



WORLD
RESOURCES
INSTITUTE

2023-2027 STRATEGIC PLAN

Getting the Transition Right for People, Nature And Climate

About this Document

We are pleased to share WRI's Strategic Plan, 2023– 2027: *Building a Better World for People, Nature and Climate*. This document reflects our vision and approach for the Institute over the next five years. This document will be supplemented by detailed theories of change.. The strategy will also be accompanied by country strategies for each of our focus countries, which will lay out key political economy considerations and priority interventions in these areas.

This strategy reflects a new level of rigor in how WRI sets targets, creates theories of change, tracks progress and evaluates and learns from the results. We have set ambitious goals and organization-level targets for the next five years, though we know that the global transition to a low-carbon economy that is good for people and nature will take longer than that to fully realize. The WRI Results Framework in Part 4 of this document sets out global goals and global impact targets for 2030 and our WRI impact targets for 2027. As a living strategy, our targets, theories of change and results framework will be reviewed and adjusted based on lessons learned, progress made and changes in the external context.

Acknowledgements

This strategy was developed through a highly consultative process with internal and external stakeholders over several months. Our heartfelt thanks to WRI's Global Board of Directors, our institutional strategic partners (the Netherlands Ministry of Foreign Affairs, Royal Danish Ministry of Foreign Affairs and Swedish International Development Cooperation Agency) and other partners who shared their insights and expertise. Our deep thanks to the lead authors, Janet Ranganathan and Michael Oko, Co-Chairs Stientje van Veldhoven and Wanjira Mathai, editors Emily Matthews and Jessica Brand and to staff, who spent many hours sharing ideas and iterating on multiple drafts of the strategy. We hope you will feel inspired to aim high, as we work together to deliver real-world impact to achieve the goals and vision of this strategy.

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The Great Transition for People, Nature and Climate

We are living in a critical and tumultuous time. The consequences of the COVID-19 pandemic, deep-rooted social injustice, increased political polarization, armed conflict and economic turmoil are all having a profound impact on society.

For many, the direction the world is headed feels uncertain and unsafe. This feeling is exacerbated by the mounting and tangible impacts of climate change, with heat records and extreme weather events occurring with ever-increasing frequency. Biodiversity is on the decline and populations of some species are collapsing. And global poverty is again on the rise, as social inequalities intensify.

Amid this turmoil, climate change, with its devastating impacts on vulnerable populations and nature, is the greatest challenge today and for future generations. We can still shift direction, but the path is narrow and the window closing.

At WRI, we see an emerging undercurrent that can move the world in a different direction. We note the growing adoption of renewable energy and electric vehicles; people shifting their diets and cutting food waste; and the progress we are making to create vibrant, low-carbon cities. We are seeing an increase in financial flows that support sustainability. We are seeing social movements—from #FridaysforFuture to Extinction Rebellion—showing the power of people who are willing to stand up and demand action.

In the coming years, we need a great transition for People, Nature and Climate. One that ushers in a new era in which people have more economic opportunities and their essential needs are met. Where more people have agency to enjoy their lives. A world in which resources are protected and nature is restored. A world in which global emissions have sharply declined and the atmosphere has stabilized.

We envision a brighter future. We envision a greener world with cleaner air, where people have more access to clean energy and adequate food, walkable cities and thriving landscapes, and where there is greater equality among people and among countries. The path is not obvious and may still feel far off, but we have the knowledge and tools to get there.

This strategy is about how to get the transition right. We must develop the practices, with testing and learning, to set the world on a better course. This will take time. We will not achieve all the transformations we need in just five years, but we can set the direction of travel for this decade and beyond. To be successful, we need to be sure not just that we do things differently but that our work brings tangible benefits to People, Nature and Climate.

Our job is to ensure that the world has the tools and practices needed to get the transition right so that all people are resilient, nature is protected and restored, and the climate is stabilized. These goals must be pursued not in silos, but together.

We believe a better world is possible. Together, we can do it.



Ani Dasgupta
President and CEO
World Resources Institute

Executive Summary

Over the past five years, WRI's staff has more than doubled to nearly 1,800 people, 60% of whom are outside of the United States, and our operating budget is now more than \$200 million per year.

WRI'S ROLE IN A TURBULENT WORLD

While WRI is doing well, the world, in general, is not. As we enter this new phase, we need to ask ourselves how can we do things differently? How do we ensure that our work will have greater impact?

The world doesn't need governments and businesses to make more commitments; it needs more impact on the ground. We must equip ourselves for this task.

We must aim for greater internal alignment, with common goals across our programs and offices, and we must hold ourselves accountable for the impact that we seek to have. We need to drive more ambitious change in countries and on the ground. And we must mobilize new coalitions and partnerships that are fit for purpose. It is not enough for WRI to do well; we want our work to benefit the entire ecosystem of actors who share our goals for positive change.

In the coming years, we need to work toward a great transition for People, Nature and Climate. This transition could usher in a new era of economic opportunity and increasing equality, where biodiversity has rebounded and emissions have fallen.

To get the transition right, we will reaffirm our status as a trusted partner for change. We will use our research and data to advance practical and evidence-based approaches to move the world toward shared goals and deliver more impact on the ground. We aspire to get on a path to a better world where all people can meet their essential needs, nature is restored and the climate is stable.

DEVELOPING WRI'S 2023-27 STRATEGIC PLAN

This strategy was shaped by an assessment of global trends, an external review of WRI's internal operations and effectiveness, and staff input.

To develop a sharp, strong strategy, we started by looking at the external trends and factors that are shaping the world. Much of the world is facing an era of growing political polarization, rising disinformation and organized opposition to many issues at the core of our agenda. Multilateralism is under strain. On the positive side, we have seen some advances in setting clear measures for progress, grounded by the Paris Agreement and the UN Sustainable Development Goals, along with a flood of new commitments from countries, cities and corporate leaders. The world's understanding of the interconnectedness of economics and environmental action is evolving, and interest in sustainable investing is gaining traction.

We are also, sadly, witnessing growing impacts of climate change that bring more disasters affecting millions of people and will become more acute in the years ahead. Natural resources are being depleted by inefficiency, overconsumption and waste.

In the face of these shifting conditions, WRI cannot simply continue to do the same thing we've always done. We must do more to develop resilience and equity, which are integral to how the world responds to the mounting challenges confronting it. We need to ensure that our ideas, analysis and activities lead to real-world change.

EXTERNAL REVIEW SAYS WE “SHOOT FOR THE STARS”

An independent, organization-wide external review conducted in 2021 provided objective insights into WRI's strengths and weaknesses. Broadly, the review found that WRI is a critical player in the global effort to confront issues affecting humanity, a convener and a valued communicator of insights and priorities. The review stated that WRI “shoots for the stars,” and must not lose its capacity to innovate.

The review also found that WRI needs to strengthen its monitoring, evaluation and learning (MEL) capacity, and its operations and core functions. It called on WRI to better align its strategy, budget and people across the organization, and to deepen its work on poverty alleviation and gender and social equity.

The external review provided useful insights into what we do well and what we can do better. The recommendations are incorporated throughout this new strategy. The principal shifts in WRI's approach are summarized in What's New: Five Shifts in WRI Strategy.

