



WORLD
RESOURCES
INSTITUTE

SCALING OUR IMPACT IN URGENT TIMES

Strategic Plan 2014-2017

WRI.ORG

TABLE OF CONTENTS

MESSAGE FROM WRI'S CHAIRMAN AND PRESIDENT

OVERVIEW: COUNT IT, CHANGE IT, SCALE IT!

SIX URGENT GLOBAL CHALLENGES: WRI'S RESPONSE

Forests.....	11
Water.....	16
Food	20
Climate Change.....	23
Energy.....	29
Cities & Transport	32

ESSENTIAL INGREDIENTS IN FINDING SOLUTIONS

Business	37
Finance	40
Governance.....	43

BUILDING OUR GLOBAL NETWORK

China.....	51
India.....	54
Brazil.....	57

EQUIPPING WRI FOR THE TASK

Managing for Results	61
Ensuring Research Excellence	61
Becoming a Leader in Open-Data Monitoring Systems	62
Communicating to the Right People, at the Right Time.....	63
Investing in Our Greatest Assets: Human Resources	64
Enhancing Our Funding Model	65
Using Our Top Talent: WRI's Board.....	67

SCALING UP IN URGENT TIMES: A MESSAGE FROM WRI'S CHAIRMAN AND PRESIDENT

As WRI enters its fourth decade, our mission is as critical as ever. Since its inception in 1982, WRI has built a reputation for delivering global impacts based on objective evidence and high-quality analysis—a base from which we can build for greater impact in the future.

Over its first thirty years, under its first two presidents, Gus Speth and Jonathan Lash, the Institute delivered groundbreaking achievements. We created the Greenhouse Gas Protocol, the most widely used international standard for measuring emissions; we developed the Millennium Ecosystem Assessment, a global survey of the state of ecosystems; we helped drive the expansion of bus rapid transit systems to 168 cities; and we launched The Access Initiative, the world's largest network dedicated to environmental rights, comprising 250 organizations in 54 countries.

The world today is very different from 1982. Even as the global population has risen by 2.5 billion, poverty rates have halved, driven by a near tripling of global output. Economic power has shifted. China's real economy is nearly 20 times larger than in 1982, while its power consumption is up fourteen-fold. The sheer speed and scale of change has placed unprecedented pressure on the environment. Carbon dioxide emissions have nearly doubled, and every minute a forest area the size of 50 soccer fields is lost.

Opportunities have become even greater as well. Information technologies—remote sensing, cloud computing, crowd-sourcing, and social media—are enabling new ways of identifying, diagnosing, and solving problems.

WRI is adapting to this changing context. In the following pages we present our strategy for the next four years. We will focus on six global challenges that must be addressed this decade. We will do fewer projects but at greater scale, seeking tipping points and moving beyond them. We will invest in open-source data, top-quality research, and visual information suited for today's fast-paced, networked world.

We look forward to working with our partners to tackle today's urgent challenges and contribute to a more sustainable and prosperous world for all people.



Jim Harmon
Chairman of the Board
World Resources Institute



Andrew Steer
President and CEO
World Resources Institute

COUNT IT, CHANGE IT,
SCALE IT!

We are living in a critical moment.

The past two decades have witnessed unprecedented economic and social progress. Real incomes in low- and middle-income countries have doubled and poverty rates have halved. Two billion people have gained access to improved drinking water. Maternal mortality has dropped by nearly half, and the share of those who are malnourished has fallen by a third. This has been one of the greatest and most rapid transformations in human history.

But these achievements have been accompanied by mounting pressure on our natural resources. Every minute of every day we have been losing the equivalent of 50 soccer fields of forest. Over 1 billion people already face water scarcity, and this may triple by 2025. Climate change is costing \$700 billion per year, with the greatest impact on the poor. At the same time, more than 1.3 billion people lack access to affordable, reliable electricity. These pressures are on course to increase, as the global middle class expands from 2 billion people today to 5 billion in 2030, driving greater demand for automobiles and fundamentally altering consumption patterns. Many of these people are moving to the world's cities, which are expected to add 1.5 billion people by 2030.

Are current patterns of production and consumption sustainable? We believe not.

Is it possible to continue to enjoy economic and social progress and improvements in quality of life, while remaining within planetary limits and addressing climate change? We believe it is.

But it will require better understanding of the possibilities, and more decisive leadership to get us to that sustainable future.

BUILDING ON WRI'S FOUNDATION

WRI was founded in 1982 with the purpose of bringing cutting edge analysis to global environment and development challenges. For the past three decades, we have worked with government, business, and civil society to drive ambitious action based on high-quality data and objective analysis. With our partners, we have demonstrated the success of breakthrough ideas and scaled up these solutions for far-reaching, enduring impact.

WRI's mission is more relevant today than ever. Critical decisions will be made this decade that will determine whether the world will succeed in its quest for sustainable prosperity for all.

This document lays out plans for the next phase of our work, as we seek to respond to the increasingly urgent challenges at the intersection of development and the environment. In

designing our future work we stand on a strong foundation. We have exceptional staff and partners in 50 countries, a distinguished and influential Board of Directors, and three decades of rigorous evidence-based research and impact. Our new global strategy for 2014-2017 builds on this approach (see text box).

OUR ONGOING COMMITMENT

WRI's mission is: To move human society to live in ways that protect Earth's environment and its capacity to provide for the needs and aspirations of current and future generations.

As we move to increase our global impact, our mission remains unchanged. We retain the fundamental tenets that have been central to our success:

Our values: Across our global network, we are guided in all we do by integrity, innovation, urgency, independence, and respect.

Our commitment to analytical excellence: We are a trusted provider of decision-relevant, high-quality data, analysis, and tools.

Our focus on results: We judge ourselves not by our publications, presentations, and convening, but by the extent to which these shift policies, investments, and business strategies. Our focus on real-world outcomes will remain our hallmark.

RESPONDING TO SIX URGENT CHALLENGES

Our programs will focus on six interrelated global environment and development challenges that must be addressed *this decade*.

- **Forests:** Mass deforestation must be stopped, and restoration of 2 billion hectares of degraded land must be accelerated.
- **Water:** Critical risks must be measured, mapped, and managed.
- **Food:** New approaches must be taken to sustainably feed 9.6 billion people by 2050.
- **Climate Change:** Global greenhouse gas emissions must peak by 2020, while building a strong, low-carbon economy.
- **Energy:** The transition to clean and affordable energy must be accelerated across a tipping point.
- **Cities & Transport:** The shift to efficient, livable, low-carbon cities must be taken to support the world's urban dwellers today and the 1.5 billion who will be added by 2030.

Addressing these challenges requires input and action from three cross-cutting disciplines:

- **Business:** Create business value through environmental sustainability.
- **Governance:** Empower people with access to information and environmental rights.
- **Finance:** Shift investment toward sustainable development.

SIGNATURE INITIATIVES: IMPACT AT SCALE

Given the urgent need to achieve impact, we will focus our energies on a limited number of distinct product lines, which we call “Signature Initiatives.” These are major bodies of work that will be carried out in close collaboration with partners and are defined by the following qualities:

- **An irresistible offer:** A clear methodology that draws upon WRI’s unique strengths.
- **A compelling message of change:** Academic research is necessary, but not enough. WRI seeks to build a case for new policies, shift investments, and change behavior.
- **An identified “tipping point”:** We’re not satisfied with successful pilots. Our initiatives must be aimed at driving systemic change.
- **A clear strategy for scaling:** These initiatives must have defined transmission mechanisms and strong partnerships.

We will pursue 10 multi-year Signature Initiatives, committing an average of \$4-5 million to each per year by 2017. We will also pursue a select number of time-bound projects as high-impact opportunities emerge. This document lays out our priority activities, with our Signature Initiatives indicated in gold boxes.

EXPANDING OUR GLOBAL NETWORK

Our challenges are global and our expertise and presence must reflect this. In response, we now have international offices in China, India, and Brazil, in addition to the United States. “Lighter touch” offices have recently been established in Europe (Brussels) and Indonesia, and we will explore a new office in Africa in 2015. WRI’s EMBARQ centers in Mexico and Turkey are a key part of our global network, particularly in support of our Cities & Transport Program.

Our international offices are united by our common mission, values, and approach. They will share a common brand, a consistent program focus, and a commitment to excellence. As a globally-networked organization that stresses respect and equality, each international office:

- **Acts with autonomy and responsibility** for applying WRI’s Signature Initiatives suited to each country’s unique priorities and culture;

- **Achieves results, shares learning, and advances WRI's unique role globally;** and
- **Embraces and enhances** WRI's mission through a shared commitment to research excellence.

EQUIPPING WRI FOR THE TASK

Delivering on our new strategy will require us to enhance our internal systems and strengthen our operations. We will deepen our capacity in our core support functions: human resources, financial management, development, communications, research excellence, and results management. We will seek to build our economic and political capacity for greater influence; expand our expertise in information and communications technology, including remote-sensing, crowd-sourcing, and data visualization; and leverage our Board of Directors to play a bigger role in our global impact.

“COUNT IT, CHANGE IT, SCALE IT” | OUR VISION AND APPROACH

Natural resources are the foundation of economic opportunity and human well-being. But today we are depleting Earth's resources at rates that are not sustainable, endangering economies and people's lives. We strive for a world where government, business, and civil society actions combine to sustain the environment, alleviate poverty, and expand opportunities for all people.

To achieve this vision, we focus on six global challenges that need to be addressed this decade: forests, water, food, climate change, energy, and cities & transport.

Count It

We start with data. We conduct independent research and draw on the latest technology to develop new insights. Our rigorous analysis identifies risks, unveils opportunities, and distills recommendations for decision-makers. We focus our efforts on influential and emerging economies, where the future of sustainability will be determined.

Change It

We test our ideas and use the findings to inspire action by government, business, and civil society. We work with partners to drive change on the ground that alleviates poverty and strengthens human well-being. We set measurable objectives and hold ourselves accountable to ensure our outcomes will endure.

Scale It

We don't think small. Through our Signature Initiatives, we create positive tipping points for change. We work with partners to build networks and scale our efforts regionally and globally. We evaluate our success by transformative policies and actions by government, business, and civil society that will sustain a healthy environment and expand opportunities for all people.

The following sections outline our Strategic Plan for 2014-2017: How we will address the six urgent global challenges and scale our work, how we will strengthen our global network, and how we will build capacity for the task ahead.

Please visit WRI.org to learn more about our activities and how you can support our work.

SIX GLOBAL CHALLENGES: WRI'S RESPONSE

Pressure is growing on the environment, natural resources, and human development. In response, WRI is focusing on six global challenges that must be addressed this decade: forests, water, food, climate, energy, and cities & transport. Within each program area, we will leverage our Signature Initiatives to deliver impact at scale. Working with partners, we will develop a strong evidence base, create innovative solutions, and scale them up to meet today's global challenges.

FORESTS

Inspire action to stop mass deforestation and accelerate the restoration of degraded land



At the dawn of the agricultural era, forests covered nearly half the Earth's landmass. Today, only 15 percent of these primary forests remain intact. The world lost an additional 50 soccer fields of forest per minute between 2000 and 2013—and pressure is likely to increase as we struggle to meet the demands of an expanding population and a growing global middle class. About 80 percent of forest loss is due to agricultural expansion, especially in the tropics.

The UN estimates that if present trends continue, as much as 300 million hectares of arable land—an area nearly the size of India—will be needed by 2050 for food production. At the same time, 1.2 billion people—of whom 90 percent live in poverty—depend on forests for direct support, in the form of food, jobs, wood fuel, timber, construction materials, medicines, and forage. The public and private sectors have broadly failed to introduce policies and practices that could halt forest decline and promote restoration across landscapes. Continued failure to act will exacerbate poverty, deepen climate change, and harm agricultural systems.

Providing easy access to current, reliable information on forests, and mobilizing action based on that information, is fundamental to reversing deforestation. Brazil is a good example. Enabled by public access to near-real-time forest monitoring, Brazil implemented policies that have reduced deforestation in the Amazon Basin by 80 percent since 2004.

In addition to slowing forest loss, we can help restore degraded land where forests once grew. WRI has identified more than two billion hectares of land which present opportunities for restoration. This underutilized and degraded land can be used for production of key commodities, such as palm oil, soy, wood pulp, and beef through improved land-use management.

In response, WRI has developed Global Forest Watch, a dynamic online forest monitoring system that empowers people everywhere to better manage forests. We are also working to inspire a global movement to turn once-degraded land into productive areas. Together, these initiatives can reverse the trend of deforestation and improve the lives of millions around the globe.

