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International
Institute for
Sustainable
Development

Institut
international du
développement
durable

Collaboration and Innovation

THE FUTURE OF LEADERSHIP FOR SUSTAINABLE DEVELOPMENT

IISD ANNUAL REPORT 2012-2013



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OUR VISION:
BETTER LIVING
FOR ALL—
SUSTAINABLY

OUR MISSION:
TO CHAMPION
INNOVATION,
ENABLING
SOCIETIES
TO LIVE
SUSTAINABLY

The International Institute for Sustainable Development (IISD) contributes to sustainable development by advancing policy recommendations on international trade and investment, economic policy, climate change and energy, and management of natural and social capital, as well as the enabling role of communication technologies in these areas. We report on international negotiations and disseminate knowledge gained through collaborative projects, resulting in more rigorous research, capacity building in developing countries, better networks spanning the North and the South, and better global connections among researchers, practitioners, citizens and policy-makers.

IISD's vision is better living for all—sustainably; its mission is to champion innovation, enabling societies to live sustainably. IISD is registered as a charitable organization in Canada and has 501(c)(3) status in the United States. IISD receives core operating support from the Government of Canada, provided through the Canadian International Development Agency (CIDA), the International Development Research Centre (IDRC), and from the Province of Manitoba. The Institute receives project funding from numerous governments inside and outside Canada, United Nations agencies, foundations and the private sector.

This year marked a turning point for the International Institute for Sustainable Development, as it set out to refocus its efforts to meet increasingly complex economic, environmental and social challenges for sustainable development with a fresh management approach and new leadership.

APPOINTMENT OF NEW PRESIDENT PROVIDES BOOST

The appointment of IISD President and CEO Scott Vaughan in January gave the institute a tremendous boost as we faced a year of new funding challenges and inevitable changes on a number of fronts.

Scott officially joined IISD on April 1 from the office of Canada's Commissioner of the Environment and Sustainable Development.

From day one, he has been making a tremendous difference to the work of the institute—first by addressing the urgent issues regarding the planned transfer of the world-renowned

Experimental Lakes Area from the Canadian government to IISD, thus ensuring that the critical scientific research on fresh water performed there could continue uninterrupted. This research complements the work of IISD's Water Innovation Centre, which is focused on addressing issues around the water–energy–food nexus.

IISD HONOURED AT RIO+20 EARTH SUMMIT

IISD's innovative efforts to find sustainable solutions to water issues were honoured at the Rio+20 Earth Summit last June with the Sustainia100 award for excellence—just one of many awards it won for its outstanding work over the past year.

IISD's work in sustainable finance, investment and subsidies was well represented at that event, with comprehensive daily coverage by Reporting Services and the *Earth Negotiations Bulletin* team, which celebrated its 20th anniversary at Rio+20 and has since followed up with ongoing coverage of the post-2015 development framework discussions taking place around the world.

GLOBAL CONNECTIVITY

This year also saw the emergence of a creative approach on Global Connectivity, with a partnership agreement allowing the Institute and third parties to benefit from the years of development and experience gained by Heather Creech and her team.

CLIMATE

IISD's work on climate change continued to break new ground with a new approach to helping developing countries meet their goals for a low-carbon, climate-resilient future, while providing important policy recommendations on Canada's efforts to meet greenhouse gas emissions reduction targets.



DEDICATED TEAM

IISD's many achievements over the past year would not have been possible without the hard work and dedication of our staff, researchers and associates: the

From the Chair

selfless collaboration of the executive leadership team; the unwavering support of the Board; and the efforts of our Vice-chairs Charles Loewen and Claude Martin, who have served the board well over many years and will be retiring this year.

I also want to thank Roger Gibbins, Måns Lönnroth and Bruce Sampson, who retired from the board last June, while welcoming Andrea Moffat, Alan Young, Felix von Sury and Emmanuel Ikazoboh, who joined the board over the past year.

The current year is not only full of promise: it will also be a time for critical decisions. Opportunities will abound both to continue our current mission and identify new means to improve our situation on planet Earth.

Rigour in research, courage in sharing our results and defending our recommendations, and mobilization of our supporters, donors and contributors are all critical to our continued success and the celebration of even more achievements.

Daniel Gagnier,
Chair, Board of Directors



Innovation Collaboration From the President



I'm very pleased to join the International Institute for Sustainable Development. It is an organization I have long admired for the quality, relevance and independence of its work. In my first three months at IISD, I have been even more impressed by the outstanding group of committed and principled colleagues who together make IISD a trusted source of knowledge and innovation.

Like many non-governmental organizations, IISD faces a number of critical challenges. Foremost among these is keeping pace with the changing nature of sustainable development itself. Crucially, in a great many areas of the field—from climate change to social justice—the urgent and important are converging. To remain a trusted source of relevant policy analysis, IISD needs to continuously innovate in both the kind of work it does and in the ways it shares the knowledge produced by that work.

I will ensure that IISD has the management systems it needs to be nimble, focused and cutting edge by supporting cohesion among IISD's streams of work and diversifying our external partnerships (including those with donors) in the coming year.

IISD currently works in some 45 countries. Over the past year, its activities have included supporting the tracking of annual greenhouse gas emissions in Kenya, preparing coffee growers in Uganda for the impacts of climate change, and—in partnership with such countries as India and South Africa—addressing underlying systemic problems in global economic regulations, such as investment treaties.

IISD HAS DISTINGUISHED ITSELF AS ONE OF THE WORLD'S LEADING SOURCES OF AUTHORITATIVE INFORMATION ON SUBSIDIES, WHICH ARE ESPECIALLY HARMFUL TO DEVELOPING COUNTRIES. IT IS ALSO A WORLD LEADER IN MAKING INTERNATIONAL NEGOTIATIONS TRANSPARENT AND THUS ACCOUNTABLE. IN ADDITION, IT CONTINUES TO FORGE INNOVATIVE KNOWLEDGE PATHWAYS IN SUCH AREAS AS FRESHWATER MANAGEMENT, CLIMATE CHANGE AND OTHER CRITICAL ENVIRONMENTAL ISSUES.

I look forward to tackling new challenges in the coming year. These include furthering our innovative work on freshwater management founded on scientific evidence and practical solutions to ecosystem service payments, while at the same time expanding our current work in China.

I invite you to learn more about the Institute's work and achievements over the past year, both of which are highlighted in this annual report.

Scott Vaughan,
President

IISD Board of Directors 2012-2013



Daniel Gagnier
Chair, IISD Board of Directors (Canada)



Scott Vaughn
President and CEO, IISD (Canada)



Maurice Biron
President, Nativest Inc. (Canada)



Stephanie Cairns
Principal, Wrangellia Consulting (Canada)



Pedro Moura Costa
Co-founder, EcoSecurities & Founding Partner, E2 (Brazil)



Michel De Broux
Lawyer, Former VP, Hydro-Quebec CapiTech Inc. (Canada)



Hugo Delorme
Partner, NATIONAL Public Relations (Canada)



Emmanuel Ikazoboh
Chairman/CEO, Hedonmark Management Services (Nigeria)



Charles Loewen
Board Director, The C.P. Loewen Family Foundation (Canada)



Claude Martin
Honorary Advisor and past Director General, WWF International (Switzerland)



Andrea Moffat
Vice President, Corporate Program, Ceres (Canada)



Patrica Moles-Rivero
Brazil Country Manager, Petra Foods Pte (Brazil)



Papa Kwesi Nduom
CEO, First National Savings and Loans (Ghana)



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Jiahua Pan
Director, Institute for Urban and Environmental Studies, Chinese Academy of Social Sciences (China)



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General Manager, LVM Ltd. (Canada)



Bruce Schlein
Vice President of Environmental Affairs, Citi (United States)



Vicky Sharpe
President and CEO of Sustainable Development Technology Canada (Canada)



Emőke Szathmáry
President Emeritus and Professor, University of Manitoba (Canada)



Felix von Sury
Former Executive Director, Intercooperation (Switzerland)



Michael Vukets
Founding Partner, Michael Vukets & Associates (Canada)



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Fred Meier
Paul Vogt

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Gary Filmon
José Goldemberg
Jim MacNeill
Brian Mulroney
Shridath Ramphal
Maurice Strong

Distinguished Fellows

Jacques Gérin
Arthur J. Hanson
Jim MacNeill
David Runnalls
Mohamed Sahnoun
Maurice Strong
Franz Tattenbach

Founding Chair

Lloyd McGinnis

The IISD Team

The IISD team is a diverse group of talented, motivated men and women from around the world. While anchored in Winnipeg, Geneva, Ottawa and New York offices, IISD is a colourful, international tapestry of staff, associates and young interns who bring their unique experiences, perspectives and energy to our work. The individuals listed below served with IISD in 2012–2013.

