

**External Review of WRI
Technical Annexes**

December 13, 2021

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Annex 1: Inception Note

OpenCities Ltd

Agulhas
Applied Knowledge

**External Review of
World Resources Institute**

Inception Report
July 13, 2021

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Acronyms

BEA	Building Efficiency Accelerator
CEIA	Clean Energy Investment Accelerator
CIRAD	French Agricultural Research Centre for International Development
DAC	Development Assistance Committee
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
FLW	Food Loss and Waste
FOLU	Food and Land Use Coalition
GEWE	Gender Equality and Women's Empowerment
GFW	Global Forest Watch
GOOS	Global Ocean Observing System
GSE	Gender and Social Equity
HR	Human Resources
IEA	International Energy Agency
IIED	Institute for Environment and Development
IISD	Institute for Sustainable Development
INRA	French National Institute for Agricultural Research
IPCC	Intergovernmental Panel on Climate Change
KII	Key Informant Interview
KP	Knowledge Products
MfR	Managing for Results
MOPAN	Multilateral Organization Performance Assessment Network
NCE	New Climate Economy
NDC	Nationally Determined Contributions
NUMO	New Urban Mobility Alliance
OC	Open Cities
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PMEL	Planning, Monitoring, Evaluation and Learning Program
REBA	Renewable Energy Buyers Alliance
RMI	Rocky Mountain Institute
SDG	Sustainable Development Goals
SEI	Stockholm Environmental Institute
UN	United Nations
UNDP	United Nations Development Fund
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
WMO	World Meteorological Organization
WRI	World Resources Institute
WWF	World Wildlife Fund

1. Introduction

This Inception Report (Report) provides details of a strategy for implementing a high-level assessment of WRI's progress in implementing its 2018-2022 Strategic Plan. The Report has been prepared by Agulhas Applied Knowledge and Open Cities (ER team). This updated draft of the Report has been reviewed by WRI staff and Core Donors to ensure that the modalities and methodologies conform with the expectations of those who will be using the completed document and its recommendations. The Review is intended to provide a cogent suite of recommendations and learnings to support the enhancement of WRI's program delivery and impact.

Scope as set out in RFP

The Request for Proposal (reissued on January 15, 2021) set out the scope of the review as follows:

'The external review will provide a high-level assessment of WRI progress in implementing the 2018-2022 Strategic Plan. The effectiveness, relevance, coherence, and efficiency of WRI's implementation of the programmatic work will be assessed. The findings of the review will inform WRI's ongoing implementation of the 2018-2022 Strategic Plan as well as the development of the upcoming 2023-2028 Strategic Plan. The Review will include the following components, with indicative level of effort in parentheses:

1. A high-level assessment of WRI's progress implementing its 2018-2022 Strategic Plan: (80%) including programmatic strategies for delivering on the seven global challenges, covering work undertaken by WRI's Programs, Centers, International Offices and delivery Platforms; programmatic results to date against the outcome indicators and targets specified in the Results Framework of the 2018-2022 Strategic Plan, with particular attention to how and to what extent the Platforms¹ contribute to the targets and outcomes in the Results Framework; an assessment of the inclusion of the cross-cutting issues of poverty and gender; and recommendations on improving programmatic and implementation effectiveness in achieving Outcomes. Further, included in this assessment will be a review of the effectiveness and efficiency of WRI's Core Functions (Communications, Development, Human Resources, Managing for Results, Operations, and Research, Data and Innovation) in contributing to and supporting delivery on the seven global challenges. Where appropriate, comparisons with peer organizations may be helpful.

2. An in-depth review of the Africa Strategy: (20%) an assessment of progress implementing "WRI in Africa," its 5-Year Strategy; including the cross-cutting themes of poverty and gender; and how effective the Global Programs, Centers and other relevant WRI-hosted Platforms were in contributing to WRI Africa's Outputs and Outcomes.

¹ The assessment of Platforms contribution to WRI's Results Framework includes those Platforms that are WRI-owned (e.g. Aquaduct, Global Forest Watch, etc.) as well as those that are co-owned by WRI (e.g. AFR100, Global Commission on Adaptation (GCA), the Partnership for Accelerating a Circular Economy (PACE), the NDC Partnership (NDPC), the Partnering for Green Growth and the Global Goals 2030 (P4G), the New Climate Economy (NCE), the Coalition for Urban Transitions (CUT), the New Urban Mobility Alliance (NUMO), the Science Based Target Initiative (SBTi), and the Food and Land Use Coalition (FOLU), etc.)

In the above components, the review will provide an assessment of WRI’s response to, and progress made against, the recommendations outlined in the 2016 External Review with special attention to the inclusion of the cross-cutting issues of poverty, gender, and rights.

COVID-19 Implications: With the COVID-19 pandemic outbreak, WRI has embarked on a serious effort to shift and adjust to the new realities and ways of working to achieve our objectives. While the overall transformations that need to take place remain the same, the strategy to achieve those transformations is different. COVID-19 implications should be taken into account in the external review, where possible, including in assessing WRI’s response and agility in shifting strategy to meet new realities.’

This initial scope has been further refined during the inception phase in meetings with WRI and Core Donors, as well as through detailed written feedback on the initial draft of the Inception Report, as detailed below.

Inception Phase

The inception phase began in April 2021 following approval of the Agulhas/OpenCities proposal and ended in late June with the delivery and approval of this Inception Report. During this phase, the ER team examined a broad range of WRI documentation providing insights into WRI’s programming and institutional structure, the extensive geographic and subject-matter scope of this programming, and WRI’s growth since 2018, i.e. the start of the current Strategic Plan. The ER team also attended the following coordination meetings with WRI senior management to glean additional detail on expectations for the Review:

Table 1: Inception Period Meetings between WRI and ER team

Date	Purpose	Attendees
March 29	Kick-off	<ul style="list-style-type: none"> • ER team • Manish Bapna • Becky Marshall • Wanjra Mathai • Haileselassie Medhin • Caroline Lesser • Kerry Remson • Nina Ullery • Stephanie Victoria
April 1	Orientation	<ul style="list-style-type: none"> • ER team • Becky Marshall • Shailesh Sreedharan • Nina Ullery • Stephanie Victoria
April 7	High-level introduction and identification of core questions	<ul style="list-style-type: none"> • ER team • Andrew Steer • Manish Bapna

Date	Purpose	Attendees
		<ul style="list-style-type: none"> • Becky Marshall • Kerry Remson • Nina Ullery • Stephanie Victoria
April 8	Further refinement of review questions	<ul style="list-style-type: none"> • ER team • Manish Bapna • Becky Marshall • Nina Ullery • Stephanie Victoria
April 19	Introductions and donor views on key issues	<ul style="list-style-type: none"> • ER team • Karen Arnon (NL) • Johanna Palmberg (SE) • Tine Anbæk (DK) • Jan Riemer (DK) • Henning Nøhr (DK) • Nina Ullery • Caroline de Bruin • Stephanie Victoria • Caroline Lesser
May 20	Feedback on first draft of Inception Report	<ul style="list-style-type: none"> • ER team • Karen Arnon (NL) • Johanna Palmberg (SE) • Tine Anbæk (DK) • Maiken D. Rasmussen (DK) • Henning Nøhr (DK) • Caroline Lesser • Caroline de Bruin • Nina Ullery • Stephanie Victoria
June 16	Scoping interview with Finance team	<ul style="list-style-type: none"> • ER team • Tracey Patillo • Burhan Razi • Becky Marshall • Stephanie Victoria
June 17	Scoping interview with Gender and Equity Practice Team Lead	<ul style="list-style-type: none"> • ER team • Natalie Elwell • Nina Ullery • Stephanie Victoria
Weekly Meetings	Operational and administrative trouble shooting. Liaison between ER team and WRI. Feedback on	<ul style="list-style-type: none"> • ER team • Nina Ullery

Date	Purpose	Attendees
	slides, draft documents, draft questions, etc. including detailed feedback on the draft Inception report. Provision of names of internal stakeholders to meet with.	<ul style="list-style-type: none"> Stephanie Victoria

These meetings allowed the ER team to discuss the overarching scope of the assignment and review our planned approach to the primary stages of work, with a view to enhancing our understanding of how WRI operates (e.g., governance and management structure, program implementation, and evaluation mechanisms) and how it has evolved (e.g., strategy, work plans and activities). In addition to these meetings, the ER team received two rounds of detailed feedback from the External Review Steering Group in late May and early June which has proved invaluable in sharpening the Review’s focus and developing a robust methodology for the External Review.²

The discussions and feedback from the External Review Steering Group have also provided members of the ER team with an opportunity to begin exploring WRI and Core Donor views on where WRI has been particularly strong and where it has faced challenges. This knowledge has helped to shape our approach to the proposed stages of the work and highlighted the need for an iterative approach throughout the review to allow us to validate our understanding of WRI’s organizational structure and reporting systems.

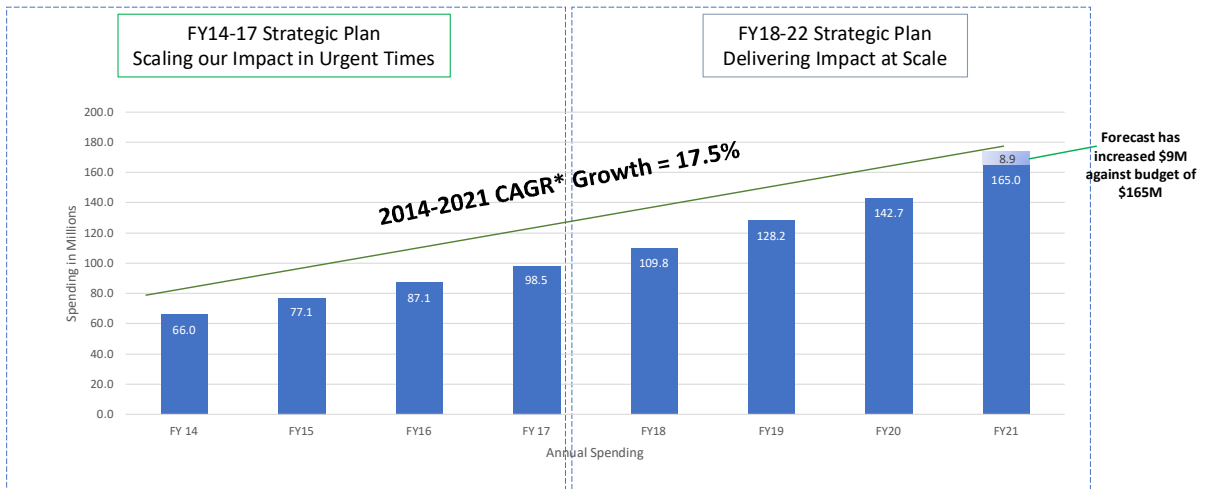
2. Context

Three years after the Plan was written, COVID 19 has pushed many economies, social norms, and health systems to breaking point and changed some of the underlying assumptions upon which the 2018-2022 Strategic Plan was based. It has also overlaid, and in many cases compounded, the Challenges that lie at the heart of WRI’s core mandate and is expected to have a profound impact, which may include some positive opportunities, on the landscape for the organization’s work. The impacts of the pandemic will be felt long into the future and will have consequences for WRI’s ability to address the Global Challenges that underlie its ambitious mission. While the overall transformations that need to take place remain the same, the strategy to achieve those transformations is likely different. How WRI has shifted and adjusted to the new realities and ways of working to achieve their objectives is an important cross-cutting issue for this External Review. This Review is therefore a timely opportunity to revisit the premises, objectives, and approaches set out in WRI’s 2018 - 2022 Strategic Plan in light of the COVID pandemic.

Likewise, another key change highlighted by the Core Donors is WRI’s growth. WRI has grown rapidly during the 2018-2022 Strategic Plan period with annual spending increasing from US\$110 million in FY18 to a projected US\$174 million in FY21. Reviewing the extent to which WRI’s Core Functions have responded to this growth will form an important component of this Review.

Figure 1: WRI Growth in Spending during Current Strategy compared with Previous Strategy

² External Review Steering Group members include: Liz Cook, Caroline Lesser, Leo Horn- Phathanothai, Ani Dasgupta, Wanjira Mathai, Rebekah Shirley, Robin King, Becky Marshall, Nina Ullery, Burhan Razi, and Maria Hart.



Source: Presentation to ER team by WRI on April 1, 2021

3. 2018-2022 Strategic Plan

The 2018-2022 Strategic Plan seeks to address seven **“Global Challenges”** relating to: food, forests, water, energy, sustainable cities, climate, and oceans (adopted at the outset of the current Strategic Plan). These challenges are deeply interrelated to planetary health as well to each other. Oceans, for instance, play a vital role in the Earth’s climate both as carbon sinks and as increasingly important sources of renewable, wind-based energy.

Key to the 2018-2022 Strategic Plan is WRI’s **“Count It, Change It, Scale It”** approach which aims to address the political, financial, and psychological inertia, vested interests, and outdated infrastructure that are major barriers to progress. WRI explains the approach as follows:

- **Count It:** WRI starts with data and information as the foundation of its work and conducts independent and unbiased research to identify pressing issues, design, test and evaluate proposed solutions, and share findings with target audience and the public.
- **Change It:** WRI works with leaders in the public and private sector to enable change, testing their ideas in ideas in complex, messy, real-world situations in order to assess and apply what **“works”** and make recommendations for more effective policies and programs.
- **Scale It:** Solving today’s pressing **“Global Challenges”** requires an organization that can work at pace to scale what **“works”**. WRI identifies and overcomes barriers to change so that proven solutions spread quickly and widely.

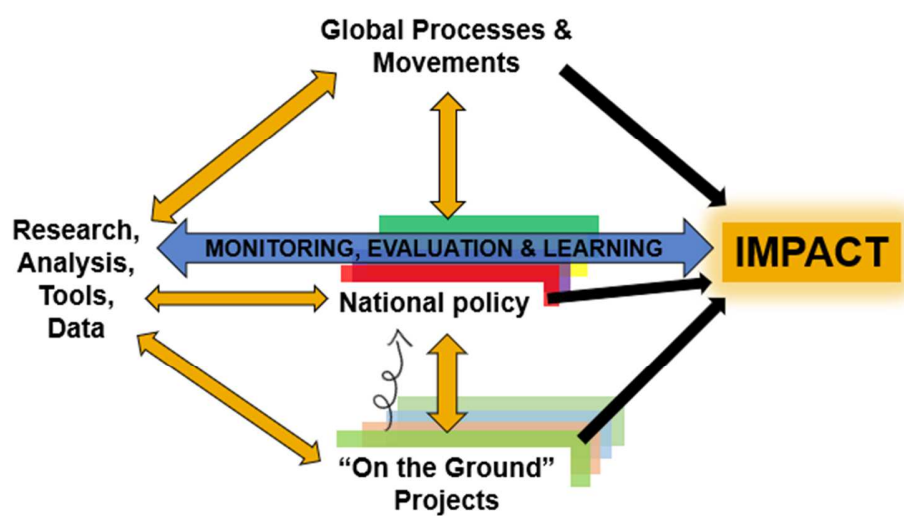
As noted further in this report, including in the annexed interview protocols, the Review will seek to assess WRI’s approach and performance with respect to building local ownership and fostering the rapid spread of solutions.

WRI has also identified seven **“hallmarks”** of successful programming for its current Strategic Plan:

- Focusing on **catalyzing the systemic changes** required to address urgent global challenges;
- Increasing focus on **jobs, health, gender, social equity, and human security**;

- Being at the forefront of the **data revolution**;
- Making the best use of WRI's **global network**;
- Being **disciplined** in choosing what we do, creating clear strategies for turning ideas into action;
- Acting with more **agility**, accepting more **risk**, and managing it better;
- **Equipping for the “new world”** in which WRI operates.

Figure 2: WRI's Approach



WRI also describes its approach using the diagram above (see figure 2) in which WRI's research, analytical and data work feeds in at several levels. In WRI's view its credibility and relevance are enhanced by the two-way communication between this analytical work and its "on-the-ground" design and advisory work, national, and global work. These in turn help build relationships and open doors for policy work at the national level. WRI believes that these elements taken together make them an attractive host for several important global initiatives, also enabled by a "willingness to take our own flag down and fully share leadership with others".

Underpinning WRI's work are its **Core Functions**:

- Communications
- Development
- Human Resources
- Managing for Results
- Finance
- Operations
- Research, Data, and Innovation.

4. Methodology

This section provides an overview of the proposed review questions and data collection and analytical approaches. Further information about the three is included in the detailed descriptions below under each review question.

While the overarching methodology and approach for this work has been refined since the submission of the ER team's technical proposal on February 16, 2021, based on discussions with WRI management and Core Donors, the Team's goal remains to assess WRI's progress toward the goals and objectives laid out in the 2018-2022 Strategic Plan. These include factors that are reinforcing or hindering WRI's progress toward these goals, and factors that can inform the development of the next Strategic Plan and the monitoring and evaluation framework underpinning it. To ensure that the Review aligns with the expectations of WRI and its Core Donors, the ER team has developed key questions to serve as a foundation for its examination of the organization. These questions were received by WRI's senior management and have been further modified following discussion with the newly formed ER Steering Group and Core Donors in mid-May. As agreed with WRI during the inception phase, it is beyond the scope of this Review to assess WRI's alignment with its hallmarks in any depth: for example, an assessment of whether WRI is at the forefront of the data revolution would merit a full evaluation on its own. However, some consideration of WRI's on-going contribution to catalyzing systemic change will necessarily begin to emerge from an assessment of WRI's results. This will also be relevant to addressing a central concern of WRI's Core Donors namely to come to some judgement about the special contribution of core funding

Overview of Research Instruments

The ER team proposes to use the following instruments to gather information for the Review. All engagements with WRI's external partners will take full account of prevailing COVID-related restrictions. The India and Brasil programs, for example, have been particularly hard hit by COVID, which may affect the Team's ability to engage significantly with those offices.

- **Desk reviews.** Detailed review and analysis of WRI program documents, budgets, relevant surveys (such as the recent project management survey), biannual progress reports, country-level reporting, existing independent evaluations (e.g. of platforms such as P4G, Global Forest Watch etc.) , project reports, and work plans to assess where WRI has made progress and where it has faced challenges (noting that different WRI challenges and Platforms are at different stages of maturity - itself offering opportunities for learning and doing things differently - and that documentation will vary).
- **Internal interviews.** Approximately 30 semi-structured interviews will be held with selected WRI board members and WRI staff (an initial interview list is included in Annex 2). The purpose of these interviews is to obtain a high level WRI perspective on key trends and issues for each of the 7 Global Challenges, 7 International Offices, 4 Centers of Excellence, and 6 Core Functions. To encourage full and frank feedback, the identity of all respondents will remain anonymous, and respondents will be clearly informed to this effect.
- **An online internal survey for WRI staff.** A confidential survey of WRI staff, including program and Core Function staff, will be an efficient way of gathering a large amount of information from a

well-informed cohort across the organization. The survey will seek information, among others, on: (i) the planning and strategy-making process and its importance for program managers' day-to-day work; ii) the relevance of WRI's programs especially in light of the seven hallmarks especially poverty and gender and staff perceptions of impact on the ground; iii) reflections on the relative effectiveness of different delivery modes including Platforms; iv) reflections on WRI's Core Functions processes; v) assessments of efficiency and options for increasing value for money in WRI operations; as well as (vi) staff (including field staff) perceptions of how well Core Functions are meeting their needs. The survey will be circulated via the SurveyMonkey platform. While many of the survey questions will be broad enough such that all WRI staff will be in a position to respond, we will also build into the design an advanced "branching" approach so that WRI's staff will only see additional questions if they are specific or relevant to them. Statistics will be aggregated to ensure responses are not identifiable to any one individual. Most questions will be closed form, which will enable numerical analysis of responses. Some questions will be in open form to enable respondents to provide additional insights.

Box 1: Mitigating Survey Risk

The most significant challenge to overcome in any survey process is the typically low response rates. This is likely to be true even within an organization such as WRI where staff are usually highly engaged. Often there is little to no incentive to complete a survey, staff's time is already limited, and many staff will also have fatigue from surveys that have already been distributed internally. That the survey is likely to be circulated during vacation period for many of WRI's staff is likely to compound these issues further.

The resulting low response rates can undermine the significance of any themes or insights emerging from a survey, both because of the small sample size and because of likely biases in the kinds of people who do respond. We aim to mitigate this risk in three ways.

First, we will pay careful attention to the wording of the survey request, setting out the value of the individual's feedback for WRI.

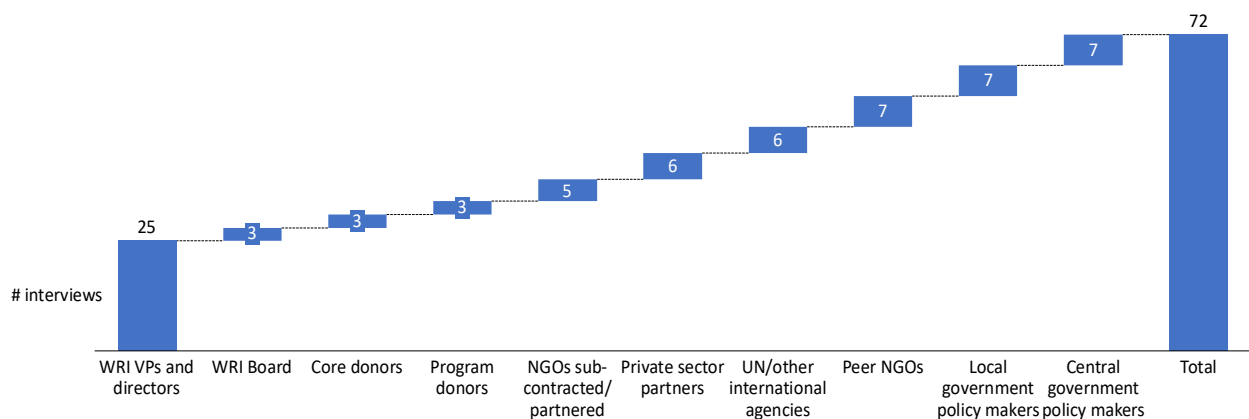
Second, because the SurveyMonkey platform allows for rapid analysis of responses, we will keep the survey "active" for as long as possible, allowing for multiple reminders to respond to be sent out so we can include staff returning from vacation period.

Third, and most importantly, we will seek to distribute the survey to WRI's staff directly through the heads of the Challenges, Centers, International Offices and Core Functions teams, who will be able to impress upon staff the importance of the survey for improving WRI's programmatic and organizational effectiveness. This will help to elicit a better response rate than a survey coming unannounced from the ER team.

With these measures in place to maximize the breadth and quality of responses, we believe that the survey can play a valuable role within the External Review as a whole. It will enable triangulation of evidence for findings that originate elsewhere, for example in a range of interviews or in analysis of program activity data. Survey response patterns will be validated in our final report by cross-referencing with other independent sources of evidence.

- Focus groups.** The ER team plans at least two internal FGDs. One held in early July to help test the design of the survey. This is expected to help the ER team refine the questions and expose any areas in which further questions should be include. The other FGD will be held in the to socialize and validate the findings, discuss conclusions, and workshop recommendations directly with those responsible for implanting any forthcoming recommendations. Externally, the ER team plans to organize four FGDs with senior policymakers for the Platforms question. If time permits and the ER team deems that the other data collection methods have been inconclusive or otherwise insufficient, then we will also organize a FGDs on GSE. The purpose of these FGDs will be to collect additional data and information and used to expose and/or validate findings. FGD participants will be identified by the ER team in further consultation with WRI senior managers if and when these FGDs are organized. To encourage full and frank feedback in these collection-oriented FGDs, the identity of all respondents will remain anonymous in the Final Report and respondents will be clearly informed to this effect.
- External interviews.** Approximately 40 semi-structured interviews will be held with individuals external to WRI that have a perspective on the review questions. These individuals fall into the following groups: Core Donors, program donors, NGOs sub-contracted/partnered, private sector partners, UN/international agencies, peer organizations, and local and central government policy makers. Given the scope of the RFP, there will be a particular focus on interviews in Africa and, following discussions during the inception phase, Asia. Interviews will be conducted remotely due to COVID-19 protocols and care will be taken to schedule interviews with consideration of in-country pandemic conditions, especially in India and Brasil. To encourage full and frank feedback, the identity of all respondents will remain anonymous, and respondents will be clearly informed to this effect. A long list of potential external interviewees is included in Annex 1.

Figure 3: Proposed # of Interviews by Category of Interviewee



Overview of Analytical Approach

As part of WRI's commitment to institutional excellence and to accountability towards its core bilateral partners, WRI undergoes an organization-wide External Review every 3-4 years to provide learnings for future programming. This is in addition to internal, project, and platform evaluations that are conducted. WRI has emphasized that the process should be underpinned by a rigorous methodology, including questions formulated as evaluation questions and an analytical framework that stands up to scrutiny. We therefore understand that the goal is not to *evaluate* WRI's performance or draw conclusions about whether WRI's performance is excellent, good, fair or poor, but to provide information on what WRI could or should do differently to enhance outcomes under this and future Strategic Plans

The ER team will draw on multiple sources of data ('triangulation') to ensure that inferences from the data, and responses to the Review questions are as robust as possible. In particular, the Review will employ a mixed-method data analysis approach. This will include a review of the quantitative and qualitative data collected during the research phase to best answer the Review questions. We propose two main methods of data analysis:

- Quantitative techniques to analyze numerical data collected with respect to WRI's inputs, outputs and outcomes, as well as multiple-choice data generated via the internal survey. We will use simple data analytical techniques (e.g., means, ratios, percentages, correlations, simple regression if meaningful) to analyze the data.
- Qualitative techniques to understand the information gleaned from interviews, meetings, and focus groups, as well as the more open-ended questions contained in the survey. Qualitative analysis will include a modified 'Grounded Theory' approach, where data is analyzed and coded for both pre-defined and emerging themes and issues. In practice, this will be done by importing data (primarily interview notes) into MAXQDA qualitative analysis software; developing a coding frame, coding the data, exploring the coded data (e.g., comparing cases and groups), and further analyzing and visualizing the insights and results as appropriate.

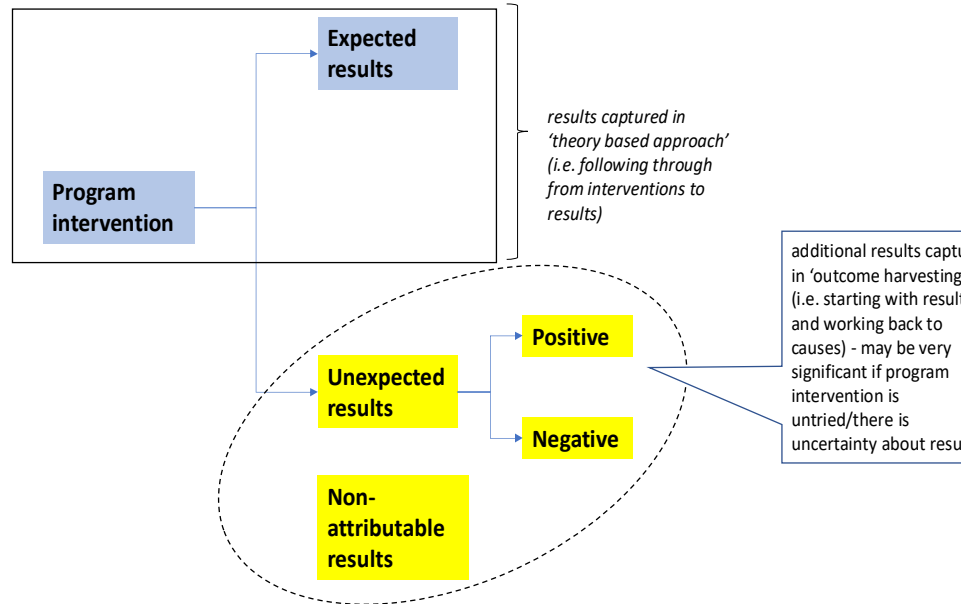
For several review questions, notably questions 1 (results), 2 (platforms), 3 (Africa), and 4 (poverty, gender and social equity), the Review will adopt an Outcome Harvesting approach.³ Outcome Harvesting is a useful approach for identifying outcomes that have not been anticipated in results frameworks, whether these are positive or negative. These may be significant, especially where interventions are untried or where there is some uncertainty about the results chain. Given the systemic, catalytic (and, at least in ambition, ground-breaking) nature of some of WRI's engagements, an Outcome Harvesting approach that takes account of this a priori unpredictability seems appropriate. An Outcome Harvesting approach can also help capture outcomes that are not attributable to the Programs themselves, but are nevertheless related to their objectives. This approach can also elicit helpful information on 'how' outcomes have been achieved, which is particularly useful for learning during an on-going development program. These considerations make the approach highly suitable for this Review.

- Essentially, the method will involve interviewing boundary partners (i.e., those individuals, groups and organizations with which the Programs have interacted directly to effect change, as identified not just by WRI but by others external to WRI to increase the likelihood of objective feedback) in order to identify the expected and unexpected outcomes of WRI's Programs, Platforms, and other initiatives as well as interpretation of how and why these have been brought about.

³ [Outcome Harvesting | Better Evaluation](#); [Welcome – Outcome Harvesting](#)

Figure 4: Outcome Harvesting Approach

Theory vs outcome harvesting approaches



Notes:

- i) Theory vs outcome harvest approach = alternative approaches to results chain analysis. I.e. *what* happened. Advantage of outcome harvesting is you don't miss unexpected or non-attributable results. Disadvantage is difficulty of limiting the scale of harvest.
- ii) But *evaluation* still requires assessment, *given* programme objectives, of a) initial TOC and subsequent decision making and b) what *should* have happened vs what *did*.

Approach to Each Review Question

The ER team's approach to each review question is set out below:

Review Question 1: What outputs and outcomes has WRI already achieved? Which are on track, partially on track, or off track from the Strategic Plan? To what extent are GSE reflected in these outputs and outcomes? (Related OECD DAC criterion: effectiveness, equity.)

Approach

The purpose of this External Review is to inform WRI and its Core Donors how it is progressing against its 2018-2022 Strategic Plan, and to identify where course correction, or more attention, may be required in order to reach the desired objectives. At the Strategic Plan level, WRI already makes judgements on progress based on 'Milestones' in its Results Framework. To track progress against the 2018-2022 Strategic Plan in terms of **Outcomes**, WRI has also developed individual Results Frameworks for each of the Global Challenges and Centers which contain high-level targets and indicators on desired **Outcomes**, updated annually, and informed by yearly major Milestones that are gathered through annual reporting processes.

The ER team will therefore use the Progress Against 5-Year Strategy documents of the Global Challenges, Centers and International Offices as the basis of our review of the Outcomes that WRI has achieved over the course of the Strategic Plan thus far. Unlike the Strategic Plan's overarching *Results Framework*, these

documents contain quantitative information attached to intended Outcomes (not just Milestones) with which the ER team can make a judgement as to whether the Global Challenges and Centers have achieved, are on track to achieve, or are off track to achieve their immediate objectives. As far as the ER team is aware this is an exercise that has not been undertaken completely before last year by the Global Challenges/ Centers teams and therefore adds value to their annual reporting requirements by reviewing Outcomes not just Milestones.

We would start by taking the individual Progress Against 5-Year Strategy documents for the Global Challenges, Centers, and International Offices and translating them into an Excel spreadsheet, identifying the quantitative target attached to specific indicators of intended **Outcomes** and also the most recent update on progress (September 2020 at the time of writing). Using this information, the ER team will then be able to come to some quantitative assessment of progress towards specific **Outcomes**. If, for instance, the Climate team had a target of **10** being countries on track to implement their NDCs over the course of the Strategic Plan and only **3** were on track in practice, we would be able to say that this target was 30% achieved. We use an adapted version of WRI’s Traffic Light System (used for reporting on Milestones) to report instead on the progress towards Outcomes of the Global Challenges/ Centers to date.⁴ This version is summarized in Table 2 and contains quantitative thresholds for making judgements as to whether the indicator is: “Achieved”, “On Track”, “Partially on Track”, “Off Track”, or “Non-Verifiable”. Note that we will only use the Milestone reporting that already exists within WRI to interpret the progress or lack thereof towards such Outcomes, but we will not be making judgements based on the Milestones themselves, which would simply be repeating the annual reporting requirements of the Global Challenges/Centers teams.

This analysis, subject to the Progress Against 5-Year Strategy documents being sufficiently detailed, should enable the ER team to identify any particular or significant achievements that have occurred in Africa, as well as within the priority areas of poverty, gender, and social equity (i.e., supporting Review Questions 4 and 5).





After we have judged the progress on the individual indicators contained within the Progress Against 5-Year Strategy documents, it will be possible for the ER team to aggregate and reach a judgement the overall achievement of the Global Challenges/ Centers thus far. This would use the same thresholds as detailed in Table 2. If the Climate team had achieved 4/5 of their targets (i.e. 80%), we would judge them to be “On Track”. This will help us make some judgement as to whether the Global Challenges/ Centers on likely to achieve their overarching objectives, many of which are not measurable quantitatively.

We understand that updated Progress Against 5-Year Strategy will be published in October 2021, which we will incorporate during the drafting phase of the External Review, provided that they are available on schedule.

Table 2: Adapted Traffic Light System

Judgement	Threshold	Symbol
Achieved	$X \geq 100\%$	

⁴ We had changed one of the “Off Track” judgements to “Partially On Track” and “Changed” to “Non-Verifiable” which are more appropriate for measuring progress towards Outcomes

On Track	$75\% \leq X < 100\%$	
Partially on Track	$50\% \leq X < 75\%$	
Off Track	$X < 33\%$	
Non-Verifiable	If the Progress documents do not contain any quantitative data or the target is not well-defined, we will judge the indicator as non-verifiable.	

Limitations

Using the Progress Against 5-Year Strategy documents may limit the ER team in a number of ways:

- **Data Limitations:** The data contained within the Progress Against 5-Year Strategy documents may be incomplete, which would make it difficult for the ER team to come to a quantitative assessment of the degree to which certain indicators are achieved.
- **Reporting Bias:** The data contained within the Progress Against 5-Year Strategy documents may be subject to reporting biases and overinflation of achievement, which if taken at face value may undermine the credibility of our assessment.
- **Missing Outcomes:** The data contained within the Progress Against 5-Year Strategy documents is limited to only those Outcomes anticipated by the Global Challenges/ Centers teams, which would mean that the ER team would miss unintended outcomes of WRI's work, be those positive or negative. These may be significant, especially there may be some uncertainty in WRI's results chain.

Mitigation

To address the Data Limitations of the Progress Against 5-Year Strategy documents, we will (i) consult with the Global Challenges/ Centers/IO teams to identify potential internal source information for specific indicators where data is missing and/or (ii) seek data and information from external sources relevant to the indicator, using our Expert knowledge. To address Reporting Bias, we will take care to check the underlying source data for any discrepancies in WRI's reporting.

We will also seek perceptions from External Interviews and Bellwether Interviews with WRI's partners and stakeholders (e.g., senior decisionmakers/ policymakers in Governments) to explore and triangulate Global Challenges and Centers results, exposing statements of over- or under-achievement wherever they may arise. These Interviews will also form part of a participation-based Outcome Harvesting approach in order to elicit information on the unintended Outcomes of WRI's work. This is an approach which involves collecting evidence during interviews to capture key Outcomes in the areas covered by the Strategic Plan and then working backwards to determine whether and how WRI has contributed to these changes.

The nature of the Outcome Harvesting technique is that the Outcomes are not pre-defined. Indeed, this is what allows the technique to capture Outcomes which are not foreseen within the Results Frameworks. Instead, the ER team will open with a broad question about what Outcomes WRI has

contributed to in the areas of the interviewee’s expertise. We are able to explore in follow-up questions “how” WRI has contributed to any Outcomes, which is naturally useful for learning during an ongoing Strategic Plan. **The Outcome Harvest will be integrated into broader interviews with WRI’s partners and other stakeholders by way of a specific question on Outcomes.**

This will enable us to provide a more complete picture of WRI’s progress towards the objectives of the 2018-2022 Strategic Plan than would be the case if the team strictly relied on the Results Frameworks alone, especially if the Progress Against 5-Year Strategy documents are found to be lacking in sufficient detail on results in Africa, and within the priority areas of poverty, gender, and social equity.

