

# Solutions for Improved Human Well-Being



2011–2012 Annual Report

**iisd**

International  
Institute for  
Sustainable  
Development

Institut  
international du  
développement  
durable



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

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

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We can improve human well-being now and for future generations by transforming institutions—the rules governing us—and demonstrating how everyone can be more accountable for managing ecological and social systems.

## From the Chair

Achieving our goals for sustainable development has never been more critical. Yet, humanity is losing traction to indifference as misuse and overuse of the idea has made this critical issue for our common future somehow less relevant and understood.

Faced with scenarios of global economic and environmental catastrophes, we retreat to what we, as individuals, can understand. We know we need jobs and want a comfortable standard of living. We look longingly at political leaders to solve our problems, and we despair at the slow progress despite 40 years of discussion and negotiation.

Sustainable development is, at its essence, an idea that aims to deliver equitable solutions to the many global stresses humanity faces. These stresses include climate change and global warming, loss of biodiversity and changes to our environment and economic systems.

There is no escaping it. All humanity will have to address uncomfortable changes to our way of life. For example, sooner or later we will all have to deal with the interrelated issues of water, energy and food security, as the world population expands to 9 billion-plus by 2050.

From the beginning, IISD has been working at developing innovative approaches to deliver more equitable ways to share increasingly scarce resources in a rapidly changing world. When we talk about equity we mean equity between people today and in the future.

We have tested ideas to solve our problems and reach our goals for sustainable development. We have established new systems to develop more sustainable solutions and strategies for development.

For example, we believe the emerging green economy is shaping up as one of the most promising ways to meet critical resource constraints. We are looking at how sustainable public procurement, elimination of subsidies that encourage overuse and waste, and profitable ways to restore natural environments and create green jobs, can help us reach our larger goals.

Years of experience have proven that we cannot apply old models to deal with future problems. It takes rigour, discipline, crisp thinking and competent people to tackle these problems. We are determined to seek answers to questions that are of concern to legislators, policy innovators and concerned citizens.

We can improve human well-being now and for future generations by transforming institutions—the rules governing us—and demonstrating how everyone can be more accountable for managing ecological and social systems. These are the issues IISD has been working on for years and are at the heart of our strategic plan.

This report sets out our year in review, and we invite you to explore it further and learn more about how we are working to achieve our goals. We are fortunate to have talented researchers, associates, executives and a great number of dedicated young writers. Our Board of Directors represents a diversity of experience, geography and culture that provides strength in our governance. Over the years, we have been guided by brilliant and committed leaders for sustainable development, such as IISD distinguished fellows Franz Tattenbach, David Runnalls and Art Hanson. Finally, we are fortunate to have operating support from the governments of Manitoba and Canada, who continue to be generous with their advice, time and support.



A large, stylized handwritten signature in black ink, appearing to read 'Daniel Gagnier'.

Daniel Gagnier, Chair, Board of Directors



## How IISD Works to Improve Human Well-Being



*By Bill Glanville,  
Vice-President and  
Chief Operating Officer  
and Darren Swanson,  
Deputy Director,  
Natural & Social  
Capital Program*

The challenges we face are great, but so too are the new possibilities that appear when we look at old problems with new and fresh eyes.

*- Report of the UN Secretary-General's High Level Panel on Global Sustainability*

**It's a familiar story—a growing population and changing patterns of consumption are putting increasing pressure on social and ecological systems worldwide. But the concept of sustainable development offers a way to integrate our thinking about the relationships among the economy, environment and society, and to identify new policies that will improve human well-being by reducing poverty, improving social equity and protecting and restoring natural systems. The role of an institution like IISD is to undertake research to understand the linkages among key factors and recommend actions that will move us toward a more sustainable future.**

There are two critical aspects to our work—being selective about the right issues to focus on and accelerating the pace of change. Our choice of the right issues to work on is defined in our five-year strategic plan. These issues are the key leverage points where we believe achieving change will make a significant positive difference and which harness the intellectual capabilities of the institute. The conceptual framework for IISD's strategic plan shifts the focus from the conventional emphasis on economic factors to a more inclusive approach that integrates consideration of economic policy, governance arrangements and management of social-ecological systems in designing alternatives for the future. The specific areas of our work are set out in the 12 themes depicted in the model on the next page.

Though some successes have been achieved in the last 20 years, most indicators point to a steady decline in the state of the world's natural systems. At the same time, while many of the answers are evident, the implementation of change has been too slow. Timely progress requires accelerating the pace of policy reform. IISD's strategic plan identifies transformative change as dramatic, occasionally unpredictable leaps toward new paradigms, rather than more predictable, incremental steps. While this can be disruptive by its nature, transformative change takes us toward our objectives at a rate more consistent with the requirement to reverse the deteriorating condition of social and ecological systems.

In accordance with its mission to champion innovation, enabling societies to live sustainably, IISD recognizes that multiple actions at multiple levels working together are required to achieve progress. Our way of working involves some specific elements. First, IISD bases its brand on carrying out high-quality research and providing neutral, credible analysis and advice. Only by ensuring that our research is of the highest quality can we be seen as a trusted source of useful information.

Second, we believe that relationships are at the centre of change. Change requires taking risks; willingness to take risks is based on trust, and trust is based on relationships. Sustainable development requires building trusting relationships with key decision makers and influencers. We achieve this by partnering with a wide range of institutions in

both developed and developing countries. By working together to develop ideas for policy reform, we build capacity and acceptance of new ways of thinking and directions for the future.

Third, IISD takes a solution-based approach. This means that, through our research, we seek to identify practical, cost-effective policies and beneficial management practices. Bringing forward recommendations for change that have clear benefits reduces the barriers to implementation.

These characteristics are illustrated quite clearly by our progress toward achieving Goal 4 in the Strategic Plan—the phase-out of subsidies that undermine sustainable development. The Global Subsidies Initiative (GSI) was conceived from the start to be an undertaking that would have a foundation of impeccable research in a tricky domain, that of defining, identifying and quantifying subsidies, particularly those that are environmentally perverse and trade distorting. This was joined with an intensive communications and engagement strategy in partnership with the developing country news agency, the Inter Press Service, to inform the media, and through them, the public, about the facts, importance and challenges of subsidy reform.

More recently GSI has produced a number of Citizen's Guides to Energy Subsidies in specific countries as a way to engage with a range of stakeholders. These guides present a thorough case for subsidy reform and the means to implement reform in a manner that protects poor households and describes good pathways that will ease the transition. Specifically, on fossil fuel subsidy reform in Indonesia and India, we have been able to engage very directly with the governments in these countries to build working relationships and to work out best practices for implementing change in this challenging area of public policy. Through this work, choices for improved public finance are examined that open the way to shift public dollars from facilitating the overuse of fossil fuels to other high priorities to improve human well-being, such as education, health and poverty reduction.