50
SOCCER FIELDS
OF FOREST LOST
PER MINUTE

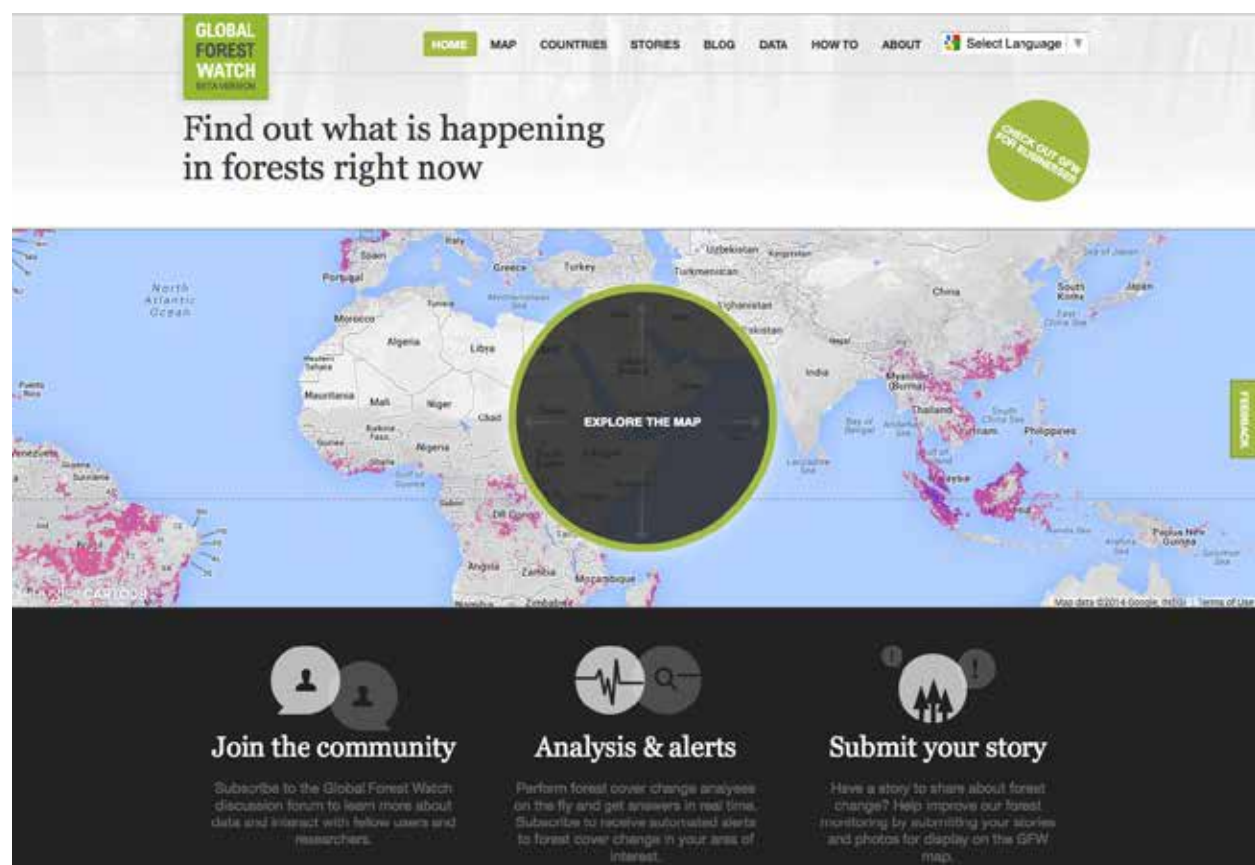
GLOBAL FOREST WATCH

Global Forest Watch (GFW) brings together 40 partners, convened by WRI, to deliver open-source, high-resolution, near-real-time forest information. The platform combines forest cover and land use maps with satellite data to track forest change and is freely accessible. The data support policy-makers, businesses, communities, and many others around the world as they take action to respond to deforestation. WRI staff around the globe work to engage governments, the private sector, civil society, researchers, and others to contribute to and use the information.

Moving forward, we will:

- **Inspire global action to better monitor and manage forests.** We will dramatically increase the availability and accessibility of information, and demand for more information, about the world's forests by maintaining a comprehensive, credible, online platform; building data-sharing partnerships with governments, companies, nongovernmental organizations, and communities to aggregate the best available data; expanding capacity in forest monitoring, geospatial analysis, and information management in priority countries; and generating citizen demand for forest information and transparency by working with colleagues in WRI's Governance Center.

Homepage of Global Forest Watch, launched in February 2014



- **Transform information into action.** Leveraging high-quality, timely information about forest change, we will promote sustainable forest management for the benefit of all people. We will work with leaders in government to develop and enforce effective policies for sustainable forest and land use management; work with the private sector to eliminate deforestation from supply chains; and work with civil society to address encroachment into protected areas and protect traditional rights.
- **Build research partnerships** with leading academics and universities to analyze GFW-generated data.

GFW's use of open-source coding promotes the scaling of impact by enabling anyone, anywhere to build applications using the data. For example, to monitor fires in Southeast Asia, to detect illegal logging roads in Central Africa, and to track the expansion of cattle ranches in the Amazon Basin. GFW will also play a key role as the leading source of independent data supporting the UN Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD).

A key project which complements GFW is the Forest Legality Alliance, a unique partnership with USAID and the Environmental Investigation Agency. The Alliance engages the private sector and national governments to eliminate illegally harvested wood in forest product supply chains.

TARGET OUTCOMES BY 2017:

100 countries use and recognize Global Forest Watch as the first-in-class source of near-real-time forest cover data.

10 governments of forest-rich nations are using GFW to design balanced forest and land use policies, enforce forest laws, and transparently monitor rates of forest loss and gain.

10 major companies that buy or sell commodities such as oil palm, beef, and soy are implementing commitments to eliminate tropical deforestation from their supply chains.

RESTORATION

WRI's Restoration initiative centers on making the case to decision-makers that restoring degraded land is a strategy that carries multiple benefits to human development and the environment. Indeed, restoration can create jobs, enhance food security, provide access to wood fuel, ensure access to clean water, enhance biodiversity, reduce soil erosion, and reverse the trend of increasing greenhouse gas emissions. The benefits of restoration can accrue especially to poor women and marginalized groups. To raise the profile of restoration among key public and private sector actors, WRI has created a Global Restoration Council, which is co-chaired by former Swedish Prime Minister Göran Persson and former Brazilian President Fernando Henrique Cardoso, and will consist of up to a dozen prominent global public and private sector leaders.

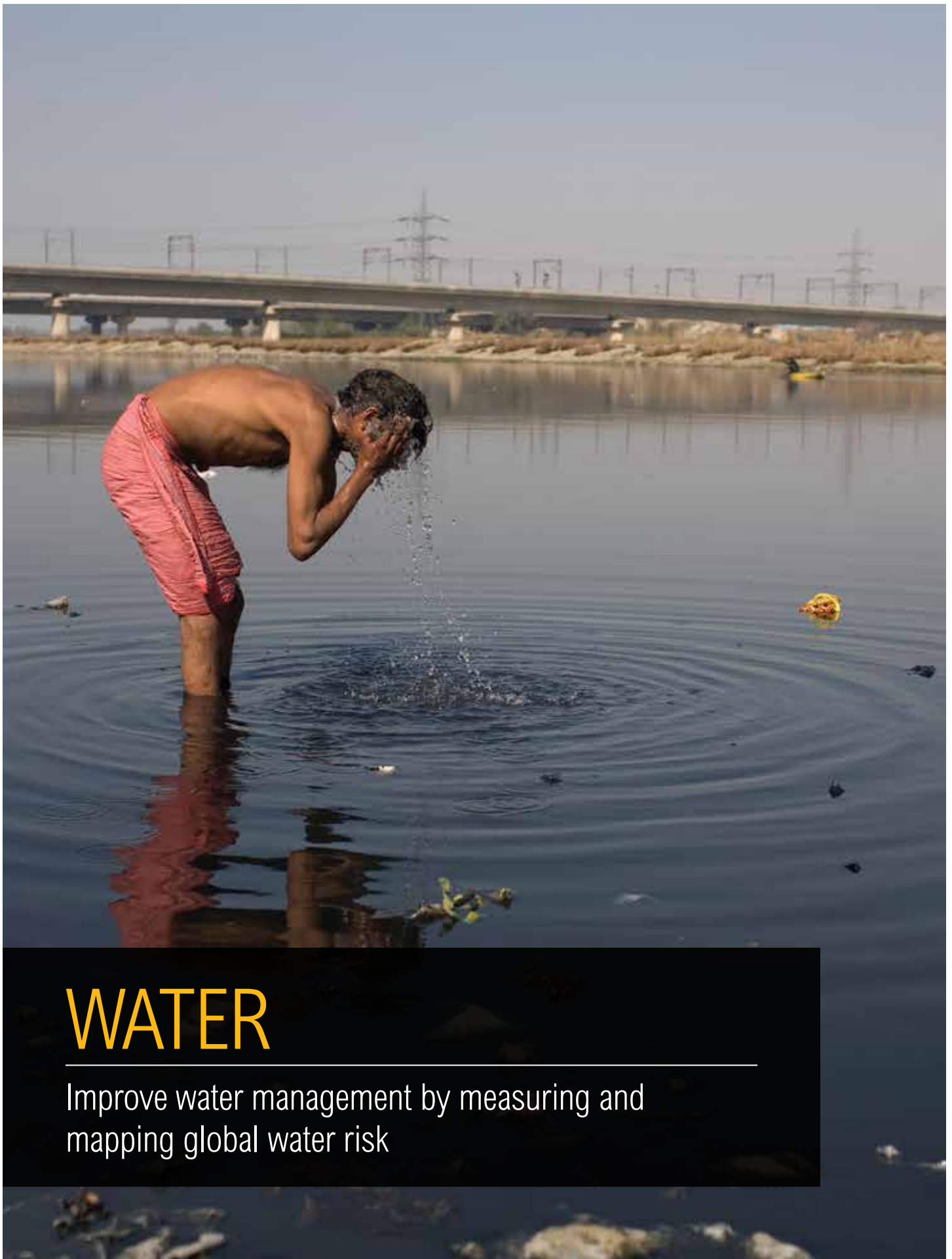
Moving forward, we will:

- **Build a global movement for restoration.** We will leverage the Global Restoration Council to fulfill the Bonn Challenge: a goal to undertake restoration across 150 million hectares—an area three times the size of Spain—by the end of 2020. We will also leverage the Council to catalyze the restoration of degraded lands into productive agriculture across 10 million hectares by 2020.
- **Ensure the right enabling conditions for implementation of Bonn Challenge pledges.** With stakeholders in key countries, we will apply WRI's Rapid Restoration Diagnostic to assess whether the necessary success factors for restoration are in place and make recommendations to close gaps.
- **Build and sustain momentum in the restoration movement.** Knowledge exchange between experts and decision-makers is essential in building momentum for restoration. We will share best practices, tools, and maps, and provide access to our network of experts to build local capacity and guide actors in securing financial resources.
- **Pioneer a monitoring system for tracking restoration, in partnership with GFW.** Starting with key countries, our monitoring system will combine remote sensing and crowd-sourced data to allow for continuous learning and generation of stories for outreach.

TARGET OUTCOMES BY 2017:

9 countries (or regions) are committed to the Bonn Challenge on forest and landscape restoration.

40 million hectares of landscapes are committed to restoration and are starting actions to advance restoration.



WATER

Improve water management by measuring and mapping global water risk

Growing demand by agriculture, the energy sector, and cities will increase the number of people at risk from water scarcity—the majority of whom are poor—from 1 billion today to 3.5 billion by 2025. In the past century, water use increased at over twice the rate of population growth. Pollution already renders large amounts of freshwater unusable—or very expensive to treat. And climate change will further exacerbate these pressures by changing the timing and quantity of water flows.

A lack of access to high-resolution, credible, and timely information about local water risks is one of the reasons that political and business leaders have failed to sufficiently address the oncoming water crisis. Competition for water among sectors—cities, agriculture, energy, and other industries—makes people, economies, and ecosystems vulnerable. Available water supply often fails to meet demand and water treatment and new supplies are becoming more expensive.

The time has come to change how the world manages its water. Water security is now on many political agendas: At the 2014 World Economic Forum in Davos, water was identified as one of the top three global risks. Information and communication technology advances are beginning to enable dramatic improvements in water stewardship.

In 2010, WRI launched Aqueduct, the world's most current, high-resolution, publicly available global water mapping and risk assessment platform. Covering 15,000 catchments worldwide, Aqueduct is nearly three orders of magnitude more granular than any other water risk monitoring system with global reach. Armed with new information and communication technologies, dramatic improvements in water stewardship are now possible. WRI is well-positioned to expand these efforts and create tipping points for change.

3.2bn
PEOPLE AT RISK OF
WATER SCARCITY
BY 2025

AQUEDUCT: MANAGING WATER RISK AND SCARCITY

Governments, nongovernmental organizations, academics, and dozens of major companies—such as McDonald's, Procter & Gamble, Anheuser-Busch, and Nestlé—are already using Aqueduct to manage water risk. Aqueduct is helping developing nations understand how water risks may affect future growth prospects, and how and where competing needs for food, energy, and cities will strain water resources. Forward-thinking companies are using Aqueduct to understand not only their own operational risks, but also the priority watersheds where they need to engage with other stakeholders to reduce shared water stress.

Moving forward, we will:

- **Make Aqueduct the global leader in mapping water risk.** Aqueduct will provide government and business leaders with highly-credible and trusted data on water risks, including water quantity, water quality, and impacts of upstream forest and floodplain loss. We will continue to provide timely and action-oriented data analyses translated for non-scientists. We will add additional features needed by decision-makers, which may include near-real-time satellite monitoring of river levels, lake volume, and impending floods and droughts.
- **Create projections of future water risk.** In partnership with other leading research institutes, we will conduct new analyses to project risks of flooding, drought, and shifting hydrological cycles based on population and economic growth and the latest climate change scenarios of the Intergovernmental Panel on Climate Change. These will be a vital resource for energy, agriculture, urban, and water resource planners.
- **Create tailored maps for countries.** In cooperation with national and local governments, we will use Aqueduct's tested methodology to prepare detailed water maps for China, India, and other countries. Government and private sector use of these maps can help to improve water governance by factoring water risks into economic and energy development planning.
- **Leverage Aqueduct's data to motivate companies and governments to shift to more sustainable practices.** We will, for example, create overlays of water stress maps to highlight oncoming flashpoints—for example, overlays with maps showing the location of staple crop production and maps showing the location of power plants, shale gas deposits, and other water-intensive energy-related infrastructure.