Heather Anderson
 Jocelyn Andrew
 Rod Araneda
 Christopher Beaton
 Nathalie Bernasconi-
 Osterwalder
 Livia Bizikova
 Susan Boning
 Jessica Boyle
 Richard Bridle
 Johnvee Calaguian
 Christopher Charles
 Xi Chen
 Katherine Clark
 Karin Clegg
 Diane Conolly
 Jennifer Covert
 Heather Creech
 Maxine Cunningham
 Ramon Dator
 Fariha Di-Benedetto-
 Ahtari
 Jason Dion
 Rosemary Dohan
 Lael Dyck
 Daniella Echeverria
 Ramona Fryza
 Janice Gair
 Philip Gass
 Ivetta Gerasimchuk
 Pauline Gerrard
 Bill Glanville
 Vicky Goodall
 Karen Goulding
 Mark Halle
 Anne Hammill
 Melissa Harris
 Mariana Hug
 Julie Karami
 Marius Keller
 Lucy Kitson
 Kerryn Lang
 Faye Leone
 Tilmann Liebert
 Jason Macki
 Jason Manaigre
 Angela Marceniuk
 Stacy Matwick
 Matthew McCandless
 Tom Moerenhout
 Christina Moffat
 Grace Mota
 Elias Mukozi

Piret Nõukas
 Jo-Ellen Parry
 Elka Parveva-Kern
 Nona Pelletier
 Oshani Perera
 Jacqueline Pilon
 Deborah Roosen
 Dimple Roy
 Marlene Roy
 Christa Rust
 David Sawyer
 Ian R. Seymour
 Darren Swanson
 Shelly Swidinsky
 Kyle Swystun
 Flavia Thomé
 Charles Thrift
 Joel Trenaman
 Laura Turley
 Henry Venema
 Brad Vincelette
 Damon Vis-Dunbar
 Vivek Voora
 Jun Wei
 Peter Wooders
 Alicia Natalia Zamudio
 Trigo
 Huihui Zhang
 Karla Zubrycki

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Ben Akoh
 Maja Andjelkovic
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 Jane Barr
 Dale Beugin
 David B. Brooks
 Aaron Cosbey
 Alec Crawford
 Frédéric Gagnon-Lebrun
 Richard Grosshans
 Peter Hardi
 Tara Laan
 Richard Lawford
 Caroline Lewko
 Mahnaz Malik
 Don MacLean
 Scott McFatridge
 Howard Mann
 Robert McLeman
 Sheldon McLeod
 Deborah Murphy

Adil Najam
 Jean Nolet
 Bryan Osborne
 Leslie Paas
 Jean Perras
 Jim Perry
 Jason Potts
 Dale Rothman
 Daniel Rubenstein
 Doug Russell
 Aimee Russillo
 Todd Scaletta
 Cory Searcy
 Sabrina Shaw
 David Souter
 Seton Stiebert
 Natalie Swayze
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 Christian Weber
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 Daniela Diz Pinto
 Peter Doran
 Louison Dumaine
 Noha El Haddad
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Socorro Estrada
 Angeles Estrada
 Bo-Alex Fredvik
 Claudia Freidrich
 Mongi Gadhoun
 Myriam Gadhoun
 Sandra Gagnon
 Johannes Gnann
 Tasha Goldberg
 Leonie Gordon
 Langston James “Kimo”
 Goree VI
 Maria Gutierrez
 Reem Hajjar
 Kate Harris
 Camellia Ibrahim
 Cherelle Jackson
 Sikina Jinnah
 Harry Jonas
 Stefan Jungcurt
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 Resson Kantai
 Tallash Kantai
 Pui Khemaros
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 Faye Leone
 Aaron Leopold
 Elaine Limjoco
 Kate Louw
 Suzi Malan
 Jonathan Manley
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 Gmelina Ramirez-Ramirez
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 Antto Vihma
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 Lynn Wagner
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 Brett Wertz
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International offices focus on investment, green procurement, subsidies and finance

A REPORT FROM THE OFFICE OF THE VICE PRESIDENT, INTERNATIONAL

IISD's finance, investment, subsidies and procurement programs have gained considerable traction in the past year. Momentum is expected to continue to build through broader collaboration with private sector players, particularly in the areas of finance and investment. The work is stimulating global interest and debate, and the teams are using the learning time well to move forward with partnerships and implementation.

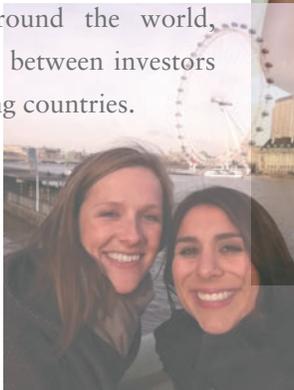
IISD's work on finance sector reform has focused on how sustainable finance and responsible investment can positively influence the rules that govern banking and financial transactions, and thereby improve global economic stability. The emphasis has been on bringing stakeholders together around a common purpose. In the past year, work in these areas has targeted China and the United Arab Emirates.

On the investment front, IISD continues to inform global debate and discussion on international investment topics related to investment agreements and contracts being negotiated around the world, but especially between investors and developing countries.

Mark Halle > Vice-President, International



Innovation



Collaboration



Collaboration

The team is working toward reforming investment dispute settlement and ensuring that fair contracts are being negotiated in order to strike a better balance between protecting the rights of investors and fair rules to enable governments to pursue sustainability goals. IISD's work on investment treaties has taken it to South Africa, India and Mozambique in the past year.

The enduring success of the Global Subsidies Initiative (GSI) demonstrates the importance of focusing on one or two aspects of an issue to bring about the transformative change required to achieve goals for sustainable development. Time has demonstrated that incremental change is not enough, so energy is focused on those areas where the time is right for a shift in thinking. GSI's work is succeeding in driving debate around the reform of subsidies for fossil fuels, biofuels and irrigation. In the past year, GSI's work has focused on Indonesia, India, Vietnam, Nigeria and Thailand.

BUILDING TRUST BETWEEN THE PRIVATE AND PUBLIC SECTORS IS AT THE HEART OF THE WORK IN THE SUSTAINABLE PUBLIC PROCUREMENT PROGRAM, WHICH AIMS TO ENCOURAGE GOVERNMENTS TO PROVIDE STRONG MARKET INCENTIVES FOR GREEN INVESTMENT, INNOVATION, PRODUCTION AND GROWTH BY GIVING PREFERENCE TO GREEN PRODUCTS AND SERVICES, WHILE WORKING WITH THE PRIVATE SECTOR TO EXPAND THEIR OFFERINGS OF SUCH GOODS AND SERVICES. IISD'S WORK ON PUBLIC PROCUREMENT HAS FOCUSED ON INDIA, SOUTH AFRICA, GHANA AND BRAZIL OVER THE PAST YEAR.

Innovation

Supporting water, food and energy security globally and locally

A REPORT FROM THE NATURAL AND SOCIAL CAPITAL PROGRAM

ISD's Natural and Social Capital (NASCap) program, headed by Science and Innovation VP Henry David Venema, works with a broad cross-section of sectors and stakeholders in agriculture, business and industry. The team collaborates with entrepreneurs, academics, research scientists, environmental groups and all levels of government to build a dynamic range of programs centred on the themes of water, energy and food security. The program combines the ecosystem-focused work of the Water Innovation Centre with the process skills of the Foresight Group.

