

IISD Strategic Plan 2025–2030



International Institute for
Sustainable Development



IISD is a globally recognized think tank with 3 decades of experience working to solve the world's most pressing sustainable development challenges. We combine deep expertise in a wide range of issues with a collaborative approach to research, policy advice, and hands-on support to ensure these solutions are brought to life. Headquartered in the Canadian province of Manitoba, we are a diverse team of over 300 professionals working from offices in Canada, Switzerland, and other locations around the world.

IISD's headquarters in Winnipeg are situated on Treaty 1 Territory—the ancestral lands of the Anishinaabe (Ojibwe), Ininiw (Cree), Anisininew (Ojibwe Cree), Dene, and Dakota Nations, and the homeland of the Red River Métis Nation.

IISD is a registered charitable organization in Canada and has 501(c)(3) status in the United States. IISD receives core operating support from the Province of Manitoba and project funding from governments inside and outside Canada, United Nations agencies, foundations, the private sector, and individuals.

Cover photo: Generosa Hategekimana, 63, stands on the land where she once lived in Gakenke, in the Northern Province of Rwanda. On May 23, 2023, the family home was lost in a landslide. Now, construction is nearly complete on a new house. This photo was taken by Clementine Twizerimana, a trainee in the Envisioning Resilience initiative, where women develop visual storytelling skills to share their experiences with climate change. This project was implemented by IISD through the NAP Global Network, Lensational, and Rwanda Women's Network, in collaboration with the Ministry of Environment. (Clementine Twizerimana/Lensational trainee/Rwanda)

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Letter from the Chair of the Board

Dear Friends and Partners,

On behalf of the board of directors of the International Institute for Sustainable Development (IISD), I am very proud to introduce the new strategic plan, which will guide our work in the coming years. What you'll find on the following pages is the result of deep reflection, wide consultation, and an unwavering commitment to building a more sustainable, equitable, and resilient world.

We live in a time of profound global transformation—marked by the intensifying climate crisis, technological shifts, and the urgent need to safeguard nature and biodiversity. IISD's new strategy sets a bold course for the coming 5 years with a sharpened focus on high-impact research, inclusive policy solutions, collaborative knowledge sharing, and hands-on guidance that supports countries, communities, and institutions navigating these challenges.

While IISD is headquartered in Canada and has deep roots here, its vision and scope are truly global, with dedicated staff based around the world working to make an impact in over 100 countries. This is a team that fully understands how progress depends on partnerships—and we are deeply grateful for the continued trust and support of IISD's many allies around the world.

I invite you to read this strategic plan and join us in translating an ambitious vision into action. Together, we can create sustainable solutions that make a lasting difference for people and the planet.

Warm regards,



Rosemary McCarney
Chair of the Board



Letter from the President and CEO

There's no denying that we are living in a time of rapidly accelerating environmental and social crises that are pushing planetary boundaries past critical limits to maintain life on Earth as we know it. Recent data tells a disheartening story: in 2024, only 17% of the targets under the Sustainable Development Goals [were on track](#) to be met globally by 2030. Species loss is reaching a breakneck pace. Microplastics are being discovered from the highest peaks to the deepest ocean trenches and are coursing through our bodies. And nearly [700 million people](#) are now living in extreme poverty with climate change potentially adding up to another [100 million](#) or more into this bracket over the next 5 years.

These crises are deeply interconnected, and they impact all of us. Tackling them requires urgent, coordinated action on a global scale, and yet doing so has never been more challenging than it is today. As concerns about affordability take centre stage, some governments are pulling back on climate commitments while conflicts, political turmoil, and humanitarian disasters create further instability. Misinformation is running rampant across all media platforms. And our post-war multilateral system is struggling to serve its purpose, with resurgent nationalism and great power competition.

It's in this context that the International Institute for Sustainable Development (IISD)—with more than 3 decades of experience in sustainable development research, policy reform, and multilateralism—plays a vital role. In an age where sources of reliable data matter more than ever before, IISD's research is of the highest calibre and our guidance is evidence-based, informed by extensive consultation and knowledge sharing. As social media algorithms and extremist political pundits sow fear and division, IISD stands up as a solutions-oriented convener, bringing the right people together at the right time, from across many sectors and geographies, to ensure the path to a sustainable future is built collectively.

Complex challenges demand integrated, multi-dimensional solutions, and that's where IISD excels.

To do this right, we'll need to lean into our strengths without being afraid to ask difficult questions or challenge the status quo. As an international organization headquartered in the Global North, we must remain open to new ways of working—recognizing when to lead and when to offer support, as well as what stories to tell and which voices to elevate—and putting in the time to deepen our partnerships with organizations in the Global South.

In our 2025–2030 Strategic Plan, we outline five key areas of sustainable development where IISD is concentrating its efforts. This is where we see the greatest potential to make an impact, allowing us to harness the full extent of our expertise and address the root causes of problems rather than only providing end-of-the-line solutions. There is plenty of overlap between these



areas, but that's intentional. Complex challenges demand integrated, multidimensional solutions, and that's where IISD excels.

Notably, we have identified social equity as one of our core impact areas. Although it has always been embedded in our work, we recognize that, in a world facing rising social inequality, it is more important than ever to apply this lens across all our initiatives.