TARGET OUTCOMES BY 2017:

Governments in 10+ countries, including those among the world's largest water users (for example, the U.S., China, and India) and those in water-stressed regions such as Sub-Saharan Africa, use Aqueduct and Natural Infrastructure for Water spatial mapping tools to identify risks, design improved water management policies and practices, and make investments in natural infrastructure.

80+ Global 500 companies use Aqueduct to increase the water use efficiency of their operations and their supply chains.

30+ businesses and water utilities use Natural Infrastructure for Water economic analysis and methodology to make investments in natural infrastructure as a cost-effective way to protect water sources.

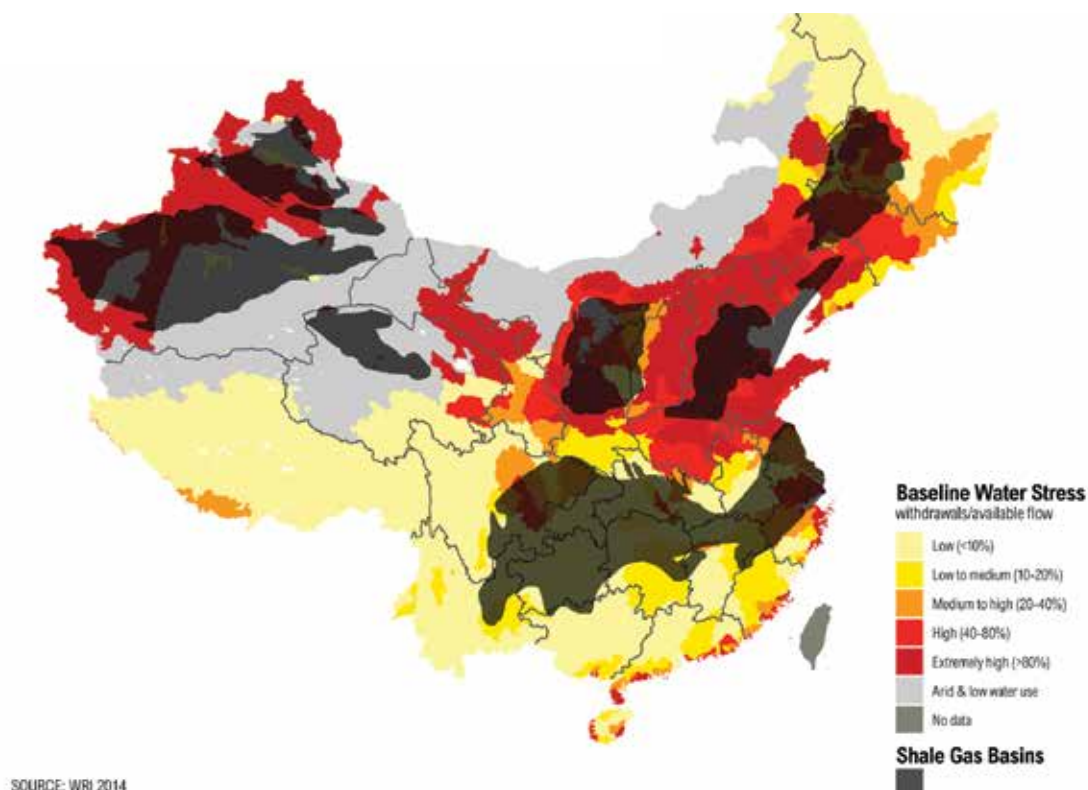
Civil society groups in **12+ water-stressed countries** use Aqueduct's metrics to hold governments and companies accountable for achieving better water resource management and economic outcomes.

- **Trigger large, multi-year “campaigns” with partners.** We will, for example, harness The Access Initiative’s network of 250 civil society partners in 54 countries. Campaigns may include efforts to apply “good water governance” indicators globally to help shift investment practices, scale up investment in upstream ecosystems to secure downstream water supplies, and catalyze a global movement to reduce nutrient pollution of waterways.

Two other important components of WRI’s water work seek to analyze and implement watershed-level solutions to critical water issues:

- **Water Quality.** We aim to reduce nutrient pollution by helping governments—both in the United States and internationally—adopt and implement specific cost-effective strategies and new financing mechanisms, such as nutrient trading, reverse auctions, and payments for ecosystem services.
- **Natural Infrastructure for Water.** We aim to scale up investments in conserving and restoring networks of forests, wetlands, and floodplains as “natural infrastructure” to provide the clean water and flood protection that are necessary for sustainable economic growth. The project undertakes innovative global mapping to prioritize natural infrastructure investments, and provides cutting-edge economic analysis, including detailed cost-benefit analyses of source-water protection strategies.

Managing water risk and scarcity | China’s potential shale gas operations at risk of water scarcity





FOOD

Develop new approaches to sustainably feed the world's growing population

Today's global food system presents three extraordinary challenges. To meet growing demand, the world needs to increase the availability of food calories by nearly 69 percent by mid-century to feed more than nine billion people. The world needs to ensure that food production provides adequate livelihoods for the 30 percent of the global workforce employed in agriculture.

Finally, we need to reduce the environmental impact of food production, which currently consumes 70 percent of the world's freshwater, emits nearly one-quarter of the world's annual greenhouse gases, and is the primary driver of tropical forest loss. Simultaneously meeting these needs is one of the paramount challenges of the coming decades.

WRI is ramping up its efforts to help meet these needs. We are analyzing these challenges and identifying solutions through our flagship World Resources Report. This work will identify a “menu” of strategies to close the food gap. In 2013, we launched an effort to create a protocol that will provide a common international standard to measure food loss and waste. As we expand our work on food, we will move from analysis into action to support governments and businesses that are looking for policies to help sustainably feed the world's growing population.

24%
OF ALL FOOD BY
CALORIE IS LOST
OR WASTED

A SUSTAINABLE FOOD FUTURE

WRI is working in collaboration with the World Bank, the UN Development Programme, the UN Environment Programme, and others on “Creating a Sustainable Food Future,” the topic of the 2013-2014 World Resources Report. Our analysis has already identified a number of strategies that can simultaneously close the food gap, provide economic benefits to farmers, and reduce pressure on the environment. This “menu” includes items to sustainably increase food supply and lower growth in food demand. WRI will take a leadership role in advancing selected “menu” items.

To implement our work at scale, we will:

- **Develop and roll out a global food loss and waste protocol.** Along with global partners, we will lead the development of a global standard or “protocol” for measuring food loss and waste within countries and within corporate supply chains. This protocol will become the global “generally accepted accounting principles” for measuring food loss and waste.
- **Embed our recommendations in the post-2015 development agenda.** Leveraging our relationships and analyses, we will make the case to decision-makers designing the post-2015 development agenda to include targets that encourage a sustainable food future. Such

targets could support reducing food loss and waste, limiting the water intensity of food production, and cutting the greenhouse gas footprint of agriculture.

- **Support the implementation of menu “items” for countries and interested partners.** We will carry out assessments for governments and companies that identify the most relevant menu items for them and the policies and actions needed to trigger their implementation. We will create the analytical basis for coalitions for change and determine which menu items we will take a lead role in advancing.

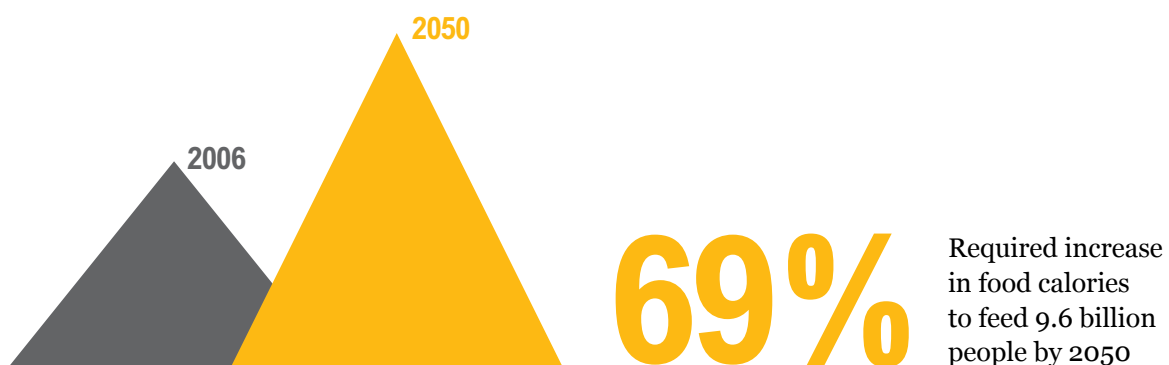
TARGET OUTCOMES BY 2017:

The post-2015 sustainable development goals include ambitious targets on sustainable food future menu items, such as a target to reduce the rate of post-harvest food losses by **50 percent** by 2030.

24 countries—including agriculture powerhouses such as Brazil, China, India, and the United States, as well as food-insecure countries in Africa—begin implementing selected menu items based on the findings of WRI diagnostics.

Informed by the food loss and waste protocol, **25 percent of the world’s countries** and **25 percent of Global 1000 companies** are reporting and reducing food loss and waste within their borders and supply chains.

Feeding 9.6 billion



Source: WRI analysis based on Alexandratos, N., and J. Bruinsma. 2012. *World agriculture towards 2030/2050: The 2012 revision*. Rome: FAO.

CLIMATE CHANGE

Drive ambition to peak greenhouse gas emissions by 2020, while building a strong, low-carbon economy



Climate change is one of the most urgent and daunting challenges facing humanity. Global carbon dioxide emissions, the primary driver of climate change, have increased by 50 percent in the past two decades. Nine of the 10 hottest years on record have occurred since 2000, and climate-related and extreme weather events have cost the world an average of \$200 billion annually over the same period.

The costs of climate change were estimated to total nearly one percent of global GDP in 2010, or nearly \$700 billion, and this is expected to double by 2030. To limit the average increase in global temperature to within 2° Celsius above preindustrial levels, global carbon dioxide emissions must peak by 2020 and fall by at least 50 percent from 1990 levels by 2050.

The world needs a response on par with the scale of the challenge. We already know many of the solutions, but the pace and ambition are lacking. This must change.

WRI's Climate Program has the analytical, convening, and communications capacity to catalyze significant progress on this issue. Over 85 percent of Global 500 companies use the Greenhouse Gas Protocol, created by WRI, to track their emissions across their value chains. The U.S. climate team has a distinguished record of providing the U.S. Administration and Congress, and the international community with highly credible policy-relevant analysis. WRI is a key player in the international climate negotiations, where our experts identify solutions and drive ambition. We will draw upon our longstanding global reputation and growing presence in China, India, and Brazil to continue to push for robust action at the national and international levels.

\$700_{bn}
LOST GLOBALLY IN 2010 DUE TO
IMPACTS OF CLIMATE CHANGE

TRAC: TOOLS, REPORTING, AND ANALYSIS FOR CLIMATE

The first step to reduce emissions is to understand where they come from. Our Tools, Reporting, and Analysis for Climate (TRAC) initiative provides high-quality, objective tools for companies, cities, and countries to measure their emissions and develop reduction goals; analyze emissions trends to inform climate decision-making; and make emissions data publicly available online.

TRAC brings together and builds on:

- **The Greenhouse Gas Protocol accounting and reporting standards and calculation tools;**

- **The Measurement and Performance Tracking project's tools and programs** to help developing countries measure their greenhouse gas emissions and assess their performance on low-carbon development goals;
- **The Open Climate Network's monitoring and reporting**, in partnership with leading research organizations around the world, on the progress of key countries in addressing climate change; and
- **The CAIT Data Explorer's online, user-friendly access to data** on greenhouse gas emissions and other climate-related indicators.

Our TRAC work builds on partnerships with leading organizations such as CDP, the C40 Cities Climate Leadership Group, ICLEI - Local Governments for Sustainability, the UN Environment Programme, the World Business Council for Sustainable Development, and many others.

To realize TRAC's target outcomes, we will:

- **Collect and disseminate** reliable climate-relevant data to catalyze action to reduce greenhouse gas emissions.
- **Drive accountability** on greenhouse gas performance by creating generally accepted measurement and reporting standards for companies, cities, and countries, and by supporting developing countries in building capacity to track their progress toward low-carbon development goals.
- **Collaborate with leading organizations** to create emissions reduction commitments at the company, city, and country levels.

TARGET OUTCOMES BY 2017:

10 high-emitting countries, 50 large global corporate emitters, and 200+ cities around the world set ambitious greenhouse gas emissions reduction goals, implement effective low-carbon mitigation actions and policies, and regularly track and disclose their emissions.

A post-2020 climate deal incorporates the Greenhouse Gas Protocol's new mitigation accounting protocols for estimating emissions reductions from national contributions.

Scaling our reach: The Greenhouse Gas Protocol



U.S. CLIMATE ACTION

WRI has played a key role in helping the U.S. Administration identify how it can meet its target of reducing greenhouse gas emissions by 17 percent from 2005 levels by 2020. The U.S. Climate Action initiative is currently exploring options on how best to drive emissions reductions beyond 2020, and will conduct analysis to build the economic, technical, and political case for broader domestic climate action. We will also help build the case for action by highlighting local climate impacts.

Expanding on our existing work, we will:

- **Analyze opportunities for the U.S. Administration to implement its Climate Action Plan.** We will conduct targeted analyses of near-term opportunities to reduce emissions from the electricity and oil and gas sectors.
- **Develop a plan for deep emission reductions beyond 2020.** We will conduct modeling and analysis of potential pathways for significant emission reductions across the U.S. economy through 2030 and beyond. We will use this analysis to encourage the administration to develop an ambitious post-2020 emissions reduction target.
- **Highlight local climate impacts.** We will work to ensure that the urgency voiced by local leaders already facing significant climate impacts is heard at all levels of government and in the media.
- **Inspire global climate action.** We will make the case and build support for bold U.S. actions that will increase the prospect of achieving meaningful international emissions reductions, including through international climate negotiations.