Over the past year, NASCap's work on ecological goods and services (EGS) has focused on nutrient management, flood damage reduction, resilience to summer drought and wetland habitat restoration. Some of the ongoing work includes the creation of an EGS valuation of peatlands in Manitoba as part of the province's peatlands stewardship project. NASCap is also working on prioritizing and communicating the value of the EGS benefits of various water storage options as a means to improving water, energy and food security in drought-prone regions.

NASCap team members are engaged in approaches and processes to help decision-makers in linking environmental planning with broader socioeconomic development through approaches developed by the Foresight Group. Community, watershed, national and international indicator systems allow the team to monitor and measure progress towards sustainability. In addition, scenario development approaches are being applied in multistakeholder settings to collaboratively think about plausible and desirable futures. This approach is called participatory scenario development (PSD), and has been applied recently in approximately 10 countries globally and in local and regional contexts in Canada.



Henry David Venema, PhD > Vice-President,
Science and Innovation

Innovation



Collaboration

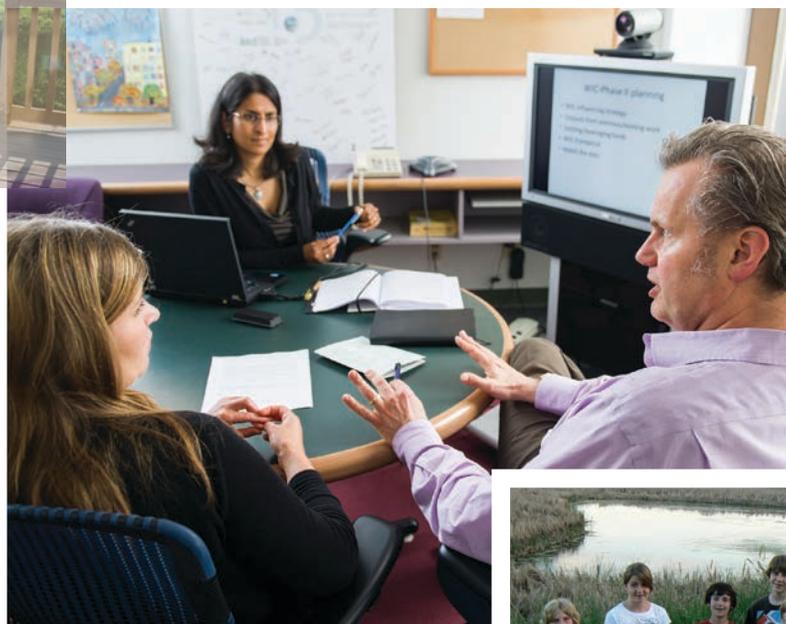


PSD PROCESSES HAVE BEEN APPLIED IN A VARIETY OF WAYS IN THIS PAST YEAR, INCLUDING: TO IDENTIFY PLAUSIBLE LANDSCAPE-LEVEL SCENARIOS OF AGRICULTURAL CHANGE FOR VARIABLE CLIMATE; TO IDENTIFY OPPORTUNITIES TO MAINSTREAM MULTILATERAL ENVIRONMENTAL AGREEMENTS, SUCH AS INTEGRATING THE CONVENTION OF BIOLOGICAL DIVERSITY INTO DEVELOPMENT PLANNING IN THE CARIBBEAN; AND TO IDENTIFY PREFERRED PATHWAYS OF TRANSITION TO MORE RESILIENT LANDSCAPES THAT OPTIMIZE WATER, ENERGY AND FOOD SECURITY.



In 2013, the Global Nature Fund awarded Lake Winnipeg the dubious distinction of the “most threatened lake in the world.” IISD’s Water Innovation Centre is responding to the challenge to clean up Lake Winnipeg with the Lake Winnipeg Bioeconomy Project. The project has garnered international, national, regional and local recognition for its work over the past year, including the Sustainia100 award at the United Nations Conference on Sustainable Development (Rio+20) in June 2012. The project demonstrates how large and difficult ecosystem management and climate adaptation challenges can be transformed into regional economic development. Moreover, it provides a blueprint of how 21st-century green economies will develop by matching regional ecosystem management to policy imperative.

IISD is currently working with the Government of Manitoba and Economic Development Winnipeg on regulatory and fiscal issues for large-scale implementation, and has developed partnerships for a commercial prototype project, marking IISD’s continued evolution as a “think and do” tank.





Policy development enables the transition to low-carbon, climate-resilient futures

A REPORT FROM THE CLIMATE AND ENERGY PROGRAM

As more and more countries contemplate how to transition to low-carbon, climate-resilient futures, IISD's Climate and Energy program has been working to help. Managing the transition requires rethinking the investment choices we make and the development paths we follow. It hinges upon embedding adaptation and mitigation aspirations in existing development plans and priorities, and then leveraging government and private financing to make it happen. For example, carbon finance can catalyze action when the enabling governance conditions are right. Ultimately, collaboration among the many disciplines and dimensions of sustainable development is the only way to tackle the tremendous challenges and uncertainties posed by climate change.



David Sawyer > Vice-President, Climate, Energy and Partnerships

Climate Innovation

THE CLIMATE AND ADAPTATION TEAM IS PAIRING ADAPTATION AND MITIGATION TO FIND NEW WAYS TO OPERATIONALIZE LOW-CARBON, CLIMATE-RESILIENT DEVELOPMENT. THE TEAM IS NOW TRANSLATING THIS INTO PRACTICE, AND TAKING A HIGHLY COLLABORATIVE APPROACH TO THE DESIGN OF POLICY AND TOOLS TO ACHIEVE POSITIVE OUTCOMES.

Recently, IISD's mitigation and adaptation specialists collaborated to advise the Government of Kenya on integrating climate-compatible development benefits into its next medium-term plan. In Pakistan, IISD helped to identify the building blocks for implementing mitigation and adaptation actions consistent with its recently released national climate change policy.

The team has also been sharing some of Canada's efforts to address its transition to a more climate-proof future. Provinces and the federal government have been working together to meet Canada's target of 2020 greenhouse gas emissions target of 17 per cent below 2005 levels. Though it remains uncertain whether the target can be met with the current mix of policies and regulations in place, the past year has seen much progress in addressing policy gaps.

Efforts to operationalize adaptation have begun around the world, increasingly through bundling adaptation, risk reduction and greenhouse gas mitigation to improve development outcomes. IISD is providing leadership on how to envision, plan and implement best practices, and focusing on collaboration and partnerships to find solutions to deep and complex climate policy challenges.



Innovation



Collaboration



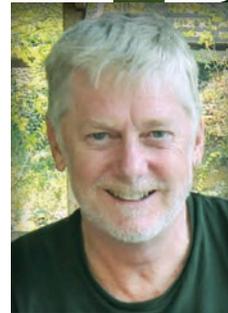


Knowledge communication brings the world to IISD

A REPORT FROM REPORTING SERVICES

IISD Reporting Services had one of its most successful and productive years. Along with celebrating the *Earth Negotiations Bulletin's* 20th anniversary, the team expanded its audience, and developed new partnerships, a successful capacity-building project and important knowledgebases.

The United Nations Conference on Sustainable Development (Rio+20) was a huge success, giving us tremendous momentum as the go-to organization for information and news about intergovernmental sustainable development policy-making. Through the website, a new mobile application and email listservs, Reporting Services distributed 642,294 individual copies of our reports during the Rio+20 event. During the month of this event, the Sustainable Development Policy & Practice knowledgebase saw 25,446 page views, growing from 4,041 per month when it was launched in October 2010.



