationally by the end of 2023. The majority end up in urban centres that need to be equipped to absorb additional populations safely and protect human rights in the context of a changing climate.	<ul style="list-style-type: none">• Build narratives that normalise mobility and migration as part of development practice and as an adaptation strategy• Advance the case for cities hosting refugees rather than camps• Secure commitments for portable benefits to be honoured for displaced people, including through cross-border agreements• Create helplines, support services and entrepreneurship opportunities, including help for mental health.	IIED's evidence on the cost of refugee camps and the drivers of migration/ displacement. Supporting displaced people in cities, by amplifying their voice, integrating them into existing systems and promoting inclusive policies. Relationship between displacement and loss and damage, and modern slavery.
Shift trade, finance and investment to benefit people and planet	Only 10% of climate finance reaches those who need it most ⁹⁰ and there is a net transfer of >US\$2 trillion per year from the global South to the global North (commodity flows, debt payments for example). Trade regimes and business practices are failing to adequately consider environmental and social impacts.	<ul style="list-style-type: none">• Promoting responsible business, investment and green economy approaches• Bring pressure for change on trade regimes that protect fossil fuel investors and quash ambitious climate policies• Amplify value of investing in the adaptation economy• Scale legal protections and rapid response legal support to prevent land grabs for critical minerals• Design new financial compacts and layering debt sustainability tools for resilient prosperity.	IIED's body of research on debt sustainability, investor state dispute settlements, legal tools for land protection and Money Where it Matters. Hidden Handbrakes campaign. Hosting of the Green Economy Coalition. Partnerships with governments and alliances to bring pressure for change, including national fiscal reform and investor platforms.
Evolve cities as places of inspiration and justice	68% of the world's population are expected to live in cities by 2050. Cities consume 78% of the world's energy and account for 60% of the world's greenhouse gas emissions. Now 1.1 billion people live in informal settlements and many hundreds of millions are exposed to climate impacts despite only having marginal emissions themselves. Cities can be hotspots for innovative forms of governance, technologies and inclusion.	<ul style="list-style-type: none">• Tackle the housing crisis by supporting civil society and grassroots groups to influence decision making, policies, and forms of housing that address environment and social challenges• Scale neighbourhood reform through approaches that put people in informal sector/informal housing at the heart of city governance• Work with cities as testbeds of innovative adaptation technologies linked with entrepreneurship opportunities.	Progress in establishing an international hub for housing justice, hosting of <i>Environment and Urbanization</i> journal, scaling neighbourhood approaches to strengthen joint decision making for climate resilience and decarbonisation, longstanding partnerships with key cities and grassroots organisations.
Promote forest, farm and fisheries systems that feed and nourish people and planet	About 30% of all emissions and 80% of all biodiversity loss are linked to agriculture and food systems, and 25% of all cultivated land is degraded. Investing in informal food systems, landscape-level approaches to natural resource management, securing land and resource rights, and regenerative agriculture can repair soils, conserve biodiversity and water, act as carbon sinks, enhance climate resilience, and support nutrition, health and wellbeing.	<ul style="list-style-type: none">• Bring pressure to remove and repurpose harmful subsidies and investments• Champion the transformative potential of small-scale producers, pastoralists and other informal and traditional food systems, to improve livelihoods, environments, resilience and diets, and to conserve agrobiodiversity• Harness the potential of sustainable aquatic food systems, including by strengthening rights and reducing vulnerability in small-scale fishing communities and incentivising participation in fisheries management.	IIED's record on local, informal and Indigenous food systems, food subsidies, agroecology and innovation to support fishing and pastoralist communities and champion forest-farm producer organisations. IIED's role in being a knowledge broker and intermediary with diverse local actors to help scale successful experiences of local producer organisations and Indigenous Peoples.
Transform climate action and governance so people and nature can thrive	Warming is still projected to be >2.5°C by 2100, with 1.5°C limit temporarily breached. Climate change increasing some extremes and with slower onset impacts, causing loss and damage. Adaptation actions not achieving positive results at scale, coupled with only modest resources reaching local level.	<ul style="list-style-type: none">• Embed locally led adaptation (LLA) principles in climate finance flows• Expand the demonstration value of solidarity finance initiatives — like LIFE-AR — to get money where it matters• Scale practical solutions to tackle loss and damage including anticipatory social protection• Link local experience to global climate change negotiations.	IIED support to the LDC Group, our hosting of the interim secretariat of the LDC Initiative for Effective Adaptation and Resilience (LIFE-AR), hosting of the chair's office of the IPCC and LLA communities of practice, leadership on loss and damage and climate justice. Championing nature-based solutions that support people as well as nature.
Champion community-led nature governance and stewardship	One million species are now threatened with extinction. The Global Biodiversity Framework (GBF) sets a target of 30% of land/seas being protected by 2030, along with a strong call to have this stewarded by Indigenous Peoples and local communities (including recognising the importance of Indigenous and traditional territories). The GBF also highlights the importance of the use of biodiversity as well as its protection.	<ul style="list-style-type: none">• Deliver change that places Indigenous Peoples and local communities at the heart of the governance of protected, conserved and sustainably managed forest, savannah, mountain and aquatic areas, and respects their customary rights• Design debt sustainability interventions that enhance nature protection and climate resilience, especially focused on LDCs and SIDS• Explore the potential of the biocredit market in a way that respects Indigenous Peoples' and local communities' demands, and promote alternative decolonial conservation paradigms such as biocultural heritage.	IIED's leadership on Indigenous Peoples' and local communities' governance and stewardship of protected, conserved and sustainably managed areas and biocultural territories, as part of the 30x30 commitment of the Global Biodiversity Framework. Hosting of the Reversing Environmental Degradation in Africa and Asia (REDAA) initiative and the IUCN Specialist Group on Sustainable Use and Livelihoods.