TARGET OUTCOMES BY 2017:

Federal and state actions put the U.S. on track to meet its 2020 greenhouse gas emissions reduction target and spur further reductions.

Bold climate action in the United States contributes to a strong international climate agreement in 2015 and catalyzes ambitious action by other major emitters.

INTERNATIONAL CLIMATE ACTION

The approaching global climate agreement, expected to be achieved in 2015, offers a key opportunity to catalyze and support international climate action. Through the International Climate Action initiative, WRI will leverage our expertise, data, and analysis to help the world move to low-carbon, climate-resilient economies. WRI will also draw on insights from across the Institute that are closely linked to climate action, including energy, forests, adaptation, and greenhouse gas reporting.

In particular, we will:

- **Encourage the adoption and implementation of a global agreement in 2015.** We will provide analysis, propose innovative policies, create safe spaces for countries to discuss difficult issues and build trust, and call for key governments to take ambitious action. As part of the Agreement on Climate Transformation 2015 (ACT 2015), a global consortium of researchers, we will develop models and propose an ambitious, effective framework for the 2015 agreement. We will also assist developing country governments in putting forward bold, equitable, and transparent national emissions reduction offers.
- **Advance climate justice and equity.** Through the Climate Justice Dialogue, a collaboration with the Mary Robinson Foundation—Climate Justice, we will bring attention to the urgency of climate action for the most vulnerable nations and populations, and build a strong evidence base on the pathways needed for an equitable transition to low-carbon and climate-resilient economies.
- **Catalyze transformative approaches to address climate change.** We will work to catalyze action by cooperative initiatives or “club” processes bringing together governments, subnational entities, and companies. We will work to ensure that these clubs demonstrate ambition on energy efficiency, renewable energy, and greenhouse gas emissions disclosure, and drive the change needed to enhance the prospects of a global climate change agreement.

TARGET OUTCOMES BY 2017:

A new international climate agreement is reached in 2015 that is consistent with limiting global average temperature increases to 2°C above pre-industrial levels.

New forums for bilateral and multilateral cooperation to address climate change demonstrate transformative action on emissions reduction.

LOW-CARBON ECONOMY

WRI is a lead research organization and the managing partner of the New Climate Economy project, which will provide rigorous analysis on the economic risks and opportunities of reducing greenhouse gas emissions, and will recommend low-carbon models of economic growth and development to the world’s government, business, and financial leaders. The work is grounded by analysis undertaken in individual countries, including China, India, Brazil, Ethiopia, and the United States, and will examine how economic policies can shape each country’s emissions trajectory.

The initiative is being overseen by an International Council, led by former Mexican President Felipe Calderón (a WRI Board member), along with other former heads of government, finance ministers, and leaders in economics, business, and finance. The analysis is undertaken by eight leading policy and research institutions, from around the world. WRI will also steward

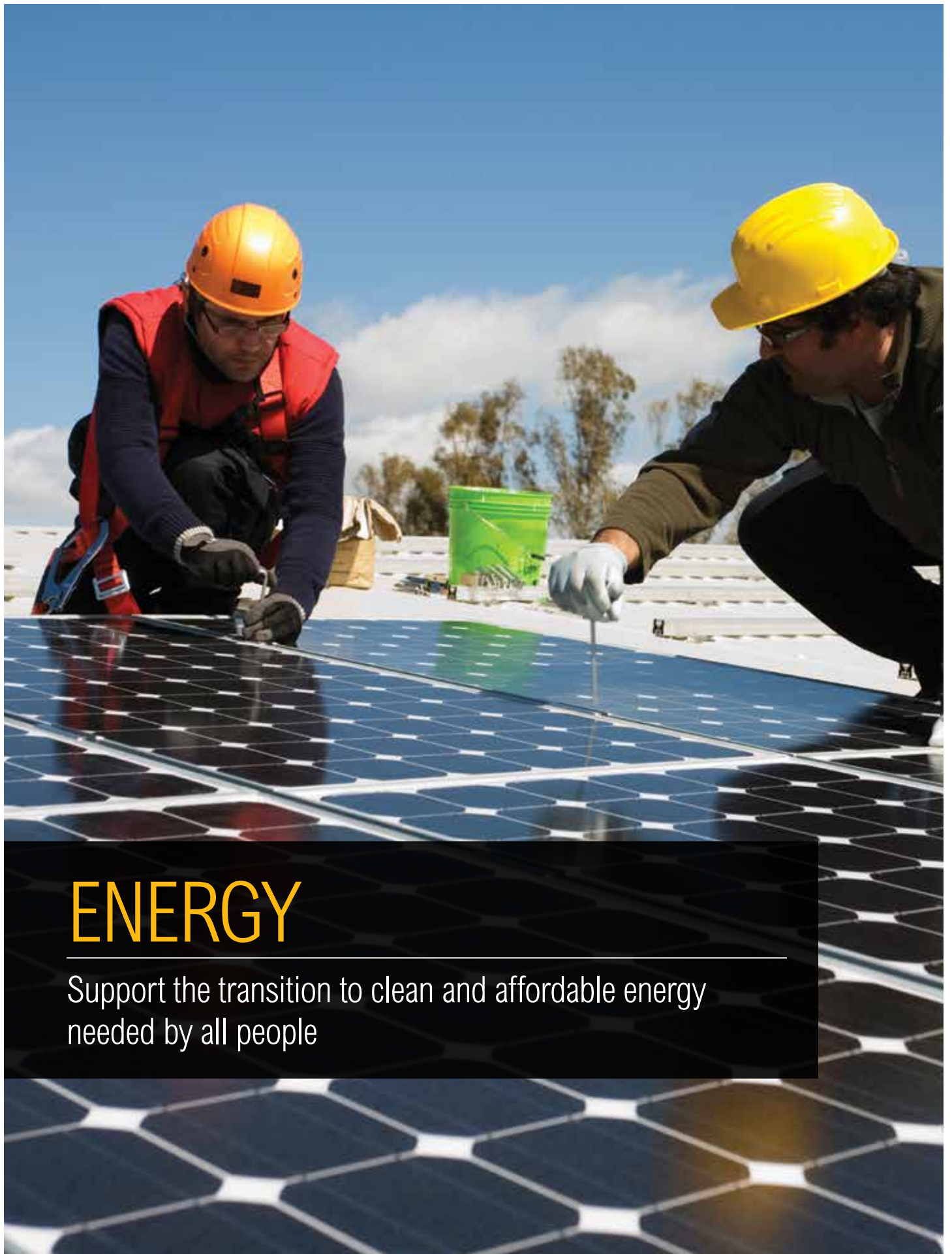
funds, undertake research, and ensure impact. The World Bank, regional development banks, the International Monetary Fund, and the Organisation for Economic Co-operation and Development also play an integral role in the initiative.

WRI is exploring the creation of a Low-Carbon Economy unit to serve as an institutional knowledge hub to integrate climate change economics into our broader work. We will also aim to provide analytical and advisory support to countries to support economic growth and development.

TARGET OUTCOMES BY 2017:

Ambitious national and subnational greenhouse gas policies are in place as a result of a more accurate understanding of their costs and benefits.

Companies and institutional investors increase their investment in renewable energy, energy efficiency, and other low-carbon technologies as a result of a more accurate understanding of the associated risk-return calculus.



ENERGY

Support the transition to clean and affordable energy
needed by all people

More than 1.3 billion people lack access to affordable, reliable electricity, which is critical for education, health, and livelihoods. Fossil fuels continue to be the dominant energy source: WRI has found that there are 1,200 proposed new coal plants globally (as of 2012), and coal demand could rise by one-third in non-OECD countries by 2035.

At the same time, energy subsidies cost a staggering \$2 trillion, when factoring in externalities, while renewable energy receives just one-fifth as much in subsidies as fossil fuels.

The current model for electricity generation is failing to drive sufficient supply of clean energy, and universal access to affordable and reliable energy remains elusive.

Yet there are signs of progress. Recent years have seen dramatic declines in the cost of wind and solar power, as these emerging technologies are successfully competing with fossil fuels in more and more markets. The cost of power from a typical onshore wind project is competitive with new coal plants. As of 2013, at least 150 countries had set renewable energy targets to capture economic development opportunities from clean energy.

1.3bn
PEOPLE LACK ACCESS
TO AFFORDABLE,
RELIABLE ELECTRICITY

WRI is expanding its energy program to support electricity markets in delivering 10 billion megawatt-hours of affordable renewable energy and extend energy access to 1 billion people by 2020. We are working with corporations, governments, utilities, and communities to build markets for clean and affordable energy. For example, we will expand on our successful Green Power Market Development Group in India, which brings together government, corporate, and civil society leaders to align actions to drive renewable energy expansion. This project builds on a previous WRI initiative that helped companies in the United States reach 1,000 megawatts of renewable energy capacity and demonstrated new models for renewable energy development.

We will initially focus on key countries, including the United States, India, and South Africa, to develop policy solutions that are tailored for these countries. We will draw lessons and develop best practices that can be scaled to countries around the world.

CHARGE: POWERING DEVELOPMENT WITH AFFORDABLE, CLEAN ELECTRICITY

WRI's energy initiative, CHARGE, aims to overcome three barriers to the expansion of equitable access to affordable, clean electricity: (1) artificially high real and perceived costs of renewable

energy; (2) incumbents who resist change; and (3) purchasing and regulatory models that do not adequately evaluate renewable energy. CHARGE tackles these problems by developing and disseminating new models for buying, integrating, and planning for renewable energy. These efforts will dramatically expand access to affordable renewable energy, carrying multiple social and economic benefits and reducing the emissions that cause climate change.

Moving forward, we will:

- **Demonstrate new models for buying and planning for renewable energy.** In India, South Africa, and the United States, we will align the actions of large consumers, utilities, and regulators to take advantage of decreasing costs of renewable energy through innovative purchasing and financing models.
- **Scale up successful renewable energy models.** We will develop national and regional policies, tools, and best practices—both in the United States and internationally—to scale up successful demonstrations, encourage greater ambition, and shift public finance toward clean energy. We will leverage existing international efforts, such as the UN’s Sustainable Energy for All and the International Renewable Energy Agency.
- **Provide actionable information to electricity sector decision-makers.** We will provide the analytical tools on costs, benefits, and risks of renewable energy to help regulators and policy-makers be more effective at shaping electricity markets that accelerate economic development, protect consumers, reduce environmental impacts of electricity production, and meet energy access goals.

TARGET OUTCOMES BY 2017:

10+ coal-intensive states or countries have developed regulatory and legislative frameworks that expand renewable energy while reducing costs to customers.

Regulators in 7+ states or countries have implemented comprehensive standards for mini-grid and off-grid operators, creating more options for meeting energy access targets.

50 global companies are procuring 100 percent renewable energy, and **8+ large utilities** are working toward 50+ percent renewable energy penetration, as a result of WRI’s engagement.

The CHARGE initiative is complimented by two other components of our Energy Program, namely work on industrial and utility energy efficiency programs and work to accelerate the pace of breakthrough technologies, like carbon capture and storage (CCS) and solar fuels. WRI’s Energy Program will help to improve efficiency in key sectors, align stakeholders to deliver much higher amounts of clean and affordable electricity to power economic development, and accelerate breakthrough technologies to market. WRI is also helping stakeholders to better quantify how alternative energy can reduce energy security risks and local impacts that accompany fossil fuel generation and infrastructure.

An aerial photograph of a city square. On the right side, there is a large, ornate building with a prominent dome and classical architectural features. The square is paved and filled with many people walking. In the foreground and middle ground, there are several landscaped green areas with low walls, containing grass, shrubs, and small water features. A road with cars and a bus is visible at the top of the image. A dark semi-transparent box with text is overlaid on the upper left portion of the image.

CITIES & TRANSPORT

Spur action that will create accessible, healthy, equitable and environmentally-friendly cities

The pace of urbanization today is unprecedented, creating huge challenges and vast opportunities for progress. By 2030, the world's cities are expected to add another 1.5 billion people and possibly 1 billion more vehicles. New urban development between 2010 and 2030 is expected to equal what was built in all of human history.

Too often cities are associated with problems of pollution, crime, and social inequities. Today they account for 70 percent of global greenhouse gas emissions and for the great bulk of the 1.2 million deaths each year from road traffic accidents. Air pollution in many developing country cities far exceeds air quality guidelines established by the World Health Organization. The share of people with access to clean water and sanitation is dropping in many cities, as local governments struggle to keep up with population growth. These challenges are driving social tensions and have fueled protests in a number of countries.

1.5bn
PEOPLE TO BE ADDED
TO THE WORLD'S
CITIES BY 2030

Yet cities are crucibles of innovation and powerful engines for progress. Cities account for 70 percent of the world's GDP, and in recent years have lifted hundreds of millions of people out of poverty. In several major cities around the world, mayors are showing that the best policies for growth, competitiveness, and job creation are those that also promote environmental improvement, livability, and social equity. Programs such as PlaNYC (in New York) and coalitions such as the C40 Cities Leadership Group are presenting a new vision for how to combine cleaner and more efficient cities and economic growth.

WRI has more than a decade of experience working on urban transport, planning, and city development. Today, we have over 170 team members in our EMBARQ and cities teams, of which 80 percent are working in 55 cities in Brazil, China, India, Mexico, and Turkey. The global Cities Transport Program has 9 offices and a budget of almost \$20 million in 2014.

