



Contents

Foreword	2
Vision	2
Introduction	2
Organisation details	3
Strategy	3
Mission	3
Statutory objectives	3
Activities	3
Partners	5
Governance and Finance	5
Supervisory Board	5
Management Board	5
Financial arrangements	5
Fundraising	6
Appendix	7

International Institute for Environment and Development (IIED) Europe Stichting

Policy Plan 2020 - 21

Foreword

Vision

A new Foundation, IIED-Europe (full name the International Institute for Environment and Development – Europe) has been created to contribute to efforts to achieve major progress towards the goals of sustainable development. Our focus is on global environmental and social change including the impacts of European actors. The Foundation collaborates closely with partners in the Global South, and brings the realities facing people in Asia, Africa and Latin America to European policy makers and wider audiences. We generate and share evidence of what's happening, and how positive change can be better supported and enabled around the world.

Our priority in 2021 is to establish the Foundation so that its operations and its strategy are well-founded and clearly communicated with a broad range of audiences in the EU and globally.

By 2022 we will have in place a number of focused workstreams and increased staff capacity, so that the Foundation can contribute substantively to efforts by a broad range of governments and organisations to address the challenges of climate change, threats to natural systems, the impacts of urbanisation around the world and the roles of private sector actors.

IIED-Europe aims to collaborate closely with IIED in the UK, though they are fully independent organisations with distinct governance and decision-making structures.

Introduction

This policy plan is written in compliance with the rules and regulations of the Dutch Tax Authorities. IIED-Europe Foundation will seek a tax-exempt status in the Netherlands (termed “Algemeen Nut Beogende (ANBI)” in Dutch).

This document consists of an overview of the strategic aims of the Foundation, the Articles of Association insofar as they relate to ANBI rules and regulations, a summary of the activities and its finance and governance structure. The policy plan will be adjusted on annual basis as necessary.

Organisation details

Statutory name: Stichting International Institute for Environment and Development Europe

Public name: IIED-Europe

RSIN/Fiscal number: 862003234

Kvk number: 81230710

Address: Plantage Middenlaan 2 K, 1018DD Amsterdam

Email: tom.bigg@iied.org

Strategy

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

Mission

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

Statutory objectives

The objectives of the Foundation in Article 3 of the Articles of Association and are as follows:

1. To advance the education of the public by all charitable means. 2. To promote sustainable development for the public benefit by the preservation, conservation and protection of the environment and the prudent use of natural resources, the relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities and the promotion of sustainable means for achieving economic growth and regeneration. 3. In order to accomplish the aforementioned objectives the Foundation will furthermore cooperate with the International Institute for Environment and Development, with statutory seat in London (United Kingdom). 4. The Foundation is a non-profit making organisation.

Activities

Climate change

European and global responses lag behind essential action as climate impacts are powerfully felt in the world's poorest nations. The countries responsible for driving climate disruption must act urgently to curb emissions – exceeding anthropogenic global warming of 1.5°C will spell disaster. At the same time, more climate finance is crucial to support poorer countries to build resilience and effect their own green transitions.

We work with policy and research partners to redress the balance by helping the poor in low and middle-income countries achieve climate resilience and development. We strive for fair deals for people exposed to increasingly severe and unpredictable climate that can destroy livelihoods and exacerbate poverty. IIED-Europe focuses on potential for the EU Green Deal to address the priorities of the world's poorest countries and people. Over the coming year we will prioritise the role the EU plays in UNFCCC COP26, and development of an ambitious new global framework for action on climate change.

We will identify, generate, share and employ new knowledge that can be used to shape development policies, practices and programmes to address climate change.

Natural resource management

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

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

Our priority is to increase local control and management of natural resources and other ecosystems by working in partnership with networks and organisations in Africa, Asia and Latin America. Through research, dialogue and action, we raise awareness of the key role that small-scale producers and local people play in maintaining their resources, and help identify tools and tactics to strengthen their capacity.

Urbanisation

The coming decades will see dramatic urban growth in low-income countries which, if handled badly, could increase social exclusion and vulnerability to pandemics. The world will transition from roughly half urban now to roughly two-thirds urban by 2050. Most of the growth will be in low- or lower-middle-income countries and many of these lack the institutions and governance structures to shape this transition effectively.

There is a risk of a chaotic expansion of informal settlements, which could entrench exclusion, poor health, pandemic risk and higher emissions for the long term. Conditions of life in informal settlements — including high residential densities, lack of services, low incomes and savings and a dependence on high-risk occupations — put residents at risk. The COVID-19 pandemic has shown the vulnerabilities and governance challenges facing urban settlements across the world. It has also demonstrated in many contexts the huge capacity of urban dwellers to collaborate and innovate to improve their circumstances. IIED-Europe will work with partners around the world to generate analysis, evidence and approaches which can make a difference for urban citizens and city governance.

Sustainable markets

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

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

The European Union Green Deal and related policy frameworks have established the ambition of the EU in these areas. A range of private sector and civil society networks in Europe plus national governments are committed to making rapid progress towards sustainability. IIED-Europe will develop strategic collaboration with a wide spectrum of actors to contribute to these changes.

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

Working with partners to ensure that markets and market mechanisms contribute to food security, environmental sustainability, economic development and poverty reduction, we focus on people-centred approaches, involving citizens in the design, development, interpretation and use of research and dialogue.