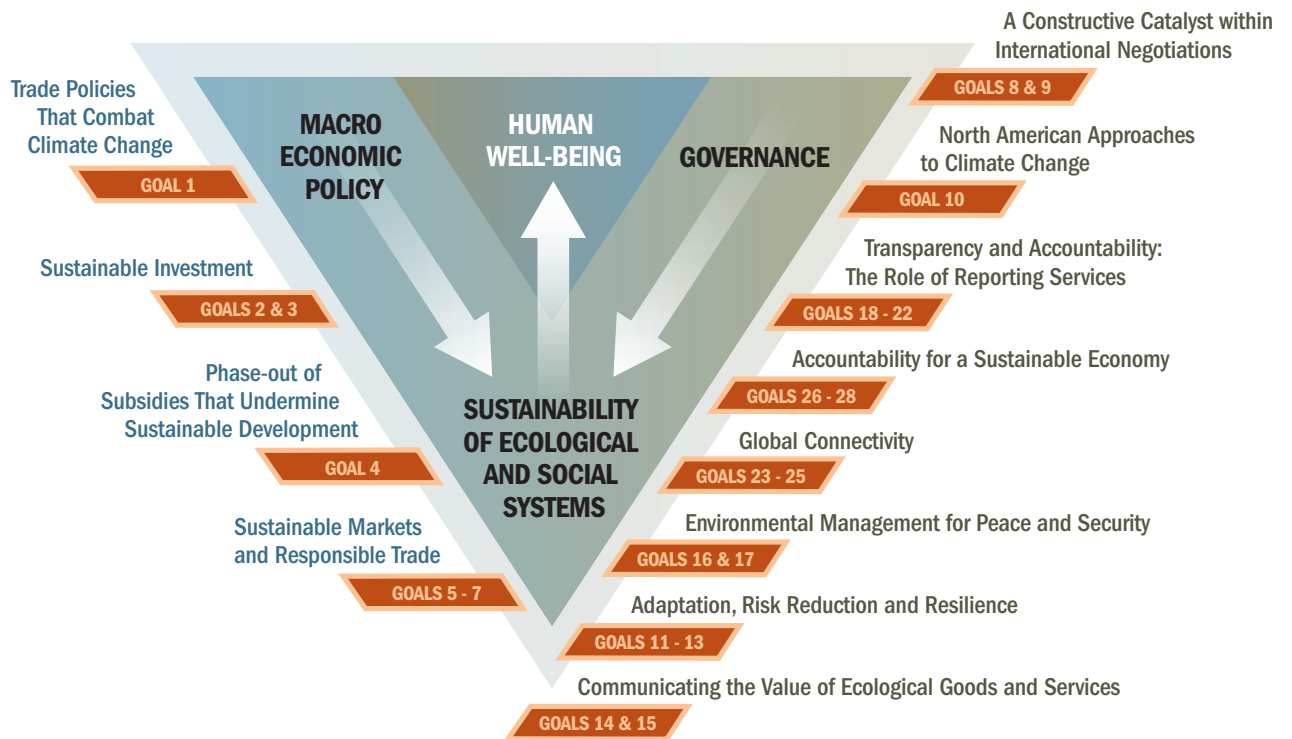
It is through this kind of re-examination of alternative policies that IISD can accelerate the transition to a sustainable future.





## Conceptual Framework for IISD's Strategic Plan

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



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

### Trade Policies that Combat Climate Change

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

### Sustainable Investment

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

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

### Phase-out of Subsidies That Undermine Sustainable Development

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

### Sustainable Markets and Responsible Trade

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

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

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

### A Constructive Catalyst Within International Negotiations

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

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

### North American Approaches to Climate Change

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

### Adaptation, Risk Reduction and Resilience

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

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

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

### Communicating the Value of Ecological Goods and Services (EGS)

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

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

### Environmental Management for Peace and Security

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

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

### Transparency and Accountability: The Role of Reporting Services

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

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

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

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

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

### Global Connectivity

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

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

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

### Accountability for a Sustainable Economy

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

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

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





## Climate Policy Solutions Through Low-Carbon and Resilient Development



By Dave Sawyer,  
Director, Climate  
Change and Energy

**THE CLIMATE CHANGE AND ENERGY PROGRAM HAS MOVED TO MORE CLOSELY LINK MITIGATION AND ADAPTATION SOLUTIONS TO IMPROVE THE QUALITY OF LIFE.**

Envisioning a transition to a low-carbon and resilient future is important, but perhaps more so is embedding climate change more broadly into governance structures.

**N**ew hope and optimism is emerging on the climate change front as the notion of development first is creeping into actions to address climate change.

In the absence of a global deal on climate change, the developing world is moving on with bottom-up action that links sustainable development more tightly with mitigation and adaptation solutions.

As international negotiations continue to bog down and fixate on mitigation matters and the verifiability of emission reductions, new space has opened up for thinking about solutions that are more closely aligned with long-term development objectives.

Climate policy solutions that seek to complement sustainable development objectives are bringing people



together to leverage scarce financial and human resources and attracting partners that historically haven't seen much benefit in contributing to mitigation activities.

In the developing world, opportunities to bundle mitigation, adaptation and poverty alleviation have unleashed a wave of leveraged investments aimed at improving human well-being for many in the world's most climate-stressed regions.

More efficient cookstoves epitomize this wave of fresh thinking. Improved stove efficiency reduces the use of fuel wood and emissions, frees up time and money when less wood is needed, and improves health outcomes through the reduced exposure to indoor air contaminants. And when stove programs supply more efficient cookstoves and are bundled with afforestation projects, adaptive capacity can be enhanced through reductions in soil erosion. This is just one example of sustainable development in action.

IISD's Climate Change and Energy program has been working over the last year to lead global thinking on low-carbon and resilient development. We have focused the program to more closely link mitigation and adaptation, addressing a historical separation both within the program but also within the countries in which we work.

Envisioning a transition to a low-carbon and resilient future is important, but perhaps more so is embedding climate change more broadly into governance structures.

Over the last year, our work in Africa, the Caribbean, Asia and Latin America has helped countries identify and manage climate risks, envision low-carbon development pathways and build governance capacity.

Bundling sustainable development with climate change objectives also makes sense for the developed world. As an international organization, we see opportunities for improving resource productivity and innovation to ensure a rising quality of life, both at home and abroad.

Looking forward, the global economy is transitioning to a resource-constrained world. Deepening the policy discourse to assess long-term opportunities for low-carbon and resilient development is the right direction to achieving improved human well-being.

Through the lens of low-carbon and resilient development, we will continue to align our work toward achieving our three strategic objectives of enabling low-carbon development, enhancing capacity to address climate change through adaptation, risk reduction and building resilience, and being a catalyst in the international climate negotiations.

## GOAL #8:

An international climate change regime that effectively addresses mitigation, adaptation, technology and financing.

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## GOAL #9:

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

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## GOAL #10:

A constructive and progressive energy and climate change relationship between Canada and the United States.

