



**IISD**

International Institute for  
Sustainable Development

# By Humans, For Humanity

Annual Report  
2019–2020





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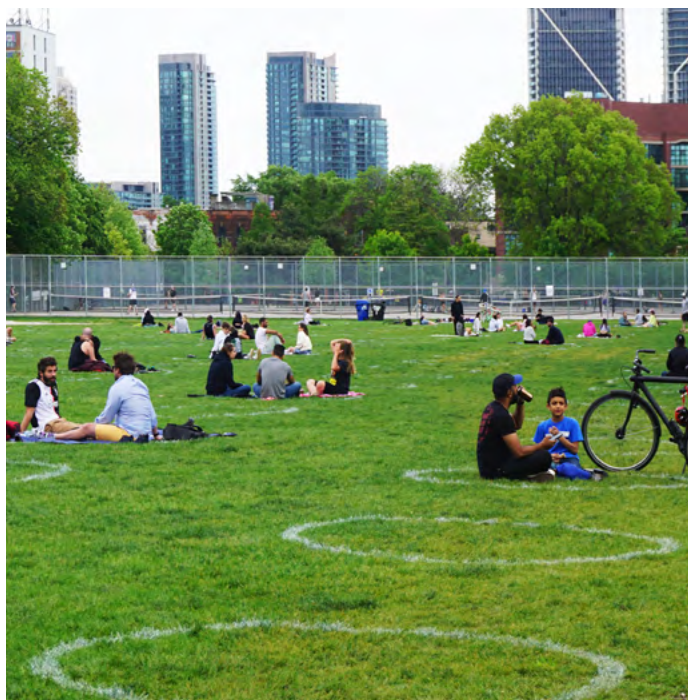


## MESSAGE FROM THE BOARD CHAIR

In my annual message last year, I reflected on the turbulent times the world was facing. Multiple simultaneous social and environmental crises pointed ever more urgently to the need to make fundamental course corrections in the way we interact with the natural world and each other. I certainly did not imagine the arrival of COVID-19 as the ultimate sobering reminder of how interconnected and inextricable our ecosystems, societies, and economies truly are.

The COVID-19 pandemic has produced a crisis on a scale that has the potential to reorder society as we know it. Everything—from shaking hands and shopping for groceries to investing in public goods and guaranteeing a living wage—seems open for debate. Everyday behaviours and choices have been disrupted and are being re-evaluated as they relate to the health of the planet and our communities.

The changes we are living through are going to be dramatic, and they could change the world for better



People gather—at a distance—in Trinity-Bellwoods Park in Toronto. lavendertime/iStock

I have never been more proud to be associated with an organization like IISD, which is actively working to ensure the changes are for the better.

or worse. Personally, I have never been more proud to be associated with an organization like IISD, which is actively working to ensure the changes are for the better.

All this is unfolding while IISD has been undergoing its own significant transition. In January 2020, before the pandemic emerged and in a time that now seems long ago, I stood before IISD's staff on behalf of the entire Board to welcome Dr. Richard Florizone as the new President and CEO. I assured staff they would be as enthusiastic about our choice as we, the selection committee, were.

Today, it is abundantly clear we made the right decision. We knew Richard would be a good fit, given his extensive experience in the private sector and academia, and his proven record running large, complex, decentralized organizations.

But he has really impressed us with how well he has applied his abundant energy and strategic insights to guide the organization through these uncertain times. No small feat for someone still in the first months of his tenure.

Richard and Jane McDonald, who expertly led the organization through our transition year in 2019, have worked closely with our entire team to adapt to the new circumstances while also delivering on a new strategic direction that charts a course for the next five years of IISD's history.



That strategy at once reflects areas of work where IISD has been making an impact for 30 years as well as new and emerging issues where IISD is at the vanguard. As always, I look forward to what comes next.

**Alan Young**  
*Chair of the Board*



Richard Florizone's first visit to the IISD Geneva office, January 2020.

## MESSAGE FROM THE PRESIDENT AND CEO

In January, I had the pleasure of addressing IISD's global staff for the first time. As their new President and CEO, I used the occasion to reflect on our organization's past and future. For over three decades, IISD has created the knowledge to act on sustainable development, working with our partners on solutions to address climate change, foster sustainable resource management, and create a fairer global economy.

In a world of rising temperatures and growing inequality, I called for us to renew our commitment to that mission, reaffirming our commitment to evidence-based policy while also calling for new approaches and new partnerships to achieve real change.