Developing IIED’s theory of change

IIED’s current theory of change suggests that improved capability, stronger connections between different stakeholders and new evidence is the way of driving progress towards equitable/effective governance, more resources, and strengthened voice and rights for people living in poverty and exclusion.

We believe that working on these six propositions by bringing together a dynamic portfolio of IIED and partner interventions through alliances will help overcome key blockers and create fast and large-scale positive change. To test this, we will enhance our existing theory of change within the next year with the key hypotheses included in this manifesto and use it to generate new indicators. Our preliminary thinking is represented in the graphic ‘IIED’s developing theory of change’.

Targets, results and evaluating progress

IIED already has a robust system for institutional monitoring, evaluation and learning, notably the Learning and Impact Framework (LIF), which has enabled us to develop and share outcomes, hold ourselves accountable to our funders and partners, and to become a trusted convenor in policy action research. The new institutional monitoring evaluation and learning system to track progress in advancing this manifesto will build on the strengths of the LIF and enrich it with innovative learning processes and tools. This will include generating insights from IIED’s portfolio related to each proposition and those of partners, and explore the expected and unexpected connections between different interventions.



The backbone of the LIF will remain the four impact and learning principles, which will be adopted at every level of IIED work:

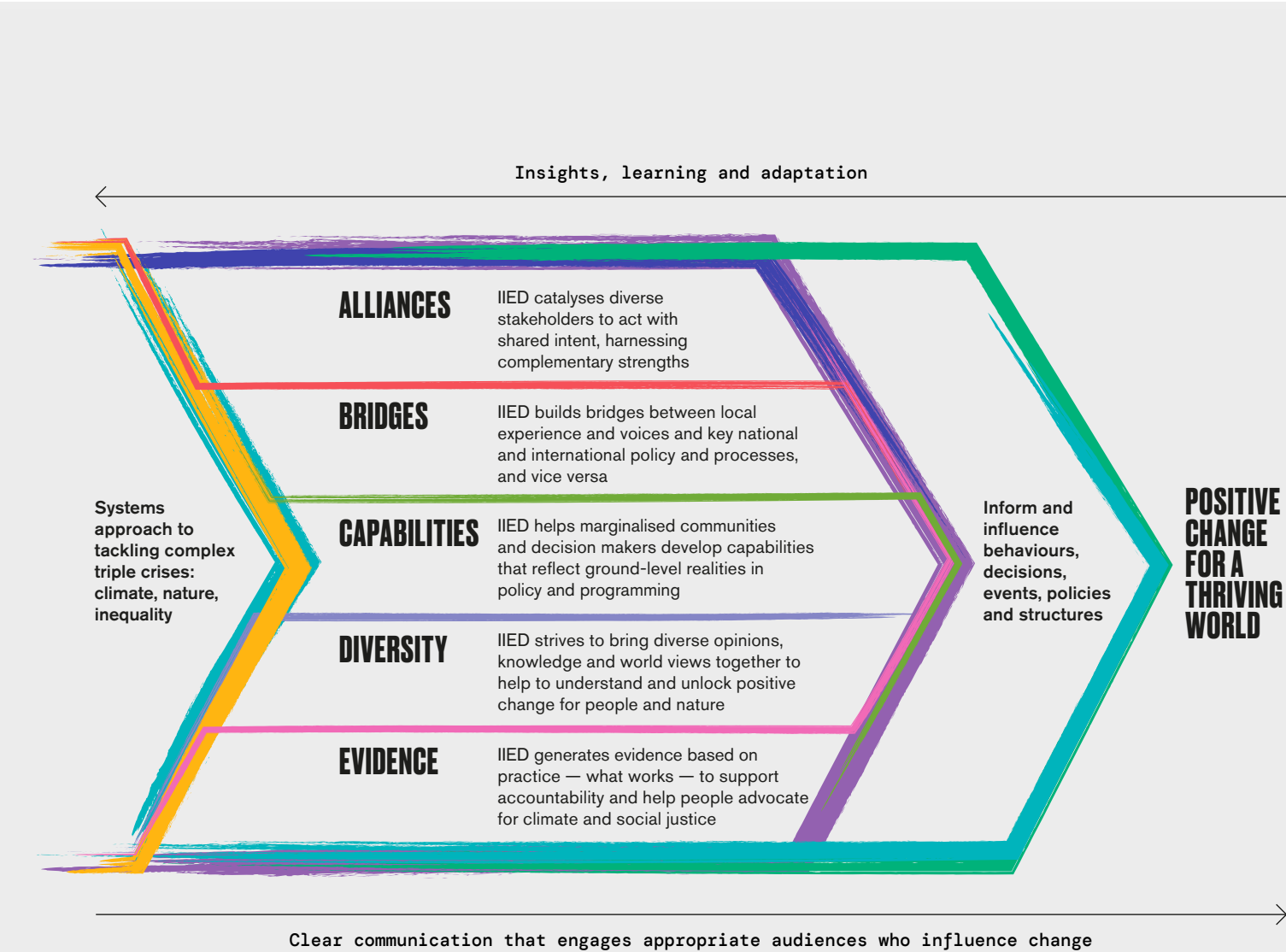
- Ask open questions — ‘what has changed?’ rather than ‘what difference has IIED made?’
- Explore evidence of what works, rather than just hunting for confirmation bias
- Treat success and failure as a positive basis for generating insights that support learning
- Embed learning in a decision-making cycle that adapts IIED’s portfolio.