Review Question 2: How effective and efficient are WRI’s Core Functions in supporting delivery of the seven Global Challenges? How well have they supported consolidation of growth to date and how well-placed are they to help support future growth in funding and staffing for WRI overall; and WRI in Africa? (Related OECD DAC criteria: effectiveness, efficiency, equity.)

Approach

As set out in the RFP, “included in this assessment will be a review of the effectiveness and efficiency of WRI’s Core Functions (Communications, Development, Finance, Human Resources, Managing for Results, Operations, and Research, Data and Innovation) in contributing to and supporting delivery on the seven Global Challenges”. Discussions with WRI and Core Donors have particularly highlighted the importance of assessing how well the Core Function are equipping WRI to deliver while growing.

The Strategic Plan set out a set of goals for each of the Core Functions to help ensure that WRI’s delivery capacity remains commensurate with its ambitions. The ER team will use the commitments set out in the Strategic Plan as the basis for assessing how well WRI’s Core Functions are enabling the organization to achieve its goals and whether they do so in a way that represents value for money. These “We will” statements are captured in Table 3.

Table 3: “We Will” Statements in the 2018-2022 Strategic Plan

Core Function	Statement
Research, Data and Innovation Ensuring Research Excellence	<ul style="list-style-type: none"> • We will intensify the production of timely, high quality, decision-relevant knowledge. • We will strengthen the ability of our international offices to conduct research and apply review processes that ensure world-class standard. • We will support the development of digital products that provide tailored data for specific decisions. • We will adapt global knowledge products for use by our international offices and foster South-South knowledge sharing. • We will enhance WRI’s research and analytical capacity on the priorities in this strategy, including health, social equity, gender and human security through new hires and by bringing top experts to WRI as senior fellows.
Communications Communicating for Impact	<ul style="list-style-type: none"> • We will place greater emphasis on the human and poverty-reduction dimensions of our work to expand WRI’s reach, influence, and impact.

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- We will go global, shifting content creation and dissemination patterns from hub-and-spoke to a global network.
 - We will go digital, increasing investment in the latest channels, products and tools to engage directly with decision makers and those who influence them.
 - We will go after big questions, helping to shape WRI's research and analysis so that our communications work can deliver agenda-setting answers.

Managing for Results
Strengthening Accountability for Results

- We will revamp our Managing for Results platform to help teams develop and deploy delivery platforms that catalyze systemic change.
- We will monitor progress, support implementation and learn from successes and failures.
- We will commission independent evaluations of major initiatives.
- We will increase the integration of monitoring, evaluation and learning across our work.

Operations
Managing Risk

- We will hold ourselves accountable for excellence in risk management.
- We will enhance tools and metrics for assessing risk in our international offices and undertake an annual risk/capacity audit.
- We will recruit an in-house legal counsel to help navigate the diverse legal environments in which we operate.

Human Resources
Investing in Our Staff

- We will increase the proportion of hires in our international offices and create more opportunities for staff mobility across our global network.
- We will recruit staff skilled in social equity, gender, health, human security, technology, behavioral economics and political economy.
- We will adopt a more flexible work environment that combines remote working and shared workspaces to create more vibrant work environments while reducing costs and our carbon footprint.

Development
Resourcing our Ambitions

- We will continue to engage our major donors as partners with whom we co-create and co-execute strategies.
- We will strengthen our ability to secure and manage large, multiyear grants from complex funding mechanisms such as multilateral funds.
- We will ensure that each international office has a stable revenue pipeline by adding fundraising and donor stewardship capacity, recruiting philanthropists to each international office board.
- We will deepen our partnerships in Europe, particularly on Africa, by adding staff in The Hague and other cities.
- We will also diversify our European funding streams, building relationships with additional ministries, foundations, corporations and individuals
- We will increase discretionary revenue through Institute-level agreements, flexible support to programs and unrestricted gifts and fees for the advisory services we provide to corporate partners.

Based on the “We will” statements above the ER team has developed a number of indicators through which we collect data and judge WRI’s progress in implementing the objectives of the 2018-2022 Strategic Plan with respect to the Core Functions. These indicators will help the ER team understand whether the investments in its Core Functions have been successful in strengthening the ability of WRIs Global Network to deliver (including in Africa). This will especially take into account the implications of the ongoing COVID-19 pandemic and new realities and ways of working it has engendered. From this analysis the ER team will be able to determine possible course corrections in the remaining year of the 2018-2022 Strategic Plan with respect to the Core Functions. The indicators that WRI will be assessed on based on the “We will” statements are summarized in **Table 4 below**.

Table 4: Proposed Indicators for Core Functions⁵

Core Function	Indicators
Research, Data and Innovation Ensuring Research Excellence	<ul style="list-style-type: none"> • Application of quality assurance procedures across all WRI-branded knowledge products • Increase in # of program/center/IOs with long-term knowledge plans • Growth in # of knowledge products produced annually • Reduction in the time needed to take knowledge product from start to finish • # of Programs, Centers and IOs that have knowledge plans integrated into their strategic plans • # in the number of junior researchers being mentored by senior staff • Execution of publications management and tracking system • Increase in # of staff trained in publication review process and branding platforms • # of staff trained/qualified to support development of knowledge products
Communications Communicating for Impact	<ul style="list-style-type: none"> • Increase in the # of restricted funding proposals that include a line item for communication activities in support of programs and decrease in the use of unrestricted funds to support communications • Increase in the # of stories featuring the human and poverty-dimensions of WRI’s work and equity, gender, and security themes to reach 50% of all WRI communications products • Dollar amount of investment made in the latest channels, products, and tools to engage with decision- and policy-makers <ul style="list-style-type: none"> ○ Fully overhauled and integrated website architecture developed reaching 10% more people online by 2020 ○ Increased in the # of new social media followers – twitter, Instagram, blogs, etc. ○ # of new virtual reality products created and disseminated • Increase in the percentage of content, number of reports, etc. available in the language of local offices (Chinese, Spanish, Portuguese, and Bahasa) and increase in the Comms team’s ability to track and analyze downloads • Increase in the development of clear and widely-shared procedures for creating and maintaining digital assets and branding at WRI • # of new communication partnerships with media or other stakeholders outside of the US • # of communication activities a year supporting International Offices

⁵ These indicators are drawn directly from the Strategic Plans for the Core Functions provided to the ER team

- Increase in the amount of \$ and staff devoted to Resource Watch and related platforms
- Percentage of program staff that have participated in communications training
- Creation of a unified guidance document for knowledge and communication products and consistent use by leadership and management staff
- Percentage increase in the ratio of comms to program staff in International Offices

**Managing for Results
Strengthening Accountability for Results**

- # of evaluations commissioned since 2018 across WRI
- # of staff dedicated to MEL (MEL specialists) across WRI
- % of budget allocated for MEL across WRI
- Clear organization-wide Evaluation Policy established
- Support provided to Challenges/ Centers/ Core Functions/ IOs etc. to develop PMEL.
- Support provided to Challenges/ Centers/ IOs to develop Theories of Change
- Support provided to develop SMART Targets and Indicators contained within strategies
- Clear reporting lines for M&E of Challenges (inc. Platforms)/ Centers/ Core Functions/ IOs to MfR established
- Clear accountability systems established by MfR to ensure response and follow-up to and use of MEL information
- Formal requirements to demonstrate how lessons learned are taken into account in the design of new interventions established

Operations

Managing Risk

- Steps taken to manage institutional - operational, personnel, financial, and political - risk across WRI
- Risk measurement tools establish for IOs
- # annual risk/capacity audits undertaken
- # of in-house legal counsel staff employed.
- # of operations team members that have been trained in international labor laws
- Percentage of IO offices with functioning operation teams

Human Resources

Investing in Our Staff

- # of managers certified or trained in people management, project management, and compliance
- # of centers of operational expertise in IOs and Centers
- Steps taken to empower staff members at all levels of the organization and decentralize decision-making
- # of local offices registered in their host countries, staff trained on local regulations
- Boards established and staffed for each IO
- # of staff making a lateral or vertical move each year
- # of managers using 360 degree performance reviews to evaluate staff
- Grants and contracts staff placed in each IO office
- # of additional hires made in Mexico and Africa to increase capacity in line with strategic operations plan
- # of operations team members that have been trained in international labor laws
- Percentage of IO offices with functioning operation teams
- Integrated systems approach in place and being utilized to manage for results

	<ul style="list-style-type: none"> • # of new HR positions in IOs as percentage of total HR team
Development Resourcing our Ambitions	<ul style="list-style-type: none"> • Growth in the # of \$20m-\$30m grants realized by 2020 • Increase in # of board members who gave to WRI or helped raise six-figure gifts • Percentage of communication support covered by restricted project support by 2020 • Percentage increase in WRI’s funding from general support or unrestricted grants • Funding models developed for each International Office • # of eight figure multi-year funding commitments secured from government funders • # of new 8-figure partnerships developed with foundations • Investment dollars secured from new high net-worth donor for a WRI Challenge • Growth in # of foundation presidents on WRI board • Fundraising strategies developed for each global challenge • # of partnerships with new funders, ministries, and regional institutions • # of new \$1m+ planned gifts secured • Increased # of Core Donors • # of Development staff per dollar raised • # of IOs that are self-sufficient in fundraising/funding and have fundraising strategy

We will collect data and information on these Indicators through three instruments: (i) Document Review⁶; (ii) Interviews with Core Functions staff and (iii) the Internal Survey. The Document Review will help us to understand the “what” the Core Functions have delivered on in terms of the “We will” statements. This leaves room in the interviews with the Core Functions staff to explore perceptions of “how” and “why” the Core Functions have been successful or not in supporting the Strategic Plan. **Outline Interview Protocols for the Core Functions staff are included in Annex 1.** These are illustrative only at this Inception Stage and will be developed and tailored as the Review progresses. The Internal Survey will also be a key instrument for collecting data on the Core Functions. This will be an organization-wide survey of WRI’s staff. It will be a valuable means of collecting anonymized data regarding staff attitudes, perceptions, opinions, and experiences, and will be used to triangulate and cross-validate findings arising from the other data collection methods. The ER team will triangulate findings from the survey with the results of interviews with heads of the Core Functions as well as insights from the Focus Group discussion that is planned as part of the survey design phase and a review of secondary documentation specific to each Core Function such as functional plans and annual reports.

Limitations

A high-level review of all Core Functions will not provide in-depth insight into more qualitative aspects – “how” and “why” questions – relating to the functions. Nor will it allow for a detailed assessment of how these functions are devolved through the organization, although the Review will be able to draw on WRI’s own tools for measuring how functions are devolved and the development of capacity in IOs.

Mitigation

⁶ Including for example the recent research survey and preliminary findings.

Two in-depth reviews are proposed into: (i) knowledge products which are supported by the Research, Data and Innovation team; and ii) Monitoring, Evaluation and Learning (MEL) which is supported by the Managing for Results team.

Sub-question (i) To what extent have WRI's knowledge products (KP) advanced WRI's goals and been impactful? How can WRI ensure that the knowledge products are disseminated and utilized for maximum benefit? To what extent are GSE reflected in WRI's KPs?

Knowledge Products (KPs) are publications or other products that are based on research, critical thinking, analysis, and data generation, and are intended to drive action in support of WRI's mission. All KPs must include at least one WRI staff member as an author, and are made publicly available through external-facing communications channels.⁷

To date, the ER team has not found any centralized or systematic reviews of the impact of WRI's knowledge products. Instead, assessments of their success are limited to judgments within the individual *Global Challenges* and *Centers* progress reports against their 5-Year Strategies and Year-End Reports. The Cities team, for instance, includes "number of knowledge products produced" and "number of publications page views" as indicators of success.

The Team proposes to focus on a select number of the KPs identified as priorities by the *Global Challenges* and *Centers* teams, with a particular focus on those KPs that have been influential in Africa and those that complement the Delivery Platforms selected under Review Question 3. The ER team recognizes that WRI knowledge products are considered "grey literature" and standard H-indices are likely to be much lower - and less meaningful - than for more academic-press based publications. Hence, we will address this question through external interviews in order to capture partners' perceptions on whether KPs have moved the needle and informed their actions, contributing to WRI's top outcomes and supporting broader convening and engagement strategies. The Team also recognizes that wider meta data may be available and helpful including on Diversity, Equity and Inclusion.

Sub-question (ii): To what extent do current planning, monitoring, evaluating and learning approaches support performance in WRI? How well has WRI responded to changing donor reporting requirements? To what extent are GSE reflected in WRI's MEL practices?

The Managing for Results (MfR) team's mission is to work across WRI's Programs, Centers, and IOs to help assess if they are setting the right goals, assist in measuring progress toward accomplishing those goals, support effective management of WRI's work by providing tools to senior management to measure progress, and help understand if their work contributing to longer-term positive changes or impacts.

⁷ WRI's publications fall into the following categories: Working Papers; Reports; Technical Notes; Guidebooks; Issue Briefs; Case Studies; Conference Proceedings; and Practice Notes. Working Papers are intended to serve as a means of communicating work that is still in progress, although in practice WRI often uses this format to publish fully peer-reviewed reports quickly and cheaply. Reports share the results of in-depth research, typically based on extensive evidence. Technical Notes are publications documenting a research or analytical methodology that underpins a WRI publication, interactive application, or data product. Guidebooks are designed to help users apply a clearly defined standard, practice, or process. Practice Notes share experiences and insights gleaned from the implementation of a specific activity in a single location – case studies are a variation on this theme. Issue Briefs are short publications that inform policymakers in Governments and international organizations – Expert Notes are a variation on this theme. Conference Proceedings describe key discussion points from WRI-owned or co-owned conferences, with no further analysis. In addition to its publications, WRI produces interactive applications and freestanding infographics. Interactive applications include data user-interfaces, web maps, mobile applications, interactive tools, and crowd sourcing products. Freestanding infographics are analytical visualizations of information.

MfR supports teams with the tools and resources they need to:

- Develop focused strategies built on robust Theories of Change;
- Implement using best practices bolstered by M&E;
- Be accountable for achieving results; and
- Learn from successes and failures.

As per WRI's [2017 Management Propositions](#) a new, integrated annual planning process has been developed and implemented and a new, streamlined reporting process was created with reporting reduced in terms of number, frequency and content and reports followed by check-in meetings with the Executive team. WRI also has regular reporting and planning mini-milestones such as the annual planning week, and several reports are published every year reflecting accomplishments for the organization (e.g., annual review and work plan, annual reports, annual plans, and year-end reports, etc.).

The ER team has also reviewed the 2016 External Review and noted two particular recommendations regarding evaluation and learning:

- *more formal independent evaluation of programs and*
- *institution-wide formal learning opportunities.*

The 2016 External Review also made some recommendations regarding results:

- *'phrasing ambitious target outcomes more precisely and more closely aligned to the contribution expected from the outputs and results of WRI interventions; Sharpen the results framework and more precision in defining indicators, milestones, and targets.'*⁸

The Review will begin by reviewing whether M&E by the relevant teams is effective and efficient and of sufficient quality for both learning and accountability; whether and how well M&E at project level is aligned with the Strategic Plan Results Framework; and, whether the structure of the Results Framework can be improved for the next strategic plan. The ER team will document changes in Core Donor reporting requirements since 2018 and assess how WRI has responded, and whether WRI conveys information to donors effectively and efficiently.

There is also a section named *Role and Contribution* in the programmatic outcome celebration template where WRI staff enter details of WRI's role in contributing to the change. The ER team will explore whether WRI knows its contribution to outcomes celebrated through the annual event, particularly outcomes in Africa.

The ER team will draw on a range of instruments, including document review, interviews with the MfR team, interviews with WRI's Programs, Centers, and IOs staff that are responsible for internal MEL, and the Internal Survey to capture data. The ER team will undertake a document review of the Strategic Plans Results Framework, and those of the Global Challenges and Centers, at least; the guidance material and templates and a representative sample of completed reporting. Relevant questions will be added to the overall Internal Survey to cover this question.

⁸ '2016 External Review of World Resources Institute', Triple Line, 2016, p. 82, [link](#).

The Team will map the planning, monitoring, evaluation, and learning processes and identify the ways that WRI can ensure learning is shared across portfolios, International Offices, and WRI senior leadership. We will undertake this exercise specifically too for the previous *WRI in Africa* strategy, exploring how lessons learned have been integrated into the current strategy. We will also consider the overarching, wider evaluation coordination and reporting/accountability mechanisms within the WRI network. The ER team has been told that the MfR team has an [Evaluation Tracker](#). This lists the planned and ongoing evaluations at the organization, but the team may not have full oversight or knowledge of all the evaluations that are underway, or have full access to the final reports.

Review Question 3: How and to what extent are Platforms contributing to WRI's Strategic Plan? To what extent are GSE reflected in these contributions? (Related OECD DAC criteria: relevance, cohesion and effectiveness.)

WRI's Delivery Platforms are defined as large multi-stakeholder, multi-annual initiatives aimed at advancing pre-defined objectives. There are four distinct types of Delivery Platform:

- 1. Partnerships to Facilitate Implementation and Learning:** Delivery Platform brings together groups, whether it be industry leaders and practitioners, governments and/or civil society partners to scale best practices and innovations, in pursuit of a common goal.
- 2. Partnerships to Create Guidelines, Standards and/or Rules:** Unites external actors to develop a standard or protocol needed to move a sector toward a common commitment or goal.
- 3. Commissions Making Recommendations based on Evidence:** Drives high-level engagement across governments, companies, and civil society to elevate issues on the global/national agenda. They tend to be time-bound and responsive to global commitments (e.g., SDGs, Paris Agreement).
- 4. Partnerships to Provide Open Actionable Information:** Provides transparent data and analysis to drive action, usually benefitting from multi-stakeholder partnerships.

The above types of Delivery Platform necessitate working in partnership and creating shared ownership of the outputs. This may require WRI to share ownership or control over the initiative with its partners, some of whom are also being funded by the Core donors. As a result, Delivery Platforms can be WRI-wholly owned, co-owned, or externally owned.

Based on our initial scoping discussions with the WRI Team and the Core Donors, the purpose of this Review Question should be to detail how the Delivery Platforms are contributing to the delivery of WRI's Strategic Plan in the area of its Global Challenges, drawing lessons of "how" and "why" some Platforms have been more successful at advancing the objectives of the Plan than others. The ER team will also explore more broadly WRI's processes for forming a Platform, including the point at which individual projects and programs get "scaled" into full blown Platforms, as well as its processes for closing and sunseting. This Review Question therefore comprises the following sub-questions:

- **Have the Platforms advanced the objectives of the Strategic Plan?**
- **Which Platforms are examples of this working well and where are areas for improvements? How? Why?**
- **What are WRI's current processes for forming a Platform and how well is that process working?**
- **What are WRI's processes for closing or sunseting a Platform and how well is that process working?**

Approach

To respond to this Review Question, the ER team will develop an overview, at a high level, of how the full set of WRI's Delivery Platforms are contributing to the 2018-2022 Strategic Plan's targets and outcomes. These contributions are already captured through WRI's Results Framework (including in the Results Frameworks of the individual teams) and will also be identified through the Outcome Harvesting approach with external stakeholders as described above in Review Question 1. From this initial analysis, the ER team expects to be able to make conclusions about how the Platforms are contributing to results within Africa, and within the priority areas of poverty, gender, and social equity.

We will supplement this analysis with a more detailed study of **four** Delivery Platforms, two of which will have an explicit focus on **Africa** (therefore complementing the Africa Deep-Dive element of this Review), with the remaining two having an explicit focus on **Asia**, thereby enabling comparison of how WRI delivers in different regions. We will be careful not to choose Delivery Platforms that have undergone a recent evaluation. Subject to these initial constraints, we will use our analysis of the Results Framework to identify Delivery Platforms that have been clear successes or failures (as measured by their progress towards Strategic Plan's objectives in the areas of the Global Challenges – i.e., whether they have been "Achieved" or are "Off Track") in order to determine an initial shortlist of Platforms that are likely to produce useful lessons for WRI. We would also aim to have initial scoping interviews with the *Global Challenges, Centers, and Internal Offices* teams in order to identify Delivery Platforms and issues of particular interest.

Our detailed study of these **four** Delivery Platforms is likely to center on (i) Document Review; (ii) Interviews with the Platform leaders and (iii) Focus Groups with the Platform's stakeholders (e.g., senior policymakers). The Document Review will help us to understand the "what" of WRI's delivery on the Strategic Plan via these four Delivery Platforms, focusing on the actions that WRI has taken under the ambit of the current Strategic Plan. Interviews will be conducted with Platform and Program directors and will provide an internal perspective on the successes or lack thereof in the areas of these specific Platforms. The ER team would center the Interview Protocol on testing the extent to which the Platforms cohere with the five ways that WRI seeks to influence change - i.e., (i) changes in policy; (ii) shifts in business strategy; (iii) shifts in public and private investment; (iv) strengthened capacity; and (v) discourse change. This will enable the ER team to come to an assessment of the extent to which these Delivery Platforms have helped or begun to help catalyze the systemic changes captured under WRI's first Hallmark. See Annex 2 for further detail on an outline Interview Protocol for these interviews.

These interviews will then be supplemented with individual Focus Groups for each of the Platforms involving partners and stakeholders such as senior policymakers, exploring the extent to which these Platforms have acted as catalysts of systemic changes in their countries. We would source participants for the Focus Groups based on recommendations of the Platform leaders in order to target countries and policymakers that are particularly engaged with the Platforms. We will then sense check the participants using the extensive knowledge of our Expert Advisors to come to a revised list of ideal participants. Afterwards, we would prepare a cover email for the Platform leaders sensitizing these stakeholders to the External Review process and informing them that they would soon receive correspondence from the ER team to settle dates for the Focus Groups. The Focus Group discussion would last c. 1.5 hours in total and comprise ideally up to eight senior policymakers. We would follow an OVID approach exploring **Observations** of what exactly the Platforms have provided, **Views** on the current efforts of the Platforms, **Interpretations** of whether the Platforms have contributed to systemic change, and **Decisions** (read Recommendations) about how the WRI can improve its support to Platforms. See Annex 2 for a proposed outline of the structure and questions of the FGD.

The remaining sub-questions on WRI's processes for forming and closing Platforms are best put to the Platform and Program directors directly. These questions are not directly tied to the **four** Delivery Platforms under consideration above, focusing on process rather than specific results. During our interviews with the Heads of the Global Challenges/Centers teams/IOs we would explore the extent to which these processes are aligned with the vision for Platforms as outlined in the Strategic Plan. We will also test the extent to which these processes cohere with the *Guidelines for the Design and Management of Delivery Platforms at WRI* document). We envisage also including questions of this nature in the Internal Survey.

Limitations

Given that WRI operates *at least* 37 different Delivery Platforms, it is not within scope of this review for the ER team to assess each of these in detail. This would spread the ER team too thinly across WRI's portfolio and undermine our ability to provide meaningful lessons. Assessing one Delivery Platform for all of the Global Challenges, for instance, would still require seven individual case studies, drawing the Team's time from other important aspects of the Review. Yet, to explore "how" and "why" Platforms contribute to the objectives of the Strategic Plan and to derive lessons that WRI can learn from and explore further it is necessary to explore some platforms in depth and others less so. We recognize that a detailed look into a limited selection of Platforms is unlikely to be completely representative of the different modalities of WRI's work. WRI's Delivery Platforms are heterogenous and it will be difficult to compare "apples to pears" with only **four** limited case studies.

Mitigation

To mitigate against the non-representativeness of **four** limited Delivery Platform case studies, the ER team also proposes to review recent evaluations of other Delivery Platforms in order to synthesize lessons learned and areas of improvement. We will work for the MFR team to identify which Platforms have been subject to such and incorporate these into this External Review.

Review Question 4: What outputs and outcomes has WRI achieved in the area of "WRI in Africa," its 5-Year Strategy (2018-2022), including the cross-cutting themes of poverty and gender? How effective were the Global Programs, Centers and other relevant WRI-hosted Platforms in contributing to WRI Africa's Outputs and Outcomes? What has WRI learned from its experience under the 2018 WRI in Africa Strategy, including where it added most value? How have the lessons learned from the previous strategy been applied in the new "Catalyzing Inclusive Transformation So Africa's People and Landscapes Flourish, World Resources Institute (WRI) Strategy for Africa"? How are these lessons affecting the integration of GSE in WRI's work in Africa? (Related OECD DAC criteria: relevance, cohesion, effectiveness, equity).

The RFP calls for "an assessment of progress implementing 'WRI in Africa', its 5-Year Strategy; including the cross-cutting themes of poverty and gender; and how effective the Global Programs, Centers and other relevant WRI-hosted Platforms were in contributing to WRI Africa's Outputs and Outcomes". The starting point of our approach to this Review Question are therefore the propositions contained within the *WRI in Africa* strategy itself. The *WRI in Africa* strategy sets out a number of programmatic ambitions in the areas of **Forests, Cities, Water** and more. Under each of these Challenges the strategy outlines a number of "We will" statements which can be used as the basis of reviewing progress. These are summarized in **Table 5**.

Table 5: "We Will" Statements in the WRI in Africa Strategy

Challenge	Statement
Forests	<ul style="list-style-type: none"> • We will expand tools such as Forest Atlases, Global Forest Watch and Collect Earth. • We will engage with private sector actors and leverage Global Forest Watch Pro to effectively monitor commodity supply chains in at least two African countries. • We will leverage the Open Timber Portal to promote transparency in the forest sector. • We will work with partners to refine existing applications (e.g., Forest Watcher, Open Timber Portal, Forest Watcher) and train and support at least 15 CSOs and government agencies to carry out improved forest law enforcement across priority countries. • We will enable relevant government agencies and local organizations to conduct improved law enforcement, monitoring and management of forests and biodiversity across eight priority landscapes in Central Africa. • We will work with a range of governments, restoration “champions”, and on-the-ground implementing partners to scale up restoration. • We will work to facilitate access to finance for restoration, monitor restoration impacts, and strengthen the enabling environment for both forest protection and large-scale restoration. • We will conduct social network analysis to understand which actors are already restoring their landscapes, and connect them to share experience and scale good practices, as well as hosting learning and staff exchanges to work across Africa, Brasil, China, and India. • We will work in at least five countries and twenty landscapes to establish and grow networks of farmer-to-farmer communication about restoration benefits and best practices. • We will support governance reforms, new incentives and improved geospatial monitoring and analysis in targeted countries and landscapes. • We will expand our work with local actors to incorporate integrated land use planning. • We will support the recognition of community land and resource rights/claims in land-use planning. • We will support natural resource policies to increase local control of natural resource management, including support to ensure women’s access to more secure land and resource rights. • We will continue our investment in institutional capacity building with at least 40 government agencies, civil society organizations, community-based organizations and small-to-medium sized enterprises working in forests in at least 8 countries across Africa. • We will develop baseline and monitoring systems for restoration commitments, efforts, and impacts in at least five countries (Ethiopia, Kenya, Rwanda, Malawi, Niger).
Cities	<ul style="list-style-type: none"> • We will work in three primary cities to develop a vision and strategic framework for sustainable urban growth by 2022 • We will continue to deepen our engagement in Addis Ababa, Ethiopia and Accra, Ghana as well as selecting a third city. • We will engage with secondary cities based on a feasibility review and available finance.

- We will support National Urban Policy development in two countries, advising on national policy frameworks to help cities grow sustainably.
- We will inspire and connect cities across Africa to adopt principles of sustainable urban growth through our training, technical assistance and analysis.
- We will seek to increase investment through changes in national policy and local investment plans.
- We will build a demand-driven coalition of African mayors, government officials, non-profit community leaders, researchers and prominent private sector representatives to develop a vision for urban sustainability that is lead and created by Africans.
- We will work with programs across our IOs to leverage their expertise and experience.

Water

- We will develop detailed water mapping, using ground-based information, in at least 2 countries.
- We will support countries' efforts to secure financing for water stress reduction investments based on Aqueduct data and the scenario planning tools to identify cost-effective, socially equitable strategies.
- We will work with AU and UNECA, among others, to scale the lessons learned to a pan-African level.
- We will leverage WRI's experience and expertise in spatial analysis, economic assessment, financing, and scaling watershed investment programs to provide cost-benefit analysis of natural infrastructure for water, and scale-up lessons learned across Africa together with partners.
- We will develop integrated strategies to secure water resources and sustain livelihoods based on the linkage between forests, landscape restoration, water, and food security.
- We will undertake an integrated, collaborative study on the restoration-water-climate nexus with the Water- Restoration-Governance teams and partner institutes, to gather data to measure and map the benefits of restoration in terms of water retention capacity, crop yields and climate resilience.
- We will provide deeper analysis on the linkages between conflict/fragility and water scarcity, food security, and climate impacts in two regions of Africa
- We will identify solutions along the 'Predict – Prepare – Prevent' track.

Energy

- We will map additional electricity demand data for the energy access maps.
- We will develop maps with household data from secondary sources to identify unserved and underserved markets,
- We will develop a prototype global Energy Access Watch Map, adding additional layers of data on development indicators (such as health, education and productive uses) to the Energy Access Maps.

Climate

- We will continue capacity building on MRV in South Africa and Ethiopia.
- We will support NDC enhancement efforts on both mitigation and adaptation.
- We will advance in-country work on SDG/NDC linkages so as to evidence the development benefits of climate action.

	<ul style="list-style-type: none"> We will facilitate technical assistance and capacity building, create and disseminate insightful knowledge products that fill information gaps, and promote enhanced financial support for NDC implementation.
Governance	<ul style="list-style-type: none"> We will deepen our work on transformational adaptation and agriculture and on the climate resilience dimension of water security. We will work with governments, civil society and donors in WRI Africa’s priority countries to establish a strong legal and institutional framework for securing land rights with a focus on community land tenure.

Approach

Because the *WRI in Africa* strategy provides only a set of programmatic ambitions and proposals for achieving objectives at scale, but not an explicit Results Framework with outputs, outcomes, or monitoring indicators, we will use the “We will” statements summarized in Table 5 above to infer a Results Framework for the previous strategy. Many of the “We will” statements include targets that the ER team may feasibly measure progress against – i.e., there are explicit desired **Outcomes** for the Strategy. In Forests, for instance, the ambition to engage with private sector actors and leverage Global Forest Watch Pro to effectively monitor commodity supply chains has a specific target **Outcome** of doing so in *at least two* African countries. The metrics embedded in the “We will” statements (i.e., the explicit desired **Outcomes**) will therefore serve as our benchmark for independently judging WRI’s progress in Africa using the **adapted** Traffic Light System methodology as proposed in Review Question 1. For instance, if Global Forest Watch Pro had been leveraged to effectively monitor commodity supply chains in only *one* African country, we would judge WRI’s progress to be only “Partially on Track”. We will not be making any judgements of WRI’s progress in Africa based on existing Milestone analyses. This ensure that this portion of the work is both independent and provides additionality on what has already been reported in Africa.

Underlying sources for quantitative data and information will need to be identified by the Africa IO and/or other relevant WRI Staff – The ER team will circulate a draft Results Framework once completed or this purpose. The ER team expects much of this data to be captured in the Progress Against 5-Year Strategy documents (although the Africa-specific one has not yet been finalized by the Africa IO); Annual Reports; and individual Delivery Platform documentation. For those “We will” statements with less explicit targets – such as, Forest’s “We will expand tools such as Forest Atlases, Global Forest Watch and Collect Earth” – we expect to make a judgement from (i) Milestones captured by the Strategic Plan’s overarching Results Framework and/or the Annual Reports of the various WRI Teams; (ii) perceptions of WRI Staff gleaned from interviews and/or the internal survey; and (iii) interviews with external stakeholders, including through the Outcome Harvesting technique.

This question is inherently connected to the other questions of the External Review. Indeed, this analysis will be supplemented by any Africa-specific findings on Outcomes that arise from the ER team’s work in respect of Review Question 1. We expect our analysis of the individual Global Challenges/ Centers’ Progress Against 5-Year Strategy documents to point to specific findings in Africa that will be used in the above exercise or serve as additional points of achievement. The Outcome Harvesting technique will be employed during interviews with any Africa-based interviewees in order to collect any Outcomes that have not been captured in either the Progress Against 5-Year Strategy or the “We will” statements as summarized above. The detailed Case Studies of Delivery Platforms proposed within Review Question 2 will obviously provide an insight into how WRI-hosted Platforms in contributing to WRI Africa’s Outputs and Outcomes given that two of the selected Platforms will have an explicit Africa focus. How WRI has

integrated cross-cutting themes of poverty, gender and social equity (Review Question 4) is arguably more important to Africa than any other region. We will therefore assess how the Africa IO incorporated contextually relevant and appropriate poverty, gender and social equity considerations into the WRI in Africa strategy and their influence on design and implementation. We will also explore how WRI partnered to accelerate work on these cross-cutting issues. Likewise, how the Core Functions support delivery in Africa is a core component of our analysis in Review Question 2.

Limitations

The *WRI in Africa* strategy is both extremely broad and very detailed. Focusing exclusively on Outcomes and detailing progress towards all of the “We will” statements contained within the strategy risks losing sight of the wood for the trees and omitting consideration of some important factors, including: how well WRI can best add value in what is a very crowded donor and NGO space; the extent to which WRI has influenced policy makers in the countries in which it operates; and whether WRI is genuinely working in partnership with /giving sufficient ownership to counterparts on the ground.

Mitigation

The ER team will organize further investigation of WRI’s work in Africa (especially in seeking to respond to the two last sub-Review Questions) along the following three dimensions:

- WRI’s Comparative Advantage;
- Tactical Effectiveness;
- Moving the Needle on Policy

WRI’s Comparative Advantage

The ER team will assess WRI’s comparative advantage relative to other organizations operating in Africa in the areas of the Global Challenges, as well as on how, and how well, WRI identifies its niche in Africa in a crowded donor and NGO space. In the absence of established metrics for measuring an organization’s comparative advantage, the ER team will collect perspectives on the extent to which WRI is focusing on areas where its value added relative to others is at its greatest. These perspectives will be collected from key informants in Africa (ideally those in senior Government and/or decision-making positions). We will ask them to compare and contrast the way that WRI works in Africa with other similar organizations that they have had experience of working with. We will supplement this with a synthetic analysis of the consultations that WRI had conducted with partners and donors in Africa as part of the scoping for their presence there. To understand how WRI sees its niche, the ER team propose to interview those involved in the early stages of developing the Strategy. We can compare and contrast the way that WRI sees itself with the way that African stakeholders see WRI in order to come to an unbiased understanding of WRI’s comparative advantage in Africa.

Tactical Effectiveness

In addressing WRI’s tactical effectiveness in Africa, the Team will seek to assess the success of WRI Africa in adhering to the engagement proposals set out in the Strategy namely: (i) the extent to which WRI did ‘fewer, but bigger, high-quality things; (ii) the extent to which it stabilized rather than increased the number of countries in which it is engaged – i.e., did it ‘connect the ‘dots’ across programs and engage with national and regional actors in prioritized countries in a coordinated, strategic manner; (iii) the extent to which WRI has empowered its Regional Director to take the lead in steering and managing effective and coordinated engagement in Africa; (iv) the institutional cohesion of the Africa Strategy, including through synergies promoted through Africa portfolio review meetings; (v) the extent to which South-

South cooperation has been promoted in Africa, including the development of a Smart Solutions for Africa (SSA) program; and (vi) the extent to which partnerships with pan-African, regional, and local organizations such as AU, UNECA, NEPAD, UNDP Regional Service Centre, and the African Development Bank have been effectively developed and deployed – e.g. in the Cities Program.

