



International Institute for
Sustainable Development

Annual Report
2015–2016

An aerial photograph of a city, likely Taipei, showing a dense urban landscape with numerous skyscrapers and residential buildings. In the foreground, there is a lush green forest covering a hillside. In the background, a range of mountains is visible under a hazy sky. A large, dark blue diagonal shape is overlaid on the right side of the image, containing the main title text.

SUPPORTING THE GLOBAL SHIFT TO SUSTAINABILITY



International Institute for
Sustainable Development

**IISD IS AN INDEPENDENT,
NON-PROFIT ORGANIZATION
THAT PROVIDES PRACTICAL
SOLUTIONS TO THE
CHALLENGE OF INTEGRATING
ENVIRONMENTAL AND
SOCIAL PRIORITIES WITH
ECONOMIC DEVELOPMENT.**





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MESSAGE FROM THE CHAIR

Alan Young, Chair of the Board



2015 was a landmark year for international governance on sustainable development. In September governments agreed on a global blueprint for achieving sustainable development by 2030—the Sustainable Development Goals (SDGs). That was followed a few months later by the Paris Climate Change Agreement. After many years of negotiations, governments landed on an agreement to keep the increase in global temperature well below 2°C by 2100. These, along with many other breakthroughs, have injected much-needed optimism into multilateral efforts to address our shared environmental and developmental challenges.

The International Institute for Sustainable Development’s imprint can be found throughout these historic agreements. IISD’s Reporting Services kept thousands of decision-makers informed of the fast-moving and complex international negotiations. IISD’s Global Subsidies Initiative—together with the nine-nation Friends of Fossil Fuel Subsidy Reform—led a Communiqué calling for a swift end to fossil fuel subsidies, endorsed by over 40 governments at the Paris climate change conference. Our researchers worked alongside UN agencies to determine indicators for measuring progress on the SDGs.

The daunting task that now faces policy-makers is implementation of their commitments. The SDGs recognize that our greatest developmental and environmental challenges are connected. Food security cannot be divorced from ecological degradation. Political instability is linked to climate-related stresses on our natural environments. These complex sets of interrelated problems demand integrative and multi-disciplinary solutions.

The task of interpreting and translating these ambitious goals into action is something that IISD is uniquely positioned to help with. IISD’s extremely talented staff is working with a remarkable diversity of governments, civil society organizations and businesses to make real progress. These collaborations are a testament to the trust and credibility they have earned, and are essential to the kinds of durable solutions that are urgently needed.

It has been my pleasure to work with my fellow board members from around the world to provide strategic guidance and support to our leadership team as it rises to the new and urgent challenges and opportunities before us all.

MESSAGE FROM THE PRESIDENT

Scott Vaughan, President and CEO



The international commitment to sustainable development made tremendous strides in 2015. The urgent challenge is to implement the promises, the Sustainable Development Goals (SDGs) and increased finance. Global average temperatures were—for the first time ever—1°C warmer than at the tail-end of the 19th century. Wild fires burn longer, droughts last longer, coral reefs die faster, and the suffering of those deprived of food, water and shelter intensifies.

IISD is committed to facing these challenges by strengthening accountability through transparency, aligning science with policy and supporting multi-stakeholder coalitions.

First, IISD's *Earth Negotiations Bulletin* provided the *de facto* record of the complex and fast-paced negotiations of 2015. Moving forward, we are expanding our knowledge management service, combining bottom-up indicators to measure environmental and social progress towards the SDGs with a higher-level, global view of policy development in support of the goals.

Second, Canada's freshwater research facility—IISD Experimental Lakes Area (IISD-ELA)—is bridging science with policy priorities. IISD-ELA is building a robust evidence base for better policy-making in climate change, national security and sustainable agriculture, in Canada and internationally.

Finally, we continue to build on IISD's long history of supporting coalitions. We are pleased to be running the secretariat of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development—the pre-eminent platform for dialogue and policy design on sustainable mining practices. In 2015, IISD also became the secretariat of the National Adaptation Planning Global Network, a first-of-its-kind network of developing and developed countries committed to expanding climate resilience by mainstreaming it within key sectors and sharing practices.

Through the pages that follow, we pull back the lens on what has been a busy and successful year.

Our impact is thanks to the talents of our staff, the guidance of our Board, the generosity of our donors, and the goodwill of our partners. To all of them, I am grateful.

YEAR-IN-REVIEW



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1. PARAMARIBO, SURINAME, JUN 2015: Stakeholders meet at an IISD workshop focused on incorporating a Water–Energy–Food approach into Suriname’s mining sector.

2. YAOUNDÉ, CAMEROON, AUG 2015: Female farmers from 17 African countries participate in a forum on promoting investment for women in family farms.

3. RIO DE JANEIRO, BRAZIL, NOV 2015: We host participants from 48 countries at IISD’s Ninth Annual Forum of Developing Country Investment Negotiators.

4. WINNIPEG, CANADA, DEC 2015: We release *Our City: A Peg Report on Health Equity*, our first topic-specific well-being report to the Winnipeg community.

5. PARIS, FRANCE, DEC 2015: Dozens of governments sign on to a Communiqué endorsing subsidy reform, spearheaded by IISD and Friends of Fossil Fuel Subsidy Reform.

6. BEIJING, CHINA, FEB 2016: We release a first-of-its-kind study on the impacts of China’s outward investment on host countries.

7. GREAT LAKES REGION IN AFRICA, FEB 2016: We publish *Migration and Conservation: A toolkit for conservation and development practitioners*.

8. COLOMBO, SRI LANKA, MAR 2016: Representatives from 20 countries gather for an IISD seminar on emerging trade and investment rules.

9. THIMPHU, BHUTAN, APR 2016: Parliamentarians and senior officials meet to discuss sustainable public procurement as part of a three-year IISD-led project in Bhutan.

A close-up photograph of a fisherman wearing a white jacket, pulling a fishing net on a boat. The scene is set against a sunset background with a blue sky and water. The net is filled with fish, and the fisherman's hands are visible, holding the net. The text "PROGRAM HIGHLIGHTS" is overlaid in large, white, bold letters across the center of the image.

PROGRAM HIGHLIGHTS

EQUITY AND A HEALTHY PLANET

The International Institute for Sustainable Development (IISD) is an independent think tank headquartered in Canada—and active around the world. Established in 1990, IISD reports on international negotiations, conducts rigorous research, and engages citizens, businesses and policy-makers on the shared goal of developing sustainably.

Our 2014–2019 Strategic Plan builds upon IISD’s core strengths in advancing integrated, multidisciplinary and leading-edge solutions to sustainability. The strategy consolidates different IISD work streams in a focused and integrated manner.

ECONOMIC LAW & POLICY
Reform economic policies to advance sustainable and equitable development.

ENERGY
Transform energy systems and policies to support universal access to clean, low-carbon energy.

WATER
Advance science-based solutions for universal access to water and healthy ecosystems.

RESILIENCE
Build and defend the resilience of communities and ecosystems to face unprecedented risks and uncertainty.

INTEGRATED KNOWLEDGE
Transform data and information into knowledge that supports sustainable change.

