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Our Vision is 20/20

iisd

2010 Annual Report

A Proud Past and a Vital Future

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Our Mission and Vision

IISD contributes to sustainable development by advancing policy recommendations on international trade and investment, economic policy, climate change and energy, measurement and assessment, and natural resources management, and 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 U.S. 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 Environment Canada, 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.

Our Reach

Our Websites

From April 1, 2009 to March 31, 2010, we experienced increased traffic—highlighted by a growing number of visitors and downloads—compared to the previous 12-month period on our two primary websites (the research website at www.iisd.org and the Reporting Services Linkages website at www.iisd.ca). For example, approximately 554,000 pdf documents were requested from www.iisd.org and 446,000 were requested from www.iisd.ca compared to 480,000 and 357,000 respectively in the previous period.



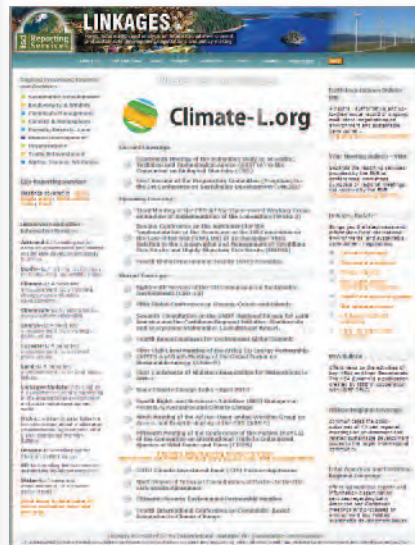
www.iisd.org

Our Mailing Lists

IISD runs a number of email lists with subscribers from all over the world. Our current accumulated number of subscribers is just over 113,000. To learn more about, and to subscribe to, our lists, please visit www.iisd.org/maillinglists.asp.

Publishing and Media

From April 1, 2009 to March 31, 2010, and excluding Reporting Services documents, we posted 157 books, papers, commentaries, brochures, excerpts, videos and contributions to other publications. These can be searched at www.iisd.org/publications. In the same period, we tracked 962 Canadian and international media references to the institute and/or its personnel.



www.iisd.ca

Our Team, Our Knowledge

These numbers are just a few selected measures of our reach. The numbers don't give the complete picture of our efforts and impact. For that you also need to look at our people—our IISD Team—from our staff, associates and contractors to all those who partner with us to distribute sustainable development knowledge. For example, we conduct and attend many workshops and conferences around the globe; we hold numerous face-to-face meetings with decision-makers and partners; we are consistently present as reporters at international meetings and events; we place interns around the world; and we share all our materials, allowing them to be reposted on other websites and blogs, and to appear in a wide variety of journals and magazines.



From the Chair

This past year has been a singularly challenging time on a number of fronts. On the international front, the institute was active through its Reporting Services and the *Earth Negotiations Bulletin* covering the multilateral negotiations and related business meetings. It's fair to say that the volume of work was unprecedented. The Copenhagen Climate Change Conference posed a different set of challenges with our staff and management fully engaged in the process and in advising governments on the issues as well as the underlying dynamics in a difficult and somewhat dysfunctional process.

On the national side of business, IISD program directors, staff and associates made progress on multiple fronts, not the least of which was the launch of the Water Innovation Centre and completion of various Measurement and Assessment projects. Publications and websites took on new and fresh looks as the management successfully broadened our partnerships on the fundraising and project financing aspects of our endeavours. All of this in an international and national fiscal environment which was, to say the least, laden with risk for a research organization that has to raise its requirements annually. I offer my sincere thanks to everyone for a job well done.

The year began with the board facing the upcoming retirement of our President and CEO, David Runnalls. No responsibility is greater for a board of directors than to ensure both continuity and renewal through a rigorous and successful search for the next President and CEO. I owe a debt of gratitude to the Executive Committee of the Board, the Search Committee (led by our Vice Chair,



Charles Loewen) and to Stephanie Cairns, who provided executive search services and excellent counsel to the committees as well as to the board of directors. David was a wise and very effective counsel in this process and demonstrated his deep commitment and caring for the institute and its people. David deserves a special note of thanks.

In honour of David's years with the institute, IISD has created a special commemorative fund in his name. The David Runnalls Fund for Sustainable Development Innovation will be an integral part of the IISD Innovation Fund and will support a wide range of sustainable projects outside the realm of traditional research.

While we celebrate David's contribution and leadership for his exceptional stewardship over his tenure, in June we welcomed Franz Tattenbach as IISD's new President and CEO. We are in a transition year with the good fortune of having David help with the changeover and a first-rate incoming President and CEO who has already impressed those of us who have been fortunate to spend some time with him. David will continue as a Distinguished Fellow to help with IISD priorities as prescribed by the new President and CEO. We are indeed fortunate under these circumstances to look forward to building on existing and prospective strengths.

My heartfelt gratitude to the program directors for their devotion and professionalism, to the staff for their loyalty and hard work, to our many associates and collaborators for their quality work, and to the board members for their advice and their impressive contribution of time and effort in this singularly noteworthy year.

A handwritten signature in blue ink, appearing to read 'Daniel Gagnier', written over a horizontal line.

Daniel Gagnier
Chair, Board of Directors

(This past year saw) "...an international and national fiscal environment which was, to say the least, laden with risk for a research organization that has to raise its requirements annually."

From the President

This year IISD celebrates its 20th anniversary. And in June I stepped down after 11 years at its helm.

As Franz Tattenbach takes over as our new President, we have much to celebrate. We have built one of the premier institutions of its kind in the world. Our programs are first class and I would put our group of program directors up against any similar group from any other think tank. We have diversified our project funding to the extent that less than a quarter comes from Canadian sources, although Canada continues to provide core operating grants, representing a vital 20 per cent of our total revenue—without which IISD would not continue to exist. We have a first-class international board of directors representing all regions of the world. We have developed our own business model employing a range of associates and *Earth Negotiations Bulletin* reporters, both to keep our fixed costs low and to allow us access to the best minds we can find.

And we have enjoyed many successes over the years. We were among the first institutions to point out the critical relationship between trade and sustainable development, when others were stuck in the arid debates about trade and environment. We have made the process of settling investment disputes more transparent and more accessible to developing countries. We have worked to identify and combat environmentally perverse subsidies to the biofuel industry and now to the fossil fuel business.

International meetings are far more accessible and transparent because of the outstanding work of our Reporting Services teams who attend virtually every international environmental negotiation.

We have played an active role in the international negotiations on climate change. Despite the debacle in Copenhagen, we continue with our work on the reform of climate change governance, the Reducing Emissions from Deforestation and Forest Degradation in Developing Countries Programme, adaptation to climate change and the development of North American climate policy.

We are breaking new ground in our home province of Manitoba with the creation of our Water Innovation Centre and its research agenda, which seeks to bring the power of the marketplace to the management of the waters in and around Lake Winnipeg—the world's tenth largest freshwater lake and one of its most polluted.



We have continued to develop and hone cutting-edge tools to measure progress on sustainable development. The new Bellagio Principles published by our Measurement and Assessment team set international guidelines for assessing progress in these areas and our Peg project seeks to measure the sustainability of one of Canada's major cities.

And last, but not least, we continue to recruit and train young Canadian leaders to go out into the world and gain the skills and experience to be our sustainability leaders of tomorrow.

Despite all of this, it is clear that we all need to do more. The threats to our environment, which were highlighted by the Brundtland Commission in its landmark report of 1987, are undiminished and, in many cases, much greater today. We may have won many battles, but we are far from winning the war. The challenge facing Franz and his colleagues as they head into IISD's third decade is to focus the institute's resources relentlessly on those things where we can bring about transformative change in the economic and political forces which govern our lives.

A handwritten signature in blue ink that reads "David Runnalls". The signature is fluid and cursive.

David Runnalls
President and CEO

IISD Board of Directors 2009/2010



Daniel Gagnier
Chair, IISD Board of Directors
(Canada)



David Runnalls
President and CEO, IISD
(Canada)



Stephanie Cairns
Principal, Wrangellia Consulting
(Canada) Retired June 2009



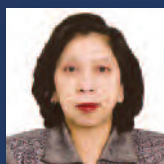
John Forgách
Chairman, Equator LLC
(Brazil)



Roger Gibbins
President and CEO,
Canada West Foundation
(Canada)



Isabelle Hudon
President, Marketel
(Canada)
Elected June 2009



Laxanachantorn Laohaphan
Vice President for International
Affairs, Chulabhorn Research Institute
(Thailand) Retired June 2009



Charles Loewen
CEO, Loewen Windows
(Canada)



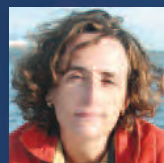
Måns Lönnroth
Former Managing Director of Mistra,
the Swedish Foundation for Strategic
Environmental Research (Sweden)



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



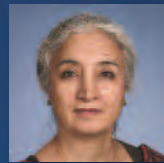
Gordon McBean
Chair, Policy, Institute for
Catastrophic Loss Reduction
(Canada)



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



Mark Moody-Stuart
Chair, Global Compact Foundation
(United Kingdom)



Khawar Mumtaz
Shirkat Gah Women's Resource
Centre (Pakistan)
Retired June 2009



Papa Kwesi Nduom
CEO, First National Savings
and Loans (Ghana)
Elected June 2009



Maureen O'Neil
President and CEO, Canadian
Health Services Research
Foundation (Canada)



Mohamed Sahnoun
Ambassador, Special Advisor to
the Secretary General for Africa
(Algeria) Retired June 2009



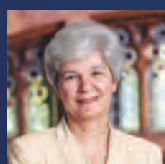
Bruce Sampson
Former Vice President of
Sustainability, BC Hydro
(Canada)



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)

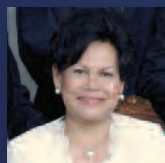


Tensie Whelan
Executive Director,
Rainforest Alliance
(United States)

Advisory Participants

Margaret Biggs, President, Canadian
International Development Agency
David Malone, President, International
Development Research Centre
Fred Meier, Deputy Minister, Department
of Conservation, Province of Manitoba
Commenced March 2010

Ian Shugart, Deputy Minister,
Environment Canada
Paul Vogt, Clerk of the Executive
Council, Province of Manitoba



Erna Witoelar
Chairperson, Indonesia
Biodiversity Foundation
(Indonesia)
Elected June 2009



Milton Wong
Chairman, Perceptronix
(Canada)

Distinguished Fellows

Jacques Gérin
Art Hanson
Jim MacNeill, Chair Emeritus
Mohamed Sahnoun (June 2009)
Maurice Strong

Founding Chair

Lloyd McGinnis

Friends of the Institute

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



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 here served with IISD in 2009–2010.

Staff

Javed Ahmad
Ben Akoh
Heather Anderson
Jocelyn Andrew
Rod Araneda
Heather Baker
Sue Barkman
Christopher Beaton
Lori Beattie
Nathalie Bernasconi-Osterwalder
Livia Bizikova
Susan Boning
Jessica Boyle
Oli Brown
Carolee Buckler
Melanie Burt
Johnvee Calaguian
Christopher Charles
Sandra Cheng
Diane Conolly
Alec Crawford
Heather Creech
Dennis Cunningham
Ramon Dator
Julie Dekens
Fariba Di Benedetto-Achtari
John Drexhage
Lael Dyck
Ramona Fryza
Janice Gair
Philip Gass
Bill Glanville
Vicky Goodall
Karen Goulding
Rick Groom
Mark Halle
Anne Hammill
Tammy Karatchuk
Marius Keller
Colleen Lane
Kerryn Lang
Sylvia Lehmann-Weilenmann
Grace Lorusso
Jason Macki
Jason Manaigre
Clarita Martinet Fay
Stacy Matwick
Matthew McCandless
Christina Moffat
Elias Mukozi
Bill Norosky
Jo-Ellen Parry
Nona Pelletier
Oshani Perera
Evan Peters
Jacqueline Pilon
László Pintér
Michael Ratcliffe
Dimple Roy
Marlene Roy
David Runnalls

Christa Rust
Ian Seymour
Stuart Slayen
Adam Stetski
Darren Swanson
Shelly Swidinsky
Flavia Thomé
Charles Thrift
Hank Venema
Tim Verry
Damon Vis-Dunbar
Vivek Vooora
Debbie Watkins
Shannon Wentz
Peter Wooders
Huihui Zhang

Associates

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Mark Anielski
Graham Ashford
Stephan Barg
Jane Barr
Jane Barton
Aaron Cosbey
Brian Davy
Frédéric Gagnon-Lebrun
Richard Grosshans
Peter Hardi
Rochelle Harding
Tara Laan
Richard Lawford
Jean-François Lévesque
Caroline Lewko
Don MacLean
Mahnaz Malik
Howard Mann
Fiona Marshall
Robert McLeman
Sheldon McLeod
Alanna Mitchell
Deborah Murphy
Jean Nolet
Bryan Osborne
Leslie Paas
Jiahua Pan
Jean Perras
Jim Perry
Jason Potts
Béatrice Riché
Dale S. Rothman
Dan Rubenstein
Douglas Russell
David Sawyer
Cory Searcy
Kathleen Sexsmith
Sabrina Shaw
Valerie Snow
David Souter
Ron Steenblik
Natalie Swayze
Neal Thomas

Dagmar Timmer
Dennis Tirpak
Stephen Tyler
Tony Vetter
Dave Wilkins
Terri Willard
Chris Wunderlich

Senior Fellows

Richard Matthew
Adil Najam


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Imran Habib Ahmad
Tomilola “Tomi” Akanle
Stephanie Aktipis
Karen Alvarenga de Oliveira
Asheline Appleton
Melanie Ashton
Graeme Auld
Paula Barrios
Nienke Beintema
Dan Birchall
Alice Bisiaux
Robynne Boyd
Douglas Bushey
Suzanne Carter
Pamela Chasek
Claudio Chiarolla
Alexandra Conliffe
Alexis Conrad
Deborah Davenport
Francis Dejon
Daniela Diz
Peter Doran
Susan Edwards
Ángeles Estrada
Socorro Estrada
Renata Foltran
Bo-Alex Fredvik
Claudia Friedrich
Mongi Gadhoun
Myriam Gadhoun
Sandra Gagnon
Eréndira García
Johannes Gnann
Tasha Goldberg
Leonie Gordon
Langston James “Kimo” Goree VI
María Gutiérrez
Reem Hajjar
Kate Harris
Sikina Jinnah
Stefan Jungcurt
Hal Kane
Resson Kantai
Tallash Kantai
Pia Kohler
Hélène Kom
Khemaros “Pui” Kuhasantisuk
Kati Kulovesi

Aaron Leopold
Kate Louw
Jonathan Manley
William McPherson
Leila Mead
Alice Miller
Chad Monfreda
Marie-Annick Moreau
Elisa Morgera
Aki Mori
Miquel Muñoz
Wangu Mwangi
Laurel Neme
Kate Neville
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Dorothy Wanja Nyingi
Olivia Pasini
Gmelina Ramirez
Eugenia Recio
Keith Ripley
Anne Roemer-Mahler
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Renata Rubian
Laura Russo
Nicole Schabus
Maja Schmidt-Thomé
Mark Schulman
Anna Schulz
Natacha Schwartz
Ari Shapiro
Sabrina Shaw
Richard Sherman
Matthew Sommerville
Chris Spence
Markus Staas
Jessica Templeton
Elsa Tsioumani
James Van Alstine
Andrey Vavilov
Brad Vincelette
Ingrid Visseren-Hamakers
Lynn Wagner
Hugh Wilkins
Liz Willetts
Nancy Joanne Williams
Simon Wolf
Peter Wood
Sean Wu
Kunbao Xia
Yulia Yamineva

Interns

Bjørnar Egede-Nissen
Napatsi Folger
Calista Morrison
Jesse Tunglik
Elizabeth Zarpa



On the heels of the report of the World Commission on Environment and Development (the Brundtland Commission), Canada's Prime Minister Brian Mulroney rose to the microphone at the UN in 1988 and announced that Canada would proudly host an institute designed to advance the fledgling cause of sustainable development. The province of Manitoba, under the leadership of Premier Gary Filmon, quickly came to the table to offer support. Civil society was abuzz, and two years later at the Globe '90 conference in Vancouver, IISD was born.