To understand the extent to which WRI adhered to these engagement proposals, the ER team will (i) review the recent Dalberg Assessment which focused on Africa, in order to extract any relevant findings to these engagement proposals; (ii) compose a series of questions in the Internal Survey directed specifically to those working in the Africa IO or primarily in Africa that collects Likert-based judgements; and (iii) conduct interviews with those in the Africa IO to expose perspective related to these proposals and explore what lessons were learned. We will also synthesize the recommendations of the Dalberg Assessment and compare them to decisions taken and implemented within the context of the new Africa strategy, in order to assess the extent to which any lessons have been integrated into the new Africa Strategy.

Moving the Needle on Policy

The Review will also seek to understand the extent to which WRI has influenced policy makers in ODA eligible countries in Africa. In addition to the Outcomes captured in the inferred Results Framework, we will interview policy and decision makers in order to gain a direct perspective on whether WRI is being viewed by these individuals as having influenced and shaped policies and related decisions (i.e., part of the Outcome Harvesting approach), highlighting particular successes and failures in the areas of poverty, gender and social equity. We will identify individuals by tracing the intended targets of WRI's policy influence, drawing on the Results Framework, suggestions of our Expert team, as well as the suggestions of WRI itself.

Based on the above and any other Africa-specific findings arising from the other Review questions, the ER team will draw out lessons that can be carried forward into implementation of both the new Strategy and new Africa organizational structure.

Review Question 5: How and to what extent do the cross-cutting themes (poverty, gender and social equity) inform and influence all of WRI's work? (Related OECD DAC criteria: equity).

Six years ago, WRI also appointed a Senior Gender Advisor with the intention to build capacity across the organization; and to help support WRI improve impact and sustainability of WRI's projects through enhancing the Institutes understanding of social disparities and address of inequalities, including gender. The revised Governance Strategy (2016-20) and Gender Strategy (2016-21) were also evidence of WRI's commitment to strengthening the Institutes work on all aspects of equity – as noted in the 2016 External Review. The same review recommended WRI to create a clearly elaborated policy on poverty akin to the Gender Strategy.

From 2018, WRI's approach to poverty, gender and social inclusion has further developed and, in some ways, expanded in scope (WRI were initially focused on poverty, gender and social rights, and now under the Governance Centre, WRI's work on social inclusion has expanded) – demonstrating WRI adapting to the changing operating environments in which it works. For instance, the Institutes efforts and focus to address diversity, equity and inclusion has increased in the last year in alignment with the rise and focus of DEI work across the globe.

Beyond the Governance Centre, and the Senior Gender Advisor's work, International Offices, Global Challenges and other teams, have also been driving forward WRI's work on poverty, gender, and social equality through knowledge products and programmatic work. For example, the World Resources Report

includes 15 papers so far (which will conclude this Fall with a synthesis paper “Towards a More Equal City” that addresses inequity in access to urban services) – a major research piece, illustrative of WRI’s work on equity. Within teams, WRI reports an effort to strengthen the integration of Gender and Social Equity (GSE) in all programmatic work (a set outcome within the GSE Strategy).

As the WRI’s Strategy, the Governance Centre Strategy and the GSE Strategy come to an end soon, there is a pressing need to review; i) the extent to which poverty, gender and social equity issues are present and well-integrated across the Institutes portfolio of work (especially given that COVID-19 has compounded and challenged many of the Sustainable Development Goals WRI seek to contribute to – most obviously SDG 1 and 5), ii) areas where a lack of attention to GSE may be a challenge to both the value of results and long-term sustainability of achievements; and iii) priority areas for quick gains and intensified investment on GSE.

Lastly, COVID-19 has overlaid, and in some cases compounded, challenges including gender and social equity – as one of the WRI hallmarks. As such, this Review will seek to assess how WRI have adapted to the operating environments; accounting both the global and local environments of which the COVID-19 pandemic is paramount.

Conceptual Framework

Our understanding of the cross-cutting issues is based on an adapted ecology model.(Figure 6 below). Used in social analysis, the Ecological Model was developed in Public Health, where it has helped to increase understanding of the way in which interaction with particular environments influences individuals’ and groups’ health choices and responses to programming⁹. The model has been adapted for use in many different fields. In 1998, Heise’s seminal paper on ecological approach to Violence Against Women¹⁰ set the foundations for wider use of the model. Over the years, this use has been extended to provide a nuanced understanding of social vulnerabilities in many different fields.

This model looks at relations of power (in terms of access to rights, resources and opportunities) in the contexts in which work takes place. It disaggregates between individuals, groups and institutions, at all social levels and views e.g., vulnerability as the outcome of interaction among many factors at four levels—the individual, the relationship, the community, and the societal. When looking at gender equity, for example, we know that it is women who are most disadvantaged. But we do not assume either that *all* women are disadvantaged, or disadvantaged in the same ways, or that *all* men are less vulnerable than all women. The experiences of the majority may be most pressing in planning and implementation, but this does not mean that the experiences of minorities (whether in terms of gender, (dis)ability, social background or other factors) can be ignored.

⁹ See, for example *Core Principles of the Ecological Model*, OER Services, [link](#)

¹⁰ Heise, L., *Violence Against Women: An Integrated, Ecological Framework*, *Violence Against Women* 1998; 4; 262

Figure 5: A Simplified Ecological Model

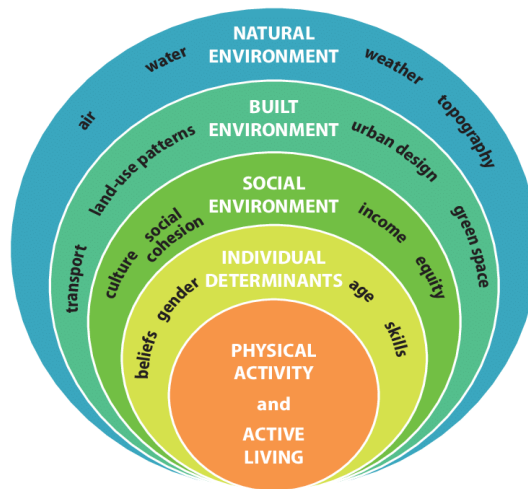


Figure 5 above shows a simplified ecological model, situating individual physical activity and living, within the multi-dimensional realms of individual determinants, social environment, built environment and natural environment, and developed for use in the transportation sector¹¹ (such as likelihood of susceptibility to VAWG through to understanding access to markets in small-scale women’s trading).

The ER team will also seek to apply the Rights Based Development approach, commonly referred to as the AAAQ (accessibility, acceptability, adaptability and quality) approach to basic services, a recognized human-rights framework¹², which will allow us to make conclusions of whether WRI’s GSE work, addresses and puts to the forefront the needs of those who would otherwise be excluded (marginalized groups, and principles of Leave No One Behind).

The ER team will seek to apply the AAAQ approach to WRI’s mandate of contributing to alleviating poverty, addressing social equity, and gender disparities in the seven global challenges which the Institute focuses on. Applying this approach, the ER team aims to assess a sub-set, (to be determined through a scoping exercise with the team, to explore poverty, gender and social equity, and agreed in consultation with the Governance Centre) programs. The assessment will apply the approach by assessing what WRI contributes both as a think- and do-tank to ensure rights fulfillment in the areas in which the Institute works; with a particular interest of assessing how WRI are doing this through their programmatic work in Africa. Applying the ecological model proposed above, the model will be utilized as an approach to allow for the ER team to assess how well WRI are identifying and addressing determinants of equality in the work that the institute are doing.

Approach

Assessing how well WRI has integrated GSE across its work forms part of each of the previous review questions. In this way the ER team will seek to ensure that GSE are integrated across the Review.

In addition to this, the ER team will also assess the *processes, systems and mechanisms* for integrating gender and social equity throughout the organization. E.g. the annual evaluations of GSE in WRI

¹¹ Bornstein, D., and Davies, W., (2014) The Transportation Profession’s Role in Improving Public Health, [link](#)

¹² See for example, United Nations Human Rights, *General Comment No. 12: The right to education*, [link](#); United Nations Human Rights-Based Approach to Health, [link](#), page 4; The Danish Institute for Human Rights (2014), *The AAAQ Framework and The Right to Water*, [link](#)

knowledge products and any emerging trends. Building on the 2016 Review, this Review will also establish whether the recommendation for a poverty strategy has this been actioned and how.

The Review will also assess WRI's approach on gender and social equity in accordance with recognized standards such as the Minimum Standards for Gender Mainstreaming.¹³

Rationale

Discussions with key WRI staff indicate that there is a lack of central systems currently in place at WRI to easily track GSE work across the portfolio. Under question 2, the Review will therefore primarily focus on processes, systems and mechanisms.

Mapping and data collection

As a starting point for analysis, the ER team will review the equity mapping previously done by WRI, as a means to gain understanding and also begin the assessment of the coherence of WRI's approach to social equity across the portfolio. We understand that there is no central database of projects, making a random or cluster sampling strategy more likely. We will supplement this scoping interviews with identified champions within Global Challenges and Centre teams, whom we would ask to provide us with an overview of the relevant GSE work being done in their respective departments. Moreover, through the proposed staff survey, the ER team will also ask all participants, across the institute, to identify and reflect on relevant GSE work.

The ER team will also seek to conduct a desk-based analysis of the GSE Strategy Progress Report. Outcome indicators and targets within the Gender Strategy will serve as the benchmark for measuring WRI's approach to gender, social equity and poverty, whilst also assessing WRI's progress towards achieving the set outcomes by 2021. This is particularly important as we note that the WRI Gender Strategy ends this calendar year.

The ER team will collect data as follows:

- i) Through initial desk-based reviews, the ER team will assess progress made by WRI since the previous review. To do so, the ER team will review a sample of program strategies from the period 2018 to 2021. In the absence of a database this may need to be from a sample of projects and knowledge products that have poverty, gender and /or social equity included, which the ER team will agree in consultation with the Governance Centre.
- ii) Interviewing selected WRI staff¹⁴. Interviews with the identified WRI staff will seek to ask staff to critically evaluate their integration of GSE across the work they lead. This will include asking staff to evaluate the planning process and resource allocations put toward GSE work. Moreover, concluding remarks of the 2016 External Review called for cross-cutting issues of GSE to be more explicitly articulated in program strategies (See Box 1 below).
- iii) The ER team will further explore these questions through a wider staff survey to ensure that the Review obtains a representative and reliable dataset that we can use to triangulate findings.
- iv) Interviews with key external stakeholders (as per interview schedule in Annex 1). The ER team will share proposed questions with the Senior staff including the Senior Gender Advisor, the Director

¹³ Gender Practitioner Collaborative

¹⁴ This will mainly be with staff within the Governance Centre, WRI International Offices (likely Africa, China, Mexico and Indonesia), staff within programmatic work of WRI.

of the Governance Centre, and the Senior MfR staff to ensure that the protocols adequately address and encourage reflections on WRI GSE work.

- v) Subject to time and resource constraints, the ER team may hold one or more focus group discussions with identified teams who have been mandated to drive forward some of the GSE and DEI work at WRI¹⁵.

To explore WRI's response to the equity dimensions of COVID, the ER team will engage with the COVID-19 response working group, to assess the extent to which WRI have ensured that the GSE work continues, and the approaches taken to ensure relevance of this work across the varied operating environments. To complement this the team will also include a question which invites survey respondents to reflect on WRI's operations within COVID-19 in relation to GSE work.

Throughout the Review, the team will seek to identify and document good practices and innovations, as well as key challenges of WRI's work on poverty, gender and social inclusion during the period of the current Strategic Plan to help inform WRI's future work in these areas.

Limitations

The ER team acknowledge that GSE approaches and work across the Institute have been subject to much change over the course of the Strategic Plan. Thus, as already noted, one of the ER team's first tasks will be to map the changes to the GSE approach, including changes to organizational infrastructure (i.e. where staff are based within the organization structure) and resourcing for this work. In doing so, the ER team will seek to provide a balanced review of the extent to which cross-cutting issues have informed and influenced WRI's work, and how well this is being done across WRI.

Moreover, the absence of a project database for all GSE work across the institute, and the lack of financial data on projects that include elements of GSE are both major limiting factors for the review. Without both of these, both WRI and the ER team do not have an accurate overview of the GSE work being done across the institute. To this end, though the project will include seek to identify projects, and engage with relevant persons and material across the institute, without the project database, the Review's conclusions are limited to what is observed and reviewed, and generalized conclusions may not always be made.

Mitigation

We will place a strong emphasis on assessing the extent to which all aspects of poverty, vulnerability, and marginalization are understood and taken into consideration in WRI planning, implementation and internal review. Our approach to the cross-cutting issues is rights-based and inclusive.

¹⁵ Through our desk-review of key documents, and through conversations with WRI staff, the ER team to date have identified the following working groups; the Equity Task Force, Cities JEDI (Justice, Equity, Diversity and Inclusion), the DEI task force, and the GSE Community of Practice).

6. Risks and Mitigation Measures

Risks	Mitigation
Staff are too busy to engage meaningfully with the Review	Interviews will be as succinct as possible, while being complete. We will reduce the time burden on many staff across WRI by offering a succinct survey rather than undertaking a longer interview.
Outside partners or donors may see little reason to participate	The ER team has generated a list of potential Review participants. This will allow for a refusal rate of approximately one in two invitations.
It is difficult to evidence findings sufficiently to enable credible conclusions	The range of methods (e.g. document review, interviews, survey, optional FGD and workshop) are tailored to ensure that this External Review is well triangulated, and that staff are part of the process
Staff, especially those in IOs (excluding Africa given its extra focus in this Review), do not feel part of the process and hence do not buy into the conclusions	Our proposed methods include an internal survey, engagement with staff representatives, which will help increase engagement. We are also happy to support the Executive Office in developing short information briefs to be circulated to staff.
Management does not recognize/ feels threatened by findings	We will engage with management throughout the process, building in opportunities to sense-check our direction of travel and emerging findings. We also plan for a Focus Group discussion to be held in the Fall to socialize and validate the findings, discuss conclusions, and workshop recommendations directly with the SMT responsible for implanting any forthcoming recommendations.
COVID restricts the availability and access to people both inside and outside WRI e.g., in India and Brasil offices	The focus of the Review will take account of ‘hotspots’ and ensure that staff in these areas are not over-burdened while seeking to gather information from offices and partners that are less overwhelmed.
Other international crises or pandemics during the Review period limit or restrict access to stakeholders	As noted above.
No room for any flexibility in the timeline	There is a very short window in which to gather information and undertake analysis. The Team will continue to plan well and exercise good time management working closely with the MfR team.

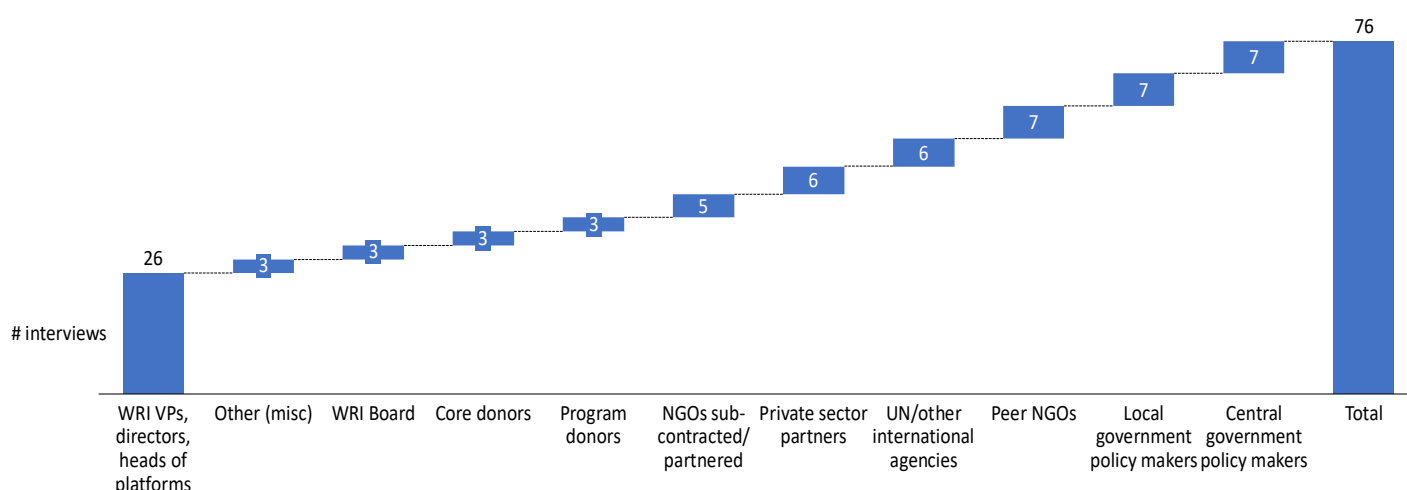
7. Interviews for External Review of WRI 2021

Due to the limited budget for WRI’s 2021 External Review, and geographic limitations for in-person interviews caused by the COVID pandemic, the Agulhas/Open Cities ER team must ensure that the individuals we speak to are chosen with care. We proposed to select 60-70 people for interviews over the next three to four months, of which 15 to 20 focused on Africa, with the aim of selecting a broad and representative mix of individuals who can speak knowledgeably to our Review questions.

The ER team proposes to speak with individuals across the following categories:

- 26 Heads of Global Challenges, Centers of Excellence, International Offices, Core Functions, Platforms and Gender and Equity. We will seek to ensure that between 4 and 8 of the senior leaders and managers interviewed are also heads of platforms. We will also interview the COVID response team, and other special project teams;
- 3-4 WRI Board Members with distinctive insights on the organization’s governance, management, and planned growth;
- 3 Core Donors to assess their impressions on progress against the Strategic Plan;
- 3-4 Program donors (foundation, corporate, and multilateral/bilateral) and former donors;
- 5-6 Heads of NGOs that WRI has sub-contracted or with which it has partnered;
- 5-6 Private sector partners;
- 5-6 Representatives of UN and other international agencies with an informed perspective on WRI;
- 6-7 Leaders and Senior Managers from peer organizations to help gauge where they see WRI is affecting change in key program areas;
- 6-7 Local government officials in key operating countries, with a focus on Africa, to assess the degree to which WRI’s work has shaped their decisions; and
- 6-7 Central government officials in key operating countries, with a focus on Africa, to assess the degree to which WRI work has shaped their decisions;

Figure 6: Approximate Number and Categorization of Interviews



An initial potential list of *internal* interviewees, below. We will identify further specific names using a snowballing approach i.e. by gathering suggestions from our initial interviewees as well as through our

own external networks and by requesting suggestions from Core and other donors. Potential list of External Interviewees identified withheld to persevere anonymity.

Internal Interviewees: Global Challenges

Team	Role	Name
Cities	Global Director, Cities	WRI to confirm
Climate	Deputy Director, Climate Program	Pankaj Bhatia
Energy	Global Director, Energy	Jennifer Layke
Food	VP of Food, Forests, Water and Oceans	Craig Hanson
Forests	Global Director, Forests	Rod Taylor
Ocean	Global Director, Sustainable Ocean Initiative	Kristian Teleki
Water	Global Director, Water	Betsy Otto

Internal Interviewees: Centers of Excellence

Team	Role	Name
Business	Global Director, Business Center	Kevin Moss
Governance	Global Director, Governance, Equity and Poverty	Cosmas Ochieng
Economics	VP, Climate and Economics	Helen Mountford
Finance	Acting Global Director, Finance Center	Giulia Christianson

Internal Interviewees: International Offices

Team	Role	Name
China	WRI China Country Director	Li Fang
U.S.	Director US Program	Dan Lashof
India	CEO, WRI India	OP Agarwal
Indonesia	Country Director, Indonesia	Nirarta (Koni) Samadhi
Mexico	Executive Director, WRI Mexico	Adriana Lobo
Africa	VP, Regional Director for Africa	Wanjira Mathai
Africa	Operations Director	Selam Alebel
Africa	Communications Specialist Central and West Africa	Angel CibembaElvis Lyonga
Africa	Development Manager	Stephen Mwirigi
Brazil	Director, WRI Brasil	Elizabeth Farina F
Europe	Head Hague, Director European Partnerships	Janneke de Vries
Europe	Head of WRI London Office, Director for Strategy and Partnership, WRI Ross Center for Sustainable Cities	Leo Horn-Phathanothai

Internal Interviewees: Core Functions

Team	Role	Name
Development	VP for Strategy and Development	Liz Cook
Communications	VP Communications	Lawrence McDonald
Research, Data and Innovation	VP for Research, Data, and Innovation	Janet Ranganathan
Operations	Director, Global Operations	Shailesh Sreedharan
Financial Planning and Analysis	Acting CFO	Tracey Patillo
Managing for Results	Chief of Staff	Becky Marshall
Human Resources	Chief Human Resources Officer	Renuka Iyer

Internal interviewees: Others

Team	Role	Name
Gender and Equity	Director, GEP	Natalie Elwell
M&E senior team	Director, MfR	Nina Ullery
COVID Response Team	Head of Task Force	Shannon Hall

Internal interviewees: Board

Team	Role	Name
Board	Vice Chair, WRI Global Board of Directors	Pamela P. Flaherty
Board	Co-Chair, WRI Global Board of Directors	David Blood
Board	Member, WRI Global Board of Directors	Kathleen McLaughlin
Board	Member, WRI Global Board of Directors	Daniel Weiss

8. Interview Protocols – Selected Groups

Note: These Interview Protocols only provide an indicative set of questions to be asked during the KIs. Questions will be tailored more specifically to the interviewees' particular experience based on the ER team's background research. In addition, the introductory question on the interviewee's background will be used as a springboard for more specific questioning. Over time, and as the ER team start to collect a critical mass of data and information, the questions will be further tailored to explore and test emerging findings.

Please note that these Interview Protocols are not prescriptive. The ER team will pursue lines of enquiry during interviews to explore further/or focus on the most relevant questions based on the interviewee's experience.

Government/policy-maker counterparts to/partners of WRI (30 to 45 minutes)

- **Background:** What is your current role? Please describe how you came to know WRI? How familiar are you with WRI and their work? Which dimension/challenge/program/platform in particular? Over what time period?
- **Outcomes:** What outcomes has WRI contributed to in the area of your expertise? How has WRI contributed to this outcome?
- **Impact:** To what extent has WRI had an impact on your policy objectives? Please describe how they have actually made a difference? Was this impact positive or negative? Why/how? Was it more or less than expected? Was their work on top of work already being done in this field or did it open up new areas for change and impact?
- **Poverty, Gender and Social Equity:** What Outcomes have WRI contributed to in the area of GSE? How central are/were the needs of the poor and of excluded groups including women to your work with WRI? Can you illustrate this with any examples? To what extent do you feel that WRI prioritized these aspects in your engagement with them? Was WRI well-suited to integrate gender and poverty themes into the work?
- **Partnership:** To what extent do you feel WRI worked with you as a partner i.e., including you in the design and delivery of its assistance? Why/how? To what extent do you feel that WRI understands your local needs and circumstances? How was their communication with you during the course of the work and what changes would you suggest if any?
- **Capacity building:** To what extent were you looking to WRI to help build the skills and experience (capacity) of you and your team? If you were looking for WRI's help, how did WRI do this? Why/how? How well does WRI wind down its engagements after completion of the initiative when no longer needed?
- **Knowledge products:** Are you familiar with any of WRI's knowledge products? E.g., its reports, papers, notes and other materials (written or online)? Can you suggest those that were most helpful and why? If so, what impact, if any, have these had on policy-making in your sector? Were they

presented in a format (language, length, etc.) that worked well for your utilization of the information?

- **Comparative advantage:** Are there specific areas where you feel WRI has a unique or special contribution to make relative to other organizations that you work with? Are they actually fulfilling this role? Who would you identify as comparators?
- **Other strengths and weaknesses:** Please give any other examples to illustrate WRI's strengths? And areas where it could do better/more/less? What would be most helpful to you?

Note: For all questions include specific reference to WRI in Africa where relevant.

NGO partners/observers of WRI (45 minutes)

- **Background:** What is your current role? Please describe how you came to know WRI? How familiar are you with WRI and their work? Which dimension/challenge/program/platform in particular? Over what time period?
- **Outcomes:** What outcomes has WRI contributed to in the area of your expertise? How has WRI contributed to this outcome?
- **Impact:** Are you aware of any programs/platforms/KPs where WRI has had an impact? Was the impact positive or negative? Please describe why/how? Was this more or less than you expected? Was their work additional to what is already being done in this field or did it open up new areas for change and impact? What factors within their control do you feel affected the success of their work?
- **Poverty, Gender and Social Equity:** To what extent, in your view, does WRI prioritize the needs of the poor and of excluded groups including women in its programs, platforms and KPs? Can you give any examples? Was WRI well-suited to integrate gender and poverty themes into the work?
- **Partnership:** To what extent do you feel WRI works as a partner i.e., involves you/your organization/others in the design and delivery of its assistance? Why/how? To what extent do you feel that WRI understands local needs and circumstances? How was their communication with you during the course of the work and what changes would you suggest if any to improve or strengthen the partnership?
- **Knowledge products:** Are you familiar with any of WRI's knowledge products? E.g., its reports, papers, notes and other materials (written or online)? If so, what impact, if any, have these had? Can you suggest those that were most helpful and why? Why/How? Were they presented in a format (language, length, etc.) that worked well for you/ could you utilize the information?
- **Capacity building:** To what extent does WRI help build the skills and experience (capacity) of its counterparts? Please discuss some particular successes that come to mind. How successful were

they? Examples? Why/how were they successful? How well does WRI wind down its engagements when no longer needed?

- **Comparative advantage:** Are there specific areas where you feel WRI has a unique or special contribution to make relative to other organizations? Are they actually fulfilling this role? Who would you identify as comparators?
- **Other strengths and weaknesses:** Please give any other examples to illustrate WRI's strengths? And areas where it could do better/more/less? What would be most helpful to you?

Note: For all questions include specific reference to WRI in Africa where relevant.

Private sector partners/observers of WRI (30 minutes)

- **Background:** Please briefly describe your organization and your current role. Please describe how you came to know WRI. How familiar are you with WRI and their mode of working? E.g., any dimension/challenge/program/platform in particular? Over what time period?
- **Outcomes:** What outcomes has WRI contributed to in the area of your expertise? How has WRI contributed to this outcome?
- **Impact:** Are you aware of any programs/platforms/KPs in which WRI have had an impact? Was the impact positive or negative? Please describe why/how? Was this more or less than you expected?
- **Poverty and gender:** To what extent, in your view, does WRI prioritize the needs of the poor and of excluded groups, including women in its programs, platforms, KPs? Can you give examples?
- **Partnership:** How well does WRI engage with you? To what extent is WRI driving systemic change? E.g., in policies, regulation, legislation to support the 7 global challenges? To what extent do you feel WRI understood your objectives and modes of working? Why/How? How effective was WRI as a partner? I.e., involving you and your organization appropriately throughout your engagement with them.
- **Capacity building:** To what extent does WRI help build the skills and experience (capacity) of the end beneficiaries of its interventions? How successful are they at doing this? Examples? Why/How? How well does WRI wind down its engagements when no longer needed?
- **Knowledge products:** Are you familiar with any of WRI's knowledge products? E.g., its reports, papers, notes and other materials (written or online)? If so, what impact, if any, have these had? Why/How? Can you suggest those that were most helpful and why?
- **Comparative advantage:** Are there specific areas where you feel WRI has a unique or special contribution to make relative to other organizations? Are they actually fulfilling this role? Who would you identify as comparators?

- **Other strengths and weaknesses:** Please give any other examples to illustrate WRI's strengths? And areas where it could do better/more/less? What would be most helpful to you?

Note: For all questions include specific reference to WRI in Africa where relevant.

WRI donors (30 to 45 minutes)

- **Background:** Please briefly describe your organization and your current role. How do you fund/support WRI? How familiar are you with WRI and their work? Which dimension/challenge/program/platform in particular? (Note: Check WRI in Africa) Over what time period?
- **Outcomes:** What outcomes has WRI contributed to in the area of your expertise? How has WRI contributed to this outcome?
- **Impact:** Are you aware of any particular programs/platforms/KPs in which WRI has had an impact? Was the impact positive or negative? Please describe why/how? Was this more or less than you expected?
- **Poverty and gender:** How important are poverty and inclusion, including GEWE, for your organization? To what extent, in your view, does WRI prioritize the needs of the poor and of excluded groups including women in its programs, platforms, KPs etc.?
- **Partnership:** To what extent do you feel WRI understands your objectives and modes of working? Why/How? How effective is WRI as a partner i.e., involving you and your organization appropriately/communicating and reporting back to your organization? Notifying your organization of changes in the objectives or outputs of the grant?
- **Capacity building:** To what extent does WRI help build the skills and experience (capacity) of the end beneficiaries of its interventions? How successful are they at doing this? Please give examples? Why/How? How well does WRI wind down its engagements when no longer needed?
- **Comparative advantage/efficiency:** Are there specific areas where you feel WRI has a unique or special contribution to make relative to other organizations? Are they actually fulfilling this role? How effective and efficient are WRI relative to other recipients of your funding? How well do WRI's Core Functions support delivery? With whom do you compare them?
- **Other strengths and weaknesses:** Please give any other examples to illustrate WRI's strengths? Please give any other areas where it could do better/more/less? Where would you like WRI to be in 5 years' time? (Note: check knowledge products and MEL)

Platform Leaders (30-45 minutes)

Q1: What are the objectives of the [**name of Delivery Platform**]?

Where appropriate and/or based on the response to Q1:

- **Q2:** To what extent has the [**name of Delivery Platform**] contributed to changes in national/sub-regional/regional/international policies? What about in Africa?
- **Q3:** To what extent has the [**name of Delivery Platform**] contributed to shifts in business behaviors and strategies? What about in Africa?
- **Q4:** To what extent has the [**name of Delivery Platform**] contributed to shifts in public and private investment? What about in Africa?
- **Q5:** To what extent has the [**name of Delivery Platform**] contributed to stronger human/institutional/ political capacity? What about in Africa?
- **Q6:** To what extent has the [**name of Delivery Platform**] contributed to changes in discourse? What about in Africa?
- **Q7:** To what extent has the [**name of Delivery Platform**] contributed to improvements in GSE? What about in Africa?

Q8: What role, if any, did WRI have in these change processes?

Q9: How did WRI contribute to these change processes? Were any KPs particularly influential?

Q10: What is unique about WRI's contribution to [**name of Delivery Platform**]?

Q11: What are the main barriers to achieving the outcomes in Q2-Q7 for [**name of Delivery Platform**]?

Q12: How could WRI's support to the [**name of Delivery Platform**] be improved?

Q13: Are you aware of any processes for forming, closing or sun-setting any Platform?

Note: for all questions include specific reference to WRI in Africa where relevant.

9. Focus Group Discussion– Platforms

Background: What is your current role within your organization? How have you interacted with the [**name of Delivery Platform**]? How have you interacted with WRI?

Observations: What are the policymaking requirements in your country in the area addressed by [**name of Delivery Platform**]? How would [**name of Delivery Platform**] contribute towards these requirements in theory?

Views: How do you feel about the current efforts of [**name of Delivery Platform**] to address your policy requirements in practice?

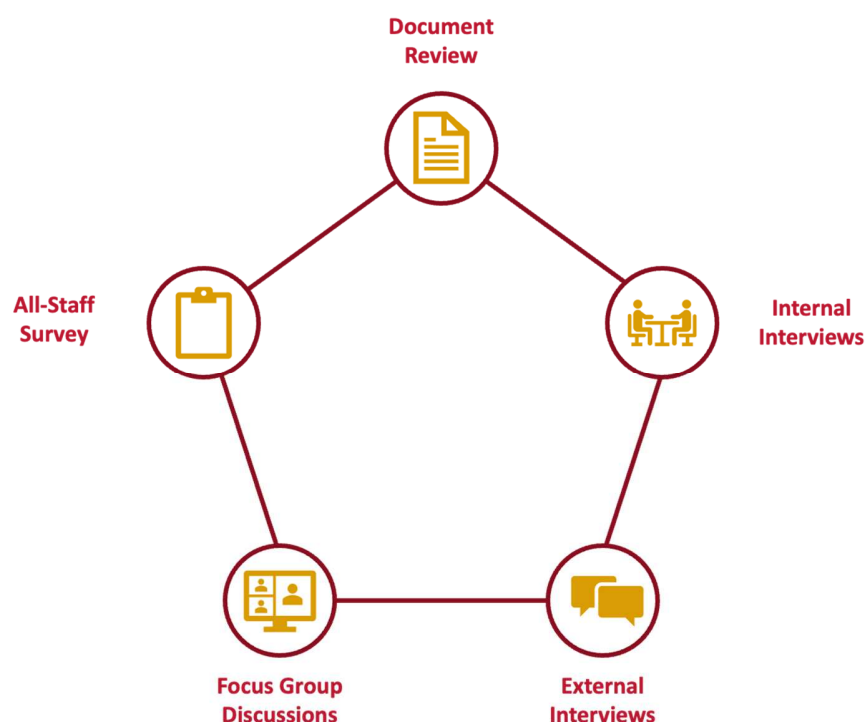
Interpretations: Has [**name of Delivery Platform**] contributed towards the sort of systemic changes needed in your country to tackle the challenges it is trying address? Is it missing the mark? Is it making the situation worse?

Decisions: What recommendations would you make to WRI in order to increase its support for the [**name of Delivery Platform**]? *(Note that any recommendations made by participants of the FGD would naturally be non-binding for WRI. However, they may offer interesting areas of further interrogation. Recommendations that we would adopt on the back of the FGDs would be actionable).*

Annex 2: Methodology

This section provides a brief update on the methodology set out in the Inception Note providing additional detail on numbers interviewed and specific detail of our methodology in calculating results based on teams' Progress Against 5 Year Strategy documents. This External Review was conducted between March 2021 and November 2021 and was carried out in line with the United Nations Evaluation Group's (UNEG) *Norms and Standards for Evaluation* (2016) guidelines. The Review had three phases: (i) an Inception Phase from March 2021 to June 2021; (ii) a Data Collection Phase from June 2021 to October 2021; and (iii) a Drafting, Quality Assurance, and Validation Phase during October 2021.

Figure 1a: Methodology Components



The ER team adopted a participatory and transparent approach throughout the process. This approach included multiple discussions with WRI's Executive and Management teams and other staff at Review team the beginning of the process, during the evaluation, and at the end to share and validate findings. The has been supported throughout the process by the Executive Office, particularly the Managing for Results team, who collated information and provided invaluable inputs towards and quality assurance of the External Review approach and deliverables throughout the process.

An External Review Steering Group (ERSG) was also convened comprised of senior leaders within WRI including Becky Marshall, Liz Cook, Wanjira Mathai, Caroline Lesser, Stientje van Veldhoven, Janet Ranganathan, and Nina Ullery. The ERSG was responsible for leading the review of deliverables created by the ER team on behalf of WRI, providing guidance and support to the ER team, as well as, engaging internally with other WRI staff to support the process. Review liaisons were also established and provided invaluable support in identifying important documents, organizing interviews with Senior Leadership, promoting engagement in the Staff Survey, and making wider introductions where necessary.

Data Collection Methods

To answer the External Review questions, the ER team collected data using five instruments: (i) a Document Review; (ii) Internal Interviews; (iii) External Interviews; (iv) Focus Group Discussions; and (v) an All-Staff Survey. These multiple sources of data were ‘triangulated’ in order to ensure that inferences from the data, and responses to the Review Questions, were as robust as possible.

Document Review

The ER team reviewed a broad set of internal documents over the course of the review process. These included: WRI’s Strategic Plan documents; Annual Plans; End-of-Year reports, budgets, relevant surveys (such as the recent survey on perspectives on research undertaken by the Research, Data and Innovation team); existing independent evaluations (e.g., of platforms such as, P4G and Global Forest Watch); websites; project reports; and many others in order to assess where WRI has made progress and where it has faced challenges.