REPORTING SERVICES
Provide accurate, neutral, high-quality analysis that informs decision-making about multilateral environmental negotiations in order to maximize sustainable development outcomes.



WATER

**Combining world-class
science and policy for
freshwater management**

INTRODUCTION

PROGRAM
HIGHLIGHTS

SPOTLIGHT

OUR TEAM

FINANCIALS

LINKING WATER, ENERGY AND FOOD SECURITY

Dimple Roy, Director, Water Program



Human and environmental security are highly connected. Just as our approach to sustainable development focuses on the environmental, economic and social, our Water Program is leading the way in encouraging policy-makers to make decisions related to three interlinked components of human well-being: water, energy and food (WEF).

When governments take action on the health of their water supplies, for example, they need to consider how this affects crops grown nearby and the implications for local hydropower. This is an example of the WEF approach.

Our Water Program is working with communities and governments to provide guidance on implementing WEF approaches in the context of agriculture and mining development, sectors that can have both positive and negative effects on WEF.

This past year, we worked in Suriname, a small South American nation with plentiful gold deposits. The country has seen a recent surge in mining activity, bringing positive benefits for economic growth and employment, as well as risks to the natural environment and local communities.

IISD is supporting a holistic WEF approach to understanding and managing Suriname's mining for balanced and sustainable growth. Two workshops in Paramaribo, Suriname's capital, convened representatives from local communities, government departments, mining companies, non-governmental organizations, academics and others to identify key aspects of WEF security, such as livelihoods and infrastructure, which are affected by mining activities. We also launched the WEFsat-Mining tool for conducting an assessment of the implications of mining for water, energy and food systems. The goal is to understand, monitor and incorporate WEF security into decision-making processes.

In IISD's new role as the Secretariat of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (of which Suriname is a member), we are optimally placed to continue working with that country and its mining sector, to ensure that people have sustained access to good quality and affordable energy, water and food.

WATER—ENERGY— FOOD SECURITY IN SURINAME

Capital: Paramaribo
Population: 573,311 (2014)
Size: 163,821 km²

● PARAMARIBO,
SURINAME

40%

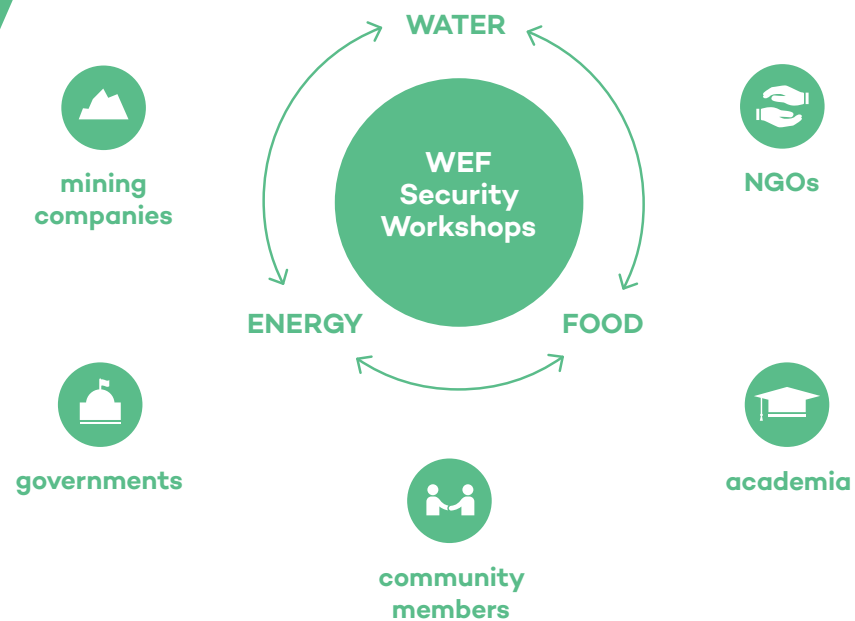
of Suriname's
GDP is represented
by mining

893%

increase in gold mining
in Suriname between
2000 and 2014

IISD PROVIDES WEF SECURITY TRAINING WORKSHOPS

Last year, our Water Program hosted two hands-on, interactive workshops in Paramaribo, Suriname. They brought together a wide range of stakeholders (listed below) to identify key aspects of Water–Energy–Food (WEF) security relevant for the country's mining sector. They also provided training for participants to identify monitoring indicators and actions to improve WEF security at the community level.



SCIENCE-BASED SOLUTIONS TO FRESHWATER THREATS

Matthew McCandless, Executive Director,
IISD Experimental Lakes Area



Fresh water is essential to our well-being, but in many ways the state of our lakes and rivers looks grim. It is for that reason that the sixth of the United Nations' recently minted Sustainable Development Goals (SDGs) urges us to protect our freshwater supplies, a goal that requires immediate research, analysis and action.

That is exactly what IISD's Experimental Lakes Area (IISD-ELA) in Northwestern Ontario, Canada, has been pioneering for the last 50 years: namely, unique whole-lake freshwater research that identifies and tests threats to our freshwater supplies.

Experiments at IISD-ELA have led to vital changes in laws designed to reduce the levels of phosphorus entering our water supplies, mercury, acid rain, and much more. IISD's scientists and policy analysts work together to bring our world-class research to the direct attention of policy-makers whose decisions matter.

Nanosilver, present in so many household products but as yet poorly understood, is now being tested at the site. The impact that climate change is having on our fresh water is another area of focus. Can estrogen in water impact fish populations? Our research has found the answer.

Because of the need for broad public awareness of the health of our fresh water, we communicate our work through media and in-person tours, opening our gates and inviting the public to see the science and data for themselves and expanding the conversation to include local First Nations communities.

A new generation of scientists will ultimately need to take on the mantle, and so we are bringing in high school and graduate students for invaluable hands-on experience and field courses throughout the year.

With so much already achieved at IISD-ELA and the future looking bright and expansive, IISD is proud to be leading such an important research facility for the long-term health of our freshwater sources.

IISD-ELA— A PROVINCIAL AND GLOBAL TREASURE

Kathleen Wynne, Premier of Ontario, Canada



Ontario is a province of lakes, rivers and streams that have played a central role in our history and development and on which we still depend. Given that 80 per cent of Ontarians get their drinking water from lakes, ensuring our fresh water is clean and free of harmful pollutants and contaminants is of utmost importance.

Thankfully, we are also home to a world-class freshwater research site, IISD Experimental Lakes Area (IISD-ELA), which for the last 50 years has been making ground-breaking discoveries in the field of freshwater science.

In August 2015, I was honoured to be invited to the site, as part of a canoe trip I was on in the area with my partner Jane and some friends.

I was overwhelmed by the beauty of Teggau Lake, but what impressed us even more was the leading-edge science taking place at the 58 lakes and their watersheds. We had a great tour, and even helped haul in seine nets to inspect the fish.

I am very grateful for the significant work carried out at IISD-ELA, given that much of the research conducted there provides the scientific foundation for the province to move forward with actions to protect the Great Lakes, Lake Simcoe and other watersheds. Its work also helps us assess the impact of climate change.

And we recognize, of course, that issues of freshwater health are not limited to our province. Rivers, streams, lakes and watersheds all cross national and international boundaries, creating an imperative to work collaboratively to keep our freshwater supplies clean.

