Stichting International Institute for Environment and Development (IIED) Europe

Policy Plan 2025-2027

V2

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Foreword

Vision

The International Institute for Environment and Development – Europe (IIED Europe) was established to contribute to efforts to achieve major progress towards the goals of sustainable development. The Foundation focuses on global environmental and social change, including the impacts of European policies, investments and actors on sustainable development outcomes around the world.

IIED Europe collaborates closely with partners in the Majority World and seeks to bring the realities and priorities of people in Asia, Africa and Latin America to European policymakers and wider audiences. The Foundation generates and shares evidence on the challenges and opportunities associated with climate change, biodiversity loss, urbanisation and social inequality, and on how positive, just and sustainable change can be better supported and enabled globally.

Since its establishment, IIED Europe has made significant progress in building an independent and impactful organisation. By 2025, the Foundation had grown to a team of seven staff members and a portfolio of seven projects, the majority of which are multi-year initiatives extending to 2027 and 2028. This growth reflects the Foundation's ability to secure long-term partnerships and funding that enable substantive contributions to international sustainable development efforts.

Alongside its programme growth, IIED Europe has strengthened its operational foundations by establishing robust financial and operational systems, enhancing its digital presence, investing in staff capacity and organisational development, and updating its policies and procedures. Governance arrangements have also matured, with changes to the composition of the Supervisory Board and Management Board further consolidating IIED Europe's position as an independent legal entity.

Looking ahead, IIED Europe will continue to strengthen its institutional capacity, financial sustainability and strategic partnerships. Through evidence-based research, policy engagement and collaboration with a broad range of governments, civil society organisations, research institutions and philanthropic partners, the Foundation aims to contribute meaningfully to addressing the interconnected challenges of climate change, threats to natural systems, urban transformation and the role of different actors in sustainable development.

IIED Europe works closely with the International Institute for Environment and Development (IIED) in the United Kingdom, while remaining a fully independent organisation with its own governance, management and decision-making structures.

Introduction

This policy plan has been prepared in accordance with the applicable rules and regulations of the Dutch Tax Authorities. IIED-Europe Foundation intends to maintain the status of an "*Algemeen Nut Beogende Instelling*" (ANBI), the Dutch designation for a Public Benefit Organisation.

This document provides an overview of the Foundation's strategic objectives, relevant provisions of its Articles of Association relating to ANBI requirements, and a summary of its activities, governance arrangements, and financial structure. The policy plan will be reviewed and updated periodically, as necessary, to ensure continued compliance with ANBI requirements and alignment with the Foundation's objectives.

Organisation details

Statutory name:	Stichting International Institute for Environment and Development Europe
Public name:	IIED Europe
RSIN/Fiscal number:	862003234
KvK number:	81230710
Address:	Plantage Middenlaan 2G, 1018DD Amsterdam, The Netherlands
Email:	info@iied-europe.org

Strategy

IIED Europe is a policy and action research organisation, focused on Europe as a lever for global change

We have a flexible nature and adaptive capacity that allows us to quickly identify and respond to today's complex and unpredictable social and environmental challenges, and to spearhead new areas of research.

Mission

IIED Europe is an independent policy and research organisation that works with partners across Europe and the Majority World to generate, connect and communicate evidence on the most pressing sustainable development challenges of our time. Through research, partnerships and knowledge exchange, the Foundation seeks to influence European decision-making and promote urgent, transformational and just responses to climate change, biodiversity loss, inequality and other interconnected global challenges.