Six months later, in the midst of the global COVID-19 pandemic, that call to action is as true as ever.

Since joining IISD, I have been deeply impressed by our staff and partners, and the vital importance of our work. As the pandemic spread, IISD staff in Canada and Europe moved quickly and

What does  
COVID-19 mean  
for the future  
of sustainable  
development and  
for IISD's longer-  
term strategy?

seamlessly to close our physical offices; to connect with partners, donors, and each other in new ways; and to resume work remotely without interruption.

With our own house in order, we then turned outwards to ask: what does COVID-19 mean for the future of sustainable development and for IISD's longer-term strategy?

Our research immediately identified three themes amplified by the pandemic: the importance of resilience, the increase in inequality, and the need to invest in sustainable economic recovery. Summarized in this report, our new five-year strategic direction reflects these new realities while also recognizing pressing long-term issues, including the need to address climate change.

The work of IISD is even more critical in this time of global crisis. I want to take this moment to thank our staff, partners, funders, supporters, and board members for their ongoing dedication to our mission at this extraordinary time. All of our funders have stood by us, and with their support, IISD achieved record revenue in 2019/20.

In a time of great global uncertainty, our vision is clear: together, we can and must create a better world, where people and the planet thrive. Thank you for your ongoing support of IISD and for your commitment to achieving that vision together.

**Dr. Richard Florizone**  
*President and CEO*



## ABOUT IISD

The International Institute for Sustainable Development (IISD) is an award-winning independent think tank working to create a sustainable future for the planet and its people. Through science, research, capacity building, and partnerships, we empower the people who make change possible and guide better decision making at all levels.





## Vision

A world where people and the planet thrive.

## Mission

To accelerate solutions for a stable climate, sustainable resources, and fair economies.

## Values

**PEOPLE**—Our primary focus is on improving the lives of people and communities, fostering a more equitable and sustainable world.

**PLANET**—We are committed to supporting the healthy ecosystems and biodiversity that underpin all thriving communities.

**EXCELLENCE**—We produce work of the highest quality, and our independent advice is backed by evidence.

**COLLABORATION**—We believe diverse partnerships produce better and more resilient outcomes.

**IMPACT**—We aim for creative, bold solutions with significant impact. We create the knowledge to act.

These five core priorities guide our work toward a sustainable future.



### Climate

Address the drivers of climate change and adapt to its impacts.



### Resources

Support the sustainable management of our natural resources.



### Economies

Foster fair and sustainable economies.



### Act Together

Build the capacity to act together on sustainability.



### Engage

Deliver insights that spark action on sustainable development.

To deliver the knowledge to act, IISD's work is organized around the following five programs.



## Economic Law & Policy

Enabling economic policy-making in support of sustainable development, including investment, trade, public procurement, infrastructure financing, and sustainability standards, with sector-specific practices in agriculture and mining.



## Energy

Supporting clean and just energy transitions by developing evidence, advocating, working with partners, and directly advising governments in Canada and in large emerging economies around the world.



## Resilience

Helping governments, civil society, communities, and businesses manage climate- and conflict-related risks and, through the National Adaptation Plan (NAP) Global Network, supporting developing countries to advance NAP processes and accelerate climate change adaptation efforts.



## Tracking Progress

Providing analyses, networking, and tools to interpret the state of sustainability in systems or regions, and promoting measurable, collaborative action.



## Water

Creating better policy and programming solutions for governments, civil society, and industry to protect global freshwater supplies—based on scientific research conducted on whole lakes at our Experimental Lakes Area.



# Toward a More Equitable, Inclusive, and Resilient World



A Google search for the words “How COVID is changing...” returns over one trillion results as of this writing. The pandemic is making its mark on all facets of life: business and economics, technology, culture, education, health care, even simple things like hugging your grandmother.

Many of the impacts are being felt immediately, while others will be more clearly seen in the fullness of time.

From the perspective of [IISD’s work](#) on sustainable development, the ways COVID-19 is shaping the world can largely be framed within three themes: the importance of resilience, the amplification of inequalities, and the need to consider sustainable outcomes as we invest in economic recovery.



People construct a well for Gayo village in Ethiopia.  
Martchan/iStock



## The Importance of Being Prepared

As the virus took hold, institutions and individuals scrambled to secure the necessary provisions and equipment to safeguard lives. This was a stark reminder of how important it is to plan and prepare in advance, and how critical it is for people and systems to be resilient and able to adapt.