IISD-ELA is ultimately of vital *global* importance, and its unique approach to whole-ecosystem experimentation has, and will continue to, inform water-related policy and decisions around the world.

I'm just glad that IISD-ELA calls Ontario home!

ECONOMIC LAW & POLICY

Rethinking the design of our
economies for sustainable and
inclusive growth

CHANGE THE RULES AND LEVEL THE PLAYING FIELD

Nathalie Bernasconi-Osterwalder, Director,
Economic Law & Policy



From advice on raising green infrastructure finance to training seminars on negotiating better investment deals, our Economic Law and Policy Program puts people and the environment at the heart of economic policy-making.

Our work in the field of voluntary standards is a prime example. The State of Sustainability Initiatives, led by IISD with a consortium of partners, is the gold standard for data collection and reporting on sustainability standards, such as those on fair trade in coffee and sustainably harvested fish. In early 2016, we formed a new product—*The State of Sustainable Markets*—to be published on an annual basis in partnership with the International Trade Center. The 2016 report covers 16 standards with standard-compliant products valuing more than US\$30 billion in the agriculture and forestry sectors.

Meanwhile, our collaboration with policy-makers in developing countries continues to broaden and deepen. Our team regularly reviews policies—in areas such as mining investment and public procurement—and recommends ways to better align them with sustainable development priorities. In 2015/16 we worked with 25 countries and 12 regional bodies.

The Sustainable Development Goals (SDGs) demand driving investment and policy development towards low-carbon energy, clean water and resilient infrastructure.

Last year, we also launched the Chinese version of *The IISD Guide to Negotiating Investment Contracts for Farmland and Water*, a resource for governments and communities that are involved in negotiating investment contracts with foreign investors. We have traditionally focused on the countries hosting foreign investment in agriculture; our work in China is an important step in engaging major outward investors in the sector.

Moving forward, the SDGs will provide the framework for our work. Achieving the goals demands driving investment and policy development towards low-carbon energy, clean water and resilient infrastructure.

THE DESIGN OF A SUSTAINABLE FINANCIAL SYSTEM

Achim Steiner, Executive Director,
United Nations Environment Programme



2015 proved to be a watershed for sustainable development with the adoption of the Addis Ababa Action Agenda on Financing for Development, the 2030 Agenda and its associated Sustainable Development Goals (SDGs), and the Paris Agreement on climate change. We have left behind the era where sustainable development must be “sold”; the focus now is on implementation.

How can we get financial markets to line up behind the goals of sustainable development?

At the heart of this implementation lies a financial challenge. According to UNCTAD, US\$5–7 trillion in investment is required each year to deliver the SDGs. Most of this will have to come from private capital. How can we get financial markets to line up behind the goals of sustainable development?

It was with that question in mind that UNEP launched the Inquiry into the Design of a Sustainable Financial System in 2014. Since then IISD has been an essential partner.

IISD’s contribution to the Inquiry’s flagship report—*The Financial System We Need*—was invaluable. Equally important has been IISD’s focus on the practical application of green finance at a national level—in identifying needed reforms, setting priorities, designing roadmaps and helping put these reforms into practice.

IISD’s leadership in the area of fossil fuel subsidy reform is another important contribution. The hundreds of billions of dollars in subsidies for fossil fuels is a powerful incentive to burn carbon-based fuels. For the world to realize its objectives of sustainable development and halting climate change, these subsidies will need to end. We can no longer afford for public resources to be misdirected. Every dollar of public funding must be deployed in a way that leverages many times the amount in private investment toward green initiatives.

Thanks to work with partners like IISD, we have a much better understanding of what a green and inclusive financial system might look like, as well as a menu of actions needed to make it a reality.

“We have left behind the era where sustainable development must be ‘sold’; the focus now is on implementation.”

/ **Achim Steiner**, Executive Director,
United Nations Environment Programme



RESILIENCE

**Managing risks to
move from crisis
to sustainability**

ADAPTING TO THE RISKS POSED BY CLIMATE CHANGE

Anne Hammill, Director, Resilience Program



IISD's Resilience Program develops strategies, tools and policy advice to help communities and ecosystems respond to risks caused by climate change and conflict.

Our multidisciplinary team of policy researchers tackles a diverse range of resilience challenges, such as how to foster robust food systems, how environmental issues are linked with the peacebuilding process in conflict areas, and how to factor climate change adaptation into decision-making.

An example of an innovative tool developed by the Resilience program is [CRiSTAL Parks](#), launched in 2016, in partnership with the International Union for Conservation of Nature and Mexico's National Commission of Protected Areas (CONANP).

CRiSTAL (which stands for Community-based Risk Screening Tool—Adaptation and Livelihoods) is a project-planning tool that helps users design activities that support climate adaptation at the community level. Based on the success of the original version of this decision-support tool following its launch in 2007, a number of new, specialized versions have been developed.

CRiSTAL Parks was designed specifically for conservationists—including project planners and managers and protected area managers—to integrate climate risks into their planning, develop tailored climate adaptation strategies, and identify ways to harness the potential of Protected Areas to reduce climate risks to parks and the livelihoods they support.

CRiSTAL Parks was designed specifically for conservationists to integrate climate risks into their planning.

CRiSTAL Parks is meant to be used in a participatory manner with key stakeholders for the management of a Protected Area. The software was first tested in Mexico's Loreto Bay Marine National Park. A subsequent version of CRiSTAL Parks was piloted in the Nor Yauyos Cochas Landscape Reserve in Peru in January 2015, and further refined based on feedback from the conservation practitioners involved in this pilot.

“Using CRiSTAL Parks tool in Loreto Bay National Park was an enriching practice for the park managers and for other actors involved in conserving the protected area.

Positive experiences and solid results were obtained through CRiSTAL Parks implementation. The tool is structured in a logical sequence that allows users to understand climate hazards and the impacts that could affect the current conservation activities in the protected area. Furthermore, it gives the opportunity to easily collect and relate information in order to build conservation activities based on current and potential climatic changes.

In addition to the technical and systematic advantages that this tool offers, it opens the possibility to strengthen relationships between different sectors. As well, it helps to build capacities in climate change matters among different actors of the protected area, through different participatory activities.”

— **Andrew Rhodes Espinoza**, Director General,
National Commission of Protected Areas (CONANP), Mexico

CRISTAL PARKS

PILOT:
LORETO BAY
NATIONAL
PARK, MEXICO

PILOT:
NOR YAUYOS
COCHAS
LANDSCAPE
RESERVE

IISD and its partners have developed CRiSTAL Parks to help conservationists and Protected Area managers integrate climate risks into their planning, develop tailored climate adaptation strategies, and identify and harness the potential of Protected Areas to reduce climate risks to parks and the livelihoods they support. CRiSTAL Parks has been piloted by Mexico’s National Commission of Protected Areas (CONANP) at Loreto Bay—where climate change risks include warmer winters and droughts—and by Peru’s National Service of Natural Protected Areas (SERNANP) in the Nor Yauyos Cochas Landscape Reserve, where climate risks include glacier melting, hail and intense rainfall events.