One important aspect of this process was assessing statements of intent (‘we will’ statements) in the 5-Year Strategy documents prepared by the Programs (or “Global Challenges”), Centers, Core Functions, and International Offices. This assessment was supplemented with documents, such as, the Annual Plans in order to provide more granular detail on intent. Together, these documents provided a benchmark with which the ER team was able to measure WRI’s achievement of results.








The ER team then assessed progress towards the Strategic Plan’s ambitions primarily through the most recent ‘Progress Against 5-Year Strategy’ documents, which comprise current results against targets and indicators on desired Outcomes. These Progress Against 5-Year Strategy documents are updated annually and informed by yearly milestones that are gathered through the annual reporting processes. A team’s achievement of an individual outcome level is calculated by dividing the current result by the target. If, for instance, a team had a target of ten Governments signing up to a certain process and achieved seven in practice, the outcome would be 70% achieved. Note that non-verifiable targets were treated as 0% achieved. This figure was then assessed using an adapted version of the World Bank’s methodology for measuring progress against country strategies. The thresholds used to assess progress at the level of individual outcomes is detailed in *Table 1a*.

These assessments at the individual outcome level were then aggregated for each of the Programs, Centers, Core Functions and International Offices, as well as, individual workstreams within each (e.g., Cities’ “Mobility” workstream or Forests’ “Responsible Supply Chains”), using a simple truncated mean in order to remove the influence of major outliers on the assessment – i.e., overachieved outcomes were capped at 100%. Note that the overall assessment for each of the Programs, Centers, Core Functions and International Offices is an average of all outcomes within each of their respective Progress Against 5-Year Strategy documents, not an average across the individual workstream scores. Consistent with WRI’s own treatment of indicators, this assessment weighted *all* indicators equally, regardless of whether they were more or less output- or outcome-oriented. The resulting averages were then assessed using the same thresholds as above to come to an overall judgement of the progress of Programs, Centers, Core Functions, and International Offices. The ER team was also able to identify particular or significant achievements that occurred in Africa, as well as, within the priority areas of poverty, gender, and social equity through this process.

The ER team noted in the Inception Note that there would likely be several limitations associated with this approach including: (i) data limitations; (ii) reporting bias; and (iii) missing outcomes. As expected, there were indeed Data Limitations within the Progress Against 5-Year Strategy documents, with many entries incomplete. To address this, the ER team consulted with the Programs, Centers, Core Functions,

and International Office teams to identify potential internal information for specific indicators where data was missing. In some cases, indicators remained non-verifiable because the teams had not established targets at the start of the Strategic Plan, meaning that the ER team could not track progress. More broadly, the documents contained an assortment of output and outcome indicators, with the output indicators often more easily attainable than outcome indicators. This is likely to have driven major differences in our assessment of team’s progress based on the overall make-up of their respective Progress Against 5-Year Strategy documents. However, the ER team did not attempt to make an adjustment for this in the calculations, taking the Progress Against 5-Year Strategy documents at face value and treating all entries equally. Adjusting for this would have introduced a significant degree of subjectivity into the calculations. It is recommended that WRI undertakes this exercise itself in future iterations of the Progress Against 5-Year Strategy documents. Additionally, the ER team detected a small number of cases of Reporting Bias with some results inflated, which were subsequently corrected.

Table 1a: Thresholds for Outcome Assessment

Judgement	Symbol	Threshold
Achieved		$X \geq 100\%$
On Track		$75\% \leq X < 100\%$
Mostly on Track		$50\% \leq X < 75\%$
Partially on Track		$25\% \leq X < 50\%$
Off Track		$X < 25\%$
Non-Verifiable		If the progress documents do not contain any quantitative data or the target is not well-defined, we judge the indicator as non-verifiable.
Deprioritized		If the outcomes contained in the progress documents have been deprioritized due to changes in strategy.

The ER team also reviewed documents such as WRI’s Top Outcomes, End-of-Year Reports, prior evaluations such as the one recently conducted of Global Forest Watch, and more in order to harvest outcomes that were not necessarily captured within the teams’ strategies, thereby addressing the Missing Outcomes risk flagged in the inception note. This provided us with a more complete picture of WRI’s progress towards the objectives of the 2018-2022 Strategic Plan than would have been the case if the team strictly relied on the Progress Against 5-Year Strategy documents alone.

In terms of the results of the Core Functions, the ER team also reviewed a select number of indicators for which data was provided directly by the Core Functions teams themselves. These evolved over time and do not necessarily match those proposed in the original inception note. Nonetheless, these indicators have helped the ER team understand whether WRI’s investments in its Core Functions have been successful in strengthening the ability of WRI’s Global Network to deliver and complement the indicators contained within the Progress Against 5-Year Strategy reports.

Internal Interviews

The ER team conducted semi-structured interviews and focus group discussions with 92 staff within WRI. This was three times as many people as the 30 that were initially planned for within the Inception Note. The purpose of the interviews was to obtain a high-level WRI perspective on key trends and issues for each of the Programs, Centers, Core Functions and International Offices.

A draft of the Interview Protocol was shared with the MfR team and the ERSG during the Inception Phase. The basic Interview Protocol was structured around the Review Questions and covered topics, such as, outputs and outcomes, core functions, knowledge products, MEL practices, Delivery Platforms, and poverty, gender, and social equity. The basic interview protocol was then adapted for the individual expertise of each staff member. *Table 1b* outlines an example of the interview protocol.

Questions were shared ahead of the interviews so that interviewees could prepare responses. Yet, the semi-structured nature of the interview allowed interviewees to raise questions and allowed the ER team to explore related concepts relevant to the review.

Table 1b: Internal Interview Protocol

Theme	Question(s)
General	<p>What is the distinctive contribution of the [Team] both in relation to external organizations and to other programs in WRI?</p> <p>How does the [Team] complement/add value to other organizations doing similar things as your Team as well as to the other programs at WRI?</p> <p>How well integrated is [Team] with the rest of WRI’s work?</p>
RQ1: Outputs and Outcomes	<p>What examples can you cite where [Team] has had a positive impact (e.g., clearly influenced policy makers, changed behaviors, or delivered on other impacts)?</p> <p>How and why was this a success or failure?</p> <p>How do you know when WRI has not had the impact it was seeking?</p>
RQ2: Core Functions	<p>Which of the Core Functions have you had the most interaction with?</p> <p>What would you cite as strengths and areas for improvement?</p>
RQ2i: Knowledge Products	<p>What examples can you cite where WRI’s KPs have had a positive impact (e.g., clearly influenced policy makers, changed behaviours, or other impacts)?</p> <p>How and why was this a success?</p> <p>How do you know when WRI has not had the impact you were seeking?</p>
RQ2ii: MEL	<p>Can you cite any examples where WRI’s systems of monitoring, evaluation and learning have materially improved your work?</p>

Theme	Question(s)
RQ3: Delivery Platforms	<p>Which delivery platforms have you engaged with the most?</p> <p>What contribution did this/these delivery platform(s) make?</p> <p>What is special about this way of working (i.e., as a delivery platform)?</p> <p>Do you have any reflections on WRI's overall portfolio of delivery platforms (design, number, quality, lifespan etc.)?</p>
RQ4: Africa	<p>How familiar are you with WRI's work in Africa?</p> <p>If so: How are you contributing to WRI's agenda in Africa?</p> <p>Has this changed since 2018 and if so, how?</p> <p>What lessons have you learned from your experience working in the Africa region?</p>
RQ5: Poverty and GSE	<p>What do you understand by WRI's Hallmark on gender and social equity?</p> <p>How do you measure your contribution to these priorities?</p> <p>What about poverty?</p>

External Interviews

The ER team conducted 40 semi-structured interviews with individuals external to WRI that had a perspective on the review questions. These individuals came from the following groups: (i) core donors (8); (ii) program donors (1); (iii) NGOs/CSOs (9); (iv) private sector (5); (v) multilaterals (5); and (vi) local/central government policymakers (12).

One of the main reasons the ER team sought perspectives from external partners and stakeholders was to explore and triangulate results of the Programs, Centers and International Offices, throwing additional light on WRI's own statements of achievement. These interviews also formed an integral part of the Outcome Harvesting approach to elicit information on the outcomes of WRI's work that may not have been captured in the Progress Against 5-Year Strategy documents or other documentation. This approach involved collecting statements of achievement and then working backwards with the interviewee to determine whether and how WRI contributed to these changes. The nature of the Outcome Harvesting technique was that the outcomes were not pre-defined, instead allowing the interviewees to detail outcomes they thought were relevant in the areas of their expertise.

A draft of the interview protocol was shared with the MfR team and the ERSG during the inception phase. The basic interview protocol for external interviews was structured around the review questions and covered topics such as, outcomes, impact, poverty and GSE, partnership, capacity building, knowledge products, comparative advantage, and the WRI's other strengths and weaknesses. *Table 1c* outlines an example of the Interview Protocol for Local/Central Government Policymakers. For the full set of Interview Protocols please refer to the June 2021 Inception Note.

Table 1c: External Interview Protocol

Theme	Question(s)
Background	<p>What is your current role?</p> <p>Please describe how you came to know WRI?</p> <p>How familiar are you with WRI and its work?</p> <p>Which dimension/challenge/program/platform in particular?</p> <p>Over what time period?</p>
Outcomes	<p>What outcomes has WRI contributed to in the area of your expertise?</p> <p>How has WRI contributed to this outcome?</p>
Impact	<p>To what extent has WRI had an impact on your policy objectives?</p> <p>Please describe how they have actually made a difference?</p> <p>Was this impact positive or negative? Why/How?</p> <p>Was this more or less than expected?</p> <p>Was their work on top of work already being done in this field or did it open up new areas for change and impact?</p>
Poverty and GSE	<p>What Outcomes has WRI contributed to in the area of GSE?</p> <p>How central are/were the needs of the poor and of excluded groups including women to your work with WRI?</p> <p>Can you illustrate this with any examples?</p> <p>To what extent do you feel that WRI prioritized these aspects in your engagement with them?</p> <p>Was WRI well-suited to integrate gender and poverty themes into the work?</p>
Partnership	<p>To what extent do you feel WRI worked with you as a partner i.e., including you in the design and delivery of its assistance?</p> <p>Why/How?</p> <p>To what extent do you feel that WRI understands your local needs and circumstances?</p> <p>How was their communication with you during the course of the work and what changes would you suggest if any?</p>
Capacity Building	<p>To what extent were you looking to WRI to help with building the skills and experience (capacity) of you and your team?</p> <p>If you were, how did WRI do this? Why/How?</p>

Theme	Question(s)
	How well does WRI wind down its engagements after completion of the initiative?
Knowledge Products	<p>Are you familiar with any of WRI's knowledge products?</p> <p>Can you suggest those that were most helpful and why?</p> <p>If so, what impact, if any, have these had on policy making in your sector?</p> <p>Were they presented in a format (language, length, etc.) that worked well for your utilization of the information?</p>
Comparative Advantage	<p>Are there specific areas where you feel WRI has a unique or special contribution to make relative to other organizations that you work with?</p> <p>Are they actually fulfilling this role? Who would you identify as comparators?</p>
Other Strengths and Weaknesses	<p>Could you provide any other examples to illustrate WRI's strengths?</p> <p>Could you identify areas where it could do better/more/less?</p> <p>What would be most helpful to you?</p>

Focus Group Discussions

The ER team conducted 14 internally- and two externally-facing Focus Group Discussions (FGD), excluding four group discussions with the Core Donors. The Inception Note initially planned for two Internal and four external FGDs, but the External Review timeline and budget was adjusted to undertake a greater amount of these discussions.

Internally, the ER team held an FGD in July to test the design of the All-Staff Survey. The purpose of this FGD was to ensure that the survey delivers useful, usable and relevant information that will help throw light on a number of the Review Questions. The FGD was comprised of individuals with survey expertise from across WRI (including the International Offices, Programs, Centers, and Core Functions).

In an entirely different vein, the ER team held three FGDs with New Climate Economy, Global Forest Watch, and Urban Mobility staff. The purpose of these FGDs was to harvest outcomes from staff that may not have been immediately apparent in the Progress Against 5-Year Strategy documents. These FGDs were organized according to an Observations, Views, Interpretations and Decisions (OVID) approach. The FGD started by asking participants to share observations on 'what' the NCE/ GFW/ Urban Mobility Platforms had achieved over their lifespan, including any outcomes on poverty, gender and social equity. It then turned to views on NCE/ GFW/ Urban Mobility's work, particularly whether WRI's contribution had been positive, neutral, or negative, and in what ways NCE/ GFW/ Urban Mobility was distinctive compared to WRI's other work. Then we asked participants to interpret what they had said so far, reflecting on 'how' and 'why' NCE/ GFW/ Urban Mobility has been successful or not, particularly whether the design of the initiatives have reflected lessons learned elsewhere, and whether it can be a model for future work. Finally, we asked participants to reflect on ways the NCE/ GFW/ Urban Mobility initiatives could be improved and how WRI's support to them may need to change to realize such improvements. These FGDs were delivered via the Miro platform to allow participants to provide short answers to these questions on post-it notes in real time.

Finally, the ER team held a series of FGDs at the end of the Data Collection phase to socialize and validate our findings, discuss conclusions, and workshop potential recommendations directly with those responsible for implementing any forthcoming recommendations. A FGD discussion was held for: (i) Africa (September 21st); (ii) Cross-Cutting Themes (September 22nd, September 30th and October 6th); (iii) Core Functions (September 22nd); and (iv) Outcomes (September 24th). These FGDs produced a rich discussion with WRI's Executive Team.

Externally, the ER team held only one FGD with francophone policymakers involved in the AFR100 initiative and another with policy makers in South Africa. This is less than initially intended and covered only one of the delivery platforms that we chose to explore in greater detail. However, the ER team chose alternatively to hold individual interviews for the other Platforms, due to difficulties in arranging joint discussions with high-level policymakers, as well as, a number of group discussions with core donors. The purpose of the AFR100 FGD was to collect additional data and information that could be used to expose and/or validate findings in the area of AFR100.

All-Staff Survey

The ER team designed and distributed a confidential all-staff survey via SurveyMonkey in order to gather perspectives from a broad set of well-informed individuals across WRI. The survey sought information on: (i) the Strategic Plan's planning and strategy-making processes and their importance for staff's day-to-day work; (ii) WRI's Hallmarks and Core Values and the extent to which the staff's work aligns with these; (iii) the Sisterhood model and the extent to which it is working in practice, including matrixed working; (iv) the previous WRI in Africa strategy and improvements in the approach to Africa in recent years; (v) WRI's integration of poverty, gender, and social equity into its work; (vi) wider reflections on WRI's impact on the ground, including the impact of KPs; (vii) reflections on WRI's Core Functions processes and an assessment of how well they are meeting staff's needs; (viii) staff's ability to undertake MEL within the context of their work; and (ix) reflections on the relative effectiveness and coherence of its Delivery Platforms.

The ER team received assistance from WRI in the design of the survey at multiple points. As detailed above, a FGD group was organized in order to test the design of the survey and ensure the questions were relevant and useful. After the FGD, the ER team revised the survey and sent it to a handful of staff to be tested live on SurveyMonkey. Staff were asked to consider: whether the context and introduction were appropriate and sufficient; whether the questions were clear and meaningful; whether the survey's tone was appropriate; whether any questions were missing or redundant; whether there were any technical issues; and comment on the survey's length. Again, the survey was revised based on this feedback. The survey then went through multiple revisions with the Core Functions staff and others in order to ensure the survey was fit-for-purpose before being sent out.

The survey opened on 8 September 2021 and was closed on 22 September 2021. It was sent out in the name of Marc Stephens, the ER team Leader. Staff received several prompts for additional responses from Ani Dasgupta, Becky Marshall and the Review liaisons. Overall, the survey received 520 responses, which amounts to a response rate of 33%. *Table 1d* summarizes the responses by International Office. *Table 1e* summarizes the responses by Core Functions. *Table 1f* summarizes the responses by Programs.

Table 1d: Responses by International Office

Office	Count
Washington D.C. (International Office)	225
Mexico City (International Office)	64
Jakarta (International Office)	30
New Delhi (International Office)	29
The Hague (Regional Hub)	23
Addis Ababa (Regional Hub)	19
Beijing (International Office)	19
São Paulo (International Office)	11
Other	100
Bengaluru (Program Office)	32
London (Program Office)	18
Mumbai (Program Office)	17
Istanbul (Program Office)	11
Bogotá (Program Office)	9
Porto Alegre (Program Office)	7
Kinshasa (Program Office)	4
Antananarivo (Program Office)	1
Brazzaville (Program Office)	1
Total	500

Table 1e: Responses by Core Functions and Executive Office

Team	Count
Core Functions	144
Operations	60
Communications	31
Research, Data and Innovation	20
Human Resources	17
Development	13
Executive Office	9
Managing for Results	3
Executive Office	9
Total	153

Table 1f: Responses by Program

Team	Count
Cities	117
Climate	67
Forests	61
Energy	27
Business	21
Water	16
Governance	15
Finance	12
Oceans	12
Food	10
Economics	7
Total	365

Cross-Cutting Methodology: Outcome Harvesting

Across each of the Data Collection methods outlined above – i.e. (i) document review; (ii) internal interviews; (iii) external interviews; (iv) focus group discussions; and (v) an all-staff survey - the ER team adopted an Outcome Harvest approach. Outcome harvesting is essentially an approach adopted to identify outcomes (the ‘Harvest’) that may not have been anticipated in an organization’s results framework, whether they are positive or negative. In WRI’s case, this results framework is its collection of Progress Against 5-Year Strategy documents.

Each of the Data Collection methods were exploited to identify additional outcomes that were not captured by the Progress Against 5-Year Strategy documents. The internal interviews and external interviews were the most important methods in this respect, especially the latter. The ER team sought additional outcomes directly from the Programs, Centers and International Offices themselves by asking an open question on examples the team can cite where they have contributed to important outcomes. These outcomes were then triangulated using the other data collection methods.

The external interviews were particularly important in this respect as they often enabled us to validate the claims of Programs, Centers and International Offices directly with WRI’s partners. In addition to validating claims made during internal interviews, these interviews elicited information on further outcomes of WRI’s work that may not have either been captured internal interviews, in the Progress Against 5-Year Strategy documents, or other documentation. With the external interviews, this often took the form of collecting statements of achievement and then working backwards with the interviewee to determine whether and how WRI contributed to these changes. The nature of the Outcome Harvesting technique was that the outcomes were not pre-defined, instead allowing the interviewees to detail outcomes they thought were relevant in the areas of their expertise.

The various Focus Group Discussions undertaken over the course of the external review were also particularly useful, especially in the area of Poverty, Gender and Social Equity where the Progress Against 5-Year Strategy documents are notably lacking in detail. Likewise, the Document Review was also useful, especially in terms of providing additional detail on outcomes through the End Year Reports and other documents such as WRI’s Top Outcome celebration.

The Outcome Harvest is used throughout the report. In the context of Review Question 1, the harvested outcomes detailed are usually those that were most frequently cited by external stakeholders during interviews or Focus Group Discussions. In the other review questions, they are used throughout to embellish the text and provide further detail on key themes such as Platforms, Africa, or Poverty, Gender and Social Equity.

Annex 3: Programmatic Results Detail

The following section provides detail on the progress of Programs, Centers, and International Offices towards their overall Strategic Plan objectives, as well as progress towards individual workstreams. The section draws on results submitted by teams in their Progress Against 5-Year Strategy reports, analysis of relevant program and other subject-specific documents and insights from internal and external interviews. A team’s overall progress is calculated as the average of all individual outcomes within the Progress Against 5-Year Strategy, while the calculation of the team’s progress within an individual workstream is an average of outcomes included within that workstream. The team’s overall progress is not calculated as the average across workstreams as this would under-weight workstreams that are larger than others.

Programs

Cities

Figure 2a: Cities Progress Against 5-Year Strategy

Team	Score	Judgement
Cities	58.6%	
- Land Use & Economic Development	90.4%	
- Mobility	100.0%	
- Energy & Resource Efficiency	88.9%	
- World Resources Report	0.00%	
- Coalition for Urban Transitions	0.00%	
- Capacity Building	0.00%	
- Research	0.00%	
- Global Policy	0.00%	
- Strategic Growth	75.5%	

Overall, the Cities program is judged to be ‘Mostly On Track. It had achieved 58.6% of its targets as of October 2021 (Figure 2a). This is not an insignificant achievement, not least because the score includes 12 ‘non-Verifiable’ indicators. Excluding these non-verifiable indicators from the calculation puts achievement at 93.7%, underscoring the importance of improving PMEL practices in some teams in order

to better capture the progress that is being made in practice (see discussion of PMEL in Section 2.3 of main report).





The Cities ‘Mobility’ workstream had been fully achieved at the time of writing. As a result of this work work, almost 40 cities are benefiting from safer, greener, accessible, affordable and more resilient mobility. This includes improvements to public transport systems, implementation of safer roads, shifts to electric and autonomous vehicles, and promotion of walking and cycling. Several ‘Mobility’ initiatives have proved particularly popular in the International Offices. WRI India, for instance, praised the ‘Streets for All’ campaign, its re-imagining of streets as spaces for people instead of vehicles. Dovetailing with the ‘Streets for All’ work is that of ‘Car Free Days’. Since the launch of Car Free Days in Gurgaon in 2013, the initiative has expanded to almost 75 Indian cities. It is a simple measure, requiring only the closing of a small number of streets. The Car Free Days initiative has helped City officials and pedestrians imagine what cities may look like without cars. It is considered “proof of concept” by the Cities team in India. Cities such as Bhopal have created dedicated cycling infrastructure on the back of such an initiative.¹⁶ In WRI China, on the other hand, the Cities team has developed pilot projects in Yunnan and other provinces to demonstrate the value of Transport-Oriented Development, and the need to integrate urban and suburban areas through public transport connections. This was cited one of the major successes of the Cities team by WRI China.

‘Land Use and Economic Development’ (90.4%), ‘Energy & Resource Efficiency’ (88.9%) and ‘Strategic Growth’ (75.5%) were all on track to meet their objectives. Within the ‘Land Use and Economic Development’ workstream, Cities has supported reforms within five cities (Delhi, Izmir, Guadalajara, Mexico City, and Teresina) that support integrated land use planning – that is, planning that considers economic, environmental, and social factors simultaneously. A further four cities (Bengaluru, Dire Dawa, Kigali, and Musane) had been supported on issues of urban hydrology and community-driven resilience. Within the ‘Energy & Resource Efficiency’ workstream, Cities has helped influence national resource efficiency and renewable energy policies in 11 Countries, catalyzed implementation of related projects in 67 Cities, and leveraged US\$2.2 billion in investment. Additionally, five countries (Colombia, China, India, Mexico, and Turkey) have integrated resource efficiency measures in their NDCs related to Cities work.

The ‘World Resources Report’, ‘Coalition for Urban Transitions’, ‘Capacity Building’, ‘Research’ and ‘Global Policy’ workstreams are all judged to be non-Verifiable for lack of targets with which to compare progress. This isn’t to say that Cities has not made any progress within these workstreams. Within the ‘World Resources Report’ workstream, for instance, the Cities team has carried out 21 Workshop Plans to disseminate insights from the World Resources Institute’s Report to achieve more economically prosperous, environmentally sustainable, and socially equitable cities (especially in the Global South). The World Resources Report: Towards a More Equal City was cited by a number of internal stakeholders as an especially influential knowledge product. The Report made the case that more equitable access to services in cities would make create economic and environmental benefits for all. The report coincided with the UN Habitat conference on Housing and Sustainable Urban Development that took place in Quito in 2016, which led the UN System to adopt a concrete cities agenda. Similarly, within the ‘Capacity Building’ workstream the Cities team has developed and distributed 32 case studies capturing lessons from their work and delivered training to more than 10,000 urban professionals. In addition to the World Resource Institute’s Report, the Cities team has produced some 40 Knowledge Products and amassed close to 15,000 page views. (‘Research’). This knowledge has been passed on via 78 engagement events held by the Cities team involving national and international decision-makers (‘Global Policy’).

¹⁶ <https://wri-india.org/blog/how-small-experiment-delhis-suburbs-sparked-national-car-free-movement>

Figure 2b: Climate Progress Against the Five-Year Strategy

Team	Score	Judgement
Climate	63.6%	
- Accelerating Action on the Ground	60.0%	
- Building an Ambitious and Accountable International Regime	26.7%	
- Measuring Progress	94.9%	

Overall, the Climate program is judged to be ‘Mostly on Track’. It had achieved 63.6% of its targets as of October 2021 (Figure 2b). Only two of its indicators are judged to be Non-Verifiable due to a lack of targets to compare progress to.

The ‘Measuring Progress’ workstream is where the Climate team has been able to make the most progress over the course of the Strategic Plan. It aims at improving the measurement and reporting of emissions, commitments, and decarbonization pathways. Here, the Climate team has been able to facilitate the use of WRI’s tools, data, and analysis for emissions reduction in 69 countries, 398 cities, and 2,689 corporations. A further 418 research and CSOs have used WRI’s data to apply additional pressure on national and sub-national governments to reduce emissions. This has been delivered primarily via the GHG Protocol – one of WRI’s longstanding Delivery Platforms, as well as Climate Watch. The GHG Protocol is in fact seen as *the* standard for companies and organizations to measure and manage their GHG emissions. The idea behind the Protocol is that if companies voluntarily report on their climate impact through the tool, action is eventually mobilized. Conversations with both the Climate team and external stakeholders active in the climate space revealed it to be a major contributor to climate action by and used extensively by organizations around the world.





The ‘Accelerating Action on the Ground’ workstream has performed somewhat less well. The ‘Accelerating Action on the Ground’ workstream is judged to be ‘Mostly on Track’ at 60.0% achievement. Climate has performed relatively well at assisting countries to design and commit to strategies guided by the Paris Agreement, but it has performed less well at turning these commitments into policies, action, and therefore actual progress. Only six of the 10 countries that Climate engages with deeply are on track to implement their NDCs (Colombia, Ethiopia, Indonesia, South Africa, St. Lucia, and the United States). This is in part due to COVID-19 and the shifting priorities of Governments tasked with addressing the health and economic repercussion of the virus. It also reflects the delay in COP26 which has disrupted the usual cycle for enhancement and implementation. Outside of COVID-19, changes in government in countries such as Brazil and Mexico have also delayed progress. These challenges are perhaps felt even

more acutely at the sub-national level, where Climate has not yet been able to make concrete progress in accelerating action. However, ahead of COP26, the recent “Closing the Gap: The Impact of G20 Climate Commitments on Limiting Global Temperature Rise to 1.5°C” is expected by the Climate team to be pivotal in accelerating action in G20 countries. It outlines the crucial role that G20 countries have in limited temperature rise. This report is an example of the WRI’s strength communicating its research at critical times for decision-making. The Climate team went through extraordinary efforts for it to be published before COP and it has been shared in advance with the UN Secretary-General and the COP26 Team, hopefully influencing discussions in a major way.

The ‘Building an Ambitious and Accountable International Regime’, on the other hand, is judged only to be ‘Partially on Track’. This is driven primarily by the inclusion of two non-verifiable indicators due to the lack of target. Where Climate does have data on this workstream, progress is seen to be strong. Climate has worked closely with UNFCCC via the Project for Advancing Climate Transparency (PACT) to develop rules on transparency and accountability under the Paris Agreement. Some 80% of the rules had been agreed/adopted at the time of writing. Parties to the Paris Agreement were expected to have finalized the rules at COP25 in December 2019 but could not reach consensus. COVID-19 has delayed further negotiations, but these rules are now expected to be agreed to at COP26 in November 2021. Though not assessable due to a lack of targets, the Climate team has also supported transparency and data collection around non-state actors via the initiative for Climate Action Transparency (ICAT), as well as pushed for increased ambition via networks such as ACT 2025 and the Friends of the Talanoa Dialogue. The “Allied for Climate Transformation By 2025 (ACT2025)” report is expected to be particularly influential by the Climate team. COVID-19 challenged diplomatic approaches and brought climate cooperation to an all-time low. The result is that LDC’s had not come together – e.g., because of sickness, lack of travel, poor connections, etc. – and made a coherent statement of what sort of climate action they need off the back of COP26. The Climate team addressed this by convening a number of Global South think tanks to produce an ACT2025 statement for COP26 and then COP27.

Energy

Figure 2c: Energy Progress Against 5-Year Strategy

Team	Score	Judgement
Energy	71.9%	
- Renewable Energy	77.3%	
- Energy Efficiency	67.9%	
- Energy Access	66.7%	

Overall, the Energy program is judged to be ‘Mostly on Track’. It had achieved 71.9% of its targets as of October 2021 (Figure 2c). Three of its indicators are judged to be non-Verifiable due to lack of targets and one due to missing results.

The ‘Renewable Energy’ workstream is where the Energy team has been able to make the most progress over the course of the Strategic Plan. It aims at increasing the demand for renewable energy in China, India, Indonesia, Mexico, the United States, and Vietnam among major energy consumers, be those corporates, cities, or countries. In the United States, the Energy team has been able to support the expansion of cost-effective renewable energy options for major buyers in more than 20 States. Through the Renewable Energy Buyers Alliance some 42 GWh of renewable energy has been contracted, equivalent to the output of 21 Hoover Dams. In India, a further 100 GWh of renewable energy is under contract and similar strides have been made in the rest of Energy’s target countries.

The ‘Energy Efficiency’ and ‘Energy Access’ workstreams have lagged that of ‘Renewable Energy’ but are nevertheless judged to be ‘Mostly on Track’. The ‘Energy Efficiency’ workstream attempts to counterbalance the rising demand for energy with more efficient technologies and better design. Its slightly lower ‘Mostly on Track’ score (67.9%) is primarily driven by the inclusion of two non-Verifiable indicators due to a lack of target. Where Energy does have data in this workstream, the ER team is able to see significant progress. Energy has, for instance, facilitated the investment of US\$475 million in municipal efficiency projects via the Building Efficiency Accelerator (BEA). Some 26 Cities or sub-national jurisdictions have efficiency projects or policies in place because of the work of BEA. In Colombia, India, Mexico, and Turkey some of BEA’s work even links to national NDC implementation. The Energy Access work, on the other hand, aims at navigating the last mile of energy access, delivering energy to those that have traditionally been hardest to reach. It is by its nature the Energy team’s most equity-focused workstream. Some 73 international organizations, government agencies, and private sector actors are now using the Energy Access Explorer (EAE) platform to identify opportunities to improve access and alleviate multi-modal poverty. The Energy team has also been able to influence partner organizations in the social services sectors in India and East Africa to incorporate clean energy into their strategic plans. In both cases the Energy team had actually exceeded its initial ambition. The Energy Access work is, in fact, only let down by one non-Verifiable outcome, which results from the workstream being too recent to measure progress completely.

Box 3a: Outcomes Harvest – Energy Access Explorer

Energy Access Explorer is an online platform that uses geospatial data to visualize the state of energy access in unserved and underserved areas. It was apparent from our discussions with the Energy team and a number of external stakeholders (including some based in Africa) that it is at the frontier of geospatial energy planning. It constitutes a sea change in approach to energy, which has typically focused on investments on the supply-side. Its focus on unserved and underserved areas also means that economic development and equity is front and center. The EAE data is overlaid with other socio-economic data that allows planners to prioritize investments in communities that will be truly transformative.

The tool is especially helpful for developing countries, especially those in Sub-Saharan Africa and Asia. Through the EAE tool WRI has been able to map out the demand-side of the energy experience in Africa and identify the many institutions and individuals that lack access to energy. This then provides important direction for energy planners aiming to increase access to electricity for hard-to-reach constituents. In Kenya, for instance, the EAE tools have been used to develop sub-national energy plans. The Energy team specifically assisted with the development of the Kitui and Narok counties' plans. These plans are intended to address energy poverty, and the Energy team also highlighted the importance of the tool in supporting Kenya's overall poverty alleviation efforts in response to COVID-19.

The tool has been catalytic in developing new tools too. The Clean Cookstove Alliance, for instance, has worked with WRI to adapt the architecture to build the Clean Cooking Explorer. This tool is intended to increase access to clean cooking, to alleviate the negative health outcomes associated with indoor air pollution.

Food

Figure 2d: Food Progress Against 5-Year Strategy

Team	Score	Judgement
Food	76.8%	
- Food Loss & Waste	81.1%	
- Shifting Diets	40.6%	
- Food and Land Use Coalition (FOLU)	86.7%	

Overall, the Food program is judged to be 'On Track'. It had achieved 76.8% of its targets as of October 2021 (Figure 2d). Food is one of the few Programs/ Centers for which there are no non-Verifiable indicators.

The ‘Food and Land Use Coalition’ is the workstream in which the Food team has been able to achieve the most. Established in 2017, the Food and Land Use Coalition (FOLU) is one of WRI’s newest platforms. It aims at transforming food and land use for the benefit of people, nature, and the climate. Through the Platform, the Food team has been able to support six governments (China, Colombia, Denmark, Ethiopia, India, and Indonesia) to develop action agendas to pursue more sustainable food and land use systems. It has supported three governments (Colombia, Ethiopia, and Indonesia) to link food and land use directly to their NDCs, with China and India expected to follow suit. Collaborating with the Global Environment Facility (GEF), FOLU has also helped to support 28 Countries to participate in its Food Systems, Land Use, and Restoration Impact Program (FOLUR IP). Please see further under Section 5 of the main report.

The ‘Food Loss & Waste’ workstream closely follows the ‘Food and Land Use Coalition’. It had achieved 81.1% of its targets as of October 2021. The Food team has had a particular impact on corporations within this workstream. Through initiatives such as the Food Loss and Waste Protocol and Champions 12.3, the Food team has been able influence 35 out of 50 of the world’s largest companies to adopt specific FLW targets in line with SDG 12.3. Some 20 of these companies have established baselines and started to monitor FLW, and 10 had started to act to reduce FLW. However, the Food team has had relatively less success in persuading countries to act similarly because many countries believe they do not need to set explicit FLW targets because they have already committed to the SDGs. WRI’s influence is therefore more constrained amongst this stakeholder group. Despite this, the Food team is progressing strongly and it is likely that it will have achieved its targets in terms of countries by the end of the Strategic Plan, not least because of recently launched initiatives such as the Champions 12.3 Assembly which specifically aims to catalyze action at the country level.

Box 3b: Outcomes Harvest – Champions 12.3

‘Champions 12.3’ is a coalition of governments, businesses, international organizations, research institutions and civil society organizations dedicated to mobilizing action toward SDG Target 12.3. WRI acts as the Secretariat for the platform. WRI was praised by external stakeholders active in the FLW space for its clear-sightedness to spot an emerging opportunity to take the lead in terms of SDG Target 12.3.

Champions 12.3 is now positioned as the primary initiative to achieve change in FLW. It was complimented by external stakeholders especially for its ability to convene an “incredible” network of actors via Champions 12.3 by one organization already working in the FLW space. These Champions have greatly raised the profile of the issue. Another important innovation of Champions 12.3 has been the “roadmap” of milestones based on the Target-Measure-Act that countless businesses have endorsed – an example of WRI not only identifying problems, but also identifying solutions.

The Food team has not been able to make sufficient progress in the ‘Shifting Diets’ workstream achieving just 40.6% of its targets as of October 2021. It had initially aspired to ask food providers that account for 10% of the world’s food sales to sign up to Cool Food. In hindsight, the Food team’s aspiration was overambitious. It had only managed to attract food providers that account for 0.5% of sales in North America and Europe at the time of writing. This somewhat reflects the changing priorities of the Shifting Diets workstream. Though China and India account for massive proportions of global food consumption, the workstream’s focus has shifted primarily to North America and Europe as the areas which have the highest propensity for beef consumption. The Shifting Diets work also aimed to stock plant-based dishes

across its Better Buying Lab members. Here the Food team was more successful, with 2,246 Hilton and Panera restaurants stocking items such as the *Blended Burger* and other Cool Food meals. This is despite the shocks experienced by the food service industry as a result of COVID-19.