Building resilience is at the heart of our work with the [National Adaptation Plan \(NAP\) Global Network](#). The Network connects over 1,000 individual members from 140 countries advancing adaptation planning and action. We are a trusted partner for adaptation practitioners seeking support and guidance.

Over the past year, we helped countries like Ethiopia, Kiribati, and Madagascar ensure their adaptation policies were gender responsive. We supported countries to meaningfully connect with key stakeholders, such as in Peru, where the government successfully engaged with Indigenous communities. And we worked with countries to shift from planning to implementing adaptation actions, including piloting a water sector project in Colombia and strengthening meteorological services in Fiji.

The process of developing a NAP allows for a critical assessment of risks. NAPs are focused on climate change, but since climate change interacts with so many aspects of societies, economies, and ecosystems, preparing for its impacts often involves addressing multiple development objectives. This makes the NAP process a valuable tool for responding to other threats, including fast-moving viruses.

As the world devises COVID-19 recovery strategies, adaptation planning provides a useful entry point for immediate action. For example, NAPs engage and coordinate actors who are already working on risk management and could help inform relief efforts. NAPs play a role in highlighting existing mechanisms for delivering support to vulnerable communities, such as the Hunger Safety Net Programme mentioned in Kenya's plan.

NAPs can also be used to identify particularly vulnerable places and populations—those disproportionately affected by shocks and stresses, hardest to reach, and too often left behind.

## Inequality Is Magnified

The pandemic is shining a harsh light on inequalities that make some people more vulnerable than others. Frontline workers in the service economy are more exposed to the virus and less able to absorb its financial impact than people with more stable employment. In economically developing countries, already-struggling workers are left to cope without the benefit of social safety nets or stimulus packages available in richer countries.

IISD research has identified groups of Canadians at risk of being left behind in implementing the SDGs.

Around the world, social distancing is having gendered impacts, with many women at heightened risk of domestic violence. In the United States, one of

the worst-hit countries, emerging analyses indicate that African-Americans bear the brunt of infections, hospitalizations, and deaths from COVID-19. Indigenous people, people living with disabilities, and people experiencing homelessness are also uniquely vulnerable.

A first step in addressing inequalities is to collect and make available disaggregated data that show how groups experience the world differently based on race, gender, age, socioeconomic class, or other factors. In 2019, IISD research to identify groups of Canadians at risk of being left behind in implementing the Sustainable Development Goals (SDGs) resulted in a recommendation to develop participatory, bottom-up approaches for [SDG monitoring in Canada](#).

IISD is tackling inequalities within and between countries in other ways as well. For example, even though the world is not experiencing a global shortage of food, an additional 20 million people were added to the hunger count last year. In fact, there has been a steady rise in hunger worldwide over the past three years, after decades of declines, because of economic recession, conflict, and climate change.

Through a partnership with Cornell University and the International Food Policy Research Institute, we are examining what works to end hunger sustainably and determine how much these interventions will cost to implement. Recognizing there is no one-size-fits-all approach to solve the complex problems at hand,



A crowd gathered for food packages during a Social Distancing Advocacy program at the Ikorodu Community School in Lagos, Nigeria. Adeyinka Yusuf/iStock

the project—known as [Ceres2030](#)—aims to build consensus on the most effective interventions to end hunger. Researchers are evaluating the benefits, costs, and trade-offs of efforts to ensure effective and lasting action. Subject to peer review, the findings will be published in Nature Research journals later in 2020.

IISD also leads high-level conversations on international trade and inequality issues. As a case in point, IISD organized a day-long workshop in Geneva on the margins of the [WTO Public Forum](#) in October 2019. The workshop focused on trade and investment regimes and how they affect inequality. Participants discussed the governance gaps and opportunities that could be addressed if these regimes were reimagined around achieving the SDGs, with detailed looks at market access, e-commerce, competition policy, and industrial policy.

## Spending Wisely

In addition to the large amounts of public spending required to achieve the SDGs, governments are now pouring significant amounts into economic relief and recovery measures in response to COVID-19. IISD has been lending its voice to calls for countries to “build back better,” focusing stimulus spending on measures that will pave the way to a more sustainable economy and not lock us into a high-carbon future.

IISD is a founding member of the [Task Force for a Resilient Recovery](#), which aims to identify and recommend new policy ideas and investments to keep Canada competitive in the clean economy of the 21st century.

We are also working with international partners to produce a systematic [online tracker of current government support to clean energy](#) as well as high-emitting sectors to enable clean energy transitions and green recovery efforts.