CRISTAL PARKS TOOLKIT

CRiSTAL Parks (Community-based Risk Screening Tool—Adaptation and Livelihoods) is a step-by-step toolkit that helps conservation practitioners design activities at the community level that support climate change adaptation and resilient livelihoods.

Understand the conservation, livelihoods and climate context



STEP 1: Describe the conservation, livelihoods and climate context

STEP 2: Analyze climate risk and identify the Protected Area’s potential to mitigate these risks



Evaluate the implications for your project or management plan



STEP 3: Revise existing project or management plan activities

STEP 4: Design new project or management plan adaptation activities and action plans



Support monitoring and evaluation



STEP 5: Identify key elements for your monitoring and evaluation framework



INTEGRATED KNOWLEDGE

Managing data and information
to support sustainable
development governance

MANAGING GLOBAL RISKS THROUGH THE INNOVATIVE USE OF DATA AND INDICATORS

Livia Bizikova, Director, Knowledge Program



The 21st century is marked by a heightened urgency to respond to pressing global challenges. These include climate change, water and food insecurity, and poverty and ecological degradation, which are most pronounced in specific communities, countries and regions, but come together at the global level.

Last year, the Sustainable Development Goals (SDGs) were signed in order to set targets so developing and developed countries can work collaboratively to address these common challenges. Yet the magnitude and complexity of our current situation is often beyond our ability to manage. What we need are mechanisms to combine information and understanding across different geographic and disciplinary boundaries to inform wise and effective decision-making.

IISD's Knowledge Program has provided critical insights, grounded in data and indicators, into how we can combat these global challenges. For example, we developed a comprehensive overview of progress on the Millennium Development Goals and other global environmental agreements focused on environmental sustainability, to determine which goals have been met successfully. This now serves as a baseline for the SDGs, establishing where we are, what is possible and the most effective policy instruments.

Similarly, we developed a set of indicators for sustainable consumption and production for the United Nations Environment Programme, in collaboration with the Commonwealth Scientific and Industrial Research Organisation. Our suggested indicators were ultimately adopted by the United Nations to monitor the SDGs; specifically, the targets listed in SDG Goal #12 on ensuring sustainable consumption and production patterns.

Achieving the SDGs will require more than just good intentions: a truly sustainable future requires changes in the way we manage natural resources and how we design policies. Moving forward, our Knowledge Program will continue to provide critical insights into complex, interrelated systems by creating reliable indicators and trend analyses relevant for decision-making, setting the stage for successful achievement of the SDGs and a brighter future for us all.

HELPING OUR COMMUNITIES TRACK THEIR WELL-BEING

Cindy Lindsay, Director of Member Services,
Community Foundations of Canada



Community Foundations of Canada (CFC) was pleased to collaborate with IISD in 2015, when they became our new data partner for the Vital Signs initiative.

As a knowledge tool led by over 50 community foundations throughout Canada, Vital Signs engages donors, leaders and other stakeholders in capturing a social and economic snapshot of our communities. What is working well and where can we improve? These reports enable foundations to connect the dots between existing data to delve deep into issues such as poverty, food insecurity and youth unemployment. Community leaders use Vital Signs to start conversations and identify trends to help communities act on local priorities and seize opportunities.

IISD's leadership in curating the data and assisting community foundations in analysis for Vital Signs has been critical to its success. IISD's long-term work on its highly successful Peg project in Winnipeg creates an excellent foundation to help other communities track well-being. IISD was able to help us cover critical areas of well-being, aspects of our local economies and environment that are essential not only for measuring progress but also for facilitating collaboration between agencies to leverage resources.

Our partnership is further strengthened by our mutual commitment not only to building our ability to track community well-being, but also to leverage this knowledge to create actual impact. CFC's Vital Signs work is now being led globally by community foundations in Australia, New Zealand, the United States, Brazil, the United Kingdom, Bosnia and Romania.

ENERGY

**Transforming energy systems
to support universal access to
low-carbon energy**

SUPPORTING THE SHIFT TO SUSTAINABLE ENERGY WORLDWIDE

Peter Wooders, Director, Energy Programme



Two landmark agreements of 2015—the 2030 Agenda for Sustainable Development and the Paris Climate Change Agreement—demand a transformation of our energy sector. Energy access must expand to include the 2.8 billion people that lack modern energy, yet that goal is framed by the need to keep global temperature increases well below 2°C.

This shift requires removing the incentives that encourage fossil fuel energy—subsidies being a prime example. Here, the tide is turning. On the first day of the Paris climate change conference, 40 governments endorsed a Communiqué—led by the nine-country Friends of Fossil Fuel Subsidy Reform and IISD’s Global Subsidies Initiative (IISD-GSI)—calling for a swift end to fossil fuel subsidies.

Last year, IISD provided the Government of India with the first-ever evaluation of its program to transfer cash to cooking gas consumers, the largest cash-transfer scheme in the world.

This growing international movement backs up ever-increasing national actions. In India, where IISD-GSI has been working for five years, great progress has been made

to eliminate transport fuel subsidies. Last year, we provided the Government of India with the first-ever evaluation of its program to transfer cash to cooking gas consumers, the largest cash-transfer scheme in the world.

Regionally, our Energy Program continued the push for greater harmonization of climate change policy in North America, together with Resources for the Future and Instituto Tecnológico Autónomo de México. An October 2015 workshop, hosted by the United States Department of Energy, identified how Canada and the U.S. can jointly develop clean electricity networks and coordinate policies.

Financing for Development was 2015’s third landmark agreement. IISD continued to help governments implement carbon pricing, energy taxation and subsidy reform to help generate public finance. We are also assisting governments in the crafting of investment environments attractive to the private sector and supporting institutions in Morocco, Namibia and Uganda in accessing finance from the Green Climate Fund.

Diverse partners—including parliamentarians, press agencies and the World Bank—are essential to our impact. We are grateful for the support, goodwill and dedication of all we have worked with during the past year.

REFORM FOSSIL FUEL SUBSIDIES FOR A LOW-CARBON FUTURE

Tim Groser, New Zealand's Ambassador to the United States



Every year, governments around the world spend between US\$400–600 billion on subsidies for the consumption and production of oil, gas and coal products. It represents colossal public financing for fossil fuel energy, and holds us back from a low-carbon future.

To put the numbers into perspective, in 2014 fossil fuel subsidies stood at almost four times the level of subsidies to renewable energy.

Promisingly, in recent years we have seen growing momentum to phase out fossil fuel subsidies, freeing up scarce resources to invest in social and physical capital like education, healthcare and infrastructure. In the wake of low international oil prices, we have also seen oil-producing countries start reforming subsidy policies. This is a recent, but very interesting development.

In 2015, New Zealand and the Friends of Fossil Fuel Subsidy Reform launched a Communiqué calling on the international community to increase efforts to phase out subsidies to fossil fuels as a major contribution to climate change mitigation. Estimates show that removing fossil fuel subsidies would lead to emission reductions of around 8 per cent by 2050. In a world dealing with the mounting impacts of climate change, that's too significant to ignore.

So far the Communiqué has gained endorsement from 40 countries, the backing of associations representing close to 91,000 businesses and investors, and support from non-governmental organizations around the world. Due to popular demand, the Communiqué remains open for endorsement in 2016.