Our Vision is 20/20

For 20 years, IISD has sought to challenge conventional thinking about environment and development and has worked diligently to be an innovative policy leader. Perhaps above all other accomplishments, IISD has consistently attracted dynamic, passionate thinkers and leaders who are able to look at the world through a lens that seeks a more balanced and healthy relationship among people, the economy and the environment.

As IISD recognizes its 20th anniversary, some of the institute's veterans reflect on the accomplishments of the past 20 years while some relative newcomers look into a crystal ball to tell us what they feel are the major challenges IISD faces over the next two decades.

When you look back through 20 years of IISD's history, what do you feel have been the institute's key contributions to sustainable development?



Bill Glanville, Vice President and Chief Operating Officer

There are three areas of contribution that immediately come to mind.

First, in 1991, IISD made a decision to undertake research on the links among trade, environment and development, focusing on how trade could contribute more effectively to the needs of developing countries. This decision pre-dated the establishment of the World Trade Organization and positioned IISD to form a significant number of partnerships and effectively build research capacity on regional trade issues in developing countries.

Second, the *Earth Negotiations Bulletin*, the flagship of our Reporting Services program, has become a prominent fixture on the sustainable development landscape. From its modest beginnings at the Rio Earth Summit in 1992, Reporting Services has continuously expanded its range of information products and honed the use of new technology to achieve better dissemination of its knowledge to a global audience.

Finally, IISD itself has been an important addition to the community of sustainable development research institutes. As a result of its broad reach, focus on innovation, flexible structure and get-it-done attitude, it has become a highly effective node in the global network of organizations providing useful, objective research on policy change to achieve sustainable development.



Heather Creech, Director, Global Connectivity

When I look back over the past years of IISD, I don't see books or databases or meetings or websites. Instead, I see faces: the excitement of a staff person invited to meet with a government minister; the laughter of a group of people experimenting with new ideas; and the intensity of an intern preparing to make his or her mark on an international organization.

I believe that one of IISD's key contributions to sustainable development has been its people—passionate, ingenious, creative and committed to making the world a better place. Our former and current staff, our associates, our interns and our Reporting Services alumni have become a fifth column around the world helping to build the critical mass needed for change, one person at a time.



Aaron Cosbey, Associate and Senior Climate Change and Trade Advisor

In the area of trade, IISD fundamentally transformed the international discourse, which had been a dialogue of the deaf between free traders and environmentalists. So we helped modify what had been a fractious fight over trade and environment by adding the development dimension—by talking about trade and sustainable development—and made it possible for all sides to have a common language.

We were key in helping to make the discussions more positive.

In the area of investment, our work to draft a model agreement on international investment really stands out, though there are many significant milestones from which to choose. The agreement gives a positive vision for what international investment agreements can become, and has inspired a generation of lawyers, economists, negotiators, analysts and policy-makers to think about what needs to change for investment to actually lead to sustainable development.



Pamela Chasek, Executive Editor, *Earth Negotiations Bulletin*, IISD Reporting Services

From my vantage point, one of IISD's key contributions to sustainable development has been the publication of the *Earth Negotiations Bulletin*. The Bulletin has brought transparency to the multilateral environmental and sustainable development negotiating process since 1992. Prior to this, it was very difficult for people to determine what was happening in these negotiations. The official documentation never provided the level of detail necessary to hold governments accountable for their statements and their pledges.

The Bulletin enables: everyone to follow negotiations around the world without attending (and reducing their carbon footprint in the process); non-governmental organizations to hold their governments accountable; academics to conduct research; the media to get detailed information on the proceedings; and governments to train new negotiators. We now have 18 years of freely accessible archives that have become the unofficial history of 24 different sustainable development negotiating streams within the United Nations system.

What do you feel is the most critical issue for achieving sustainability in the world over the next 20 years? What role can IISD play in addressing the issue?



Huihui Zhang, Project Manager, International Trade and Sustainable Markets

Among the many challenges for the world to achieve sustainability over the next 20 years, climate change mitigation and adaptation are the most critical. IISD can play an active role in helping to address these issues.

A low-carbon economy is becoming a leading concept for future world development, especially for the developing countries, which are pursuing a new development path compared to the high-carbon and high-pollution practices of developed countries. IISD can help address the issues through the study of low-carbon economic strategies and policies, carbon monitoring and evaluation systems, carbon trading, etc.

It is evident that climate change will continue for a number of decades, regardless of the human effort to combat the change. While most of the previous efforts focused on mitigation (i.e., emission reduction and renewable energy), more work needs to be done on adaptation, especially for less-developed countries which are more vulnerable to climate change effects. The key study areas for IISD include adaptation strategies for various sectors (i.e., rural water resources, coastal areas, public health and ecology), climate-resilient urban and rural planning, cost-benefit analysis, case studies and capacity building, among others.



Oli Brown, Senior Researcher and Program Manager, Economics and Sustainable Development

War or peace? It's not just a twist on Tolstoy's title; it will determine whether we can live sustainably over the next 20 years (or at all for that matter). Conflict, as the World Bank memorably put it, is development in reverse. It kills

people but also opportunity; it destroys both buildings and progress. Although it may not seem so, over the last 15 or so years more countries around the world have been ending conflicts than starting them. But there's no guarantee this trend will continue. The world is facing daunting threats, such as nuclear proliferation, financial and biological contagion, climate change, increasingly scarce resources and the end of cheap oil. IISD can help by trying to assess some of those threats and developing ways to address underlying tensions before violent conflict begins. If we understand what kind of risks are around the corner, then we'll be in a better position to do something about them, such as encouraging cooperation over shared resources, developing new ways to take conflict resources out of international markets or helping communities deal with environmental change. It may not make all those John Lennon peace songs come true, but it's a start.



Matthew McCandless, Project Manager, Climate Change

The world is facing unprecedented challenges. From a changing climate to rapidly depleting resources, stresses on human systems are becoming more acute as resilience is eroded. We've seen how catastrophic breakdowns in the resilience of human systems are triggered by just one volcano, one virus, one financial default, one oil spill, or one terrorist. The rapid growth of many developing countries offers opportunities for billions of people to improve their standards of living, but further stresses ecosystems and resources. At the same time, the developed societies they wish to emulate are saddled with debt—as governments become effete in the face of complex challenges—which further erodes resilience. IISD has rich experience in researching all three pillars of sustainability. The institute can guide policy in developed and developing societies toward sustainable outcomes, both within the growth paradigm and as new alternatives emerge. By combining the strengths of all program areas, IISD can work together more effectively on comprehensive issues to empower people and governments to enhance environmental, economic and social resilience.



Chris Charles, Program Administrator, Global Subsidies Initiative

One of the biggest challenges I see in achieving sustainability is reforming those policies that outwardly appear necessary and which over time have become a permanent part of government policy. Subsidies, especially those to the fossil fuels component of the energy sector, fall into this category. IISD identified early on that a sustainable society required governments to reform harmful energy subsidies. The political nature of subsidies and their widespread use as an economic policy tool mean their environmental effects are often outweighed by economic priorities. Therefore, raising awareness about the importance of, and the need to address, harmful subsidies, especially fossil fuel subsidies, is challenging.

IISD's belief that this issue needed addressing, combined with an ability to identify and respond to crucial issues before they became mainstream, prompted the creation of the Global Subsidies Initiative, a program dedicated to reforming harmful subsidies. The growing concern over the use of subsidies has seen an increasing number of new initiatives focusing on subsidy reform, such as the current process centered on the G-20. However, there is still a long road ahead.

The ongoing challenge now for our society is to restructure those policies (like fossil fuel subsidies), which on the surface appear necessary, but are not helping us achieve sustainability or a better society for coming generations.

Introducing Franz Tattenbach

President and CEO, IISD

In June 2010, IISD marked the beginning of a new era by appointing Franz Tattenbach as the institute's new President and CEO. For the past 17 years, Tattenbach served as the Executive Director of FUNDECOR, a Costa Rican organization known for its work in reversing deforestation and other conservation and development issues. He has degrees in Economic Development and Peace Science; Spatial Economics; and Agricultural Economics. From 1996 to 2004, he was Costa Rica's Climate Change Ambassador and Chief Negotiator to the UN, where he served as Vice Chair of the Clean Development Mechanism Executive Board. He is driven by a profound passion for sustainable development and optimism that it can be achieved. By way of an introduction, he discusses his experience in, and thoughts about, sustainable development.

How long have you been working in the area of sustainable development (SD)?

My interest began when I started university. As an undergraduate student in agricultural economics from a developing country, I had a strong interest to understand economic development and what it really meant for the economy and society. In those days, the study of economic development and development models espoused pretty facile approaches. So I became very interested in studying how the developed countries achieved and maintained economic development. This drew me into the fields of regional (spatial) economics, real economy modelling and peace science during my master's and doctoral studies at Cornell University.

Why did you choose to work in the area of SD?

In my early academic days, economic development, by definition, was "sustainable"—natural resources were a given (the limiting variable) and infrastructure and human capital were endogenous. As time went by, it became apparent to me that long-run economic development meant that one had to take into account natural resources and the intergenerational implications that we now know as sustainable development.

What do you feel IISD has contributed to achieving SD over its previous 20 years?

In the last 20 years, IISD has contributed to sustainable development by striving to make



the case for it: the imperative and its possibility. And we have succeeded. No one would advocate now for a kind of development that couldn't bring the poorest societies to a greater level of economic well-being, and would not advocate for development that is not inclusive or one that couldn't be sustainable for the next generation. We have created the demand for it. IISD has also taken a non-partisan, scientific approach to sustainable development policy research, allowing IISD to become well respected and influential. This provides IISD with a solid base for brokering new policies and mechanisms, which are the vehicles necessary to channel the sustainability demand to bring about the transformative change needed to make sustainable development the ongoing concern of consumers and voters.

What are the main challenges in advancing SD over the next 20 years and how can they be overcome?

One of the main challenges we face in advancing sustainable development is bridging the gap between long-term development goals and short-term actions, which are more viable within the current business and political reward structure. One way to overcome this gap is to make sustainability much more user friendly, much more consumer driven. There is a genuine and growing societal demand for sustainability that must be channelled. Sometimes we get stuck in a position and become cynical about initial solutions that, by their very nature, could be perfected. In my experience, different economic actors would rise above their short-term interest in pursuit of a wider long-term one only if they could believe there is an honest broker taking into account the genuine interest of each actor. I think IISD is very much one of these honest brokers and being in this enviable position provides us with not only an opportunity but an obligation to effect transformative change in the sustainability arena.

For more information on Franz Tattenbach, please see www.iisd.org/about/StaffBio.aspx?bno=1060.

"In my experience, different economic actors would rise above their short-term interest in pursuit of a wider long-term one only if they could believe there is an honest broker taking into account the genuine interest of each actor."

“The response to climate change, as we at IISD have been saying for close to two decades, is more about developing and living a sustainable future than it is about technological fixes.”

Finding New Hope on Climate Change

By John Drexhage,
Director, Climate Change and Energy

It is remarkable how little clarity has been added to the very murky picture around climate change over the past year.

Three major policy “blows” in recent months have in fact only added to the confusion: “Climategate” and other related disputes calling the science of climate change into question; the lack of a comprehensive agreement at the Copenhagen Climate Change Conference that enjoyed support by all parties; and the lack of any major legislation enacting a regulatory framework on greenhouse gas emissions in the U.S.

These events all occurred in the context of a global economic crisis that leaves less money available from public purses to address big-ticket items like climate change. At a time when there is greater reluctance to bring in any additional restraints on shrinking economies—such as the short-term costs associated with a carbon-free future—and growing concern about unequal commitments among countries, it is even less likely that any one national government will want to take the first step in significantly reducing greenhouse gas emissions for fear of losing out in the competitive global marketplace.

On the science issue, we have at least made some progress with an independent review panel exonerating scientists from manipulating data to reach pre-conceived conclusions. But the damage has already been done. Recent polls show that the number of Americans who believe climate change to be a result of human activities has now shrunk to less than 40 per cent. Then we have the disappointing results from Copenhagen. While some of us initially hoped that despite the theatrics at Copenhagen there was potential for a global deal (and one could argue there still is hope), the short round of climate change negotiations in Bonn in April



Photo courtesy IISD Reporting Services.

appear to have demonstrated otherwise. Recriminations continue to abound and the state of mistrust between parties, particularly developing and developed countries, remains much too high. Finally, as countless media gurus and other energy experts on too many blogs are predicting, the prospects for any comprehensive climate legislation in Washington, D.C. remain slim at best.

Is it time to throw in the proverbial towel? Hardly. The issue of course will not go away as the scientific story on climate change becomes increasingly compelling and alarming. And there are recent events occurring that may change the shape of things to come.

For one thing, there’s the huge oil spill in the Gulf of Mexico, the impact of which we are only now beginning to witness. This disaster demonstrates the high price we could be paying more often as we increasingly exploit non-conventional sources of oil. While the effect of the oil spill in the short term has, ironically, been to marginalize the prospects for establishing a regulatory framework on greenhouse gas emissions in the U.S., it might breathe new life into the push for climate change legislation over the long term. Such legislation, whether through a cap and trade system or tax, will be critical in establishing a price on carbon and other greenhouse gas emissions. As Republican Senator Lindsey Graham has said on more than one occasion, without such a price signal, private investment

in clean-energy solutions will always be inadequate in financing the necessary transition in North America’s energy infrastructure and consumption practices.

Second, in the aftermath of the establishment of the Copenhagen Green Climate Fund, the High Level Panel on Financing is off and running with impressive results in a short time span. The panel members have met and established two working groups to look at options for raising funds through the public and private sectors. Perhaps most significant is the dogged determination of Secretary General Ban Ki-moon to establish a Development and Climate Change Panel composed of key political leaders that will seek to address climate change in the context of much broader development priorities. This is an approach well worth considering. The response to climate change, as we at IISD have been saying for close to two decades, is more about developing and living a sustainable future than it is about technological fixes. The latter have their place but can only go so far. Consumption is the crux of the issue and that remains a challenge for all countries, developed and developing.

Whether these positive signs will lead to the action on climate change called for by science remains to be seen. Events over the past year suggested that at best our expectations must be tempered.

Reflections on a Decade at the IISD Helm

David Runnalls, IISD's President and CEO for the last 10 years, is stepping down. He reflects on sustainable development, the future of the world and an institute he loves dearly.



You would think that a gardening enthusiast like David Runnalls would see his retirement years as a time to stop and plant—and smell—the roses. Not so; even after 10 years at IISD's helm, his green consciousness will continue to get more of a workout than his green thumb.

Runnalls, whose term as IISD's President and CEO ended in June, has assumed a position at Sustainable Prosperity (SP), a policy and research network based at the University of Ottawa. SP promotes the development of a productive Canadian economy that values the natural world. There he will help advance the agenda while teaching a few university classes.

He laughs that it won't be a particularly restful retirement. "I don't golf well. And Esther (Runnalls' wife) was nervous that I would be around the house all the time. So I needed something to do," he smiles.



Anyone who knows Runnalls, though, understands that it's tough for him to rest when he is so aware that so much needs to be done on the sustainable development front. Progress has been slow since the United Nations Conference on the Human Environment in Stockholm in 1972, and he's troubled about the world his generation is leaving to his two sons and their peers. "We're leaving them a mess and I hope it annoys the hell out of them," he says.

While he laments the slow progress and the enormity of the challenge, Runnalls remains optimistic that meaningful steps can be taken toward achieving that so-far elusive balance among economic vigour, social well-being and



By Stu Slayen, Guest Writer



environmental health. He points to recent robust investment in green jobs and green technology as a very positive sign. With smart energy grids and more high-speed rail, people are learning that we "don't have to be afraid of the future. We can have good jobs and produce less carbon," he notes.

Runnalls also believes that the re-emerging U.S. interest in energy and climate issues under Barack Obama is a good sign. "In 1972, Stockholm was successful because the U.S., under Richard Nixon, wanted it to be," he says.