Langston James "Kimo" Gore VI > Vice-President, Reporting Services and United Nations Liaison

Collaboration
Rio+20
Bulletin

Collaboration



IN 2012, REPORTING SERVICES DEVELOPED A NOTABLE NEW PARTNERSHIP WITH QATAR ADMINISTRATIVE CONTROL AND TRANSPARENCY AUTHORITY. THE TEAM TRAINED AN EXCEPTIONAL GROUP OF QATARI NATIONALS TO COVER THE CLIMATE CHANGE TALKS IN DOHA IN NOVEMBER AND DECEMBER. THIS EXPERIENCE ADDED A NEW DIMENSION TO THE TEAM'S WORK, AND BUILDS ON IISD'S LONG HISTORY OF BUILDING CAPACITY IN YOUTH TO ADVANCE THE GOALS OF SUSTAINABLE DEVELOPMENT THROUGH TRAINING AND INTERNSHIP PROGRAMS.

During the second half of 2012, Reporting Services tracked the follow-up on the Rio+20 outcomes through the Sustainable Development Policy & Practice knowledgebase and began covering discussions regarding the post-2015 development agenda. The team's Post-2015 Policy & Practice knowledgebase work has been playing a key role in disseminating updates and information on this process, including to many new readers who are participating in the international public consultation on the next set of United Nations development goals. This work has led to a much larger audience and presents new opportunities to work with other United Nations agencies and programs.

Reporting Services' knowledgebases currently cover climate change, biodiversity, land, water, forests, chemicals and wastes, sustainable development, sustainable energy, small island developing states, Latin America and the Caribbean, Africa and Asia-Pacific, while *Earth Negotiations Bulletin* and conference reporting services teams cover 60–80 meetings per year. The team is pleased to have so many opportunities and is well placed to meet the challenges ahead.

Innovation



Working together to improve effectiveness

A REPORT ON MAKING LINKAGES IN STRATEGIC PLANNING

SYNERGY |

increased effectiveness or achievement, produced by combined action, cooperation, etc.

-Canadian Oxford Dictionary

The world today is a highly interconnected place; effective public policies must be designed in a manner that addresses related issues in an integrated way. IISD and other organizations that conduct policy research depend fundamentally on making linkages among ideas in a way that leads to better, more innovative ways of crafting policies toward a more sustainable future. For example, addressing the impacts of climate change requires new policies in the domains of energy, agriculture, water management, subsidies, health and others. Understanding these linkages occurs far more readily when there is interaction across disciplinary boundaries, rather than within the silos of individual topic areas. Thus, the overall effectiveness of policy research institutes like IISD is greatly improved when teams of researchers work together across traditional program lines.

In order to realize the implementation of organizational values like cross-program collaboration, there must be structures and processes that embed this value in the day-to-day operations of the organization. IISD has developed a simple model to describe increasing degrees of cross-program cooperation, as shown below.

A SPECTRUM OF CROSS-PROGRAM COLLABORATION



William H. Glanville, Vice-President, Institutional Strategy and Planning

Innovation
Collaboration



Innovation Collaboration

Initially, there must be information available to members of each program team to understand how their field of work is evolving, as well as the nature of the work being done in other program areas. IISD Reporting Services has created a sophisticated content management system and assembled a team of thematic experts who identify and summarize key events, publications, outcomes and projects in areas such as sustainable development, climate change, biodiversity and sustainable energy. Daily news feeds provide thousands of subscribers with real-time updates on key developments in these areas of policy and practice. In addition, IISD's Knowledge Manager has developed a series of issue-based email lists to circulate timely articles and papers on selected themes to staff within IISD. Finally, program team meetings regularly include staff from other programs who are working on related topics.

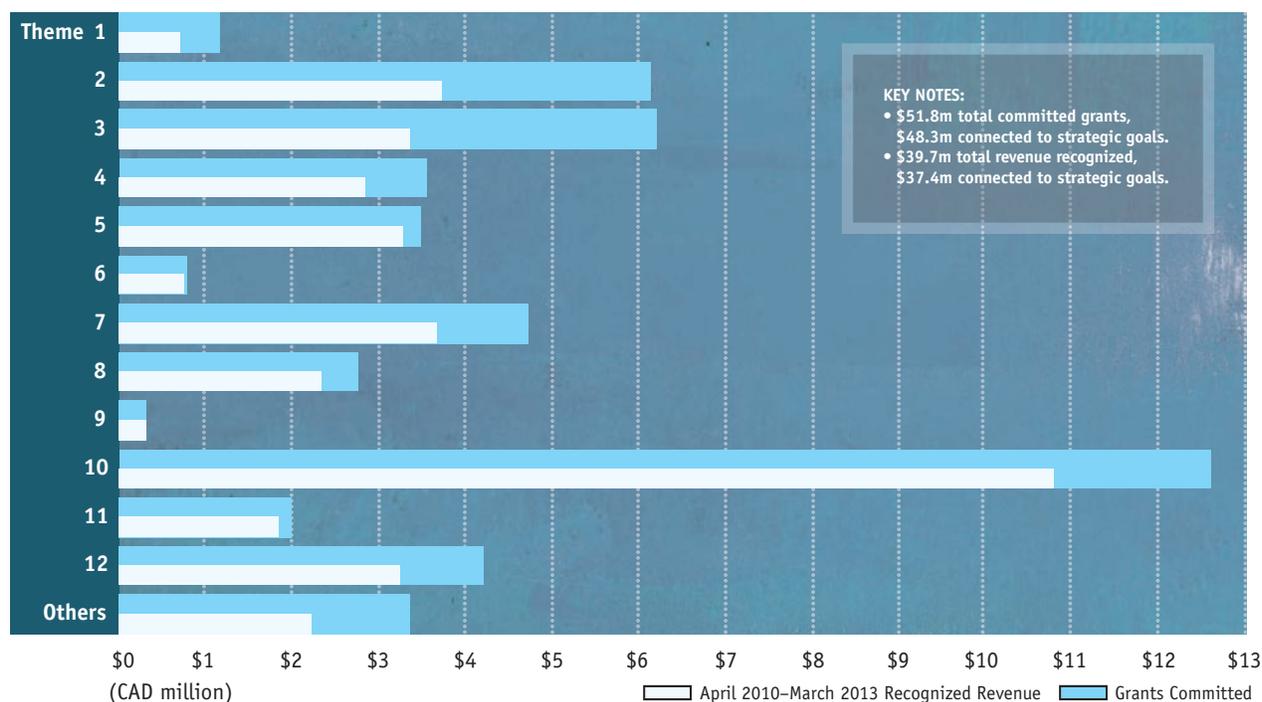
At the next level, IISD teams have been drawing on their relative expertise from multiple programs to partner with countries to help identify on-the-ground solutions. For example, IISD's freshwater management work draws on such areas as indicators, climate vulnerability as it applies to changes to hydrological cycles, foresight planning and adaptive management. Particular skills such as scenario development, online learning delivery or adaptive policy design have applicability in many projects and settings, which can create a natural fit between program areas. When the integration of staff from various areas is extensive, the project is designated as a shared project, whereby the revenue and expenses are shared equally among the participating programs.

Another mechanism for cross-program coordination that has emerged is that of self-organized working groups. For example, the topic of adaptation is clearly related to the activities of multiple programs. Researchers from different programs have spontaneously formed a working group that meets periodically to exchange information, discuss current proposals and identify opportunities for joint action.

The highest degree of cross-program collaboration occurs when a project is designed from the outset to address objectives or issues that are fundamentally interconnected. Staff from different programs work together on writing the proposal, securing the funding and implementing the project. IISD has facilitated this level of collaboration by deliberately choosing the cross-program topic of Trade, Energy and Climate Change as one of the primary themes of the current five-year strategic plan. In the last fiscal year, five joint projects involving four different program areas were carried out.

IISD'S RESULTS-BASED MONITORING AND REPORTING SYSTEM IS BEING USED TO CAPTURE THE SPECIFIC EXAMPLES OF CROSS-PROGRAM INTEGRATION DESCRIBED IN THE MODEL DEPICTED ABOVE. THE DESIRED NET EFFECT OF THESE ORGANIZATIONAL STRUCTURES AND PROCESSES IS TO CREATE A CULTURE OF SHARING INFORMATION AND WORKING COLLABORATIVELY TO USE THE BEST IDEAS TO INFORM OUR WORK AND ADVANCE MORE QUICKLY TOWARD A SUSTAINABLE FUTURE.