WHAT'S NEW: FIVE SHIFTS IN THIS STRATEGY

Shift 1: An integrated approach for People, Nature and Climate. We are moving from multiple separate programs, each concerned with distinct aspects of human development or environmental protection, to the collective pursuit of three interconnected Global Goals for People, Nature and Climate: improving human well-being, protecting the natural environment, and tackling climate change.

Shift 2: Focus on systems change. We will drive transitions in three critical Human-Centered Systems—food, land, and water; energy; and cities—that are essential to meeting human needs but drive environmental degradation. To support these transitions, we will work for supportive shifts in the three Enabling Systems of economics, finance, and governance.

Shift 3: Emphasis on country transitions to deliver impact. We will work in selected target countries where WRI has a strong presence to promote locally appropriate and just transitions in the Human-Centered and Enabling Systems.

Shift 4: A unified approach to measure success. We are developing an organization-wide results framework, supported by theories of change, that will use targets and metrics to monitor, evaluate and learn from the real-world impact of WRI's outcomes.

Shift 5: Shaping the institution. To deliver on this ambitious strategy, we will make fundamental changes to how we operate, including flexible fundraising, project management, global network governance and culture.

Turning commitments into impact

THREE INTERCONNECTED GLOBAL GOALS: OUR GUIDING STAR

In order to get the transitions in the world right, we need to focus on three global challenges at the same time: How do we reduce greenhouse gas emissions and increase people's resilience to climate change impacts, protect and restore nature, and help people get access to essential services and reduce inequality? We will focus on developing the science and practice to address these challenges.

As we look forward, all WRI's work will align around achieving three interconnected goals, already broadly agreed by the global community:

People Goal: People are living in an equitable society where they can meet their essential needs

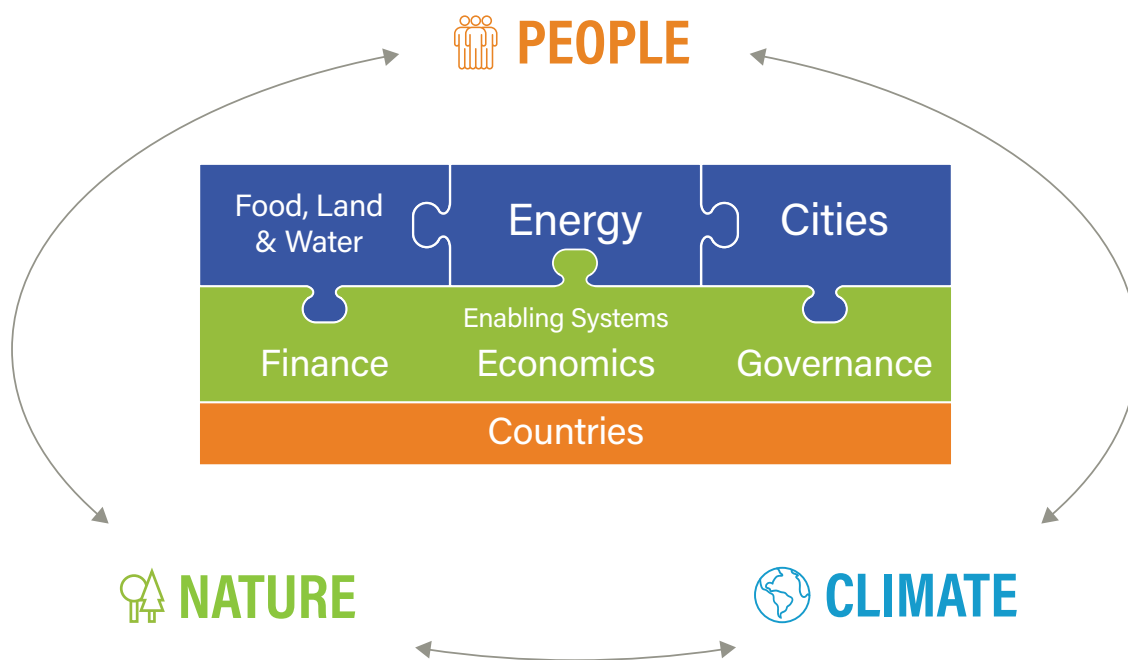
Nature Goal: Ecosystem health is protected and restored

Climate Goal: Global warming is limited to 1.5 degrees and communities are supported in adapting to climate change.

These goals will serve as a "Guiding Star" for aligning, focusing and measuring the impact of all WRI's work. In selecting these goals, we have drawn on science and globally accepted norms that can be found in the Paris Agreement on climate change, the UN Sustainable Development Goals, and other international commitments such as the targets agreed at COP15 on Biodiversity.

ACCELERATING SYSTEMS CHANGE TO ACHIEVE GLOBAL GOALS

Having established these global goals as our guiding star, we next had to ask ourselves, how do we achieve the changes we need? What will deliver the greatest progress? And where do the opportunities and barriers lie? From our research, we concluded that we need to work toward major transitions in three essential areas of human activity, which we have defined as the Human-Centered Systems of Food, Land



and Water; Energy; and Cities. The world needs to transform these systems from being the primary drivers of greenhouse gas emissions and ecosystem degradation to being positive contributors to a more sustainable future that includes reduced inequality and poverty, and additional benefits to people, especially the underserved.

In order to advance the Human-Centered System transitions, we must also work toward supportive shifts in three underlying Enabling Systems: economics, finance and governance. We must move these systems from being inhibitors to catalysts of progress at every level from local to global.

WHERE IT HAPPENS: COUNTRIES LEADING THE CHANGE

Countries are essential to deliver impact on the ground. Ultimately all impact is local. WRI will bring a greater emphasis to how our work can advance progress toward the global goals for People, Nature and Climate at the country and local levels.

WRI's approach is grounded in a deep understanding of the political economy of the countries in which we work. We know that real change in countries takes years, not just an election cycle. We draw on our long-term presence and local knowledge of a region or country to forge trusted relationships with governments, the private sector, academia and civil society.

We will continue to work as a coordinated regional presence in Africa and Europe while prioritizing work in 12 "focus countries." Brazil, China, Colombia, India, Indonesia, Mexico and the United States — countries where WRI already has a long-term presence — as well as Democratic Republic of the Congo (DRC), Ethiopia, Kenya, Republic of the Congo and Rwanda, where we will deepen our engagement.

In our focus countries, WRI will advance long-term transition strategies, encompassing the Human-Centered and Enabling Systems, drawing on our in-country presence and partnerships. In Africa and Europe, we will work at the regional level, channeling the influence and power of institutions and mechanisms at this level.

To fulfill our vision of a more sustainable and fair world, all countries need a just transition that reflects their specific circumstances and needs. We will learn from where changes are unfolding positively to accelerate shifts in our focus countries and regions, and we will share lessons more broadly to scale our impact.

How we will drive change—and hold ourselves accountable

FORGING PARTNERSHIPS TO EXPAND THE ECOSYSTEM FOR CHANGE

We cannot achieve the global goals or even our institutional targets alone. We rely heavily on partners who complement our perspective and expand our reach. These partners consist of individuals, organizations, multilateral institutions and governments who together are essential to drive the transitions we need.

At WRI, we are focused not only on strengthening our Institute for the next phase but also on improving the ecosystem for change. By this, we mean that we will work closely with and raise up an array of partner organizations by sharing our data, approaches and resources, so that we are better aligned and together moving the world toward common goals.