Even before the pandemic hit, we raised alarm bells about the discrepancy between countries' planned fossil fuel production and the levels of production that would be consistent with climate pledges under the Paris Agreement. The widely cited [The Production Gap](#) report, produced with partners such as the Stockholm Environment Institute, Overseas Development Institute, Climate Analytics, and the UN Environment Programme, addressed the necessary winding down of the world's production of fossil fuels in order to meet climate goals.

Within the context of COVID-19, the message becomes even more critical. Now more than ever, we need a smart economic recovery that delivers both immediate and long-term economic and environmental benefits.







# Philanthropy

## RBC and IISD-ELA: Revolutionizing how we protect Canada's lakes

A [grant from the RBC Foundation](#) is enabling researchers at the unique IISD Experimental Lakes Areas (IISD-ELA) to examine how technology can create solutions to water problems.

[IISD-ELA](#) maintains a dataset that has tracked the health and history of its boreal lakes for over 50 years—one of the longest and most comprehensive datasets on environmental health in the world. The RBC grant is focused on using artificial intelligence to explore that data to reframe our understanding of the health of our environment and develop new ways to protect it.

“By taking new technologies, such as artificial intelligence, and applying their unique power to our data analysis and our research, we will advance understanding of how aquatic ecosystems respond to stress—everything from changing climate to pollution,” said Geoffrey Gunn, a geographer at IISD-ELA.

Gunn and his colleagues are [exploring how new technologies](#) can improve the connection between communities and their water, and how public and private organizations can successfully turn their data into smarter decisions.

In the case of fresh water, this could take the form of a “smart” system that analyzes data and warns the public, in real time, of sewage spills, harmful algal blooms, or invasive zebra mussels in lakes and waterways.

RBC is committed to new ideas, technologies, and partnerships focused on protecting our shared future. The company’s Tech for Nature strategy, aligned with the Sustainable Development Goals, supports projects ranging from the availability and accuracy of environmental data to influencing positive behaviour change as it relates to environmental conservation.

“At RBC, we believe in the power of innovative technologies like artificial intelligence and blockchain to address and scale solutions to some of the most pressing environmental issues of our time,” said Valerie Chort, Vice President, Corporate Citizenship, RBC.

“We’re proud to be working alongside IISD Experimental Lakes Area to develop real-world solutions that advance the role of new technologies and freshwater protection.”

## Building a Culture of Philanthropy

IISD's new philanthropy team is mandated to advance the organization's vision, mission, and values through the lens of fundraising. Since joining the organization in late 2019, Director of Philanthropy Louis St-Cyr and Philanthropy Officer Erin Bend have worked to help all staff understand how fundraising fits within the organization's broader aims.

Louis comes to IISD with more than two decades of senior leadership experience in the development sector, including roles with l'Université de Saint-Boniface, the CancerCare Manitoba Foundation, the Saint-Boniface Hospital Foundation, and a top non-profit fundraising consulting firm.



← Louis St-Cyr



Erin Bend →

Erin has a strong background in designing programs that deepen relationships between meaningful causes and their stakeholders, including leading fund development at FortWhyte Alive and Food Matters Manitoba.

Visit [IISD.org/donate](https://www.iisd.org/donate) to learn more about the philanthropy team's ongoing initiatives and the many ways you can support IISD and its overall mission.

## BOARD OF DIRECTORS

Alan Young (Canada)  
*Chair, IISD Board of Directors*

Richard Florizone (Canada)  
*IISD President and CEO*

Jane McDonald (Canada)  
*IISD Executive Vice President*

Lloyd Axworthy (Canada)  
*Former President, University of  
Winnipeg*

Emmanuel Ikazoboh (Nigeria)  
*Chairman, EcoBank*

Andrea Moffat (Canada)  
*Vice President, Ivey Foundation*

Ian Stewart (Switzerland)  
*Co-Founder WiReD Magazine  
and Chairman WheelsPlusWings  
Foundation (UK/Switzerland)*

Robert Walker (Canada)  
*Vice President of Ethical Funds and  
Environmental, Social and Government  
Services, NEI Investments*

Rosamond Ivey (Canada)  
*Managing Partner, JRS Group*

Karen Bakker (Canada)  
*Professor and Canada Research Chair  
– Water; Co-Director, Program on  
Water Governance*

Michelle Edkins (USA)  
*Managing Director, Global Head of  
BlackRock Investment Stewardship*

Mari Pantsar (Finland)  
*Director, Carbon-Neutral Circular  
Economy, Finnish Innovation Fund Sitra*