Grants Committed and 2010–2013 Revenue Recognized by Strategic Plan Theme



2012-2013 REVENUE RECOGNIZED BY THEME-FUNDERS (OVER \$50,000)

1. TRADE POLICIES THAT COMBAT CLIMATE CHANGE (GOAL 1)

John D. and Catherine T. MacArthur Foundation	\$ 95,005
Ministry of Foreign Affairs (Sweden)	68,807
IVL Swedish Environmental Research Institute	60,826

2. SUSTAINABLE INVESTMENT (GOALS 2 & 3)

Swiss Agency for Development and Cooperation (SDC)	334,053
Norwegian Agency for Development Cooperation (NORAD)	280,069
Ministry of Foreign Affairs (Denmark)	191,286
International Development Research Centre (IDRC)	106,978
Ministry of Foreign Affairs (Sweden)	68,807

3. PHASE-OUT OF SUBSIDIES THAT UNDERMINE SUSTAINABLE DEVELOPMENT (GOAL 4)

Foreign & Commonwealth Office (FCO)	423,486
Ministry of Foreign Affairs (Norway)	413,397
Swiss State Secretariat for Economic Affairs (SECO)	246,431
Swedish International Development Cooperation Agency (SIDA)	241,956
Oxford Policy Management Limited (OPML)	98,560
Stichting Foundation Renewable Energy Technology Deployment (RETD)	67,060

4. SUSTAINABLE MARKETS AND RESPONSIBLE TRADE (GOALS 5-7)

Norwegian Agency for Development Cooperation (NORAD)	540,031
Ministry of Foreign Affairs (Denmark)	197,422
International Council on Mining and Metals (ICMM)	174,427
Swiss State Secretariat for Economic Affairs (SECO)	70,831
IVL Swedish Environmental Research Institute	60,826

5. A CONSTRUCTIVE CATALYST WITHIN INTERNATIONAL NEGOTIATIONS (GOALS 8 & 9)

Environment Canada	758,770
PricewaterhouseCoopers Services Ltd. (PwCS)	543,451
Norwegian Agency for Development Cooperation (NORAD)	295,376
International Development Research Centre (IDRC)	64,918

6. NORTH AMERICAN APPROACHES TO CLIMATE CHANGE (GOAL 10)

Manitoba Conservation	99,939
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7. ADAPTATION, RISK REDUCTION AND RESILIENCE (GOALS 11-13)

PricewaterhouseCoopers Services Ltd. (PwCS)	670,290
United Nations Development Programme (UNDP)	138,397
Ministry of Foreign Affairs (Denmark)	136,356
International Development Research Centre (IDRC)	68,052

8. COMMUNICATING THE VALUE OF ECOLOGICAL GOODS AND SERVICES (GOALS 14 & 15)

Manitoba Water Stewardship	235,199
Manitoba Hydro	215,298
Manitoba Conservation	163,159
Manitoba Lotteries Corporation	115,783
Royal Bank of Canada Foundation	59,364

9. ENVIRONMENTAL MANAGEMENT FOR PEACE AND SECURITY (GOALS 16 & 17)

Norwegian Agency for Development Cooperation (NORAD)	59,228
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10. TRANSPARENCY AND ACCOUNTABILITY: THE ROLE OF REPORTING SERVICES (GOALS 18-22)

European Commission	1,050,306
Swiss Agency for Development and Cooperation (SDC)	486,810
United Nations Environment Programme (UNEP)	319,059
The State of Qatar	235,515
Australia AID	144,031
International Development Research Centre (IDRC)	116,422
Ministry of Foreign Affairs (Denmark)	112,681
The World Bank	108,297
United Nations Department of Economic and Social Affairs (UN/DESA)	99,747
Ministry of Foreign Affairs (Finland)	96,287
Ministry of Ecology (France)	87,014
Federal Ministry for the Environment (BMU) (Germany)	84,202
International Renewable Energy Agency (IRENA)	82,162
Swiss Federal Office for the Environment (FOEN)	81,338
Secretariat of the Convention on Biological Diversity (CBD)	76,545
Swedish International Development Cooperation Agency (SIDA)	74,205
United Nations Food and Agriculture Organization (FAO)	60,651
Taipei Economic and Cultural Office (TECO)	50,955

11. GLOBAL CONNECTIVITY (GOALS 23-25)

Canadian International Development Agency (CIDA)	174,068
International Development Research Centre (IDRC)	135,251
World Conservation Monitoring Centre (UNEP-WCMC)	73,048

12. ACCOUNTABILITY FOR A SUSTAINABLE ECONOMY (GOALS 26-28)

Swiss State Secretariat for Economic Affairs (SECO)	349,482
IVL Swedish Environmental Research Institute	121,652
Ministry of Foreign Affairs (Denmark)	115,124
Bertelsmann Stiftung	107,908
United Way of Winnipeg	93,459
International Development Research Centre (IDRC)	57,919



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Report of the Independent Auditor on the Summary Consolidated Financial Statements

To the Members of
The International Institute for Sustainable Development

The accompanying summary consolidated financial statements, which comprise the consolidated statement of financial position as at March 31, 2013, March 31, 2012, and April 1, 2011, the consolidated statements of operations and changes in unrestricted net operating assets for the year then ended and related notes, are derived from the audited consolidated financial statements of the International Institute for Sustainable Development for the years ended March 31, 2013, and March 31, 2012. We expressed an unmodified audit opinion on those consolidated financial statements in our reports dated June 19, 2013. Those consolidated financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those consolidated financial statements.

The summary consolidated financial statements do not contain all the disclosures required by Canadian Generally Accepted Accounting Principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of the Institute.

Management's Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of a summary of the audited consolidated financial statements in accordance with criteria determined by the Board of Directors.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, the summary consolidated financial statements derived from the audited consolidated financial statements of the International Institute for Sustainable Development for the years ended March 31, 2013, and March 31, 2012, is a fair summary of those consolidated financial statements, in accordance with the criteria noted above.

Chartered Accountants
Winnipeg, Manitoba
June 19, 2013

Consolidated Statements of Financial Position

March 31, 2013, March 31, 2012 and April 1, 2011

	March 31 2013	March 31 2012*	April 1 2011*
ASSETS			
CURRENT			
Cash	\$ 974,234	\$ 3,545,374	\$ 1,063,546
Marketable securities	4,878,659	7,592,158	8,104,934
Accounts receivable	13,928,508	9,628,547	9,790,219
Prepaid expenses and deposits	137,650	196,190	161,970
	19,919,051	20,962,269	19,120,669
CAPITAL ASSETS			
	210,382	264,497	244,301
	\$ 20,129,433	\$ 21,226,766	\$ 19,364,970
LIABILITIES			
CURRENT			
Accounts payable and accrued liabilities	\$ 1,688,273	\$ 1,954,611	\$ 1,440,861
Deferred revenue	12,109,946	12,051,617	10,302,168
	13,798,219	14,006,228	11,743,029
COMMITMENTS			
NET ASSETS			
Net assets invested in capital assets	210,382	264,497	244,301
Reserve for program development	4,085,437	4,349,930	4,445,049
Innovation Fund	9,972	9,972	5,972
Campaign Fund	10,529	7,165	26,242
Unrestricted net operating assets	2,014,894	2,588,974	2,900,377
	6,331,214	7,220,538	7,621,941
	\$ 20,129,433	\$ 21,226,766	\$ 19,364,970

*ADOPTION OF A NEW ACCOUNTING FRAMEWORK

During the year ended March 31, 2013, the Institute adopted the new accounting standards for not-for-profit organizations (the "new standards") issued by the Canadian Institute of Chartered Accountants ("CICA"). In accordance with Section 1501 of the CICA Handbook, First-time Adoption for Not-for-Profit Organizations, ("Section 1501"), the date of transition to the new standards is April 1, 2011 and the Institute has prepared and presented an opening statement of financial position as at the date of transition to the new standards. This opening statement of financial position is the starting point for the Institute's accounting under the new standards.