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## GOAL #12:

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





## Bringing Human Health and Well-Being Back Into Sustainable Development



*By Hank Venema,  
Director, Natural and  
Social Capital  
and Karla Zubrycki,  
Project Officer,  
Natural and Social  
Capital Program  
(NASCap)*

**NASCAP PURSUES A SPECIFIC  
REFINEMENT OF THE MILLENNIUM  
ECOSYSTEM ASSESSMENT'S  
ECOSYSTEM SERVICES AND HUMAN  
WELL-BEING FRAMEWORK,  
CONTRIBUTING TO THE EMERGING  
FIELD OF ECOHEALTH, WHICH LIES AT  
THE INTERSECTION OF ECOSYSTEM  
MANAGEMENT AND PUBLIC HEALTH.**



**T**he sustainable development movement has always been anthropocentric—it's about human well-being. Our fundamental premise is that maintaining balance between social, economic and environmental objectives will sustain the health and well-being of future generations of humanity.

Given the intimate connection between sustainable development and human health, it's surprising that the global health community and the sustainable development community have moved in parallel, rarely overlapping worlds. Surprising indeed, since the 20th century environmental movement which birthed the concept of sustainable development emerged from public health concerns. Rachel Carson's 1962 classic *Silent Spring* highlighted the effects of unconstrained pesticide use on wildlife, but crucially she set off alarm bells regarding the potential effects on humans. The political will to establish the U.S. Environmental Protection Agency, and all of the ensuing environmental legislation, which set the table for modern sustainable development, emerged from the furor that Rachel Carson had sparked.

The divergent paths that the global health and sustainable development communities have followed may again—after more than 50 years—be converging. World Health Organization (WHO) Executive Director Margaret Chan represented the global health community at the Rio+20 UN Conference on Sustainable Development—the first time that global sustainable development negotiations have had such high-level representation from WHO. Moreover, an outcome of a May 2012 WHO consultation with experts on public health and water, including IISD, was the recognition of investment in integrated water resources management (IWRM) as a core health indicator to monitor progress toward achieving sustainable water management.

The basic concept is intuitive, but the implications are provocative—human well-being is the ultimate measure of sustainability, which must be achieved with the lightest possible touch on the earth. The global health community may in fact be responding to the earlier overtures of the sustainable development community. The 2005 Millennium Ecosystem Assessment carefully articulated the notion that all aspects of human health are fundamentally dependent on access to high-quality ecosystem services provided by the natural environment, such as clean water, clean air, wholesome nutrition and recreation.

Two potent ideas emerge from the recognition that human health depends on access to ecosystem services. First, investments in ecosystem management can be a very efficient form of upstream public health that should be given serious consideration as downstream health service costs are decimating government budgets. The classic example is New York City's investment in watershed protection

rather than downstream water filtration—saving billions of dollars in the process. Secondly, since public health is a foremost policy priority and perhaps the fundamental expectation of government by its citizenry, addressing public health risk through investments in ecosystem services can be a powerful and transformative force for sustainable development.

NASCap pursues a specific refinement of the Millennium Ecosystem Assessment's ecosystem services and human well-being framework, contributing to the emerging field of ecohealth, which lies at the intersection of ecosystem management and public health. With support from the International Development Research Centre, and through collaboration with the Network for Ecosystem Sustainability and Health (NESH), IISD has focussed its ecohealth work on watershed management. Watersheds concentrate water, energy and nutrients. Well-managed watersheds provide purification and protection services—insights that underlie the concept of IWRM.

Ecohealth asserts that the act of community cooperation to protect watersheds improves both the social and environmental determinants of health—a public health *double dividend*. A recent review done by NESH and IISD of watershed management agencies across Canada for the Public Health Agency of Canada confirmed that the promised public health double dividend exists, and that a deeper integration of watershed management and public health planning is overdue. Moreover, a compelling ecohealth success story exists in the backyard of IISD's headquarters in Winnipeg.

Save Our Seine (SOS), a community non-governmental organization, has advocated for protecting the Seine River, a tributary of the Red River that flows through Winnipeg. SOS's many accomplishments include cleaning up a toxic waste site on the riverbank of urban Winnipeg, building dozens of kilometres of trails and protecting a rare old-growth forest stand—all of which had the effect of improving property values along the Seine River.

The SOS case shows how the public health double dividend spills over to the triple win of sustainable development when one includes the economic benefit of improved property values, community empowerment, reduced exposure to toxins and more active lifestyles. Ecohealth is practical sustainable development in community and watersheds—a bridge that reinforces the importance of human health in the sustainable development discourse and is therefore an important pillar of IISD's new NASCap Program.

## GOAL #15:

Ecohealth – Human health and well-being is improved through EGS investments.



## Addressing Social and Political Stability Challenges to Improve Human Well-Being



*By Mark Halle,  
Director, Trade and Investment,  
and European Representative*

**SOCIAL AND POLITICAL STABILITY ARE BASE-LINE REQUIREMENTS FOR SUSTAINABLE DEVELOPMENT; THEY ARE THE PORTAL THROUGH WHICH ANY JOURNEY TOWARD SUSTAINABILITY MUST PASS.**

**O**ur late colleague Konrad von Moltke described sustainable development as an investment challenge; the transition to sustainable development will require investment on a large scale—in cleaner and more efficient technology, in information and communication technology, in infrastructure and in general upgrading of processes, institutions and human capacity. Investment, in turn, follows opportunity and is scared off by risk. If we are to speed up investment in the sustainability transition, we must unveil opportunities, certainly, but more importantly we must lower the risk.



What is true for societies is also true for communities. Better farming practices, the planting of trees, the terracing of steep slopes, the management of fisheries, etc. all require taking steps now in the hope of a return in the medium or longer term. For this reason, where extreme poverty persists and people are forced to opt for survival strategies, progress for sustainable development is impossible. The priority then is to reduce poverty to the point where investments in actions that progress sustainability again become possible.

It is not only poverty that presses people and communities into survival mode and undermines all hope of progress toward sustainable development—social breakdown and conflict is another key spoiler of any action in favour of a sustainable future. Where social and political stability begin to break down, investment in anything medium- or long-term is immediately suspended; the risks are simply too high. Where conflict actually breaks out, sustainability is undermined and set back, often for years after peace is restored while confidence in stability is slowly regained.

Seen in this light, social and political stability are baseline requirements for sustainable development; they are the portal through which any journey toward sustainability must pass. Thus, where environment (e.g., access to environmental resources) is a cause of social tension, it becomes imperative to address the issues to ensure that they do not undermine the social fabric or, worse, lead to armed conflict. Similarly, once a conflict has run its course, attention to environment and natural resources is often a good way to consolidate the peace and to begin repairing the rips in the social fabric, creating the conditions in which communities and individuals will once again invest.

IISD has given priority to addressing this challenge: how to avoid the negative spiral of resource degradation exacerbating social tension, leading to conflict and further damage to the resource base; and how to generate the positive spiral of resource restoration and management helping to build community trust and thereby pushing off the spectre of conflict and creating the conditions for investment in sustainability.