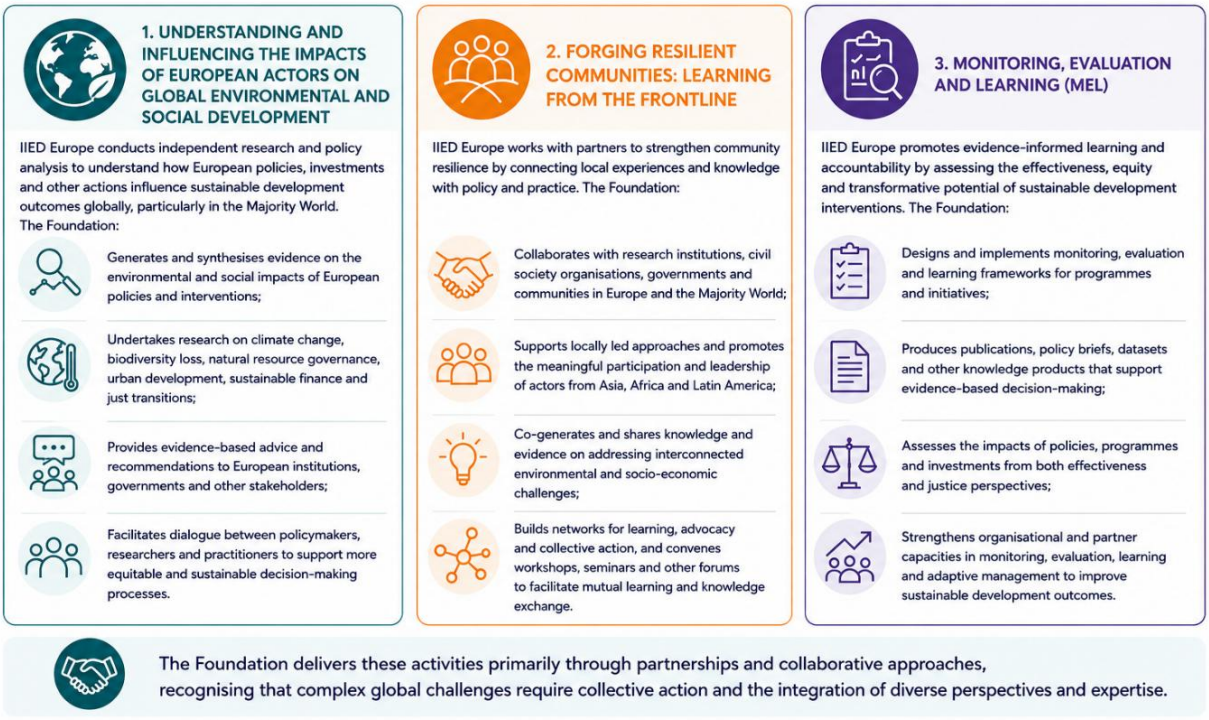
Statutory objectives

The objectives of the Foundation in Article 3 of the Articles of Association and are as follows:

1. To advance the education of the public by all charitable means.
2. To promote sustainable development for the public benefit by the preservation, conservation and protection of the environment and the prudent use of natural resources, the relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities and the promotion of sustainable means for achieving economic growth and regeneration.
3. In order to accomplish the aforementioned objectives the Foundation will cooperate with the company organised under the laws of England and Wales: International Institute for Environment and Development, with statutory seat in London (United Kingdom).
4. The Foundation is a non-profit making organisation.

Activities

To realise its mission and contribute to sustainable development outcomes, IIED Europe undertakes the following activities:



Partners

IIED Europe works with a variety of key audiences and stakeholders ranging from local grassroots organisations to large supranational bodies. Our audiences are global and include organisations working at local level in Asia, Africa and Latin America, as well as Northern actors, particularly in the European Union (EU). Our stakeholders and partners are also from all parts of the world. Alongside new partners, particularly in the EU, we draw on the partners of IIED to maximise our network and professional skill base to deliver high quality project outcomes.

Governance and Finance

Supervisory Board

The Supervisory Board is the highest body of the Foundation and has the task of overseeing the management's policy and general affairs of the Foundation. The Supervisory Board consists of:

- Rick Pleij (IIED Europe trustee) – Chair (from May 2026)
- Silvia Charpentier (IIED Europe trustee) – Chair (until May 2026)
- Alicia Pérez-Porro (IIED Europe trustee)
- Maarten van Aalst (IIED Europe trustee)
- Mette Gervin Damsgaard (IIED Europe trustee)
- Eliot Taylor (IIED Europe trustee) (until June 2026)

Management Board

The Management Board is responsible for managing the day-to-day operations of the Foundation. On average the Management Board shall meet formally at least twice a year with the Management Team. The Management Board members shall retire in accordance with a schedule of retirement drawn up by the Supervisory Board, with observance of a period of office of four years; however, retiring Management Board members shall be eligible for reappointment without limit. The Management Board consists of:

- Alexandre Fernandes (Director – IIED Europe)
- Niki Kervezee (until March 2026)
- Tom Bigg (until June 2026)

Financial arrangements

Remuneration policy

The Supervisory Board is in charge of the remuneration policy in line with the Wijffels Committee's "Governance Code for Charities". The members of the Supervisory Board receive no financial reward for their work but may claim reasonable expenses incurred while carrying out their duties as part of the Supervisory Board.