In developing our plan, we heard consistently from our partners that one of the most valued aspects of our work is how we move beyond research and advice to provide hands-on support for implementation. Whether it's focused on climate adaptation, subsidy reform, tax system improvements or other priority areas, our technical assistance helps translate policy into practice. This approach delivers high-impact results by improving the allocation and mobilization of resources. In a global context marked by fiscal constraints, rising debt distress in developing countries, and declining international development assistance, we believe that IISD must build on this strength and expand this vital work.

We're ready to dive in and make a difference. We hope you'll join us.



A handwritten signature in black ink that reads "Patricia Fuller".

Patricia Fuller
President and CEO



Introduction

The new International Institute for Sustainable Development (IISD) **Strategic Plan 2025–2030** is a roadmap that will guide our organization as we navigate an increasingly complex and dynamic world. This plan is the result of profound reflection, collaborative discussions, and a shared commitment to ensuring IISD remains a leader in sustainable development.

A wide array of important perspectives shaped the direction of this plan, starting with our own staff, who provided insightful and honest feedback on what strengths we should lean into and what challenges we need to address. IISD's senior leadership focused further on identifying emerging opportunities and areas of critical need where our research, advice, convening capacity, and technical support could make the most impact. Through deeper consultation with staff and IISD's board of directors, we updated our mission statement to more accurately capture how we will pursue our vision of a world where people and the planet thrive and, from there, isolated five key impact areas and what our efforts under each would involve. Finally, various working drafts of the plan were shared with select partners to ensure we were on the right track. IISD is incredibly grateful to all who offered their time to review this document and make it stronger.

Our new strategy is designed around a concise framework that aligns our vision and mission with specific priorities and outcomes. It consists of the following core elements:

- **Vision and mission:** Our aspirational goal and how we will pursue it.
- **Values:** The principles that guide our decisions and actions.
- **Strategic activities:** How we work effectively and make an impact through research and knowledge sharing, advice, implementation, as well as engaging and influencing.
- **Impact areas:** Thematic goals and priorities where IISD seeks to create meaningful change, including climate, nature, social equity, sustainable economies, and international governance for sustainable development.

This strategic plan is, above all, a commitment to action. It positions IISD to lead, innovate, and collaborate in tackling the world's most pressing sustainability challenges.



Our Vision

A world where people and the planet thrive.

Our Mission

To solve today's greatest sustainable development challenges. Through trusted research, advice, and collaboration, we transform bold ideas into real-world change that leaves no one behind.



Indigenous-led ceremony at IISD Experimental Lakes Area. (BUILD/IISD)



Values

IISD's values underpin all aspects of our work. These shared ideals bring our team together and remind us of who we are, what we believe in, and what really matters. These values aren't just what we believe—they're how we work together, make decisions, and measure success.

Excellence

IISD's research is of the highest calibre, our solutions are grounded in evidence, and our work creates real-world, transformative change for people and the planet. Making meaningful progress toward our vision is a top priority and underpins all aspects of our work, from idea to implementation.

Integrity

We align our actions with our values, doing what we say we will do and taking full responsibility for delivering on our commitments. Combining a rigorous, evidence-based approach to policy change with extensive consultation and knowledge sharing, we foster confidence in our work, ensuring that trust is not only earned but sustained.

Equity

Equity means working toward outcomes that are fair and just. In a people-centred approach, IISD focuses on addressing systemic inequalities and co-creating solutions that are inclusive and informed by diverse perspectives, particularly those who are most impacted by the challenges we seek to address. We work to shift power dynamics by amplifying structurally marginalized voices and creating space for local expertise and lived experience to drive tailored solutions and outcomes.

Collaboration

Ambitious, systemic change can only emerge from collective effort and mutual respect. Through strategic and meaningful collaboration—with all levels of government, civil society, the private sector, Indigenous Peoples, local communities, and peer organizations, many of whom are based in the Global South—we make space for a diverse range of expertise to create and implement effective solutions together.

Agility

In an uncertain and rapidly changing world, agility is essential. We embrace change by prioritizing continuous learning, innovation, and iteration while evolving our strategies to remain effective. Through creativity and experimentation, we find solutions by approaching problems from new angles—testing and refining along the way to maximize impact. Within IISD, we foster a supportive environment where our people can thrive.



Strategic Activities

To drive meaningful and lasting change, IISD works in a way that reflects our commitment to collaboration, evidence-based solutions, and inclusive governance. Over the next 5 years, we will focus more than ever on approaches that are responsive to local realities and grounded in diverse perspectives. Tackling today's complex challenges demands flexibility, innovation, and a willingness to work across traditional boundaries.

We make an impact through four interconnected strategic activities: research and knowledge sharing; advice; implementation, which includes capacity strengthening; and engaging and influencing. It's through this approach that we're able to generate rigorous evidence, shape effective policy, build institutional capacity, and bring together diverse actors to create sustainable development solutions.

As an international think tank with headquarters in Canada that works closely with partners in the Global South, IISD is committed to fair and equitable partnerships, ensuring our work reflects local histories, knowledge systems, and lived experiences. We believe that solutions are most effective—and enduring—when designed and delivered with those most affected.