Two activities illustrate our efforts:

- We are working in Africa on two related topics: how to plan conservation activities so as to minimize conflict; and how to ensure that the growing migration of populations in Africa does not lead to conflict. In the first case, it is often assumed that conservation of biodiversity is a good thing, and therefore should not in any way exacerbate social friction or lead to conflict. The assumption is wrong. Conservation activities can limit or cut off traditional access to land and resources; and even when these are replaced with alternative economic

activities, these tend to be cornered by the elite in the communities, deepening existing rifts. Properly designed, however, conservation can do a great deal of good and minimize prospects for conflict. An IISD-drafted manual on conflict-sensitive conservation (<http://www.iisd.org/publications/pub.aspx?pno=1163>) offers practical advice in this sense.

- We have just initiated a program addressing the growing phenomenon of migration and conflict in Africa's Rift Valley. Populations move for various reasons, from seasonal movement of animal herds, through abandoning climate-stressed or environmentally degraded lands, and through deliberate resettlement, to those who move to escape from or as a result of conflict. Such migration adds stress to systems that are already at the limit of their resilience and, where that limit is exceeded, can in turn trigger new conflict. With migration an ever more common feature in Africa and elsewhere, we need to learn how to plan for it and to mitigate its worst effects, so that conflict is prevented.

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

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



# Curating Information for Policy-Makers



By Kimo Goree,  
Director, IISD Reporting Services

**REPORTING SERVICES' CONTENT-MANAGEMENT SYSTEM AND ITS THEMATIC EXPERTS FORM A CURATION NETWORK FOR POLICY-MAKERS THAT FOSTERS INFORMED POLICY DEVELOPMENT LEADING TO IMPROVED HUMAN WELL-BEING.**



## “It’s not information overload. It’s filter failure”

–Clay Shirky

**T**he ways and speed with which policy-makers have accessed information over the past two decades have proved a mixed blessing. While high-speed internet, real-time email, web content, twitter feeds and social media provide unprecedented access to vast amounts of policy data, this flood of information can drown those individuals in organizations who depend on or are responsible for keeping track of what is happening on environment and sustainable development issues around the world. And, with the proliferation of mobile devices and ubiquitous internet access, there is little respite from the barrage of information fighting for your attention. If you ask diplomats, bureaucrats, information managers and communicators about the challenges that they face at work, one of the most common complaints is about “information overload.”

However, as most modern knowledge management theorists will tell you, it is not the volume of the information that is at fault, but our ability to find and use the appropriate filters that eliminate the “noise” and leave only the “signal.” Today, these tools take many forms, such as complicated algorithms that mine data for nuggets of knowledge, social networks of friends and colleagues who recommend stories to read, and even individuals who can employ staff to comb through emails and websites, sifting out the important items.

During the last decade, the individual or organization that plays the role of the “knowledge broker” has emerged as an important figure in the information management game. The knowledge broker is the trusted intermediary that filters and synthesizes large amounts of information, distilling it into concise, readable, “bite-sized” pieces and communicating them effectively to those who need to know.

IISD Reporting Services has always been a knowledge broker for policy-makers since we started publishing the *Earth Negotiations Bulletin* (ENB) in 1992, synthesizing down hours of negotiations into daily 2000-word summaries. Today, we have moved into the area of knowledge management, with the generous support of the Government of Switzerland, and most recently from the European Commission and the United Arab Emirates (through the International Renewable Energy Agency). We have created a sophisticated

content management system (CMS) and assembled a team of “Thematic Experts” who identify and summarize key events, publications, outcomes and projects in areas such as sustainable development, climate change, biodiversity, sustainable energy and Small Island Developing States. It is this curation network that is the most important factor in building a high-level filtering system for policy-makers. The Thematic Experts who serve as our curators are also the same writers who work at conferences, producing daily and summary issues of the ENB. As networked and informed participants at the centre of these multilateral negotiations, we can trust that they know important content when they see it and can filter and synthesize only the most important items, which are added to our CMS and sent out through our publishing networks.

As a result of our work as Knowledge Brokers and our sophisticated curation process, the policy-makers who subscribe to our easy-to-read newsletters, such as the *Climate Change Daily Feed*, *Sustainable Energy Update*, *Biodiversity Update* and *Sustainable Development Update* know that they are receiving news about only the most relevant, timely and noteworthy activities in each of these issue areas.

While information overload may be a malady for this decade, IISD continues its tradition as a one-stop-shop for intelligence, news and analysis that fosters informed policy development in critical areas that ultimately leads to improved human well-being.

## GOAL #19:

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



## Using Online Tools to Find Solutions to Drive Change for a Better Life



*By Pauline Gerrard,  
Online Learning and Training  
Coordinator, Global Connectivity*

**THE GLOBAL CONNECTIVITY PROGRAM HAS EXPANDED ITS WORK WITH THE NEXT GENERATION TO REACH MORE ASPIRING YOUNG LEADERS BY USING ONLINE TOOLS FOR TRAINING AND NETWORKING TO BUILD A BETTER LIFE FOR ALL.**



## The high level of understanding, capacity and connectivity in today's young people represents an opportunity to find solutions and drive change.

**M**ore young people today are graduating with a better understanding of sustainability, corporate social responsibility and leadership than ever before. They have developed a strong understanding of the challenges of a growing population, resource depletion and climate unpredictability; they recognize that a more sustainable society is critical to their own future quality of life. However, they lack the experience and opportunities to put this knowledge into practice and influence change.

Supporting the upcoming generation in sustainability leadership has been a foundation of IISD's Global Connectivity Program since the Young Leaders for a Sustainable Future Internship Program was started in 1997. By working with interns and alumni of the program, it has become clear that they have a capacity for innovation and networked solutions that needs to be fostered. They have a strong understanding of information technology and are connected to each other and the world around them in a way that has not been seen before. They also clearly understand that they may not have the same quality of life that their parents were afforded—as a result, they are motivated to find sustainable solutions and build equity within their own generation for a better life for all.

The high level of understanding, capacity and connectivity in today's young people represents an opportunity to find solutions and drive change. To meet this challenge, the Global Connectivity Program has expanded its work with the next generation to reach more aspiring young leaders by using online tools for training and networking. While our core internship model placed 13 young leaders with international organizations in 2011–2012, we have also extended our work on leadership in two important directions.

First, we used an online social media platform to bring together young people from across the Circumpolar North to discuss issues of change, knowledge and action in Northern Communities. From this online dialogue, 13 outspoken youth

leaders were chosen to participate in an online leadership program and to go to the International Polar Year (IPY) Conference in Montreal. The group, representing communities from Alaska, Finland, Greenland, Russia and Canada's Northern Regions, learned from each other's experiences and brought a youth voice to the over 3,000 delegates at the IPY conference through a series of panel and poster presentations.