In its opening statement of financial position, under the recommendations of Section 1501, the Institute:

- recognized all assets and liabilities whose recognition is required by the new standards;
- did not recognize items as assets or liabilities if the new standards do not permit such recognition;
- reclassified items that it recognized previously as one type of asset, liability or component of equity, but are recognized as a different type of asset, liability or component of equity under the new standards; and
- applied the new standards in measuring all recognized assets and liabilities.

In accordance with the requirements of Section 1501, the accounting policies set out in Note 3 have been consistently applied to all years presented.

There was no significant impact of the adoption of the new standards on the statement of financial position as at April 1, 2011 or the statements of operations and changes in net assets or cash flows for the year ended March 31, 2012.

Consolidated Statements of Operations and Changes in Unrestricted Net Operating Assets

For the Years Ended March 31, 2013

	2013	2012
REVENUE		
Designated grants	\$ 13,981,637	\$ 13,079,799
Operating grants	2,491,130	2,888,530
Innovation Fund	21,550	6,667
Interest	130,491	185,751
Other (expense) revenue	(185,530)	28,877
TOTAL REVENUE	16,439,278	16,189,624
EXPENSES		
Projects		
Trade and Investment	5,564,278	5,462,245
Reporting Services	4,132,842	3,641,792
Climate Change and Energy	3,290,388	2,651,382
Natural and Social Capital	1,960,875	1,733,263
Global Connectivity	684,839	844,010
New Project Development	291,993	95,772
Innovation Fund	21,550	7,496
	15,946,765	14,435,960
Administration	904,055	1,403,953
Publishing Services and Media and Communications	374,505	599,415
Board	106,641	136,622
TOTAL EXPENSES	17,331,966	16,575,950
EXCESS OF EXPENSES OVER REVENUE	(892,688)	(386,326)
APPROPRIATION TO (FROM) UNRESTRICTED NET OPERATING ASSETS		
Net assets invested in capital assets	54,115	(20,196)
Reserve for program development	264,493	95,119
DECREASE IN UNRESTRICTED NET OPERATING ASSETS	(574,080)	(311,403)
UNRESTRICTED NET OPERATING ASSETS, BEGINNING OF YEAR	2,588,974	2,900,377
UNRESTRICTED NET OPERATING ASSETS, END OF YEAR	\$ 2,014,894	\$ 2,588,974

Note on Funding Arrangements

Designated grants | IISD receives funding from a variety of public and private sources to finance specific projects relating to its strategic objectives. Projects may carry on over more than one year. The related designated grants are recorded when the funding commitment is made and recognized in revenue as the projects progress. A comparative summary of designated grant funding committed during the year is as follows:

	Funding Commitment	
	March 31, 2013 (\$000's)	March 31, 2012 (\$000's)
Governments and agencies		
Canada	\$ 2,263	\$ 1,465
International	10,209	6,623
	12,472	8,088
United Nations agencies	643	1,105
International organizations	1,432	1,025
Philanthropic foundations	898	233
Private sector and other	1,068	2,741
	\$ 16,513	\$ 13,192

Designated grants and other revenue are summarized by activity area as follows. Other revenue includes publication sales, honorariums and, in the case of Administration, New Project Development, Fund Development and Publishing and Communications the net foreign exchange loss recognized at March 31, 2013 in the amount of \$219 thousand (2012 – \$9 thousand gain):

Activity Area	Other Revenue (\$000's)	Innovation Funds (\$000's)	Designated Grants (\$000's)	2013 Total (\$000's)
Trade and Investment	\$ 3	\$ –	\$ 5,032	\$ 5,035
Reporting Services	2	–	3,959	3,961
Climate Change and Energy	–	–	2,874	2,874
Natural and Social Capital	5	–	1,512	1,517
Global Connectivity	–	–	577	577
Administration, New Project Development, Fund Development and Publishing and Communications	(195)	–	27	(168)
	(185)	–	13,981	13,796
Innovation Fund	–	22	–	22
	\$ (185)	\$ 22	\$ 13,981	\$ 13,818

Operating Grants | In March 2012, the prior year agreement with Canadian International Development Agency (CIDA) was amended to extend it for a further 9 months to December 31, 2012, in an amount of \$1.254 million. The full amount attributed to the 2012-13 fiscal year has been received and is included in revenue for the year. The arrangement with CIDA provides operating grants. IISD has funding agreements with the Government of Manitoba and the International Development Research Centre (IDRC) for five and six year periods ending March 31, 2016 and June 30, 2012 respectively. Both of these arrangements provide for a blend of operating grants and contributions in support of research that is consistent with the interests and priorities of the funders. In March 2012 the IDRC agreement was amended to extend it for a further 12 months and funded in the amount of \$1 million for the extension period. The funding for the extension period is included in revenue at March 31, 2013. Subsequently, in April 2013 the IDRC agreement was amended to extend it for a further five years for a total of \$5 million over the extension period.

A summary of the operating grant funding is as follows:

	Funding Commitment	Funding Recorded		Funding Commitment
	(\$000's)	2013	Prior years	Remaining
		(\$000's)		(\$000's)
Government of Canada				
Canadian International Development Agency	\$ 2,926	\$ 1,254	\$ 1,672	\$ –
Government of Manitoba	4,186	837	837	2,512
International Development Research Centre	2,422	400	2,022	–
Operating grant revenue	\$ 9,534	\$ 2,491	\$ 4,531	\$ 2,512

Note on Funding Arrangements

Innovation Fund

In 2005, the Board of Directors established the IISD Innovation Fund. Contributions received from donors from inception up to March 31, 2013 of \$483 thousand, were used in developing new ideas for a better world and to meet the needs of the future. Grants of \$473 thousand have been awarded to specific Innovation Fund projects as of March 31, 2013. The Innovation Fund balance at March 31, 2013 is \$10 thousand (2012 - \$10 thousand).

Campaign Fund

In 2007, the Board of Directors initiated a fundraising campaign. Contributions received from donors since inception up to March 31, 2013 of \$1.304 million were used for projects involving young professionals in sustainable development, climate change related initiatives, community initiatives and other program needs. Grants of \$1.294 million have been awarded to specific projects which met the Campaign criteria. The Campaign Fund balance at March 31, 2013 is \$10 thousand (2012 - \$7 thousand).

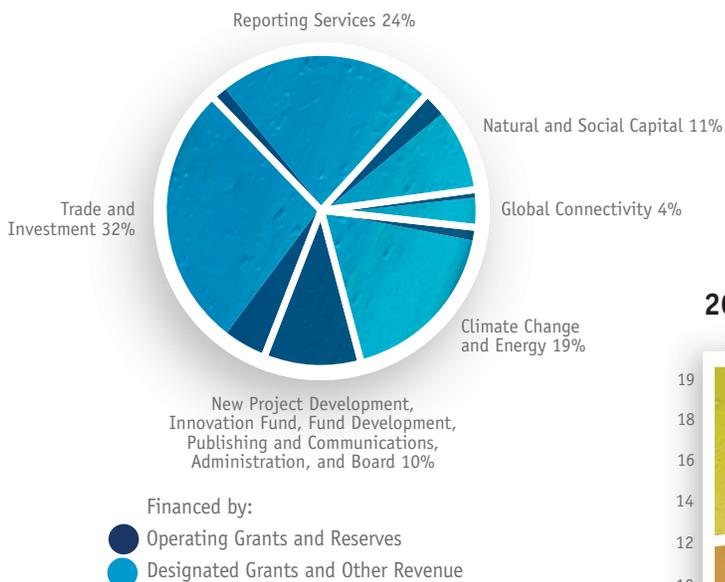
Consolidated Schedule of Operations By Activity Area (\$000's)