Forests

Figure 2e – Forests Progress Against 5-Year Strategy

Team	Score	Judgement
Forests	95.9%	
- <i>Strengthened Accountability for Global Commitments</i>	100.0%	
- <i>Responsible Supply Chains</i>	100.0%	
- <i>Empower Forest Defenders</i>	100.0%	
- <i>A Broad-Based Restoration Movement</i>	100.0%	
- <i>Enabling Conditions for Sustainable Landscapes</i>	82.2%	

Overall, the Forests program is judged to be ‘On Track’. It is the strongest performing Program by some margin, having achieved 95.9% of its targets as of October 2021 (Figure 2e). As with Food, the Forests Program does not have any non-verifiable indicators in its results framework.

Forests have already fully achieved its targets in four of five of its workstreams. Within ‘Strengthened Accountability for Global Commitments’, for instance, the Forests team has promoted the use of Global Forest Watch’s data amongst 28 different organizations across 25 countries. This has been used to increase the transparency and quality of reporting on forest and land-use dynamics. In terms of the ‘Responsible Supply Chains’ workstream, the Forests team has registered 330 accounts on Global Forest Watch Pro since its launch in 2019. It has also had significant uptake of its Open Timber Portal platform amongst companies based in the Congo Basin, especially those in the Republic of Congo and Cameroon. These tools have been used to increase transparency about deforestation in major corporations’ supply chains and encourage mitigation efforts. Through a combination of Global Forest Watch (i.e., Forest Watcher) and the Forest Legality Initiative, the Forest team has been able to equip 128 civil society and law enforcement actors to expose and combat illegal logging (‘Empower Forest Defenders’). Finally, within the ‘A Broad-Based Restoration Movement’ workstream, the Forests team has directly supported more than 600 restoration initiatives in 61 countries, and leveraged close to US\$3 billion in investment. In all cases, the Forests team has actually exceeded their ambition within these workstreams.

Box 3c: Outcomes Harvest – Global Forest Watch and Related Tools

Global Forest Watch (GFW) is an online tool which provides near real-time data about where and how forests are changing. It is frequently cited by internal and external stakeholders as an initiative that has made a demonstrable impact on the forests sector. It is a tool that is used across the value chain – from policymakers, to rangers, to even the smallest local communities. This is testament to WRI’s ability to take niche, academic tools, and reduce their complexity so that they are easy to act on by decision-makers.

A recent study of GFW found that when forest defenders have access to credible, timely information about forest change, they are able to intervene to prevent further deforestation. This seems an obvious point, but WRI had only anecdotal evidence up to this point that greater transparency is crucial to reducing deforestation. Quantitatively, the study found that in regions of Central Africa where forests were actively being monitored, GLAD Alerts reduced deforestation by 18%. The use of GFW contributed to 50,000 hectares of avoided deforestation per year in the study area alone – an area roughly three times the size of Washington DC. When the GLAD Alerts were paired with existing deforestation policies, they were found to be even more effective. This reinforces the idea that data alone is not enough; monitoring systems need to be paired with policies to reduce deforestation.¹⁷

GFW is having less immediate, but nevertheless important impacts too. According to the Forests team and external stakeholders involved in the forests sector, it has played a role in mainstreaming and catalysing the use of this sort of technology in the monitoring of deforestation. Since GFW’s inception, many governments have improved their forest monitoring approaches using similar technology to GFW. In most cases, WRI has not been directly involved in the development and distribution of such technologies. The proliferation of these self-owned monitoring tools is traceable to GFW. There has at times been direct replication of the GFW architecture, sometimes obviously and other times less obviously. Nevertheless, this has allowed GFW to achieve an impact far greater than initially intended.

Aside from GLAD Alerts, Forest Atlases are another use of GFW data and information that are felt to be particularly effective by the Forests team. Forest Atlases are now available in ten countries around the world: Cameroon, Central African Republic, Democratic Republic of Congo, Equatorial Guinea, Gabon, Georgia, India, Liberia, Madagascar, Republic of Congo. These Atlases are developed independently by the governments, as ownership and credibility are important for Forests work. Conversations with the Forests team revealed that the Atlases had been received particularly well in Central Africa counties like Cameroon, DR Congo, and Congo. Prior to these Atlases there were no obvious nationally-owned systems to access such data, but these Central African countries have now started to use the Atlases for planning purposes. One particularly praised aspect of the Forest Atlases work is that there are also printed versions. Offices of people involved in the forestry sector

¹⁷ *The impact of near-real-time deforestation alerts across the tropics*, F.Moffette, J. Alix-Garcia, K.Shea, and A.H.Pickens, 2021, Nature Climate Change, [link](#).

almost always have one of the Forest Atlas posters on the wall. This modality is well-suited to areas such as the deep rainforest where there is little access to the internet. Again, this is an example of how WRI's Forests team has tailored its products to local contexts. If there was one criticism of the Forest Atlases, it would be that their reach is constrained by where WRI has an institutional presence.

Another related application – GFW Pro – is also cited as an important tool, particularly by the business community the ER team interviewed. Major producers such as Mondelez, Unilever, Walmart etc. are using GFW Pro to track deforestation in their supply chains. The tool has helped them understand the impact of palm oil mills on deforestation and shifted their use to other alternatives. These corporations have also pressured their suppliers to be on the GFW Pro system, and their suppliers too, so the impact of the tool is trickling down. One major international food corporation interviewed indicated that information that GFW Pro provides on land-use change and deforestation is invaluable.

The 'Enabling Conditions for Sustainable Landscapes' workstream lags the rest of Forests' work, though still performs strongly relative to other Programs and workstreams. This workstream aims at enabling better forest management through improved monitoring and governance reforms. Where the Forests team *has* been successful is in promoting the use of Restoration Opportunity Assessment Methodology to inform strategies that enable sound forest management. However, progress has been more muted in the other aspects of this workstream. Though the Forests team aspired to have 15 countries and/or sub-national jurisdictions with frequently updated forest monitoring platforms using information from Global Forest Watch, it has only been able to advance these platforms in 10 countries. Likewise, the Policy Accelerator project has only supported policy reforms in 12 countries, relative to the Forest team's aspiration of 15.

Oceans

Figure 2f: Oceans Progress Against Five-Year Strategy

Team	Score	Judgement
Oceans	77.0%	
- <i>High-Level Panel for a Sustainable Ocean Economy</i>	78.0%	
- <i>Friends of Ocean Action</i>	75.2%	

Overall, the Oceans program is judged to be ‘On Track’. It had achieved 77.0% of its targets as of October 2021 (Figure 2f). Its Progress Against Five-Year Strategy document did not comprise any Non-Verifiable indicators.

The ‘High-Level Panel for a Sustainable Ocean Economy’ is the workstream where the Oceans team has been most successful over the course of the Strategic Plan. Established in 2018, the High-Level Panel is an initiative that convenes Heads of State (now numbering 15) to build momentum for a more sustainable use of the ocean’s resources. Here, WRI serves as the Secretariat of the HLP, where it assists with analytical work, communications, and stakeholder engagement. The High-Level Panel for a Sustainable Ocean Economy’ workstream launched Ocean Watch in September 2021, providing data for policymakers. It has also raised the profile of the relationship between economic growth and ocean protection, with 1,300 media mentions of key phrases like High-Level Panel, Blue Paper, and Sustainable Ocean Economy with an estimated reach of 3.5 million people between January and September 2021. However, there are a number of indicators included in the Progress Against 5-Year Strategy document that are more loosely related to the work of the High-Level Panel, potentially inflating the achievement of this workstream. Many of the Voluntary Commitments (VCs) made under SDG 14, for instance, predate the HLP. While WRI does monitor VCs via the UpLink platform, it has no direct control over their registration and can only apply “soft pressure” to ensure implementation. Likewise, the Progress Against Five-Year Strategy document contains targets related to fishery subsidies, ratification of the Port State Measures Agreement, and the designation of Marine Protected Areas (MPAs), all of which are the responsibility of UN System organizations and are beyond the immediate control of the HLP Heads of State or the Secretariat role of WRI. This is not to say that the Oceans team hasn’t made important contributions to these objectives. It has held webinars, produced knowledge products, and brought people to the table. But these results cannot wholly, or even predominantly, be attributed to the work of the Oceans team.

Box 3d: Outcomes Harvest – High-Level Panel

Oceans' High-Level Panel for a Sustainable Ocean Economy has been one of WRI's most successful initiatives over the course of the Strategic Plan. Its inclusion as one of WRI's 'Top Outcomes' in 2020 is due to its influence at the level of 14 Heads of State¹⁸ to commit to sustainably managing 100% of their Exclusive Economic Zones by 2025, guided by the development of Sustainable Ocean Plans. These Sustainable Ocean Plans will cover nearly 30 million km² – an area the size of Africa. If other leaders of coastal and ocean states respond to the High-Level Panel's call for further commitments, its potential to establish a sustainable ocean economy globally will be even greater.

The Oceans team felt that part of the reason that the High-Level Panel has been successful is because WRI has a line into political decision-making offices in the States. This is something that not all NGOs have, and WRI has used this to its advantage. Even during COVID-19, with the 14 Heads of State overseeing health crises of unfathomable proportions, WRI has been able to convene these leaders to make commitments to the oceans. This has even included commitments from countries that have had historically fraught relations with other countries regarding ocean resources, such as Norway and Japan.

However, at this stage, the High-Level Panel's results are just commitments. Although external stakeholders felt the High-Level Panel HAD produced an excellent report, full of recommendations that have been endorsed by the 14 Heads of State, they also noted that for it to have an actual impact it needs to turn these commitments into action. There are early signs that this is happening. In Mexico, for instance, the preparation of a State Ocean Plan for 2025 is underway, despite muted interest from the Presidential Office. In Kenya, the President is actively engaged in Blue Economy discourse, seeing it as an important lever for future jobs. The High-Level Panel must support these initial implementation efforts, including through becoming a clearing house mechanism for technical and financial assistance.

The other reason that the High-Level Panel has been successful is that it is underpinned by science. This is one of WRI's calling cards. The High-Level Panel has commissioned some 20 reports and Blue Papers, many of which have been published in *Nature*. Yet, WRI has not been able to do this alone. The High-Level Panel convened an Expert Group of over 250 individuals from 48 countries. These experts produced the majority of the research underpinning the High-Level Panel's recommendations, although supported analytical inputs were developed in-house. The High-Level Panel also convened an Advisory Network comprised of NGOs, IGOs, and the private sector, all committed to contributing insights and advancing action through their own networks. The High-Level Panel's convening power and WRI's influence as a Secretariat has been credited by internal and external stakeholders.

However, despite these efforts, the High-Level Panel also drew criticism for not partnering more widely. It was described as an "old boys' network" on more than one occasion by external stakeholders. Calls were made for the High-Level Panel to engage more holistically with others in the Oceans community. This would be beneficial for three reasons. First, it would allow other ocean-focused actors to fold existing initiatives into the High-Level Panel, adding value to WRI's own work. This is especially important because the nature of

¹⁸ Australia, Canada, Chile, Fiji, Ghana, Indonesia, Jamaica, Japan, Kenya, Mexico, Namibia, Portugal, United States and Ocean Panel co-chairs Norway and Palau

the Oceans means that efforts need to be integrated. Second, it would create a sense of ownership of the High-Level Panel from other actors. This would better allow them to champion its recommendations and spur wider change. Third, it would allow the High-Level Panel to benefit from a wider knowledge base, including from actors that are more-established in the Oceans space, as well as emerging thought leaders in the field. This would allow it to be more innovative in its recommendations.

The ‘Friends of Ocean Action’ workstream closely follows the HLP in terms of overall progress. It had achieved 75.2% of its targets as of October 2021. Unlike the High-Level Panel, the Friends of Ocean Action (FOA) is not explicitly political, but instead involves businesses, CSOs, NGOs, etc. Its objective is to mobilize communities of action and fast-track solutions to achieve SDG14, including through dealing with waste in the supply chain. Here, the Oceans team has been successful in introducing ocean-related food into the overall food security dialogue via the work of the Friends of Ocean Action. It raised the issue at a number of conferences such as the EAT Stockholm Food Forum and the Our Ocean Conference. During COVID-19, WRI also hosted a virtual session on blue foods at the Food System Summit on World Food Day. The Friends of Ocean Action applied additional pressure on the UN Food System Summit (UNFSS) Secretariat by signing the Ocean Super Year Declaration calling for closer integration of blue foods into the process. As a result, blue foods have now been referenced more within the UNFSS process, including via a dialogue on ‘Food from the Ocean, Rivers and Lakes – Essential to our Food Systems’ (25 May 2021) and the inclusion of a Blue Foods Solutions Cluster. The Friends of Ocean Action has also catalyzed on-the-ground action to address plastic pollution via the Global Plastic Action Partnership (GPAP) in Ghana and Indonesia. It has also been successful in publishing guidance on Ocean Finance, intended to catalyze investment to help meet the SDGs. Where the Friends of Ocean Action has been less successful in those indicators that it has less direct control over. For instance, the Global Tuna Alliance’s Traceability Declaration has attracted just one more signatory since 2019. Likewise, the ambition to for the shipping industry to meet the International Maritime Organization’s (IMO) CO₂ and SO₂ emissions reduction targets by 2050 is clearly beyond the scope of the Strategic Plan and the sole work of the Oceans team, despite attracting new members to the Getting to Zero Coalition.

Water

Figure 2g: Water Progress Against 5-Year Strategy

Team	Score	Judgement
Water	60.1%	

Overall, the Water program is judged to be ‘Mostly on Track’. It had achieved 60.1% of its targets as of October 2021 (Figure 2g). This puts its achievement at slightly higher than Cities, albeit with far fewer non-verifiable indicators included within the framework lowering the average.

Unlike the other Programs, the Water team does not disaggregate their Progress Against Five-Year Strategy document by individual workstream. However, there are clear inferences that can be made from the individual indicators. The Water team is achieving the most in its engagement with cities. It has

supported four cities in India (Bengaluru, Chennai, Hyderabad, and Mumbai,) and a further six cities globally (Campinas, Portland, Rio de Janeiro, Sao Paulo, Victoria, and Yuba City) to understand and plan for their current and future water needs, supplies and risks using tools such as Aqueduct. It has also attracted more than US\$100 million in innovative funding for water protection and restoration in cities primarily in the United States.

Box 3e: Outcomes Harvest – Aqueduct

Aqueduct is the Water team's flagship initiative aimed at identifying water risks such as water stress, variability from season-to-season, pollution, and water access. Today, Aqueduct is being used regularly by at least 50 major corporations according to the Water team. Recently, the Water team has been able to attract Cargill and Microsoft to the Aqueduct platform in order to set next-generation water targets using the platform's data. These are amongst the biggest corporations in the world, and their use of Aqueduct sends a powerful signal to others to also step up and use the platform. One major corporation interviewed stated that WRI is in fact the world leader in this space, setting the bar for best practices.

Cargill's partnership with the Water team is deep. It is a member of WRI's Aqueduct Alliance, working with WRI to identify and reduce water risk, understand the links between water scarcity and food production, and to build more sustainable food systems. Recently, Cargill has supported the Water team to develop the Aqueduct Food tool to identify long-term water-related threats to and opportunities for agriculture and food security. This is something that will allow Cargill to understand how its global agricultural supply chains are affected by water supply, and vice versa. Yet, the tool will be open-source, available to all corporations interested in improving the relationship between agricultural production and water systems.

Microsoft's partnership with the Water team is more nascent. Microsoft's datacentres use masses of water both for electricity generation and more directly on-site for water cooling. Microsoft is using the Aqueduct platform to set targets not only to reach net-zero in terms of their water use, but to actually replenish the water supply. This is likely to take the form of investments upstream to make sure there is more water to communities they are taking from than they are using in the data centres. These investments will be made in areas where Aqueduct data shows them to be water stressed.

The Water team has progressed less well in its engagement at the national level, as well as with corporations, according to its Progress Against Five-Year Strategy document. Water, for instance, has only been able to direct US\$10 million in development aid to countries most vulnerable to conflict and migration pressures due to water risk. This amounted to just 1% of its US\$1 billion target. Only in Ethiopia has it been able to address water insecurity directly in a national development plan and only in India has it been able to reduce water use by helping to shift from fossil fuels to renewable energy production. Corporations, too, have generally been slow to align with the Water agenda, despite strong engagement from the likes of Cargill and Microsoft in recent years. Water has not quite reached its target of ten corporates aligning practices with SGD 6 over the course of the Strategic Plan. It has also not quite reached its ambition of five companies using Aqueduct Food to assess water risks in their supply chains. Even fewer companies are using Scope 2 methodologies to account for water savings and spur a shift to renewable

energies – though the Water team indicated that it is not able to track the work in this respect being undertaken by consultancies outside of a WRI (the same is thought to be true of Aqueduct Food). However, with one year left of the Strategic Plan there is still time for the Water team to achieve its ambitions.

Centers

Business

Figure 2h: Business Progress Against Five-Year Strategy

Team	Score	Judgement
Business	72.8%	
- <i>Science Based Targets Initiative</i>	80.0%	
- <i>Tomorrow’s Markets</i>	100.0%	
- <i>Climate Caucus</i>	100.0%	
- <i>P4G</i>	100.0%	
- <i>State of the Art Report Series</i>	23.0%	
- <i>Supply Chain Equity</i>	0.00%	

Overall, the Business Center is judged to be ‘Mostly on Track’. It had achieved 72.8% of its targets as of October 2021 (Figure 2h). Two of its indicators are judged to be non-verifiable due to lack of targets and one due to missing results.

Business has already fully achieved its targets in three of its workstreams. Within the ‘Tomorrow’s Markets’ workstream for instance, the Business Center has inspired 30 Chief Sustainability Officers to invest resources in evaluating the viability of reuse models, including Proctor & Gamble. Some 20 companies are now in the process of setting up targets to grow business lines based on reuse, particularly in the clothing sector. Within the ‘Climate Caucus’ workstream, the Business team has played an advisory role and supported the United States’ Chamber of Commerce’s Task Force on Climate Action by attracting additional members. This workstream is significant because the U.S. is the second biggest contributor to climate change, and its businesses are the biggest contributor within the U.S. Within the ‘P4G’ workstream the Business Center is supporting at least three market-driven solutions.

The ‘Science Based Targets Initiative’ is also performing strongly. It had achieved 80.0% of its targets as of October 2021. In fact, there are many aspects of the SBTi work that have significantly outperformed initial expectations. The Business team, for instance, initially envisaged 300 companies adopting an SBT and 150 of those having been approved. In practice, however, a highly impressive 1,878 companies had

adopted an SBT at the time of writing and 934 had them approved. This has been facilitated by the guidance published by the Business Beam to help companies set their SBTs. The ‘Science Based Targets Initiative’ is marked down by the inclusion of one non-verifiable indicator for which, ironically, no target was initially set. This was the Business Center’s ambition to have SBT setting in other programs, leading to a more widespread adoption of GHG emission reduction targets. That being said, the Business team has still managed to get SBT setting embedded in seven programs – i.e., Asset Owners Alliance, Bankers for Net Zero, CDP Scoring, GFANZ, Institutional Investors Group on Climate Change, Race to Zero, and UN Global Compact.

Box 2f: Outcomes Harvest – SBTi

The Science Based Targets Initiative (SBTi) provides companies with a clear methodology to understand how much of a reduction in carbon emissions is “enough”. One external interviewee indicated how the Initiative is at the bedrock of how a company like Walmart operates. Walmart was the 26th company to set emissions reductions targets in line with the SBTi. The vast majority of Walmart’s emissions are located in its value chain, so the SBTi has inspired the company to put pressure on its suppliers via Project Gigaton. Project Gigaton now comprises more than 3,100 individual suppliers. Walmart has turned to WRI via Project Gigaton to further inform supplier practices and to create tools for suppliers to use.

A further two of the Business Center’s workstreams are judged to be ‘Off Track’ or otherwise Non-Verifiable. The ‘State of the Art Report Series’ workstream initially aspired to have its flagship report downloaded 2,000 times within the first year of publication, but in practice downloads reached just 920. For this reason and the inclusion of an additional non-verifiable indicator, the workstream is judged to be ‘Off Track’. However, the Business team conceded that this target was arbitrary and not necessarily well-rooted in the typical download quantities for other WRI reports. Indeed, some reports receive as little as 20 downloads. Compared to this baseline, the State of the Art report has performed relatively well. The ‘Supply Chain Equity’ workstream on the other hand is judged to be Non-Verifiable. Though Business included it in their Progress Against 5-Year Strategy document, the workstream was still in its research phase as of October 2021 and so no outcomes have arisen from it yet.

Economics

The Economics team does not produce a Progress Against Five-Year Strategy document because its work primarily inputs into the strategies of other teams. The Annual Reports provide detail on initiatives on which the Economics team has worked closely with other arms of WRI during the Strategic Plan. It has, for instance, produced socio-economic impact assessments for various policies proposed by other teams, such as an assessment of environmental and economic impacts of renewable energy in India which was published November 2019. Similar assessments have been undertaken for the Cities and Governance teams.

The Economics team works with the Climate program particularly closely. Within the context of Climate, Economics has produced a number of analytical inputs that are expected to improve implementation and enhancement of the NDCs. It has for instance, developed Energy Policy Simulator models for Brazil, India, and Mexico, helping these better understand the economics of energy transitions and decarbonization. Within the United States, the Economics team has provided qualitative assessment of socio-economic

impacts of high-ambition scenarios for the US Climate Alliance, helping to keep momentum on the climate agenda.


The New Climate Economy (NCE) was another major part of the Economics team’s portfolio which intersects with the Climate team. One major achievement of the NCE during the Strategic Plan was releasing the Low Carbon Development Indonesia report which identified the policies and investments required to achieve long-term carbon emission reduction targets identified in Indonesia’s NDCs, the socio-economic impacts of such investments, and additional adaptation and resilience measures. (See Section 5 of the main report on Platforms for further information about New Climate Economy.)

The Economics team partners closely with other teams. With Cities, for instance, the Economics team has provided tools, datasets, and strategies for evaluating and communicating the socio-economic benefits of air quality improvements for the C40 Cities Climate Leadership Group. Within Food, it has supported the FOLU China’s National Action Agenda for the sustainable transition of food and land-use systems in China. Within Oceans, Economics developed a first-ever economic report for the High-Level Panel on the costs and benefits of transitioning towards a sustainable ocean economy. Within Governance, the Economics team helped launch a number of papers on transformative adaptation in agriculture and water, primarily for the Global Commission on Adaptation.

In addition to the Economics team’s regular program, it has been supporting Build Back Better efforts across WRI since February 2020. This includes advising other teams on how to integrate analysis and estimate of job impacts for the Green Recovery. Within the context of the Governance program for instance, Economics is supporting WRI China’s development of a Global Commission on Adaptation report titled “Build Back Better: Investing in Climate-Resilient Infrastructure”. The report provides the evidence base to steer investment toward more climate-resilient infrastructure in China.

Finance

Figure 2i – Finance Progress Against Five-Year Strategy

Team	Score	Judgement
Finance	75.0%	

Overall, the Finance Center is judged to be ‘On Track’. It had achieved 75.0% of its targets as of October 2021 (see Figure 2i). Finance has fully achieved its objectives in all but two indicators which are non-verifiable due to missing targets.

Like the Water Program, the Finance team does not disaggregate their Progress Against Five-Year Strategy document by individual workstream. However, Finance’s document is still detailed enough that it is possible to make inferences about different streams of work. The Finance team, for instance, has fully achieved its ambition of building three developing countries’ (Fiji, Guatemala, and India) capacities to plan, seek, and mobilize finance for more effective NDC implementation. It has also promoted sustainable finance among four asset owners, including the European Bank for Reconstruction and Development. It has worked closely with the United States to champion sustainable finance, helping to leverage some

US\$669 million in climate and adaptation finance within congressional budgets. Importantly, it has also worked closely with China to reduce Belt and Road Initiative investments in coal power. The ER team was unable to make a quantitative assessment of the Finance team’s aspiration to strengthen public financial institutions’ policies, processes, and practices to green their investments. That said, the Finance team has convened a working group of nine MDBs to develop processes and has successfully influenced the Green Climate Fund to adopt seven new policies to this effect.

Governance

Figure 2j: Governance Progress Against Five-Year Strategy

Team	Score	Judgement
Governance	44.0%	
- <i>Climate Resilience Practice (CRP)</i>	100.0%	
- <i>Environmental Democracy Practice (EDP)</i>	66.7%	
- <i>Natural Resource Governance Practice (NRGP)/ Land and Resource Rights Initiative (LRR)</i>	0.00%	
- <i>Gender & Social Equity</i>	38.7%	

Overall, the Governance Center is judged to be ‘Partially on Track. It had achieved only 44.0% of its targets as of October 2021 (Figure 2j). This is driven, in part, by a significant number of non-verifiable indicators included in its framework, including for the entire ‘Natural Resource Governance Practice (NRGP)/ Land and Resource Rights Initiative (LRR)’ workstream and some of the ‘Gender & Social Equity’ workstream.

Governance’s ‘Climate Resilience Practice (CRP)’ workstream had been fully achieved at the time of writing. It had successfully influenced Costa Rica and India to commit to transformative adaptation through new plans, policies, strategies and other formal mechanisms. In the case of Costa Rica this has come in the way of a National Coffee Strategy which aims at reducing emissions and increasing the sector’s resilience to the effects of climate change. In India, on the other hand, it has come in the form of inclusion of an adaptation section in Madhya Pradesh’s State Action Plan on Climate Change. More broadly, the Governance team has also influenced a further 21 countries and eight MDBs to integrate other adaptation themes into development plans via the Global Commission on Adaptation.

Box 2g: Outcomes Harvest – Global Commission on Adaptation

The Global Commission on Adaptation was a platform co-managed by WRI with the intention of raising the visibility of the adaptation side of the climate agenda, while also

advancing solutions. It formally concluded in January 2021 at the Climate Adaptation Summit hosted by the Dutch Government.

WRI is seen as being instrumental in shifting in the pendulum in terms of the attention and finance that adaptation is attracting within the climate space. It is still less than the attention given to mitigation, but conversations with external stakeholders revealed that WRI's work is starting to change that. It is expected that adaptation and resilience will form a major part of the COP26 agenda, something that WRI can in part, take credit for.

Beyond raising the profile of Adaptation more generally, the Global Commission on Adaptation is especially lauded for its mainstreaming of economic development and equity. The idea behind the Global Commission on Adaptation is that failure to adapt to conditions that are now inevitable has the potential to push millions into poverty. Published in September 2019, the *Adapt Now: A Global Call for Leadership on Climate Resilience* report outlined the recommendations for building a more climate-resilient world. These were later discussed at the UN Climate Action Summit, and the Commission launched a Year of Action to implement the recommendations from Adapt Now. As a result of the Year of Action, the Commission successfully catalyzed financial investment of over US\$790 million for 300 million small-scale food producers, typically the poorest and most vulnerable to climate change.

Its principles of locally-led action have put equity front and center. These principles are used as a model by the Gender and Social Equity team for how equity can be better achieved across WRI. Over 50 organizations and some governments (including the United Kingdom) have endorsed these principles, which aim at devolving power and finance to the grassroots level. This is expected to reduce poverty and increase equity by giving local communities a greater say in how things are implemented and designed.

The 'Environmental Democracy Practice (EDP)' is judged to be 'Mostly on Track'. Within this workstream, the Governance team had met its ambition to support four action plans to implement to the climate and natural resource commitments made under the Open Government Partnership. It had also successfully developed and rolled out the STRIPE methodology which empowers communities to address environmental health. However, it failed to produce the climate governance diagnostics it thought necessary for governments and CSOs to produce transparent, inclusive, and accountable climate strategies. This was delayed due to COVID-19 and staff paternity leave. However, two pilots are now underway through WRI India and WRI Brasil.

The 'Gender and Social Equity' workstream, on the other hand, had only Partially Achieved its objectives. This is a more internally facing workstream, concerned with integrating gender, equity, and social inclusion across WRI. Here, the Governance team had successfully integrated GSE approaches in three initiatives against a target of two – the new Africa strategy, the Cities' program and the Cities4Forests platform. Ambitiously, the Governance team had aspired for 100% of WRI's programming to include social inclusion and equity. The Progress Against 5-Year Strategy document did not include data that could fully verify progress towards this target, However, there were indications from other sources of the Governance team's progress here. According to WRI's Publication Tracker, some 17% of publications as of 2020 included GSE themes to a "strong" degree. Meanwhile, the ETF's Project Mapping exercises showed a range of integration of GSE themes into project design. Some 60% of projects surveyed had attempted to address inequitable access to goods and services, but as few as 7% addressed other








themes such as racial or caste-based inequality. One further indicator was judged to be non-verifiable because of both missing targets and missing data. The aspiration was to have WRI's tools influence socially inclusive and equitable approaches to environmental challenges. The Governance team conceded that this was unrealistic given tracking limitations. Note, however, that the three indicators included in the Governance's Progress Against 5-Year Strategy document do not provide a complete picture of the volume of work the center has undertaken to integrate GSE across the Institute. For a richer discussion of these efforts, please see Section 3 of the main report on PGSE.

As mentioned above, the entire 'Natural Resource Governance Practice (NRGP)/ Land and Resource Rights Initiative (LRR)' is Non-Verifiable due to missing targets. Nevertheless, the ER team is still able to say something about Governance's progress in this space. Its research has been cited widely by governments and development partners. In the Philippines, for instance, landmark data was used to justify a new law on Indigenous Community Conservation Areas. In Tanzania, the District Government of Kisaware piloted gender-sensitive bylaws in four villages. Landmark is also being used by companies to develop and implement company land policies, though Non-Disclosure Agreements prevent WRI from making the work public. However, whether this all adds up to more secure rights for indigenous communities around the world is something that is harder to measure. In Governance's own words, measuring tenure security and authority is exceedingly difficult.

International Offices

Africa

Figure 2k – Africa Progress Against Five-Year Strategy

Team	Score	Judgement
Africa	62.7%	
- <i>Forests</i>	57.1%	
- <i>Cities</i>	80.0%	
- <i>Water</i>	62.5%	
- <i>Energy</i>	100.0%	
- <i>Climate</i>	50.0%	
- <i>Governance</i>	50.0%	

Overall, the WRI Africa office is judged to be ‘Mostly on Track’ for its *WRI in Africa* strategy. It had achieved 62.7% of its targets as of October 2021 (Figure 2k). The WRI in Africa strategy includes some 12 non-Verifiable indicators, more than any other International Office. If these are excluded, the strategy is 84.8% achieved. Again, this underscores the importance of improving WRI’s PMEL practices in order to better capture the progress it is making in practice (see Section 2.3 on PMEL in the main report).

The ‘Energy’ workstream was the most successful of those contained within the *WRI in Africa* strategy. The Energy Access Explorer (EAE) platform was successfully expanded to include Ethiopia, Nigeria, Sierra Leone, and Zambia over the course of the strategy, on top of the original countries of Kenya, Tanzania and Uganda. The EAE platform is used to identify opportunities to invest in renewable energies, especially to reach the most vulnerable populations. The EAE platform has proved especially useful in Kenya where it has been used to develop sub-national energy plans, particularly in the county of Kitui as required by the 2019 Energy Act. In Zambia on the other hand, the platform is being used by the Ministry of Health, as well as other investors in the health sector to reveal where there are un-electrified health facilities.

The ‘Cities’ workstream is judged to be ‘On Track’. It had achieved 80.0% of its targets as of October 2021. The WRI Africa office has increased its engagement with African cities to include Antananarivo, Kampala, and Kumasi, on top of the original Addis Ababa and Accra. In Addis, WRI has supported the Ministry of Transport to develop a National Road Safety Strategy; has conducted training on safer cycling planning and design; and has prepared the expansion of the Car Free Days initiative to Africa. In Accra, WRI has conducted road safety inspections within the CBD on roads with high incidences of pedestrian-vehicular interaction and has conducted consultations with the Accra Metropolitan Assembly on interventions being carried out with regards to the Pedestrian Road Safety Action Plan. Similar work has been undertaken in Kampala and Kumasi. The WRI Africa office has also engaged in broader Cities work than mobility and road safety. It has supported National Urban Policy development in both Tanzania and Ghana, largely through the Coalitions on Urban Transformation (CUT) platform. It has further delivered

training on principles of sustainable urban growth to city officials of Addis Ababa, Dire Dawa, Accra, Sekondi-Takoradi, Nairobi, Nakuru, Kampala, Jinja, Lagos and Ikorodu, Cape Town and George.

The 'Water' workstream is 'Mostly on Track'. It had achieved 62.5% of its targets as of October 2021. One of WRI Africa's major achievements according to the Water team has been the development of improved water-wise planning in Ethiopia. The Water Team has developed a model to assess Ethiopia's water supply and sectoral water demand, as well as current projected water risk based on growth and climate change. This has provided the Ethiopian Government with data that they simply did not have before. It has therefore allowed the Planning and Development Commission to understand how water will allow for or impede the achievement of its Sustainable Development Goals. Unfortunately, the Water team has not been able to deliver on its ambition to produce similar mapping for an additional African country. Other major successes within the 'Water' workstream include supporting efforts to secure financing for water stress reduction investments through a payment-for-ecosystem-services model in Ethiopia and developing an integrated water resources management plan in the Tana Subbasin, also in Ethiopia. Expansion of its work on water to other countries and/or regions beyond Ethiopia, as initially envisaged in the WRI in Africa Strategy, would have improved its achievement score.



The 'Forests' workstream is also 'Mostly on Track'. It had achieved 57.1% of its targets as of October 2021. The 'Forests' workstream is by far the most comprehensive, accounting for nearly half of the indicators in the *WRI in Africa* strategy. Unsurprisingly, it also accounts for just over half of the non-verifiable indicators too. With these excluded, the 'Forests' workstream would be at 87.9% achievement. Indeed, the Forests team made significant progress over the course of the *WRI in Africa* strategy. Global Forest Watch Pro had been leveraged to monitor supply chains in Cameroon, Côte d'Ivoire, Democratic Republic of the Congo, Kenya, and South Africa. Similarly, Open Timber Portal was being used to increase transparency in Republic of Congo, Democratic Republic of Congo, Cameroon, Gabon and the Central African Republic. Its restoration works too had been highly successful. Restoration efforts had been supported in Cameroon, Central African Republic, Democratic Republic of the Congo, Ethiopia, Ghana, Guinea, Kenya, Niger, Nigeria, Rwanda, and Sudan. The WRI Africa office had secured at least US\$27.9 million for restoration projects. Through the AFR100 Platform the WRI Africa team had also created opportunities for farmers to communicate and share best practice on restoration, extending the benefits of the Platform far beyond which WRI has direct control over. The WRI Office has also been moderately successful in creating an enabling environment for forest protection. It had trained more than 40 institutions across Cameroon, Ethiopia, Kenya, Malawi and Niger to support governance reform. It has also developed baseline and monitoring systems for restoration commitments in six countries.

Both 'Climate' and 'Governance' are scored as 'Mostly on Track' by a small margin. They had each achieved 50.0% of their targets as of October 2021. Within 'Climate', WRI Africa had fully achieved its ambition to build capacity measurement, reporting, and verification of emissions in both Ethiopia and South Africa. In South Africa, this has been developed via the TASCA project which has provided the Government with the tools and resources to track the implementation of its NDC commitments. The TASCA project has in fact contributed to increased ambition in South Africa too, largely by quantifying the impact of competing mitigation policies and measured. Over the same period the Climate team has also successfully increased Ethiopia's climate ambition too. Its 2020 NDC submission draws directly from NCE and TASCA analysis on emissions reduction and adaptation pathways and their associated costs and benefits. These outcomes had all been fully achieved relative to the ambition of the WRI in Africa strategy. The Climate workstream's success is in fact undermined by the inclusion of three Non-Verifiable indicators. Within the 'Governance' workstream, on the other hand, WRI Africa had promoted transformational adaptation within five African countries (Egypt, Ethiopia, Kenya, Senegal, and South

Africa) via the Global Commission on Adaptation. Like 'Climate', the 'Governance' workstream's success is also undermined by the inclusion of one non-verifiable indicator.