Partners

IIEE-Europe will work with a variety of key audiences and stakeholders ranging from local grassroots organizations, to large supranational bodies. Our audiences are global, and include organisations working at local level in the Asia, Africa and Latin America as well as Northern actors, particularly in Europe. Our stakeholders and partners are also from all parts of the world. Alongside new partners, particularly in the EU, we will draw on the partners of IIEE UK to maximise our network and professional skill base to deliver high quality project outcomes.

Governance and Finance

Supervisory Board

The Supervisory Board is the highest body of the Foundation and has the task of overseeing the management's policy and general affairs of the Foundation. The Supervisory Board consists of:

- Angela McNaught
- Silvia Charpentier
- David Elston

Management Board

The Management Board is responsible for managing the day to day operations of the Foundation. On average the Management Board shall meet formally at least twice a year. The Management Board members shall retire in accordance with a schedule of retirement drawn up by the Supervisory Board, with observance of a period of office of four years; however, retiring Management Board members shall be eligible for reappointment without limit. The Management Board consists of:

- Andrew Norton, Chairman
- Tom Bigg, Treasurer
- Liz Carlile, Secretary
- James Mayers

Financial arrangements

Remuneration policy

The Supervisory Board is in charge of the remuneration policy in line with the Wijffels Committee's "Governance Code for Charities". The members of the Supervisory Board receive no financial reward for their work but may claim reasonable expenses incurred while carrying out their duties as part of the Supervisory Board.

Absence of profit

The Foundation is a non-profit making organisation, as stated in Article 3 of the Articles of Association. The Foundation's income will be used solely to achieve its objectives.

Destination liquidation balance

As stated in Article 16 of the Articles of Association, any liquidation proceeds will be spent for the benefit of one or more charities with the status ANBI (in the Netherlands) with a similar objective or a foreign institution with a general interest of a similar objective.

Recruitment of funds

The organisation recruits funds for the purpose of achieving the Foundation's objectives through the following fundraising activities:

- Contracts
- Grants
- Legacies

All acquired funds are solely for the benefit of the Foundation and annual accounts are prepared by a bookkeeper and filed in accordance with the Articles of Association.

Capital of the foundation

The Foundation does not hold more capital than is reasonably necessary for the continuity of the anticipated projects and realisation of its objectives.

Spending policy

The Foundation will spend the income received in accordance with the objectives as stated in the Articles of Association.

Access to Foundation assets

In line with the provisions set out in the Articles of Association, no single legal person has a decisive say within the Foundation; similarly no single legal person has the ability to access and manage the Foundation's assets as if they were their own personal assets.

Fundraising

IIED-Europe has secured an initial investment from IIED, its partner organisation in the UK for full inception and operational costs for its set-up phase (FY20-22), as their overarching charitable objectives and mission are aligned. During this time, the Foundation will develop its detailed fundraising and business development strategy, which will focus primarily on developing relationships to secure funding from bilateral and multilateral donors, international aid agencies, national & international government agencies, foundations and philanthropic organisations, as well as corporations and the private sector. IIED-Europe will also be investigating public fundraising initiatives, such as general gifts and donations, crowd-funding, direct marketing, legacies and fundraising campaigns, as well as other innovative fundraising initiatives.

IIED-Europe and IIED will be sharing certain resources to ensure cost-effectiveness and value for money for the funder, and maximisation and leverage of organisational capacities.

Appendix

Supervisory Board Bios

Angela McNaught is a certified accountant (FCCA) with more than 30 years' experience working in a variety of financial roles. She holds a BSc in geography and geology.

Silvia Charpentier is a member of the board of directors of the Central Bank of Costa Rica and represents the bank in the Network for Greening the Financial System (NGFS).

David Elston is a practicing commercial solicitor with more than 35 years' experience of working in-house in the financial service sector and engineering and is currently the company secretary for a life and pensions business and working as a consultant in other legal and commercial roles.

Managing Board Bios

Andrew Norton is director of IIED. He is an applied anthropologist working on a range of issues related to social and environmental justice. He oversees the implementation of IIED's five-year strategy focused on addressing five interlocking crises – climate, biodiversity loss, inequality, urban risk and unsustainable markets. His recent work focuses on social policy and climate resilience, labour guarantees and ecosystem stewardship, and automation and inequality. Major areas of focus over recent years include framing the social dimensions of climate change and participatory research on poverty and inequality.

Tom Bigg is the Director of Strategy and Learning Group at IIED. His areas of expertise are in international relations, international sustainable development governance, donor relations, reporting, monitoring and evaluation. He has a BA in English from Oxford University and a PhD in Civil Society and Global Politics from City University, London.

Liz Carlile is a marketing and communications strategist, a qualified performance coach/mentor and CEDR accredited mediator leading a team working across the full range of communications channels. Liz has published on social learning and climate change communications and has been part of the CCSL programme in the Climate Change, Agriculture and Food Security programme of the CGIAR. A recent speaking engagement was at the UN Youth Assembly in 2017.

James Mayers likes to get involved with issues of sustainable forestry, rural livelihoods and the governance of natural resources. He heads the Natural Resources research group at IIED and – with the group's teams focused on land rights in investment, China in development, biodiversity, water infrastructure development, agroecology and forests – he has managed a range of multi-country initiatives such as: Policy that Works for Forests and People; Developing Markets for Watershed Services and Livelihoods; Forest Governance Learning Group; Water Ecosystem Services under Climate Change; Land Access in Sub-Saharan Africa; China-Africa Forest Governance Project; and Community Forestry in the Congo Basin. He has also been co-leader of The Forests Dialogue – an international programme that aims to encourage collaborative action on high-priority issues facing the world's forests.