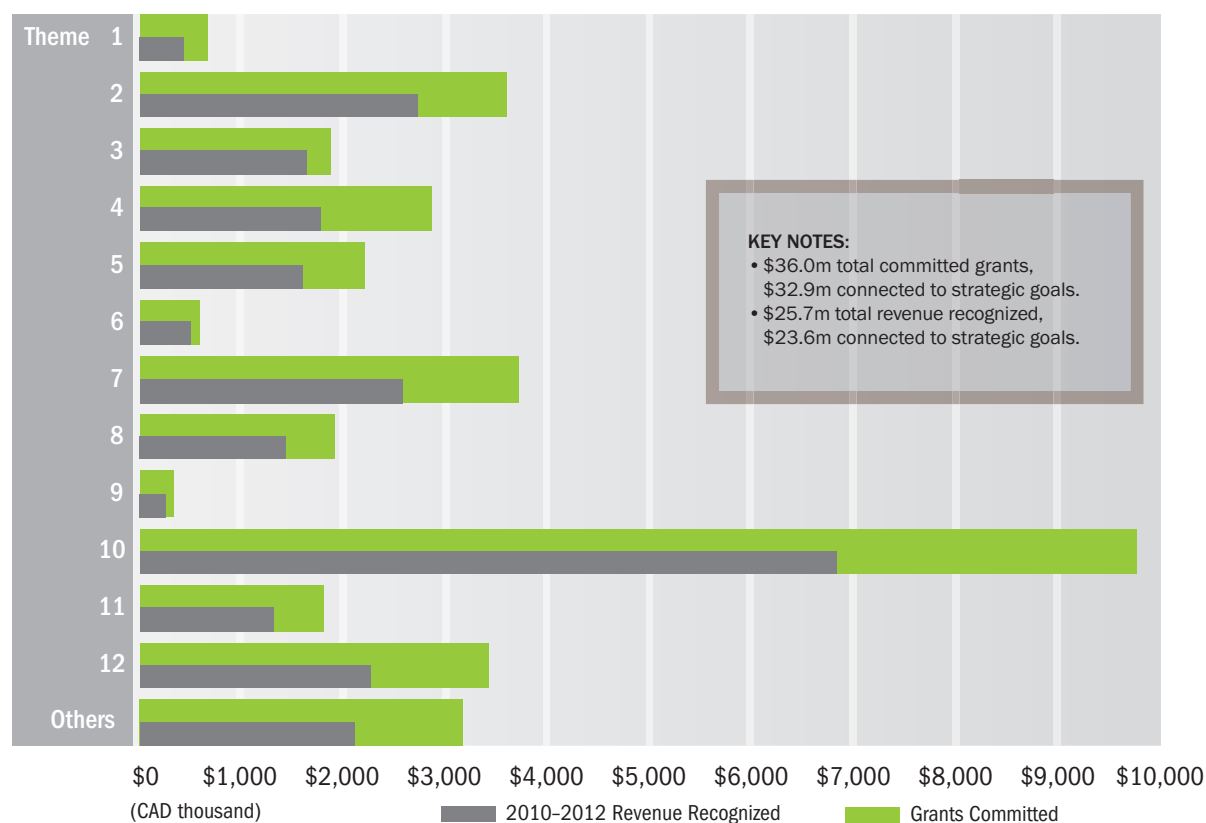
Second, we have focused on how to provide opportunities for youth leadership development at the community level—working in those communities with fewer resources and programs available. Currently being piloted in Winnipeg, the Community Shift Program provides training and engagement in collaborative community problem solving for young professionals from a mix of public, non-profit and private organizations. Using a combination of online content drawing on face-to-face sessions with local leaders, it is working toward helping communities gain committed, knowledgeable and action-oriented people to serve as catalysts in promoting positive change and improving quality of life for all.

In the upcoming year, we will continue to expand our network of young leaders, maintaining the connection as they move through their careers. Our priority is to continue to examine the quality of life at the community level and to engage young leaders—both in Canada and internationally—in working together to find solutions for change.

## GOAL #25:

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

## Grants Committed and 2010–2012 Revenue Recognized by Strategic Plan Theme



### 2011–2012 REVENUE RECOGNIZED BY THEME—FUNDERS (OVER \$50,000)

#### 1. Trade Policies That Combat Climate Change (Goal 1)

Ministry of Foreign Affairs (Norway)	\$146,273
International Renewable Energy Agency (IRENA)	130,929
IVL Swedish Environmental Research Institute	56,076

#### 2. Sustainable Investment (Goals 2 & 3)

Department for International Development (DFID) U.K.	451,748
Swiss Agency for Development and Cooperation (SDC)	261,144
International Development Research Centre (IDRC)	234,962
Ministry of Foreign Affairs (Norway)	146,273
Rockefeller Brothers Fund	144,973
International Renewable Energy Agency (IRENA)	130,929
Ministry of Foreign Affairs (Denmark)	119,604
Simon Fraser University	57,441

#### 3. Phase-out of Subsidies That Undermine Sustainable Development (Goal 4)

Foreign & Commonwealth Office (FCO)	396,921
International Renewable Energy Agency (IRENA)	164,999
Ministry of Foreign Affairs (Denmark)	99,055
Asia-Pacific Economic Cooperation (APEC)	73,910
Department for International Development (DFID) U.K.	61,679
Swedish International Development Cooperation Agency (SIDA)	56,525