For the Year Ended March 31, 2013

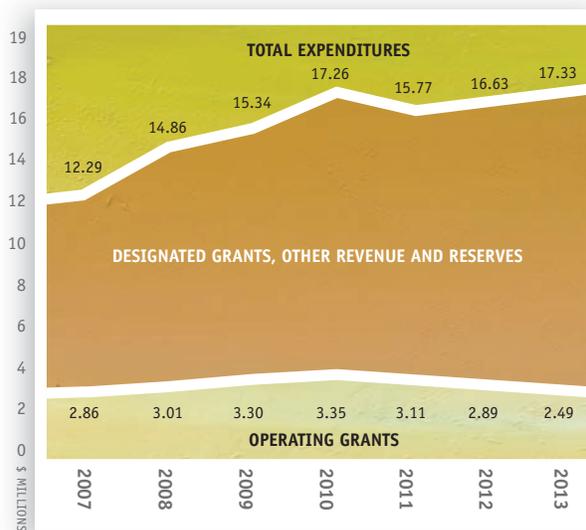
	Trade and Investment	Reporting Services	Climate Change and Energy	Natural and Social Capital	Global Connectivity	New Projects	Innovation Fund	Publishing Services	Media and Communications	Administration	Board	2013 Total	2012 Total
Revenue	\$ 5,035	\$ 3,961	\$ 2,874	\$ 1,517	\$ 577	\$ 27	\$ 22	\$ 2	\$ -	\$ (197)	\$ -	\$13,818	\$13,115
Personnel	3,152	1,000	1,641	1,381	380	131	22	134	96	644	-	8,581	8,806
Board - Expenses	-	-	-	-	-	-	-	-	-	-	107	107	137
Travel	451	1,276	224	95	65	17	-	-	-	24	-	2,152	2,063
Publishing	122	34	46	11	18	7	-	17	-	-	-	255	334
Consulting	1,105	1,535	1,117	217	159	125	-	15	41	13	-	4,327	3,266
Meetings	268	-	30	41	9	6	-	1	11	1	-	367	503
Supplies and Other	152	87	68	73	14	6	-	19	6	154	-	579	506
Research Material	16	4	7	7	2	-	-	1	1	3	-	41	61
Telecommunications	48	66	31	28	8	-	-	10	2	14	-	207	226
Office Rent	213	120	107	91	25	-	-	9	6	44	-	615	580
Amortization	37	11	19	17	5	-	-	4	1	7	-	101	94
Total expenses	5,564	4,133	3,290	1,961	685	292	22	210	164	904	107	17,332	16,576
Excess of expenses over designated grants and other revenue	\$ (529)	\$ (172)	\$ (416)	\$ (444)	\$ (108)	\$ (265)	\$ -	\$ (208)	\$ (164)	\$ (1,101)	\$ (107)	\$ (3,514)	\$ (3,461)
Excess of expenses over designated grants funded by:													
Operating grants												2,491	2,889
Interest												130	186
Excess of expenses over revenue												\$ (893)	\$ (386)

2012-2013 REVENUE AND EXPENSES BY ACTIVITY AREA

Total expenses of \$17,331,966

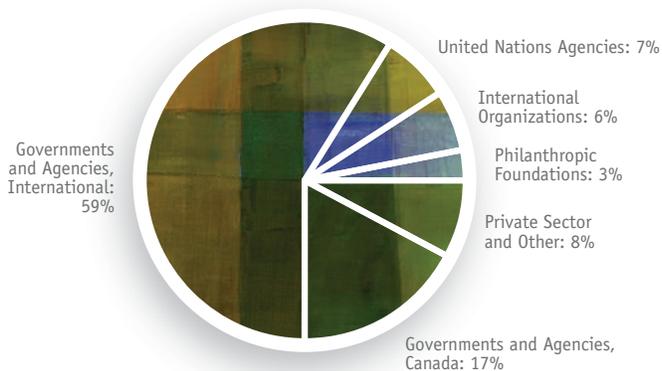


2007-2013 IISD FINANCING TREND



2012-2013 DESIGNATED GRANT REVENUE BY DONOR

Total designated grant revenue of \$13,981,637



Consolidated Schedule of Designated Grants Committed (\$000's)

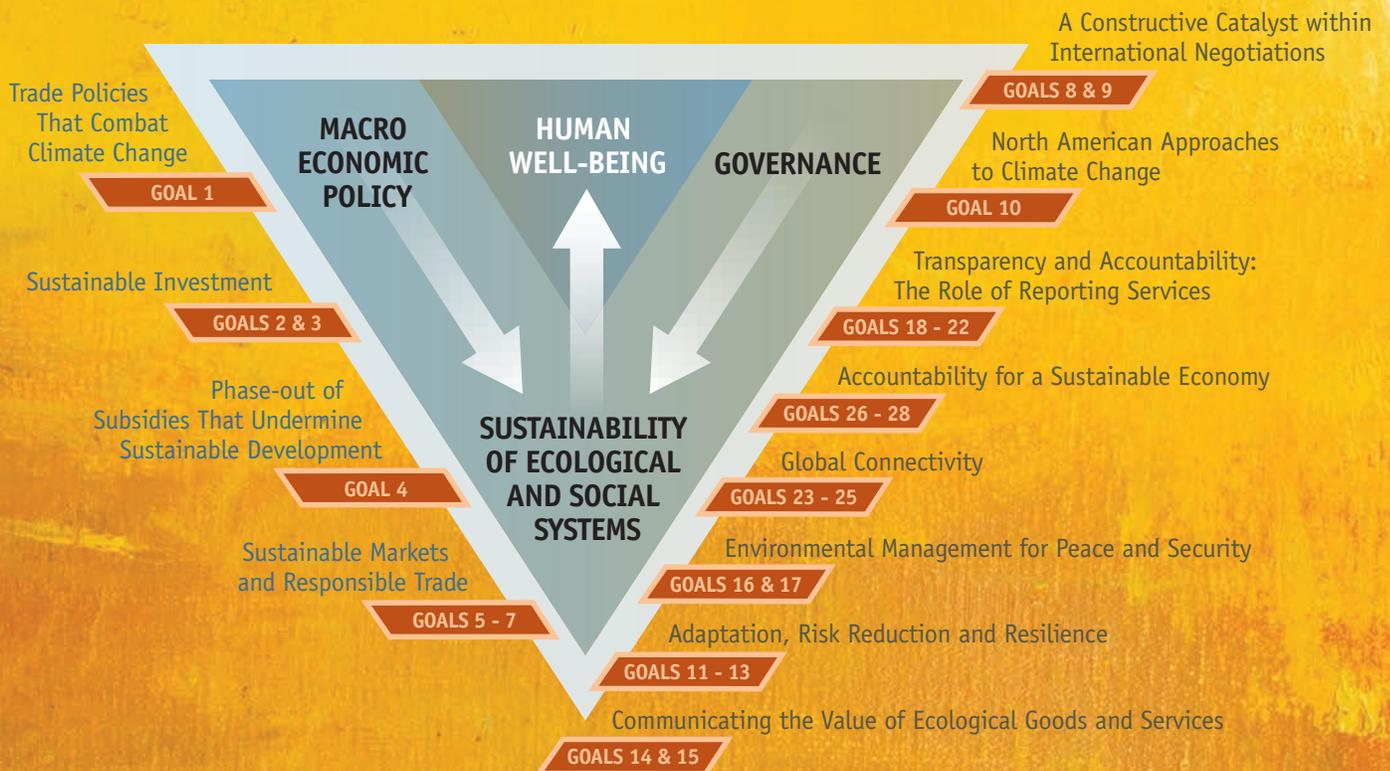
For the Year Ended March 31, 2013

Government of Canada (and Agencies)		
Environment Canada		\$802
International Development Research Centre (IDRC)		638
Natural Resources Canada (NRCAN)		52
Aboriginal Affairs and Northern Development Canada		10
Western Economic Diversification Canada		1
		<hr/> 1,503
Governments of provinces		
Manitoba		476
British Columbia		182
Alberta		84
Newfoundland and Labrador		6
Nova Scotia		6
Ontario		6
		<hr/> 760
Governments of other nations		
United Kingdom		
Department for International Development (DFID)	2,418	
Foreign and Commonwealth Office (FCO)	<hr/> 344	2,762
Denmark		
Danish Ministry of Foreign Affairs		2,613
Switzerland		
State Secretariat for Economic Affairs (SECO)	1,402	
Swiss Agency for Development and Cooperation (SDC)	144	
Federal Office for the Environment (FOEN)	<hr/> 107	1,653
Norway		
Ministry of Foreign Affairs	1,581	
Ministry for the Environment	<hr/> 17	1,598
Sweden		
Swedish International Development Cooperation Agency (SIDA)	365	
Ministry of the Environment	<hr/> 29	394
France		
Ministry of Ecology	234	
Institut de l'Energie et de l'Environnement de la Francophonie (IEPF)	<hr/> 139	373
Qatar		
The State of Qatar		236
Germany		
Federal Ministry for the Environment (BMU)	98	
Ministry of National Planning, Environment and Mobility – Wallonne Region	78	
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)	<hr/> 28	204
Australia		
Agency for International Development (AID)	144	
Government Climate Change Department – Government of Australia	<hr/> 31	175
Finland		
Ministry of Foreign Affairs		98
Chinese Taipei		
Taipei Economic and Cultural Office in Canada (TECO)		51
Austria		
Federal Ministry of Agriculture, Forestry, Environment		26
India		
Ministry of Environment and Forests		18
New Zealand		
Ministry of Foreign Affairs and Trade		8
		<hr/> 10,209