In Springfield, Manitoba, IISD and local municipality staff install floating wetlands on a retention pond to improve water quality and remove contaminants. (Joey Simoes/IISD)



Zaytun Mohamed Aiusun speaks about the importance of local community in climate adaptation at one of our project sites in Dire Dawa, Ethiopia. (Matthew TenBruggencate/IISD)



Research and Knowledge Sharing

IISD produces scientific and interdisciplinary research of the highest quality, generating evidence to inform sound policy-making and action on sustainable development. We value and prioritize the perspectives and knowledge of Indigenous Peoples, local communities, and other underrepresented groups by creating solutions together. We ensure IISD research is shared in a way that is inclusive, accessible, and available to all those it may benefit.

Advice

IISD's experts translate complex issues into clear insights and provide context-specific policy guidance to decision-makers, particularly those in government, with the aim of advancing practical solutions to complex sustainability challenges. Through analysis and strategic counsel, we equip them with the insights, recommendations, and sound advice needed to inform policy decisions across a range of sustainable development sectors.

Engaging and Influencing

IISD facilitates collaboration, peer learning, and problem solving by convening diverse actors from a wide range of sectors and geographies to exchange ideas and work together to find solutions. We build support for policy change by getting our research and expertise on today's most critical sustainable development issues into the hands of key opinion leaders and influencers while elevating the voices of those most impacted by these challenges.

Implementation

Going beyond the remit of typical think tanks, IISD actively supports the implementation of policies and strategies by providing tools, training, and demand-driven technical support. Our work is grounded in deep expertise across many fields within sustainable development. We work alongside our partners to strengthen capacity, refine approaches, and ensure commitments translate into meaningful impact.



Impact Areas

Solar irrigation farmer in Kasaragod, India. (Shawn Sebastian/IISD)



IISD will focus its efforts on five critical and interconnected areas of sustainable development: climate, nature, social equity, economies, and international governance. These impact areas are deeply intertwined. Progress in one area can catalyze gains in others, while failure to act in one can undermine progress across the board. This interconnectedness makes it essential to move beyond siloed approaches and embrace systems thinking.

Drawing on our multidisciplinary expertise and global network of change-makers, IISD is uniquely positioned to address today's overlapping crises with integrated, forward-looking solutions. We will focus on opportunities where our capabilities, partnerships, and convening power can deliver the greatest impact.

The goals outlined for each impact area are intentionally ambitious and aspirational, reflecting the scale of the challenges we face and the transformations needed. While IISD alone cannot achieve these goals, we are committed to doing everything within our power to advance them in collaboration with others.

Climate

The last 10 years have been the world's hottest on record; 2024 was also the first year to surpass 1.5°C of warming compared to pre-industrial levels. As we see living proof of accelerating climate change all around us—wildfires, extreme drought, flooding—governments continue to fall short on actions required to reduce emissions, while also continuing to support fossil fuels with more than USD 1 trillion of public resources annually.

Despite these market-distorting subsidies, clean energy sources are increasingly competitive and investment in renewables is exceeding that of fossil fuels globally. However, the balance in the energy mix needs to shift much faster—and even if this is achieved, current efforts to build resilience to climate change are woefully inadequate for warming already locked in.

Goal: Limit global warming to as close to 1.5°C as possible and build resilient communities that prepare for, withstand, and recover from the impacts of climate change.

IISD certainly isn't the only organization trying to tackle the climate crisis, but the breadth and depth of our expertise is unique, allowing us to pull multiple levers at once to make change happen faster. This means we work closely with governments, especially in large emerging economies, advising them on how to facilitate a transition away from fossil fuels to clean energy systems in a just and equitable manner. We also inform multilateral processes and influence major international agreements on climate issues. Additionally, we bring deep expertise in financial flows as well as the capacity to make connections across policy areas, such as how trade policy can contribute to advancing climate goals. In the years ahead, we'll be leaning deeper into this work,



ensuring our approach takes into account the systemic drivers of climate change as we support governments in four key areas of the energy transition and decarbonization to

- **shift public financial flows including subsidies** from fossil fuels to clean energy and social protection;
- **overcome barriers to the energy transition**, including social, economic, technological, and legal barriers, to ensure access to clean, affordable energy;
- **address the intersection of trade and climate policy** in particular as it relates to decarbonization of industrial sectors; and
- **facilitate responsible sourcing of critical minerals** for energy transition at the speed and scale needed by supporting improved mining policy and standards, and international cooperation that enhances value creation in developing economies.

Global Subsidies Initiative (GSI)



GSI was launched in 2005 in response to growing global concern about the role of government subsidies in distorting markets, harming the environment, and undermining equitable development.

At the time, fossil fuel subsidies were receiving limited scrutiny despite their scale and impact. IISD established GSI to fill this gap, providing credible, independent analysis to inform better policy decisions and support reforms that redirect public resources toward sustainable outcomes.

Since its founding, GSI has focused on in-depth research and policy analysis on how subsidies, especially to fossil fuels, agriculture, and fisheries, impact economies, societies, and the environment. GSI works with governments and a wide range of partners to ensure that public financial flows are transparent, efficient, and aligned with sustainable development and climate goals.