Trust is at the core of any good partnership. We welcome partners who bring different perspectives and lived experiences to bear, as we strive to reach common end goals. Similarly, our partners need to trust that we are accepting of differences and generous in our approach. We aim to be all of these things.

To achieve our goals and targets, we will pursue partnerships that are purpose-driven and supported by rigorous theories of change.

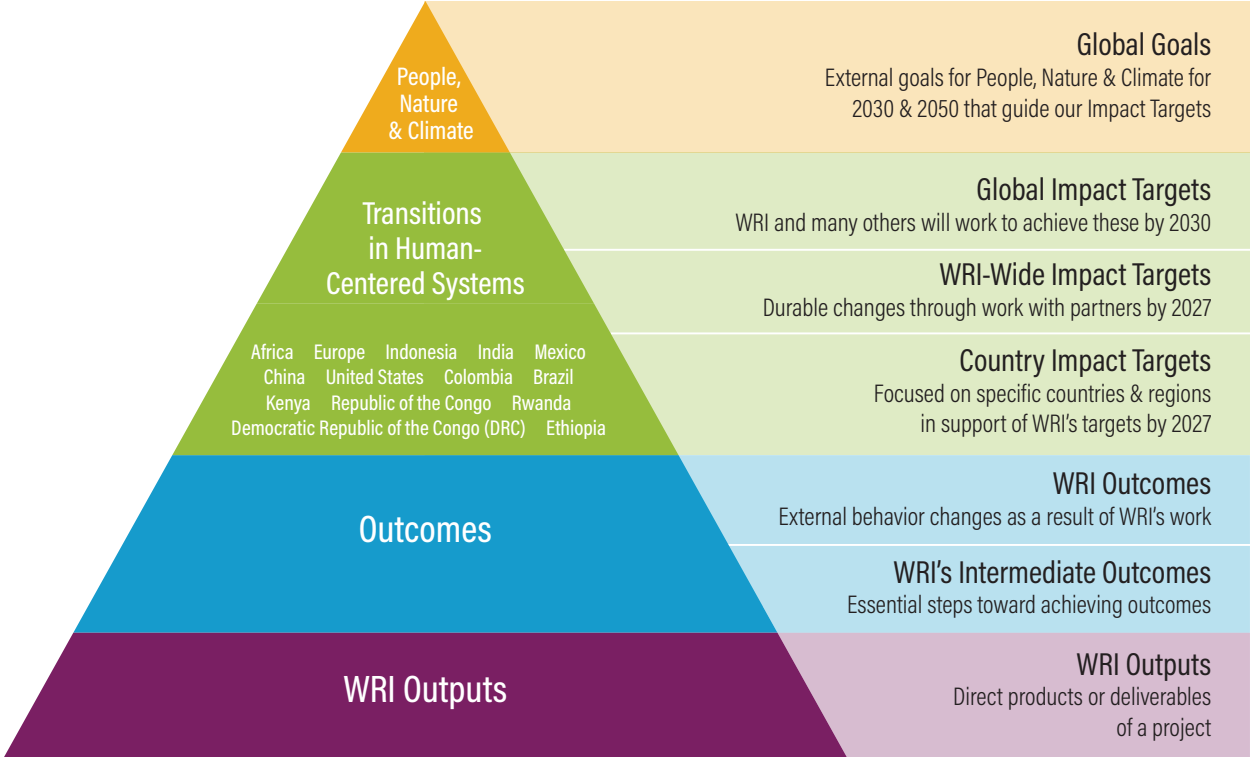
THEORIES OF CHANGE, ROBUST TARGETS, IMPACTFUL APPROACHES

Central to our approach will be our focus on measuring impact. We are developing theories of change for all our work that will help to connect the global goals for People, Nature and Climate with our institutional-level and Country-Level Targets. This more robust approach will enable us to better understand how our work is delivering impact on the ground. We will be better equipped to make adjustments to our approach when needed.

Theories of change are hypotheses about the cause-and-effect links between WRI’s activities and real-world results. The theories of change identify key actors, risks, assumptions, equity and political economy considerations, as well as WRI’s comparative advantage.

Theories of change can help us be more thoughtful, deliberate and effective in our work. We will be building out our theories of change, tailored to individual countries, for existing and new areas of our work over the coming months.

The three interrelated global goals for People, Nature and Climate represent the changes in the world that WRI and a huge array of other organizations and governments are committed to achieve. They provide the inspiration and direction for a broad suite of what we term Global Impact Targets, WRI Impact Targets, and Country-Level Targets, which, in turn, are supported by our internal organization, activities, and outputs.



Global Impact Targets define what the entire world must achieve by 2030. The choice of these targets was guided by what we believe are the most needed changes in each of the three Human-Centered System transitions if we are to advance the global People, Nature and Climate goals. The choice of needed changes, in turn, was informed by our research. The level of ambition of each Global Impact Target is informed by high-level political commitments such as the Paris Agreement and the Sustainable Development Goals (SDGs). This ensures that the targets are consistent with the broader development community and link our ambition to what the world has already agreed to do.

WRI Impact Targets are set at the organizational level (WRI-wide) and define what we and our partners aim to contribute directly or indirectly toward the achievement of each Global Impact Target by 2027. These targets are designed to work together as a cluster for each of the three Human-Centered System transitions.

Country Targets aim to achieve locally appropriate system transitions that, in turn, contribute to WRI Impact Targets.

For a detailed overview of these emerging targets, see Part 4: *WRI's Results Framework*.

SHAPING WRI FOR THE FUTURE

To achieve the bold ambitions of this strategy—with greater alignment through joined-up goals and targets and more focus on in-country impact—our organization needs to be optimally designed with the right systems, processes, values and culture. We are committed to make the shifts necessary to achieve our collective goals, not just for WRI but for the broader movement. As we look ahead, we must become a more agile, closely aligned and cohesive organization, operating as a globally coordinated network. We will invest more in our support functions, upgrade our IT infrastructure and related technology, and enhance our operational capacity to support continual innovation.

To advance these aims, we will need to enhance our organizational design and culture: foster a OneWRI culture, sharpen WRI's management approach and processes, put people at the center of our approach, strengthen WRI's global capacity and connections, and better align how we raise and manage our funds.

THE WAY FORWARD

This strategy lays out our vision and aspirations for WRI and the world over the next five years. We know that in this time we will not be able to achieve the full transition to a global low-carbon economy that is good for people and nature. But we can move the world in that direction. Therefore, we have designed this strategy both with a five-year view to 2027, reflected in our institutional targets, and with a longer view toward 2030 and 2050, reflected in the three global goals for People, Nature and Climate.

This strategy is a living plan that sets clear, aligned goals and targets, and holds us accountable for progress. The major transitions we need are neither inevitable nor easy. But we have the tools and knowledge to get on a better pathway that will benefit people, nature and the climate—together.

REFRESHING OUR "OneWRI" CULTURE

We recognize that our organizational culture is vital to realize this strategy. To be successful, we must nurture our values, staff well-being, connectedness, and inclusivity throughout our network. We will embrace a culture in which people are socially aware, considerate of differing viewpoints, respectful, and accepting. We will evolve our "OneWRI" identity, bringing us more cohesion and making it easier to support our teams.