Therese Adam (Switzerland)  
*Swiss Ambassador (ret.), Lecturer in  
Global Governance and Diplomacy*

Peter Tielmann (Canada)  
*President & CEO, Palliser Furniture*

Jukka Noponen (Finland)  
*Senior Advisor, Finnish Innovation Fund  
Sitra*

Priya Shyamsundar (India/USA)  
*Lead Economist, The Nature  
Conservancy*

Zouera Youssoufou (Nigeria)  
*Managing Director/CEO, Aliko Dangote  
Foundation*

## ADVISORY PARTICIPANTS

Bruce Gray (Canada)  
*Deputy Minister, Sustainable  
Development, Province of Manitoba*

Dominique Charron (Canada)  
*Vice-President, Program and  
Partnership Branch, IDRC*





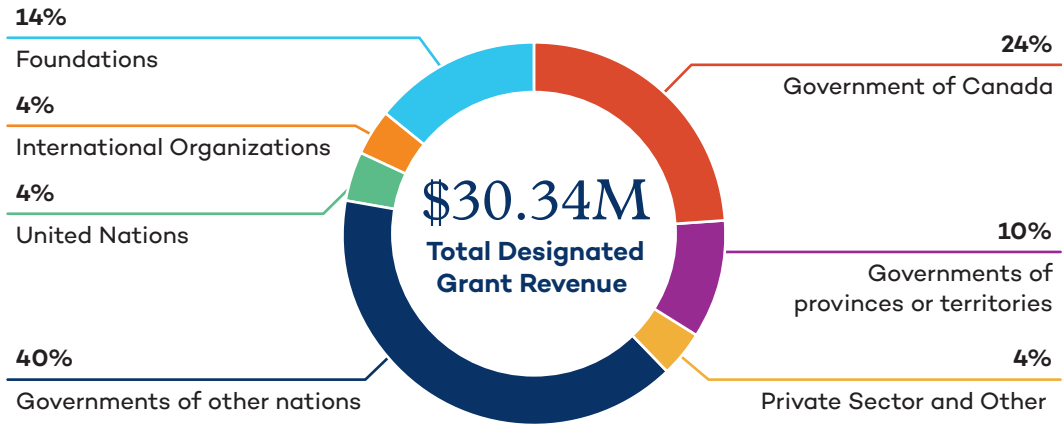
# Financials

Solar panels power the Lotus Temple in Dehli, India.

IISD’s consolidated financial statements are available on the IISD website [here](#).

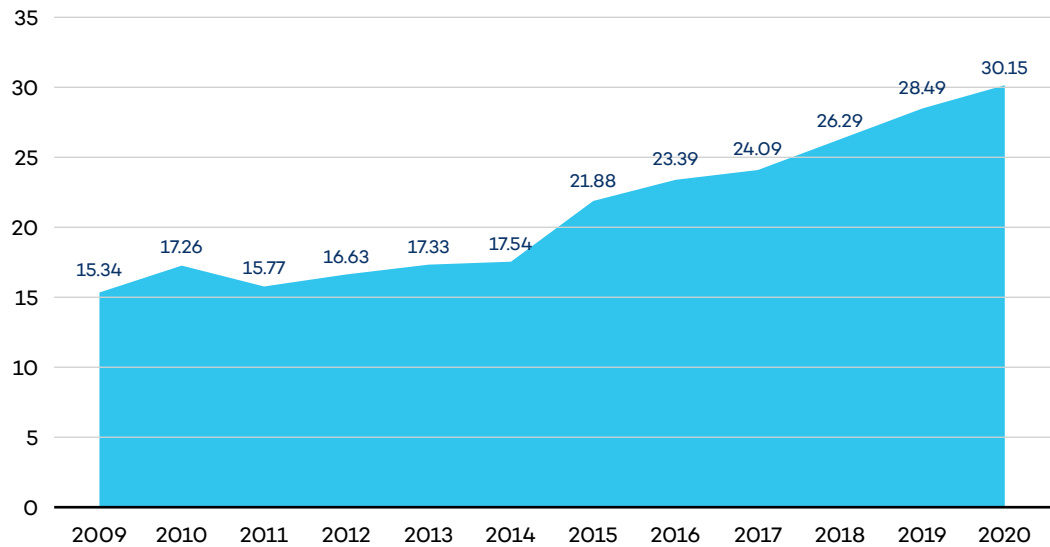
### 2019–2020 DESIGNATED GRANT REVENUE BY DONOR