Now, GSI is entering a new phase that builds on 2 decades of experience in supporting evidence-based subsidy reform. This next chapter is focused on shifting public financial flows to better align with the objectives of the Paris Agreement, the Kunming-Montreal Global Biodiversity Framework, and the Sustainable Development Goals, while improving social welfare and economic resilience.

At this point in time, we can no longer afford to relegate adaptation to the back-burner—the climate crisis is here now, and its impacts will continue to intensify for the foreseeable future no matter how drastically we reduce emissions. More of these impacts are becoming unavoidable and irreversible, underscoring the limits to adaptation and the growing need to address loss and damage. This is why IISD works with governments, civil society actors, and communities to integrate climate risk into everyday decision making. For example, over the last 10 years, as secretariat of the National Adaptation Plan Global Network, we have helped governments in



more than 90 countries in the Global South plan how they will protect their people, ecosystems, and economies from floods, drought, wildfires, and other climate impacts. In doing so, we support those most vulnerable to these impacts, recognizing the deep inequalities that shape risk, loss, and damage. Looking forward, IISD experts will spend the next 5 years focused on how we can

- **accelerate the shift from adaptation planning to implementation** by supporting the integration of adaptation into governance structures, engaging key sectors, and expediting investments that build lasting resilience;
- **address climate-related drivers of instability in conflict-affected contexts** through design and implementation of conflict-sensitive policies and institutional arrangements; and
- **confront the limits to adaptation** through coordinated action among climate and humanitarian actors to respond to the unavoidable, irreversible impacts of climate change, supporting those most affected by loss, displacement, and insecurity.

National Adaptation Plan (NAP) Global Network



NAP Global Network is a multi-funder, multi-country initiative that advances national climate adaptation planning and action in developing countries. The network is a go-to source of knowledge and learning on NAP processes. It has over a decade's worth of experience working directly with partner governments as they navigate the challenges of managing climate risks, while convening South-South peer learning events for open, honest conversations about what's working—and what's not working—in countries' efforts to build resilience.

It has been praised for its demand-driven assistance to developing countries and has enabled governments to prioritize critical issues like gender responsiveness, engagement, and subnational implementation while embedding monitoring, evaluation, and learning in NAP processes.

Over the next 5 years, the network will support countries in the critical shift from planning to implementation, ensuring adaptation is at the heart of decision making and driving systemic change toward building climate resilience.



Nature

Our planet is in a state of urgent crisis. Rates of species extinction, ecosystem degradation, and pollution are accelerating as the diversity and abundance of any remaining flora and fauna plummets. Freshwater systems—rivers, lakes, and wetlands—are among the most threatened ecosystems, with biodiversity loss in these habitats occurring faster than in forests or oceans.

We are, thankfully, starting to see glimmers of hope. The signing of the Kunming-Montreal Global Biodiversity Framework in 2022 signalled a renewed commitment from the international community to address the core drivers of the crisis and reverse these declines. It includes, for instance, a commitment to the reduction of environmentally harmful subsidies.

The framework also recognizes that biodiversity is fundamental to human well-being, and underlines the importance of valuing, maintaining, and enhancing nature's contributions. Nature-based solutions—especially natural infrastructure—are increasingly recognized for their effectiveness in improving the health of ecosystems and biodiversity while creating multiple social and economic benefits, including through mitigating and adapting to climate change and enhancing water quality.



The Nyamugasani River flows through the flood plains in the foothills of Uganda's Rwenzori Mountains National Park, one of our project sites. (Alec Crawford/IISD)

Goal: Halt and reverse biodiversity loss, strengthen protections for our environment, and scale up nature-based solutions where they're needed most.

For decades, our team of scientists at IISD Experimental Lakes Area (IISD-ELA) have led large-scale research to understand and protect freshwater systems, providing critical insights into how pollutants and environmental changes impact aquatic ecosystems, human health, land, and the atmosphere. Meanwhile, our finance experts are helping to drive more investments in nature-based infrastructure, bringing the right people together to scale up exciting new projects through our Nature-Based Infrastructure Global Resource Centre. IISD has also been working globally to design and implement nature-based solutions, including partnering with communities in Canada, sub-Saharan Africa, and Small Island Developing States to promote these solutions and



build climate resilience. In all of these areas of work, our solutions must be grounded in evidence, informed by Indigenous knowledge systems, and driven by principles of equity and justice.

Going forward, we will

- **pursue next-generation IISD-ELA research** on emerging and persistent water quality, fish, and contaminant issues (e.g., microplastics) to inform policy solutions;
- **develop and deliver nature-based solutions to sustainable development challenges** through technical assistance, policy guidance, and on-the-ground support;
- **make the investment case for nature** by engaging with governments, funders, and investors to reflect the full range of associated environmental, social, and economic benefits; and
- **tackle environmentally harmful subsidies** by influencing government policy, investments, and commitments through projects such as the Global Subsidies Initiative.