SOME EXAMPLES OF WRI TARGET-SETTING IN SUPPORT OF OUR GLOBAL VISION FOR PEOPLE, NATURE AND CLIMATE

Food, Land and Water

Country-level target: By 2027, 350,000 small producers in India will raise yields by 20% in a manner that also lowers (or does not increase) GHG emissions, water use, and pollution while improving climate resiliency and livelihoods.

WRI impact target: By 2027, 1 million small producers worldwide will raise yields by 20%, as above.

Global impact target: By 2030, Reduce demand for land for agriculture by 100 Mha and improve equitable food security by sustainably boosting food (and fiber) supply by 20% while lowering agricultural production GHG emissions by 20%.

Energy

Country-level target: By 2027, China: TBD, India: TBD, Indonesia: TBD, Mexico: TBD, Philippines: TBD, Vietnam: TBD, USA: TBD.

WRI impact target: By 2027, the energy mix of 7 countries will have X% zero-carbon electricity in their energy mix.

Global impact target: By 2030, Increase global percentage of renewables in the energy mix (adapted from SDG 7.2).

Cities

Country-level target: By 2027, there will be a 5-10% increase in the percentage of under-served residents with access to public spaces in 10+ countries including: Brazil, China, Colombia, Ethiopia, India, Mexico, Rwanda, South Africa, Turkey and Uganda.

WRI impact target: By 2027, there will be a 5-10% increase in the percentage of under-served residents with access to public spaces in WRI's priority cities.

Global impact target: By 2030, 100% of households in cities use connected and resilient public spaces where people feel safe and interact while breathing clean air.

PART 1

Turning Commitments into Impact

WRI is entering a new phase—one that will be even harder as we turn our attention toward implementation. We are moving from an era of commitments to an era of impact on the ground.

This strategy is about how we will help get the transition right.

DEVELOPING WRI'S 2023-27 STRATEGIC PLAN

The strategy was shaped by three main sources of input: an examination of the external trends and factors shaping the world, an external review of WRI conducted in 2021, and extensive input from the WRI Board, staff, donors and partners across our global network.

External Trends and Factors Shaping the World

To develop a sharp, strong strategy, we started by looking at the external trends and factors shaping the world today and for the years to come.

These global trends affect how people live, their quality of life and the ability of human society to thrive. While the impacts of trends can be positive or negative, the overall direction is concerning.

In the following, we capture some of the major trends, assessing whether they threaten progress toward the People, Nature, Climate goals (← headwinds), provide support for them (tailwinds →), or both.

- ← **Political Polarization:** Nationalism and populism are on the rise. Tensions between democratic and authoritarian regimes in major countries are increasing. Within many countries, growing gaps separate political parties, undermining the political momentum needed to make progress.
- ← **Rising Disinformation:** Propaganda and conspiracy theories are nothing new. But the purposeful spread of disinformation is growing rapidly thanks to social media and other online fora. This undermines trust and weakens public confidence in an evidence-based approach. It also, in part, explains the gulf between what science says is needed and the political will for action.
- **Global Agreements:** 2015 brought both the Paris Agreement and Sustainable Development Goals, raising the bar for global cooperation. Despite the tumultuous years that followed, these landmarks have provided a new standard against which the world's progress will be measured and around which humanity can rally.
- **Growth in Sustainability Commitments:** The Paris Agreement and SDGs prompted an outpouring of major announcements by countries, businesses, financial institutions, cities and other actors to cut emissions, halt deforestation, shift financial flows and more. Commitments are welcome and necessary, but the hard work has just begun.
- **The Data Revolution:** A rise in easily accessible, accurate and timely data is helping researchers and policymakers access information that helps us monitor real-world changes, learn from what we find, and adjust strategies and actions accordingly. In some cases, the data revolution can make it easier to hold decision-makers to account.
- **Shifting Financial Flows:** In public finance, some governments and organizations are shifting investments away from fossil fuels toward renewable energy and nature-based solutions, as well as toward resilience and adaptation practices. In private finance, there is growing interest in socially responsible and decarbonization investment options. Voluntary climate risk disclosure is taking hold. But a far greater flow of finance to developing countries and emerging economies is needed to accelerate the transition to a zero-carbon world.
- **Organized Opposition:** Advocating for any kind of change prompts opposition from defenders of the status quo. As change becomes more likely and more urgent, well-resourced opposition to progress will intensify. This is particularly true of the climate crisis. That said, organized proponents of change, such as youth-led climate activists, are more prominent than they have been for decades.

- **Strained Multilateralism:** Despite the current pressure on the multilateral system, two of the greatest achievements of the last decade, the Paris Agreement and the Sustainable Development Goals (SDGs) stand strong. We need to continue to push for progress at the regional, country and local levels.
- **Disruptive Technologies:** Technological innovation can have conflicting effects on society. New technology can bring not only opportunities but also unintended consequences. For example, mining for the minerals needed to manufacture electric vehicle batteries, which can help reduce carbon dioxide emissions, also causes environmental damage and has been linked to human rights abuses.
- **Shifts in Economic Thinking:** Understanding of the economics of climate change has evolved. While many current economic growth models are still at odds with achieving a sustainable world, we are seeing shifts in thinking around the connection between climate change and economic growth. This has helped encourage some country leaders and business executives to increase their ambition on climate action.

In each of the focus countries where WRI works, we need to develop a deeper understanding of these trends, including the political economy and the interventions and approaches needed to change direction—and we need to monitor progress, learn and adapt as we go.

WRI'S EXTERNAL REVIEW FINDS STRENGTHS AND AREAS FOR IMPROVEMENT

An independent external review in 2021 provided useful insights into WRI's strengths and weaknesses. Broadly, the review found WRI to be a critical player in the global effort to confront issues affecting humanity, a convener and a valued communicator of insights and priorities. It stated that **WRI "shoots for the stars"** and must not lose its capacity to innovate.

The external review also called for WRI to take a number of specific actions:

1. Make a step-change in funding, resources and support for monitoring, evaluation and learning across the organization.
2. Rethink the targets we use to measure progress under the strategic plan, including developing meaningful, organization-wide measures of higher-level impact.
3. Better align strategy, budget and people across the organizational matrix to meet demand at global, country and local levels.
4. Implement the recommendations that emerged from our internal task force on equity.
5. Review our global governance arrangements to ensure that our country/regional boards have diverse perspectives, skills, fundraising capabilities and experience.
6. Ensure adequate unrestricted funding to support the new strategic plan and financial reserves.

WRI has begun to take action in each of the areas identified in the external review. Our responses to these recommendations are incorporated throughout this strategy. More information about the external review is available on WRI's website.

GUIDING PRINCIPLES FOR OUR STRATEGIC PLANNING

Informed by our External Review and with input from staff, WRI identified five principles to guide the design of this strategy:

- ▶ **Alignment:** Achieve internal coherence through shared organization-level impact targets. We are strongest when we join up across the Institute to solve complex problems.
- ▶ **Accountability:** Ensure that all work is underpinned by a monitoring, evaluation and learning system, supported by robust theories of change. Set impact targets that will aggregate up to organization-level targets and global goals.
- ▶ **Equity:** Elevate equity to a people goal for all our work. Addressing inequities, meeting essential human needs and improving the lives of the impoverished, the marginalized and the most vulnerable will be at the center of our vision.
- ▶ **Ambition:** Drive system-level change guided by global goals.
- ▶ **Focus:** Pursue fewer, well-resourced initiatives in focus countries that align with organization-level targets.