New Zealand is a proud partner of the IISD Global Subsidies Initiative (IISD-GSI). As leading experts on the design of subsidy reform policies, IISD provides invaluable assistance to governments globally to implement sustainable policy change.

IISD also provides a support function for the Friends of Fossil Fuel Subsidy Reform.¹ As the political leader of the Friends group, New Zealand values this cooperation and looks forward to our continuing work to promote fossil fuel subsidy reform for a more sustainable future.

¹ Friends of FFSR are Costa Rica, Denmark, Ethiopia, Finland, New Zealand, Norway, Sweden, Switzerland and Uruguay.



REPORTING SERVICES

Tracking the real-time story
of sustainable development

ENHANCING ACCOUNTABILITY FOR SUSTAINABLE DEVELOPMENT

Langston James “Kimo” Goree, Vice-President,
Reporting Services and United Nations Liaison



World leaders who came together in September 2015 to resoundingly embrace the 2030 Agenda for Sustainable Development adopted a framework that promotes transparency as a means to increase the accountability and coherence of sustainable development policy outcomes. IISD Reporting Services also seeks to enhance transparency, accountability and policy coherence in sustainable development governance.

Through our *Earth Negotiations Bulletin* (ENB), IISD Reporting Services recorded the real-time story of the negotiation of the Sustainable Development Goals (SDGs), helping to raise the transparency of this critical decision-making process and contributing to the implementation process, so constituents can better understand the policies that were adopted and hold their governments accountable. In this way, each ENB that IISD publishes contributes to achieving the SDG targets that call for developing “effective, accountable and transparent institutions at all levels,” ensuring “responsive, inclusive, participatory and representative decision-making at all levels,” and broadening and strengthening “the participation of developing countries in the institutions of global governance.” The ultimate goals of our work remain, as they always have been, focused on enhancing transparency as a way to improve accountability and policy coherence.

IISD Reporting Services seeks to enhance transparency, accountability and policy coherence in sustainable development governance.

An example of how we are achieving these objectives was recounted in our 2015 survey of readers. One of our respondents reported that, “At the last COPs of the Stockholm, Rotterdam and Basel Conventions, ENB coverage was crucial to discover that one governmental delegate did not vote according to his country’s policy. He was acting on his own behalf and favored the industry position. It created much attention in his home country. Without ENB this would not have been discovered.” The transparency that ENB brings made it possible for this delegate’s constituency to hold him accountable, and for them to hold the government accountable and to insist that it pursue a coherent policy between its stated position to its citizens and the position it was taking at the COP.

THE DEPENDABLE MESSENGER OF THE CLIMATE CHANGE NEGOTIATIONS

Christiana Figueres, Executive Secretary,
UN Framework Convention on Climate Change



What is one of the most valuable things you can have when you are involved in the biggest, most complex intergovernmental process ever attempted? An objective, balanced, timely report on what is happening. You need IISD’s *Earth Negotiations Bulletin* (ENB).

From being a negotiator in the climate change process for the delegation of my country Costa Rica through my six years as Executive Secretary of the UN Framework Convention on Climate Change (UNFCCC), ENB has been the dependable messenger that gives me a clear picture of what is going on. At each UNFCCC session, ENB plays a critical role in communicating the positions that delegations are taking, both to the participants at the meetings and back in capitals.

ENB’s real-time synopses of the negotiations help ensure that all sides have access to an impartial record of the key points under negotiation. This is especially useful for countries with smaller delegations, who cannot cover everything that is happening in detail. I have little doubt that ENB helped many delegations stay abreast in the run up to and during the intense Paris discussions.

In Paris alone, there were over 36,000 people and over 200 side events. IISD played a key role in making structured sense out of this cacophony of effort and created a harmonious narrative of what it means to engage in multilateral environmental governance through its side event coverage, video coverage and via the flagship ENB.

Now, we have an amazing result—the Paris Climate Change Agreement—but an equally challenging next step to implement it and to complete the Paris “rulebook” for the international climate change regime. The work of IISD’s committed team of academics, lawyers, videographers and photographers sharing information at and between UNFCCC meetings will go on—must go on! You are a key part of our collective momentum for climate action. Thank you one and all!

SPOTLIGHT



NAP GLOBAL NETWORK

Anne Hammill, Director, Resilience Program

The National Adaptation Plan (NAP) Global Network was created in 2014 to coordinate climate-resilient development and to enhance support for national adaptation planning through:

- Peer learning and exchange on the challenges and opportunities associated with national adaptation planning and action.
- Improved coordination of adaptation-relevant bilateral support, with developing countries at the table to ensure that this support aligns with their priorities.
- Supporting national-level action on NAP development and implementation. We provide technical support and knowledge sharing to leverage existing resources, minimize overlaps and identify gaps in supporting the NAP process.

In 2015, IISD was appointed to serve as the Network's secretariat, managing the day-to-day operations and providing logistical, administrative and strategic support for its activities.

2015

IISD becomes the Network's secretariat

WHY COORDINATE BILATERAL DONORS?

Bilateral official development assistance (ODA) makes up the majority of adaptation-related development finance. In 2013, bilateral ODA for adaptation was US\$11.28 billion, while multilateral support for adaptation totalled US\$3.3 billion. (Source: OECD)

CORE ACTIVITIES OF THE NETWORK INCLUDE:

TARGETED TOPICS FORUMS

Although each country's NAP is different, many questions and lessons about the NAP process can be shared across countries and regions.

The Network's Targeted Topics Forums are a space for policy-makers and practitioners who might not otherwise interact to have focused, technical discussions on the challenges and best practices related to the NAP process, and how coordination may help.

In 2015–2016, the Network held two forums: the first in Rio de Janeiro, Brazil, on the theme of high-level political support and sectoral integration, and the second in Kingston, Jamaica, on the theme of options for financing NAP implementation.



34

Participants from 34 countries take part in the NAP Global Network.



sNAPshot SERIES

To help promote South-South learning, the Network launched a series of briefs called *sNAPshots* that profile concrete examples of how participating countries are approaching different aspects of the NAP process.

“Here in Jamaica, we have seen and felt the impacts of climate change on our coastline through erosion. We have seen it affect our rainfall, as we have experienced dry conditions and drought on an unprecedented level. These impacts have resulted in economic consequences.

Society must be aware of how climate change is likely to impact each sector, and what needs to be done to lessen the impacts of climate change. Strong, well-coordinated national adaptation plans are critical to this process.

Given the urgent need for countries to streamline adaptation planning, the National Adaptation Plan Global Network brings together an impressive group of international adaptation practitioners to better enable us to access funding.”

— **Hon. Daryl Vaz**, Minister in the Office of the Prime Minister, with responsibility for land, environment, climate change and investment



THE PARIS CLIMATE CHANGE AGREEMENT

On December 12, 2015, governments reached a universal, legally binding agreement to keep global temperature rise well below 2°C above pre-industrial levels.

IISD Reporting Services—which has been a trusted source of news and analysis during the many rounds of talks that took countries to Paris—provided daily reports on the negotiations, and documented the many events on the sidelines through video, photographs and words.

Ahead of the Paris conference, we worked alongside governments as they prepared the actions they intend to take to mitigate and adapt to climate change. In Paris, we provided expert advice as countries inched closer to a major agreement.