CENTER FOR SUSTAINABLE CITIES EMBARQ: SUSTAINABLE TRANSPORT

Our early work in cities focused heavily on transportation. Our EMBARQ program has delivered 32 major outcomes over the past decade, such as the first-ever vehicle fuel efficiency standard in Mexico; the “pedestrianization” of Istanbul’s Historic Peninsula, improved rickshaw services for 1 million daily riders in Chennai, India; and the implementation of bus rapid transit systems in Rio de Janeiro, Mexico City, Istanbul, and Ahmedabad. With EMBARQ’s support and outreach, bus rapid transit systems have expanded from about 30 cities in 2000 to over 160 cities in 2014,

becoming a model of scaling from a pilot to a global initiative.

Over recent years many of our partner cities, recognizing the strong linkages between mobility and broader urban development issues, have requested support over a wider set of issues. This led to the establishment of WRI's cities program in 2011, which brought together our expertise on climate change, energy, and land use planning to our partner cities. For example, teams have been supporting the design of low-carbon cities in Chengdu and Qingdao in China, renewable energy development in Bangalore, and land use planning in Mexico City, and developing tools for measuring city-level greenhouse gas emissions.

We will build on this strong foundation over the next four years. In light of the urgency of the need, our strong technical base, and the high levels of trust that our teams have built in partner cities, we will establish a Center for Sustainable Cities within WRI, bringing together all our urban work and scaling it up further. The EMBARQ program and brand will be retained and enhanced as the transport and mobility stream of the Center, and complemented by additional expertise in planning, energy, climate resilience, water risk management, and low-carbon economics.

The Center will operate at four levels. First, full-time, on-the-ground, cross-sector teams will provide integrated support initially to four large cities. Second, we will provide more targeted analytical and advisory services to a larger group of around 30 cities. Third, we will respond to requests to support national policy development in up to four countries. Finally, drawing upon all the practical “living laboratory” work our teams will be undertaking, we will develop tools, identify best practices, and seek to influence action through global knowledge and outreach.

The Center will partner with leading financial, business, and city institutions—for example, the World Bank and regional development banks, the World Business Council for Sustainable Development (WBCSD), C40, ICLEI, and UN Habitat. In collaboration with these and other local and global partners, we will seek to:

- **Catalyze compact urban growth to achieve highly accessible, equitable, resource-efficient city development.** We will develop policy guidance on urban codes and housing finance to incentivize and remove barriers to compact development; build urban design expertise to help developers demonstrate best practices; and convene local stakeholders (government, developers, development banks, and civil society) to develop a shared vision of solutions. Recent examples of our work in this area include urban code reform in Mérida, Mexico;

TARGET OUTCOMES BY 2017:

4+ large countries—with priority on China, India, Brazil, and Mexico—are implementing new national policies that significantly advance urban sustainability.

4+ cities in these countries are establishing sustainable practices in multiple sectors via integrated planning, healthy governance, and innovative projects.

200+ cities (one in six cities globally with a population of 250,000+) in mostly emerging economies are adopting innovative ideas and implementing at least one high-quality, sustainable solution.

development control guidelines for Bangalore; master plans for Naya Raipur, India; and a national Urban Development Plan for Mexico.

- **Implement game-changing solutions and policies in the urban development, transport, water, and energy sectors.** We will provide expertise, tools, policy guidance, and leadership to convene stakeholders. Local projects will be chosen for their broader relevance and replication potential. Examples include bus rapid transit, “green infrastructure” that uses natural topography to manage watersheds, and transit-oriented development through integrated land use planning.
- **Develop performance tools and research.** Targeted research will evaluate the economic benefits and costs of low-carbon transport and urban development and document lessons of sustainable urbanization and best-practice solutions. We will develop tools to help cities diagnose problems, set measurable goals, prioritize solutions, improve accountability, and leverage finance. Examples include the Global Protocol for Community-Scale Greenhouse Emissions, which is already being piloted by 60 municipalities around the world, and a new resource metabolism tool. We will also explore developing new tools like Mobility Watch (urban transport) and Aqueduct for cities (watershed risk).
- **Scale up best practices to other cities.** We will support at least four major cities to catalyze change in multiple sectors and become inspirational examples. Over time, in at least 30 cities, we will provide targeted technical assistance to establish sector-specific “game changers” or replicate at least one best practice. The work will be undertaken by WRI’s in-country teams in close collaboration with local partners from city government, business, research organizations, and civil society. The initiative will help disseminate best practices to 200 or more cities through national policy, capacity building, city-to-city learning, and global dissemination of tools and research.

ESSENTIAL INGREDIENTS IN FINDING SOLUTIONS: BUSINESS, FINANCE, GOVERNANCE

Tackling the six global challenges requires action across a range of actors and disciplines. WRI will leverage our longstanding expertise and track record of success in three critical areas, as we form Business, Finance, and Governance Centers. These teams will work across programs, especially Signature Initiatives, to mobilize support from the private sector, shift finance toward sustainability, and strengthen governmental transparency and accountability.

A large container ship with a white and blue superstructure is docked. In the foreground, a worker wearing a white hard hat and an orange high-visibility vest is seen from the back, looking towards the ship. The sky is blue with some clouds.

BUSINESS

Create business value through environmental sustainability

The private sector plays a critical role in driving the shift to a more sustainable world. Enhanced productivity of resources such as energy, water, steel, and land could bring \$3 trillion in annual societal benefits by 2030. Empowered with the right tools, data, and policy conditions, the private sector can have a far greater influence in creating jobs and economic opportunities. The active engagement of the private sector is a key determinant of whether the world will successfully respond to today's urgent challenges.

At WRI, we will leverage analysis, tools, and insights to advance profitable solutions in response to the six global challenges. We will engage directly with corporate leaders, senior strategists, and technical experts within our network of corporate partners to improve operational, value-chain, and sectoral approaches. We will support and encourage the private sector coalitions that can drive strong public policy and shift norms.

Two-way engagement with the business community is critical. WRI's tools and analysis can inspire new commitments by companies, enhance accountability, and inform changes in corporate behavior. Companies can also help provide insights that can sharpen our work and advance our goals. The combination of WRI's analytical rigor with business influence can be a powerful driver of change—helping shape pathways for sustainable economic growth.

Much of WRI's business work draws on our Corporate Consultative Group (CCG), which delivers expertise, insights, and tailored advice to its members. Launched in 2008, the CCG currently consists of 38 members that are advancing practices and performance in support of environmental and development issues. Our goal is to expand CCG membership by 50 percent over the next four years, including building on our corporate engagement activities in China, India, and Brazil.

The Business Center is also engaging on two high-impact opportunities:

- **Action 2020, a joint initiative with the World Business Council for Sustainable Development.** Action 2020 seeks to mobilize the global business community to take action on critical global issues, including climate change, water, and food. Where Action 2020's focus areas overlap with WRI's six global challenges, we will help companies develop ambitious, scalable business solutions to address them.

OPPORTUNITY
TO DELIVER

\$3tn

ANNUALLY BY 2030
THROUGH RESOURCE
PRODUCTIVITY
IMPROVEMENTS

- **Responsible corporate engagement in climate policy.** As momentum builds toward an international climate agreement in 2015, constructive business voices on climate policy will be critical. Based on research led by WRI, the UN Global Compact and its partners have developed guidelines for how companies can demonstrate greater responsible engagement in climate policy. We are exploring how to build on these guidelines to create a potential new high-impact opportunity. For example, we are reaching out to leaders in the CCG network and other CEOs to encourage better alignment between their policy positions and advocacy activities.

TARGET OUTCOMES BY 2017:

20+ new members have joined WRI's Corporate Consultative Group, including new companies from China, India, and Brazil.

In cooperation with Aqueduct: **80+ Global 500 companies** use Aqueduct to increase the water use efficiency of their operations and their supply chains.

In cooperation with CHARGE: **50 leading companies** are successfully procuring 100 percent renewable energy and **4+ mainstream utilities** are working toward 50 percent or better renewable energy penetration.



FINANCE

Shift investment toward sustainable development

How the world invests in infrastructure—such as energy, transport, housing, water management, and buildings—plays a central role in determining whether the future economy will be sustainable or not. Two changes are required: First, the nature and design of such infrastructure need to help move the economy toward sustainability, rather than away from it. Second, given the risks in today's world, the overall level of sustainable infrastructure must rise.

To meet the target of keeping global warming within 2°C above pre-industrial levels, it is estimated that the world needs to invest a total of \$5.7 trillion annually through 2030 in sustainable infrastructure. This includes \$700 billion annually above and beyond current trends, most of which will need to be spent in today's developing world. In addition, developing countries will require about \$70-100 billion annually to adapt to the physical impacts of greenhouse gases already in the atmosphere.

A successful transition in investing will require that the right funding be available in the right form, and that environmental risks are factored into decision-making throughout the financial sector. This is the focus of WRI's Sustainable Finance initiative.

\$5.7tn
GLOBAL INVESTMENT
ON SUSTAINABLE
INFRASTRUCTURE
NEEDED ANNUALLY TO
ACHIEVE CLIMATE GOAL

SUSTAINABLE FINANCE

WRI will provide decision-making tools and recommendations to governments, the private sector, and civil society to support developing countries in meeting their share of the \$5.7 trillion target. Our approach is built on three pillars: First, we track financial flows to specific sectors, which, along with our in-country needs assessments, uncovers where demand for sustainable finance is greatest. Second, we use secondary research—including financial, governance, and economic analysis—to inform how the public sector can most effectively direct its resources toward private investment and sustainability goals. Third, we leverage partnerships with governments, development finance institutions, private sector institutions, and civil society to ensure that these concepts lead to action that is measurable and enduring.

To achieve these goals, we will:

- **Support the Green Climate Fund (GCF), a new mechanism expected to channel significant sustainable finance toward developing countries.** WRI will help inform its priorities, governance, and operating functions by leveraging existing relationships with GCF Board members by informing the Board and GCF staff of best practices and evidence from our analysis and experience.
- **Map and analyze Chinese overseas investments to encourage a shift toward more sustainable practices.** We aim to shape both mandatory and voluntary policies that govern overseas investments and improve practices of Chinese state-owned enterprises and financing institutions.
- **Increase sustainable finance capacity in 3-5 developing countries.** Through toolkits and assessments, we will increase government capacity to deploy finance with appropriate safeguard mechanisms, provide data and sources on sustainable and unsustainable finance to inform civil society and governments, and facilitate public-private partnerships to mobilize new sources of finance. Successful national pilots will be scaled up in other geographies and at subnational and regional levels.
- **Develop and promote the Greenhouse Gas Protocol's financial sector guidance to measure financed emissions and assess and manage climate asset risk.** In partnership with the UN Environment Programme Finance Initiative, WRI will facilitate an international multi-stakeholder process to deliver a credible and widely-accepted accounting methodology for tracking greenhouse gas emissions resulting from the activities of financial institutions. We will also help to develop a framework for managing carbon asset risks to help the financial services industry address potential financial risks associated with greenhouse gas emissions in their lending and investment portfolios.

TARGET OUTCOMES BY 2017:

By 2015, an ambitious Green Climate Fund is operating to fill critical climate finance gaps in developing countries.

China has developed strong, enforceable laws that minimize environmental and social harm caused by its overseas investments in major sectors, such as oil and mining.

6 countries have increased access to international climate finance and have improved their systems to spend this funding in an effective, accountable manner.



GOVERNANCE

Empower people with access to information and environmental rights

Good governance is essential to positive environmental and development outcomes. The foundation of good environmental governance is Principle 10 of the 1992 Rio Declaration which established the importance of three procedural rights: (1) the right of access to information, (2) the right to judicial and administrative proceedings, and (3) the right to participate in decision-making processes.

Unfortunately, historically many governments have withheld information, approved projects without input from affected citizens, and limited citizens from seeking justice when they were adversely affected by decisions that impacted environmental quality or natural resources. Some governments have ushered in new laws and practices to provide such rights, though many still lag behind.

All of the advances in international development in recent decades are under threat due to impacts of climate change. Even under the most stringent scenarios for mitigating greenhouse gas emissions, climate change will affect people, especially poor communities, in the medium and long term. Responding to climate risks is a complex development challenge, with no single solution. It requires a coordinated, mainstreamed response across government and at every level of society.

In advancing development through procedural rights and helping people to adapt to the impacts of climate change, WRI will focus on empowering people and helping to build institutional capacity to aid in the effective implementation of new laws and policies.

54
COUNTRIES WITH
MEMBERS OF THE
ACCESS INITIATIVE

THE ACCESS INITIATIVE

Through The Access Initiative (TAI), WRI seeks to monitor national-level legal reforms regarding procedural rights and strengthen civil society's capacity to lobby for change. With 250 institutional members in 54 countries, TAI is the largest global network dedicated to ensuring that citizens have the right and ability to influence decisions about the natural resources on which they depend. TAI's research—developed and refined over the past decade—rigorously assesses laws, institutions, and practices surrounding access to information, public participation, and access to justice. Our products provide credible evidence to civil society organizations so that they may more effectively advocate for reforms.