As far as Canada is concerned, he sees the absence of a strong national energy policy as a risk to the country's economy. While Canada is in a strong economic position right now, "we need to stop seeing new wealth as digging new wells," he says. Runnalls thinks that Canada can ultimately excel as an influential and prosperous exporter of green technology, but to accomplish that it will take a bold, innovative national policy.

"We need to stop seeing new wealth as digging new wells."

1. The Runnalls family (L to R: Matthew, David, Esther and Jeremy) gathers for Matthew's graduation from Duke University.
2. David Runnalls and son Matthew enjoy a visit to Disney World in 1985.
3. Matthew, David and Jeremy Runnalls at an IISD dinner in Toronto in 2008.
4. David Runnalls is honoured at a garden party for his 60th birthday at home in Ottawa.

Photos courtesy Esther Runnalls.

Boldness and innovation are themes that resonate through his reflections about IISD. He was involved with IISD since the very early days and was part of the brain trust that concluded that the institute needed to take a hard look at international trade. In the summer of 1994, Runnalls appeared at a General Agreement on Tariffs and Trade symposium and spoke passionately about the need to see international trade as a mechanism to help achieve sustainable development.

“It should never be about trade versus the environment. It should be about harnessing trade policy to support environmental objectives,” he declares.

Runnalls is proud that those early presentations and publications about trade and environment positioned IISD as a credible voice in the highest offices of power in China and at the World Trade Organization. This ultimately led to IISD’s continued leadership on the issue of international investment agreements and sustainable development. “Our timing was impeccable on the issues. It was like having the surfboard ready the moment the waves were right,” he recalls.

He points to many other IISD achievements with pride, but especially the success of IISD’s Reporting Services program, the branch of the institute that reports on United Nations meetings on environment and development. He boasts about how IISD has “become the gold standard” for covering these meetings and how the early efforts were critical in making processes more transparent and making it easier for developing countries to participate.

Runnalls departs the corner office with mixed emotions. Leaving is “bad for me but good for the institute,” he says with characteristic bluntness. “I don’t think anyone should stay in a position like this for more than a decade.

“We’ve had a high rate of staff retention, great camaraderie and the best board of a not-for-profit organization I’ve ever seen.”

“It’s a wonderful group of people. They are eclectic, smart and fun. We’ve had a high rate of staff retention, great camaraderie and the best board of a not-for-profit organization I’ve ever seen,” he adds.

He thinks his successor, Franz Tattenbach, will be impressed, just as he is by Tattenbach. “I encouraged the board not to hire another ‘me,’” says Runnalls of the new President and CEO. “The place is ready for new ideas and a new approach and I think Franz can deliver.”



As Runnalls moves on, the staff will remember a leader who was direct, frequently funny, occasionally profane, a visionary and equally at ease talking to the leaders of China about energy policy as he was talking about hockey around the office. He will remember an IISD team that was passionate about the cause—a cause that still shapes his world view.

He leaves with concern for the future, but with a smile.

Ever the optimist, he recalls the words of his former colleague and mentor, British economist and writer Barbara Ward: “We have a duty to hope.”

Guest Essay

Foundations for a Better Future: Sustainability for Everyone

Richard Matthew,
Senior Fellow, IISD,
and Director, Center
for Unconventional
Security Affairs,
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California, Irvine



Environmental change and violent conflict appear to be increasingly interlinked. But much could be done to transform this relationship by using pragmatic approaches to introduce sustainable development into the peace-building process. While it is extremely difficult to design and implement programs for transforming war-torn societies and practitioners are wary of adding new dimensions to this daunting process, the work IISD has been carrying out for more than a decade is convincing them that they cannot afford to neglect this critical component of social stability.

Just how critical is this component?

Since the Intergovernmental Panel on Climate Change published its Fourth Assessment Report in 2007, climate change has received wide endorsement as a phenomenon likely to have a significant and perhaps decisive impact on development and security worldwide. The German Advisory Council on Global Change concludes that “Climate change will overstretch many societies’ adaptive capacities within the coming decades,” and “further undermine the economic performance of weak and unstable states, thereby encouraging or exacerbating destabilization, the collapse of social systems, and violent conflicts.” Taking this a step further, the Center for Naval Analyses, a group of retired American military leaders, forecasts a future in which “Climate change



Artisanal diamond mining in Sierra Leone.

acts as a threat multiplier for instability in some of the most volatile regions of the world” and adds “tensions even in stable regions of the world.” International Alert’s Dan Smith and Janna Vivekananda place a number on this, claiming that there are “46 countries—home to 2.7 billion people—in which the effects of climate change interacting with economic, social and political problems will create a high risk of violent conflict.”

Arguments linking environmental change to violent conflict have deep roots. More than 200 years ago, Thomas Malthus argued “that the power of population is indefinitely greater than the power of the earth to produce subsistence for man.” He believed this inevitable but unsustainable algebra would lead to a future defined by famine, disease and war. In 1948, Fairfield Osborn asked, “When will it be openly recognized that one of the principal causes of the aggressive attitudes of individual nations and of much of the present discord among groups of nations is traceable to diminishing productive lands and to increasing population pressures?”

During the Cold War, Paul Ehrlich’s *The Population Bomb* and Donella Meadows’ *The Limits to Growth* combined with the 1973 oil crisis to stimulate fear about how resource scarcity might endanger economic growth and encourage armed conflict. *Our Common Future* devoted an entire chapter to “environmental stress as a source of conflict,” and “conflict as a cause of unsustainable development.” This bleak perspective, refined by academics and disseminated by journalists, enjoyed a decade of enormous popularity after the Cold War as it offered an explanation for the unspeakable tragedies unfolding in Somalia, Rwanda and Haiti.

IISD has been a part of this discussion for some 15 years—but with a twist. Much academic and policy attention has been paid to dire scenarios of ethnic tensions turning violent in the face of drought; millions of environmental refugees swarming the shores of Europe and America; states failing under an assault of cyclones, floods and fires; and humanitarian crises proliferating beyond all capacity to respond to them. A few critics have countered with hopeful

“IISD has... (used) the lens of environment and security to define pragmatic approaches to protecting the natural environment that are responsive to the desperate needs of the ‘bottom billion’....”

arguments about technological innovation and human ingenuity. These views are important, and both the potential for global catastrophe and the possibility of technological fixes warrant attention. But the plight of those who today are experiencing the worst forms of environmental change also deserves attention. Using the lens of environment and security, IISD has created a space between the two extremes. From this vantage, we have been able to define pragmatic approaches to protecting the natural environment that are responsive to the desperate needs of the “bottom billion,” that 15 per cent of humankind living on the wrong side of the Kuznets curve.¹

The people in the world who are most vulnerable to war, famine and disease are also the ones who are most sensitive to environmental stress, and the least advantaged in terms of every human indicator and social capacity imaginable. They are forced by circumstance to survive in ways that often are egregiously unsustainable. Paul Collier wrote that “The countries at the bottom co-exist with the twenty-first century, but their reality is the fourteenth century: civil war, plague, ignorance.” He and many others ask the question, can anything be done to transform conditions that have proven to be easy to reproduce but incredibly hard to escape? Focusing on conflict and post-conflict societies, IISD’s answer to this question has evolved in two complementary directions.

One trajectory began with IISD’s *Conserving the Peace*, progressed through *From Conflict to Peacebuilding: The Role of Natural Resources*, and has in the last year generated a series of field-based reports on integrating natural resources management into peace-building and post-conflict activities in Rwanda, Sierra Leone and the Central African Republic. The second trajectory, grounded in years of field work in the Albertine Rift, culminated with the publication of IISD’s *Conflict-Sensitive Conservation: Practitioners’ Manual*. While the headlines go to those individuals and think tanks predicting global catastrophe or lobbying to build higher walls against the desperate acts of the bottom billion, IISD’s approach has been to find practical opportunities to promote sustainable development, or at least establish a platform for this, in the world’s conflict zones and fragile states.

As I write this commentary I am simultaneously packing for another trip to Sierra Leone, the worst-off country in the world according to the Human Development Index, because the recommendations from our latest report have been turned into a United Nations Environment Programme initiative. It will be the first of its kind, a challenging but also inspiring effort to introduce sustainable development into the peace-building framework of a very poor and deeply damaged nation. The UN program to transform Sierra Leone may or may not contribute to the broader goal of avoiding global catastrophe. But in this attempt to lay the foundations for a better future, perhaps we can demonstrate that sustainability is relevant to everyone on the planet; that it should not and need never exclude anyone.



Water scarcity in Sierra Leone.

Author Bio

Richard A. Matthew (BA, McGill; PhD, Princeton) is an Associate Professor in the Schools of Social Ecology and Social Science at the University of California at Irvine (UCI), and founding Director of the Center for Unconventional Security Affairs (www.cusa.uci.edu). He studies (a) the environmental dimensions of conflict and peacebuilding; (b) climate change adaptation in conflict and post-conflict societies; and (c) transnational threat systems. He has done extensive field work in conflict zones in South Asia and Central and West Africa. In addition to his positions at UCI, he is also the Senior Fellow with IISD in Geneva; a senior member of the United Nations Expert Advisory Group on Environment, Conflict and Peacebuilding; a member of the International Union for Conservation of Nature’s Commission on Environmental, Economic and Social Policy; and a steering committee member of the Coalition Advocating Human Security. Dr. Matthew has received certificates of recognition for his research and service activities from the U.S. Congress, the California State Legislature and the City of Los Angeles. He has over 130 publications including six books and co-edited volumes.



Flood camp in Rwanda.

¹ A graphical representation of Simon Kuznets’s discovery that economic inequality increases over time while a country is developing, but after a certain average income is attained, inequality begins to decrease.

Early Memories of IISD

Celebrating a “seed that took root”



A few long-time IISD personnel reflect on the institute’s early days

In 1991, Ian Seymour was at a career crossroads. A rising star at a major accounting firm, the young chartered accountant was offered a transfer, but it was a career move that would have required leaving Winnipeg.

Rather than pack up right away, he used the offer as a time to reflect on what he wanted out of his career—and on what he didn’t want.

“I grew weary of the notion of making already wealthy people even wealthier. I wanted to become involved in something that would make a difference for ordinary people over time,” declares Seymour.

He recalls taking a walk down Winnipeg’s McDermot Avenue and seeing IISD’s modest storefront sign that “wasn’t quite hand lettered” and thought “this might be the kind of thing that would make a difference in 100 years.” IISD had been signed into being a year earlier at the Globe ’90 Conference in Vancouver.

So Seymour enthusiastically pursued a chat with Stephan Barg, a senior IISD staffer at

the time and a fellow member of the Rotary Club. Barg hired Seymour on a 90-day term to help move the young organization to a new office space. That 90-day term extended into nearly two decades of financial leadership. Today, from the very office space that Seymour helped to set up, IISD’s CFO reflects proudly on his decision to give up the public practice of accounting for a career in sustainable development.

In looking back, Seymour recalls that the challenge of the early days was to build an institute that mattered, that made sense and that served as a responsible steward of public resources. IISD was initially funded entirely by core grants from the governments of Canada and Manitoba. “There was a real angst in the early days about spending the money wisely. It was an enormous responsibility. This was the genius that Art Hanson brought to the enterprise. He was disciplined and he shaped our programs with the board. One of our board members at the time said it was like building a ship while you were sailing it... IISD was a seed that took root,” says Seymour.

Hanson, an original board member and the institute’s second president, describes

“We got plugged into the issues very quickly and went from zero to 100 miles per hour in a very short period of time.”

those days as intellectually stimulating and challenging. “We were seeking definition. From the very early years, we had board members from around the world who helped us focus on where we could make the greatest impact. We had to be selective and choose themes where we could excel.

“There was scepticism about whether IISD could survive. We had to prove that the institute had legs and that the idea of sustainable development could be made useful to people,” he says.

For Hanson, Canada’s former Oceans Ambassador and an Officer of the Order of Canada, one of the key milestones for proving that IISD had legs was the 1992 Earth Summit in Rio. He now laughingly describes the preparation for Rio as “hell,” but acknowledges that the late nights paid off with a successful entry onto the world stage. IISD sent a large delegation to Rio and launched the institute’s first publications, including the ground-breaking business title *Business Strategy for Sustainable Development: Leadership and Accountability for the ’90s*. Hanson, IISD’s President until 1998, continues to work with IISD as a Distinguished Fellow.



Stephan Barg, IISD's first employee, agrees that Rio was instrumental in shaping the institute's focus and agenda. "We got plugged into the issues very quickly and went from zero to 100 miles per hour in a very short period of time. It gave us something to jump into," he says.

Barg, who developed the administration side of IISD before moving over to do research, notes that IISD also had to focus on being visible and finding its place in the policy community. "Peter Kilburn (the first President of IISD) was travelling the world representing the new institute and showing the flag. There was a positive reaction nationally and internationally. Sustainable development is a pretty collegial world and we got helpful feedback from other institutes," recalls Barg.

In IISD's Winnipeg home base, Barg acknowledges that there was some initial "disappointment" among environmentalists that IISD wasn't born purely as an environmental institute. "We always regarded ourselves as more of a development organization. We decided that we had to look at the issues from the perspective of economic and financial government policies, like trade. Those early conclusions still guide the institute," he says.

What also continues to guide IISD is its commitment to recruiting innovative, passionate talent.

"What I've seen is an evolution where we had to look for talented people, and now they come looking for us," says Janice Gair, IISD's Director of Human Resources and Administration. "People at IISD typically have strong values and alignment with their work. You don't get that in every job."

As a young administrative assistant in 1990, Gair recalls the enthusiasm that permeated the hallways and the culture of IISD. "When Steve (Barg) hired me and I asked what the job would be, he said that they weren't exactly sure yet but that it was going to be something good! You just knew you were going to be part of something great. We were surrounded by talented achievers with enormous energy. We still are," Gair says with pride.

By Stu Slayen



- 1 Former Manitoba Premier Gary Filmon speaks at IISD while founding Chair, Lloyd McGinnis, looks on.
- 2 Former IISD President Art Hanson introduces IISD's Chair Emeritus, Jim MacNeill: "...we had board members from around the world who helped us focus on where we could make the greatest impact."
- 3 Stephan Barg, third from the left, with colleagues at the Rio Earth Summit in 1992: "(Rio) gave us something to jump into."
- 4 Ian Seymour at an IISD event in the early 1990s: "One of our board members at the time said it was like building a ship while you were sailing it..."
- 5 "This was the IISD booth at the NGO centre at the Rio conference. The NGOs were many miles from the main UN conference centre, and we were in the blazing sun, making it a hard place to work. The banner provided the only protection," recalls Stephan Barg.
- 6 Janice Gair at an IISD event in 1993: "People at IISD typically have strong values and alignment with their work."

Through the use of collaboration technologies, IISD has formed and is building new digital partnerships and networks, a virtual community that collaborates to create and shape ideas, improve access to information and to assist in learning. We take a brief look at the world of interactive online communications and how collaboration tools are changing, and will continue to change, how we communicate to effect change.

A Finger on the Pulse of the Global Sustainable Development Debate

By Javed Ahmad,
Acting
Communications
Director



iStockphoto © Henrik Jonsson

Digital communication on the Internet has undergone dramatic changes over the last five years. With the advent of new technology and standards, digital communication has evolved from simply a medium for the dissemination of information to a truly interactive channel for many-to-many dialogue.

The ubiquitous presence and ease of access to this global communication vehicle has vastly increased the availability of intellectual space in the public domain. Anyone with an Internet connection can for next to no cost create a newspaper, radio or TV station. Organizations that want to be heard globally must engage in this new medium and shape it to their needs or rapidly risk losing large segments of their audience.

Today, the global community of Internet users creates and exchanges information in a viral fashion, much faster and more targeted than traditional media. True interactive online communication provides great opportunities

and benefits: a website that allows for direct contributions from stakeholders or staff can tell the human story and show the impact of our work in a much more authentic and immediate way; and we can use online social networking to directly engage in online community building or fundraising activities around our programs and projects, in particular for specific campaigns.

Opening up interactive digital communication and dialogue with the general public on our websites will help enhance our public image as a modern, open and efficient organization. Interactive features on our main website will help to establish it as a central hub for all online social media dialogue on sustainable development. This will help us reach new audiences and ensure that our messages are heard outside the world of mainstream media. Online media can help to promote the global dialogue on sustainable development beyond the established circle of conferences and inter-governmental discussions.