<b>4. Sustainable Markets and Responsible Trade (Goals 5-7)</b>	
Swiss State Secretariat for Economic Affairs (SECO)	180,868
Norwegian Agency for Development Cooperation (NORAD)	90,833
Ministry of Foreign Affairs (Denmark)	75,299
IVL Swedish Environmental Research Institute	56,076
<b>5. A Constructive Catalyst Within International Negotiations (Goals 8 &amp; 9)</b>	
Norwegian Agency for Development Cooperation (NORAD)	486,383
PricewaterhouseCoopers Services Ltd. (PwCS)	293,640
World Wildlife Federation South Africa (WWF-SA)	80,252
International Development Research Centre (IDRC)	61,387
<b>6. North American Approaches to Climate Change (Goal 10)</b>	
Province of British Columbia	91,720
<b>7. Adaptation, Risk Reduction and Resilience (Goals 11-13)</b>	
United Nations Development Programme (UNDP)	770,041
African Development Bank	122,869
Ministry of Foreign Affairs (Denmark)	92,174
U.S. Department of State	89,694
United Nations Institute for Training and Research (UNITAR)	50,659
<b>8. Communicating the Value of Ecological Goods and Services (EGS) (Goals 14 &amp; 15)</b>	
Province of Manitoba	336,785
Manitoba Hydro	250,953
Manitoba Lotteries Corporation	67,406
Royal Bank of Canada Foundation	62,287
<b>9. Environmental Management for Peace and Security (Goals 16 &amp; 17)</b>	
Norwegian Agency for Development Cooperation (NORAD)	113,681
<b>10. Transparency and Accountability: The Role of Reporting Services (Goals 18-22)</b>	
European Commission	369,586
United Nations Environment Programme (UNEP)	315,074
Swiss Agency for Development and Cooperation (SDC)	248,454
Federal Ministry for the Environment (BMU) (Germany)	243,528
Masdar	174,054
The Institute for Global and Environmental Strategies (IGES) (Japan)	168,938
Swiss Federal Office for the Environment (FOEN)	149,921
Ministry of Foreign Affairs (Denmark)	136,461
International Development Research Centre (IDRC)	131,058
Ministry of the Environment (Spain)	117,136
Ministry of Ecology (France)	90,000
Korea Forest Service (KFS)	82,851
Ministry of the Environment (Sweden)	75,275
The World Bank	70,170
Ministry of Foreign Affairs (Finland)	69,925
Institut de L'Energie et de l'Environnement de la Francophonie (IEPF)	63,480
Ministry of Foreign Affairs (New Zealand)	56,210
<b>11. Global Connectivity (Goals 23-25)</b>	
Canadian International Development Agency (CIDA)	204,799
International Development Research Centre (IDRC)	187,269
World Conservation Monitoring Centre (WCMC)	95,414
United Nations Environment Programme (UNEP)	93,209
<b>12. Accountability for a Sustainable Economy (Goals 26-28)</b>	
Ministry of Foreign Affairs (Denmark)	388,086
United Nations Environment Programme (UNEP)	166,295
IVL Swedish Environmental Research Institute	112,152
International Development Research Centre (IDRC)	100,031
United Way of Winnipeg	82,328
Department for International Development (DFID) U.K.	61,679
Province of Manitoba	58,828
United Nations Development Programme (UNDP)	51,296

For a complete list of our funders, please visit: [www.iisd.org/about/funders.asp](http://www.iisd.org/about/funders.asp)

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## Independent Auditor's Report

### To the Members of the International Institute for Sustainable Development

The accompanying summary consolidated financial statements, which comprise the consolidated statement of financial position as at March 31, 2012 and the consolidated statement of operations for the year then ended, are derived from the audited consolidated financial statements of the International Institute for Sustainable Development for the year ended March 31, 2012. We expressed an unmodified audit opinion on those consolidated financial statements in our reports dated June 28, 2012. Those consolidated financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those consolidated financial statements.

The summary consolidated financial statements do not contain all the disclosures required by Canadian Generally Accepted Accounting Principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of the Institute (at [www.iisd.org/pdf/2012/financials\\_2012\\_en.pdf](http://www.iisd.org/pdf/2012/financials_2012_en.pdf)).

### Management's Responsibility for the Summary Consolidated Financial Statements

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

### Auditor's Responsibility

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

### Opinion

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



Chartered Accountants

Winnipeg, Manitoba  
June 28, 2012



## Consolidated Statement of Financial Position

March 31, 2012

	2012	2011
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 3,545,374	\$ 1,063,546
Marketable securities	7,592,158	8,104,934
Accounts receivable	9,628,547	9,790,219
Prepaid expenses and deposits	196,190	161,970
	<hr/> 20,962,269	<hr/> 19,120,669
<b>CAPITAL ASSETS</b>	264,497	244,301
	<hr/> \$ 21,226,766	<hr/> \$ 19,364,970
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 1,954,611	\$ 1,440,861
Deferred revenue	12,051,617	10,302,168
	<hr/> 14,006,228	<hr/> 11,743,029
<b>COMMITMENTS</b>		
<b>NET ASSETS</b>		
Net assets invested in capital assets	264,497	244,301
Reserve for program development	4,349,930	4,445,049
Innovation Fund	9,972	5,972
Campaign Fund	7,165	26,242
Unrestricted net operating assets	2,588,974	2,900,377
	<hr/> 7,220,538	<hr/> 7,621,941
	<hr/> \$ 21,226,766	<hr/> \$ 19,364,970

## Consolidated Statement of Operations

For the Year Ended March 31, 2012

	2012	2011
<b>REVENUE</b>		
Designated grants	\$ 13,079,799	\$ 12,618,357
Operating grants	2,888,530	3,111,467
Innovation Fund	6,667	32,664
Interest	185,751	267,633
Other revenue	84,387	282,681
<b>TOTAL REVENUE</b>	<b>16,245,134</b>	<b>16,312,802</b>
<b>EXPENSES</b>		
Projects		
Trade and Investment	5,462,245	5,210,805
Reporting Services	3,641,792	3,296,281
Climate Change and Energy	2,674,874	2,167,190
Natural and Social Capital	1,761,254	2,045,370
Global Connectivity	848,037	727,376
New Project Development	95,772	91,088
Innovation Fund	7,496	33,671
	<b>14,491,470</b>	<b>13,571,781</b>
Administration	1,403,953	1,229,383
Fund Development and Publishing and Communications	599,415	850,937
Board	136,622	114,052
<b>TOTAL EXPENSES</b>	<b>16,631,460</b>	<b>15,766,153</b>
<b>EXCESS OF (EXPENSES OVER REVENUE) REVENUE OVER EXPENSES</b>	<b>(386,326)</b>	<b>546,649</b>
<b>APPROPRIATION (FROM) TO UNRESTRICTED NET OPERATING ASSETS</b>		
Net assets invested in capital assets	(20,196)	50,487
Reserve for program development	95,119	78,269
<b>(DECREASE) INCREASE IN UNRESTRICTED NET OPERATING ASSETS</b>	<b>(311,403)</b>	<b>675,405</b>
<b>UNRESTRICTED NET OPERATING ASSETS, BEGINNING OF YEAR</b>	<b>2,900,377</b>	<b>2,224,972</b>
<b>UNRESTRICTED NET OPERATING ASSETS, END OF YEAR</b>	<b>\$ 2,588,974</b>	<b>\$ 2,900,377</b>



## 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	
	2012 (\$000's)	2011 (\$000's)
Governments and agencies		
Canada	\$ 1,465	\$ 1,901
International	6,623	7,253
	8,088	9,154
United Nations agencies	1,105	1,009
International organizations	1,025	901
Philanthropic foundations	233	585
Private sector and other	2,741	767
	\$ 13,192	\$ 12,416

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 gain recognized at March 31, 2012 in the amount of \$9 thousand (2011 - \$147 thousand):

Activity Area	Other Revenue (\$000's)	Innovation Funds (\$000's)	Designated Grants (\$000's)	Total (\$000's)
Trade and Investment	\$ 5	\$ -	\$ 4,911	\$ 4,916
Reporting Services	-	-	3,413	3,413
Climate Change and Energy	23	-	2,264	2,287
Natural and Social Capital	35	-	1,603	1,638
Global Connectivity	8	-	775	783
Administration, New Project Development, Fund Development and Publishing and Communications	13	-	114	127
	84	-	13,080	13,164
Innovation Fund	-	7	-	7
	\$ 84	\$ 7	\$ 13,080	\$ 13,171

**Operating grants** In April 2011, a one year agreement was reached with Canadian International Development Agency (CIDA) for a total of \$1.672 million. The full amount attributed to the 2011-12 fiscal year has been received and is included in revenue for the year. In March 2012 the agreement was amended to extend it for a further 9 months to December 31, 2012 and funded in the amount of \$1.254 million for the extension period. The funding for the extension period is included in deferred revenue at March 31, 2012. The arrangement with CIDA provides operating grants. IISD has funding agreements with the Government of Manitoba and the International Development Research Centre (IDRC) for five and six year periods ending March 31, 2016 and June 30, 2012 respectively. Both of these arrangements provide for a blend of operating grants and contributions in support of research that is consistent with the interests and priorities of the funders. In March 2012 the IDRC agreement was amended to extend it for a further 12 months to June 30, 2013 and funded in the amount of \$1 million for the extension period. The funding for the extension period is included in deferred revenue at March 31, 2012.