Through TAI, we will:

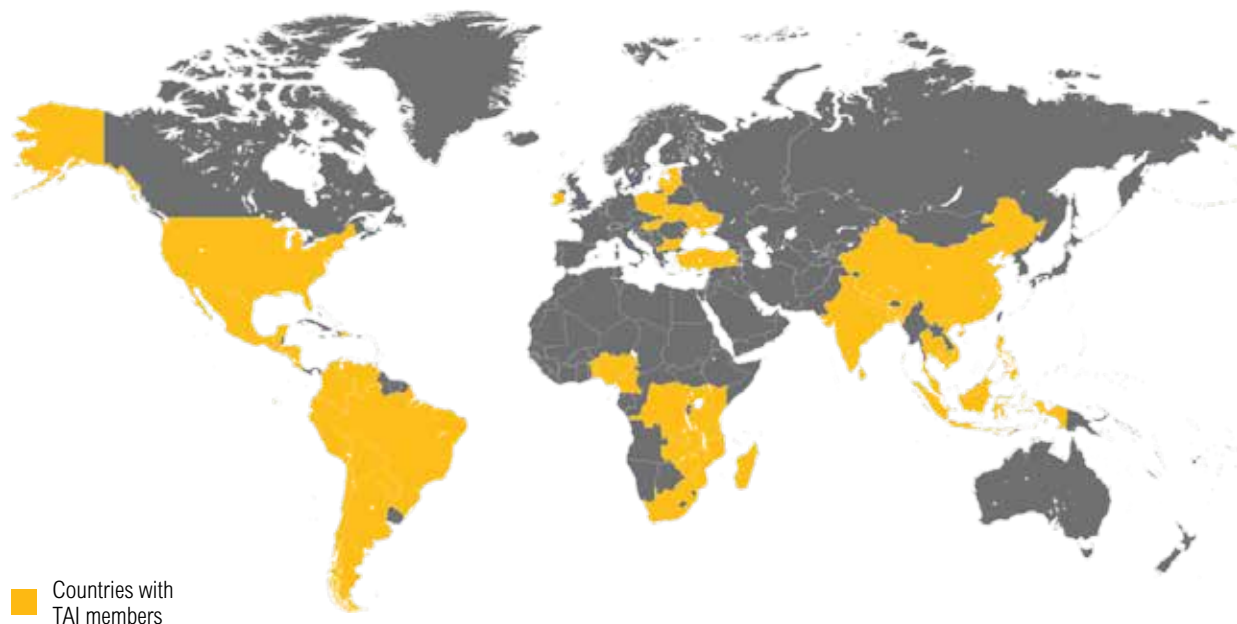
- **Launch the Environmental Democracy Index (EDI).** The EDI is the first tool to benchmark countries' progress to ensure that rights of environmental democracy are protected in law by measuring adherence to the UN Environment Programme Bali Guidelines, an international standard adopted in 2010. We aim to deploy EDI in 75 countries in 2014 and benchmark the results biennially thereafter. In-country legal experts, who are TAI partners, will conduct the research that will be made publicly available via an interactive online platform. The index will form the backbone of TAI advocacy for legal reforms in the coming years.
- **Establish national civil society organization coalitions.** We will train civil society organizations to use assessment and advocacy tools and we will facilitate engagement with their governments in procedural rights reform efforts through evidence-based advocacy. Our work to empower nongovernmental organizations within the TAI network has produced significant outcomes in the form of legal, institutional, and practice reforms in dozens of countries. We will scale up our global impact, influence, and visibility by expanding the TAI network to over 100 countries.

TARGET OUTCOMES BY 2017:

The Latin America and Caribbean region has set a clear mandate to develop a Principle 10 convention, formally includes civil society delegates to negotiate as full partners, and quotes WRI research and input in national Environmental Impact Assessment processes.

12+ major countries have strengthened implementation of procedural rights laws.

Countries with members of The Access Initiative



- **Pursue and capitalize on sectoral approaches to procedural rights.** We will help to push for legal and practice reforms for procedural rights in selected countries and sectors by leveraging the TAI network, tools, and strategies. We will focus on commissions on water, forests, sustainable cities, and extractive industries. For example, TAI is collaborating with the Aqueduct team to conduct national water governance assessments and create impact on the ground in water management. WRI's Governance of Forests Initiative, recently merged with TAI, will help us to carry out evidence-based assessments of forest governance and engage decision-makers to advance reforms that support sustainable forest management and improve local livelihoods.

VULNERABILITY & ADAPTATION

Climate change impacts are here, and many impoverished communities in developing countries are on the front line. We work to decrease people's vulnerability to climate change impacts by promoting effective, informed decision-making. Our work draws upon a broadly applicable set of principles and a practical decision-making toolkit that we apply through deep engagement in developing countries.

We will scale up successful adaptation actions through country-to-country partnerships and shared learning, as well as collaboration with national and international nongovernmental organizations, bilateral donors, and multilateral agencies that can extend the reach of our work.

With India and select countries in Africa as our main engagement locales over the next four years, we will:

- **Provide tailored national- and state-level policy advice supported by lessons from current vulnerability and past adaptation experience.** This research will utilize WRI's analytic tools, such as the National Adaptive Capacity framework. We will help decision-makers understand the drivers of climate vulnerability in their countries, engage vulnerable people in adaptation efforts, and access the information, tools, and resources they need to take account of climate change in planning and programs.
- **Promote wise use of scarce adaptation finance by tracking the flow of international resources to the national and local levels.** We will work with civil society partners in several African countries to make these flows more transparent to vulnerable citizens and ensure that local concerns drive finance allocations.

TARGET OUTCOMES BY 2017:

3+ Indian states have incorporated adaptation into state, district, or municipal development initiatives, drawing upon WRI's tools and analysis.

5+ major countries have conducted adaptation finance or institutional assessments based on WRI tools.

- **Advance integrated visioning and planning processes for cities, in conjunction with WRI's Cities & Transport Program, including EMBARQ, and India's new National Mission on Sustainable Habitat.** With more and more people living in cities, climate-proofing cities and urban development is urgently needed. We will design services for cities that adapt and apply our tools and analysis to help make urban growth climate-resilient.
- **Foster South-South linkages between India and Kenya.** We will use the decision-making tools we develop in India to explore opportunities for sharing lessons on drylands adaptation practices in East Africa, starting with Kenya.

In addition to the above-mentioned initiatives, WRI's governance work will be strengthened by the following projects:

- **The Electricity Governance Initiative.** Through our network of civil society organizations, we will facilitate collaboration between policy-makers, regulators, civil society, and other electricity sector actors to promote transparent, inclusive, and accountable decision-making in the electricity sector.
- **Land and Resource Rights.** We will strengthen community land and natural resource tenure by conducting research on critical property rights issues and developing an online map-based platform to document community rights.

BUILDING OUR GLOBAL NETWORK

To meet our global challenges, WRI needs to engage deeply in priority countries. We will operate as a closely knit, global network, whereby our research and recommendations are informed by on-the-ground practical engagement. Over the past five years, we have opened international offices in China (2008), India (2011), and Brazil (2013). In early 2014, we established smaller offices in Europe (Brussels) and Indonesia. Our goal is to become a unified global network that operates with a highly integrated approach and global perspective.

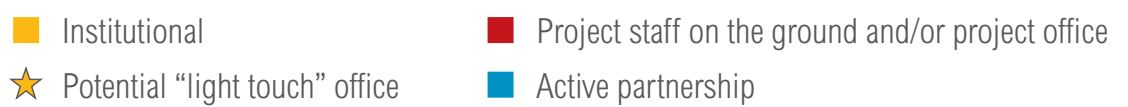
Moving forward, we will:

- **Build a critical mass of staff and expertise in each priority country.** We will expand our capacity in key programmatic areas, as well as in research excellence, communications, finance, administration, and fundraising. We will ensure high-quality research and analysis, leverage communications to advance our goals, establish high standards for financial management, and move toward self-sufficient fundraising. We will also facilitate mobility of staff among offices.
- **Encourage leadership from our international offices.** Country strategies will focus on the specific needs of each country, drawing on WRI's global expertise, and adapting Signature Initiatives suited to each country's unique national context. New Signature Initiatives will also increasingly originate from international offices.
- **Make the network perform.** We will ensure that WRI functions as a cohesive family whose sum is greater than its parts. WRI's international offices will operate with autonomy, but their strategies, branding, and functional processes will be fully consistent with WRI's mission, values, approach, and goals. Common standards, procedures, and a commitment to teamwork will bind us together.

In addition to a major presence in China, India, and Brazil, we will establish “light touch” operations in key geographies to build on our existing work and relationships and facilitate access to local funding:

- **Europe.** We launched a European presence in Brussels in early 2014. Kitty van der Heijden, a senior official seconded by the Dutch Ministry of Foreign Affairs, is our first Europe Director and is facilitating WRI's engagement with European governments, businesses, and other partners.
- **Indonesia.** We established a legal presence in Jakarta in early 2014. Demand for WRI engagement in Indonesia is great. A formal presence facilitates the expansion of our in-country activities.
- **Africa.** We are exploring a light-touch office in East Africa, likely in Nairobi, in 2015. WRI currently has nine staff located in central and southern Africa.

EMBARQ centers in Mexico and Turkey will support WRI's broader effectiveness and research depth.





CHINA

Supporting strong and sustainable growth for the world's most populous country

China's size and rapid growth have made it an economic power that has lifted hundreds of millions of people out of poverty, but it has been a key contributor to climate change and environmental degradation. China is now the world's largest emitter of carbon dioxide, accounting for over one-quarter of global emissions.

China accounts for nearly 50 percent of annual global coal use—more than the United States, Russia, and India combined. By 2025, China will have more than 220 cities with over 1 million inhabitants each. Yet, China is working toward more sustainable growth: It invested \$65 billion in renewable energy in 2012, more than any other country. Its 12th Five-Year Plan calls for a 40–45 percent reduction in the ratio of carbon dioxide emissions to GDP by 2020.

WRI China was established in Beijing in 2008 and the office has a strong and growing staff of experts. Over the next four years, it will focus on the following priority areas:

WATER RISK (AQUEDUCT)

To mitigate water risks, energy development, and climate change, WRI's Aqueduct team will tailor water risk indicators for China's river basins. We will focus on two to three upstream basins and in specific sectors, such as energy and agriculture.

CLIMATE CHANGE AND ENERGY (INTERNATIONAL CLIMATE, TRAC, AND CHARGE)

We will support national, provincial, and municipal governments and carbon-intensive companies in monitoring and reporting emissions, tracking mitigation targets, and assessing the impact of emissions-reduction policies. We will also work with Chinese policy-makers to promote the adoption of policies that reduce the production and consumption of fossil fuels—like coal—and ensure that the pursuit of alternative fuels, such as shale gas, or technologies, such as carbon capture and storage, are undertaken in an environmentally and socially responsible manner.

SUSTAINABLE CITIES

We will work with city leaders and the central government to support the design and demonstration of low-carbon urban development that highlights resource efficiency and quality of life. We will continue to focus on the cities of Chengdu (population 14 million) and Qingdao (population 4 million), and we expect to expand into another three cities by 2017. We will also provide knowledge and advisory services to a wider group of cities and the central government.

220
CHINESE CITIES WITH
OVER ONE MILLION
INHABITANTS BY 2025

For example, we are providing analysis for a low-emission zone in Beijing that could be replicated in other large Chinese cities.

SUSTAINABLE TRANSPORT (EMBARQ)

We will improve accessibility and mobility in Chinese cities through our “Avoid, Shift, and Improve” strategy. We will help avoid unnecessary car travel through mixed land use, shift to more efficient transport modes by promoting public transport and non-motorized transit systems, and advocate the improvement of existing vehicle technologies and the integration of different modes of transport. We will accelerate the adoption of sustainable transport by supporting smart policies, leveraging private sector investment, and tapping into new technologies.

BUILDING INSTITUTIONAL CAPACITY

WRI China, currently led by Dr. Lailai Li, with about 25 staff and a \$5 million budget as of 2013, is likely to grow. To meet the needs of a larger office—possibly 50 staff by 2017—a systematic process of capacity building will be required. Recognizing that robust, peer-reviewed research is at the heart of WRI’s global reputation, we will hire a Research Director. WRI’s development team will build local capacity for fundraising, and we will strengthen capacity in financial management, including budgeting, internal controls, and process streamlining.

TARGET OUTCOMES BY 2017:

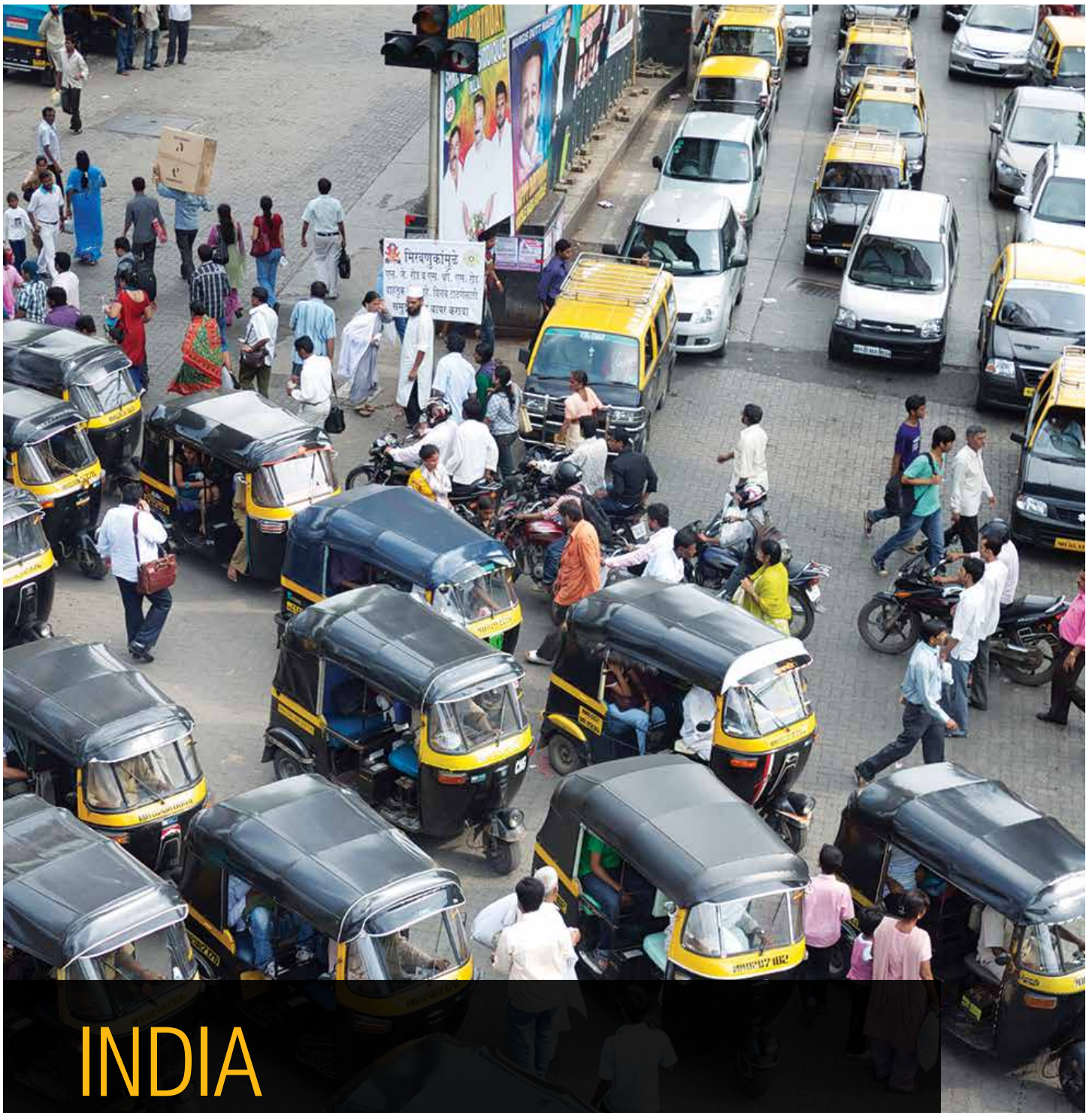
3-5 cities have developed water resilience plans using Aqueduct; and **10+ leading companies** are using Aqueduct’s water risk maps of China across their operations and supply chains.