The effective use of the new media, however, poses organizational and cultural challenges for IISD. Interactive digital communication provides the opportunity to turn passive recipients of information into proactive supporters, and to make full use of this opportunity, program staff must be encouraged to contribute their expert knowledge and insights. On the other hand, IISD has high standards of quality control and integrity to maintain. Micro-blogging/presence applications (e.g., Twitter), social networking (e.g., Facebook), social bookmarking (e.g., Delicious), photo sharing (e.g., Flickr), video sharing (e.g., YouTube) and new Internet channels to come, should all be seen as means to advance the institute's corporate strategy for sustainable, transformative change. The role of IISD staff members who manage our digital communications will thus combine that of facilitator, moderator *and* guarantor of consistent branding and messaging across all platforms.

Building on a Commitment to Collaboration



By Terri Willard, Associate, Global Connectivity

1. *Ookpik.org* has fostered a community-based relationship between IISD and nearly 100 additional young leaders.
2. *Entrepreneurstoolkit.org* allows contributors to create content, enrich contributions from others and build an online collaborative community.

IISD has fostered extensive partnerships and networks since its founding. These collaborations have enabled us to learn from others and to extend our influence. As technology has evolved, so too has our use of electronic communication tools to collaborate as communities to ensure we are working most effectively with our partners around the world.

In the 1990s, we pioneered the application of Internet communication technologies to enable organizations and individuals to address key sustainable development issues. In 1992, Reporting Services began posting reports from UN conferences on the early non-governmental organization networks, like Econet, Greenet and Pegasus. These early reports promoted transparency in international decision-making and gave people around the world a first look at what governments were saying in international forums, and it was one of our early forays into community-based digital collaboration.

As the Web expanded, so too did our explorations of Internet communication tools. Numerous public email listservs were launched to serve as hubs for information sharing on issues such as climate change, forests and chemical policies. IISD and its partners also launched the SD Gateway, the Web's first portal to sustainable development information, as well as the

Trade Knowledge Network. In order to maintain these public information services, we expanded our use of closed email lists and intranets, enabling the necessary inter-organizational knowledge sharing and joint project management.

With the new millennium came new social networking and social media tools which blurred the distinctions between inter- and intra-nets, increasing conversations and collaboration between us and individuals. Through our partnership with TakingITGlobal from 2002 to 2005, we experienced the power of leveraging a global social networking platform to engage young people around the world in the Youth Caucus for the World Summit on the Information Society.

Since then we have made great strides in extending our capacity, and that of our organizational partners, by increasing our use of electronic communication tools to engage individual change-makers through:

- **Social Networking** – We have drawn on the knowledge of northern youth since the establishment of our Circumpolar Young Leaders Program in 1999. However, the establishment of *Ookpik.org* has fostered a community-based relationship between IISD and nearly 100 additional young leaders since the inclusion of social networking tools powered by Community Server.¹

- **Wikis** – Wikis can serve as powerful yet simple tools for collaborative online documentation and learning. Through *Entrepreneurstoolkit.org*, created in partnership with the Commission for Environmental Cooperation and the SEED Initiative, individual contributors can create content, enrich contributions from others and create an online collaborative community. The partners' vision is to create a comprehensive, self-sustaining information resource for entrepreneurs, by entrepreneurs.

- **Distance Education** – In 2009–2010, we took a step forward into distance education with the development of two courses using the Moodle² platform. "Live, Learn and Lead" is a self-directed course targeted to the needs of emerging Circumpolar Leaders, while Integrated Environmental Assessment (IEA) Training is a facilitated course developed by the United Nations Environment Programme and IISD to build capacity at a national and regional level. It's a process of gathering and analyzing information on the key interactions between the natural environment and human society that can be useful for policy-making and future planning. Together these distance education tools form a collaborative community that is far more successful than working as individuals.

¹ Community Server is a community and collaboration software package developed by Telligent Systems. The product was renamed in 2009 to Telligent Community. One of its main functions is to provide community services such as blogs, forums, media galleries and wikis. IISD currently runs (or has built) seven Community Server websites: www.undpcc.org; <http://slicinternational.iisd.org>; www.cristaltool.org; www.ookpik.org; www.investmenttreatynews.org; <http://groups.iisd.org/internetsscenarios/>; and <http://interactive.tradeknowledgenetwork.net>.

² Moodle (Modular Object-Oriented Dynamic Learning Environment) is a free and open-source e-learning software platform developed to help educators create online courses with a focus on interaction and collaborative construction of content.

Agriculture at a Crossroads: Scarcity, Environmental Impacts and a New Economic Model



By Sabrina Shaw,
Associate; Writer/Editor,
*Earth Negotiations
Bulletin*



Bunches of oil palm fruit, produced by the Dumdee Biodiesel Company in Aoluk, Krabi, Southern Thailand, on their way to the processing plant.

Food security is critical in a world of increasing population. But current agricultural practices exact a heavy toll on the environment. Reforming agricultural practices is one of the major keys to the long-term preservation of the environment, but it will require a paradigm shift in current practices.

The following facts will help illustrate the environmental impact from agricultural practices. Agriculture consumes approximately 70 per cent of the world's fresh water withdrawals each year. Agro-industrial fertilizers and pesticides have fundamentally changed the chemistry of the planet, polluting lakes and rivers, and contaminating fishing grounds. Agriculture accounts for about 14 per cent of global greenhouse gas emissions.

However, the agricultural sector has a large potential to sequester carbon through the use of conservation-tillage methods. A growing number of developed-country farmers have adopted conservation-tillage methods, but work must be done in developing countries to encourage these techniques. Another environmentally sound practice being pursued is the use of agricultural residues to generate heat and electricity. There will be costs to bring about this transition, but these are far less than the costs of inaction.

On the one hand, large-scale industrial agriculture is damaging our environment, yet, the contribution of agriculture to preserve the environment is equally apparent. However, time is running out to make the changes required. It's clear that agriculture is at a crossroads.

According to the recent *International Assessment of Agricultural Knowledge, Technology and Development*, prepared by more than 400 experts over four years under the auspices of the UN, the old paradigm of industrial, energy-intensive agriculture is unsustainable; small-scale farmers and agro-ecological methods provide the way forward in a climate-challenged world. The time is now to usher in a paradigm shift in agricultural practices.

Since the food-fuel crisis in 2008, we have come to appreciate how the food and energy markets are integrated. Although a shift to promote renewable energy sources is a step in the right direction, distorting policies are not. Rich country subsidies for corn-based ethanol and canola-based (rapeseed-based) biodiesel contribute more to large agro-industry than they do to addressing climate change. According to IISD's Global Subsidies Initiative, the U.S. biofuels industry, alone, under existing policies, may benefit from support worth over US\$92 billion from 2006 to 2012.

As the Doha round of trade negotiations grinds to a halt, amongst the unfinished business is voluminous agricultural subsidies in the U.S. and the EU. These payments to less than one per cent of the population have distorted global markets and, importantly, weakened agriculture in the developing world where it continues to be a vital source of employment and livelihoods. However, rich countries are reluctant to get rid of agriculture and energy subsidies, which would

be the most direct way to help the poorest countries improve their capacity to produce food and address energy poverty.

With a focus on the manufacturing sector, many developing countries (and international assistance) have neglected agricultural productivity and the role of smallholders in maintaining agricultural adaptability. Therefore, refocusing on a resilient and sustainable agricultural sector in an age when resources are becoming increasingly scarce requires attention to land and water use, cultivation techniques and integrating smallholders in developing countries into global production chains. This would be an ambitious solid start.

However, the heart of the problem we face lies deeper: the current global economic system is based on a failed paradigm. The market has treated our most valuable resources—fertile soil, clean water and air—as if they were free. The system has established a false divide between efficient agricultural production and better stewardship of the land to maintain and restore ecological resilience. It is only through encouraging more sustainable patterns of consumption and production that we can shape a resilient agricultural sector. This requires a new economic model structured around, among other things, more appropriate recognition of the value of goods and services provided by the environment.

Sustainable Public Procurement Stimulates Markets for Greener Goods and Services

“...the massive purchasing power of governments is large enough to trigger markets for green and socially-equitable goods and services.”



By Oshani Perera,
Program Officer,
International Trade and
Sustainable Markets



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The quality of public services is a mandate on which governments win and lose elections and to fulfill this duty, governments need to procure a wide range of goods and services. They commission rail and road developments including stations and airports. They roll out utility networks and build hospitals, schools and homes. They contract catering and landscaping services and buy paper, computers and furniture for their offices.

This spending accounts for about 45 per cent of government budgets, which is around 13 to 20 per cent of gross domestic product in industrialized countries, and more in other countries—35 per cent in South Africa, 43 per cent in India, 47 per cent in Brazil, 52 per cent in Ghana, 49 per cent in Mauritius and 46 per cent in Costa Rica. Just imagine the impact if governments began to specify that the goods and services they buy need to be designed, produced and delivered with the environment and society in mind. And that the enterprises that do business with the government need to demonstrate responsible management practices.

The case for sustainable public procurement (SPP) is that the massive purchasing power of governments is large enough to trigger markets for green and socially-equitable goods and services. Enterprises will be willing to innovate when demand is secure. In North America, the domestic market for green

electronics, including computers and mobile telephones, was born when the national governments began buying green in the early 1990s. Similarly in Europe, public procurement served as the launch markets for organic food and drink, fuel-efficient vehicles and sustainable timber products.

We have also seen that prices will equalize as economies of scale are reached and more producers enter the market. And even when the price of sustainable alternatives is prohibitive (greener goods can cost substantially more in lower-income countries), governments can turn to alternative purchasing contracts to circumvent this issue.

For example, governments can enter into private finance initiatives (PFI) where the design, finance and construction of an asset are undertaken by private enterprises that are then commissioned to maintain the project for 15 to 30 years after construction. The added advantage of PFIs is that enterprises are paid for their investment in pre-defined installments, conditional on performance of a particular asset over the lifetime of a contract. Similarly, energy service contracts—where enterprises cover capital costs which are repaid over the contract term from cost savings generated by the energy-efficiency measure—can be used to implement utility upgrades in energy efficiency, renewable energy and water efficiency.

Governments might also find it cost effective to long-lease items such as electronic equipment,

vehicles and furniture, which transfers the costs of maintenance, repair, upgrading and replacement to the suppliers. Cooperative contracts and central purchasing platforms, through which the purchases of many agencies can be collectively negotiated, can also offer sizable bulk discounts.

Governments in North America and Europe are reporting notable cost and efficiency gains through their SPP policies. Seven EU member states reported a 10 to 12 per cent reduction in energy and fuel costs by leasing green electronics and vehicles. Governments have also used SPP to reduce their carbon footprints. In Japan, the federal government carbon footprint came down by 18 per cent across 2004 to 2008, while the U.S. reports a 33 per cent reduction at the federal government level from 2000 to 2007.

IISD has been promoting the uptake of SPP policies by engaging with governments to conduct SPP preparedness assessments that identify how pilot policies might be rolled out. The IISD white paper on *Life Cycle Costing: A Question of Value* discusses the monetary cost and benefits of SPP and is helping to pave the way for future work on alternative procurement models and how public procurement may be used to establish national policies on energy and climate change. To view IISD's work on SPP, please visit www.iisd.org/markets/procurement/.

Limits to Debt

By László Pintér,
Director, Measurement and Assessment

In 2010, when the level of debt of some countries hit a limit and raised the possibility of a financial meltdown, we continued to draw down our line of credit with the Earth without a clear balance sheet and with the expectation that future generations will be able to pay the bills for both. But if we don't take care of our accounts now, future generations will be severely handicapped by the debts we have left them.



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Most of us have had debt at one time or another. Ideally we return what we borrowed with interest in appreciation of the fact that whomever we borrowed from gave up something of value, if only temporarily.

However, problems arise when we miscalculate our future ability to repay. Borrowers are certain to collide with lenders and both sides will suffer unless action is taken to head off the collision.

There's a key message here for sustainable development if we consider the Earth to be our lender. It's clear that without fundamentally restructuring the way we lead our lives and do business, we are on a collision course with the Earth, our major creditor, and indeed with the interests of future generations who will bear the costs on our behalf. While this was a radical thought

20 years ago, it is hardly so today. But what is not yet fully appreciated is how the trouble with the Earth's credit limit is intricately linked with the trouble in financial markets and major economies. The economic crisis made it perfectly clear that the depletion of nature's credit limit is financed through debt. The resulting economic growth, of course, also created value in the process, but in the absence of a clear balance sheet taking the environmental and, as we now know, even economic risks into account, it looks like a bargain few would have wanted to make.

The burst of the housing bubble and the threat of sovereign default in Europe could catch many by surprise because of flawed accounting and lack of accountability in the system. So when the disconnect between perceptions and reality became clear, it was

too late. While the enormous increase in debt now carried by national economies that adopted stimulus packages is to some extent known—\$11 trillion in the U.S. alone¹—we only have estimates of the debt passed on to future generations in the form of environmental asset depletion.

Now we know that drawing down our line of credit beyond the limit was risky. But it's not too late to pull the fat from the fire. The solution is to make a transformative change by keeping our balance sheet in order by spending within our credit limit, a balance sheet that keeps track not only of our financial obligations to the last dollar, but also our natural assets we can't live without. If we don't change and future generations go bankrupt, these debts will seriously affect their ability to survive.

¹ www.money.cnn.com/news/storysupplement/economy/bailouttracker/

Generous Corporate and Individual Gifts Energize Phase II of our Capital Campaign

By Rick Groom,
Development and
Communications Officer,
Fund Development



Energized by the generosity of corporate and individual donors since the IISD's "Bridging the Gap between Knowing and Doing" Capital Campaign began in December 2007, Fund Development's private sector goal for Phase II is now CND\$5 million.

Manitoba Hydro and the Royal Bank of Canada's RBC Foundation are just two of the distinguished corporate contributors to IISD's Capital Campaign in 2009–2010. This, together with donations from individuals across Canada and beyond, was enhanced and enriched by contributions from members of IISD staff and associates, our board of directors and our young professionals' alumni.

Phase II of the campaign is seeking support for IISD's new centres of excellence, including:

- The Water Innovation Centre
- The Sustainability Leadership Innovation Centre
- Climate Change and Energy
- The Innovation Fund, and
- The Community Initiatives Fund

Water Innovation Centre

After introducing its new website (www.waterinnovationhub.org) in January 2010, the Water Innovation Centre (WIC) team continued to focus on its inaugural project, the Lake Winnipeg Basin—Canada's water hot spot. Introduction of WIC's draft plan for a fully integrated strategy for the basin, ecological goods and services and sustainable water resources management will take centre stage at the Lake Winnipeg Basin Summit in Winnipeg on November 30 and December 1, 2010.



(L) Rob Johnson, RBC Regional President and Gord Nixon, RBC President and CEO, present a painting and a generous RBC Blue Water Leadership Grant for IISD's Water Innovation Centre to (2nd L) David Runnalls and (2nd R) Charles Loewen, IISD Vice Chair and Campaign Chair in October 2009.

A major community outreach component of the centre has the WIC team working with both IISD's Fund Development and the Manitoba Museum to develop the Lake Winnipeg Basin Ecosystem Challenge—a new, permanent exhibit where virtual reality meets environmental reality. Designed to educate and increase awareness of local, regional and worldwide water issues, the ecosystem challenge has the potential to educate 400,000 museum visitors (including 94,000 students) and 10,000 museum members during its first year of operation when it opens in March 2012.

Sustainability Leadership Innovation Centre

Another centre of excellence, Global Connectivity's Sustainability Leadership Innovation Centre (SLIC) initiative, is devoted to inspiring and preparing a new generation of sustainability leaders to effect systemic change toward a globally sustainable future. To bridge the gap in sustainability leadership training for professionals aged 20 to 30 years in Northwestern Ontario and Manitoba communities, a new pilot program has been proposed to equip up to 40 participants with the knowledge, expertise and networks they need to respond to the challenge. With funding for the Winnipeg component

secured, IISD's Fund Development and SLIC are working in concert to make the Ontario component a reality.

