

A decorative graphic on the left side of the page, featuring four overlapping, curved bands in blue, orange, pink, and green. These bands extend horizontally across the middle of the page as four parallel bars.

# Engaging for change

IIED strategy 2014—19

Towards a fair and sustainable world

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



# Welcome

Designing a new strategy prompts us as an organisation to think about what we have achieved, where we've been effective, and the big emerging challenges we need to tackle. It's also a valuable moment to sharpen our role in shaping the world of 2020, 2030 and beyond.

IIED needs to be bold and seek out places and sectors in which we and partners can influence decisions at global, national and local levels.

This is our strategy for the next five years — pushing the boundaries of research, building partnerships and engaging for change. Please get in touch with us, because it is only through collaboration that we can identify, apply and scale up solutions for a fairer, more sustainable world.

I look forward to hearing from you.



Camilla Toulmin,  
Director, IIED

Natural resources

Human settlements

Climate change

Sustainable markets

## What our stakeholders say

“ IIED works in cutting edge research areas that are important for policy and practice ... Communities and marginalised groups are a pivotal component of its work ... It gives profile to innovation from different places in the world ... IIED has facilitated South-South linkages and helped to make and maintain networks ... It has supported advocacy in national, regional and global forums.”

Responses from the 2013 IIED Stakeholder Survey

A woman with a headband and a pink and white striped shirt is standing in a field of tall grain crops. She is holding a stalk of grain up to the sky, looking at it with a smile. The background is a clear blue sky with some light clouds.

# Ambitious for change: Looking ahead to 2019 and beyond

We want to help build  
a fairer and more  
sustainable world.

But the challenges  
are enormous: global  
economic growth  
bypasses billions of  
poor people; rising  
demand is putting  
pressure on land, water,  
biodiversity, energy and  
food; and governance  
systems for climate,  
resource rights and  
sustainable development  
too easily ignore less  
powerful people's  
knowledge and needs.

With our partners we  
try to change this.

We have planned our path to 2019 and know the direction we want to take for five years beyond that. Our long-term strategic engagement with processes and people aims to redress power imbalances, tackle inequalities, and create fairer access to resources and services. This is how we will contribute to change.

We've got an excellent track record and are experts in bringing people together to create spaces for dialogue. Our researchers are leaders in the fields of natural resources, climate change, sustainable markets and human settlements. And their research now forms the foundation for four new initiatives that focus on accelerating change:

- Inclusive transitions to climate resilience and green economy
- International engagement for a sustainable planet
- Rights plus action
- Fair consumption from sustainable food systems.

In the next five years we will connect a diverse range of people, interests and organisations, and collaborate with them to build evidence of how to drive

change. And we'll listen to and learn from long-standing partners, building research and advocacy skills together, particularly with groups whose voices are not usually heard.

We will put a spotlight on policies that aggravate poverty and inequality. And we'll identify positive pathways to sustainability — such as technical advice, tools and training — that can be used by civil society and transnational networks, local and national governments, researchers and the private sector.

To have the best chance of achieving our aims, we'll position ourselves and our partners as leading voices in sustainability debates and target audiences that can move these debates forward.

We'll place even greater emphasis on evaluating our programmes, being ready to adapt where we need to.

IIED links local issues with global debates. Over the next five years we'll support governments and advocacy partners to put international agreements into practice at national and local levels, using the practical evidence we've collected together to inform and influence decision making.

## How we work

**We've provided technical support to the Least Developed Countries to include their perspectives in a new consensus on global priorities, institutions and frameworks after 2015.**

**We broker relationships so people can make their own connections and understand each other better — between foresters and forest agencies in China and Africa, for example, or urban community organisations and local government.**

**We have developed tools and tactics for greater knowledge and capacity around land tenure, community-based adaptation, biodiversity mainstreaming, green economy, and forests and water governance.**

# Challenging policy and practice

From 2014 to 2019 our core areas of research will enrich four high-profile change initiatives that aim to shift policy and practice towards more equitable and sustainable development.



## Rights plus action

Systems of rights — and how they are exercised — are changing. New rights are being created, while existing rights are eroded. Rights increasingly compete. Some people cannot secure their rights, while others fail to meet their responsibilities. There is growing demand for development that combines policy, capacity and organisational support to ensure everyone can exercise their rights and fulfil their responsibilities. We will focus on strengthening local voices so that they shape land and natural resource rights, investment treaties and practices.