THREE INTERCONNECTED GLOBAL GOALS: OUR GUIDING STAR

PEOPLE-NATURE-CLIMATE: A Joined-Up Approach to System Change

Today, many of the measures that determine the health of the environment and human well-being are off track. Major indicators like species abundance, global greenhouse gas (GHG) emissions, and poverty levels, to name just a few, are all going in the wrong direction. The world needs to take action that will redirect trends toward a healthy, more vibrant and stable future.

Turning this vision into a reality starts with a fundamental understanding that **WRI must tackle the three goals of improving human well-being, protecting nature and tackling climate change together and at the same time.**

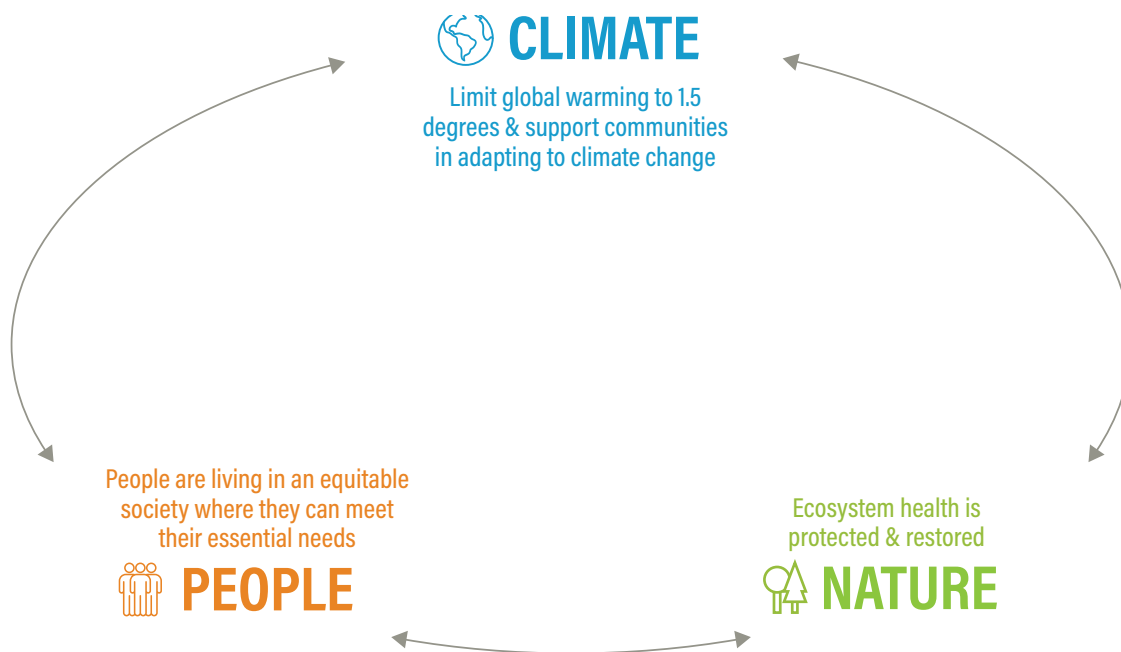
The three global goals are deeply interconnected and the obstacles to achieving them often have common origins. Although human economic activity has undoubtedly created an array of benefits for people, it has also been the primary driver of climate change and a disruptor of healthy ecosystems. Furthermore, economic inequality has been exacerbated by a lack of access to essential services and opportunities. Climate change is making things worse, with the greatest impact on those with the least capacity to respond and who historically are least responsible for it.

To shift course, WRI must pursue transitions in the Human-Centered Systems that have most impact on People, Nature and Climate: food, land and water; energy, and cities. To achieve these transitions, we must also make changes to the underlying Enabling Systems related to economics, finance and governance. Changes include fostering economic equality, increasing financial flows to low-income countries, and

WHAT IS A "LIVING" STRATEGY?

This strategy will be a "living" strategy. We will modify it based on learning and results and changes in the external world. By continually monitoring, evaluating and learning, we will adjust our approach based on what is working and, importantly, what is not.

encouraging inclusive decision-making. We need to make sure that the transitions don't just serve the few but are equitable and help the most vulnerable in our focus countries.



AN INTEGRATED APPROACH IS NECESSARY FOR A JUST TRANSITION

Tackling the three goals together promotes greater policy coherence. This approach improves the chances of designing interventions that create win-wins or at least more wins and fewer losses. For example, restoring agroforestry practices can increase food productivity, take pressure off natural ecosystems, sequester carbon and improve farmer livelihoods. Likewise, supporting the rights of Indigenous people to protect their land can protect biodiversity and preserve carbon.

MAINSTREAMING POVERTY ALLEVIATION, GENDER EQUALITY AND SOCIAL EQUITY

Inequities and discrimination, poor governance, conflict, exploitation, historic marginalization, lack of opportunities, and domestic violence are often the root causes of poverty. These factors, and others that limit people's freedom to meet their needs not only lead individuals or society into poverty but can also restrict access to opportunities, services and resources that could help overcome poverty, and to the political and decision-making spaces that could help change the underlying systems that perpetuate poverty. WRI's approach to addressing poverty is to focus on strengthening procedural and distributional equity to tackle those systems and build agency for sustained change.

WRI's approach aims to center equity across all our work and program activities. The same systemic drivers of inequity—lack of inclusion in political, economic and environmental decision-making and discriminatory institutions, laws, policies and practices—mean that those living in poverty, the historically marginalized and other vulnerable groups lack the influence and capacity to protect or access the resources needed to combat climate change and preserve nature.

An integrated approach helps us find opportunities to tackle common and systemic challenges and advance multiple goals together. It will better enable us to build broad political support for change, mobilizing powerful and diverse voices. Conversely, if we pursue these goals in silos, we undermine political will and progress. For example, if climate policies do not account for people or nature, this will deepen social disparities and perpetuate injustices, in turn eroding support for action.

The following three goals broadly agreed by the global community will serve as WRI's "Guiding Star." We will use these goals as benchmarks to measure the impact of our work and hold ourselves accountable.

People: People are living in an equitable society, where they can meet their essential needs

Nature: Ecosystem health is protected and restored

Climate: Global warming is limited to 1.5 degrees C and communities are supported in adapting to climate change

The three goals, described below, draw from and are consistent with international frameworks and agreements, including the Paris Agreement on climate change and the UN Sustainable Development Goals. This is intentional. We are seeking not only to better define our own organization's impact but also looking to be aligned with a broader ecosystem of partners.

WRI will develop the practice of bringing an integrated People, Nature and Climate lens to all our work. This includes setting targets, developing strategies, selecting partners, conducting political economy analyses and measuring impacts, including gender and social considerations.

PEOPLE GOAL: People are living in an equitable society where they can meet their essential needs



WRI's work under the People goal has three dimensions:

1. Ensure inclusive processes that give marginalized and disadvantaged communities opportunities to inform decision-making.
2. Commit to invest in and implement initiatives that marginalized and disadvantaged communities have prioritized to improve their lives.
3. Dismantle structural barriers that keep marginalized and disadvantaged communities trapped in poverty and/or bearing disproportionate burdens of the climate and nature crises.

Addressing the interconnected People, Nature and Climate goals will require reconfiguring power relationships and structures in Human-Centered and Enabling Systems. To this end, WRI's work under the People goal will focus on achieving two types of equity: procedural and distributive.