These principles will guide the various IIED learning cycles happening at the institutional and proposition/portfolio levels.

LEARNING IS AT THE CORE OF IIED’S THEORY OF CHANGE: IT’S EMBEDDED IN THE WAYS WE WORK INDIVIDUALLY, IN OUR TEAMS, ACROSS THE INSTITUTE, AND ACROSS AN ECOSYSTEM OF PARTNERS AND STAKEHOLDERS

IIED’s developing theory of change

We are working towards a new theory of change to reflect our evolving approach, which is currently summarised by the diagram below:



Calling those ready for change

The choices being made today are determining the future of life on Earth. But our world is changing too fast and too unpredictably for well-worn project planning and fixed-term goals to deliver the scale of impact we need.

In the time covered by our most recent five-year strategy (2019–2024) we witnessed the first global pandemic for a hundred years, Russia's invasion of Ukraine, a global cost-of-living crisis, the murder of George Floyd, and a whole raft of other unanticipated impacts; amid all this, the strategy we had felt inflexible and unfocused.

With this manifesto we aim to be more responsive to climate change, social and economic shocks, and to be more agile. Rather than setting fixed targets and narrow objectives, we outline a clear direction of travel and principles for ways of working to serve as guiderails, creating the conditions for work programmes to be started, completed, and learnings taken and shared in an agile manner.

The roads will not be straight lines. The challenges we face call for bravery and a different appetite to risk; there will be failures along the way. But we believe that it is within the messy business of experimentation, collaboration and learning that the best solutions to the biggest problems lie.

WE BELIEVE THAT IT IS WITHIN THE MESSY BUSINESS OF EXPERIMENTATION, COLLABORATION AND LEARNING THAT THE BEST SOLUTIONS TO THE BIGGEST PROBLEMS LIE



Conversations during CBA17, the 17th International Conference on Community-Based Adaptation to Climate Change in 2023 organised by IIED and partners. Credit: Anne Schulthess/IIED



Farmer preparing seedlings to be planted for reforestation of a habitat bank in Colombia. Credit: Charlie Cordero/Panos/IIED

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A tea seller in Eastleigh, Nairobi. She is a refugee from Somalia who now lives in Eastleigh with her children. Credit: Arete/Brian Ongoro/IIED

This manifesto is the product of a collective effort of IIED staff, associates, trustees and friends based on 12 months of listening, conversations and co-designing. We'd particularly like to thank the representatives of many diverse organisations who helped to shape our propositions and share their views on where IIED could make the most difference. This is a live document and one we know will change based on the insights we generate, inputs from the community and the changing context we work in. Updated versions will be available to view at www.iied.org/manifesto. This is version 2 (July 2024).

IIED (2024) Manifesto for a thriving world:
IIED's connected ambition, 2024 and beyond.

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Process Action Plan

Organisational Strategy IIED 2025-2029

Activity	Deadline 2024/25
Start of contract Consultant	December 2024
Desk assessment and kick- off meetings	January 2025
Formulation of project documents	January 2025
Submit draft project documents to KLIMA and IIED for review	20 February 2025
Address comments from KLIMA and IIED	March 2025
Submit project documents to Programme Committee	13 March 2025
Programme Committee (PK)	25 March
Preparation of final draft IIED OS	April 2025
KLIMA shares consolidated OS to LEARNING for submission to the Council for Development Cooperation	28 April 2025
Meeting at the Council for Development Cooperation	15 may 2025
Address comments from UPR	May 2025
Submit Organisational Strategy for approval to Minister of Foreign Affairs	June 2025