A summary of the operating grant funding is as follows:

	Funding Commitment (\$000's)	Funding Recorded		Funding
		2012 (\$000's)	Prior years (\$000's)	Commitment Remaining (\$000's)
Government of Canada				
Canadian International Development Agency	\$ 2,926	\$ 1,672	\$ -	\$ 1,254
Government of Manitoba	4,186	837	-	3,349
International Development Research Centre	2,422	379	1,643	400
Operating grant revenue	\$ 9,534	\$ 2,888	\$ 1,643	\$ 5,003

## 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, 2012

	(\$000's)
<b>Contributions received:</b>	
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)	18
	<u>463</u>
Appropriation from Reserve for Program Development	20
	<u>\$ 483</u>

#### Grants awarded to projects:

	(\$000's)
<b>Prior years</b>	
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
Promoting Gender Equity in Sustainable Commodity Standards	38
Recovery of prior years grants under expended	(9)
	<u>473</u>

### Current year

Innovation Fund balance at March 31, 2012 \$ 10

### 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, 2012

	(\$000's)
<b>Contributions received:</b>	
Manitoba Hydro	\$ 500
McCall MacBain Foundation	237
RBC Foundation	301
Individuals	110
JFC Burns Investment	35
Stewards Edge	25
Winnipeg Foundation	25
CP Loewen Family Foundation	20
HSBC Bank of Canada	13
Delmar Global Trusts	12
Lake Winnipeg Foundation	10
Gold Coast Securities	5
Ghana Growth Fund	5
Assiniboine Credit Union	2
Export Development Canada	1
	<u>1,301</u>

#### Grants awarded to projects:

	(\$000's)
<b>Prior years</b>	
Water Innovation Centre	675
Clean Energy and Climate Change	248
Sustainable Leadership Innovation Centre - Domestic Winnipeg Pilot	50
Canadian Sustainability Indicators Network Conference: Accountability through Measurement	39
Leaders for a Sustainable Future/Trade Knowledge Network Internship	39
Assessment of Microbial Genomics for Bio-refining	34
Linkages between Poverty and Ecosystem Services	25
Manitoba Eco Tender	25
Intern Community Training Platform	20
IISD Board Youth Consultation	13
Building Alliance of Institutions Training Young Professionals	10
Winnipeg Community Indicator System - United Way Pilot	10
Recovery of Prior Year Grants Under Expended	(19)
	<u>1,169</u>

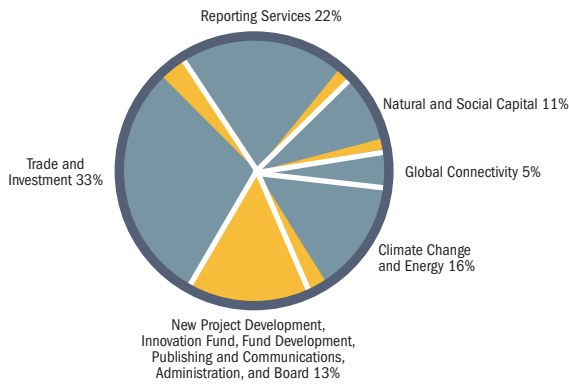
#### Current year

Water Innovation Centre	\$ 100
Sustainable Leadership Innovation Centre - Domestic Winnipeg Pilot	17
Impact Planning Tool	5
Canadian Sustainability Indicators Network Secretariat	3
	<u>125</u>
Campaign Fund balance at March 31, 2012	<u>\$ 7</u>



### 2011–2012 Revenue and Expenses by Activity Area

Total expenses of \$16,631,460

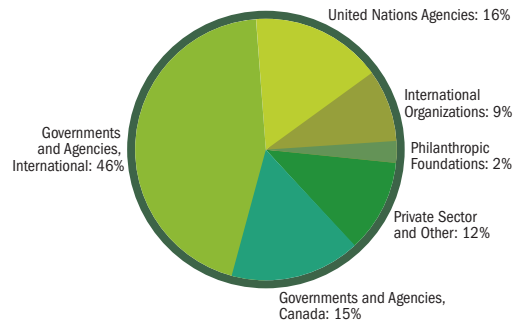


Financed by:

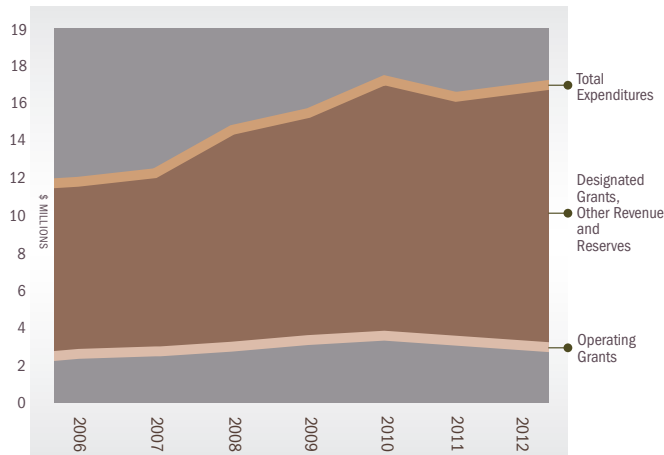
- Operating Grants and Reserves
- Designated Grants and Other Revenue