Natural resources

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## International engagement for a sustainable planet

In 2015 new commitments to sustainable development will succeed the Millennium Development Goals, and parties to the UN climate change convention must reach a new agreement with legal force. These are opportunities for us and our partners to ensure that less powerful voices, especially those of the Least Developed Countries, are able to influence negotiations with a strong case that reflects their needs. Then after 2015, we'll support these actors to implement decisions and hold more powerful actors to account on the promises they have made.





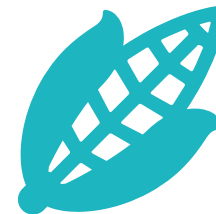
## Inclusive transitions to climate resilience and green economy

We want to challenge prevailing power and incentive structures so that countries move away from the established 'brown' economic model towards greener economies and climate resilience. To work, this move must strengthen vulnerable communities across emerging economies and less developed countries, and so we will emphasise the potential of informal economic actors and the assets they need to ensure economies serve them well.

We are starting to get government, business and community representatives 'to the table' so that their knowledge and ideas shape national and local dialogues. And we plan to build on our hosting of the Green Economy Coalition to improve links to international initiatives.

## Fair consumption from sustainable food systems

We will explore access and affordability issues and how environmental hazards affect food safety and contribute to over-, under- and malconsumption. We aim to design alternative policy solutions for equitable consumption that build on sustainable food systems. We'll also contest calls for a drastic increase in global food production to feed the projected nine billion world population by 2050. Based on experience we foresee greater inequality, disenfranchisement and environmental degradation — and continuing hunger — with an approach that focuses simply on doubling production.



# Building on our strengths

IIED has an international reputation for research on human settlements, natural resources, climate change and sustainable markets.

We will invest further in these areas over the next five years, ensuring new research findings contribute to driving change for the public good.



These are our goals:

## Increased investment in locally controlled land and natural resource use

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

## Cities that work for people and planet

We will work with local researchers, activists and practitioners to deliver research and teaching on environment and development and advise international networks and agencies on the same. We aim to demonstrate how urbanisation can be socially inclusive and environmentally beneficial and to show the value that urban poor groups can bring to co-production of basic services. We want





to enhance urban resilience to climate change. The issues of urban poverty and inequality must be integrated into the post-2015 development agenda by ensuring that negotiations are informed by urban poor organisations. And all our work will consider the links between urban and rural, age, gender and exclusion.

## Sustainable markets that work for the many, rather than the few

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



## Fair and equitable solutions to climate change

At the global governance level, we'll maintain our support to the Least Developed Countries group to strengthen its position in international climate negotiations and make an equitable outcome more likely. We will contribute to shaping public policy responses for climate resilience and green economies through our work on political economy, knowledge systems and institutional arrangements. We are developing instruments to compare the developmental effectiveness of investments in climate adaptation toward resilience. Our focus on equity and productivity will involve us in integrating knowledge and learning about resilience into national and local planning, while our strong drylands focus is reflected in teaching at universities and training institutions we're collaborating with in sub-Saharan Africa.

# Effective and engaged

**Our partnerships inspire what we do and influence all our work.**

**With partners we will challenge powerful bodies, provide evidence to support what we say, and strengthen the skills and voices of people who want to put forward alternative solutions to development challenges.**

We'll use the knowledge we've accumulated over the past four decades, combined with lessons from others' experience, to become more involved in developing teaching in research and training institutions around the world. And our work will incorporate issues of gender and ageing and young populations.

Our research will be focused in countries and regions where we judge we can have the most effect with the resources available. We have a network of partnerships in sub-Saharan Africa and South Asia and strong working relationships with the Least Developed Countries.

We'll work with colleagues who can influence the powerful drivers of change associated with China and middle-income nations, sharing lessons and informing actions across the areas in which we operate.

We've set ourselves ambitious goals and to achieve them we must strengthen our organisation. We'll do more to share skills, learn from each other and get the very best from our staff's depth of experience in research, communications, training, monitoring and evaluation, administration and financial management. We'll recalibrate our business model as we strive to work ever more efficiently and effectively, responding to new opportunities wherever we can.

## What our stakeholders say

“ Channelling results through advocacy groups would be one innovative way that IIED could see its efforts in policy studies bring impacts ■■■ IIED can do more to achieve greater impact by engaging young scholars to enable mentorship ■■■ As the women's question becomes more urgent, more attention will need to be given to it to have greater impact.”

Responses from the 2013 IIED Stakeholder Survey



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IIED is a policy and action research organisation promoting sustainable development and linking local priorities to global challenges. We are based in London and work on five continents with some of the world's most vulnerable people to strengthen their voice in the decision-making arenas that affect them.

## International Institute for Environment and Development

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