In cooperation with Chinese regulators, **20,000+ companies** and **40+ cities** use the Greenhouse Gas Protocol standards and tools to monitor and report their greenhouse gas emissions. Mitigation targets are set and tracked consistent with international good practices.

40+ Chinese cities have successfully closed the “resource-to-waste” loop, improving resource and energy efficiency; reducing greenhouse gas emissions, pollution, and waste; and practicing sustainable consumption.

WRI policy recommendations and guidance — including on low-carbon development planning and sludge treatment — are adopted or referred to by Chinese policy-makers — for example, in the **13th Five-Year Plan**.

10 demonstration projects of low-carbon development have been undertaken in cities of different scales.



INDIA

Promoting equitable economic development and sustainable livelihoods for South Asia's largest country



With the world's second largest population, India faces crucial economic and development decisions over the coming decades with significant implications for people and the environment. The country is undergoing a period of rapid urbanization: Between 2008 and 2030 the country's urban population is expected to grow by 250 million.

India aspires to achieve equitable economic development and sustainable livelihood opportunities for its 1.25 billion citizens. Yet these goals are challenged by a slowing economy, energy insecurity, water risks, food shortages, ecosystem degradation, and growing inequality.

There is growing recognition within India's government and business circles of the need for economic development that also delivers environmental protection. Natural disasters, like flooding in Uttarakhand in 2013, have driven greater national attention on problems arising from the overexploitation of natural resources.

While WRI has been engaged in India for 15 years, the recent establishment of WRI India enhances our ability to advise policy-makers at the national, state, and local levels. WRI India will focus on five Signature Initiatives:

70%
OF NEW EMPLOYMENT
IN INDIA IN URBAN
CENTERS BY 2030

WATER RISK (AQUEDUCT)

We will identify national and sub-national water risk hot spots, use real-time data to conduct water risk assessments, and integrate data on water stress to upgrade Aqueduct's global platform. With the Confederation of Indian Industry, leading water nongovernmental organizations in India, the National Disaster Management Authority, the Indian Space Research Organization, the National Remote Sensing Centre, and public policy leaders, we will build capacity to customize and leverage the Aqueduct platform for Indian-specific applications.

CLIMATE CHANGE (TRAC)

We will expand engagement of national and local government agencies and businesses to increase uptake of the Greenhouse Gas Protocol accounting and reporting standards. We will also develop customized measurement and reporting tools to provide information on activities linked to climate change that have impacts on human health, the environment, and the economy—for example, water consumption, energy consumption, and air pollution.

ENERGY (CHARGE)

In Karnataka, Tamil Nadu, and Andhra Pradesh, we will engage with the electricity sector and a range of stakeholders to implement comprehensive electricity plans that will increase

transparency in tendering processes, budget allocations, and monitoring of policy implementation. The Green Power Market Development Group will aim to replicate its success in Bangalore by creating a business model for renewable energy that can be expanded to other regions. With central and state governments, we will facilitate the development of public-private partnerships as clean energy service delivery mechanisms.

SUSTAINABLE URBAN DEVELOPMENT AND TRANSPORT (EMBARQ)

We will use economic analysis, risk mapping, adaptation, and visualization tools to advance sustainable urban forms and services. We will also create innovative business models and government partnerships at the national, state, and local levels, and with the private sector and civil society. EMBARQ India will continue to support India's cities by promoting multimodal mobility and intermodal connectivity, and by integrating land use and transport and discouraging private vehicle use.

CLIMATE RESILIENCE (VULNERABILITY & ADAPTATION)

We will systematically capture lessons from on-the-ground adaptation and develop tools and policies to scale up the climate resilience capability of states and ministries. Forging partnerships, sharing lessons, and developing an Indian national "community of practice" that can undertake joint research will drive improved adaptation capacity. Through a national-level advisory committee, we will engage the Ministries of Rural Development, Agriculture, and Environment & Forests.

BUILDING INSTITUTIONAL CAPACITY

Under the direction of our WRI India Board, led by Jamshyd Godrej, WRI India has grown to more than 40 staff and experts at the start of 2014, and it has appointed Nitin Pandit as its first Managing Director. Because WRI India is an independent legal entity, it is able to attract and retain high-quality staff and enter into formal partnerships with local stakeholders in India. WRI India will add staff in development, external relations, human resources, and research quality in 2014. In line with our commitment to excellence across all international offices, we have hired a strategic lead for the Vulnerability & Adaptation initiative, and we will add technical experts in energy, water, climate, and finance to produce high-quality cross-cutting research.

TARGET OUTCOMES BY 2017:

The Green Power Market Development Group is established in **3+ cities**, leading to **15 MW** of renewable energy procurement.

75+ cities in India have improved quality of life and sustainability indicators through transformative interventions in two major cities.

500 km of bus rapid transit have been built and **20+ cities** are on a path to capture a 40 percent share of motorized trips by public transport due to well-operated bus systems.



BRAZIL

Encouraging inclusive and low-carbon growth in
South America's largest economy

Brazil has established a reputation as an agricultural powerhouse with a diverse and robust economy. Yet Brazil continues to struggle to reduce deforestation, promote sustainable farming, urbanize equitably and sustainably, and prioritize low-carbon and renewable energy.

Although Brazil has reduced its rate of deforestation by three-quarters between 2004 and 2012, recent reports found an increase in 2013. Overall, more than 60 percent of Brazil's greenhouse gas emissions come from rural sources like land use change and agriculture. Agriculture accounts for 21 percent of total emissions, and agricultural production is forecast to increase by more than 40 percent over the next decade. Meanwhile, over 84 percent of Brazil's population already lives in cities, placing heavy demands on governance, services, and infrastructure. While large-scale income support programs and economic growth have reduced the proportion of citizens living in poverty, Brazil continues to suffer from deficiencies in education, health, and transportation, which has led to widespread social discontent.

40%
PROJECTED INCREASE
IN AGRICULTURAL
PRODUCTION IN BRAZIL IN
THE NEXT DECADE

WRI Brasil was launched in late 2013 to use local expertise in support of Brazil's inclusive, sustainable development. Building on WRI's existing resources and experience, WRI Brasil aims to deliver results focused on four Signature Initiatives:

RESTORING DEGRADED LAND (RESTORATION)

We will advise on policies and document agriculture's environmental impact to develop more sustainable approaches. The *cerrado* (savannah), for example, has been reduced by 40 percent in the past four decades. We are collaborating with multiple nongovernmental organizations, universities, and the Brazilian government to develop and support a national forest restoration plan.

CLIMATE CHANGE (TRAC)

We will support government and private sector efforts to help Brazil in reducing its emissions and becoming a model low-carbon economy, while enhancing public participation in climate-related decision-making. We will build an evidence base to support Brazil's climate policy and investment decisions. We will support Brazil's engagement in moving toward a 2015 international climate agreement. WRI Brasil is also currently advising 27 state capitals in measuring and managing their greenhouse gas emissions.

SUSTAINABLE URBAN DEVELOPMENT AND TRANSPORT (EMBARQ)

We will work with city officials, developers, businesses, civil society groups, and financiers to catalyze sustainable transport and urban development, improving the quality of life in Brazilian cities. We will apply urban metabolism assessments and use WRI's Global Protocol for Community-Scale Greenhouse Gas Emissions. Through EMBARQ, we will also promote safe, higher quality transport and urban development solutions.

SUSTAINABLE FINANCE

We will support Brazilian financial institutions in their transition toward sustainable investment practices and finance agenda and to advance cooperation on local, scalable pilots. Brazil has the potential to begin effectively dealing with these problems, especially through BNDES, the Brazilian development bank.

BUILDING INSTITUTIONAL CAPACITY

As of early 2014, WRI Brasil was still in the process of becoming an official entity and it currently has a small team operating in São Paulo. WRI Brasil, currently led by Rachel Biderman, will focus on developing its in-country capacity, including fundraising and staff support for key projects. WRI Brasil is currently hiring staff for administrative, finance, research quality control, communications, and fundraising activities. In this regard, WRI Brasil is actively supported by a distinguished board. As we finalize the establishment of a legal entity in 2014, we expect new funding and programmatic opportunities to arise.

TARGET OUTCOMES BY 2017:

Brazil has started to undertake **5+ million hectares** of degraded land restoration.

Brazil has established a mandatory national program on corporate reporting of greenhouse gas emissions, informed by Greenhouse Gas Protocol standards, including the new agriculture sector protocol.

20 cities in Brazil are using the Greenhouse Gas Protocol and taking action to reduce their emissions.

EQUIPPING WRI FOR THE TASK

Delivering on this Strategic Plan requires that we strengthen our core capacity. While WRI stands on a solid foundation, we need to ensure that our strategy and operations are suited for changing times and a truly global reach. Specifically, we will focus on delivering results, research excellence, new technology, global communications, and an enhanced fundraising model. Finally, we will invest in our greatest assets: our world-class staff and our Board, who are the engine of our success.

MANAGING FOR RESULTS

WRI is driven by our commitment to outcomes that have real-world impacts. Over the past decade, we have developed a robust Managing for Results approach that pushes us to focus on and fundraise around fewer, bigger ideas that are scalable; develop strong strategies with compelling theories of change; hold ourselves accountable for our impacts; and learn from our successes and shortcomings.

First implemented in 2003, Managing for Results comprises a broad set of management and institutional strategic planning tools and processes that provide direction, promote accountability, and measure our progress. This includes multi-year strategy reviews, annual project planning, and quarterly reporting practices that keep us efficient and on track. Each year, we select, share, and celebrate our “Top Outcomes.”

We now want to go even further to reinforce our accountability for results. Moving forward, we will:

- **Embed a culture of results across WRI’s entire global network.** We will expand our Managing for Results platform and provide training across our international offices, especially in China, India, and Brazil. We will establish in-country staff to oversee Managing for Results measurement and evaluation in conjunction with the existing platform.
- **Deliver on targeted strategies.** The breadth of our mission gives us flexibility in the issues we tackle and the strategies we employ. Our concept of Signature Initiatives will aid us in selecting the right priorities and crafting sharper strategies that are critical to our success. We will deliver on our value proposition through a clear set of scalable offers.
- **Reinvigorate reporting processes.** Accountability is at the core of Managing for Results. We must be explicit about our successes and shortcomings to both internal and external stakeholders. We will have a renewed focus on the execution of our strategies through improved reporting systems and processes. We will undertake formal quarterly review meetings that address challenges in execution and progress on outcomes. We will also begin using an online platform for project management and reporting.

ENSURING RESEARCH EXCELLENCE

In today’s world of global connectivity and copious information, WRI’s reputation for excellence will be even more critical to position the Institute as a leading source of independent, high-quality, decision-relevant research. WRI is one of the few nongovernmental organizations with central resources dedicated to managing rigorous peer reviews for all our products.

Moving forward, we will:

- **Increase the quality and impact of WRI’s research.** Drawing on previous experience, we will identify how and under what conditions WRI’s research is effective in generating outcomes. We will also work with programs to establish research partnerships with academic

institutions. This includes a new program that will bring PhD students and researchers to WRI to strengthen our evidence base and analysis.

- **Prioritize staff development.** Mentoring in research and writing excellence is everyone's responsibility. We will prioritize research and writing, ensuring that Human Resources supports managers in seeking out these skills. We will also create a Research for Results training to aid WRI staff to design and execute research for greater impact.
- **Foster a culture of research excellence and peer review in international offices.** We will embed a shared understanding of excellence by recruiting a dedicated research director in each international office to manage quality control of our research and publications.