Brazil

Figure 2I: WRI Brasil Progress Against 5-Year Strategy

Team	Score	Judgement
Brazil	86.0%	
- Forests	86.0%	

Overall, the WRI Brasil office is judged to be 'On Track'. It had achieved 86.0% of its targets as of October 2021 (Figure 2I). It is one of the few International Offices for which there are no non-Verifiable indicators included in the framework.

WRI Brasil focuses on only one workstream – 'Forests' – which is on track to meet its objectives. WRI Brasil has fully achieved a number of objectives within this workstream. Its VERENA project has become a national reference for developing business solutions to restoration and, at the same time, it has scaled other tools such as ROAM. It has also helped to leverage more than US\$10 million in private and public investment into on-the-ground restoration projects as result, for instance through the Symbiosis and Inocas investments. WRI Brasil has also been successful at promoting forest restoration and conservation as a tool to improve water supply to urban and rural people, particularly in Campinas, Espírito Santo, Rio de Janeiro and São Paulo.

Where WRI Brasil has had more difficulty is in the implementation of the National Plan to Restore Native Vegetation (PLANAVEG) owing to the new Federal Government taking several measures to dismantle the environment policy agenda. It extinguished several committees that were responsible for policy implementation, including those responsible for PLANAVEG. Since then little to no activity has been undertaken at the Federal level to advance the restoration agenda. This led WRI Brasil to adopt a different approach, focused more on the State and Municipal level in order to implement PLANAVEG on-the-ground. WRI Brasil has established several strategic partnerships to this end, including with: Atlantic Forest Restoration Pact; Alliance to Restore the Amazon; the Brazilian Coalition on Climate Forest and Agriculture, Brazilian Society to Promote Ecological Restoration; the Reflorestar Program; the Conservador da Mantiqueira Program; and the Nascent Program. Additionally, WRI Brasil has been involved in establishing a monitoring program with the Brazilian Coalition on Climate, Forest and Agriculture to monitor restoration and report progress towards Brazil's NDCs (including the targets of PLANAVEG). So, whilst the Progress Against 5-Year Strategy document as initially set out does not capture the tremendous effort of WRI Brasil to move the needle on the restoration agenda, it is clear to the ER team that substantial strides have in fact been made. Though not captured in the original in the 5-Year Strategy, the WRI Brasil launched the Faces of Restoration series, which tells real stories of farmers and families benefiting from forest and landscape restoration, as well as their challenges and bottlenecks. This narrative illustrates the viability and the economic and environmental benefits of using sustainable

practices. Again, this was an initiative taken to increase awareness on for the role of forest and landscape restoration in helping a green economic recovery in Brazil, despite inaction from the Federal Government.

China

Figure 2m – China Progress Against 5-Year Strategy

Team	Score	Judgement
China	82.4%	
- <i>Climate & Energy</i>	92.9%	
- <i>Food & Natural Resources</i>	100.0%	
- <i>Sustainable Cities</i>	100.0%	
- <i>Sustainable Investment</i>	22.0%	

Overall, the WRI China office is judged to be ‘On Track’. It had achieved 82.4% of its targets as of October 2021 (Figure 2m). Its framework includes only one non-Verifiable indicator.

WRI China had fully achieved its objectives within the ‘Food & Natural Resources’ and ‘Sustainable Cities’ workstreams at the time of writing. Within the ‘Food & Natural Resources’ workstream, WRI China had successfully influenced the Chinese Government to implement stricter controls on water consumption and to promote intersectoral planning within the 14th Five-Year Plan. The 14th Five-Year Plan also included an ambition to reduce the environmental impact of supply chains in China. This ambition is supported by the “Notice by Eight Departments of Launching the Nationwide Promotion of the Innovation in and Application of Supply Chains” which requires nationwide in-depth demonstration of green supply chain in private sector. In terms of Food specifically, the Chinese Government also introduced a Anti Food Waste Law in early 2021. WRI is supporting the implementation of this Law via the Sustainable Food and Land Initiative (co-launched with the China Chamber of International Commerce) which aims at reducing FLW, as well as promoting healthier diets. Major companies such as Cargill, Ele, and Yili have already joined the initiative. Within the ‘Sustainable Cities’ workstream, on the other hand, WRI China has supported cities such as Guangzhou, Guiyang, and Kunming to improve their public transportation offer via initiatives such as the Mobility as a Service Alliance and the Transit Metropolis Forum. It has also supported over 100km of improved roads in China, as well as in Viet Nam. Cities such as Beijing, Shenzhen, and Ningbo had adopted “livable” neighborhoods concepts thanks to WRI’s assistance, improving conditions for pedestrians and cyclists in particular. Related to this, both Beijing and Shenzhen had seen significant reductions in air pollution. All of this is supported by the Government’s promotion of smarter, greener cities within the 14th Five-Year Plan.

The ‘Climate & Energy’ workstream is judged to be ‘On Track’. It has achieved 92.9% of its targets as of October 2021. One of WRI China’s major achievements according to the office itself has been supporting the Chinese Government to increase its climate ambition. China has announced that it will become carbon

neutral by 2060 in its most recent revision of its NDC commitments. This was influenced in part by a Vision 2050 event organized by WRI, as well as through economic analysis provided by the office outlining why China needs a clear target and pledge for carbon neutrality. The China office has successfully inspired the Chinese Government to consider GHGs other than CO₂ in its pledges too. At the same time WRI China has also successfully influenced the Chinese Government to integrate stronger ambition into the 14th Five-Year Plan. Importantly, the 14th Five-Year Plan also promotes climate adaptation, including climate-resilient infrastructure. WRI also supported climate action at the sub-national level in areas such as the Yangtze River Delta and Greater Bay Area. Climate Ambition has been particularly strong in the Greater Bay Area, with Hong Kong committing to be carbon neutral by 2050, outstripping China's overall ambition. Guangdong has unfortunately made no such commitment as of yet. Zhejiang, Shanghai, and Jiangsu in the Yangtze River Delta area, on the other hand, have all indicated a commitment to achieve the Government's overall ambition.

The 'Sustainable Investment' workstream is judged to be 'Off Track' and lags the rest of WRI China's work by some margin. It had achieved just 22.0% of its targets as of October 2021. WRI China has successfully reduced China's loans to coal power generation in Belt & Road Initiative countries to below US\$7.9 billion. This was achieved through briefings to the Chinese Government on the proportion of fossil fuel-related investments made by BRI investors. WRI China's intention was to bring the issue to the Government's attention in order to spur greener investment. This was also done through the assistance of the Finance Center, which has published a database of all BRI Investments and identified which stakeholders are investing in non-green assets. However, WRI China has been less successful in reducing Chinese loans to coal power generation in South East Asian countries, with the figure actually increasing since 2018. Likewise, just 0.29 GW of renewable energy had been installed in the Belt & Road Initiative countries over the course of the Strategic Plan, against a target of 29 GW. Just US\$2.7 billion had been invested against a target of US\$30.0 billion.

Europe

Figure 2n – Europe Office Progress Against Five-Year Strategy






Team	Score	Judgement
Europe	50.0%	
- <i>Circular Economy/ PACE</i>	50.0%	

Overall, the WRI Europe office is judged to be ‘Mostly on Track’. It had achieved 50.0% of its targets as of October 2021 (Figure 2n). Its framework includes one non-verifiable indicator. Since there are only two indicators in the framework, this immediately limits WRI Europe’s score.

Like Brazil, WRI Europe focuses on only one workstream – ‘Circular Economy/PACE’ – which is judged to be ‘Mostly on Track’. WRI Europe has in fact exceeded its ambition in terms of the number of major companies that have adopted and are implementing circular economic business models in their supply chains. One senior interviewee questioned whether PACE was in fact gathering the traction that was hoped for. Nevertheless, it has managed to convince 35 CEOs to join PACE, against an initial target of 20. However, the framework does not contain any data for WRI Europe’s second ambition – that is, for major companies to adopt and implement business models that substitute for high-consumption patterns. As a result, this indicator is judged to be non-verifiable. In this respect, one senior interviewee questioned whether PACE adds sufficient value relative to other players in, for example, the plastics waste reduction space where other organizations are already providing insight and leading campaigns.

India

Figure 2o: India Progress Against 5-Year Strategy

Team	Score	Judgement
India	90.3%	
- <i>Cities</i>	99.3%	
- <i>Landscape & Restoration</i>	92.3%	
- <i>Energy</i>	86.1%	
- <i>Climate Resilience Practice (CRP)</i>	66.7%	

Overall, the WRI India office is judged to be ‘On Track’. It had achieved 90.3% of its targets as of October 2021 (Figure 2o). Its framework includes only one non-Verifiable indicator.

WRI India’s ‘Landscape & Restoration’ workstream had been fully achieved at the time of writing. Over the course of the Strategic Plan, the WRI India office has developed and adapted several tools to support the Government of India in its restoration efforts. These included Restoration Opportunities Assessment Mapping (ROAM), the Integrated Forest Management Toolbox (IFMT), and the MAPTenure tool. Together, these tools have facilitated the inclusion of restoration in planning efforts of four State Governments – i.e., Assam, Madhya Pradesh, Maharashtra, and Nagaland. Alongside partners such as the Nature Conservancy, WRI India has also successfully made the case for expansion of fiscal transfers to the forest sector at the National level. As a result, India’s XV Financial Commission increased transfers from 7.5% to 10.0% for FY20/21. Facilitating actual restoration on-the-ground, the WRI India office launched the South Asia Land Accelerator in order to develop capacities of regenerative businesses to resort land, earn profit, and connect better with investors. Some 73 entrepreneurs had been supported by the Accelerator as of 2021.

The Cities workstream narrowly misses out on full achievement, having achieved 99.3% of its targets as of October 2021. Through its Land Use and Economic Development work, WRI India has supported both Bangalore and Delhi to design transport-oriented development policies; at least eight cities to develop Local Area Plans (LAP) and/or Town Planning Schemes (TPS); three cities to implement water-sensitive urban design via Cites4Forests; and two cities to implement Urban Community Resilience Assessments, namely Surat and Kochi. In terms of its Mobility work, WRI India has supported Haryana and Gujarat States to adopt sustainable urban mobility policies. Some 14 Indian cities are also benefiting from safer, cleaner, accessible and more resilient transport as a result of WRI India’s assistance. Within Energy & Resource Efficiency workstream, WRI India have assisted some 126 cities to undertake assessments of climate-relevant parameters under the ClimateSMART Cities Assessment Framework, essentially providing a roadmap for city-driven progress towards the country’s NDCs. On the back of this work, WRI India have supported nine cities to implement Action Plans to meet emissions reduction targets. Additionally, eight cities have been supported to implement building efficiency and/or clean energy policies and projects. In all cases WRI India exceeded its initial ambition.

The ‘Energy’ workstream is also judged to be ‘On Track’. Here, the WRI India team had fully achieved its ambition of increasing India’s renewable energy capacity by three GWh, either directly through installation or indirectly through policy and/or regulatory inputs to catalyze further installation. Utilities in Karnataka and Tamil Nadu have also been supported to transition to cleaner business models via WRI India’s research. On the demand-side, WRI India have introduced Energy Access Explorer mapping in Assam and Jharkhand to better inform plans for further clean energy delivery. It had also fully expanded the Green Power Market Development Group’s presence across India, creating further demand for renewables amongst commercial and industrial consumers.

The ‘Climate Resilience Practice (CRP)’ workstream slightly lags the rest of WRI India’s work but is nevertheless judged to be Mostly on Track. Here, WRI India has been able to prepare three case studies demonstrating the transformative adaptation process within the agriculture sector. It has also been able to prepare concept notes for climate financed projects in two states Sikkim and Madhya Pradesh. Where the WRI India team has been less successful is in improving the Indian Government’s capacity to access and use climate information and tools to track implementation of its NDCs. WRI India is still finalizing the training module. Originally, it had planned to launch the training events in December 2020, but this was delayed because of the pandemic. These have been rescheduled for the end of 2021 and it is envisaged that the outcome will be achieved by early 2022.

Figure 2p: Indonesia Progress Against 5-Year Strategy

Team	Score	Judgement
Indonesia	82.2%	
- Forests & Landscapes	100.0%	
- Energy	70.4%	
- Sustainable Cities	74.4%	
- Climate	87.5%	
- Oceans	87.5%	

Overall, the WRI Indonesia office is judged to be ‘On Track’. It had achieved 82.2% of its targets as of October 2021 (Figure 2p). Its framework includes only one non-Verifiable indicator.

The ‘Forests & Landscapes’ workstream had been fully achieved at the time of writing. Over the course of the Strategic Plan, WRI Indonesia’s One Map, Social Forestry, and GFW initiatives has supported the recognition of 11 customary forests, six of which were covered by Indigenous Forest Management Plans (RPHA) and three of which were covered by Business Development Plans for Non-Timber Forest Products (HHBK) and Ecosystem Services. These sustainable management plans are being supported by monitoring tools such as Radar Alerts for Detecting Deforestation (RADD), funded by major corporates including Cargill, Mondelez, and Nestlé. WRI Indonesia has also supported restoration efforts in Indonesia’s peatlands. This is a crucial aspect of the Forests & Landscapes’ workstream because of the importance of these ecosystems to livelihoods, but also because they are one of the country’s defenses against climate change. This has been delivered primarily through the development of a peatland restoration monitoring platform (Pantau Gambut), which has been combined with a Restoration Opportunities Assessment Methodology to identify priority areas for restoration efforts.

The ‘Climate’ and ‘Oceans’ workstreams are both judged to be ‘On Track’. Both had achieved 87.5% of their targets as of October 2021. In ‘Climate’, WRI Indonesia has successfully launched a number of tools such as Climate Watch and the Energy Policy Simulator. It has also published a number of knowledge products on climate change and mitigation, including a report on Indonesia’s Long-Term Strategy (LTS) options for climate action. In the adaptation space, WRI Indonesia supported a country report by the Coalition for Urban Transitions titled “Seizing Indonesia’s Urban Opportunity” published together with National Development Planning Agency, Association of Cities Governments, and relevant ministries/agencies, but it has not been able to track fully whether awareness of climate adaptation in Government. However, where the ‘Climate’ workstream has had the most impact is through its support to BAPPENAS in developing a Low Carbon Development Plan. The current 5-year Plan – RPJMN 2020-2024

– is now using LCDI modelling to support more ambitious climate action (see Box 2h, below, for further detail). In ‘Oceans’, on the other hand, WRI Indonesia has supported the research contained in High-Level Panel’s New Ocean Economy Report for Indonesia, which has, in part, resulted in the country committing to sustainably manage its EEZ by 2025. It has also developed the Indonesian Marine Pollution Database, a platform that showcases the state of marine pollution across Indonesia. This has been well received by the Government, with a National Plastic Action Partnership being created to implement the recommendations. Where the WRI Indonesia team has had more modest success is in mangrove restoration, where a lack of funding has prevented the ROAMs being acted upon.

Box 2h: Outcomes Harvest – Low Carbon Development Initiative

One major outcome that was frequently cited by internal and external stakeholders was WRI’s support to Indonesia to develop a Low Carbon Development Plan. The Low Carbon Development Initiative (LCDI) was launched at Indonesia’s Ministry of National Development Planning (BAPPENAS). It was initiated to identify development policies that maintain economic growth, alleviate poverty, and help meet sector-level development targets, while simultaneously helping Indonesia achieve its climate objectives, and preserve and improve the country’s natural resources.

For decades, the Government of Indonesia has relied solely on traditional macroeconomic predictions when producing its development plans. There had been little to no effort to correct these predictions for resource limitations and other climate-related phenomena. In 2020, the Government of Indonesia took these issues into account and put low-carbon development at the core of its next five-year development plan. For the first time, indicators such as GHG emissions reductions were included side-by-side with traditional indicators such as GDP growth, inflation, poverty reduction, and employment. This outcome is thought to be a direct result of NCE and WRI Indonesia’s efforts to inform the development planning process, but also the efforts of a consortium of international and local partners.

WRI’s specific contribution was to work with BAPPENAS to improve models of indicators such as growth, poverty, and air and water pollution. It invited BAPPENAS staff to Massachusetts Institute of Technology, for instance, to upgrade their economic models and to understand better how to integrate resource depletion and environmental degradation into the models. The integration of such factors showed that Indonesia’s current growth predictions are incorrect and that climate action should be pursued in order to bolster the country’s economy. This work resulted in the “Low Carbon Development: A Paradigm Shift Towards a Green Economy in Indonesia” (2019) report, which went on to influence the development of Indonesia’s latest five-year development plan.

The report was able to influence Indonesia’s climate ambition more broadly too. Prior to the report being published the Ministry of Environment wanted to commit to reach net zero by 2070. However, the report made the case that if Indonesia was more ambitious there would be much better economic results. Though the report was not fully public yet, the NCE team was able to share it with the Ministry of Environment and then they made a public commitment to net zero by 2060.

WRI would not have been able to achieve this without the help of its partners. One external stakeholder noted that WRI Indonesia did not have full capacity to identify and develop

sectoral approaches within the LCDI, especially within areas such as peatland restoration and energy. This was a gap filled, for example, by expertise from the Global Green Growth Institute, which reviewed the sectoral studies produced by WRI Indonesia. This underscores the importance of WRI working in partnership in future initiatives, particularly in areas where it lacks specialised expertise.

The ‘Energy’ and ‘Sustainable Cities’ workstream have fared less well, but are nevertheless judged to be ‘Mostly on Track’. In ‘Energy’, WRI Indonesia has been successful in establishing a Clean Energy Investment Accelerator (CEIA), comprised of 32 corporations, including Amazon and Bodyshop. The CEIA is intended to demonstrate the clear corporate demand for clean energy and catalyze investments on the supply-side. This has incentivized the State-Owned Energy monopolies to change their position on renewable energy supply, accelerating the energy transition through investments in renewable energy power generators. It has also successfully helped PLN (Indonesia’s State-Owned Electricity Company) launch Renewable Energy Certificates (RECs) to be used to support procurement options for corporate buyers. Where WRI Indonesia has been less successful is in publishing knowledge products to raise the profile of renewable energy more widely. In ‘Sustainable Cities’, on the other hand, the team has been successful in its Emission Reduction and Sequestration Initiative, where more than US\$22,000 had been crowdfunded to plant 15,000 trees to absorb 850 tons of CO₂ over the next two decades. It had also convinced the Governor of Jakarta to adopt an Air Quality Strategy; convinced Jakarta, Semarang, and Jayapura as C4F members to sign Calls to Action as part of NY Climate Week, advocating Governments and private sector to support sustainable forest management; and released a number of reports through platforms such as Cities4Forests and the Coalition for Urban Transitions. Where the office has had more modest success is in implementing things such as safer intersections and Trans Metro Routes. The WRI Indonesia office called on the Cities team at WRI’s headquarters to create more momentum for the Cities program in Indonesia. It felt it had received less reporting than the other International Offices, despite coming up with ideas on how they can be supported and better align their objectives with that of the Global Cities program.

Figure 2q: Mexico Progress Against 5-Year Strategy

Team	Score	Judgement
Mexico	68.5%	
- <i>Economic Development & Land Use</i>	56.7%	
- <i>Mobility</i>	61.7%	
- <i>Energy Systems</i>	100.0%	
- <i>Air Quality</i>	100.0%	
- <i>Climate</i>	44.4%	
- <i>Energy</i>	100.0%	
- <i>Forests</i>	100.0%	
- <i>Oceans</i>	100.0%	

Overall, the WRI Mexico office is judged to be ‘Mostly on Track’. It had achieved 68.5% of its targets as of October 2021 (Figure 2q). Its framework included only one Non-Verifiable indicator. The vast majority of WRI Mexico’s indicators are concentrated amongst the ‘Economic Development & Land Use’, ‘Mobility’, and ‘Climate’ workstreams, driving its score of 68.5%, despite full achievement in a number of its other workstreams.





WRI Mexico has already fully achieved its targets in five of its eight workstreams, though three of these comprise just one indicator each (‘Air Quality’, ‘Energy’, and ‘Energy Systems’). In ‘Energy’, for instance, WRI Mexico has successfully influenced six private and public stakeholders to prepare strategies to procure energy from cleaner sources. This is despite an uncertain Mexican power sector due to the current political context. Related to WRI Mexico’s Energy work, within ‘Energy Systems’ it has successfully attracted eight Mexican cities to the Building Efficiency Accelerator Initiative (BEA), where they have committed to designing policies and codes for the rehabilitation of buildings and also attracting investment to this end. In ‘Air Quality’, on the other hand, WRI Mexico has supported four Mexican cities (Guadalajara, León, Mexico City, and Monterrey) and one Colombian city (Bogotá) to strengthen its policies to improve air quality. This included initiatives such as the creation of Low Emissions Zones (LEZs) and vehicle emissions inspection programs. In ‘Forests’, the team has supported the restoration of 8.4 million hectares of forests via CONAFOR and the Ministry of Agriculture’s own programs. Over the course of the Strategic Plan, WRI Mexico’s ‘Forests’ agenda has expanded beyond restoration, seeking to

incorporate other issues such as community forest management and biodiversity conservation. Similarly, WRI Mexico is now doing work on the development of carbon capture projects, where it has supported some 40 communities to do so. In ‘Oceans’, the team has helped the Government implement the recommendations of the High-Level Panel, including through support to the National Instrumentation Program for a Sustainable Ocean Economy. The Program identifies the priority actions of the country for transitioning towards a sustainable ocean economy. Additionally, the ‘Oceans’ program has directly supported the restoration of some 600 hectares of mangroves, with the projects expected to be finalized in 2022.

WRI Mexico’s ‘Economic Development and Land Use’ and ‘Mobility’ workstreams are both ‘Mostly on Track’. Within the ‘Economic Development and Land Use’ workstream, WRI Mexico has had the most success in supporting the implementation of public policies to mitigate water risks in Mexico’s cities. It had supported Xalapa to fully implement an Integrated Water Resource Management (IWRM) strategy, which includes conservation, restoration and other green-gray infrastructure. Mérida, Hermosillo, and Guanajuato were progressing well towards similar strategies too at the time of writing. WRI Mexico has also successfully disseminated Coalition for Urban Transitions (CUT) knowledge through roundtables in Guadalajara, Mérida, and Mexico City, advancing the urban reform agenda. Where WRI Mexico has been less successful is in public space creation. This is because the priorities of SEDATU – the branch of the Federal Government concerned with urban planning – have changed over the course of the Strategic Plan, with little space for WRI to re-shape priorities. Likewise, WRI Mexico has not fully met its objectives in intraurban development. This is because the pandemic halted all the urban redevelopment projects that WRI Mexico was involved in. Within the ‘Mobility’ workstream, on the other hand, WRI Mexico has had the most success in influencing national policies for sustainable mobility, as well as more localized policies in Guadalajara and Mexico City. Where it has had relatively less success is in the actual implementation of such policies. PROTRAM 2.0, for instance, has only one active project in Guadalajara focusing on the redesign of its rapid bus transport system.

The ‘Climate’ workstream is lagging the rest of WRI Mexico’s work. It was ‘Partially on Track’ as of October 2021, having achieved 44.4% of its targets. WRI Mexico has been successful in influencing sectoral strategies to reduce GHGs, especially in the electricity, oil and gas, LMI, and transport sectors. However, it has been comparatively less successful in convincing Mexico City and other Mexican states to adopt climate change strategies which align with Mexico’s NDCs and Sustainable Development Goal (SDGs) commitments. Only Sonora had a long-term strategy at the time of this writing. WRI has also not successfully supported the implementation of market instruments that support climate change mitigation and adaptation in Mexico. This is because the Federal Government has coordinated much of this work with little participation from civil society. However, there are opportunities ahead. An Emissions Trading System is in a pilot phase, which WRI Mexico could contribute guidelines for the use of carbon offsets. Some states are also developing carbon taxes, which represents an opportunity for implementation of market instruments at a more local level.

Figure 2r: United States Progress Against Five-Year Strategy

Team	Score	Judgement
United States	85.4%	
- NDC Implementation	50.0%	
- State Climate/ Energy	94.4%	
- Corporate Climate/ Energy	100.0%	

Overall, the WRI U.S. office is judged to be ‘On Track’. It had achieved 85.4% of its targets as of October 2021 (Figure 2r). Its framework included only one non-Verifiable indicator.

WRI U.S. has been most successful in engaging corporations to deliver on the climate change and renewable energy agenda(s). It had fully achieved or exceeded its ambition in this workstream as of October 2021. WRI U.S. has successfully supported utilities in 21 states to provide expanded, cost-effective renewable energy solutions by demonstrating clear demand through its Renewable Energy Buyers Alliance (REBA) initiative. Using the SBTi methodology, 934 companies had set concrete targets to reduce emissions. Some 172 of these were based in the U.S. It had also convened a group of 21 U.S. companies to put pressure on the Chamber of Commerce to improve its position on climate change. This is expected to inject significant momentum into climate action in the U.S.

WRI U.S.’s work in engaging States to deliver on the climate change and renewable energy agenda(s) has also been successful. It was on track to meet its objectives, achieving 94.4% of its targets as of October 2021. Here, WRI U.S. has been able to influence 19 States, five of which are “red” or divided politically, to adopt 100% clean energy targets. It has also co-authored reports demonstrating sub-national actors’ climate leadership.

WRI U.S. has been – comparatively - less successful in enhancing the U.S.’s NDC implementation. It had exceeded its initial ambition to hold eight Track-II dialogues on climate action. This has allowed WRI to push the climate agenda forward, despite the Trump Administration’s lack of action in this space. WRI has also supported specific actions to progress the U.S. towards its NDC implementation through WRI’s modelling and other research. Much of this has occurred since President Biden took office. For instance, President Biden has announced a new and highly ambitious NDC of 50-52% reductions of GHG emissions on 2005 levels. However, because the WRI U.S. team did not set a target for this indicator, the workstream’s score is penalized. This underscores the importance of MEL improvements to better reflect the progress that WRI is making.

























One additional initiative that was not anticipated at the start of the Strategic Plan was the electrification of U.S. school buses, made possible by a gift from the Bezos Earth Fund. This can be seen as a natural extension of Cities’ work on electrification of vehicles, but in a new context. Prior to the Bezos gift there

had been little work on Cities in the U.S. The Bezos gift has allowed WRI to respond to the American Jobs Plan's call for electrifying at least 20 of the country's yellow school bus fleet. The WRI programme that is currently in development will go beyond the typical pilot projects, and help transition the U.S. to a more comprehensive fleet of electric buses. The program is expected to directly enhance equity, with an equity framework built directly into its design.

Annex 4: Detailed Results Table

Cities

Overall Score = 

<p>Land Use and Economic Development</p>		<p>(2B) 20 cities in 5 countries are designing and implementing safer roads and neighborhoods that foster walking and bicycling and public transport.</p>		<p>(3D) 5 key emitting countries integrate urban actions, including efficiency measures, in their Nationally Determined Contributions to the Paris Climate Agreement, which lead to better implementation and enhancement of their NDCs.</p>	
<p>(1A) Our thought leadership becomes the go-to reference for strategies and metric to achieve livable, sustainable cities that are connected, resource-efficient, and resilient.</p>		<p>(2C) 6 cities and metropolitan areas in 3 countries will be following triple zero approach (exclusion, emissions, deaths) to advance mobility planning.</p>		<p>(3E) Define relevant and impactful workstream key performance indicators (KPIs) and develop methodologies for tracking them. (internal outcome)</p>	
<p>(1B) 6+ cities have implemented significant reforms that support and motivate integrated land use planning – planning that considers economic, environmental, and social goals as performance criteria for using policy levers - from neighborhood to metropolitan scales.</p>		<p>(2D) 10 Cities in 5 countries include modal share goals in mobility planning (significant level for cycling).</p>		<p>World Resources Report</p>	
<p>(1C) Government, businesses, and communities are working together to design and implement transformative projects in 5+ cities, based on WRI facilitation, support, and strategic guidance in identifying catalyst projects.</p>		<p>(2E) 15 developing cities (or states or national ministries) in Asia, Latin America, and Africa put in place strategic actions and policies that shape the impact of shared mobility, electric, and autonomous vehicles on mobility, land-use, and labor.</p>		<p>(4.1A) Urban thought leaders and practitioners shift the narrative for cities to be more equitable, informed by country and global engagement activities conducted as part of the World Resources Report (WRR), “Towards a More Equal City.”</p>	
<p>(1D) Government, business, and/or community stakeholders in 5+ cities use WRI analytics to inform choices about the four key processes outlined above.</p>		<p>(2F) Public and private sector in at least 3 major cities in 3 countries are implementing measures to manage transport demand, benefitting at least 20 million people.</p>		<p>(4.1B) Urban change agents are able to use insights from the WRR’s eight city level case studies on transformative urban change in the global south to achieve more economically prosperous, environmentally sustainable and socially equitable cities for all.</p>	
<p>(1E) 4+ medium to large urban areas explicitly consider urban hydrology and community – driven resilience strategies in their land use and infrastructure development plans.</p>		<p>Energy & Resource Efficiency</p>		<p>Coalition for Urban Transitions</p>	
<p>Mobility</p>		<p>(3A) Influence national resource efficiency and renewable energy policies in 5+ countries.</p>		<p>(4.2A) The Coalition for Urban Transitions will be a globally recognized platform for championing the power of cities to support enhanced national economic, social, and environmental performance as part of the Sustainable Development Goals, the New Urban Agenda and NDC implementation.</p>	
<p>(2A) 30+ cities in 5 countries are benefiting from safer, greener, accessible, affordable and more resilient mobility due to improved integrated public transport systems.</p>		<p>(3B) Catalyze implementation of resource efficiency and renewable energy projects in 50+ cities.</p> <p>(3C) Facilitate \$5Bn of investment leverage for resource efficiency and renewable energy projects.</p>	 		

Achieved =  On Track =  Mostly on Track =  Partially on Track =  Off Track =  Non-Verifiable (Missing Target) =  Non-Verifiable (Missing/ Insufficient Data) =  Workstream Deprioritised = 

Capacity Building	Global Policy	
<p>(4.3A) WRI Cities' knowledge portfolio will have a mechanism in place for capturing lessons from our work in cities around the world through short case studies on "how we work and using lessons from elsewhere to inform our work."</p>	<p>(5A) WRI Ross Cities' engagement activities will create action on the ground through high-level engagement with decision makers to positively influence policy development, resulting in national urban policies, national sustainable mobility policies, increased investment in sustainable urban development, additional commitments from non-state actors, and a noticeable change in the discourse around sustainable urban development.</p>	<p>(6C) WRI Ross Cities' vision, strategy and performance monitoring system, will be referenced as the model for sustainable urban development by policymakers, investors and businesses.</p>
<p>(4.3B) WRI Ross Cities' training offers and flagship capacity building program attract the new generation of urban professionals leading transformative projects in cities.</p>		<p>(6D) WRI Ross Cities' team will be recognized for its effectiveness, ability to conceptualize and implement strategic projects and attract financial and human resources to deliver on an annual \$40 million scope of work. We will achieve this by expanding beyond our current donor base and country networks (e.g. AIB, UK Prosperity Fund, and seeding new work in Southeast Asia, Latin America, and African countries). We will focus on donors that help us expand our reach and portfolio in an integrated way (e.g. insurance companies for resilience work, new donors in urban finance, and a planned diaspora engagement strategy).</p>
Research	Strategic Growth	
<p>(4.4A) WRI will be at the forefront of leading research on urban issues with strong influence on the global agenda pertaining to cities, based on high quality knowledge products produced across all our countries and practice areas.</p>	<p>(6A) WRI Ross Cities' expansion strategy will influence tangible and attributable changes on the ground for more sustainable cities in 200+ cities in Asia, Africa, and Latin America – with at least 80 cities outside of network countries – through a consolidated, fully operational, and financially sustainable scaling strategy.</p>	
<p>(4.4B) WRI Cities teams in all WRI International Offices with Cities programs will be recognized as important contributors to the urban research and action agenda in those countries and regionally.</p>	<p>(6B) 3-5 countries, including at least 2 low-income countries, will have integrated an enhanced approach to realizing more compact, connected, coordinated cities with a strong public transit-orientation into their national economic development planning, including taking additional steps to facilitate the flow of finance needed for smarter urban infrastructure. This will support ongoing NDC implementation and would build on recent initial success of NCE work in Ethiopia, and ongoing work in India, Uganda, and with private real estate and infrastructure investors.</p>	<p>(6E) WRI Ross Cities' knowledge and opinion online channels presented in a unified "global community" online platform</p>
<p>(4.4C) WRI Cities will have research partnerships with influential experts from government agencies, universities, NGOs, and the private sector from around the world on a range of urban issues we work on.</p>		
<p>(4.4D) WRI Cities teams in all WRI International Offices with Cities programs will be trained in research design and the use of research tools and resources available institute-wide.</p>		
<p>Achieved = On Track = Mostly on Track = Partially on Track = Off Track = Non-Verifiable (Missing Target) = Non-Verifiable (Missing/ Insufficient Data) = Workstream Deprioritised = </p>		

Climate

Overall Score = 

Accelerating Action on the Ground	Building an Ambitious and Accountable International Regime	
<p>(1A) Effective NDC Implementation and /or Enhancement: By 2022, at least 10 countries (including major economies where WRI has offices as well as additional strategic countries) are on track to implement their NDCs, including by having policies/plans/budgets in place, informed by WRI tools and analysis. This will be measured by Climate Watch data as well as expert analysis.</p>	<p>(2A) Adoption and operation of UNFCCC rules: By 2018, the UNFCCC adopts effective rules and process for the Paris Agreement that advance transparency and accountability and create a clear process and pathway to assess and increase climate action and support.</p>	<p>(3B) 500 cities around the world raise their ambition by setting measurable and ambitious greenhouse gas reduction targets and report measurable progress, informed by WRI's tools and analysis.</p>
<p>(1B) Long-term Strategies: By 2020, ten key countries design and transparently communicate ambitious long-term strategies, which are guided by the Paris Agreement goals and national development priorities, informed by WRI tools, analysis and convenings. These long-term strategies inform the submission of enhanced NDCs by 2020.</p>	<p>(2B) Non-state actors' coalitions and leadership: Climate leadership is exemplified by a growing and diverse range of stakeholders, from national to sub-national authorities, as well as business and civil society</p>	<p>(3C) 500 large corporate emitters are using WRI standards and tools to set ambitious emissions reductions targets, manage their full value chain emissions, and report transparently on their emissions performance</p>
<p>(1C) Non-CO2 GHG: By 2020 at least 5 countries, including at least 2 major emitters, will have included new mitigation targets, policies and measures for non-CO2 GHG emissions in their enhanced NDC or LTS, informed by WRI tools and analysis.</p>	<p>(2C) Ambition process: The coalitions that WRI helps to establish and lead, such as for FD2018 and ambition front-runners, contribute - under Paris as well as outside the Paris process - to catalyzing international/global commitment on enhancing NDCs and ramping up ambition and action by countries and non-state actors. Please note that this activity is targeted to impact COP26 and COP27, and we will look to report following those COPs with an assessment of the impact of these activities.</p>	<p>(3D) 25 leading research and civil society organizations are using accurate data and analysis on emissions trends to create pressure on national and subnational governments and business to significantly reduce GHG emissions and increase ambition over time</p>
<p>(1D) Sub-national Action: By 2022, at least 5 subnational jurisdictions from at least five key emitting countries have been supported by WRI to adopt coherent and concrete measures to implement NDCs and/or raise ambition and enhanced adaptation action greater than both their existing climate commitments (if any) and existing NDC of their countries respectively.</p>	<p>Measuring Progress</p> <p>(3A) 25 countries use our accounting tools, data, and analysis to inform on ambitious and transparent GHG reduction goals and strategies and on their adaptation priorities, and report transparently on their emissions performance.</p>	