Climate Change and Energy Program

During 2009–2010, campaign funds supported the Climate Change and Energy program's high-level participation at the Copenhagen Climate Change Conference in December 2009; continuation of the partnership with the Pembina Institute and the McCall MacBain Foundation to investigate ways in which Canada, the U.S. and Mexico can develop a shared North American climate change response; examination of agriculture's role in a post-2012 climate regime; and continued efforts toward helping design the international climate regime of the future.

Innovation Fund

Innovation at IISD runs deep. To successfully adapt to the ever-evolving global economy and environment, fresh thinking is an absolute must. That's why the institute created the Innovation Fund in 2004. Firmly rooted in the philosophy that innovation + imagination = realization, the fund inspires, explores and helps bring exciting, new innovations to life.

Continued next page

Continued from page 23

The Innovation Fund encourages and receives a wide range of proposals from IISD staff and associates around the world. It also provides donors with an ongoing opportunity to invest in ground-breaking work that frequently goes outside the realm of traditional research. Since the Innovation Fund started life six years ago, the institute has also discovered that these are exactly the kinds of projects that can, and very often do, open doors for more in-depth work, which, in turn, can ultimately benefit the world and that's what IISD is all about.

Community Initiatives Fund

Capital Campaign funds supported the 2nd National CSIN Conference in Toronto in March 2010. The event provided professionals from the realms of business and corporate social responsibility the opportunity to share ideas and insights with some of the most respected measurement and assessment experts in the world. The theme of the conference, "Accountability through Measurement," struck a chord with enthusiastic delegates from across Canada, the U.S. and Europe. CSIN's membership is now over 1,200. (For more details, please see the Measurement and Assessment program report, page 30.)

The Capital Campaign will support Peg—IISD's partnership with the United Way of Winnipeg, Province of Manitoba, the City of Winnipeg, Health in Common and a cross-section of community interests—to build a Community Indicator System to measure and report on progress in the quality of life of the city's population. Peg will be used to collect, analyze and interpret data and then report the findings—including progress toward sustainable development—to Winnipeggers.

Our sincere thanks to supporters of IISD's Capital Campaign.

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www.IISDisBridgingTheGap.org

ISDAR Team's 20/20 Vision Growing a Culture of Sustainability

Inspired by Mahatma Gandhi's message to "be the change you want to see in the world," IISD's Internal Sustainable Development Assessment and Reporting (ISDAR) initiative was launched 10 years ago. In the decade prior, operational sustainability was cultivated and coordinated at the grassroots level through Our Responsibility Committee for Action led by IISD Associate Stephan Barg (then Senior Corporate Project Manager and Advisor) together with Janice Gair, IISD's Director of Human Resources and Administration.

"Implementation, while challenging from an operational standpoint, was relatively easy to establish. Staff members were already aligned with sustainability since it was the focus of their projects and programs and a key motivator in their own personal philosophies," recalls Gair.

Since 2001, ISDAR has produced sustainable development operational reports. In 2010, the program continued its reporting along with its ongoing development of interactive Web pages to communicate its findings as well as monitoring local, national and international trends.

Marlene Roy, head of Research and Learning Resources for IISD, is the ISDAR team leader. She says ISDAR is responsible for introducing, implementing and maintaining internal sustainable operating standards for all IISD offices. As originally outlined in 1993, these include pollution prevention and waste management (recycling, composting and use of reusable products), energy conservation, workplace health and safety, employee and employer relations, diversity and equal opportunity, education and training, and ongoing communication and support of community activities.

"In 2003, the institute became the first carbon-neutral non-governmental organization (NGO) in Canada," points out Dennis Cunningham, an IISD Climate Change and Energy Project Manager and one of the original members of the ISDAR team. "What were deemed novel green business practices in the mid-1990s are the norm now for so many businesses and NGOs. In terms of new frontiers in the next 20 years, it is clear that IISD and ISDAR will continue to build on this success intellectually and structurally."

As with past years, the ISDAR team continued to follow Global Reporting Initiative guidelines in preparation of its internal sustainability reports throughout this fiscal period. It also continued to monitor the international carbon market and purchase domestic and international carbon offsets. To this end, IISD purchased 1,935 tonnes of CO₂ equivalent (tCO₂e) offsets from Offsetters Clean Technology to support the Sunselect Produce Limited (Aldergrove) Project for 2009–2010 and 2008–2009. IISD's carbon offset purchase assisted this commercial fruits and vegetables greenhouse to insulate and switch from a natural gas boiler to a biomass boiler; thus reducing its annual operating carbon emissions by 7,500 tCO₂e. For more details about IISD carbon offset purchases, please visit: www.iisd.org/about/sdreporting/environment.asp.

By Rick Groom

"What were deemed novel green business practices in the mid-1990s are the norm now. In terms of new frontiers in the next 20 years, it is clear that IISD and ISDAR will continue to build on its success intellectually and structurally."

Using Placed-based Initiatives to Solve “Wicked” Policy Issues

By Darren Swanson,
Senior Project Manager,
Measurement and
Assessment



“Across the country, place-based governance initiatives have been emerging at an accelerating pace at the community, municipal and landscape or watershed level. These ‘place-based’ approaches develop out of the need to address what are often referred to as ‘wicked’ problems: persistent socio-economic and environmental policy issues requiring a high level of collaboration among governments and with other players.”

— Ian Shugart, Deputy Minister, Environment Canada, and Thomas Townsend, Executive Head, Policy Research Initiative



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Many of the pressing issues across Canada are “wicked,” that is, of the type mentioned in the above quotation by Ian Shugart and Thomas Townsend. Over the past 20 years, for example, the percentage of low-income families in Canada’s largest city has almost doubled,¹ Lake Winnipeg has been choked by nutrients² and almost 80 per cent of the service life of our public infrastructure has reached its design life—representing a whopping \$128 billion infrastructure deficit.³

Adequately addressing such “wicked” problems demands a place-based planning and management perspective to enable policy-makers to peer into the future and assess plausible risks posed by disparate activities that can accumulate in specific places (e.g., water extraction from a river to meet an industrial need coupled with pollution to the same river from some other source). Tackling wicked problems mostly from a federal and provincial sector-based perspective, as is currently attempted, is simply not feasible.

The critical interlinkages among the environmental, social and economic aspects are virtually invisible at such high levels of abstraction.

The “place-based” view clarifies the inter-jurisdictional collaborations that are needed to devise and test a variety of solutions, and to continually learn and adapt as new information on what works becomes available. This experience, in turn, provides clarity to sector-wide interventions that are necessary across multiple places and jurisdictions.

A shift to more place-based planning and management requires a “new deal for places,” and champions are inching us toward such a deal. Consider for example in 1994, when the then President of the Federation of Canadian Municipalities Jack Layton called for cities to have more planning power and to create their own forms of taxation. Consider that in 2004, when Winnipeg’s then mayor Glen Murray called for a “new deal” that included local tax shift from the good things we want such as property,

to the bad things we don’t want such as waste and pollution. And consider in 2006, when former British Columbia Premier and Vancouver Mayor Mike Harcourt called for more planning capacity in communities to prepare integrated community sustainability plans.

Looking to the next 20 years, these are the types of advances needed, namely more planning power, more money and more planning capacity. But we are only nibbling at the edges of the level of effort needed in these areas to have a significant impact on addressing the wicked problems across Canada. Several orders of magnitude greater effort is needed to realize the necessary large-scale shift from high-level sector-based government to more on-the-ground, place-based planning and management.

The good news is that a roadmap has emerged from an array of champions and the road is already being travelled. The bad news is that considerable distance remains and the journey will be gruelling.

¹ From *Losing Ground: The Persistent Growth of Family Poverty in Canada’s Largest City*. Report of the United Way of Greater Toronto, 2007.

² Based on *Reducing Nutrient Loading to Lake Winnipeg and its Watershed*. Report of the Lake Winnipeg Stewardship Board, 2006.

³ From *Danger Ahead: The Coming Collapse of Canada’s Municipal Infrastructure*. Report of the Federation of Canadian Municipalities, 2007.

Trade and Investment

Mark Halle,
Director, Trade and
Investment



In the two decades since IISD was founded, the notion of sustainable development has progressed to broad political acceptability at roughly the same pace that prospects for sustainable development have receded. If we have scored victories in the battles of rhetoric, we have fared poorly in the wider struggle for the planet's future. This is a sobering admission for an institute dedicated to making sustainability the central organizing principle for our societies and economies.

Have we failed irremediably? Looking forward at the coming two decades, how can we begin seriously to turn the tanker around?

We should begin by acknowledging once and for all that incremental change will never suffice. Sustainability will require transformative change—the kind that fundamentally changes the rules of the game, the kind that shifts the incentives and disincentives that govern our behaviour. We must restructure the macro-economic framework within which all development takes place. How?

We need to identify the principal causes of unsustainable behaviour and address them directly. And at the same time we need to structure our key policies so that

successful fulfillment of these policies leads us to sustainability.

If we are serious about sustainability, then we must address policies that most thoroughly undermine it—policies in the fields of taxes, investment, trade, subsidies, but also sectoral policies—most prominently in agriculture, energy, water and transport. Bold and well-targeted interventions in these fields can bring about transformative change in a world ever more nervous at the implications of present trends.

1. iStockphoto © JulienGrondin

2. iStockphoto © Jason Reekie

3. iStockphoto © Robert Churchill

“If we are serious about sustainability, then we must address policies that most thoroughly undermine it—policies in the fields of taxes, investment, trade, subsidies, but also sectoral policies—most prominently in agriculture, energy, water and transport.”

Trade and Investment Highlights:

- In 2010, the launch of the ISO 26000 guidelines for social responsibility as a draft international standard marked the culmination of five years of collaboration with the International Organization for Standardization. As a key stakeholder in the development of the standard, IISD authored the widely quoted report *How Material is ISO 26000 for Small and Medium-sized Enterprises* that discusses ISO 26000's limited influence on small businesses. This report brought about several improvements to the draft and has been reprinted in seven industry journals. (www.iisd.org/standards/csr.asp)
- In September 2009, leaders of the G-20 nations made a ground-breaking commitment to phase out their fossil fuel subsidies. IISD engaged in consultations with G-20 governments and provided independent research and analysis to assist in developing their implementation plans. IISD seeks to raise awareness of the issue in a way that encourages more governments to commit to fossil fuel subsidy reform, and to increase public scrutiny to ensure that these initiatives achieve their climate change, energy security and poverty alleviation objectives. (www.globalsubsidies.org)
- The biggest hurdle to successful subsidy reform lies in understanding the political forces surrounding subsidies. In the report *The Politics of Fossil-Fuel Subsidies*, we provide a thorough analysis of the key motivations for governments in granting subsidies to fossil fuel producers and consumers, as well as the dynamics of the lobby groups and general public that demand the subsidies. Our report provides practical recommendations to assist policy-makers in overcoming the political challenges. (www.globalsubsidies.org/en/research/political-economy/)
- We have organized the successful Annual Forum for Developing Country Investment Negotiators for the past three years. The forum fills an important policy gap, allowing developing countries to consider and freely develop their own negotiating priorities and goals. The structure of the forum promotes the cross-fertilization of experiences and best practices, strengthening the negotiating capacity of developing countries and providing a more informed and level playing field in investment negotiations. The government of India has offered to host the 2010 forum. (<http://www.iisd.org/investment/>)
- Contracts between host governments and investors create the precise legal foundations for many investments in developing countries. The contracts are a critical element in determining whether investments will promote or hamper efforts to enhance environmental sustainability, poverty alleviation and social development. We are elaborating a comprehensive, principled approach to writing these contracts from a sustainable development perspective, as well as sector-specific applications of this approach, especially in the natural resources sectors. (<http://www.iisd.org/investment/>)
- Between 2007 and 2008, a combination of high oil prices, competition for arable land for biofuels, drought in producing countries and increased demand from the emerging economies led to a rapid rise in staple food prices. The resulting popular protest and increased poverty had important impacts on the trading system (e.g., some countries imposed export bans to ensure they had enough food for their own population while others questioned the wisdom of relying on world markets for their food). The Trade Knowledge Network is conducting a three-continent study to assess how countries were affected by the crisis and how national and regional trade policies can avoid future price spikes. (www.tradeknowledgenetwork.net/research/)
- We are contributing a chapter to the *Green Economy Report*, the flagship product in UNEP's Green Economy Initiative. The report will feature analysis of 11 economic sectors. IISD's chapter examines the enabling conditions and policy options for making a shift towards a green economy. The report's overall purpose is to make a strong macro-economic case for green investment. It will be published in November 2010. (www.unep.org/greeneconomy/)
- Through its collaboration with the United Nations Conference on Trade and Development under the Sustainable Commodity Initiative, we have developed a comprehensive, science-based methodology for assessing the field-level sustainability impacts of competing voluntary standards and eco-labels. The Committee on Sustainability Assessment (COSA), formed in response to the findings of the Sustainable Coffee Partnership's Implementation Taskforce, represents the first globally applicable and comparable framework for measuring sustainability impacts across different initiatives. In 2009, COSA was applied in seven countries across the coffee and cocoa sectors. (www.iisd.org/markets/sci/)

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Charles Stewart Mott Foundation
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Common Fund for Commodities
Commonwealth Secretariat
Greenpeace, Germany
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Humanist Institute for Cooperation with Developing Countries
Industry Canada
International Development Research Centre
Lodestar Foundation
Ministry of Foreign Affairs Denmark
Natural Resources Canada
Netherlands Ministry of Agriculture, Nature and Food Quality
Norwegian Agency for Development Cooperation
Norway Royal Ministry of Foreign Affairs (Norway MFA)
Organisation for Economic Co-operation and Development (OECD)
Oxfam-Solidarity
Rainforest Alliance
Rockefeller Brothers Fund
Sweden Ministry for Foreign Affairs
Swedish International Development Cooperation Agency
Swiss Agency for Development and Cooperation
Swiss National Centre of Competence in Research
Swiss State Secretariat for Economic Affairs
The Organization of the Petroleum Exporting Countries
The Roundtable on Sustainable Development at OECD
The Swedish Foundation for Strategic Environmental Research
United Kingdom, Department for International Development
United Nations Development Programme
United Nations Environment Programme
World Trade Institute

Sustainable Natural Resources Management

Henry David Venema,
Director, Sustainable Natural
Resources Management



The axiom “Think global, act global” captured the interest of the Brundtland Commission over 20 years ago, inspired IISD’s establishment and reflected a belief that enlightened self-interest and multilateral cooperation could solve the resource and environmental threats predicted in *Our Common Future*.

The political difficulty of forging the necessary consensus and commitment to “act global” in no way changes the simple fact that all the problems we were told to expect (food and water insecurity, climate instability and biodiversity loss) are now manifest as urgent local resource stresses.

“Thinking globally, acting locally” is the new reality as we’re forced to find new solutions to immediate resource management challenges as diverse as saving the most eutrophic large lake in the world in our own backyard, or conserving habitat for the critically endangered great apes of Africa.

IISD’s Sustainable Natural Resources Management (SNRM) program grounds the institute in this new era of environmental diplomacy; sustainable development logic is still central, but applied locally and regionally to communicate the mutual benefit and logic of collaborative ecosystem management. The natural capital concept is a major influence on the SNRM program; increasingly, society recognizes that ecosystems are a hard economic asset providing essential ecological goods and services, which deserve investment and



proper management. Revealing the positive benefits of collaborative natural resources management is the challenge. The SNRM program uses all the tools of the trade—community dialogue and outreach, scenario development, geospatial visualization, ecosystem service valuation, environmental markets and technology innovation—to shift the discourse, to reveal new policy possibilities and to negotiate new bases for cooperation among fractious stakeholders. Ultimately “local” matters most; innovation in policy and practice

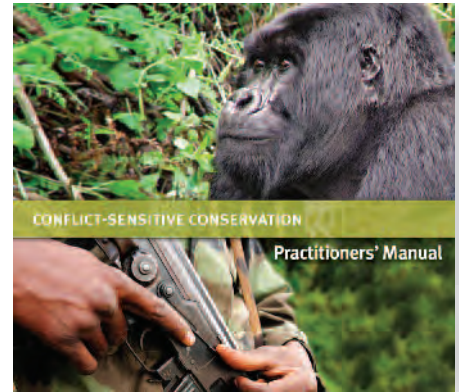
matters only if it fosters resilient communities—that’s what makes it sustainable. When we build, communicate and celebrate such success, we create the will for change at a larger scale.