BECOMING A LEADER IN OPEN-DATA MONITORING SYSTEMS

Information is central to WRI's approach of "Count It, Change It, Scale It." Over the next four years, we will create open, global, data-based platforms for participation across our focus areas. Through these platforms, we will take advantage of three particular technology trends:

- **Big data sets.** Cloud computing opens new realms of possibility for WRI to collect, combine, analyze, crowd-source, and communicate large data sets. Global Forest Watch is already taking advantage of this technology to process global remote sensing information on forest cover change.
- **Primacy of mobile devices.** Five of the six top countries for mobile use are also WRI priority countries: the United States, China, India, Brazil, and Indonesia. We will experiment with opportunities to crowd-source data and adapt our communications to mobile devices.
- **Social media for engaging individuals.** The emergence of social networks like Facebook, YouTube, and Twitter combined with engaged citizens represents an under-appreciated opportunity to build global support for our issues on a scale unimaginable just a few years ago.

Two of our programs, Global Forest Watch and Aqueduct, are already taking advantage of these trends and have become go-to platforms for information on forests and water risk, respectively. We will expand these initiatives to other critical areas, leveraging common technologies and approaches where possible.

To this end, over the next four years we will:

- **Establish WRI as a leader in interactive open data platforms.** Traditionally, WRI's research approach has been to conduct discrete primary research and analysis for a specific audience, package it into a single product, and control where and how it is communicated. In the future, we will complement our traditional methods by making our research and data open to anyone, enabling users to add data and conduct their own analysis in pursuit of their own goals. To support this approach, we will establish an open-data and open-source policy for all information-focused initiatives. We will also hire an Information and Visualization

Manager and an Information Technology Director. We will also build information and communications technology expertise on WRI's Board of Directors.

- **Democratize environmental information for the world's most critical resources.** We believe that access to transparent, decision-relevant information will drive more sustainable and equitable use of resources. Access to free geospatial information on the condition and trends of the world's resources will create new frontiers for resource transparency and accountability. By 2017, we will expand our data platforms for participation, routinely analyze emerging issues and trends, support civil society's capacity to use the information, and establish global networks to spur action.

COMMUNICATING TO THE RIGHT PEOPLE, AT THE RIGHT TIME

WRI has a well-deserved reputation for high-quality research and impact. Now we will move beyond our established reputation as a "Washington-based think tank" to become recognized as a global leader for influencing decisions at the highest levels and achieving results on the ground.

With this refreshed strategic direction and a compelling new narrative, we are ready to more clearly articulate our vision and our approach. We will expand our global communication capacity to raise our profile in priority countries. Our staff and entire network will use an integrated approach to reach decision-makers and other influential audiences. We will utilize the internet and new platforms to deliver our messages faster and to the right audiences. We will work across the Institute to sharpen our messaging and storytelling capacity.

Over the next four years, we will:

- **Place more thought-leadership commentary and garner more elite media coverage.** We will share our analysis and recommendations by our leadership, experts, and Board members in top global outlets—both established media and emerging platforms.
- **Adapt our online presence for today's changing times.** We will expand our websites to present a rich source of data, maps, visualizations, and analysis that distill complex research into meaningful messages. We will ensure that these sites share common branding, information, and other elements that bind them together.
- **Leverage our blog for greater impact.** We will continue to expand our blog to be a leading source for expert commentary and news on issues at the intersection of development and the environment.
- **Expand the use of new online data visualization tools and platforms.** We will leverage interactive maps and infographics to reach more audiences with more timely information.
- **Use social media to engage new audiences.** We will double our number of Twitter, Facebook, and LinkedIn followers and expand our presence on other social media platforms.

- **Design robust internal WRI communications.** We will ensure we have efficient communications to share our ideas, information, and knowledge across our matrix of programs, centers, and international offices, and to accelerate our impact on the ground.
- **Build our capacity, especially in our international offices.** We will embed our visual brand and communications approach throughout our global network to increase influence and impact.

Our refreshed website | A rich source of data, maps, and visualizations



INVESTING IN OUR GREATEST ASSETS: HUMAN RESOURCES

As WRI has grown in the United States and opened offices in China, India, and Brazil, our global staff has nearly doubled over the last five years. The programs laid out in this strategic plan would add approximately 200-250 staff by 2017, of which around two-thirds would be outside of the United States. As we grow, we need to attract new competencies, retain access to a broad pool of talent, and provide high-quality training to new staff.

To advance these goals, we will:

- **Launch standardized global Human Resources systems and performance management processes.** We will create and launch standardized key Human Resources processes to

improve our service delivery to the global organization. We will also develop and launch an online performance review system to improve individual performance through effective goal-setting and review processes.

- **Develop programs to deliver on training needs globally.** We will design and launch updated New Employee Orientation and Mission, Values, Approach training to better reflect WRI's strategy refresh.
- **Build our internship program.** We will partner with leading universities to attract top students for summer internships and create an alumni program, encouraging the best interns to return to WRI.
- **Sharpen our focus on hiring for core competencies.** We need staff who will provide support across our functions, such as strong research, communications, writing, accounting, and management. We are also increasing our capacity in economics by recruiting a Director of Economics and four new economists to form a new unit that enhances our engagement with Ministries of Finance and Economics and the private sector.

60%

OF WRI'S STAFF
WORKING OUTSIDE
THE U.S. BY 2017

ENHANCING OUR FUNDING MODEL

WRI has experienced tremendous growth in the past five years. From 2007 to 2013, our annual expenditure increased from \$24 million to \$48 million, and is expected to hit \$64 million in 2014. In addition to quantity, our focus will be on improving the quality of revenue that we raise, increasing the versatility and scale of its impact.

We will build on our past successes by maintaining revenue diversity and seeking flexible funding. Over the next four years, we will:

- **Secure large, multi-year funding commitments** to execute our Signature Initiatives at scale.
- **Secure more sources of flexible funding** to increase our agility. Increased discretionary funds will allow WRI to quickly pursue emerging opportunities, leverage other funding sources, and invest in innovation.
- **Enhance our ability to raise unrestricted funds** that will enable us to pay for core functions, such as fundraising and centralized communications, and seed new projects while drawing conservatively on WRI's endowment.

53%

OF WRI'S REVENUE
UNRESTRICTED AND
FLEXIBLE IN 2017

In 2013, WRI Board of Directors created two councils that will expand WRI's network of individual champions and supporters. Members of these councils will serve as important ambassadors and connectors for WRI.

- **The Global Advisory Council** brings together accomplished leaders who will provide WRI with insight, guidance, and financial resources worldwide.
- **The New Innovators Council** taps rising stars who are pioneering public and private sector business models essential to addressing WRI's six global challenges. These entrepreneurs will challenge our approaches and could become supporters over time.

We seek to achieve ambitious 2017 revenue targets set from a base year of 2012. We will increase funds to achieve the following targets:

- **Unrestricted funding from \$2.5 million to \$5 million.** As a centerpiece of this effort, we will expand our Corporate Consultative Group, our main vehicle for substantive engagement with our corporate partners, and we will actively support members in implementing sustainability goals and solutions.
- **Flexible institutional funding from \$4 million to \$10 million.** We will build on our partnerships with bilateral development aid agencies, which have provided highly valuable institutional agreements.
- **Flexible program funding from \$11 million to \$20 million.** We will increase our efforts to seek loosely restricted major gifts from individuals, starting with our Board. In addition, we will ask our closest corporate, foundation, and government donors to help us scale our Signature Initiatives.

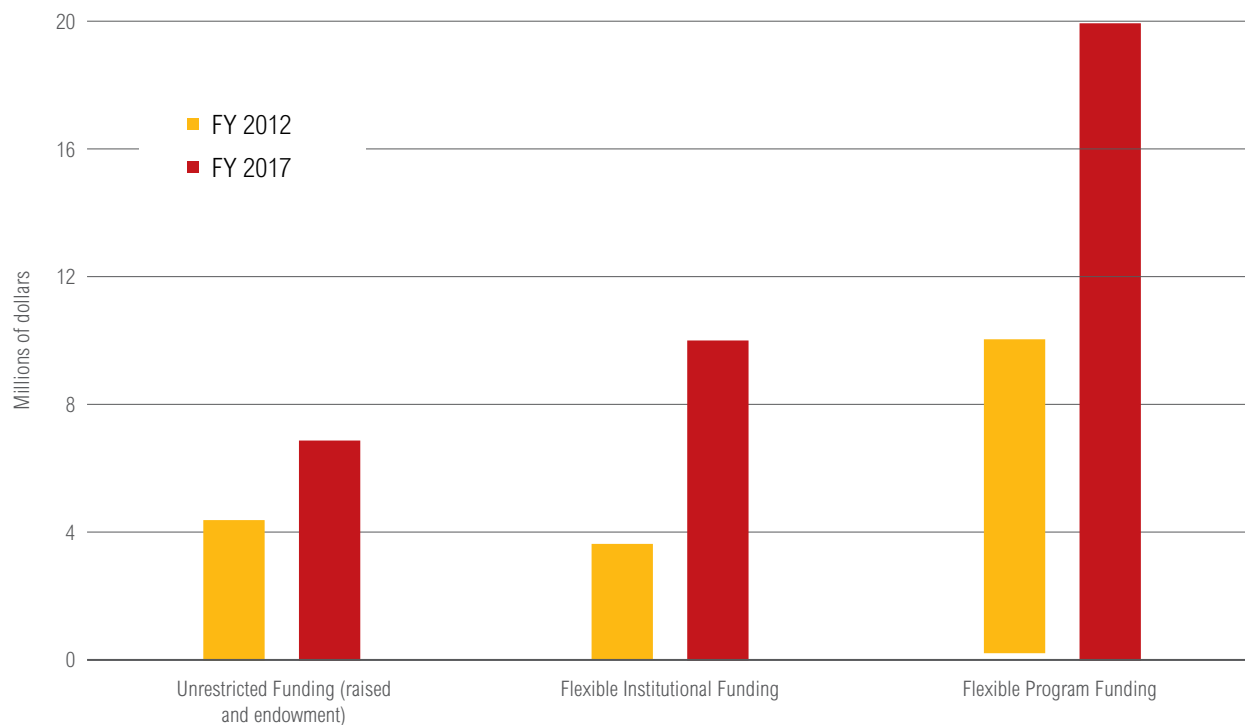
Unrestricted and flexible revenue will grow from 48 percent of our budget in 2012 to 53 percent in 2017. In absolute terms, this is a 90 percent increase in unrestricted and flexible revenue by 2017.

In addition to the above strategies, we will:

- **Increase Board involvement in development.** We will adopt a fundraising policy with the WRI Board and our international office Boards that includes both giving and assisting with fundraising.
- **Focus on under-tapped sources.** We will focus on individuals and other donors who are willing to give unrestricted or flexible donations. We will also seek donors from a wider range of countries and regions, such as in Asia.
- **Engage our donors as impact partners.** As appropriate, we will define a shared agenda that supports our mutual and respective objectives and establishes mechanisms to tap into each other's insights and expertise. This approach will help to increase our combined impact, ensure WRI's financial stability, and generate transformative change in the world. It will also build trust and confidence to give our donors comfort in providing more flexible funding.
- **Create a donor base in China, India, and Brazil.** We will build fundraising and stewardship capacity in each of our international offices to help put them on solid financial footing. We will aim to steadily increase the proportion of funding from in-country sources, including national donors, regional institutions, or international donors with country-based offices.

Finally, we will also use our smaller offices in Europe and Indonesia, and a planned “light touch” office in Africa, to raise local funds to expand our work and partnerships in these geographies. To facilitate these activities, we will continue to develop the legal structure of our international offices in order to support local fundraising and to expand advisory and governing boards that can assist with donor introductions and help us understand emerging philanthropic trends.

Building on our success | Revenue targets for FY2017



USING OUR TOP TALENT: WRI'S BOARD

WRI's Board Directors are highly respected in their fields and carry tremendous influence, access, and reach. In recent months, Directors have written influential op-eds urging action on environmental challenges, shared their wisdom through a new Renewable Energy Advisory Board, and provided leadership on WRI-led global councils, including on the economics of climate change and on forest and landscape restoration.

Our Directors can do even more to enhance WRI's impact. Within four years, we envision that all Directors will contribute substantively to our work and will have clearly defined and active roles in supporting the organization. Through WRI, all Directors will feel they are making a difference on issues about which they are passionate. And WRI's Board composition will reflect our globalized operations and the societal perspectives of our key partners and influence targets.

To achieve this vision, we will:

- **Create structured roles for Directors.** We will define a tailored role for each Director and review it every two years to spur more engagement and action. Our new full-time Board liaison will help to identify each Director's interests and assets, as well as increase assistance to Directors and WRI staff on Board matters.
- **Increase Director involvement in development.** As mentioned above, we will make specific asks of the Board in assisting with fundraising and aim to have all Directors give in a personally significant way.
- **Create advisory groups to tap Board expertise.** We will invite Directors to share technical expertise through small advisory groups. For example, we have recently created China and Brazil Advisory Groups to complement our India Advisory Group. We will also replicate the Renewable Energy Advisory Board for other programmatic areas.
- **Create a more global Board.** Currently, 10 of 35 Directors are from countries other than the United States, including three who were added in 2013. We will continue to increase the number of Directors with international backgrounds. To integrate our global network, we will have an interlocking policy whereby each WRI international office has a Board member who also sits on WRI's Board of Directors.

WRI's Directors are critical in implementing this strategic plan. Through the actions above, the Board will play a bigger, more consequential role in our success. With more clearly defined roles, enhanced staff support, increased international diversity, unique expertise, and a strengthened development culture, WRI will be in a better position to maximize the impact of its top talent.



WORLD
RESOURCES
INSTITUTE

10 G STREET NE
SUITE 800
WASHINGTON, DC 20002, USA
+1 (202) 729-7600
WWW.WRI.ORG