Nature-Based Infrastructure (NBI) Global Resource Centre



The NBI Global Resource Centre is a leading global initiative that helps governments, investors, and planners unlock the full value of nature-based infrastructure to build climate resilience, protect ecosystems, and deliver sustainable development. The centre specializes in valuing NBI projects, such as mangrove restoration, wetland rehabilitation, and forest conservation, using its Sustainable Asset Valuation (SAVi) methodology. These valuations compare NBI to conventional infrastructure, factoring in long-term costs, benefits, and climate risks.

Since its launch in 2021, the centre has completed nearly 50 detailed assessments in 25 countries, helping to catalyze over USD 30 million in NBI investment. It has trained more than 4,200 professionals from 179 countries through the NBI Academy, a learning platform that continues to see high demand, particularly for its live, interactive courses. This work has directly enhanced resilience and improved infrastructure services for over 5 million people worldwide.

Over the next 5 years, the centre plans to deliver 75 new valuations, launch an artificial intelligence-powered valuation tool to increase access, and establish a finance facility to support investment-ready projects. The NBI Academy will expand to train over 500 professionals annually, providing decision-makers with practical knowledge and tools.

Together, these efforts will support the integration of NBI into national policies, planning processes, and financing decisions, accelerating the shift toward resilient, inclusive infrastructure that works with nature, rather than against it.



IISD Experimental Lakes Area: The world's freshwater laboratory

IISD-ELA comprises 58 small lakes and their watersheds, providing a one-of-a-kind outdoor laboratory for scientists to experiment on real lakes and study the impacts of various environmental stressors.

Research at IISD-ELA significantly influences policies both in Canada and internationally. Studies conducted here have demonstrated the role of phosphorus in causing algal blooms, leading to the reduction of phosphorus in detergents and other household products. Research on acid rain contributed to the development of air pollution standards, while investigations into mercury pollution have informed multilateral guidelines to protect fish and human health.

Plastics, climate change, oil spills, pharmaceuticals, sustainable aquaculture—these are just some of the new research areas our scientists are wading into. Current areas of work include how industrial cleaners can affect the health of a lake, as well as ways to make wild rice cultivation plentiful and sustainable.

As part of its ever-expanding education and relations program, IISD-ELA is now undertaking a significant infrastructure project: the construction of the Centre for Climate and Lake Learning. This 10,000-square-foot facility is designed to serve as a hub for environmental education, research, and community engagement in northwestern Ontario.

In the coming years, IISD-ELA will continue to pioneer research on freshwater ecosystems, expand educational programs, build up the impact of our science communications, and strengthen partnerships with local communities and Indigenous Peoples. For example, we are working with our partners in Treaty 3 to ensure our new research projects adhere to their Great Earth Law. This will include incorporating ceremony into our annual research processes and collaborating with knowledge holders.



Social Equity

Social equity is foundational to sustainable development. Poverty, widening income gaps, unequal access to employment opportunities, structural oppression, and other systemic barriers concentrate wealth and power in the hands of few while leaving many behind. Economic shocks and the climate and biodiversity crises disproportionately affect people who experience discrimination on the basis of their gender, Indigeneity, ability, age, or other social factors—at the same time, decision-making processes to address these crises often exclude these very same people. Ultimately, if only some lives are improved by sustainable development policies while others are left on the sidelines, we will have failed.

Goal: Address structural inequities, create inclusive governance systems, and ensure fair outcomes from sustainable development policies and investments.

IISD has nurtured partnerships with Indigenous Peoples, feminist coalitions, and other actors who advocate for people’s rights and demand accountability from decision-makers. With these partners, we are exploring creative approaches to amplify underrepresented voices and foster inclusive decision making. We also work with policy-makers to ensure that gender issues are systematically integrated in sustainable development policies and governance in areas such as climate change, mining, and agriculture.

In the coming years, we will ramp up our efforts to advance social equity. This means we will

- **propose ways to support just and equitable transitions of key sectors** toward sustainability while reducing poverty and upholding the rights of affected communities;
- **advance Indigenous-led freshwater stewardship** through knowledge co-production, respect for Indigenous legal orders, and inclusive environmental governance;
- **enable inclusive decision making** by creating opportunities for civil society actors—particularly advocates for systemically marginalized groups—to engage in policy processes, while equipping them with the resources to influence outcomes; and
- **mainstream equity metrics** into policy assessments and monitoring frameworks to ensure governments, Indigenous rights holders, and partners can track, analyze, and act on disparities in outcomes.



A woman sells eggplants at a market stall in Bamako, Mali. (iStock)



Sustainable Economies

Persistently high debt burdens, weak fiscal policies, and financial flows that reinforce environmental harm are entrenching structural vulnerabilities and reinforcing patterns of instability and inequality. At the same time, trade disruptions and limited economic diversification are constraining long-term resilience and development prospects. The needed transition to a low-carbon, climate-resilient economy presents a massive opportunity to realign financial systems, mobilize productive investment, and accelerate structural transformation. The choices we make now will determine whether economies become more inclusive and future-proof—or remain trapped in outdated, extractive models.

Goal: Transform economies for the well-being of people and the planet and align public and private finance with sustainable development objectives.