### 2011–2012 Designated Grant Revenue by Donor

Total designated grant revenue of \$13,079,799



### 2006–2012 IISD Financing Trend



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

For the Year Ended March 31, 2012

	Trade and Investment	Reporting Services	Climate Change and Energy	Natural and Social Capital	Global Connectivity	Innovation Fund	New Project Development	Publishing and Communications	Fund Development	Administration	Board	2012 Total	2011 Total
Revenue	\$ 4,916	\$ 3,413	\$ 2,287	\$ 1,638	\$ 783	\$ 7	\$ 1	\$ -	\$ 46	\$ 80	\$ -	\$ 13,171	\$ 12,934
Personnel	3,097	916	1,604	1,222	503	4	59	229	169	1,003	-	8,806	8,154
Collaborators	987	1,348	449	161	179	3	9	50	7	73	-	3,266	3,382
Travel	453	1,071	279	100	80	-	28	-	14	94	-	2,119	1,859
Rent	183	112	97	73	29	-	-	14	11	61	-	580	546
Supplies and other	128	87	50	55	20	-	-	24	10	132	-	506	560
Meetings	337	1	103	42	9	-	-	1	7	3	-	503	391
Publishing	170	31	30	54	5	1	-	28	15	-	-	334	346
Telecommunications	54	60	36	30	14	-	-	5	3	24	-	226	221
Amortization of capital assets	32	10	16	15	5	-	-	6	2	8	-	94	134
Board	-	-	-	-	-	-	-	-	-	-	137	137	114
Research materials	21	6	11	9	4	-	-	2	2	6	-	61	59
<b>Total expenses</b>	<b>5,462</b>	<b>3,642</b>	<b>2,675</b>	<b>1,761</b>	<b>848</b>	<b>8</b>	<b>96</b>	<b>359</b>	<b>240</b>	<b>1,404</b>	<b>137</b>	<b>16,632</b>	<b>15,766</b>
Excess of expenses over designated grants and other revenue	\$ (546)	\$ (229)	\$ (388)	\$ (123)	\$ (65)	\$ (1)	\$ (95)	\$ (359)	\$ (194)	\$ (1,324)	\$ (137)	(3,461)	(2,832)
Excess of expenses over designated grants funded by:													
Operating grants												2,889	3,111
Interest												186	268
Excess of (expenses over revenue) revenue over expenses												\$ (386)	\$ 547

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

For the Year Ended March 31, 2012

<b>Government of Canada (and Agencies)</b>				<b>United Nations agencies</b>	
International Development Research Centre (IDRC)		\$622		United Nations Environment Programme (UNEP)	718
Natural Resources Canada		100		United Nations Department of Economic and Social Affairs (UN/DESA)	148
Environment Canada		42		United Nations Development Programme (UNDP)	54
Canadian International Development Agency (CIDA)		41		United Nations Office at Nairobi (UNON)	49
National Round Table on the Environment and the Economy (NRTEE)		27		United Nations Office at Geneva (UNOG)	37
Health Canada		13		United Nations Economic Commission for Latin America and The Caribbean (UN/ECLAC)	22
Department of Indian and Northern Affairs Canada (INAC)		10		United Nations Industrial Development Organization (UNIDO)	18
Department of Foreign Affairs and International Trade (DFAIT)		4		Food and Agriculture Organization of the United Nations (FAO)	18
Auditor General of Canada		3		United Nations Economic Commission for Europe (UNECE)	17
		<u>862</u>		United Nations Framework Convention on Climate Change (UNFCCC)	12
				United Nations Office for Project Services (UNOPS)	9
				United Nations Economic and Social Commission for Western Asia (UN/ESCWA)	3
					<u>1,105</u>
<b>Governments of provinces</b>				<b>International organizations</b>	
Manitoba		459		International Renewable Energy Agency	479
British Columbia		92		World Wildlife Federation South Africa (WWF-SA)	80
Alberta		27		Asia Pacific Economic Cooperation	77
Newfoundland and Labrador		6		World Bank	70
Nova Scotia		6		International Council on Mining and Metals	38
Ontario		6		International Institute for Environment and Development (IIED)	38
Quebec		5		Commission for Environmental Cooperation (CEC)	37
Saskatchewan		2		Conservation International Liberia	33
		<u>603</u>		Wildlife Conservation Society (WCS)	31
				Asian Development Bank	31
				Caribbean Community Secretariat (CARICOM)	19
				Organization of the Petroleum Exporting Countries (OPEC)	19
				Center for International Forestry Research	15
				International Union for Conservation of Nature (IUCN)	15
				World Business Council for Sustainable Development (WBCSD)	13
				International Centre for Integrated Mountain Development (ICIMOD)	13
				Organisation for Economic Co-operation and Development (OECD)	11
				Others (under \$10,000)	6
					<u>1,025</u>
<b>Governments of other nations</b>				<b>Philanthropic foundations</b>	
Switzerland				Rockefeller Brothers Fund	145
State Secretariat for Economic Affairs (SECO)	1,195			United Way of Winnipeg	85
Swiss Agency for Development and Cooperation (SDC)	1,011			Others (under \$10,000)	3
Federal Office for the Environment (FOEN)	<u>231</u>	2,437			<u>233</u>
European Commission				<b>Private sector and other</b>	
DG Environment		1,874		PricewaterhouseCoopers Services Ltd. (PwCS)	1,469
United Kingdom				Manitoba Lotteries Corporation	300
Foreign and Commonwealth Office (FCO)		484		Manitoba Hydro	268
Norway				Masdar	174
Norwegian Agency for Development Cooperation (NORAD)	349			Oxford Policy Management Limited	97
Ministry of Environment	<u>37</u>	386		IVL Swedish Environmental Research Institute	65
Germany				Nunavut Tunngavik Incorporated	38
Federal Ministry for the Environment (BMU)	256			International Hydrower Association (IHA)	31
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)	<u>93</u>	349		University of Manitoba	27
Denmark				Pimachiowin Aki Corporation	25
Danish Ministry of Foreign Affairs		280		EZ pmp Inc. – Republic of Korea	21
Japan				EnviroEconomics	20
Institute for Global Environmental Strategies (IGES)	169			Rights and Resources Initiative	19
Global Industrial and Social Progress Research Institute (GISPRI)	<u>34</u>	203		Norwegian Refugee Council (NRC)	17
Sweden				Enbridge	15
Ministry of the Environment	76			Industry Provincial Offset Group (IPOG)	15
Swedish International Development Cooperation Agency (SIDA)	<u>59</u>	135		Forest Europe LUJO c/o Gyro AS	15
Spain				University of Delaware	13
Ministry of the Environment		117		University of Leeds	13
Korea				Simon Fraser University	13
Korea Forest Services (KFS)	83			Lynne Mackenzie & Partners (Pty) Ltd	12
Ministry of Environment	<u>14</u>	97		ESSA Technologies Ltd.	11
New Zealand				Suncor	10
Ministry of Foreign Affairs and Trade		66		TransCanada Energy	10
Taiwan				Others (under \$10,000)	43
Taipei Economic and Cultural Office in Canada (TECO)		48			<u>2,741</u>
Namibia					<u>\$13,192</u>
Ministry of Trade and Industry		45			
Finland					
Ministry of Agriculture and Forestry	35				
Ministry of Foreign Affairs	<u>6</u>	41			
Abu Dhabi					
Environment Agency		35			
United States of America					
U.S. Department of State		10			
Austria					
Austrian Energy Agency		10			
Mexico					
Ministry of Foreign Affairs		5			
Singapore					
Permanent Representative of Singapore to the UN		1			
		<u>6,623</u>			