CAD



### 2009–2020 IISD TOTAL EXPENDITURES

in millions CAD



## Consolidated Statement of Financial Position

|  | 2020<br>\$        | 2019<br>\$        |
|--|-------------------|-------------------|
| <b>Assets</b>                            |                   |                   |
| <b>Current</b>                           |                   |                   |
| Cash                                     | 11,684,603        | 6,368,060         |
| Restricted cash                          | 5,143,274         | 541,925           |
| Accounts receivable                      | 23,975,812        | 26,035,412        |
| Prepaid expenses                         | 336,048           | 357,376           |
| <b>Total current assets</b>              | <b>41,139,737</b> | <b>33,302,773</b> |
| Accounts receivable                      | 14,727,651        | 14,881,430        |
| Investments                              | 7,574,642         | 6,754,741         |
| Capital assets, net                      | 1,059,289         | 1,076,080         |
| Intangible assets                        | 28,584            | 25,985            |
| <b>Total assets</b>                      | <b>64,529,903</b> | <b>56,041,009</b> |
| <b>Liabilities and net assets</b>        |                   |                   |
| <b>Current</b>                           |                   |                   |
| Accounts payable and accrued liabilities | 7,856,741         | 2,879,678         |
| Deferred contributions                   | 28,124,182        | 27,419,612        |
| <b>Total current liabilities</b>         | <b>35,980,923</b> | <b>30,299,290</b> |
| Deferred contributions                   | 15,998,030        | 15,066,028        |
| Deferred capital contributions           | 801,984           | 818,422           |
| <b>Total liabilities</b>                 | <b>52,780,937</b> | <b>46,183,740</b> |
| <b>Net assets</b>                        |                   |                   |
| Net assets invested in capital assets    | 243,039           | 230,430           |
| Reserve for program development          | 2,476,442         | 2,780,886         |
| IISD-ELA Sustainable Future Fund         | 800,000           | 800,000           |
| Remediation fund                         | 524,376           | 513,056           |
| Unrestricted net operating assets        | 7,705,109         | 5,532,897         |
| <b>Total net assets</b>                  | <b>11,748,966</b> | <b>9,857,269</b>  |
|  | <b>64,529,903</b> | <b>56,041,009</b> |



## Consolidated Statement of Operations and Changes in Unrestricted Net Operating Assets

|   | 2020<br>\$        | 2019<br>\$        |
|---|-------------------|-------------------|
| <b>Revenue</b>  |                   |                   |
| Designated grants   | 30,337,184        | 27,882,503        |
| Operating grants  | 760,000           | 724,540           |
| Other   | 2,019,029         | 1,019,437         |
| IISD-ELA Sustainable Future Fund                          | 2,176             | 5,769             |
| Investment income   | (78,059)          | 197,440           |
|   | <b>33,040,330</b> | <b>29,829,689</b> |
| <b>Expenses</b>   |                   |                   |
| <b>Programs</b>   |                   |                   |
| Economic Law & Policy                                     | 9,411,440         | 7,687,393         |
| Resilience  | 5,244,210         | 3,878,570         |
| Water   | 4,835,091         | 4,553,629         |
| Tracking Progress   | 4,483,875         | 5,375,798         |
| Energy  | 3,263,763         | 3,085,075         |
| Climate Change  | 295,435           | 425,030           |
| China   | 49,769            | 66,816            |
| Program Development                                       | 261,189           | 139,706           |
| Innovation Fund   | 33,255            | 88,945            |
|   | <b>27,878,027</b> | <b>25,300,962</b> |
| Corporate and shared services                             | 3,270,606         | 3,189,231         |
|   | <b>31,148,633</b> | <b>28,490,193</b> |
| <b>Excess of revenue over expenses for the year</b>       | <b>1,891,697</b>  | <b>1,339,496</b>  |
| Appropriation to (from) unrestricted net operating assets |                   |                   |
| Change in net assets invested in remediation fund         | (11,320)          | (8,620)           |
| Change in net assets invested in program development      | 304,444           | 468,703           |
| Change in net assets invested in capital assets           | (12,609)          | 76,741            |



|   | <b>2020</b><br>\$ | <b>2019</b><br>\$ |
|---|-------------------|-------------------|
| <b>Increase in unrestricted net operating assets</b>  | 2,172,212         | 1,876,320         |
| Unrestricted net operating assets, beginning of year  | 5,532,897         | 3,656,577         |
| <b>Unrestricted net operating assets, end of year</b> | <b>7,705,109</b>  | <b>5,532,897</b>  |