By embedding sustainability into economic decision making, IISD will help build a future where prosperity is measured not just in growth, but also in resilience, equity, and environmental stewardship. To do this, we will

- **design and support trade and investment policies and frameworks** that advance inclusive, sustainable economic development, ensure resilience to economic shocks, and tackle inequalities within and amongst countries;
- **advance fair and effective tax policies and promote debt sustainability** to enable countries to invest in climate action, social equity, and economic stability;
- **help close the sustainable development financing gap** by providing governments with strategies, research, and technical assistance that draw on full range of IISD’s expertise;
- **promote sustainable infrastructure** by integrating sustainability considerations into infrastructure strategies, policies, procurement, and financing;
- **support responsible mining policies**, minimizing environmental harm, protecting the distinct rights of Indigenous Peoples, and advancing long-term value creation that benefits local communities and developing economies;
- **promote sustainable agriculture and food systems** that improve livelihoods and food security, and strengthen resilience in developing economies, including through strong legal and policy frameworks and standards.



The Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development



The IGF is the leading global forum for resource-rich developing countries seeking to strengthen governance and ensure mining supports sustainable development. Driven by the needs of its 86 member nations, this IISD-hosted secretariat has a strong track record of working with governments to advance effective laws, policies, and regulations for the mining sector.

The IGF supports most of the world's major mining countries to fully benefit from their mineral resources through inclusive employment opportunities, value addition, and collecting their fair share of revenue. Strong environmental governance is also a priority, including water, biodiversity, and mine waste management. This work covers the full mining life cycle, from exploration to mine closure, and projects of all sizes, ranging from artisanal mining to large-scale operations.

The secretariat's technical team has completed Mining Policy Framework assessments for 18 member countries to date; these identify policy gaps and strengths, share recommendations, and come with targeted support for implementation. The team also hosts several peer learning events, publishes research on everything from critical minerals to gender equality in the mining sector, shares expert guidance on emerging issues, and works to advance best practices across the industry.

Demand for the IGF's specialized expertise and services continues to grow as many developing countries face increased social, environmental, and economic risks related to the rising pressure to extract the minerals needed for the clean energy transition.

International Governance

Global governance today is not what it was in the post-war era, in the decades following the founding of the United Nations. Multilateral arrangements for sustainable development cooperation are now under immense strain. Governance structures established many decades ago do not reflect today's geopolitical and economic realities. Shifting political alliances and an expanding network of agreements make coordination increasingly complex.

And yet, when multilateralism works, it has powerful and long-lasting effects, as seen with agreements like the Montreal Protocol. There is a clear opportunity to level the playing field for intergovernmental decision-making processes, recognizing and addressing power imbalances, enabling cooperation even where consensus is difficult to find (for example, through plurilateral processes), and ensuring sustainable development efforts are both effective and equitable.

We also recognize that effective solutions are very often forged through “mini-lateral,” regional, and bilateral cooperation. Progress must be pursued at all levels of governance, from international agreements to community-led action.



Goal: Strengthen international cooperation and multilateral institutions to advance equitable and inclusive sustainable development.

- **Enhance coherence and implementation of international agreements** by assessing governance structures, including accountability mechanisms, and emphasizing cross-sectoral approaches that integrate climate, nature, and social equity priorities.
- **Promote transparency, accountability, and inclusive participation in multilateral environmental processes** by closing information gaps.
- **Advance the integration of sustainability into international financial and economic architecture**, including measures of national wealth, finance, trade, investment, tax, and debt.
- **Develop a forward-looking vision for global sustainable development frameworks beyond 2030**, engaging with policy-makers, civil society actors (in particular, youth) and Indigenous Peoples.

Earth Negotiations Bulletin

IISD Earth Negotiations Bulletin (ENB) is a balanced, timely, and independent reporting service on United Nations environment and development negotiations.



For more than 3 decades, the ENB team has provided daily coverage of global talks to tackle climate change, biodiversity loss, sustainable land use, safe chemicals management, deep sea mining, and other planetary challenges. On top of its critical role keeping negotiators informed during and between meetings, ENB's reporting is essential for smaller national delegations, including least developed countries and Small Island Developing States, that are unable to send diplomats to every contact group or meeting. Its authoritative reports also ensure civil society, the private sector, and media receive in-depth updates on global talks impacting the lives of billions.

ENB's clear value to negotiators as well as its long-standing track record of fairness and accuracy enables team members to gain exclusive access to talks. ENB's ongoing work is critical to the broad, transparent stakeholder engagement needed to tackle our interconnected environmental and social crises.