Nature always bats last—20 years down the road in the aftermath of one crisis after another, the presently impossible will become the inevitable and I foresee a return to determined multilateral trade and environmental cooperation as the only practical way to scale-up the benefits of proven sustainable natural resources management.

“A peace-building agenda inclusive of natural resource issues is a critical opportunity to assert sustainable development logic and an essential ingredient for a sustainable peace.”

Sustainable Natural Resources Management Highlights:

- The Water Innovation Centre was launched to highlight IISD’s work on water resources management. Efforts in the past year have been focused on developing research and communications for a Lake Winnipeg Basin Summit in Nov.–Dec. 2010 to advance the agenda of a vision and basin management plan. Strategic research and collaborative advances have been made in relevant policy research as well as content and communications for the summit. (www.waterinnovationhub.org)
- The *Conflict-Sensitive Conservation Practitioners’ Manual* was written and published by IISD based on work by Sustainable Natural Resources Management in Africa’s Albertine Rift. The manual provides an analytical and decision-making framework to help conservationists understand and address natural resource-based conflict, and integrate this understanding into conservation programming and implementation. In so doing, conservationists can avoid exacerbating conflict and maximize opportunities for peace-building. (www.iisd.org/pdf/2009/csc_manual.pdf)
- In September 2009, IISD completed its four-year project on Adaptive Policies in partnership with The Energy and Resources Institute with funding from the International Development Research Centre (IDRC). This effort culminated with the release of the book, *Creating Adaptive Policies: A Guide for Policy-making in an Uncertain World*, co-published by Sage and IDRC. This project was a cross-program collaboration between the Sustainable Natural Resources Management and the Climate Change and Energy programs. (www.idrc.ca/en/ev-145152-201-1-DO_TOPIC.html)
- In January 2010, we released the policy report, *The Manitoba Challenge: Linking Water and Land Management for Climate Adaptation*. The report gives policy recommendations for climate change adaptation in Manitoba through policy and legislative commitments to ecological watershed management. The report received significant interest and attention from local and regional partners and also significant media coverage in the U.S. and Canada. (www.waterinnovationhub.org/research/governance/water_and_land.asp)
- We developed a pilot training course for the United Nations Institute for Training and Research on natural resource management in post-conflict societies with partners United Nations Environment Programme (UNEP), Global Witness, US Army War College, the Environmental Law Institute and the Swedish Defence Research Agency. We presented the pilot training course over two days to a group of experts, assembled by IISD and UNEP to validate the content and methodology of the training. Experts included representatives from prominent international defence, security and peace-keeping agencies.
- In partnership with UNEP, we reviewed transboundary watershed management cases with the intent to identify the use of ecosystem management approaches, including the use of ecosystem services as a management tool. Initial results from the case studies of the Mekong, Danube, Jordan, Congo, La Plata and Red River basins were presented at World Water Week in Stockholm in August. A final report, including a case study provided on the Okavango basin in south-western Africa, is being published in partnership with UNEP-DHI Centre for Water and Environment.
- In March 2010, IISD published the report *Peak Phosphorous: Opportunity in the Making* that explored the possibilities around recycling phosphorous as a precious and limited resource. The report garnered exceptional media attention including two articles each in the *Globe and Mail* and the *Winnipeg Free Press*. The peak phosphorous concept and ongoing work are expected to position the Water Innovation Centre as an exponent for innovative technologies for phosphorous recovery and recycling in the context of the phosphorous over-enriched Lake Winnipeg. (www.iisd.org/pdf/2010/peak_phosphorus.pdf)
- For Agriculture and Agri-Food Canada, we provided the review *Integrated Water Resources Management (IWRM) in Canada: Recommendations for Agricultural Participation*. Recommendations were developed to enhance the participation of the agricultural sector in watershed-based management. The review also included some best practices from international literature. (www.iisd.org/pdf/2009/iwrm_agriculture.pdf)



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- Royal Bank of Canada Foundation
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- UNEP-DHI Center for Water and Environment
- United Nations Environment Programme
- United Nations Environment Programme via Born Free Foundation
- United Nations Institute for Training and Research
- Wildlife Conservation Society

Program Report:

Measurement and Assessment



Participants at the BellagioSTAMP workshop to identify the new principles.



László Pintér,
Director, Measurement
and Assessment

I became seriously interested in endurance sports and what we now call sustainable development in the early eighties. I found the fit between these interests quite strong and natural, both conceptually and in everyday life. First, the road to success in both sport and sustainable development must involve an aspiration and foresight. Second, real achievement doesn't come without effort; it requires strategy, preparation, commitment and an ability to adapt to unforeseen situations. Third, when the moment of truth comes, results speak for themselves; all the effort is distilled down into an unquestionable metric of performance.

Society's collective performance in areas that matter most for sustainable development, such as reducing poverty, maintaining biodiversity and mitigating climate change, continues to receive a failing grade and continuing on the same path would make the situation much worse. Many cells in the 2009 update in the progress toward the Millennium Development Goal (MDG) Indicators, for instance, are flashing red, indicating



deterioration. We are not doing better on many other important metrics outside of the MDGs either. The simplest way to envision what we would like to see 20 years from now is many fewer indicators in the red and many more flashing green or at least yellow—i.e., on the path to recovery.

How can we get there? To continue with the endurance sports analogy, first we need a clear vision of what performance we expect of ourselves. We need to look ahead and have a clear vision of an ambitious but realistic outcome that most of us can buy into. This will involve resetting the MDGs and looking far beyond the goals of economic growth alone. We then need to have a rigorous workout plan and stick with it, keeping in mind that we will need to keep our eye constantly on new risks and opportunities, so that we can adjust our

program if we notice we are going off course. Training will not be enough: being busy alone with policies, technological and behavioural change counts little.

What will ultimately matter is how we score on the key metrics when the moment of truth comes. In 20 years, we must score much better than we do today.



“...what we would like to see 20 years from now is many fewer (MDG) indicators in the red and many more flashing green or at least yellow—i.e., on the path to recovery.”

Measurement and Assessment Highlights

- Supported by the World Bank, the main focus of the Participatory Scenario Development for Costing Climate Change Adaptation – Climate Visioning project was to determine how vulnerable and poor people view the range of possible adaptation options open to them and to policy-makers to facilitate effective pro-poor adaptation strategies. To explore the key factors, participatory scenario development workshops were held in Ghana, Mozambique, Bangladesh and Vietnam. The project was jointly executed with ESSA Technologies Inc. in Vancouver.
- Responding to calls by governments in developing countries, the United Nations Environment Programme (UNEP) and Measurement and Assessment expanded the training program on integrated environmental assessment (IEA) by making existing training materials available in all UN languages and added regionally customized content. We also developed an e-learning program for IEA and expanded the global network of qualified trainers. UNEP and Measurement and Assessment also developed a new IEA training module focused on vulnerability and climate change impacts, assessments and adaptation, and held a pilot training course for the West Asia region.
(www.iisd.org/measure/tools/assessment/capacity.asp)
- The Bellagio Sustainability Assessment and Measurement Principles (BellagioSTAMP) provide high-level, strategic guidance for the development and use of sustainability focused indicator, measurement and assessment systems across all sectors and scales. A result of a workshop of leading experts held in the spring of 2009, the new principles were launched at the Organisation for Economic Co-operation and Development's 3rd World Forum on Charting Progress, Building Visions, Improving Life in Busan, South Korea.
(www.iisd.org/measure/principles/progress/bellagiostamp/)
- Over the years, the Canadian Sustainability Indicators Network (CSIN) has assisted indicator and reporting practitioners to forge a path toward sustainable development. The CSIN 2nd National Conference – Accountability through Measurement, in Toronto, March 2 to 4, recognized accountability as one of the most profound governance challenges of this century. The conference provided practitioners with practical techniques and tools to develop, communicate and evaluate indicator systems. Conference videos and presentations are available online. (www.csin-rcid.ca/conference_2010/)
(www.csin-rcid.ca/)
- Peg is a novel community indicators initiative and website developed for Winnipeg, combining the power of quantitative metrics and stories. Peg is intended as a permanent but constantly evolving piece of Winnipeg's community infrastructure to track progress, inspire collective action and improve well-being. The United Way of Winnipeg, IISD, the Province of Manitoba, the City of Winnipeg, Health in Common and a cross-section of community interests and members are building this indicator system that, in the demonstration phase, deals with the cross-cutting issue of poverty.
(www.iisd.org/measure/tools/indicators/winnipeg.asp) (www.mypeg.ca)
- A second phase in IISD's ongoing research and development efforts in the arena of adaptive policies and policy-making was initiated during the 2009–2010 fiscal year, representing collaboration among the Sustainable Natural Resources Management, Climate Change and Energy, and Measurement and Assessment programs. In this phase, IISD continues its long-standing partnership with The Energy and Resources Institute (TERI) in India to create an executive training course at TERI University based on the project's recently released book, *Creating Adaptive Policies: A Guide for Policy-making in an Uncertain World*. (www.iisd.org/publications/pub.aspx?id=1180)
- www.SDplanNet-AP.org is a network of government planners and policy-makers in the Asia and Pacific region sharing innovative approaches and tools to integrate sustainable development principles into national strategies, plans and budgets. The network held its inaugural annual meeting in September 2009 in Bangkok and focused on three areas—strategic policy assessment tools, mainstreaming climate change action into national plans, and green growth and economic stimulus. (www.sdplannet-lac.org)

We gratefully acknowledge the generous supporters of our Measurement and Assessment work:

Agriculture and Agri-Food Canada
Canadian International Development Agency
Central European University Foundation, Budapest
City of Winnipeg
Deloitte
Deutsche Gesellschaft für Technische Zusammenarbeit
Dillon Consulting Limited
Eco. Ltd.
Environment Canada
ESSA Technologies Ltd.
Federation of Canadian Municipalities
Health Canada
Health in Common
Human Resources and Skills Development Canada
International Development Research Centre
Lake Balaton Development Coordination Agency
Municipality of Sanikiluaq
National Round Table on the Environment and the Economy
Natural Resources Canada
Netherlands Environmental Assessment Agency
Province of Manitoba
Serecon Management Consulting Inc.
The Atkinson Charitable Foundation
United Nations Environment Programme
United Way of Winnipeg
World Bank

Global Connectivity

Heather Creech,
Director, Global
Connectivity



The Sustainability Leadership Innovation Centre (SLIC) is a new and vital component of IISD's Global Connectivity program. Designed to attract, train and empower the next generation of sustainability leaders, we established SLIC to provide exposure to IISD's significant intellectual resources and networks in natural resources management, measurement and assessment, climate change, governance and accountability, Internet and communications and trade and investment. We've developed SLIC to expand and diversify our ability to engage young professionals around the world. While our foundation internship program will continue with renewed funding from the Canadian International Development Agency for the next three years, we have invested this past year in piloting online training courses that will form the basis of our new approach to training in the future. We worked with our current cohort of young Circumpolar Leaders to test our approach, with content delivered through an online learning management system and assignments delivered by peers to peers through Ookpik, IISD's social network of young northerners. We also worked with social and environmental



entrepreneurs around the world to create learning tools to help entrepreneurs strengthen their contribution to sustainability. Our new flexible combinations of in-person workshops, online and applied learning, specialized tools, interaction with world experts and social networking with peers will allow us to reach all those passionate about sustainability who choose to make a difference in their communities.

A business development strategy for SLIC was completed this year; complemented by research for Manitoba Education on the emerging green jobs and sustainability careers market. And we have continued our research into methods for testing changes in knowledge, attitudes and behaviours of students. The testing will support how we measure the outcomes of our training work in future.



While SLIC was top of mind for this year, the Global Connectivity team also continued to provide advice on networks and partnerships to clients such as the Asian Development Bank, the Supporting Entrepreneurs for Sustainable Development (SEED) Initiative, and the Rockefeller Foundation. We have also continued our work on Internet policy and governance, recognizing that our training and networking efforts are dependent on this global infrastructure, and that we have a stake in how national and international policies will be set for its future development.

1. Nuuk Statue. Photo courtesy of Napatsi Folger.
2. Cover of the SLIC brochure produced by IISD.
3. Circumpolar Young Leaders Program Interns. Photo courtesy of Napatsi Folger.
4. Mackenzie Delta, NWT. Photo courtesy of Rachel Hansen.

“The SLIC vision is tomorrow’s sustainability leaders, today. The SLIC mission is to equip the next generation of sustainability leaders with the skills, knowledge and networks they need to start driving change toward global sustainability, today.”



Global Connectivity Highlights

- As a result of our interventions on information and communications technologies (ICTs) and their environmental impacts and benefits at the Internet Governance Forum and at related Organisation for Economic Co-operation and Development (OECD) and International Telecommunication Union meetings, Global Connectivity has been invited to become part of a seven-member Civil Society Steering Committee to the Information and Communications Program of the OECD. Global Connectivity is tracking OECD work on ICTs and the environment.
- We initiated a major study into zero-emission data centres, and the policy and business planning implications for their establishment. The study is supported by Canada’s Advanced Research and Innovation Network (CANARIE) and is being followed by Rede Nacional de Ensino e Pesquisa (RNP), CANARIE’s equivalent in Brazil, which may be undertaking a similar study.
- Global Connectivity launched The Entrepreneurs Toolkit at Globe 2010. This is a joint project with the North American Commission for Environmental Cooperation and the SEED Initiative (United Nations Environment Programme, United Nations Development Programme and International Union for Conservation of Nature) to establish a wiki on good business practices for social and environmental entrepreneurs around the world. (www.entrepreneurstoolkit.org)
- We have worked with SEED since 2007 to explore how social and environmental enterprises contribute to sustainable development and what is needed for them to succeed. Eight critical success factors were identified, and, in 2009, we designed and released a self-assessment tool for entrepreneurs to determine whether critical success factors are present in their enterprises, and what actions they might take to improve the likelihood of their success. (www.seedinit.org/apps/self-assessment/)
- On behalf of the Canadian Internet Registration Authority (CIRA), Global Connectivity conducted a major survey of Canadian public interest in Internet policy and governance, which CIRA introduced at the Fourth Internet Governance Forum in 2009.

We gratefully acknowledge the generous supporters of our Global Connectivity work:

Alcan
Asian Development Bank
Canadian Internet Registration Authority
CANARIE Incorporated
Community Foundations of Canada
Department of Foreign Affairs and International Trade
Department of Indian Affairs and Northern Development
EMC Computer Systems South Africa Ltd.
Indian and Northern Affairs Canada
International Development Research Center
Manitoba Conservation – Sustainable Development Innovation Fund
Manitoba Education
North American Commission for Environmental Cooperation
Rockefeller Foundation
United Nations Development Programme
United Nations Environment Programme

Reporting Services



Langston James
"Kimo" Goree VI,
Director,
Reporting Services



Photo courtesy IISD Reporting Services.

Reporting Services continued to expand its activities in 2009–2010. IISD's flagship product, *Earth Negotiations Bulletin* (ENB), fielded teams of experts at 36 major UN negotiations, most notably the Copenhagen Climate Change Conference in December 2009. While the event itself was hardly an unqualified success, Reporting Services' coverage and analysis was widely praised. Extensive daily coverage in English, French, Spanish and Japanese by ENB's two-dozen climate experts was essential reading for those following the largest conference of its kind in history. Reporting Services' website provided the most comprehensive high-quality photographic coverage, which yielded more requests to use IISD's photographic material than at any other event since ENB first went to press in 1992.

In 2009–2010, our "for-hire" conference reporting service had its most successful year to date. Launched in 1998, this service complements ENB's work by expanding

coverage to events other than UN negotiations. Last year, it resulted in contracts to report from an additional 31 meetings, ranging from the World Oceans Conference in Indonesia to the World Food Security Summit in Italy.