93

official side events
covered by IISD
Reporting Services



14,924,854

people reached on Facebook



18

events organized and panel presentations delivered by IISD in Paris

33 videos produced

2,727,958

views on Facebook

145+ countries

IGF — MAKING MINING MORE SUSTAINABLE

Greg Radford, Director, Intergovernmental Forum on Mining,
Minerals, Metals and Sustainable Development

55

member states committed
to reshaping how they
manage natural resources to
reduce poverty and achieve
inclusive growth

US\$1T

the approximate value
of the global mining sector

After years of working to reform the mining industry, it was an honour for IISD to be appointed as Secretariat for the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) in October 2015.

The IGF represents a remarkable opportunity for systemic change. Its 55 member nations are committed to reshaping how they manage natural resources in order to reduce poverty and achieve inclusive growth, social development and environmental stewardship. The IGF provides tools to help make this happen.



The IGF's Mining Policy Framework offers clear direction on how to draft legislation and policy. It requires investors to set aside money to cover the cost of closing a mine before a license is granted to start digging. It makes sure that the people who work in and live near the mine share in the benefits—such as jobs, schools and hospitals. Ensuring that communities are protected from the risks associated with large-scale mining projects is another priority. The threat that mining projects can pose to nearby communities was underlined last year in the small Brazilian town of Bento Rodrigues, which was flooded with toxic mud when a tailings dam burst.

IGF advisors are currently working with the governments of Mongolia, Burkina Faso and Senegal to help them assess their current systems and determine what changes

are needed. Our experts also offer training sessions and workshops to help members build their capacity to govern effectively.

The IGF's conferences serve as important—and unique—forums for influencing the global mining industry. We bring together government officials, industry leaders, academics and members of civil society and work to find practical and collaborative ways to help achieve the Sustainable Development Goals (SDGs).

We are excited about the work ahead as we expand the IGF's advisory and technical support services, strengthen the IGF's management structure and advocate for optimizing the sustainable development benefits of mining.

250+

This year's Annual General Meeting was attended by over 250 participants from 67 countries.



OUR TEAM

STAFF

Kristan Aho
Rod Araneda
Ahmed Babou
Sumeep Bath
Christopher Beaton
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Osterwalder
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Angela Marceniuk
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Maria Martinez

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Kelli-Nicole Croucher
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Lloyd McGinnis

FINANCIALS



INDEPENDENT AUDITOR'S LETTER

Report of the independent auditors on the
summarized consolidated financial statements

To the Members of the **International Institute for Sustainable Development**,

The accompanying summarized consolidated financial statements, which comprise the summarized consolidated statement of financial position, summarized consolidated statements of operations and changes in unrestricted net operating assets and related notes, are derived from the audited consolidated financial statements of the **International Institute for Sustainable Development** for the year ended March 31, 2016. We expressed an unmodified audit opinion on those financial statements in our report dated June 24, 2016.

The summarized consolidated financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summarized consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of the **International Institute for Sustainable Development**.

Management's responsibility for the summarized consolidated financial statements

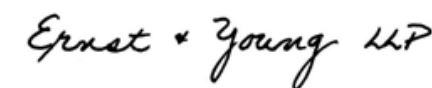
Management is responsible for the preparation of the summarized consolidated financial statements.

Auditors' responsibility

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

Opinion

In our opinion, the summarized consolidated financial statements derived from the audited consolidated financial statements of the **International Institute for Sustainable Development** for the year ended March 31, 2016 are a fair summary of those consolidated financial statements.



Chartered Professional
Accountants

Winnipeg, Canada
June 24, 2016

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As of March 31

| | 2016 | 2015 | 2016 | 2015 |
|--|-------------------|-------------------|------|------|
| | \$ | \$ | \$ | \$ |
| ASSETS | | | | |
| Current | | | | |
| Cash | 2,618,651 | 3,057,987 | | |
| Restricted cash | 315,018 | 188,177 | | |
| Short-term investments | 4,970,754 | 5,971,621 | | |
| Accounts receivable | 18,966,491 | 11,305,928 | | |
| Prepaid expenses and deposits | 423,850 | 350,256 | | |
| | 27,294,764 | 20,873,969 | | |
| Accounts receivable | 19,706,315 | 5,892,671 | | |
| Capital assets | 688,309 | 551,445 | | |
| | 47,689,388 | 27,318,085 | | |
| LIABILITIES AND NET ASSETS | | | | |
| Liabilities | | | | |
| Current | | | | |
| Accounts payable and accrued liabilities | 2,208,274 | 2,741,469 | | |
| Deferred contributions | 18,670,857 | 12,239,486 | | |
| Deferred capital contributions | 405,969 | 202,564 | | |
| | 21,285,100 | 15,183,519 | | |
| Deferred contributions | 20,280,736 | 7,214,561 | | |
| | 41,565,836 | 22,398,080 | | |
| Net assets | | | | |
| Net assets invested in capital assets | 282,339 | 348,881 | | |
| Reserve for program development | 3,249,589 | 3,249,589 | | |
| Sustainable Future Fund | 500,000 | 250,641 | | |
| Unrestricted net operating assets | 2,091,624 | 1,070,894 | | |
| | 6,123,552 | 4,920,005 | | |
| Total liabilities and net assets | 47,689,388 | 27,318,085 | | |

CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN UNRESTRICTED NET OPERATING ASSETS

Year ended March 31, 2016

| | 2016 | 2015 |
|-------------------------|-------------------|-------------------|
| | \$ | \$ |
| REVENUE | | |
| Designated grants | 21,745,902 | 18,619,885 |
| Operating grants | 1,124,540 | 1,124,540 |
| Sustainable Future Fund | 56,841 | — |
| Interest | 83,509 | 114,070 |
| Other | 1,329,259 | 831,699 |
| | 24,340,051 | 20,690,194 |

| | 2016 | 2015 |
|--------------------------------------|-------------------|-------------------|
| | \$ | \$ |
| EXPENSES | | |
| Projects | | |
| Reporting Services | 4,697,583 | 4,170,570 |
| Economic Law & Policy | 4,722,996 | 3,515,274 |
| Energy | 3,742,440 | 3,302,228 |
| Experimental Lakes Area | 2,611,227 | 2,396,596 |
| Resilience | 1,302,989 | 1,105,543 |
| Water | 964,149 | 838,001 |
| Integrated Knowledge | 856,747 | 913,703 |
| China | 792,107 | 1,237,659 |
| | 19,690,238 | 17,479,574 |
| Corporate and shared services | 3,695,625 | 4,401,416 |
| | 23,385,863 | 21,880,990 |

UNRESTRICTED NET OPERATING ASSETS

| | | |
|---|------------------|--------------------|
| Increase (decrease) in unrestricted net operating assets | | |
| Excess of revenue over expenses (expenses over revenue) for the year | 954,188 | (1,190,796) |
| Appropriation to (from) unrestricted net operating assets | | |
| Change in net assets invested in capital assets | 66,542 | (203,815) |
| Reserve for program development | — | 254,070 |
| | 1,020,730 | (1,140,541) |
| Unrestricted net operating assets, beginning of year | 1,070,894 | 2,211,435 |
| Unrestricted net operating assets, end of year | 2,091,624 | 1,070,894 |

NOTES ON FUNDING ARRANGEMENTS

March 31, 2016

FUNDING ARRANGEMENTS

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 grants are recorded when the funding commitment is made and recognized in revenue as the projects progress.