United Nations agencies	
United Nations Environment Programme (UNEP)	367
United Nations Development Programme (UNDP)	97
Food and Agriculture Organization of the United Nations (FAO)	61
United Nations Framework Convention on Climate Change (UNFCCC)	41
United Nations Office at Nairobi (UNON)	32
United Nations Economic Commission for Europe (UNECE)	23
United Nations Office at Geneva (UNOG)	18
United Nations Economic Commission for Latin America and the Caribbean (ECLAC)	2
United Nations Economic Commission for Africa (UNECA)	2
	643
International organizations	
Asian Development Bank	549
International Council on Mining and Metals	175
World Bank	144
International Renewable Energy Agency	81
The Secretariat of the Convention on Biological Diversity	77
Adventist Development and Relief Agency (ADRA) Canada	74
Organisation for Economic Co-operation and Development (OECD)	41
Stitching BirdLife Europe	39
Union of Forest Research Organizations (IUFRO)	39
Caribbean Community Secretariat (CARICOM)	36
Fairfood International	28
World Business Council for Sustainable Development (WBCSD)	23
Economic Community of West Africa States (ECOWAS)	22
International Trade Centre (ITS)	22
Institute for Advanced Sustainability Studies	17
Ramsar Convention Secretariat	15
International Centre for Integrated Mountain Development (ICIMOD)	13
Open Society Initiative for West Africa	12
Others (under \$10,000)	25
	1,432
Philanthropic foundations	
John D. and Catherine T. MacArthur Foundation	459
Bertelsmann Stiftung	111
United Way of Winnipeg	90
RBC Foundation	80
Stitching Foundation Renewable Energy Technology Deployment (RETD)	67
Asia-Europe Foundation (ASEF)	40
The Gail Asper Family Foundation Inc.	30
Wild Chimpanzee Foundation (WCF)	20
Others (under \$10,000)	1
	898
Private sector and other	
IVL Swedish Environmental Research Institute	308
Manitoba Hydro	257
Manitoba Lotteries Corporation	153
Pulse Crops Canada Association	84
Nestle SA	48
Prairie Improvement Network (P.I.N.)	34
University of Winnipeg	26
Transparency International	25
Deerwood Soil and Water Management Association Inc.	20
HTSPE Limited	15
Oxford Policy Management Limited	13
Enbridge	10
Shell Canada	10
TransCanada Energy	10
Others (under \$10,000)	55
	1,068
	\$16,513

Conceptual Framework for IISD's Strategic Plan

Seeking transformative change through paradigm shifts and cumulative innovation in macroeconomic policy and governance for the sustainable management of ecological and social systems



IISD's 2010-15 Strategic Plan— Areas of Thematic Focus and Goals

Trade Policies that Combat Climate Change

GOAL #1: Trade-related policy instruments are used to address climate change in a way that is environmentally effective and minimally damaging for development.

Sustainable Investment

GOAL #2: Transform international, regional and national investment frameworks and processes so as to effectively foster and promote sustainable investment.

GOAL #3: Investment flows support sustainable development by disseminating climate-friendly goods and technologies.

Phase-out of Subsidies That Undermine Sustainable Development

GOAL #4: The phase-out of subsidies that undermine sustainable development.

Sustainable Markets and Responsible Trade

GOAL #5: To improve understanding of the actual and potential impacts of voluntary sustainability initiatives on global markets and sustainable development.

GOAL #6: To ensure that global markets provide positive opportunities for sustainable livelihoods and poverty reduction among those most in need.

GOAL #7: Enable governments to use sustainable public procurement as a catalyst policy for demonstrating leadership on sustainable development and on promoting sustainable production and consumption.

A Constructive Catalyst Within International Negotiations

GOAL #8: An international climate change regime that effectively addresses mitigation, adaptation, technology and financing.

GOAL #9: An international climate change regime that provides opportunities for developing countries in the adoption of technology transfer and low-carbon growth.

North American Approaches to Climate Change

GOAL #10: A constructive and progressive energy and climate change relationship between Canada and the United States.

Adaptation, Risk Reduction and Resilience

GOAL #11: Adaptation metrics able to assess, monitor and prioritize proposed efforts to reduce vulnerability to climate change are available to and understood by development practitioners in developed and developing countries, contributing to a significant increase in the implementation of sustainable measures that support adaptation to climate change.

GOAL #12: Decision makers routinely consider and integrate the consequences of a changing physical climate into the formulation and implementation of development policies, thereby facilitating adaptation to climate change.

GOAL #13: A reduction in the risk that climate change poses to political and economic stability.

Communicating the Value of Ecological Goods and Services (EGS)

GOAL #14: Lake Winnipeg – that a strategic management plan for the Lake Winnipeg Watershed is developed based on EGS principles.

GOAL #15: Ecohealth – Human health and well-being is improved through EGS investments.

Environmental Management for Peace and Security

GOAL #16: Environmental management is effectively integrated into peacebuilding assessments, mandates and operations, and reinforced by international development and environmental governance.

GOAL #17: Conflict-sensitive conservation and environmental management are widely implemented in conflict-affected and conflict-prone regions.

Transparency and Accountability: The Role of Reporting Services

GOAL #18: To ensure the availability of neutral, trusted, timely and accessible information and analysis at the international/multilateral level that strengthens policy formulation processes; to improve transparency and accountability in intergovernmental negotiations and a level playing field of information.

GOAL #19: Provide a “one-stop shop” of intelligence, news and analysis that fosters informed policy formulation in critical areas such as climate change and, potentially, one or more other topics such as water and energy.

GOAL #20: Closer cooperation and collaboration among policymakers and other stakeholders in key multilateral environmental agreements, leading to better mutual understanding and improved policy formulation.

GOAL #21: Stronger, better-informed policy formulation processes at the regional levels. This includes fostering transparency and accountability, building communities and improved knowledge management systems at the regional level.

GOAL #22: To contribute in a meaningful way to IISD's wider goals and other programs.

Global Connectivity

GOAL #23: The Internet (and its related technologies and services) is harnessed by Internet policy and sustainable development stakeholders, working together to support transitions to greener economies and more sustainable societies.

GOAL #24: Critical mass of institutions and individuals working toward sustainable development is secured, through the promotion, support and evaluation of new models of Information and Communication Technology-enabled multiple stakeholder collaboration, learning and action.

GOAL #25: The next generation of leaders, in Canada and internationally, is prepared to think and act for sustainable development, using approaches that capitalize on a more connected world.

Accountability for a Sustainable Economy

GOAL #26: The role of accountability in a sustainable economy is clearly established and new accountability mechanisms are in place for the 21st century.

GOAL #27: To bring about a significant improvement in the level of compliance with and enforcement of agreed environmental standards, measures and rules in international organizations and conventions.

GOAL #28: To secure priority political attention to the need to set clear and measurable sustainability targets at the national and subnational levels and to implement robust accountability measures to ensure their realization.