One challenge in 2009–2010 was financial. While revenue actually increased in spite of the difficult global environment, the addition of three extra rounds of climate talks in the lead-up to Copenhagen created some pressure on overall expenditure. As a result, the usual level of ENB coverage at some (non-climate) negotiations had to be scaled down. However, with careful marshalling of resources, most coverage was unaffected and our readers would have noticed very little change, if any.

The readership of ENB and our other publications is an influential one, being composed of government and UN officials, diplomats and others engaged in international policy-making.

Our influence on such decision-makers is significant. In a 2009 survey of nearly 900 readers, more than 91 per cent said our neutral, authoritative reports and analysis make a serious contribution to greater transparency in multilateral environmental negotiations.

With key decisions due to be taken in 2010–2011 on climate change, biodiversity loss and other issues that could impact global development 20, 50 and even 100 years from now, Reporting Services will continue to promote transparency and accountability in key global negotiations.

"In a 2009 survey of nearly 900 readers, more than 91 per cent said our neutral, authoritative reports and analysis make a serious contribution to greater transparency in multilateral environmental negotiations."



Photo courtesy IISD Reporting Services.

Reporting Services Highlights:

- Reporting Services expanded its climate change coverage in 2009 with its *Climate-L Daily Feed*. This daily news service provides a comprehensive “one-stop shop” on international climate action and policy-making. After its initial launch in 2008, the publication witnessed a significant growth in readership in 2009, reaching an estimated 50,000 readers by year’s end. The publication, which is prepared by a team of 14 thematic experts on various aspects of climate change, reports from around 1,500 new events, projects and other initiatives each year. (<http://climate-l.org>)
- As well as its focus on global environmental agreements and policy-making, Reporting Services has recently expanded its scope to cover key regional processes. In 2006, we partnered with South Africa’s Department of Environmental Affairs, the UN Environment Programme and the Convention on Biological Diversity to pioneer coverage of African regional activities. To date, this has included coverage of the African Union and its subsidiary bodies, the New Partnership for Africa’s Development and various other key events. The initiative has succeeded in giving African policy-making much more exposure in the international community.
- In early 2010, IISD launched a new phase of its regional initiative with the addition of coverage of key processes in Latin American and the Caribbean. In partnership with the United Nations Economic Commission for Latin America and the Caribbean, Reporting Services will improve the transparency and raise the global profile of the region’s policy work on sustainable development. With more than two dozen experts based in the two regions, we are well placed to bring transparency and greater awareness among international policy-makers on regional public policies relating to water, climate change, natural resources, forestry, biodiversity, transport, energy and other key issues. This will strengthen institutional decision-making in Africa, Latin America and the Caribbean. (www.iisd.ca)



IISD gratefully acknowledges the generosity of the following financial supporters of our Reporting Services work:

The *Earth Negotiations Bulletin* and Linkages Website:
Government Ministries and Agencies

- The Netherlands’ Ministry of Foreign Affairs (Sustaining Donor)
 - Canada’s International Development Agency (Sustaining Donor)
 - The United States Department of State’s Bureau of Oceans and International Environmental and Scientific Affairs and the United States Agency for International Development (Sustaining Donor)
 - The United Kingdom’s Department for International Development (Sustaining Donor)
 - The European Community (DG-ENV) (Sustaining Donor)
 - Denmark’s Ministry of Foreign Affairs (Sustaining Donor)
 - Germany’s Ministry for Development Cooperation through GTZ and the German Ministry of Nature Management, Forests and Nuclear Safety (Sustaining Donor)
 - Italian Ministry for the Environment and Territory General Directorate for Nature Protection (Sustaining Donor)
 - Switzerland’s Agency for Environment, Forests and Landscape
 - Sweden’s Ministry of Foreign Affairs and Ministry of Environment
 - Austria’s Ministry of Environment
 - The Government of Australia
 - Finland’s Ministry of Environment and Ministry of Foreign Affairs
 - Japan’s Ministry of Environment (through the Institute for Global Environmental Strategies) and Ministry of Economy, Trade and Industry (through the Global Industrial and Social Progress Research Institute)
 - The Government of New Zealand
 - Conservation Division, Forestry Bureau, Council of Agriculture, Taiwan (through S.W.A.N. International)
- Intergovernmental Organizations and Specialized Agencies of the United Nations*
- The United Nations Environment Programme
 - United Nations Development Programme (specific meeting donor)
 - United Nations Food and Agriculture Organization (specific meeting donor)
 - United Nations Framework Convention on Climate Change (specific meeting donor)
 - International Tropical Timber Council (specific meeting donor)
- ENB in French*
- French Ministry of Foreign Affairs
 - Quebec Ministry of Sustainable Development, Environment and Parks
 - Ministry of National Planning, Environment and Mobility – The Flemish Region
 - Institute de L’Energie et de l’Environnement de la Francophonie
- ENB in Spanish*
- Spanish Ministry of the Environment
- The Climate-L: UN Knowledge Management Platform on Climate Change Project*
- Swiss Agency for Development and Cooperation
- Multilateral Environmental Agreements (MEA) Bulletin*
- UNEP Division for Environmental Law and Conventions
- Africa and Latin America and the Caribbean Regional Meetings Coverage*
- International Development Research Centre

Climate Change and Energy



John Drexhage,
Director,
Climate Change
and Energy



For nearly a decade, IISD's Climate Change and Energy program has worked to promote viable policy solutions to the complex problem of climate change. We have highlighted how appropriate responses to this issue can work to promote sustainable pathways for development, specifically covering energy and land-use activities.

Looking back, there is much that we can be proud of—including our work on achieving a development dividend through the Clean Development Mechanism, our analysis on options for a post-2012 climate regime and our creation and promotion of practical tools for adaptation. We have seen significant growth in our program, our personnel and our profile, particularly in recent years. In many ways, 2009–2010 was a banner year for the program as we initiated new work on sectoral approaches, management of climate risks, and reducing emissions from deforestation and forest degradation in developing countries.



Yet, like we communicated in last year's annual report, our sense of accomplishment as an institute continues to be tempered by the limited progress actually being made on addressing climate change nationally, in North America and in the multilateral negotiations. While we have seen a growing awareness and stated political commitment, the emergence of a carbon market and greater understanding of what is needed to adapt to a changing climate, concrete action backed by strong policies remains the exception, not the rule.

If there is a silver-lining to this picture, it is the growing recognition that climate change cannot be addressed in isolation from broader development concerns. The increased focus on building a green economy and achieving climate-resilient development in all countries is a positive step forward. As an institute that has long promoted an integrated and sustainable approach to climate and development, we can hope that this marks the beginning of a more progressive journey.

1. *Panellists for an IISD side event held during COP15: (L-R) Premier Jean Charest, Quebec; Shalini Vajjhala, U.S. EPA; Gabriel Quadri, EcoSecurities; Dan Gagnier, IISD; and Premier Greg Selinger, Manitoba. Photo courtesy IISD Reporting Services.*
2. *Members of the Mado Pastoralist Association, Ethiopia. Photo courtesy Béatrice Riché.*

“While we have seen a growing awareness and stated political commitment, the emergence of a carbon market and greater understanding of what is needed to adapt to a changing climate, concrete action backed by strong policies remains the exception, not the rule.”

Climate Change and Energy Highlights:

- Climate Change and Energy initiated a multi-year project in partnership with the Alternatives to Slash and Burn Partnership for the Tropical Forest Margins at the World Agroforestry Centre that is enhancing capacity in developing countries to understand and engage in negotiations related to Reducing Emissions from Deforestation and Forest Degradation. (www.iisd.org/climate/land_use/redd/)
- A two-year project was launched that seeks to reduce climate and climate change-related risks in four African and five Latin American countries. The project will support identification and prioritization of climate risks and related risk management options in each country.
- As part of continued efforts to promote dialogue in Canada on the future of the international climate regime, we hosted a series of three policy dialogue sessions with civil society in the lead-up to COP15 in Copenhagen. A concluding session in 2010 featured discussion on ways forward after COP15. (www.iisd.org/climate/north_american/unfccc_negotiations/)
- Our provision of strategic advice and updates on domestic and international developments to provincial governments and influential private sector actors expanded significantly, and gave particular attention to the evolution of the negotiations leading up to and during COP15.
- We continued to support the Government of Manitoba as it implements its *Beyond Kyoto* climate change policy initiative, including assisting with its participation in the Midwestern Greenhouse Gas Reduction Accord, Western Climate Initiative (WCI) and COP15.
- The Clean Energy and Climate Change Action in North America project was implemented in partnership with the Pembina Institute and the McCall MacBain Foundation, facilitating a productive Canada-U.S.-Mexico “blended conversation” on climate and energy policy. (www.iisd.org/climate/north_american/collaboration.asp)
- Our work expanded in the area of sectoral approaches, an option for achieving significant greenhouse gas emissions reductions from energy-intensive sectors in developed and developing countries.
- Climate Change and Energy, in collaboration with Trade and Investment, undertook the Bali to Copenhagen project, which explored ways in which trade and investment policies might be harnessed to help achieve climate change objectives. (www.iisd.org/trade/crosscutting/bali_copenhagen/)
- We furthered our engagement with the WCI by taking on an expert advisor role, assisting states and provinces as they work together to design the initiative’s regulatory package for achieving greenhouse gas emissions reductions.
- Climate Change and Energy explored ways to promote the mitigation of agricultural greenhouse gases through an international climate regime, with a focus on encouraging actions in developing countries that will provide significant sustainable development benefits. (www.iisd.org/climate/kyoto/climate_agriculture.asp)
- Work with the project screening tool CRiSTAL (Climate Risk Screening Tool – Adaptation and Livelihoods) expanded as we established new partnerships with research institutes, multilateral organizations and development assistance organizations in Africa and Asia. (www.cristaltool.org)
- We raised awareness of the potential implications of climate change for security in the Middle East through a series of high-level international seminars and dialogues that engaged foreign ministers from states around the world. (www.iisd.org/security/es/climate/)
- A comparative analysis of climate-related vulnerability and adaptive capacity was completed in the Borana and Somali pastoralist communities in Ethiopia along with three partners. The study was used to develop a series of recommendations for NGOs, the Ethiopian government and international donors. (www.iisd.org/publications/pub.aspx?pno=1239)

We gratefully acknowledge the generous supporters of our Climate Change and Energy work.

African Progress Panel
 Agriculture and Agri-Food Canada
 Canadian International Council
 CARE International
 Center for International Forest Research
 Centra Technology, Inc
 Climate Strategies
 ConocoPhillips
 Danish Ministry of Foreign Affairs
 Enbridge
 Environment Canada
 Environment Development Action
 in the Third World
 Government of Alberta
 Government of British Columbia
 Government of Manitoba
 Government of New Brunswick
 Government of Newfoundland and Labrador
 Government of Nova Scotia,
 Ministry of the Environment
 Government of Ontario,
 Ministry of the Environment
 Government of Quebec
 Heinrich Böll Stiftung
 International Development Research Centre
 Korean Institute for International Economic Policy
 Manitoba Hydro
 McCall MacBain Foundation
 Norwegian Agency for Development Cooperation
 Norway Royal Ministry of Foreign Affairs
 Organisation for Economic Co-operation
 and Development
 Secretariat of the Pacific Regional
 Environment Programme
 Spectra Energy
 Suncor
 Swedish Ministry of Foreign Affairs
 Transcanada Pipelines
 United Nations Development Programme
 United Nations Environment Programme
 United Nations Office for Project Services
 Vale Inco Limited
 Western Governors’ Association

Auditors' Report

To the Members of The International Institute for Sustainable Development

We have audited the consolidated statement of financial position of the International Institute for Sustainable Development as at March 31, 2010 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

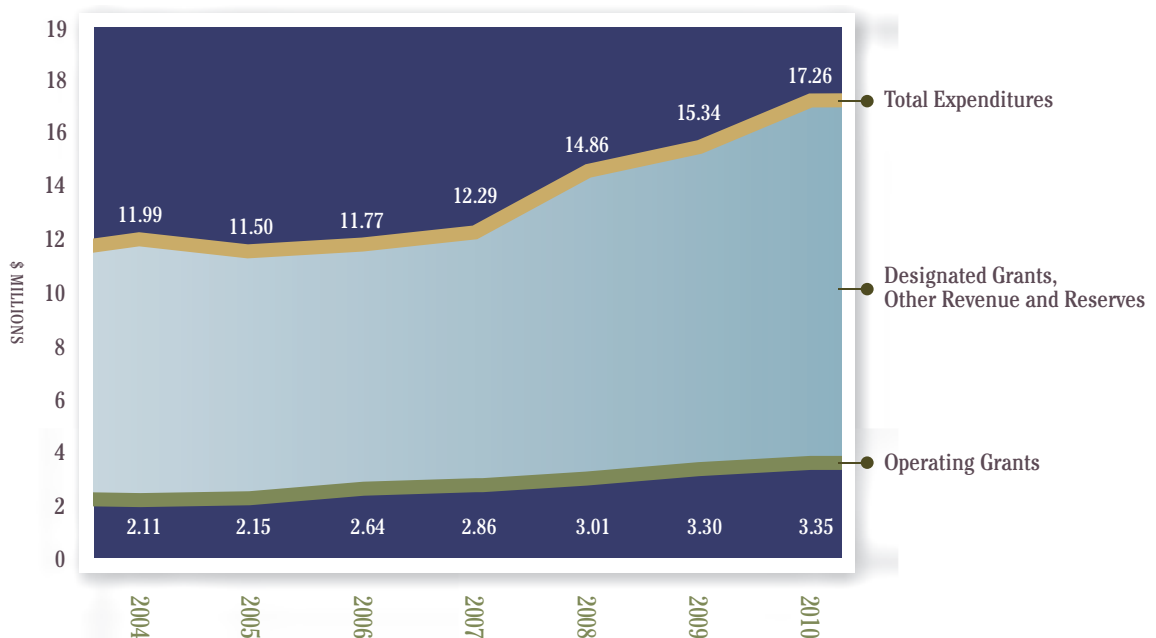
We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Institute as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte + Touche LLP

Chartered Accountants
Winnipeg, Manitoba
May 21, 2010

2004–2010 IISD Financing Trend



Consolidated Statement of Financial Position

March 31, 2010

	2010	2009
ASSETS		
CURRENT		
Cash	\$ 2,487,387	\$ 2,447,317
Marketable securities	8,281,403	8,035,878
Accounts receivable	8,608,564	7,734,176
Prepaid expenses and deposits	282,818	421,867
	<hr/> 19,660,172	<hr/> 18,639,238
CAPITAL ASSETS		
	294,788	363,747
	<hr/> \$ 19,954,960	<hr/> \$ 19,002,985
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 2,106,419	\$ 1,789,305
Deferred revenue	10,718,830	8,911,755
	<hr/> 12,825,249	<hr/> 10,701,060
NET ASSETS		
Net assets invested in capital assets	294,788	363,747
Reserve for program development	4,523,318	4,595,558
Reserve for long-term development	—	460,759
Innovation Fund	37,640	29,743
Campaign Fund	48,993	30,351
Unrestricted net operating assets	2,224,972	2,821,767
	<hr/> 7,129,711	<hr/> 8,301,925
	<hr/> \$ 19,954,960	<hr/> \$ 19,002,985

Consolidated Statement of Operations

March 31, 2010

	2010	2009
REVENUE		
Designated grants	\$ 13,385,202	\$ 11,231,702
Operating grants	3,353,952	3,301,532
Innovation Fund	66,295	77,969
Interest	248,965	352,496
Other (loss) revenue	(989,347)	488,681
TOTAL REVENUE	16,065,067	15,452,380
EXPENSES		
Projects		
Trade and Investment	4,781,443	4,799,502
Reporting Services	3,438,410	3,200,419
Climate Change and Energy	3,307,224	1,989,601
Sustainable Natural Resources Management	1,424,658	1,356,237
Measurement and Assessment	1,071,999	834,819
Global Connectivity	626,614	1,009,373
New Project Development	124,723	177,848
Innovation Fund	69,051	80,168
Economic Policy	—	2,747
	14,844,122	13,450,714
Administration	1,363,415	957,869
Fund Development and Publishing and Communications	919,974	744,451
Board	136,309	183,976
TOTAL EXPENSES	17,263,820	15,337,010
EXCESS OF (EXPENSES OVER REVENUE) REVENUE OVER EXPENSES	(1,198,753)	115,370
APPROPRIATION TO		
UNRESTRICTED NET OPERATING ASSETS		
Net assets invested in capital assets	68,959	68,789
Reserve for program development	72,240	138,621
Reserve for long-term development	460,759	372,722
(DECREASE) INCREASE IN UNRESTRICTED NET OPERATING ASSETS	(596,795)	695,502
UNRESTRICTED NET OPERATING ASSETS, BEGINNING OF YEAR	2,821,767	2,126,265
UNRESTRICTED NET OPERATING ASSETS, END OF YEAR	\$ 2,224,972	\$ 2,821,767