A comparative summary of funding committed during the year is as follows:

| | 2016 \$000'S | 2015 \$000'S |
|------------------------------------|-----------------|-----------------|
| FUNDING COMMITMENTS | | |
| Government and Agencies | | |
| Canada | 22,811 | 5,862 |
| International | 12,006 | 10,674 |
| | 34,817 | 16,536 |
| United Nations agencies | 1,938 | 1,234 |
| International organizations | 1,105 | 1,049 |
| Philanthropic foundations | 1,286 | 1,510 |
| Private sector and other | 2,634 | 1,401 |
| | 41,780 | 21,730 |

OPERATING GRANTS

IISD has funding agreements with the Government of Manitoba and the International Development Research Centre (“IDRC”) for six- and five-year periods ending March 31, 2019 and June 30, 2018, respectively. Both of these agreements provide for a blend of operating grants and contributions in support of research that is consistent with the interests and priorities of these funders. In March 2013, the IDRC agreement was amended to extend it for five years and three months to June 30, 2018 for a total of \$5 million over the extension period. In August 2013, the Manitoba agreement was renewed for a further six years for a total of \$6 million over the term of the agreement.

A summary of the operating grant funding is as follows:

| | FUNDING COMMITMENT 2016 \$000'S | FUNDING RECORDED 2016 \$000'S | FUNDING RECORDED PRIOR YEARS \$000'S | FUNDING COMMITMENT REMAINING \$000'S |
|---|--|--|---|---|
| OPERATING GRANT REVENUE | | | | |
| Government of Manitoba | 4,347 | 725 | 1,449 | 2,173 |
| International Development Research Centre | 2,000 | 400 | 800 | 800 |
| | 6,347 | 1,125 | 2,249 | 2,973 |

CONSOLIDATED SCHEDULE OF FUNDING COMMITTED (\$000'S)

Year ended March 31, 2016

GOVERNMENT OF CANADA (AND AGENCIES)

| | |
|--|---------------|
| Department of Foreign Affairs, Trade and Development (DFATD) | 19,700 |
| Department of Fisheries and Oceans (DFO) | 250 |
| Environment Canada | 100 |
| Natural Resources Canada | 25 |
| Global Affairs Canada | 25 |
| Aboriginal Affairs and Northern Development Canada | 15 |
| Western Economic Diversification Canada | 8 |
| Agriculture & Agri-Food Canada (AAFC) | 5 |
| | 20,128 |

GOVERNMENTS OF PROVINCES OR TERRITORIES

| | |
|-----------------------|--------------|
| Ontario | 2,006 |
| Manitoba | 568 |
| Nunavut | 68 |
| Northwest Territories | 31 |
| Yukon | 10 |
| | 2,683 |

GOVERNMENTS OF OTHER NATIONS

United States of America

| | |
|---|--------------|
| US Department of State | 5,263 |
| General Secretariat of the Organizations of American States (OAS) | 86 |
| National Science Foundation (RFF) | 13 |
| | 5,362 |

Norway

| | |
|-----------------------------|--------------|
| Ministry of Foreign Affairs | 1,674 |
| Royal Norwegian Embassy | 2 |
| | 1,676 |

GOVERNMENTS OF OTHER NATIONS (CONTINUED)

United Kingdom

| | |
|---|-------|
| Department for International Development (DFID) | 1,194 |
| Foreign and Commonwealth Office (FCO) | 160 |

1,354

Switzerland

| | |
|--|-----|
| Swiss Agency for Development and Cooperation (SDC) | 828 |
| Swiss Federal Department of Foreign Affairs | 152 |
| Swiss Federal Office for the Environment (FOEN) | 138 |

1,118

Sweden

| | |
|---|-----|
| Swedish International Development Cooperation Agency (SIDA) | 849 |
| Nordic Council of Ministers (NCM) | 93 |

942

Saudi Arabia

| | |
|---------------------------|-----|
| Saudi Arabian Oil Company | 670 |
|---------------------------|-----|

Germany

| | |
|---|-----|
| Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ) | 149 |
| Federal Ministry for the Environment Germany (BMU) | 140 |
| KfW Entwicklungsbank | 48 |

337

Pakistan

| | |
|-------------------------------------|----|
| Pakistan Ministry of Climate Change | 94 |
|-------------------------------------|----|

Finland

| | |
|---|----|
| Ministry of Foreign Affairs | 60 |
| Nordic Working Group for Global Climate Negotiations (NOAK) | 7 |
| Ministry of the Environment | 7 |

74

Turkey

| | |
|--|----|
| Ministry of Forestry and Water Affairs | 65 |
|--|----|

Taiwan

| | |
|--|----|
| Taiwan Economic and Cultural Office (TECO) | 63 |
|--|----|

United Arab Emirates

| | |
|------------------------------|----|
| Environment Agency—Abu Dhabi | 57 |
|------------------------------|----|

Austria

| | |
|--|----|
| Federal Ministry of Agriculture, Forestry, Environment and Water Management | 56 |
|--|----|

New Zealand

| | |
|-----------------------------|----|
| Ministry of Foreign Affairs | 50 |
|-----------------------------|----|

France

| | |
|---------------------|----|
| Ministry of Ecology | 35 |
|---------------------|----|

Italy

| | |
|---|----|
| Italian Ministry for Environment Land and Sea (IMELS) | 30 |
|---|----|

Japan

| | |
|---|----|
| Institute for Global Environmental Strategies | 23 |
|---|----|