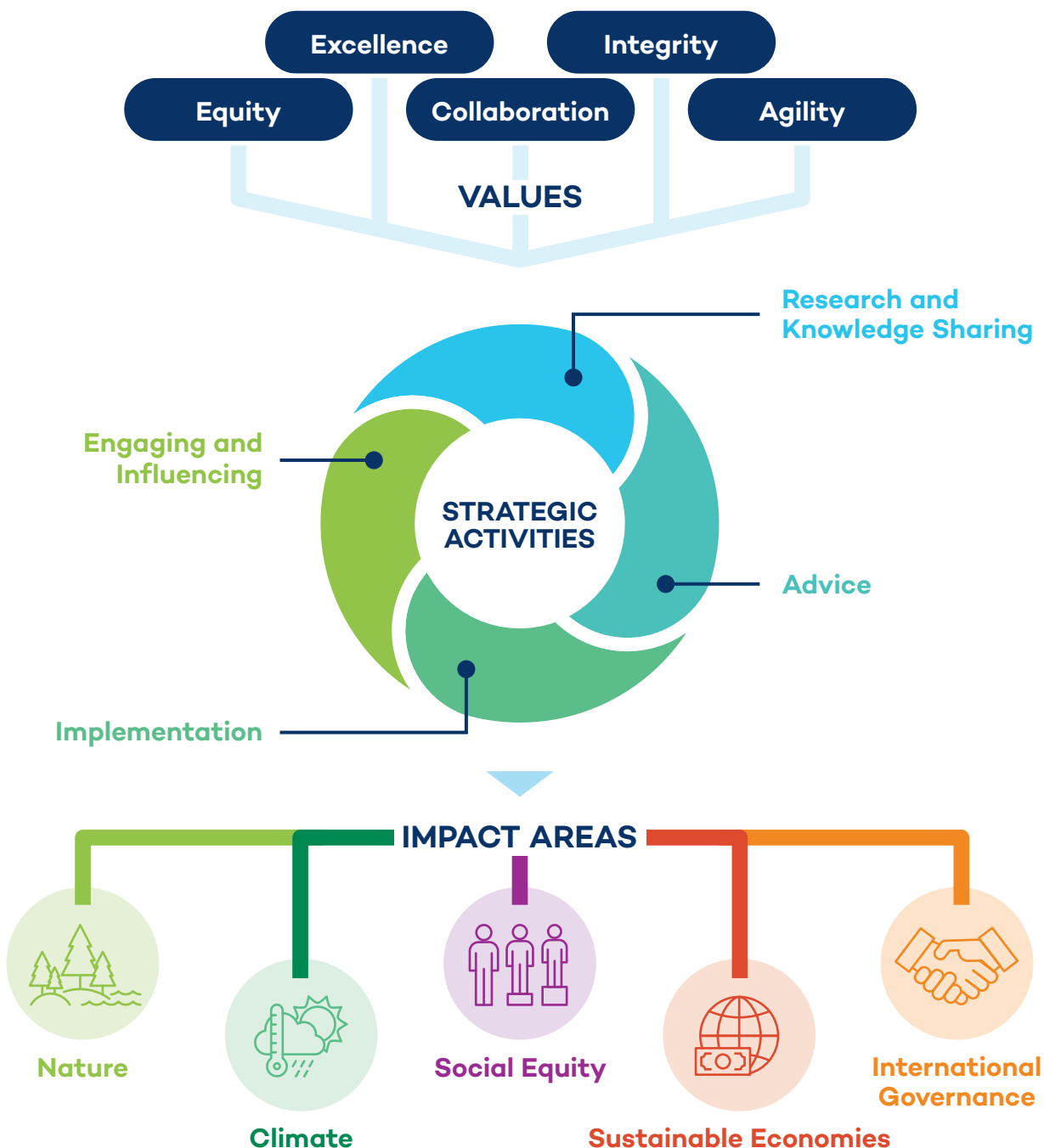
Yasmine Fouad, Minister of Environment, Egypt, at COP 29. (Mike Muzurakis/IISD)



How It Works

OUR VISION A world where people and the planet thrive.

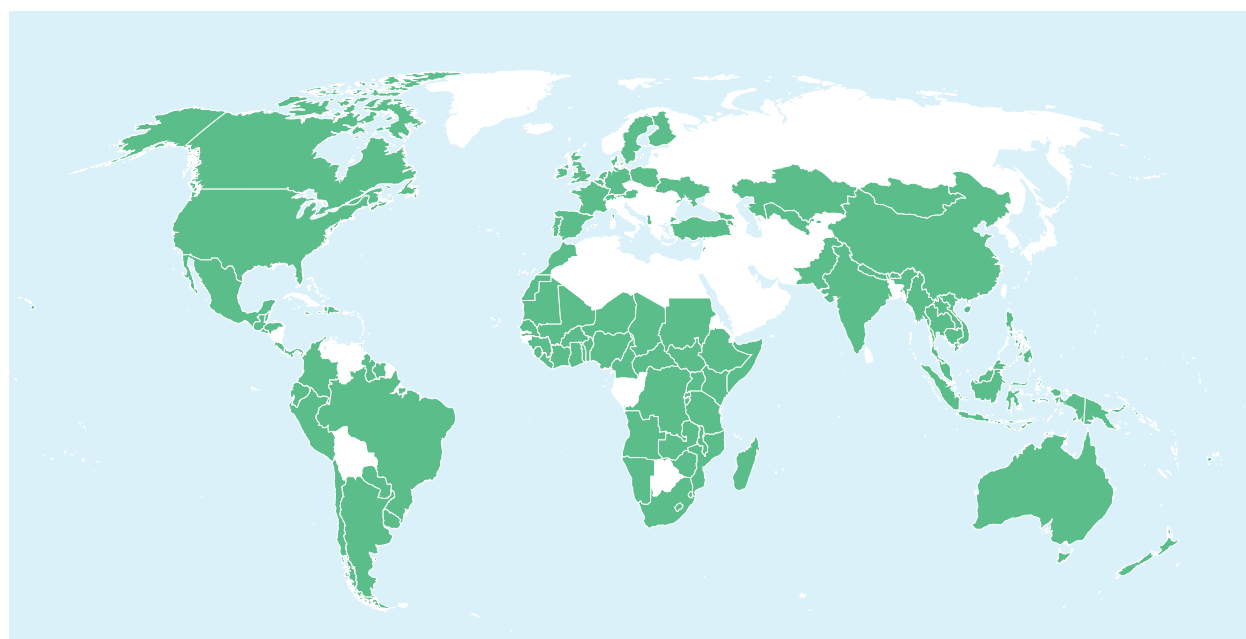
OUR MISSION To solve today's greatest sustainable development challenges. Through trusted research, advice, and collaboration, we transform bold ideas into real-world change that leaves no one behind.