Procedural equity is concerned with the fairness of how decisions are made and by whom. Distributive equity is concerned with the distribution of benefits and burdens of a policy action, initiative or intervention among different groups. Both dimensions of equity focus on whose interests count and at what spatial, temporal and social scales. Both prioritize allocation of resources to communities that have historically experienced disproportionate discrimination or disparities in access to opportunities and/or have suffered disproportionately from inequities overall, whether social, economic, environmental or political.

WRI will advance the People goal by ensuring procedural equity in our own work so that marginalized groups have opportunities to shape project planning and inform decision-making and implementation in all our activities.

NATURE GOAL: Protect and restore ecosystem health

Global Goal for Nature | Relevant UN Sustainable Development Goals



Healthy natural ecosystems are critical for sustaining planetary well-being—the diversity of life on Earth and the suite of ecosystem services upon which humanity depends. To protect ecosystem health, we need to restore nature and avoid crossing ecological tipping points.

Nature has intrinsic value but it also brings many practical benefits to people. Nature—forests, oceans and other ecosystems—acts as a huge carbon sink, absorbing roughly half of all carbon dioxide emissions between 2009 and 2019. Soil and water are essential for food production, insects provide crop pollination, plants provide medicines and mangroves and wetlands provide protection from natural hazards. All pathways defined by the Intergovernmental Panel on Climate Change for limiting global warming to 1.5 degrees C above preindustrial levels require the protection and restoration of nature.

Today, the world's natural ecosystems face significant threats. The Millennium Ecosystem Assessment (2005) identified loss of habitat as the primary cause of loss of biodiversity and ecosystem services. Agricultural expansion and overfishing are the primary drivers of ecosystem loss and degradation.

WRI will advance the Nature goal by focusing on strategies for producing the food, energy and other land-based goods humanity needs and reducing demand growth, while enabling the protection and restoration of natural ecosystems. Such approaches can help move the world closer to the goal of limiting climate change to 1.5 degrees C, while protecting biodiversity and the capacity of ecosystems to provide goods and services.

CLIMATE GOAL: Limit global warming to 1.5 degrees and support communities in adapting to climate change

Global Goal for Climate | Relevant UN Sustainable Development Goals

Within the framework of the UN Convention on Climate Change, the international community has committed to achieving goals including:

- ▶ By 2030, global GHG emissions will be half those of 2010 levels.
- ▶ By 2030, adaptation action will have enhanced country and community access to finance and capacity to adapt, and reduced vulnerability.
- ▶ By 2030, a substantial amount of loss and damage funding, and other financial support, will be reaching communities most in need.

Source: Intergovernmental Panel on Climate Change.

Global average temperature has already risen 1.1 degrees C above preindustrial levels. Today, 3.3 billion people live in countries that are highly vulnerable to climate impacts. As the impacts mount, lives and livelihoods are likely to be disrupted, if not destroyed, with people who are marginalized and living in poverty least able to respond.

If the world's temperature rise exceeds 1.5 degrees C, the cost to nature would be catastrophic—and nature plays an essential role in limiting warming. Of the world's three great forest biomes, which act as carbon sinks, only the Congo remains strong, while parts of the Amazon are at risk of transitioning to a savanna, and Southeast Asia is already a net source of emissions.

To limit warming to 1.5 degrees C, global greenhouse gas emissions must be reduced by close to half by 2030 (compared to 2010 levels) and approach net zero by midcentury.

WRI will advance the Climate goal by focusing on strategies that encourage more ambitious national climate efforts, advance international climate action, track progress toward climate goals and support equity and development goals in the transition to a zero-carbon economy. Promoting needed changes in the three Human-Centered Systems is fundamental to the Climate goal as all three are major emitters of greenhouse gases. Our work will pursue greater efficiency in agriculture, protection and restoration of land, reduction of food loss and waste, changes in consumer behavior and transformations in urban infrastructure, energy systems and core service delivery.

WRI will advance the Climate goal, working at all levels to keep the 1.5 C target within reach and embed resilience across our work activities. We believe that major social and environmental benefits can be unlocked through ambitious action to tackle climate change. WRI has been a leader in helping to quantify and communicate these benefits, making the case that climate action can go hand in hand with economic growth.

ACCELERATING SYSTEMS CHANGE TO ACHIEVE GLOBAL GOALS

To achieve these interconnected global goals, we are focusing our work on three **Human-Centered Systems**—Food, Land and Water; Energy; and Cities, and **three Enabling Systems**—Economics, Finance and Governance.

Essential System Transitions

In selecting the three Human-Centered Systems, we looked across a range of choices to understand which areas of human activity offer the greatest potential to make progress toward the global goals. We believe that food, land and water; energy; and cities are essential elements of the great transition and that by making progress on them together, we can move the world in a direction that is good for People, Nature and Climate.

We are also focusing on transitions in cross-cutting Enabling Systems, which are critical to create the underlying incentives and conditions for change. These Enabling Systems operate across multiple scales and can either help or hinder the Human-Centered System transitions. It's clear that today the Enabling Systems are not wired to drive the needed transitions.

In this strategy, we are establishing "Global Impact Targets" (targets that the world must meet and to which WRI will contribute) and institution-level "WRI Impact Targets" that together will drive transitions in the three Human-Centered Systems.

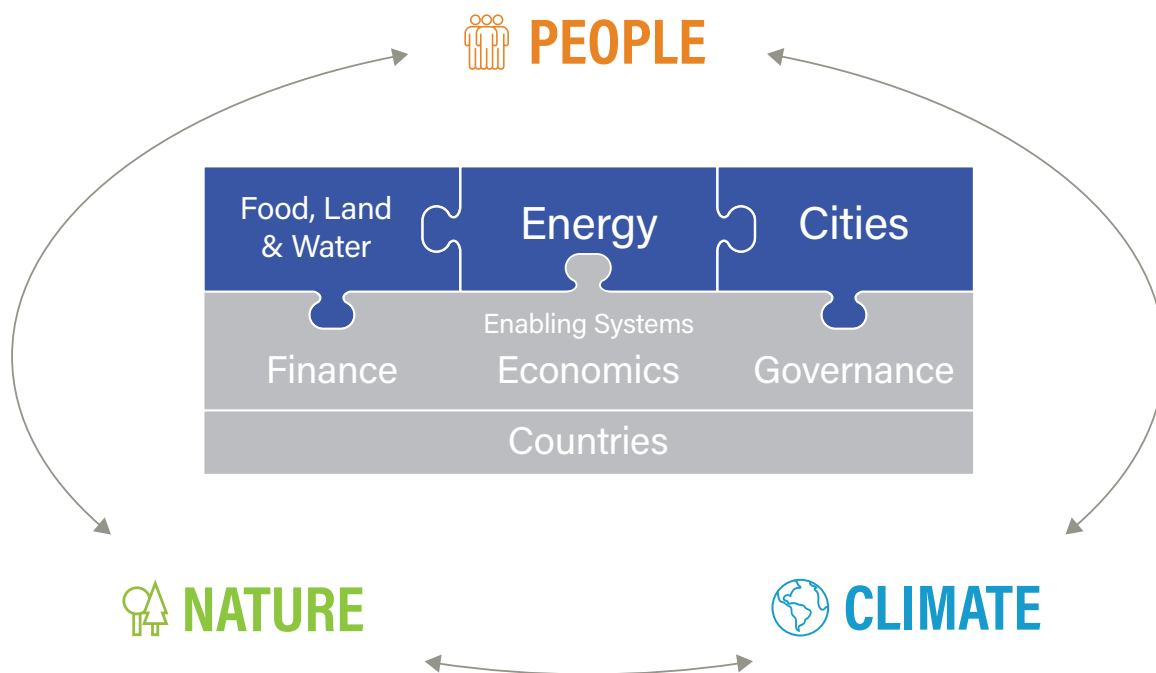
We are establishing "outcomes" in the Enabling Systems; these are the external changes (i.e., changes made by others) that are necessary to support the impact targets. By working on both sets of system transitions together, we can facilitate change at the scale and speed needed. All our approaches are informed by our research and experience working in countries, and with institutions operating from the global to the local level. We will refine our strategic approaches as we attempt to mobilize transitions in our focus countries. Through the Systems Change Lab, we are also tracking the major system shifts needed to protect people and the planet (see *Tracking Progress on Systems Change*).