Absence of profit

The Foundation is a non-profit making organisation, as stated in Article 3 of the Articles of Association. The Foundation's income will be used solely to achieve its objectives.

Destination liquidation balance

As stated in Article 16 of the Articles of Association, any liquidation proceeds will be spent for the benefit of one or more charities with the status ANBI (in the Netherlands) with a similar objective or a foreign institution with a general interest of a similar objective.

Recruitment of funds

The organisation recruits funds for the purpose of achieving the Foundation's objectives through the following fundraising activities:

- Contracts
- Grants
- Legacies

All acquired funds are solely for the benefit of the Foundation and annual accounts are prepared by a bookkeeper and filed in accordance with the Articles of Association.

Capital of the foundation

The Foundation does not hold more capital than is reasonably necessary for the continuity of the anticipated projects and realisation of its objectives.

Spending policy

The Foundation will spend the income received in accordance with the objectives as stated in the Articles of Association.

Access to Foundation assets

In line with the provisions set out in the Articles of Association, no single legal person has a decisive say within the Foundation; similarly, no single legal person has the ability to access and manage the Foundation's assets as if they were their own personal assets.

Fundraising

IIED Europe has secured an investment from IIED (2026 & 2027 FY), its partner organisation in the UK to continue its growth trajectory, as their overarching charitable objectives and mission are aligned. The Foundation has been developing its detailed fundraising and business development strategy, which will focus primarily on developing relationships to secure funding from bilateral and multilateral donors, international aid agencies, national & international government agencies, foundations and philanthropic organisations, as well as corporations and the private sector. IIED Europe will also be investigating public fundraising initiatives, such as general gifts and donations, crowd-funding, direct marketing, legacies and fundraising campaigns, as well as other innovative fundraising initiatives.

IIED Europe and IIED will be sharing certain resources to ensure cost-effectiveness and value for money for the funder, and maximisation and leverage of organisational capacities.

Appendix

Supervisory Board Bios

Current Members

- **Rick Pleij (Chair from May 2026)** has worked as account manager for Dutch non-profit organisations with a major Dutch private bank since 2018, having worked in banking since 2013. His network covers policymakers, directors, board members within the NGO sector, and trade unions and philanthropic organisations.
- **Silvia Charpentier Brenes (Previous Chair until May 2026)** is a member of the board of directors of the Central Bank of Costa Rica and represents the bank in the Network for Greening the Financial System (NGFS). Previously, she was member of the Legislative Assembly of Costa Rica and alternate executive director at the World Bank.
- **Alicia Pérez-Porro** is a marine biologist connecting the environment, gender equality and environmental diplomacy for a more just and sustainable future for all. She is the Head of Policy Engagement and Institutional Relations at CREAF, a Spanish ecology research centre focused on global change and biodiversity. Alicia is also a member of the IIED (UK) Board. Additionally, Alicia is a member of the global roster of experts at the International Science Council that brings together natural and social sciences as the largest global science organisation of its type.
- **Maarten van Aalst** is director general and chief science officer of the Royal Netherlands Meteorological Institute (KNMI) and professor in climate and disaster resilience at University of Twente. He has over 20 years of experience bridging climate science, policy and practice, from local to global and across timescales, shaping humanitarian operations, development investments and international policy.
- **Mette Gervin Damsgaard** has worked for 18 years in sustainable development, specialising in biodiversity and climate action at the United Nations, European Union (EU), Nordic, and national levels. She served as the EU representative in the UN COP bureau, is vice-chair at MiCuerpo, led sustainability efforts at the Nordic Council and is currently Director of advocacy at World Animal Protection.

Past Members

- **Eliot Taylor** (Supervisory Board Member until June 2026)

Management Board Bios

Current Members

- **Alexandre Fernandes** is the Director of IIED Europe and serves as the Chair, Secretary & Treasurer of the Management Board. He is responsible for the overall strategic direction of the organisation. Alexandre holds a PhD in natural sciences and has more than 20 years of experience in academic institutions, government agencies, not-for-profit research organisations, and intergovernmental initiatives on climate, biodiversity, water, oceans, and health.

Past Members

- **Niki Kervezee** (Management Board Member until March 2026)
- **Tom Bigg** (Management Board Member until June 2026)