Where IISD is Making an Impact

IISD partners with and supports more than 100 countries through a combination of research, legal and policy advice, demand-driven trainings, workshops, and capacity strengthening. The list below includes those we've been working with from 2023 until time of publication.



Albania	China	Guyana	Mauritania	Poland	Switzerland
Angola	Colombia	Haiti	Mauritius	Portugal	Thailand
Antigua and Barbuda	Costa Rica	Honduras	Mexico	Republic of the Marshall Islands	Timor Leste
Argentina	Cote d'Ivoire	India	Mongolia	Rwanda	Togo
Armenia	DRC	Indonesia	Morocco	Saint Lucia	Tokelau
Australia	Denmark	Ireland	Mozambique	Saint Vincent and the Grenadines	Tonga
Austria	Dominican Republic	Ivory Coast	Myanmar	Sao Tome and Principe	Trinidad and Tobago
Belgium	Ecuador	Jamaica	Namibia	Senegal	Turkey
Belize	El Salvador	Kazakhstan	Nepal	Seychelles	Tuvalu
Benin	Eswatini	Kenya	Netherlands	Sierra Leone	Uganda
Bhutan	Ethiopia	Kiribati	New Zealand	Somalia	Ukraine
Brazil	Fiji	Laos	Niger	South Africa	United Kingdom
Burkina Faso	Finland	Lebanon	Nigeria	South Sudan	United Republic of Tanzania
Burundi	France	Lesotho	Pakistan	Spain	United States
Cambodia	Georgia	Liberia	Palau	Sudan	Uruguay
Cameroon	Germany	Luxembourg	Panama	Suriname	Uzbekistan
Canada	Ghana	Madagascar	Papua New Guinea	Sweden	Vietnam
Central African Republic	Grenada	Malawi	Paraguay		Zambia
Chad	Guatemala	Malaysia	Peru		Zimbabwe
Chile	Guinea	Maldives	Philippines		



Getting It Done: Prioritizing people and innovation

IISD isn't the same organization it was 5 years ago. We have grown significantly—not only in size, but also in the number of countries where we operate and deliver impact. Today, with more than 300 staff rolling up their sleeves to execute an ambitious strategic plan, our reach is broader, our projects are larger and more complex, and we have forged new and exciting partnerships along the way. It's more important than ever that our people are well supported and our internal systems are fit for purpose.

Empowering Our People to Drive Change

We know that our greatest strength is our people. Everything we achieve, from world-class research to influential partnerships, is powered by the passion, creativity, and commitment of our team. This means staying focused on cultivating a workplace where people feel supported, inspired, and equipped to thrive.

Through our **People Plan**, we are working to ensure every team member experiences meaningful career growth, equity in pay, enhanced health benefits, a respectful and inclusive workplace culture, and access to the training and tools they need to be successful. We're investing in employee well-being, including a strong focus on work-life balance, mental health, and clear communication, so that our staff feel connected and valued.

We also know that innovation doesn't happen in isolation. It comes from open dialogue, shared learning, and diverse perspectives. That's why we're prioritizing connection across teams, encouraging creative problem solving, and creating space for new ideas to emerge. These are the conditions that allow us to respond to a rapidly changing world with agility, integrity, and purpose.

Transforming How We Work to Amplify Impact

As we evolve, so too must the systems that support us. We're refining how we plan and deliver our work so teams can focus less on navigating processes and more on delivering impact.

A few highlights:

- We're rolling out a **new approach to project management**, backed by a dedicated Project Management Office and a modern resource management system. These efforts are about reducing administrative burden, freeing up time for strategic endeavours, and enabling teams to manage their work with clarity and confidence.
- We're developing a new framework for how we **monitor, evaluate, and learn from our work**, examining our productivity, and how our work leads to new policies and practices.



- We're also launching an **Artificial Intelligence Task Force** to explore emerging technologies and tools responsibly, ensuring that innovation aligns with our values and strengthens—not replaces—the thoughtful, human-centred work we do.
- We're **adapting operational systems**—including contracting and procurement practices—to better support shared decision-making, mutual accountability, and equitable ownership of results in partnerships with Indigenous Peoples and organizations in the Global South.

The Path Forward

Together, these efforts reflect our commitment to operating not only more efficiently but in ways that are more connected, innovative, resilient, and people focused. In short, we are building an IISD that is more prepared than ever to drive transformative change in a complex world.

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