TRACKING PROGRESS ON SYSTEMS CHANGE

The Systems Change Lab aims to spur, at the pace and scale needed, actions that cut across challenges at the heart of this strategy. The Lab has identified more than 70 specific shifts across more than a dozen interconnected systems that are needed to protect people and the planet. It assesses current action against the targets the world needs to reach by the end of this decade (2030) and 2050. Launched in November 2022, the Lab's new data platform will track global progress across nearly every major system, including how we power industries, build cities, govern societies and conserve nature. The platform will track which shifts are progressing well and which are heading in the wrong direction, along with the key forces driving these trends.

The initiative supports WRI's efforts to provide leaders with actionable data and insights to drive equitable systems change at scale.

The Systems Change Lab is convened by WRI and Bezos Earth Fund. Learn more at wri.org/initiatives/systems-change-lab.



HUMAN-CENTERED SYSTEM TRANSITION #1: FOOD, LAND AND WATER

Vision: The world shifts the Food, Land and Water system to meet the essential needs of all people, halt natural ecosystem and biodiversity loss (both terrestrial and marine), and achieve net-zero emissions by 2050.

Rising global demand for food is the main driver of deforestation and ecosystem degradation. Agricultural production, deforestation and land-use change accounted for 22% of global GHG emissions in 2019. Land conversion for agriculture is also a major driver of the loss of terrestrial biodiversity. Agriculture consumed 70% of freshwater withdrawals in 2018 and is a major polluter of freshwater and ocean coastal zones. The quest to feed the world's growing population can undercut people's rights and harm their livelihoods and lives, especially in Indigenous and local communities.

There is some good news. There is growing recognition of the importance of healthy ecosystems, including forests and the ocean, to achieving the Climate and People goals. Governments, companies and philanthropic funds are elevating the importance of this transition on their agendas, and providing growing support for nature-based solutions. Governments and businesses have made bold commitments in recent years to cut deforestation out of supply chains and to halt deforestation worldwide. Progress is also being made to monitor nature-based carbon flows (see *WRI in Action: The Data Revolution Helps Monitor Carbon—Everywhere*).

Our approach to Food, Land and Water will help the world simultaneously achieve food and climate security. It will also help address water insecurity, since the food sector is a major water consumer and driver of water pollution. Our approach will contribute to UN Sustainable Goals 2 (Zero Hunger), 12 (Responsible Consumption and Production), 13 (Climate Action), 14 (Life Below Water) and 15 (Life on Land).

WRI's Land & Carbon Lab harnesses the data revolution to monitor the pulse of the planet's land and its nature-based carbon. The initiative provides decision-makers with the information they need to better manage the world's land—to combat climate change, protect biodiversity and improve people's lives.

Humanity is putting unprecedented pressure on land. By some estimates, the global footprint of agriculture will need to expand by an area twice the size of India to feed 10 billion people by 2050. At the same time, limiting warming to 1.5 degrees C requires a halt to deforestation and restoration of another 600 million hectares of land.

The world is facing a global "land squeeze" that could threaten the world's populations and prevent us from achieving climate goals. Accurate monitoring is central to tackling the land squeeze.

In 2014, WRI launched the world's first openly accessible forest monitoring platform—**Global Forest Watch**. Since then, over 4 million people have used the platform's high-resolution data to make more informed decisions to better manage and protect forests.

Land & Carbon Lab, which is supported by Bezos Earth Fund, builds on this effort, taking the best of what we have learned from Global Forest Watch and applying it to monitor all forms of land, such as grasslands, wetlands and farmland, which all affect climate change and biodiversity, and are all being affected by human behavior.

Land & Carbon Lab generates cutting-edge data that provide an unparalleled view of every parcel of land on Earth, detecting when it is being converted, degraded or restored, and estimating the emissions implications. Over the coming years, WRI will continuously build out and refine Land & Carbon Lab, synthesizing the high-resolution geospatial data from satellites and other sources.

But this is not just a monitoring system. WRI will work directly with decision-makers and the individuals and organizations who support them—from corporate leaders and policymakers to Indigenous peoples and farmers—to use these data to inform policies, investments and on-the-ground actions that advance sustainable land management.

Expected Impact: Land & Carbon Lab has the potential to transform how the world manages its land, which is critical to meeting our climate and biodiversity goals, while also addressing poverty and social equity. As just one example, the Lab's data can help unlock billions of dollars of climate finance for nature-based solutions by building investor and stakeholder confidence in on-the-ground results.

This initiative contributes to the following 2030 Global Impact Targets:

- ▶ Reduce demand for land for agriculture by 100 million hectares (Mha) and improve equitable food security by sustainably boosting food (and fiber) supply by 20%, while lowering agricultural production GHG emissions by 20%.
- ▶ Halt the loss and degradation of forests and other natural ecosystems (terrestrial and marine) in a manner that protects human rights and well-being.
- ▶ Reduce demand for land by 100 Mha and improve equitable food security by halving the rate of global food loss and waste; reducing the GHGs associated with diets in high-consuming countries by 25%; freezing demand for bioenergy that is crop-based or makes dedicated use of land; and reduce freshwater stress below 70% in all watersheds.
- ▶ Get 350 Mha of degraded areas into the process of restoration to increase climate security (sequester carbon, build resilience), habitat area, and food and water security.

WRI research shows that the world needs to **produce, protect, reduce** and **restore** both on land and in the ocean—and that these changes must happen all at the same time (see *Target Setting for Systems Change: Creating a Sustainable Ocean Economy*). Specifically, WRI will focus on four interlocking approaches:

- ▶ **Produce more food and fiber, building food security and climate resilience, on the same or less working land, while decreasing greenhouse gas emissions and overuse of water.** We will work with communities to identify and prioritize agricultural areas experiencing yield gaps and water stress, provide policy and technical advice on how to advance higher-yield, low-carbon and water-efficient

TARGET SETTING FOR SYSTEMS CHANGE | Creating a Sustainable Ocean Economy

The High Level Panel for a Sustainable Ocean Economy (HLP) is a global initiative comprised of sitting heads of state from 16 countries. In 2020, these countries committed to get 100% of their ocean area under sustainable management by 2030. As secretariat of the HLP, WRI is helping these countries develop national “sustainable ocean plans” that turn their commitments into action.