Achieved = On Track = Mostly on Track = Partially on Track = Off Track = Non-Verifiable (Missing Target) = Non-Verifiable (Missing/ Insufficient Data) = Workstream Deprioritised =





















Energy


Overall Score = 

Renewable Energy	Energy Efficiency	Energy Access
<p>(1A) By 2022, utilities in 20 U.S. states provide expanded, cost-effective renewable energy supply options to large electricity consumers, tipping the U.S. regulated markets into markets that compete as the most aggressive in renewable energy development.</p>	<p>(2A) WRI and the Building Efficiency Accelerator have facilitated investment of \$500 million in city efficiency projects, programs, and policies, leveraging an additional \$5 billion.</p>	<p>(3A) Government agencies, international organizations and private sector actors are using the EAE platform to identify opportunities for investment in renewable energy to improve development outcomes and alleviate multi-modal poverty</p>
<p>(1B) Renewable Energy Buyers Alliance supports contracting of 60 gigawatts of renewable projects by large U.S. energy users in order to keep the U.S. on track for electricity sector decarbonization beyond the state-based renewable electricity requirements.</p>	<p>(2B) 15+ cities have launched new efficiency programs, including those such as the “Better Buildings Challenge” in the U.S, and where possible are managed by energy efficiency agencies or city facilitators (similar to the Berlin Energy Agency).</p>	<p>(3B) Partner organizations in the livelihood or social service sectors are incorporating clean energy into their strategic plans for achieving SDGs at the subnational, national or global scale</p>
<p>(1C) India is on-track to meet its 450 GW target.</p>	<p>(2C) Participating cities have accelerated the pace and raised the ambition of their building efficiency actions including above code action.</p>	<p>(3C) Domestic and international financing entities commit to end-user financing mechanisms that can be accessed by organizations in the health and livelihood sectors for clean energy investments</p>
<p>(1D) China is on track to meet its non-fossil fuel targets and large consumers take action to increase renewable energy consumption</p>	<p>(2D) 15+ cities adapt and adopt building energy codes, and implementation and enforcement strategies are allowing tracking of code success.</p>	
<p><i>(i) % of non-fossil fuels among total primary energy</i></p>	<p>(2E) In a handful of iconic cities, leaders articulate aspiration for buildings to be net or near zero energy and carbon by 2050.</p>	
<p><i>(ii) # of large consumers buying RE.</i></p>	<p>(2Fi) In 5 or more countries, national programs to better support subnational implementation are adopted or revised..</p>	
<p>(1E) Vietnam and Indonesian utilities and regulators have expanded the role of renewable energy</p>	<p><i>(i) # of countries.</i></p>	
<p><i>(i) # of green energy programs in SE Asia. (Vietnam power plan)</i></p>	<p><i>(ii) # of the above countries programs linked to NDC implementation.</i></p>	
<p><i>(ii) # of major stakeholders receiving educational resources or engagement</i></p>		
<p>Achieved = On Track = Mostly on Track = Partially on Track = Off Track = Non-Verifiable (Missing Target) = Non-Verifiable (Missing/ Insufficient Data) = Workstream Deprioritised = </p>		

Food



























Overall Score = 

<p>Food Loss & Waste </p> <p>(1) Countries set specific FLW reduction targets to achieve SDG Target 12.3 </p> <p>(2) Companies set FLW reduction targets to achieve SDG Target 12.3</p> <p><i>(i) Share of the world's 50 largest food companies (spanning manufacturing, production, and sales) that have set specific FLW reduction targets consistent with Target 12.3</i> </p> <p><i>(ii) Share of these companies that are working with their suppliers to set their own targets</i> </p> <p>(3) Countries measure their FLW and monitor their performance in accordance with the FLW Standard</p> <p><i>(i) Share of global population covered by countries with base year data established</i> </p> <p><i>(ii) Share of global population covered by countries periodically monitoring their FLW</i> </p> <p>(4) Companies measure their FLW and monitor their performance in accordance with the FLW Standard</p> <p><i>(i) Share of the world's 50 largest food companies with base year data established and that are starting to monitor</i> </p> <p><i>(ii) Share of these companies that are working with their suppliers to set base year data and start monitoring</i> </p>	<p>(5) Countries act to reduce FLW </p> <p>(6) Companies act to reduce their FLW</p> <p><i>(i) Share of the world's 50 largest food companies taking concrete actions to reduce FLW</i> </p> <p><i>(ii) Share of these companies that are working with their suppliers to take concrete actions to reduce FLW</i> </p>	<p>Food & Land Use Coalition </p> <p>(1) 3-5 Governments have developed comprehensive action agendas and investment plans to create more sustainable food and land use systems. </p> <p>(2) 3-5 Governments have enhanced their NDCs with increased food and land use commitments. </p> <p>(3) 5-10 Governments have applied to GEF7 Impact Program on Food Systems with significant country proposals aligned with the IP </p>
<p>Shifting Diets </p> <p>(1) Companies commit to offering sustainable diets to their consumers and/or employees and to achieving a target for reducing meat and increasing plant-based food. </p> <p>(2) The number of plant-based and/or plant-forward dishes in the list of the top 30 most common menu items is tripled in the US (from 1 to 3) and doubled in the UK (from 2 to 4) </p> <p>(3) The language and framing used to describe plant based dishes on menus, brands and in retail stores is changed from that which suppresses sales (e.g., vegetarian) towards that which enhances sales</p> <p><i>(i) Incidence of demand suppressing and enhancing language on menus and brand packaging.</i> </p> <p><i>(ii) Number of BBL dishes that have adopted new positive language</i> </p>		

Achieved =  On Track =  Mostly on Track =  Partially on Track =  Off Track =  Non-Verifiable (Missing Target) =  NV Non-Verifiable (Missing/ Insufficient Data) =  NV Workstream Deprioritised =  D

Forests

Overall Score = 

<p>Strengthened Accountability for Global Commitments </p> <p>(1) Accountability for implementation of global forest commitments is strengthened by credible, independent information and analysis of forest and land-use dynamics. </p>	<p>A Broad-Based Restoration Movement </p> <p>(4) Around the world, communities and commercial enterprises gain access to the knowledge, expertise and finance they need to restore degraded lands.</p>	<p>(ii) Number of countries utilizing components of WRI's Restoration Opportunity Assessment Methodology (or similar) method to inform strategies that will lead to improved enabling conditions </p>
<p>Responsible Supply Chains </p> <p>(2) Actors trading or financing major forest-risk commodities use smart strategies and cutting-edge information and technology tools to reduce deforestation and illegal logging in their supply chains and investments.</p> <p>(i) Disaggregated for Global Forest Watch Pro </p> <p>(ii) Disaggregated by country for Open Timber Portal (ROC) </p> <p>(iii) Disaggregated by country for Open Timber Portal (DRC) </p> <p>(iv) Disaggregated for FLI timber legality due diligence and private sector-oriented traceability projects </p>	<p>(i) Number of community-based organizations, small-to-medium enterprises, corporations, financiers, subnational government agencies, national government agencies, members of regional initiatives, members of the Bonn Challenge, the Global Restoration Council, and the Global Partnership on Forest and Landscape Restoration (GPFLR) actively engaging on the restoration agenda (new engagements) </p> <p>(ii) Number of countries in which the above takes place </p> <p>(iii) Number of countries in which the above takes place </p>	<p>(iii) Number of national or sub-national regulatory or policy reforms focused on improving forest and land management that are formally proposed, adopted, or implemented with WRI support </p>
<p>Empower Forest Defenders </p> <p>(3) Civil society and law enforcement actors are better equipped to expose and combat deforestation and illegal logging.</p> <p>(i) Number of instances of the above </p> <p>(ii) Number of countries in which the above takes place </p>	<p>Enabling Conditions for Sustainable Landscapes </p> <p>(5) Sound forest and land management is enabled by governance reforms, new incentives and improved geospatial monitoring and analysis in targeted countries and landscapes.</p> <p>(i) Number of countries/sub-national jurisdictions with transparent geospatial information platforms frequently updated using information from Global Forest Watch and related data </p>	
<p>Achieved =  On Track =  Mostly on Track =  Partially on Track =  Off Track =  Non-Verifiable (Missing Target) =  Non-Verifiable (Missing/ Insufficient Data) =  Workstream Deprioritised = </p>		

Oceans

Overall Score = 

High-Level Panel

(1A) The global discourse on the Ocean shifts from a focus on the trade-offs between economic growth and ocean protection, toward an understanding that the two can – and must – go together.

(i) Number of media stories per year covering this message

(ii) Number of heads of state making this argument

(1Bi) Countries and companies introduce or strengthen ocean economic and environmental policies that embrace the principles of a sustainable Ocean economy and seek a long-term, vibrant and healthy Ocean, and healthy population, and ensure that the 2030 SDG 14 targets are met.

(i) Significant progress has been made at the World Trade Organization to end harmful fisheries subsidies (SDG 14.6)

(ii) Pacific Rim countries ratify the Port State Measures Agreement to seek to end illegal fishing in the Pacific (SDG 14.4)

(iii) Countries reach their marine protected area commitments to designate 10% of national waters as protected by 2020 under SDG 14.5 and the Aichi target under the Convention on Biological Diversity.

(1C) By 2020, nations launch a process of developing NDOCs (Nationally Determined Ocean Commitments) and countries formally announce their NDOCs by the 3rd UN Ocean Conference in 2023, supported by WRI.

(1Di) Countries and companies, through innovative partnerships, make more timely adjustments to policies and strategies where progress is lacking, enabled by improved solutions, new technologies and collaboration which will aid monitoring of progress towards existing commitments such as the SDGs

(i) New Platform and Partnerships are formed; Ocean data to be more readily available and analyzed for policy-makers to understand and use

(ii) 10 New partnerships are created

(1E) Voluntary commitments (~1400 to date) for action to advance implementation of SDG 14 made by governments, the United Nations system, civil society organizations, academia, the scientific community, and the private sector are accelerated in part by WRI setting up a process for monitoring implementation of the commitments and applying soft pressure via transparency on the commitments.

Friends of Ocean Action

(2A) Introduce ocean-related food (both from fisheries and aquaculture) into the overall dialogue on food security and nutrition with a view to providing Science-based targets

(2C) Through partnership with the FOA, OPA, a sub-initiative of the NASF, and the Global Tuna Alliance, increase signatories of the Tuna Declaration and also increase implementation of its commitments

(2E) Shipping Industry to meet the International Maritime Organization's (IMO) CO2 and SO2 emissions reduction targets by 2050




















(2F) The Friends of Ocean Action catalyzes a new narrative and understanding of ocean finance, technology, and additional resources to support priority action areas which catalyze and expand the application of multi-actor partnerships, financial innovations, and new technologies to help meet SDG 14.

(2G) The FOA helps catalyze on-the-ground and transformative action to address plastic pollution in multiple countries





























Water

Overall Score = 

Water		(1F) 2+ countries shift at least 20 percent of planned electricity capacity away from fossil-fuel based energy toward renewables, in part because of WRI's analysis on water embedded in power production analysis.	
(1A) 10+ companies align corporate practices with the global sustainability agenda (SDG6) and public policy objectives to set context-based water targets in water-stressed basins.		(1G) 2+ international organizations use Aqeduct Food to identify priority food production areas threatened by water risk, and develop risk-mitigating response strategies for these priority areas.	
(1B) 10+ global companies use the Scope 2 Water methodology to account for water savings and spur a shift to renewable energy in key water-stressed watersheds.		(1H) 5+ cities in India use WRI's city water assessment tool and implement master plans and/or water-sensitive investments of at least \$20 million in city water infrastructure.	
(1C) 5+ companies use Aqeduct Food to assess water risks in their supplies chains and engage directly with growers to improve their water productivity per unit of crop output.		(1I) 5+ cities globally use WRI's green-gray analysis and/or city water assessment tool and implement master plans and/or water-sensitive investments of at least \$20 million in city water infrastructure.	
(1D) \$1B+ in funding from development aid and global security agencies direct funding to most vulnerable countries to conflict and migration pressure, based in part on Aqeduct's analysis of water stress and conflict hot spots.		(1J) \$50+ million in innovative funding for specific source water protection or restoration activities is issued by city water utilities that have partnered with WRI to identify and implement natural infrastructure investments.	
(1E) 2+ national development plans or policies include strategies to address water insecurity, stemming from WRI water data and analysis efforts.			
<p>Achieved =  On Track =  Mostly on Track =  Partially on Track =  Off Track =  Non-Verifiable (Missing Target) =  Non-Verifiable (Missing/ Insufficient Data) =  Workstream Deprioritised = </p>			

Business


Overall Score = 

Science Based Targets Initiative 	Tomorrow's Markets 	P4G 
<p>(1Ai) At least 300 of the leading companies in the world will have committed to adopt science-based GHG emission reduction targets and more than 150 companies will have approved science-based targets. Many of these companies will be from GHG intensive sectors and represent dozens of countries in developed and emerging economies. Progress will be tracked against this outcome through the SBTi Call to Action campaign which was launched in June 2015. (Note this work is in a partnership with four other NGOs).</p>	<p>(2A) Dozens of Chief Sustainability Officers invest time and resources to “do the math” on consumption and evaluate whether their business models and growth plans align with the shifts necessary in tomorrow’s markets.</p>	<p>Market-driven solutions replicated at scale (each solution based on/driven by a cluster of P4G partnerships)</p> 
<p>(i) # of companies adopting an SBT</p> 	<p>(2B) Dozens of companies step up with targets and investments scaling “reuse” and service-based offerings (e.g., resale, rental, repair) to increase product lifetimes and maximize the environmental and social benefits of circular business models. For example, by 2020, WRI aims to enable at least five industry-leading companies double the proportion of their revenue generated from reuse business models that are explicitly designed to address climate change, poverty, and gender equity.</p> 	State of the Art Report Series 
<p>(ii) # of companies with SBT approved</p> 	Climate Caucus (Trade Associations) 	<p>Raise the profile of multistakeholder partnerships with commercial potential as vehicles to deliver the SDGs at scale and provide guidance to improve the impact of those partnerships</p> 
<p>(1B) Using Science Based Targets Accelerator, support 10 companies from low-income countries to adopt approved science-based emissions reduction targets. (Changed tracking from # companies supported to total number of companies)</p> 	<p>(3A) WRI will work to formalize and expand the “climate caucus” in the U.S. Chamber of Commerce and initiate similar collaborations among members of NAM and BRT.</p> 	<p>Aid commercially driven partnerships in understanding how to graduate from grant funding to self sufficiency by revealing unexplored pathways to commercial funding</p> 
<p>(1D) Science-based target setting will be embedded in key programs (i.e. WWF Climate Savers, EPA Energy Star, and CDP scoring methodology) that lead to the widespread and sustained adoption of GHG emission reduction targets in line with science as a standard business practice in priority regions and sectors.</p> 	<p>(3B) WRI will gradually step back from day-to-day management of “climate caucuses” and serve in advisory role to companies that continue to push for positive positions within U.S. trade associations. WRI will coordinate with other NGOs and create shared and increased expectations for companies to have positive influence on climate policy.</p> 	Supply Chain Equity 
<p>(1F) For each of our urgent goal areas, defined methodologies for companies to set their targets within a science informed context and a critical mass of companies with goals established. (Note WRI was a catalyst for this work and is progressing it in partnership with 25 other NGOs)</p> 		<p>WRI sets a new agenda that prompts companies to look for systemic change rather than addressing symptoms of inequity.</p> 
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Finance

Overall Score = 

Finance

- (1) 3-4 developing countries demonstrate measurably stronger capacity to plan, seek, and mobilize finance for NDC implementation 
- (2) 3-4 asset owners and/or asset managers of significant weight systematically use WRI tools and research to incorporate environmental factors into their financial decision-making 
- (3) The GCF, drawing on WRI research, adopts more effective policies, processes, and practices to fund adaptation projects and to mobilize private capital 
- (4) Multilateral development banks take concrete steps to better align their energy-supply investments with low-carbon scenarios and to make their portfolio alignment with a 2-degree-world more transparent 
- (5) The implications of proposed and enacted U.S. climate finance policies are made transparent, helping mobilize stakeholders to support progressive policies and resist destructive ones 
- (6) 1-2 U.S. cities or states undertake activities to promote international climate finance 
- (7) 1-2 countries develop insurance-related initiatives to strengthen their climate resilience, including to protect vulnerable populations 

(8) Chinese policymakers and financial institutions, as well as BRI-country governments demonstrate a clear commitment to use BRI funding to fund NDCs and other plans for sustainable investment




Governance


Overall Score = 


<p>Climate Resilience Practice (CRP)</p>	<p>(2C) Domestic and international financing entities commit to end-user financing mechanisms that can be accessed by organizations in the health and livelihood sectors for clean energy investments</p>	<p>(4B) Corporations and investors establish and implement company land rights policies that are consistent with international norms, including the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security.</p>
<p>(1A) Target countries demonstrate increased political will to fund, plan for, and implement transformative adaptation informed by WRI's research and engagement.</p>	<p>Environmental Democracy Practice (EDP)</p>	<p>(4C) Indigenous Peoples, communities, and their legitimate representatives and civil society partners have the information, voice, and power to effectively advocate for their rights and needs, including in all matters that effect their development.</p>
<p>(1B) Countries and multilateral development banks integrate climate change into development at the planning and policy level and at the implementation level, informed by WRI's research, analysis, partnerships, and technical support.</p>	<p>(3A) Governments and civil society are using climate governance diagnostics developed by WRI and its partners for more transparent, inclusive, and accountable development and implementation of long-term climate strategies, policies, or laws.</p>	<p>(4D) Development assistance agencies, including multi-/bi-lateral donors, climate funds and private foundations, recognize the positive development outcomes of secure tenure and make significant investments in securing indigenous and community land rights</p>
<p><i>(i) Number of countries that have integrated adaptation into development plans, policies, and actions</i></p>	<p>(3B) OGP Climate and Natural resource commitments are substantially completed and transformative based on IRM reviews.</p>	<p>(4E) Indigenous Peoples and other communities around the world have secure rights to their customary lands, and the authority to use and manage them through their traditional rules.</p>
<p><i>(ii) Number of multilateral development banks that have integrated adaptation into development plans, policies, and actions</i></p>	<p>(3C) Local men and women in vulnerable communities in priority countries are able to use technical and policy based environmental information, to directly address their concerns around poor environmental management, impacts of mining and air and water pollution from industrial practices including the growing scarcity of water available for daily use.</p>	<p>Gender & Social Equity</p>
<p>Energy Governance Practice (EGP) <i>(Note: Workstream started in 2021)</i></p>	<p>Natural Resource Governance Practice (NRGP), Land and Resource Rights Initiative (LRR)</p>	<p>(5B) By 2022 two strategic initiatives and programs have integrated a social inclusion and equity approach</p>
<p>(2A) Government agencies, international organizations and private sector actors are using the EAE platform to identify opportunities for investment in renewable energy to improve development outcomes and alleviate multi-modal poverty</p>	<p>(4A) Governments enact legislation that recognizes customary land rights held by Indigenous Peoples and communities, and implements programs that protect and secure these land rights, including programs that formally register and document indigenous and community land rights.</p>	<p>(5C) By 2022 attention to social inclusion and equity is incorporated into all relevant programming</p>
<p>(2B) Partner organizations in the livelihood or social service sectors are incorporating clean energy into their strategic plans for achieving SDGs at the subnational, national or global scale</p>		<p>(5D) By 2022 WRI research and tools used to influence global action for socially inclusive and equitable approaches to environmental challenges.</p>
<p>Achieved = On Track = Mostly on Track = Partially on Track = Off Track = Non-Verifiable (Missing Target) = Non-Verifiable (Missing/ Insufficient Data) = Workstream Deprioritised = </p>		


Communications


Overall Score = 


Communications 

By 2022, we will support 3-5 global activities per year that involve at least 3 international offices. 

By 2022, we will have a fully integrated web-architecture to support our global programs and our online reach will have increased on average by more than 10% per year. 

By 2022, we will manage at least three communications activities per year that that successfully inform thinking on a topic or help shift the narrative in a major sustainability issue 

We will introduce new digital governance protocols and a single WRI Playbook in FY18 (done) and ensure that by 2020 WRI leadership, managers and staff understand and abide by the guidelines. 

We will work with Programs and Centers to ensure that project funding under the integrated Comms Funding Policy covers the full cost of deliverables. We anticipate that this would mean that approximately half of the Core Comms budget is generated by program and center revenue recovery, and half from institutional resources (Indirects and Unrestricted) [Revised Goal] 

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Development

Overall Score = 

Win Larger Grants				
		(2B) "Global development team has leveraged leadership to deliver against WRI's annual fundraising priorities"	NV	(3G) 3 – 5 new Europe based HNW Individuals or family foundations become major donors. NV
(1A) WRI secures four or more eight-figure multi-year financing commitments from government sector funders.		Expand and Diversify WRI's Funding Base to Reduce Reliance on our Traditional European Donors		
(1B) At least four philanthropists and foundation leaders (founders, CEOs, or Senior Program Directors) have been recruited to WRI's Global Board of Directors.		(3A) 2 new 8-figure bilateral grants are secured to support in-country work in Africa, Indonesia, and India. (Overlaps with 2022 outcomes in Strategy #1)		(4A) WRI has re-anchored our relationships with European government partners who provide WRI critical core institutional funding, and by 2022 this revenue is increased to \$12M per year (up from approximately \$8M/year in 2017). This stretch target is met through the addition of at least one new core donor from Europe and one from outside of Europe, such as Japan.
(1C) WRI secures 8-figure grants from at least two foundations (stretch goal: three foundations).		(3B) Through robust relationship management by country, WRI's partners and funding from European capitals diversifies to ministries and budgets beyond ODA.		(4B) WRI is raising \$8 million annually in unrestricted revenue – and when combined with our projected endowment draw of \$2 million will be \$10 million in unrestricted revenue in 2022. \$10 million is 8 percent of the low-mid growth budget scenario of \$126M in 2022.
(1D) Stephen Ross renews his support for the WRI Ross Center for Sustainable Cities.		(3C) Funding from European Foundations doubles relative to FY16. (\$13.7M)		(4C) Culture of general support giving on the Global Board is strengthened such that several members are giving annually at \$250,000 and higher.
(1E) A major individual donor makes an 8-figure investment in one of our six challenge global programs.		(3D) At least five new non-US based Corporations are added to WRI's family of donors.		(4D) Two Board members with giving capacity have been drawn from the Global Advisory Council which has been revamped to consistently bring donors closer to our work.
(1F) WRI Secures 1 8-figure grant from a corporate or corporate foundation donor. (stretch goal: 2))		(3E) 2-3 non-European (e.g. Japan, Canada, Australia) and two new European countries (i.e. Finland, Switzerland, or Luxembourg) count WRI as a key impact partner and are providing a minimum of mid six-figure annual funding to WRI.		(4E) There is at least one seven-figure, non-board annual general support donor.
Resource our Seven Global Challenge Strategies				(4F) Combination of Courage to Lead dinner and Ross Prize Gala – held at the Shed at Hudson Yards – raises WRI's profile in New York City and more than doubles WRI's event revenue (baseline \$1M in an event year)
(2A) Each of our seven global challenge strategies has an embedded fundraiser that is working with the Global Development team to achieve a critical mass of funding to deliver impact at scale		(3F) Develop 3-4 new strategic partnerships with like-minded European peer institutes as a means of accessing EU and other European funds which WRI is not eligible or has not been successful pursuing (e.g. EEA, DIE, GIZ, IGC) [See Europe FY20 Plan]		

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(4H) By 2022, more than 40% of our revenue will be flexible in how we allocate it.



(4I) By 2022 WRI is making measurable progress towards a 5-year reserve target of \$20M by 2024, i.e. adding an additional \$7M to get half-way there



(4J) The CCG produces at least \$1M annually in unrestricted funding.



Build International Office Fundraising Capacity



(5A) Working with WRI's Board Development Committee and International Office Boards, an influential high net worth individual with passion for our mission, has been elected to each of our International Office Boards and is providing funding to the organization.



(5B) Each international Office attracts an additional 1-3 high net worth individuals to support their offices as the culture of philanthropy takes hold in their economies or diasporas.



(5C) Financing for International Office core costs is on a stable footing.



(5D) Global Development team supports the International Offices in identifying shared fundraising priorities on an annual basis, and delivers critical support to hit yearly fundraising targets



(5E) Each WRI International Office has a Development team responsible for setting and delivering a fundraising strategy, and fundraising practices and processes to ensure strategic fundraising coordination within the country and region



Sharpen and Enhance Fundraising Collaboration Across the Matrix



(6A) Internal capacity building on project design, managed donors, a large proposal review and enhanced proposal development processes contribute to stronger, more strategically focused proposals, and improved matrix coordination.

(i) # of new staff inducted on Development due diligence fundamentals]



(ii) % of Senior Staff onboarded with Development]



(iii) # of staff trained through Development fundraising skill building efforts



(iv) Staff engagement with Development Banyan Page



(v) Management career tracks reflect Development training requirements and clear development responsibilities.



(6B) Every WRI program, center, and international office has access to and capacity to manage Salesforce and regularly updates opportunities and forecasts for more accurate pipeline tracking and forecasting.

(i) # of Active / Lapsed Salesforce users



(ii) Improvements in Salesforce Data Integrity



(6C) Fundraising policies and best practices are socialized across the WRI matrix, fundraising trainings are held on a regular basis, and a fundraising curriculum and a fundraising best practices manual serve as a living repository for WRI's fundraising knowledge base.



(6D) WRI staff are aware of and equipped to fulfill their role as fundraisers for WRI, and the global development team is able to strategically leverage WRI's top fundraisers to meet WRI's fundraising goals.



Achieved = On Track = Mostly on Track = Partially on Track = Off Track = Non-Verifiable (Missing Target) = Non-Verifiable (Missing/ Insufficient Data) = Workstream Deprioritised =

Operations

Overall Score = 

Untitled



By the end of FY20, WRI's International Offices are self-sufficient on covering their operational costs (Communications, Development, Operations, Science & Research) and have an active risk log with no more than 3 high-risk items – including items from WRI's Building Blocks capacity assessment tool – and for which they have risk-mitigation strategies in place.



By the end of FY20, WRI's International Offices are self-sufficient on covering their operational costs (Communications, Development, Operations, Science & Research) and have an active risk log with no more than 3 high-risk items – including items from WRI's Building Blocks capacity assessment tool – and for which they have risk-mitigation strategies in place.



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Research, Data, and Innovation

Overall Score = 

Science and Research



(1A) By 2020, a global Science & Research function is in place in WRI's international offices to ensure consistent high-quality standards for all WRI-branded publications.

(i) Number of International Offices that have local Science & Research staff in place



(ii) Number of International Offices that have a sustainable financing plan to cover the costs of supporting an independent Science & Research function



(iii) Portion of WRI-branded knowledge products globally which follow the same rigorous review process prior to publication



(iv) Portion of data products that proactively submit pub plans to S&R and Communications



(ii) Portion of data products with technical notes that have approached RW team



(iii) Number of external projects powered by the Resource Watch open source architecture and/or API

(iv) Number of datasets downloaded as an indicator of further in-depth use of Resource Watch data



(v) Verified Use Cases



(vi) Media Coverage – Stories referencing or using RW data



Resource Watch



(2A) By 2020 the Resource Watch team and platform supports high quality data projects across the WRI network and empowers the research and applications of target audiences.


































(i) Portion of WRI data-oriented projects using Resource Watch team for strategic support, data access, and/or platform functionality



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Africa

Overall Score = 

Forests 			
(1.1) We will expand tools such as Forest Atlases, Global Forest Watch and Collect Earth.		(1.7) We will work to facilitate access to finance for restoration, monitor restoration impacts, and strengthen the enabling environment for both forest protection and large-scale restoration.	
(i) # of Countries with Forest Atlases		(i) \$ invested in restoration	
(ii) # of Countries covered by Global Forest Watch		(ii) # of monitoring exercises conducted	
(iii) # of Countries covered by Collect Earth		(1.8) We will conduct social network analysis to understand which actors are already restoring their landscapes, and connect them to share experience and scale good practices, as well as hosting learning and staff exchanges to work across Africa, Brazil, China, and India.	
(1.2) We will engage with private sector actors and leverage Global Forest Watch Pro to effectively monitor commodity supply chains in at least two African countries.		(i) # of social network analyses conducted	
(1.3) We will leverage the Open Timber Portal to promote transparency in the forest sector, expanding the platform's reach from two to five Congo Basin countries.		(ii) # of learning events hosted	
(1.4) We will work with partners to refine existing applications (e.g., Forest Watcher, Open Timber Portal, Forest Watcher) and train and support at least 15 CSOs and government agencies to carry out improved forest law enforcement across priority countries.		(1.9) We will work in at least five countries and twenty landscapes to establish and grow networks of farmer-to-farmer communication about restoration benefits and best practices.	
(1.5) We will enable relevant government agencies and local organizations to conduct improved law enforcement, monitoring and management of forests and biodiversity across eight priority landscapes in Central Africa.		(1.10) We will support governance reforms, new incentives and improved geospatial monitoring and analysis in targeted countries and landscapes.	
(1.6) We will work with a range of governments, restoration "champions", and on-the-ground implementing partners to scale up restoration.		(1.11) We will expand our work with local actors to incorporate integrated land use planning.	
		(1.12) We will support the recognition of community land and resource rights/claims in land-use planning.	
		(1.13) We will support natural resource policies to increase local control of natural resource management, including support to ensure women's access to more secure land and resource rights.	
		(1.14) We will continue our investment in institutional capacity building with at least 40 government agencies, civil society organizations, community-based organizations and small-to-medium sized enterprises working in forests in at least 8 countries across Africa.	
		(i) # of govt. agencies, CSOs, community-based organizations, and small-to-medium sized enterprises	
		(ii) of countries	
		(1.15) We will develop baseline and monitoring systems for restoration commitments, efforts, and impacts in at least five countries (Ethiopia, Kenya, Rwanda, Malawi, Niger).	
		Cities 	
		(2.1) We will work in three primary cities to develop a vision and strategic framework for sustainable urban growth by 2022	
		(2.2) We will continue to deepen our engagement in Addis Ababa, Ethiopia and Accra, Ghana as well as selecting a third city.	
		(2.3) We will engage with secondary cities based on a feasibility review and available finance.	
		(2.4) We will support National Urban Policy development in two countries, advising on national policy frameworks to help cities grow sustainably.	
<p>Achieved =  On Track =  Mostly on Track =  Partially on Track =  Off Track =  Non-Verifiable (Missing Target) =  Non-Verifiable (Missing/ Insufficient Data) =  Workstream Deprioritised = </p>			

(2.5) We will inspire and connect cities across Africa to adopt principles of sustainable urban growth through our training, technical assistance and analysis.



(2.6) We will seek to increase investment through changes in national policy and local investment plans.



(2.7) We will build a demand-driven coalition of African mayors, government officials, non-profit community leaders, researchers and prominent private sector representatives to develop a vision for urban sustainability that is lead and created by Africans.



(2.8) We will work with programs across our IOs to leverage their expertise and experience.



Water



(3.1) We will develop detailed water mapping, using ground-based information, in at least 2 countries.



(3.2) We will support countries' efforts to secure financing for water stress reduction investments based on Aqueduct data and the scenario planning tools to identify cost-effective, socially equitable strategies.



(3.3) We will work with AU and UNECA, among others, to scale the lessons learned to a pan-African level.



(3.4) We will leverage WRI's experience and expertise in spatial analysis, economic assessment, financing, and scaling watershed investment programs to provide cost-benefit analysis of natural infrastructure for water, and scale-up lessons learned across Africa together with partners.



(3.5) We will develop integrated strategies to secure water resources and sustain livelihoods based on the linkage between forests, landscape restoration, water, and food security.



(3.6) We will undertake an integrated, collaborative study on the restoration-water-climate nexus with the Water- Restoration-Governance Teams and partner institutes, to gather data to measure and map the benefits of restoration in terms of water retention capacity, crop yields and climate resilience.



(3.7) We will provide deeper analysis on the linkages between conflict/fragility and water scarcity, food security, and climate impacts in two regions of Africa



(3.8) We will identify solutions along the 'Predict – Prepare – Prevent' track.



Energy



(4.1) We will map additional electricity demand data for the energy access maps.



(4.2) We will develop maps with household data from secondary sources to identify unserved and underserved markets,



(4.3) We will develop a prototype global Energy Access Watch Map, adding additional layers of data on development indicators (such as health, education and productive uses) to the Energy Access Maps.



Climate



(5.1) We will continue capacity building on MRV in South Africa and Ethiopia.



(5.2) We will support NDC enhancement efforts on both mitigation and adaptation.



(5.3) We will advance in-country work on SDG/NDC linkages so as to evidence the development benefits of climate action.



(5.4) We will facilitate technical assistance and capacity building, create and disseminate insightful knowledge products that fill information gaps, and promote enhanced financial support for NDC implementation.

(i) # of individuals trained



(ii) \$ invested



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Governance



(6.1) We will deepen our work on transformational adaptation and agriculture and on the climate resilience dimension of water security.



(6.2) We will work with governments, civil society and donors in WRI Africa's priority countries to establish a strong legal and institutional framework for securing land rights with a focus on community land tenure.



Achieved =  On Track =  Mostly on Track =  Partially on Track =  Off Track =  Non-Verifiable (Missing Target) =  Non-Verifiable (Missing/ Insufficient Data) =  Workstream Deprioritised = 

Brazil

Overall Score = 

Forests

(2A) The National Plan to Restore Native Vegetation (PLANAVERG) is being implemented and supporting the compliance of the Forest Code and NDC target to restore and reforest 12 million hectares of degraded and deforested lands.



(2E) WRI Brasil becomes a national reference in the generation and dissemination of science-based knowledge and evidence and in the development of tools and methodologies (ROAM, GHG Protocol Agriculture and Forestry, GFW and MapBuilder, VERENA, etc.) to increase the scale and quality of forest landscape restoration and monitor the impact of WRI's work in Brazil.



(2B) Three major large-scale restoration initiatives underway and being monitored in Brazil, totaling 1 million hectares.



(2F) WRI Brasil becomes a key partner in the promotion of natural infrastructure (forest restoration and conservation) as a key strategy to climate change mitigation and adaptation (improve water supply to urban and rural people and sectors).



(2C) A significant amount of public and private financing mobilized and directed towards implementation of forest landscape restoration on the ground and new financing mechanisms and policies created to support the implementation of the Forest Code and NDC target.



(2D) The VERENA project concept is mainstreamed in the major large-scale restoration and reforestation initiatives (Atlantic Rainforest Restoration PACT, Amazon Restoration Alliance, Brazilian Coalition on Climate, Forests and Agriculture, PCI Strategy in Mato Grosso State, Reflorestar Program in Espírito Santo State, Restoration Program in São Paulo State, Rio Doce Watershed in Minas Gerais State, and Conservation da Mantiqueira Program) and supply chains (soybean, cattle, sugarcane, forestry, and cocoa) in Brazil.