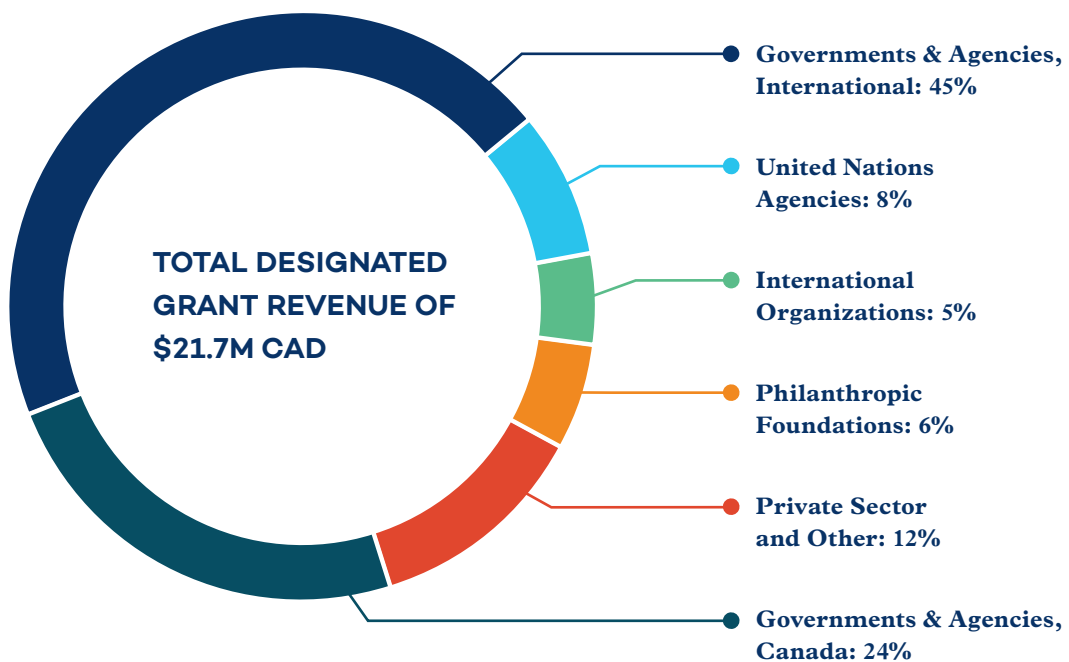
12,006

| | | | |
|---|--------------|--|--------------|
| UNITED NATIONS & UN AGENCIES | | | |
| United Nations Environment Programme (UNEP) | 1,223 | SONAPESCA | 20 |
| The Food and Agriculture Organization of the United Nations (FAO) | 253 | International Air Transport Association | 17 |
| United Nations Economic Commission for Africa (UNECA) | 208 | Tragsa | 15 |
| United Nations Office for Project Services (UNOPS) | 62 | Air Transport Action Group (ATAG) | 14 |
| United Nations Development Programme (UNDP) | 51 | Global CCS Institute | 13 |
| United Nations Office at Geneva (UNOG) | 42 | Others (under \$10,000) | 63 |
| United Nations Foundation | 42 | | 1,105 |
| United Nations Industrial Development Organization (UNIDO) | 25 | PHILANTHROPIC FOUNDATIONS | |
| United Nations Framework Convention on Climate Change (UNFCCC) | 13 | New Venture Fund | 559 |
| United Nations Institute for Training and Research (UNITAR) | 12 | Ivey Foundation | 150 |
| Others (under \$10,000) | 7 | The William and Flora Hewlett Foundation | 121 |
| | 1,938 | Gail Asper and Michael Paterson | 118 |
| INTERNATIONAL ORGANIZATIONS | | Energy Foundation | 101 |
| Organisation for Economic Co-operation and Development (OECD) | 311 | Community Foundations of Canada | 79 |
| World Bank | 208 | RBC Foundation | 75 |
| OXFAM | 84 | Thomas Sill Foundation | 45 |
| Convention on Biological Diversity (CBD) | 65 | Delta Electronics Foundation | 18 |
| Ramsar | 63 | J.W. McConnell Family Foundation | 13 |
| GEO Secretariat | 45 | Others (under \$10,000) | 7 |
| Global Environment Facility (GEF) | 39 | | 1,286 |
| Global Off-Grid Lighting Association (GOGLA) | 39 | PRIVATE SECTOR AND OTHER | |
| International Tropical Timber Organization | 34 | Gesellschaft für Organisation, Planung und | |
| Rights and Resources Initiative (RRI) | 28 | Ausbildung mbH (GOPA) | 524 |
| African Centre for Technology Studies (ACTTS) | 25 | Infrastructure Professionals Enterprise Global Private Ltd | |
| International Organization of La Francophonie (OIF) | 22 | (IPE Global Private Limited) | 473 |
| | | Manitoba Hydro | 340 |

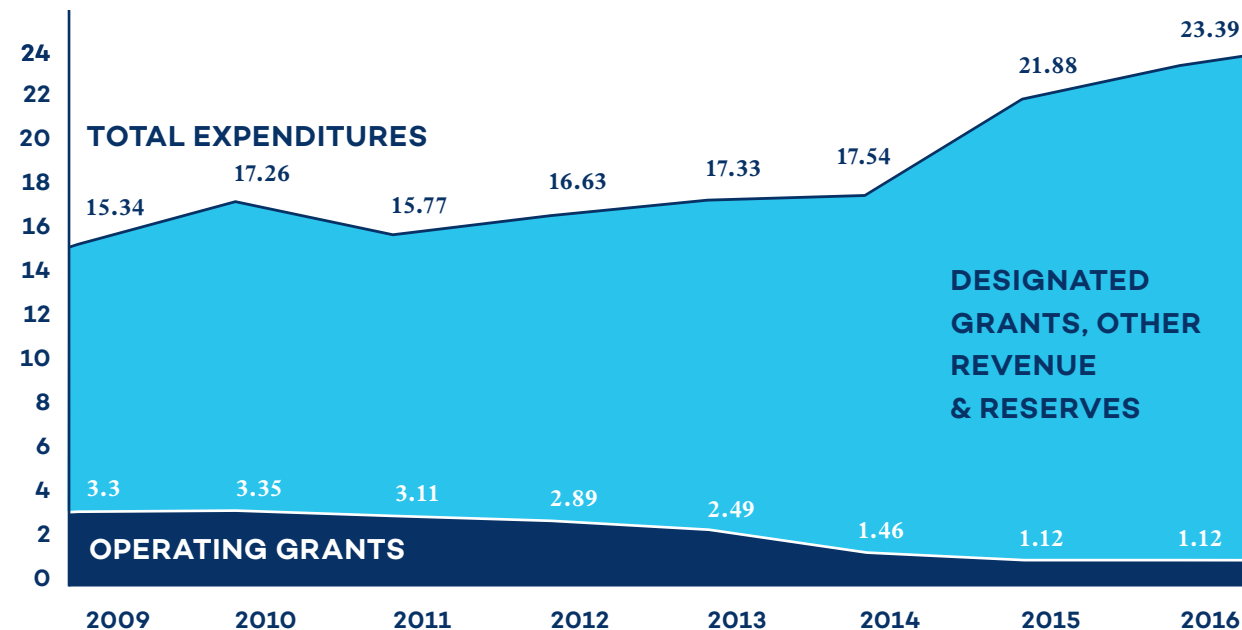
PRIVATE SECTOR AND OTHER (CONTINUED)

| | |
|---|--------|
| AF Mercados Energy Markets International S.A. | 302 |
| Great West Life Assurance Company (GWL) | 250 |
| Natural Resources Defense Council (NRDC) | 138 |
| UT-Battelle, LLC | 72 |
| Yukon College | 60 |
| Institute for Advanced Sustainability Studies (IASS) | 59 |
| Alliance for Sustainable Energy (NREL) | 56 |
| Makivik Corporation | 50 |
| Oxford Policy Management Ltd | 45 |
| Oil Change International | 39 |
| Greenhouse Gas Management Institute (GHGMI) | 35 |
| Enviro Consulting International (ECI) | 28 |
| Adelphi | 22 |
| Canadian Fertilizer Institute | 20 |
| Islamic Development Bank | 20 |
| Estate of Robert Cooke | 16 |
| Sommerville College | 14 |
| Energies 2050 | 12 |
| Le Centre Interprofessionnel Technique d'Études de la Pollution Atmosphérique (CITEPA) | 11 |
| Others (under \$10,000) | 48 |
| | 2,634 |
| | 41,780 |

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/ Alan Young, Chair, IISD Board of Directors



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