## Notes on 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 collection is reasonably assured and recognized in revenue as the projects progress. A comparative summary of the consolidated schedule of designated grants committed during the year is as follows:

|                             | <b>Funding commitments</b> |                       |
|-----------------------------|----------------------------|-----------------------|
|                             | <b>2020</b><br>\$000s      | <b>2019</b><br>\$000s |
| Governments and agencies    |                            |                       |
| Canada                      | 15,632                     | 5,925                 |
| International               | 11,617                     | 13,879                |
|                             | 27,249                     | 19,804                |
| United Nations agencies     | 1,750                      | 1,429                 |
| International organizations | 629                        | 2,788                 |
| Foundations                 | 2,364                      | 6,696                 |
| Private sector and other    | 754                        | 1,448                 |
|                             | 32,746                     | 32,165                |

## Notes on Operating Grants

In May 2019 a new five-year funding agreement was signed with the Province of Manitoba for \$6.5 million, of which \$3.8 million is directed to core operations.

A summary of the operating grant funding is as follows:

|                                 | Funding commitment | Funding recorded |                       | Funding commitment remaining |
|---------------------------------|--------------------|------------------|-----------------------|------------------------------|
|                                 | \$000s             | 2020<br>\$000s   | Prior years<br>\$000s | \$000s                       |
| Government of Manitoba          | 3,800              | 760              | —                     | 3,040                        |
| <b>Operating grants revenue</b> | <b>3,800</b>       | <b>760</b>       | <b>—</b>              | <b>3,040</b>                 |

## Consolidated Schedule of Designated Grants Committed During the Current Year

| Commitments                                       | \$000s |
|---|--------|
| Government of Canada [and agencies]               |        |
| Environment and Climate Change Canada             | 5,558  |
| Global Affairs Canada                             | 2,000  |
| International Development Research Centre         | 1,617  |
| Fisheries and Oceans Canada                       | 1,559  |
| Genome Canada and Genome Prairie                  | 861    |
| Natural Sciences and Engineering Research Council | 145    |
| Natural Resources Canada                          | 145    |
| Employment and Social Development Canada          | 91     |
| Department of Canadian Heritage                   | 52     |
| Office of the Auditor General of Canada           | 2      |
|   | 12,030 |

| <b>Commitments</b>   |       |       | <b>\$000s</b> |
|--|-------|-------|---------------|
| <b>Governments of provinces or territories</b>                               |       |       |               |
| Ontario  |       |       | 2,040         |
| Manitoba   |       |       | 1,501         |
| Nunavut  |       |       | 28            |
| Quebec   |       |       | 17            |
| Yukon  |       |       | 12            |
| Northwest Territories  |       |       | 4             |
|  |       |       | 3,602         |
| <b>Governments of other nations</b>  |       |       |               |
| Austria  |       |       |               |
| Federal Ministry of Agriculture, Regions and Tourism                         |       |       | 43            |
| Belgium  |       |       |               |
| Directorate-General for the Environment                                      |       |       | 3             |
| Denmark  |       |       |               |
| Ministry for Foreign Affairs   |       |       | 3,829         |
| Finland  |       |       |               |
| Ministry for Foreign Affairs   | 88    |       |               |
| Ministry of the Environment  | 42    | 130   |               |
| France   |       |       |               |
| Embassy of France in Canada  |       |       | 72            |
| Germany  |       |       |               |
| Deutsche Gesellschaft für Internationale Zusammenarbeit                      | 1,076 |       |               |
| Federal Ministry for Economic Cooperation and Development                    | 678   |       |               |
| Federal Ministry for the Environment, Nature Conservation and Nuclear Safety | 359   | 2,113 |               |
| Hungary  |       |       |               |
| Ministry of Foreign Affairs and Trade  |       |       | 40            |
| Luxembourg   |       |       |               |
| Ministry of the Environment, Climate and Sustainable Development             |       |       | 14            |
| New Zealand  |       |       |               |
| Ministry of Foreign Affairs and Trade  |       |       | 295           |
| Norway   |       |       |               |
| Norwegian Environment Agency   | 70    |       |               |