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 Commitments	
	2010 (\$000's)	2009 (\$000's)
Governments and agencies		
Canada	\$ 1,983	\$ 2,750
International	7,612	7,315
	9,595	10,065
United Nations agencies	4,130	801
International organizations	605	306
Philanthropic foundations	363	604
Private sector and other	981	681
	\$ 15,674	\$ 12,457

Designated grants and other revenue are summarized by activity area as follows. Other revenue includes publication sales, cost recoveries and, in the case of Administration, New Project Development, Fund Development and Publishing and Communications the net foreign exchange loss recognized at March 31, 2010 in the amount of \$1,146 thousand (2009 – \$402 thousand gain):

Activity Area	Other Revenue (\$000's)	Innovation Funds (\$000's)	Designated Grants (\$000's)	Total (\$000's)
Trade and Investment	\$ 29	\$ –	\$ 4,308	\$ 4,337
Reporting Services	5	–	3,244	3,249
Climate Change and Energy	51	–	3,121	3,172
Sustainable Natural Resources Management	6	–	1,281	1,287
Measurement and Assessment	25	–	847	872
Global Connectivity	5	–	484	489
Administration, New Project Development, Fund Development and Publishing and Communications	(1,110)	–	100	(1,010)
	(989)	–	13,385	12,396
Innovation Fund	–	66	–	66
	\$ (989)	\$ 66	\$ 13,385	\$ 12,462

Operating grants The Institute has entered into a one year agreement with Environment Canada from April 1, 2009 to March 31, 2010. In October 2008, an 18-month agreement was reached with Canadian International Development Agency (CIDA) for a total of \$2.28 million with \$760 thousand attributed to the 2008–09 fiscal year and \$1.52 million to the 2009–10 fiscal year. The full amount attributed to the 2009–10 fiscal year has been received and is included in revenue for the year. The arrangement with CIDA provides operating grants. The arrangement with Environment Canada provides a blend of operating grants and contributions in support of research that is consistent with the interests and priorities of Canada. 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, 2011 and June 30, 2012 respectively. Both of these arrangements also provide for a blend of operating grants and contributions in support of research that is consistent with the interests and priorities of the funders. During the year the operating grant portion of the IDRC agreement was increased by \$115,000.

A summary of the operating grant funding is as follows:

	Funding Commitment (\$000's)	Funding Recorded		Funding Commitment Remaining (\$000's)
		2010 (\$000's)	Prior years (\$000's)	
Government of Canada				
Environment Canada	\$ 500	\$ 500	\$ –	\$ –
Canadian International Development Agency	2,280	1,520	760	–
Government of Manitoba	4,186	837	2,511	838
International Development Research Centre	2,022	497	767	758
Operating grant revenue	\$ 8,988	\$ 3,354	\$ 4,038	\$ 1,596

Note on Funding Arrangements

Innovation Fund

In 2005, the Board of Directors established the IISD Innovation Fund to receive contributions from donors, which are to be used in developing new ideas for a better world and to meet the needs of the future. The Innovation Fund provides IISD's researchers with "intellectual venture capital" to push the boundaries of innovation with a flexibility that is typically not present in conventional funding mechanisms. Grants are awarded to specific Innovation Fund projects through a formal review process using pre-set criteria.

Summary of Innovation Fund activity from inception to March 31, 2010

(\$000's)

Contributions received:

Alcan Inc.	\$ 90
The Kathleen M. Richardson Foundation	75
The Great West Life Assurance Company	75
Investors Group	75
Manitoba Hydro	75
JFC Burns Investment	35
E. I. du Pont Canada Company	20
Others (under \$10,000)	8
	453
Appropriation from Reserve for Program Development	20
	\$ 473

Grants awarded to projects

Prior years

Human Development and Ecosystem Report	\$ 17
Identify Environment and Security Challenges in China	14
Governance and Accountability Challenges for Non-Legal Entities	13
Natural Disasters and Resource Rights	13
Building Capacity for Sustainable Development in North Korea	7
Climate Change, Resources & Conflict: Understanding the Links Between Environment & Security in Sudan	25
Realizing the Budapest Advantage: Institutionalizing IISD's Presence in the European Union	9
An Electronic and Updatable Digest of International Investment Law Arbitration Decisions	34
An Ecosystem Approach to the Millennium Development Goals and Multilateral Environmental Agreements	26
Health Dimensions of Climate Change	17
Advisory Centre for International Investment Law	29
Sustainable Procurement	25
Commonwealth and Francophonie Dialogue	30
Building Next-Generation Stakeholder Information Systems for Integrated Indicator/Future Scenario Projects	30
Cold Fusion/Open Source Software: IISD's Communications Lab	23
GreenSpace Feasibility Study	19
Promoting Sustainable Investment in the Water Sector: Refocusing the OECD Cross-Division Project on Water	40

Private Social Equity	31
Gender Impacts of Regional Trade Agreements	29
Gender Equity in Commodity Sustainability Standards	13
Recovery of prior years grants under expended	(2)
	442

Current year

Recovery of prior years grants under expended	(7)
	435
Innovation Fund balance at March 31, 2010	\$ 38

Campaign Fund

In 2007, the Board of Directors initiated a fundraising campaign to receive contributions from donors, which are to be used for projects involving young professionals in sustainable development, climate change related initiatives, community initiatives and other program needs. Grants are awarded to specific projects which meet the Campaign criteria.

Summary of Campaign Fund activity from inception to March 31, 2010

(\$000's)

Contributions received:

Manitoba Hydro	\$ 250
McCall MacBain Foundation	237
Individuals	101
RBC Foundation	100
JFC Burns Investment	35
CP Loewen Family Foundation	20
HSBC Bank of Canada	13
Delmar Global Trusts	12
Export Development Canada	1
	769

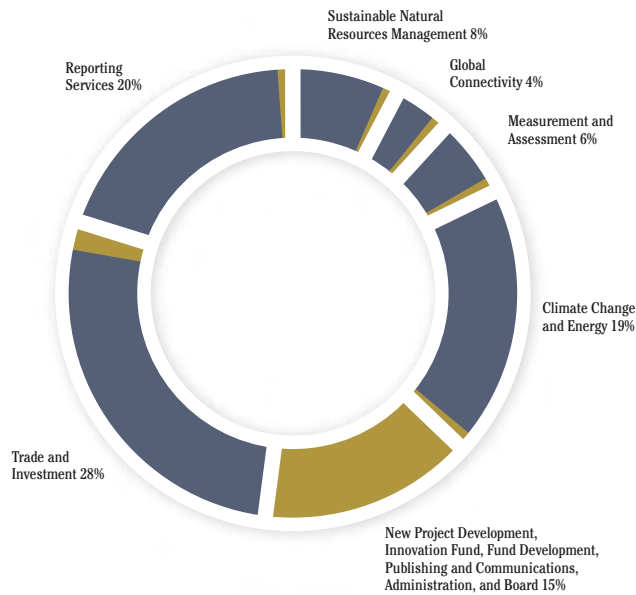
Grants awarded to projects

Prior years

IISD Board Youth Consultation	13
Leaders for a Sustainable Future/Trade Knowledge Network Internship	39
Intern Community Training Platform	20
Building Alliance of Institutions Training Young Professionals	10
	82

Current year

Water Innovation Centre	325
Clean Energy and Climate Change	248
CSIN Conference: Accountability Through Measurement	34
Sustainable Leadership Innovation Centre	25
Manitoba Eco Tender	25
Recovery of Prior Year Grants Under Expended	(19)
	638
Campaign Fund balance at March 31, 2010	\$ 49

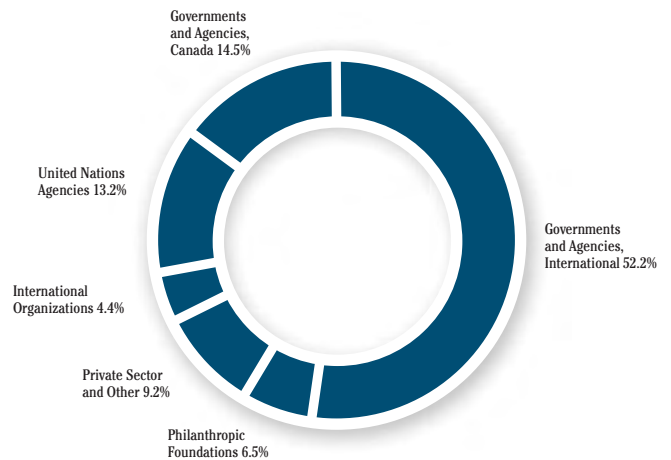


2009-2010 Revenue and Expenses by Activity Area

Total expenses of \$17,263,820

Financed by:

- Operating Grants and Reserves
- Designated Grants and Other Revenue



2009-2010 Designated Grant Revenue by Donor

Total designated grant revenue of \$13,385,202

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

For the Year Ended March 31, 2010

	Trade and Investment	Reporting Services	Climate Change and Energy	Sustainable Natural Resources Management	Measurement and Assessment	Global Connectivity	Innovation Fund	New Project Development	Publishing and Communications	Fund Development	Administration	Board	2010 Total	2009 Total
Revenue	\$ 4,337	\$ 3,249	\$ 3,172	\$ 1,287	\$ 872	\$ 489	\$ 66	\$ 52	\$ 5	\$ 2	\$ (1,069)	\$ —	\$ 12,462	\$ 11,798
Personnel	2,551	842	1,461	884	606	406	40	68	319	250	905	—	8,332	7,767
Collaborators	1,080	1,219	819	189	130	79	28	37	53	1	182	—	3,817	3,065
Travel	355	1,060	457	165	98	76	—	13	26	18	93	—	2,361	2,158
Rent	151	103	78	47	31	20	—	—	17	12	48	—	507	484
Supplies and other	130	79	61	45	25	15	—	2	40	18	71	—	486	491
Publishing	86	40	60	44	56	6	1	—	31	22	—	—	346	245
Amortization of capital assets	44	30	22	17	9	7	—	—	10	5	16	—	160	238
Meetings	330	—	295	13	92	9	—	5	45	24	23	—	836	412
Telecommunications	36	60	46	15	20	6	—	—	18	3	19	—	223	229
Board	—	—	—	—	—	—	—	—	—	—	—	136	136	184
Research materials	18	6	8	6	5	3	—	—	2	5	7	—	60	64
Total expenses	4,781	3,439	3,307	1,425	1,072	627	69	125	561	358	1,364	136	17,264	15,337
Excess of expenses over designated grants and other revenue	\$ (444)	\$ (190)	\$ (135)	\$ (138)	\$ (200)	\$ (138)	\$ (3)	\$ (73)	\$ (556)	\$ (356)	\$ (2,433)	\$ (136)	(4,802)	(3,539)
Excess of expenses over designated grants funded by:														
Operating grants													3,354	3,302
Interest													249	352
Excess of (expenses over revenue) revenue over expenses													\$ (1,199)	\$ 115

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

For the Year Ended March 31, 2010

Government of Canada (and Agencies)					
International Development Research Centre (IDRC)	\$	890		Indonesia	
Environment Canada		341		Ministry of Marine Affairs and Fisheries	45
Agriculture and Agri-Food Canada (AAFC)		67		Asia	
Department of Indian Affairs and Northern Development (DIAND)		57		Asian Development Bank	42
Department of Foreign Affairs and International Trade (DFAIT)		53			7,612
Canadian International Development Agency (CIDA)		20		United Nations agencies	
Human Resources and Skills Development Canada		19		United Nations Environment Programme (UNEP)	1,884
Health Canada		12		United Nations Development Programme (UNDP)	1,795
Indian and Northern Affairs Canada (INAC)		10		United Nations Food and Agriculture Organization (FAO)	189
		1,469		United Nations Institute For Training and Research (UNITAR)	58
				United Nations Industrial Development Organization (UNIDO)	50
Governments of provinces				Secretariat of the Pacific Regional Environment Programme (SPREP)	40
Manitoba		368		World Meteorological Organization	26
Quebec		95		United Nations International Strategy for Disaster Reduction	25
Nunavut		22		United Nations Framework Convention on Climate Change (UNFCCC)	21
New Brunswick		5		United Nations Economic Commission for Europe	20
Newfoundland and Labrador		5		United Nations Office for Project Services (UNOPS)	11
Ontario		5		Others (under \$10,000)	11
Nova Scotia		5			4,130
Alberta		5		International organizations	
British Columbia		4		Humanist Institute for Cooperation with Developing Countries (HIVOS)	103
		514		Cooperative for Assistance and Relief Everywhere, Inc. (CARE)	91
Governments of other nations				Climate Strategies (CS)	78
Norway				Organisation for Economic Co-operation and Development (OECD)	65
Norwegian Agency for Development Cooperation (NORAD)		1,642		International Institute for Environment and Development (IIED)	60
Ministry of Foreign Affairs		397		Partnership for Environmental Management for the Seas of East Asia (PEMSEA)	51
Directorate for Nature Management		24	2,063	World Bank	47
United Kingdom				The Organization of the Petroleum Exporting Countries (OPEC)	45
Department for International Development (DFID)			1,409	The Center for International Forestry Research (CIFOR)	26
Switzerland				Others (under \$10,000)	20
Swiss Agency for Development and Cooperation (SDC)		1,142		Commonwealth Secretariat	19
Federal Office for the Environment (FOEN)		111			605
National Centre of Competence in Research (NCCR)		50		Philanthropic foundations	
State Secretariat for Economic Affairs (SECO)		48	1,351	Rockefeller Brothers Fund	129
Sweden				Citigroup Foundation	116
Ministry of Foreign Affairs		254		United Way of Winnipeg	70
International Development Cooperation Agency (SIDA)		179		Community Foundations of Canada	17
Ministry of the Environment		71	504	Africa Progress Panel Foundation	11
France				Others (under \$10,000)	20
Ministry of Ecology		270			363
Institut de l'Energie et de l'Environnement de la Francophonie (IEPF)		180	450	Private sector and other	
European Commission			445	Genome Prairie	175
Denmark				Accountability Strategies	114
Permanent Mission in Geneva		311		Canarie Incorporated	100
Ministry of Foreign Affairs		103	414	Manitoba Hydro	95
Germany				ESSA Technologies Ltd.	83
Federal Ministry for the Environment (BMU)		125		Commission for Environmental Cooperation (CEC)	55
Federal Ministry for the Environment (BMZ)		90		Rainforest Alliance	53
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)		55	270	Red River Basin Commission	35
Italy				TransCanada Pipelines	30
Ministry for Environment			150	Federation of Canadian Municipalities	30
Austria				International Tropical Timber Council	27
Federal Ministry of Agriculture, Forestry, Environment		134		EcoResources Consultants Inc.	21
Federal Ministry of European and International Affairs		14	148	City of Winnipeg	20
Japan				Health in Common	20
Institute for Global Environmental Strategies (IGES)		79		EMC Computer Systems South Africa Ltd.	19
Global Industrial and Social Progress Research Institute (GISPRI)		35	114	Canadian Internet Registration Authority	19
Belgium				Environment Development Action in the Third World (ENDA)	16
Ministry of National Planning, Environment and Mobility			90	Deloitte	13
New Zealand				Claremont Graduate University	10
Ministry of Foreign Affairs and Trade			63	Others (under \$10,000)	46
Taiwan					981
Taipei Economic and Cultural Office in Canada (TECO)			54		\$ 15,674