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China

Overall Score = 

Climate & Energy		Sustainable Cities
<p>(1A) The national government implements additional policies to strengthen the NDC, 2050 climate strategy, and the 14th Five-Year Plan (14FYP) or their implementation as a result of WRI's analysis and support.</p>	<p>(1C) China adopts WRI's recommendations to mainstream climate adaptation into its development policies and steer the investments toward climate-resilient infrastructure. (this outcome has been updated in response to the Global Commission on Adaptation's call to increase financial flow to climate adaptation).</p>	<p>(3A) Integrated Transport System: By 2022 10 cities are benefiting from safer, greener, accessible, affordable and more resilient mobility due to improved integrated transport systems</p>
<p>(i) China's 2021 NDC update</p> <p>(ii) China's Long Term Climate Strategy (LTS)</p> <p>(iii) 14FYP</p> <p>(iv) Other relevant policies</p>	<p>Food & Natural Resources</p> <p>(2A) China transforms into a green food and land use system by addressing the water-food nexus issues.</p> <p>(i) 14th FYP</p> <p>(ii) National spatial planning</p>	<p>(3B) Vision Zero: By 2022, 3 cities are reducing road fatalities and injuries through a systemic and evidence-based approach that also improves urban life and the environment</p> <p>(3C) Livable Neighborhoods: By 2022, at least 2 cities have taken steps toward "livable neighborhoods" that exemplify the core principles of equitable accessibility, healthy environment, and resource efficiency and are taking visible steps to institutionalize policies, plans, and investment strategies that will promote more.</p>
<p>(1B) WRI's pilot regions/provinces/cities adopt WRI's recommendations to strengthen their climate policies, accelerate deep decarbonization strategy and/or mainstream climate policies in their economic development agenda, and the outcomes are well-recognized by the relevant national policy makers.</p>	<p>(2B) Governments and large food companies take actions to green the supply chain by taking into consideration of environment impacts (such as deforestation, carbon emission, water, etc.).</p>	<p>(3D) Air Quality: By 2022, at least 2 cities are reducing levels of PM2.5 through scientific diagnosis of sources and implementation of priority emissions reductions.</p>
<p>(i) Key climate related policies in the Yangtze River Delta (YRD) region</p> <p>(ii) Key climate related policies in the Greater Bay Area (GBA)</p> <p>(iii) Key climate related policies in the Jing-Jin-Ji (JJJ) region</p> <p>(iv) Key climate related policies in other key development regions where WRI has projects</p>	<p>(i) # number of food companies and governments/government thinktanks take actions</p> <p>(ii) Core government departments take green supply chain into their strategies</p> <p>(2C) Governments and large food companies take actions, such as implementing policies with measurable targets and monitoring mechanisms, to reduce food loss and waste in China as well as work with supply chains worldwide to reduce suppliers' food loss and waste.</p>	<p>(3E) Inclusive Climate Action and Energy Planning: Assist 2 cities or province in setting and implementing data-driven energy and climate action targets that mitigate emissions, are developed with inclusive processes</p> <p>(3F) E-Mobility: By 2022, Assist at least 2 cities or province in adopting policies and projects that capitalize on the dual benefit of EVs as mobility and energy assets</p>
<p>Achieved = On Track = Mostly on Track = Partially on Track = Off Track = Non-Verifiable (Missing Target) = Non-Verifiable (Missing/ Insufficient Data) = Workstream Deprioritised = </p>		

(3G) Scaling up: China advance national policies and project pilots with transformational potential.



Sustainable Investment



(4A) China will accelerate the reduction of oversea coal investment along the Belt and Road countries.

(i) \$bn of China's loans to coal power generation in BRI countries



(ii) \$bn China's loans to coal power generation in SE Asia



(4Bi) China will increase oversea renewable energy along the Belt and Road countries

(i) GW of wind & solar installed in BRI countries financed by China



(ii) \$bn of China's wind & solar investment in BRI



(4D) It will be considered by both China and BRI countries that BRI investments and trade that affect supply chains do not in turn catalyze loss or degradation of natural ecosystems, such as forests, biodiversity, air, water, soil, climate change, etc.



Europe

Overall Score = 

Circular Economy/ PACE



(1A) Major companies adopt business models that incorporate circular economy approaches and account for risk associated with high-consumption patterns as a result of WRI's research and engagement, so that goods and services as well as jobs and growth can be produced within planetary boundaries.

(i) Number of major companies that have adopted and are implementing circular economy business model approaches in their supply chains, production, in-life and end-of-life impact



(ii) Number of major companies that have adopted and are implementing business model approaches that substitute for high-consumption patterns



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India

Overall Score = 

Cities 	(1K) Cities in India are recognized in and actively contributing to NDC and national low emission development strategies.		(2C) By 2022, secure tenure and resource rights have reduced vulnerability of at least 150,000 households providing a sound basis for landscape restoration and rural economy.
(1A) 3+ cities have implemented significant reforms (urban codes, land use plans) for TOD projects.	Landscape and Restoration 	<i>(i)</i> One state government uses the tool and associated methodology to clarify land rights	
(1B) 2+ cities use WRI analytics to inform choices on infill or planned extensions.	(2A) By 2020, governments in at least three states have committed to landscape approaches for addressing climate and developmental challenges.	<i>(ii)</i> Number of states that recognize secure tenure as an enabling condition for landscape restoration	
(1C) 3+ cities have lowered their water risk by protecting water bodies, implementing water sensitive urban design and clean & distributed water projects	<i>(i)</i> Number of state governments with access to data on forest protection and landscape restoration and tools and methods for planning landscape restoration at scale	(2D) By 2022, governments, NABARD, corporate sector and civil society in India are implementing tree based interventions on 5 million hectares of rain-fed agriculture for strengthening food security and rural livelihoods as well as achieving international environmental commitments.	
(1D) 2+ medium to large urban areas implement Urban Community Resilience Assessment also influencing the national policy.	<i>(ii)</i> At least two states (districts within) commit to adopting landscape approach in its planning.	<i>(i)</i> Number of stakeholders from state government, civil society, NABARD, and research institutions trained to build successful restoration project pipelines by using ROAM	
(1E) 15+ cities benefit from safer, cleaner, accessible and more resilient mobility due to improved transport systems.	(2B) By 2022, forest areas in at least three Indian states are protected and regenerated utilizing multiple financial flows including CAMPA, leading to direct benefits to dependent communities and provision of multiple ecosystem services.	<i>(ii)</i> Number of entrepreneurs supported in development and publishing of business models, incubate high-potential businesses, and connect them with the resources, financing, and knowledge they need to succeed, including impact investors]	
(1F) 1 city adopts a new policy supportive of new sustainable mobility solutions.	<i>(i)</i> Number of state governments with capacities to plan landscape restoration that can support sub-national priorities particularly around job creation, strengthened rural livelihoods and food security]	(2E) By 2022, India is on a sure-footed pathway for achieving its NDC with transparent tracking of progress.	
(1G) 2+ policies on sustainable urban mobility have been approved and are being implemented.	<i>(ii)</i> Strengthen forest sector outcomes through unlocking finance (at least \$1 billion) for forest sector through ecological fiscal transfers]	<i>(i)</i> The methodology and cloud-based analytics (DeepForestNet) for pilot districts up-scaled	
(1H) 5+ cities implement action plans to meet GHG reduction targets.		<i>(ii)</i> Develop a proxy for monitoring well-being to track progress on social indices.	
<p>Achieved =  On Track =  Mostly on Track =  Partially on Track =  Off Track =  Non-Verifiable (Missing Target) =  Non-Verifiable (Missing/ Insufficient Data) =  Workstream Deprioritised = </p>			

(2F) By 2022, government in at least one state has improved incentives and enabling conditions for sustainable land management.

(i) Key policy incentives discussed, and benefits of landscape restoration showcased with # state governments to build a case for implementation



(ii) Key interventions adopted sub sector wise to reduce food loss and waste]



Energy



(3A) Contributed to 3GW of renewable energy target



(3B) GPMDG's presence is national



(i) GPMDG's physical presence grows to multiple states and stakeholders



(ii) GPMDG portal launched



(3C) 2 utilities / state governments use our research and work to make better decisions in the transition to clean energy



(3D) Ambitious clean energy, building efficiency and residential energy efficiency programs running in 10 cities



(3E) Energy access maps are used to inform clean energy solutions in 3 states



(3F) Productive uses and development sector drive demand for clean energy solutions in 3 states

(i) Development agencies in the 3 states integrate energy into their workplans across key sectors and implement clean energy solutions



(ii) Active discussions on integrating energy access and development among government and non-government stakeholders



(3G) Productive uses and development sector drive demand for clean energy solutions in 3 states

(i) Partnership with Government agencies / departments



(ii) Participation in coalitions and collaborations established by peers and other non-government agencies



(iii) WRI's expertise sought in external research and reviews including by government, peer organizations and media



Climate Resilience Practice (CRP)



(4A) Central government and at least three state governments have increased their capacity to access and use climate information, knowledge, and tools to plan, implement and track adaptation actions, including those prioritized in India's NDCs.



(4D) Technical assistance provided to key state agencies to access and mobilise climate finance from national and international funding sources. Help craft at least two successful International proposals by 2022.
























(4E) The framework for transformative adaptation developed by global CRP be tested and shaped by research findings from Indian experience on finance as well as raising adaptation ambition.



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Indonesia

Overall Score = 

Forests and Landscapes		
<p>(1A) By 2019, at least one customary forest are recognized and sustainably managed with the support from WRI Indonesia's One Map, Social Forestry, and GFW initiatives. The government's One Map and Social Forestry program are supported with various data management platforms that help data-driven bottom-up land use planning, management, and monitoring.</p>		<p>(3B) By 2018, Bandung city government begins to adopt Trans Metro Bandung Implementation Plan proposed by WRI Indonesia through establishment of more sustainable institutional structure and financially viable route network of Trans Metro Bandung.</p> 
<p>(1B) By 2019, a collaborative approach among civil society to employ public online monitoring on peat restoration is operationalized, along with grassroots networks in at least 7 peat provinces that advocate sustainable peat management locally.</p>		<p>(3C) By 2021, additional cities join Citeis4Forests</p>  <p>(3D) By 2021, Increased awareness and political support for inner, nearby and faraway forests in Indonesia.</p> 
<p>(1C) By 2019, ROAM for peat restoration will be implemented, with the MRV platform for peatland integrated into the National MRV system</p>		<p>(3E) By 2021, Jakarta city government adopts WRI recommendations for the development and management of Jakarta's urban forest</p> <p>(i) At least 2 maps established with WRI's support and adopted by Jakarta Government</p> 
<p>(1D) By 2022, new way of thinking in managing forest and landscape sustainably is the new normal, with better land-based commodities production that respect environmental and social safeguards. [# of private sectors and smallholders engaged to NDPE commitment]</p>		<p>(ii) At least 2 regulations and/or other official documents/references incorporated WRI's recommendations</p> 
<p>(1D) By 2022, new way of thinking in managing forest and landscape sustainably is the new normal, with better land-based commodities production that respect environmental and social safeguards. [# Improved forest and landscape management by governments and private sectors]</p>		<p>(3F) By 2021, WRI Indonesia completed analysis of Jakarta's flood and its recommendations focusing on nature-based solutions to control the flood</p>  <p>(3G) By 2021, WRI Indonesia helped to communicate the importance of Inner, Nearby, and Faraway forests to the public</p> 
<p>Achieved =  On Track =  Mostly on Track =  Partially on Track =  Off Track =  Non-Verifiable (Missing Target) =  NV Non-Verifiable (Missing/ Insufficient Data) =  NV Workstream Deprioritised =  D</p>		

(3H) By 2021, Coalition for Urban Transformation (CUT) published synthesis report and country specific report on national policies to support sustainable cities



(3I) By 2021, Emission Reduction and Sequestration Initiative uses technology to engage individuals and organizations to change behaviors toward reduction and sequestration of lifestyle emissions through crowd-funding and tree-planting partners



(3J) By 2021, there is an increase of public awareness on the benefit of LEZ and wide acceptance of the implementation of LEZ in Jakarta



(3K) By 2022, Jakarta city developed Air Quality monitoring and improvement strategy supported by WRI Indonesia



Climate



(4A) By 2018, WRI Indonesia launches Climate Watch Indonesia, revamping Indonesia Climate Data Explorer (CAIT Indonesia) website platform, to provide reliable climate information on national and sub-national levels. Climate Watch Indonesia will become a public platform to monitor government's commitments and performance in achieving Indonesia's climate action targets.



(4B) By 2018, WRI Indonesia publicizes Indonesia Energy Policy Simulator as an independent policy planning tool and use it to develop a policy analysis and create policy recommendations



(4C) By 2019, WRI Indonesia conducts a study of new policy option to inform future NDC of Indonesia in one of the following areas: non-CO2 emission study, national long-term climate strategy, detailed study on peaking country emissions, or other new innovations.



(4D) By 2019, WRI will complete its supports to Ministry of Development Planning (BAPPENAS) to enhance their system dynamics development model for low carbon development planning.



(4E) By 2019, WRI increases conversation and discussion forums on low carbon development planning with private sectors, CSOs, and other non-state actors.



(4F) WRI Indonesia will produce guidelines and identify ways on how non-state actors could contribute to low carbon development (such as Greenhouse Gas Protocol for private sectors).



(4G) Together with the Climate Resilience Practice Initiative and Urban Climate Resilience, WRI Indonesia will conduct study on climate resilience and adaptation across several major coastal cities in Indonesia.



(4H) To enhance research collaboration with Ministry of Environment and Forestry, for example on climate adaptation, and climate risks and vulnerability study.



Oceans



(5A) By 2020, the detailed New Ocean Economy report for Indonesia is completed. This report becomes a major contributor for the administration's policy on data-driven and bottom-up planning, management, and monitoring of maritime issues. It effectively raises awareness among the general public, turning Indonesia into a maritime power that puts ocean sustainability at the forefront



(5B) By 2021, the ROAM for mangroves protocol has been finalized, tested out in at least five pilot areas, and is ready to be used in many more locations across the country and beyond. Concurrently, Indonesia has an effective national strategy regarding mangroves resulting from the contribution of WRI Indonesia and another partner.



(5C) By 2022, a comprehensive database/online platform on marine pollution in Indonesia is completed. The database will guide the development of national and subnational policies and empower citizens to tackle marine pollution issues.



(5D) By 2022, WRI Indonesia conducts studies on the area of coastal valuation — which are then expected to support initiatives/policies in (one of the) following realms: coastal community livelihood; coastal ecosystem restoration & conservation; kick starting national ocean accounts; and/or other emerging possibilities.



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Mexico

Overall Score = 

Economic Development & Land Use (Urban Development and Accessibility)		
<p>(1.1A) By 2022, Mexico can advance the Urban Reform through the integration of a replicable planning model aiming to generate cities with greater access 3C + E (dense, dynamic and diverse) impacting 50 cities and / or Metropolitan Zones with direct incidence of WRI Mexico.</p>	<p>(1.1D) By 2022, the implementation of public policies or projects will be promoted to mitigate the risks and challenges of water management and resilience through NBS or green-gray solutions in at least 2 cities.</p> <p><i>(i) # of cities that have fully implemented policies or projects</i></p> <p><i>(ii) # of cities progressing towards implementation of new policies or projects</i></p>	<p>(1.2C) By 2022, Mexico strengthens national regulations and at least 3 Mexican cities managed to establish a zero vision and speed management program</p> <p>(1.2D) By 2022, At least 3 cities in Mexico and 3 cities in Colombia have implemented fleets of low emission vehicles contributing to the national NDCs and the improvement of air quality in those cities</p>
<p><i>(i) # of local governments that will refer to information generated by WRI within the CUT program</i></p>	<p>(1.1E) By 2022, at least Mexico City and another city will be better prepared on its strategy and institutional maturity of seismic management risks thanks to WRI Mexico' support.</p>	<p>(1.2E) The federal government reinforces its program -PROTRAM 2.0- that supports the implementation of active mobility systems and implements projects in at least 5 cities that benefit the actions the country is undertaking to combat climate change.</p>
<p><i>(ii) # of knowledge products that have been disseminated with national and subnational governments</i></p>	<p>(1.1F) By 2022, Mexico achieves an improvement of 20% in energy efficiency in the national vehicle fleet</p>	<p>(1.2F) By 2022, In Mexico, a couple of cities have established an incentive program for the use of innovation in sustainable transportation systems</p>
<p>(1.1B) By 2022, Mexico has a federal program that accelerates the implementation of public spaces at local level in at least 10 cities with recommendations from the World Resources Institute. (Design, Maintenance, Rehabilitation, Normativity, etc.)</p>	<p>Mobility</p> <p>(1.2A) By 2022, Mexico positions the national agenda for sustainable urban mobility that helps implement low-emission projects, new financial models, road safety and solutions for walking and cycling</p>	<p>Energy Systems</p> <p>(1.3A) By 2022, 6 Mexican cities are part of the Building Efficiency Accelerator Initiative (BEA), implementing policies, incentives, codes and investments for the rehabilitation of buildings.</p>
<p>(1.1C) By 2022, at least 3 Intraurban development projects or policies are implemented and at least 3 others in progress.</p>	<p>(1.2B) By 2022, Mexico City and Guadalajara, achieve 30% integration in public transport and increase by 5% the use of bicycles through improved connectivity and walking conditions. An integrated transport system project is achieved in medium-sized cities in Mexico.</p>	<p>Air Quality</p> <p>(1.4A) By 2022 at least 5 cities or metropolitan areas in Mexico and Bogota have access to robust tools that strengthen public policies to improve air quality and protect the health of the population and ecosystems</p>
<p><i>(i) # of urban development projects implemented partially</i></p>		
<p><i>(ii) # of urban development projects in progress</i></p>		
<p>Achieved = </p>	<p>On Track = </p>	<p>Mostly on Track = </p>
<p>Partially on Track = </p>	<p>Off Track = </p>	<p>Non-Verifiable (Missing Target) = </p>
<p>Non-Verifiable (Missing/ Insufficient Data) = </p>	<p>Workstream Deprioritised = </p>	

Climate		(4A) By 2022, Mexico complies to its validated restoration commitment of the 20x20 initiative. [# projects/community-led management initiatives]	
		(2A) By 2022, there are 2 sectorial strategies to promote the transition towards a low greenhouse gas emissions economy.	
		(2B) By 2022, at least 3 states and Mexico City adopt climate change strategies aligned with the national NDC and the Sustainable Development Goals (SDGs) of the United Nations.	
		(2C) By 2022, there are clear guidelines and 2 success stories at national and state level regarding the implementation of market instruments that promote the fight against climate change.	
Oceans		(5A) By 2022, Mexico is implementing some of the recommendations of the High Level Panel for a Sustainable Ocean Economy's Transformations document (Oceans Panel).	
		(5B) By 2022, Mexico City and Guadalajara, achieve 30% integration in public transport and increase by 5% the use of bicycles through improved connectivity and walking conditions. An integrated transport system project is achieved in medium-sized cities in Mexico.	
Energy		(3A) By 2022, 5 electricity users, both private and public, have a roadmap or strategy for procuring energy from clean and accessible sources, contributing to the decarbonization of the economy.	
Forests		(4A) By 2022, Mexico complies to its validated restoration commitment of the 20x20 initiative. [8.4 Million hectares]	
<p>Achieved = On Track = Mostly on Track = Partially on Track = Off Track = Non-Verifiable (Missing Target) = Non-Verifiable (Missing/ Insufficient Data) = Workstream Deprioritised = </p>			

United States

Overall Score = 

NDC Implementation	Corporate Climate/ Energy
<p>(1A) Government entities, states, local governments, businesses adopt policies and actions that WRI actively supports based on modeling and emissions data that suggest that the U.S. is on track to achieve its 2016 Paris NDC commitment of GHG reductions of 26-28% below 2005 levels by 2025 regardless of the Trump administration's intentions or actions.</p> <p>(1C) International climate experts and stakeholders continue to engage despite a lack of official, national bilateral and multilateral climate action by the US.</p>	<p>(3A) By 2018, Utilities in 20 states provide expanded, cost-effective renewable energy supply options to large-scale electricity consumers. Doing this opens the door to 60 gigawatts of additional, utility-scale renewable projects by 2025.</p> <p>(3B) By the end of 2018, more than 300 global companies announce ambitious, science-based emission reduction targets, generating the momentum needed to make such targets mainstream. By 2020, large-emitting corporations worldwide are using science-based targets as the foundation of their greenhouse gas management strategies.</p>
<p>State Climate/ Energy</p> <p>(2A) WRI has demonstrated the climate leadership of subnational actors through quantification of current and potential non-GHG scale and GHG impacts of subnational action at COP23 and the California Climate Summit, including tracking progress in meeting pledges.</p> <p>(2C) 15 states adopt 100% clean energy executive orders or legislation, including six red states</p> <p>(i) # states adopting 100% clean energy targets</p> <p>(ii) # of red states adopting 100% clean energy targets</p>	<p>(3C) At least 12 major U.S. companies take actions to encourage or participate in groups that encourage their industry associations to support climate policy action, and 20 CEOs express explicit support for climate policy in the annual Business Roundtable report.</p>



Annex 5: Persons Interviewed

Internal stakeholders: Bilateral interviews

Team	Number of stakeholders engaged
International Offices	19
Centres	15
Programs	9
Core Functions/Executive Office	20
Total	63

Internal stakeholders: Focus Group Discussions

Theme	Number of stakeholders engaged
NCE	4
GFW	5
Cities	3
Africa	23
Cross Cutting Themes	26
Core Functions	24
Outcome Results	19
Total	104

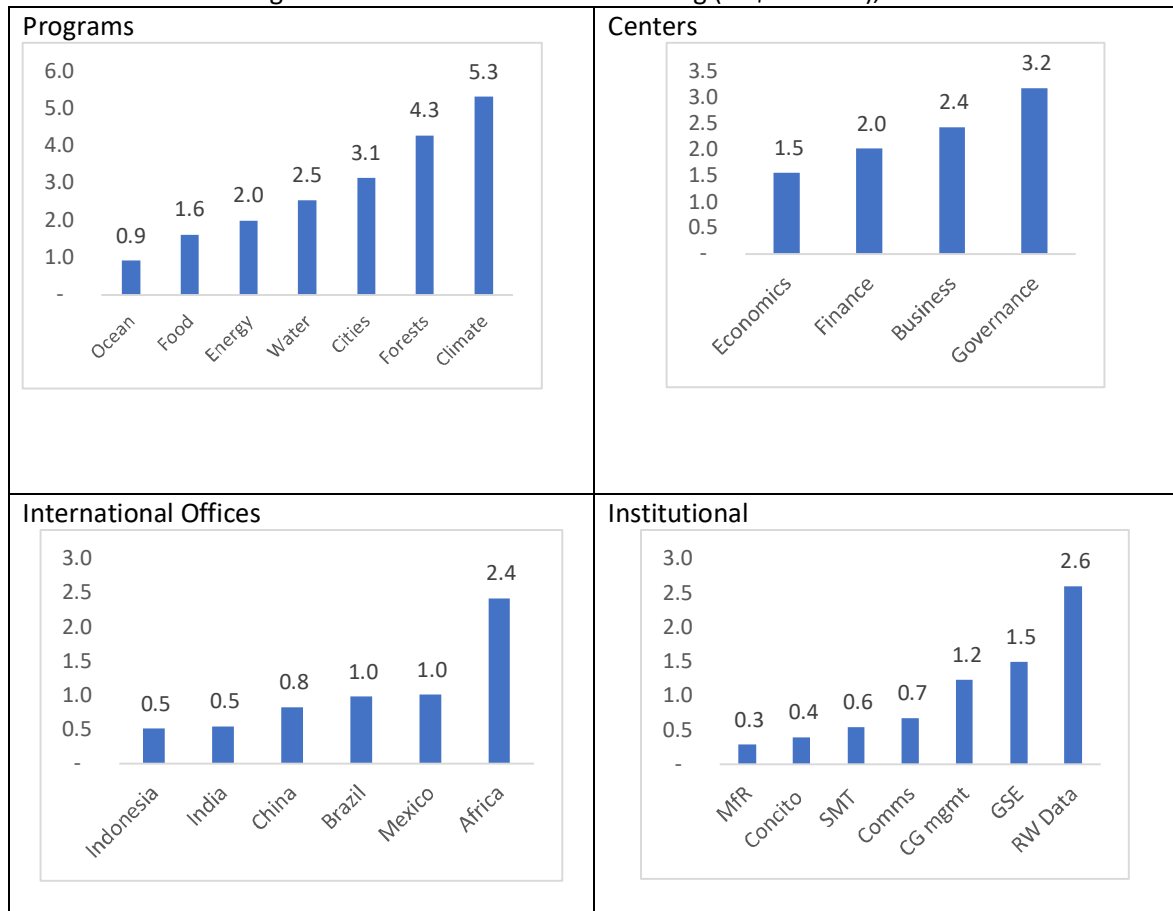
External stakeholders:

Type of External Stakeholder	Number of stakeholders engaged
Corporate	5
Donors	9
Multilaterals	5
NGOs/CSOs	9
Policymakers	12
Total	40

Annex 6: Core Donor Funding and its role in WRI: selected examples

Between FY18-FY21, WRI received a total amount of US\$ 44.6 million in core contributions from Sida, the Netherlands MFA and Danish MFA, and IrishAid.¹⁹ These contributions are categorized as Official Development Assistance (ODA), which means they are only allocated to activities that promote the economic development and welfare of ODA-eligible countries. This core funding is imperative for WRI to sustain long term transformations, incubate new work and be innovative, agile and responsive to new circumstances and to sustain WRI's global presence and partnerships. It is distributed across Programs, Centers, IOs and selected core functions and other institutional priorities (see Figure 6.1).

Figure 6.1: Distribution of Core Funding (US\$ millions), FY18-21



Note: Concito is a secondment paid for by the Danish MFA only; SMT = senior management team support; CG = core grant management; RW = Resource Watch Data Platform.

The ER team found that Core Funding positively contributed to WRI's ability to accelerate and mainstream behavioral shifts, and support WRI's capacity building in country. Long term approaches allow for WRI to tackle problems which are entrenched and interconnected, and does this by building practical solutions, informed by robust data, evidence and analysis, long term research, and implemented by strategic coalitions.

¹⁹ Irish Aid funding provided only for FY18.

Innovate and Incubate

Early stage core funding allows WRI to develop new, innovative projects aimed at addressing climate and development priorities of ODA eligible countries. Such funding is used for initial concept development, consultation with stakeholders from targeted developing country governments and other local actors, and elaborating on multi-year projects with partners, that are well-aligned with the country's own strategies (development, NDC or other relevant strategies). Early stage funding helps mobilize additional funding for the actual implementation of the project. Examples of new projects and data platforms which have benefited from such funding include:

a. New projects

Food Loss and Waste Finance Facility As part of the Champions 12.3 effort, early stage funding allowed WRI to collaborate with the Dutch government, World Bank, FAO, Rabobank and others to explore how to increase financial investment in on-farm and near-farm food storage solutions in underdeveloped regions in Africa, to help reduce food loss and waste. This exploratory process was successful, and the World Bank and private investors will be launching in 2022 a Food Loss Finance Facility in Africa to support investment in climate-smart food storage and processing capacity.

Urban Water Resilience In the Cities program, rapid risk assessment methods were piloted which determined urban water resilience needs for two cities in Africa. Addis Ababa and Kigali are now engaged and supportive of new approaches to integrating NBS. Urban Water Risk assessments have also led to the development of a machine learning model which forecasts land use classification maps. In India, bilateral funding allowed WRI to develop analytics such as water availability assessments, water demand and water balance studies, demand supply dynamics and water stress faced by cities, as well as vulnerability assessments.

Accelerate Access Coalition Early stage research development contributed to impacts in the Accelerate Access Coalition in India, which has increased access to water, sanitation and healthy open spaces for urban poor communities. Initiatives within the AAC include the Accelerating Access Prize, the AACO Student fellowship, and the AACO story challenge. These initiatives have led to the implementation of green infrastructure interventions and wastewater management in the Penthakotta community in Odisha and has uncovered opportunities to scale the work of the AAC in other cities in India.

- **Developing Air Quality tools for cities to catalyze action in Mexico** Newly developed Air Quality tools allowed WRI to conduct four scientific seminars, and the integrated inventory of Greenhouse gas emissions and criteria pollutants for 2018 in Guadalajara. WRI conducted research and published Technical Notes on decarbonizing Indonesia's organizational and individual lifestyle.
- **Political Economy of Climate Change Governance** WRI Brasil and India piloted a guide and **methodology** for coalitions to assess the political economy of domestic climate change governance, to help develop their respective engagement strategies for national and subnational stakeholders. The work has since been disseminated as a resource through the Open Government Partnership to coalitions and governments and civil society stakeholders, helping to enhance transparency, citizen participation and accountability in implementing climate commitments.

b. Data platforms²⁰

Core funding is also key to establish and maintain data platforms which are used to monitor and track climate and development actions at the global level, holding governments accountable to commitments and helping developing country governments and other stakeholders to take more data informed decisions at the country level. Core funding is often critical at the beginning of the set-up of data platforms and is often subsequently complemented by other sources of funding. Examples of platforms which have benefited from core funding are:

- **Alliance of Indigenous, Land and Environmental Defenders** has strengthened the protections for environmental defenders. Three working groups of the coalition creating a Global Database on attack and killings of environmental, climate and land defenders. The Coalition also developed country case studies to help inform national policy and legal reforms, and a collation of resources to support national and local level organizations who provide funding and legal support to defenders in Kenya, Columbia and Mexico.
- **Ocean Watch Data Platform** Through partnerships, WRI was able to create a cross-programmatic team, from Resource Watch and the Ocean Program to create the Ocean Watch platform which provides an insight into the data challenges of ocean governance and helps collaboration between WRI and the UN to help support stakeholders by aiding the flow of data so that it can be accessed by global ocean dependents.
- **Growing Resource Watch's impact on the ground through air quality visualization** Cutting edge forecast models developed by Resource Watch, WRI Mexico and the Air Quality Program, has enabled cities to act on the sources of emissions through local pollution event contingency plans, which will protect citizens through reductions of industrial activities or vehicular restrictions, while also helping local governments comply with open data requirements.

Agility and responsiveness

Multi-year predictable funding is a critical mechanism for WRI to continue to implement WRI's Strategic Plan 2018-2022, however, the core funding also allows WRI to respond to global shifts and capitalize on strategic opportunities as they occur. Core funding allows WRI to continue to develop integrated solutions to development challenges, and incorporate these into WRI's programs in order to achieve impact at scale.

- **Build Back Better** – WRI's response to the multiple crises of the global pandemic, which included economic and environmental threats, and social justice inequity. WRI pushed for a more just,

²⁰ WRI's Platforms are often considered Global Public Goods. They are listed in this document due to their impact on the Global South.

green and resilient recovery, produced a global and regional webinar series, research products, expert notes and outreach across WRI's geographies.

- **Development of P4G State of the Art Report** Bilateral funding also supported the two year research process of the P4G State of the Art Report, launched in October 2020, with 1,000 downloads. With the onset of Covid-19, bilateral funding allowed WRI to quickly respond to the new environment and address urgent new research areas.

The ROAM Analysis and India Restoration Atlas was adapted for the Indian context, and a ROAM assessment for Sidhi District of Madhya Pradesh in India was conducted alongside the development of the India Restoration Atlas. The Sidhi District is a remote and climate-vulnerable district in India; half of its population lives below the poverty line. In the Pilot cluster of 13 villages, approximately 10,000 hectares of land will be treated with ecologically-appropriate and socially-accepted restoration interventions over the next five years and indirect benefits are expected to reach approximately 1 million people living in adjoining areas. Steering committees at the state and district level will be leveraged to scale the project to adjoining districts, with further direct benefits to marginalized communities as well as the institutionalization of the landscape approach integral to ROAM within government functions. The India Restoration Atlas was featured and in the communications of the MoEFCC at the 14th session of the Conference of Parties (COP) to the United Nations Convention to Combat Desertification (UNCCD) in September 2019, and the data underpinning the Atlas enabled framing the findings to the Fifteenth Finance Commission of India.

- **Transformative Adaptation Research** Bilateral funding allowed WRI to publish '*Driving System Shifts for Climate Resilience; Case Studies of transformative Adaptation in Bhutan, Ethiopia and Costa Rica*' which in turn laid the groundwork for further WRI reports.
- **Improving GCF Voting Procedures** In July 2019, following 18 months of WRI research and policy advocacy, including a WRI working paper, the GCF adopted a historic decision making procedure which contributed to more ambitious pledges from participating countries. The WRI contributions calculator also pushed countries to at least double their 2014 contributions, and the replenishment achieved US\$9.7 billion
- **Mainstreaming Gender and Social Equity in WRI's Programs** Bilateral funding supports the Senior Gender Advisor and the Gender Social Equity Initiative. Their accelerates and mainstreams behavioural shifts at WRI and in WRI's work with various partnerships. The work on Gender Mainstreaming in WRI Knowledge and Research Products also positioned WRI to take leadership on steering the environment community to more meaningfully and effectively center equity, justice and poverty alleviation in WRI's outcomes and approaches.
- **WRI Africa strategy refresh** shows and agile response to changing circumstances and the recognition of the need for a modified approach.

Global presence, expertise and partnerships

Core funding allows WRI to strengthen their global reach and partnerships, especially in developing countries. Core funding supports WRI work at the local, national and global level. Part of WRI's success globally is in their physical presence which core funding contributes to the capacity building and

strengthening of on the ground teams, WRI's partnerships with southern actors, and WRI's Global Offices. Examples of how core funding has strengthened WRI's Global presence, expertise and partnerships are:

- **ACT2025 Consortium (Allied for Climate Transformation by 2025)** WRI established ACT2025, a consortium of key stakeholders committing to address climate challenges and influencing UN climate negotiations. ACT2025 has resulted in the ACT2025 Alliance Statement, 'Call to Action' which outlined five areas where progress is essential to reach a just outcome for vulnerable developing countries at COP26. ACT2025 provided valuable support to delegations from low-income countries and helped these actors in their preparation prior to COP26.
- **The World Resources Report "Creating a Sustainable Food Future"** contributed to shifting the global discourse food system transformation positively. Bilateral funding allowed WRI to produce the long-term deep research report, which has served as the intellectual foundation for the entirety of WRI's Food Program.
- **The New Urban Agenda** Bilateral funding further enabled WRI to convene experts and stakeholders to increase the impact of the WRR framing paper. The New Urban Agenda was adopted by 167 Countries and the WRR Framing Paper has been able to influence and innovate work led by development agencies, donors and city networks.
- **Building the research capacity of WRI's International Offices** Internally, bilateral funding enabled WRI to establish a research integrity function in each international office, building the research capacity of WRI's IOs. This provides essential financial support until offices are able to fund the RDI function with their own funds. WRI India hired a writing coach, so documents are now going through the review process more efficiently; the RDI lead in WRI Africa has identified the need to integrate research into new pillar plans and has led to stronger proposals from the Office; and in Indonesia, the RDI Lead established a training program for early researchers which has expanded into a network which has strengthened the quality of research across NGOs in the region.
- **Improving our impact in SE Asia** Due to bilateral funding, WRI was able to recruit and hire a dedicated SE Asia regional coordinator for the Energy Program. Energy demand is estimated to grow 50% over the next decade, and SE Asia is the world's 6th largest economy when regarded as a regional block, and therefore a critical region to engage in order to achieve the 1.5 degree path. The SE Asia regional coordinator has been instrumental in sharing best practice across the region, and coordinate WRI's efforts across the region. Impacts include the Climate and Sustainability Partnership, with HSBC and WWF, and positively influencing energy policy in the Philippines.

Support partners' own policy and strategy development and implementation

WRI's relationships with core government partners are designed to be mutually beneficial, and WRI undertakes a number of engagement and stewardship activities that shares WRI's knowledge on areas of strategic interest to their partners. Core funding allows the WRI to further develop these relationships, and positions WRI as a '*thought partner*' for governments, allowing WRI to contribute to the strategic planning and support of policy developments in core government partner countries. Examples of projects include:

- **Seeding WRI's new Water Resources Management initiative in Ethiopia; Supporting Ethiopian efforts to enhance climate action** Early stage bilateral funding allowed WRI to launch a

partnership with the Ethiopian Ministry of Water, Irrigation and Energy (MOWIE) to measure water supply and demand throughout the country at sub-basin levels. This work, and Green Economic Modelling done by other WRI teams, enabled MOWIE and the National Planning and Development Commission to then pursue evidence-based national development and climate resilience plans that take account of water-related risks.

- ***Co-investment to capacity building of a local institution in Espírito Santo State, Brasil*** Core Funding contributed to the project “Maximizing Economic Opportunities at Scale for Landscape and Forest Restoration in Brasil”. This project worked across tree landscapes in Brasil; identifying priority areas for restoration in the watersheds and presents an action plan to strengthen the restoration chain in the region.