| <b>Commitments</b>   | <b>\$000s</b> |        |
|--|---------------|--------|
| Ministry of Climate and Environment                                    | 104           |        |
| Ministry of Foreign Affairs  | 15            | 189    |
| Singapore  |               |        |
| Permanent Mission of Singapore to the United Nations                   |               | 13     |
| Spain  |               |        |
| Ministry for Ecological Transition                                     |               | 24     |
| Sweden   |               |        |
| Nordic Council of Ministers  | 174           |        |
| Ministry of the Environment  | 432           |        |
| Swedish Environmental Protection Agency                                | 20            | 626    |
| Switzerland  |               |        |
| Federal Food Safety and Veterinary Office                              | 20            |        |
| Federal Office for the Environment                                     | 134           |        |
| Swiss Agency for Development and Cooperation                           | 2             |        |
| Federal Department of Foreign Affairs                                  | 22            | 178    |
| United Arab Emirates   |               |        |
| Department of Municipalities and Transport                             |               | 78     |
| United Kingdom   |               |        |
| Department for Business, Energy & Industrial Strategy                  | 53            |        |
| The European Centre for Medium-Range Weather Forecasts                 | 292           |        |
| Department for International Development                               | 3,625         | 3,970  |
|  |               | 11,617 |
| United Nations [and UN agencies]                                       |               |        |
| United Nations Environment Programme                                   |               | 668    |
| United Nations Office for Project Services                             |               | 390    |
| Food and Agriculture Organization of the United Nations                |               | 340    |
| Secretariat of the United Nations Convention to Combat Desertification |               | 147    |
| Green Climate Fund   |               | 79     |
| United Nations Human Settlements Programme                             |               | 45     |
| United Nations Economic Commission for Africa                          |               | 39     |
| United Nations University  |               | 16     |
| World Health Organization  |               | 11     |
| Others [under \$10,000]  |               | 15     |
|  |               | 1,750  |



| <b>Commitments</b>   | <b>\$000s</b> |
|--|---------------|
| <b>International Organizations</b>                         |               |
| World Bank   | 156           |
| Global Environment Facility                                | 109           |
| United Cities and Local Governments                        | 77            |
| Institut de la Francophonie pour le développement durable  | 61            |
| ASEAN Centre for Biodiversity                              | 51            |
| South Pacific Regional Fisheries Management Organisation   | 35            |
| General Secretariat of the Organization of American States | 32            |
| Organisation for Economic Co-operation and Development     | 24            |
| International Energy Agency                                | 15            |
| Secretariat of the Global Ocean Biodiversity Initiative    | 14            |
| Secretariat of the Pacific Regional Environment Programme  | 13            |
| Others [under \$10,000]                                    | 42            |
|  | 629           |
| <b>Foundations</b>   |               |
| MAVA Fondation pour La Nature                              | 603           |
| Ford Foundation  | 458           |
| The Foundation to Promote Open Society                     | 321           |
| Ivey Foundation  | 300           |
| Stichting SED Fund   | 162           |
| The Winnipeg Foundation                                    | 105           |
| Institute for Global Environmental Strategies              | 102           |
| La Fondation Prince Albert II de Monaco                    | 60            |
| United Way   | 53            |
| Ontario Trillium Foundation                                | 50            |
| FortWhyte Alive [Fort Whyte Foundation]                    | 45            |
| Heinrich Böll Stiftung                                     | 25            |
| Thomas Sill Foundation                                     | 25            |
| The John and Pat McCutcheon Charitable Foundation          | 20            |
| Walter and Duncan Gordon Foundation                        | 20            |
| Others [under \$10,000]                                    | 15            |
|  | 2,364         |

| <b>Commitments</b>  | <b>\$000s</b> |
|---|---------------|
| Private Sector and Other                                  |               |
| Aqua Forum  | 77            |
| Manitoba Habitat Heritage Corporation                     | 75            |
| Taipei Economic and Cultural Office in New York           | 65            |
| Sayisi Dene First Nation                                  | 60            |
| Oxford Policy Management Limited                          | 56            |
| World Resources Institute                                 | 53            |
| Rosamond Ivey   | 50            |
| Environmental Defence                                     | 49            |
| SouthSouthNorth   | 46            |
| Institute for Advanced Sustainability Studies             | 36            |
| Calgary Local Immigration Partnership                     | 25            |
| The Finnish Innovation Fund - SITRA                       | 28            |
| Overseas Environmental Cooperation Center, Japan          | 24            |
| Stockholm Environment Institute US                        | 13            |
| Canadian Council for International Co-operation           | 15            |
| Johnston Group  | 13            |
| William Marsh Rice University                             | 13            |
| MaRS Discovery District                                   | 10            |
| James Richardson & Sons, Limited and Affiliated Companies | 10            |
| TMG Research gGmbH  | 10            |
| Others [under \$10,000]                                   | 26            |
|   | 754           |
|   | 32,746        |





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