The national plans aim to guide public and private sector decision-makers on how to sustainably manage a nation’s ocean area under national jurisdiction to advance long-term economic and social development by protecting the natural marine ecosystems that underpin that development. The plans have specific criteria to ensure that they are ambitious and of high quality.

Global Impact Target (2030)	Halt the loss and degradation of forests and other natural ecosystems (terrestrial and marine) in a manner that protects human rights and well-being.
WRI Impact Target (2027)	20% of the world’s marine area under national jurisdiction is on a pathway to being sustainably and equitably managed, under Sustainable Ocean Plans (this target encompasses “Produce + Protect”). Of that 20%: <ul style="list-style-type: none"> ▶ 30% of the area is officially protected (respecting Indigenous rights and providing benefits to local communities); ▶ 5% of area has an increase in “blue carbon” stocks; ▶ there is a greater than 1% increase in the share of national electricity generated by ocean renewables; and ▶ there is an increase of [X]% in the share of sustainable “blue food” in the nation’s food system, improving livelihood opportunities for coastal communities.*
WRI Country Targets (2027)	<p>Global ocean team: 17% of the marine area</p> <p>Indonesia: 3% of the marine area</p> <p>Africa: 3% of the marine area</p>
WRI’s Matrix in Action	<p>Human-Centered Systems: Food, Land and Water; Cities; Energy</p> <p>Enabling Systems: Finance; Economics; Governance</p> <p>WRI Country Offices in: Africa, Europe, Indonesia, Mexico, United States</p> <p>Tools: Ocean Watch</p>

Note: * This target is under development.

agriculture, support sustainable marine food production, and accelerate private investment in low-carbon agriculture solutions.

► **Protect remaining natural terrestrial and marine ecosystems from conversion and degradation.**

We will monitor the world's forests and other ecosystems to inform policies and ensure accountability; empower Indigenous peoples to secure their ancestral territories; get deforestation out of agricultural commodity supply chains; increase financing for nature-based solutions; and tackle environmental crime, which disproportionately affects marginalized communities.

► **Reduce humanity's footprint by shifting consumption patterns and reducing food loss and waste.** We will convene public and private sector leaders to advance a Target-Measure-Act approach to reducing food loss and waste, leverage behavioral science to nudge consumers in member countries of the Organisation for Economic Co-operation and Development to shift to lower-carbon diets, and engage policymakers to reduce demand for bioenergy that competes with land needed for food production and carbon sequestration.

► **Restore degraded areas back to healthy ecosystems and/or increased productivity.** We will convert national restoration commitments into action by helping identify restoration opportunities; facilitating access to restoration technical assistance; lining up restoration finance, including for nature-based solutions; building much-needed project pipelines; and monitoring restoration progress.

HUMAN-CENTERED SYSTEM TRANSITION #2: ENERGY

Vision: By 2030, all people have access to affordable, reliable, clean energy and countries are transitioning to an inclusive new energy economy that delivers net-zero carbon energy, protects nature, and secures human well-being.

The production, transport and consumption of energy has huge consequences for people and natural resources and accounts for 73% of global greenhouse gas emissions (in 2019). At the same time, energy demand is growing rapidly and approximately 770 million people still lack access to reliable electricity (in 2021).

The energy system is beginning to shift toward low-carbon production, but not nearly at the pace needed. Investment in coal has been declining, and yet emissions from coal-powered energy in 2021 surpassed the record level set in 2014. Even as renewable energy prices have fallen over the past decade and renewable energy capacity grows, fossil fuels accounted for over 80% of primary energy use in 2021. Outside of the power sector, electric vehicle sales are rising, but the transition away from oil and gas has yet to take off in earnest.

Four barriers to the energy transition are common around the world: subsidies for fossil fuels and support for incumbent industries; utility business models and revenue structures; higher transaction costs for capital investments in energy efficiency and other renewable energy technologies; and challenges related to consumer awareness, shifting behavior and acceptance of new technologies.

The good news is that the world has made rapid progress on the technologies needed and the know-how to shift power, buildings and passenger transport to clean energy. This shift can be accelerated through greater finance and infrastructure support, as well as growing consumer demand for change.

WRI will systematically assess and provide recommendations to move the world toward the clean energy

transition that underpins an equitable, low-emission economy. At the national and subnational levels, we will work with partners to overcome the barriers to finance and scaling of efficiency efforts, electrification, clean supply and resilient grids and distributed energy solutions. We will also prioritize analysis of distributional equity and inclusion in the clean energy transition, meeting the needs of those who have historically been left behind or negatively impacted by fossil fuels (see *Target Setting: Bringing Energy Access to Millions*).

This work will contribute to SDGs 7 (Energy) and 9 (Industry, Innovation and Infrastructure). Specifically, WRI will focus on four areas of the energy transition:

- ▶ **Energy Supply:** WRI will encourage deep decarbonization of electricity supply and investment in climate-resilient infrastructure by utilities. Energy planning and country climate commitments must align and become drivers of clean power sector investment. Working with utilities and policymakers at all levels of government, WRI will support upgraded physical and digital investments in managing variable renewable resources; as well as planning and stakeholder engagement efforts in transmission and siting. We will work to enable energy infrastructure that supports electrified passenger vehicles; and explore approaches that bring cross-cutting benefits for equity, climate, water, air quality and land use.
- ▶ **Energy Demand:** WRI will leverage its corporate, institutional and government relationships to expand markets for low-carbon technologies and energy management solutions. Our work will include addressing behavior change and consumption patterns to speed deployment and technology acceptance. We will focus on three areas: shifting to renewable power, electrifying vehicles and industry, and promoting energy efficiency and sustainable buildings.
- ▶ **Energy Access and Equitable Development:** WRI will work with governments and local institutions to ensure that people who lack reliable, clean energy are included in energy planning to meet their development needs. For example, WRI's work on solar-enhanced livelihoods connects those who have been left out of renewable energy opportunities and provides them with access to markets and services that increase security and expand possibilities for sustained incomes.
- ▶ **Energy Minerals, Land and Materials [Exploratory]:** WRI is scoping how bioenergy, mining of critical minerals and materials requirements may conflict with ecosystem protection, food production, and local land rights and land-use decisions. For example, expansion of energy mineral circularity and recycling could alleviate supply chain disruptions and reduce pressure on fragile ecosystems, as well as avoid conflicts and human rights abuses. We will analyze the linkages between energy and food, land and water to ensure that ecosystem and global trade issues are considered.

TARGET SETTING FOR SYSTEMS CHANGE | Bringing Energy Access to Millions

WRI is championing an inclusive, demand-driven approach to expand energy access that will help change the current supply-side model. We work with local governments, technical experts, national policymakers and service delivery organizations to support energy and human development needs. We also work with service delivery organizations, development institutions, businesses, funders and governments to extend affordable, reliable and sustainable electricity to support development across underserved areas.

WRI works with government, private and charity-based healthcare organizations to help healthcare facilities in India and in rural areas of African countries adopt clean energy solutions to meet their electricity needs. Using WRI's Energy Access Explorer, we develop customized solutions that prioritize medical services that are highly dependent on reliable electricity supply, assessing the various kinds and types of energy needed for these medical services and identifying solutions. Importantly, we work with healthcare partners who are able to scale approaches, which is aligned with SDG 3 (Health and Well-Being).

The clean energy approaches that we work on with partners have helped improve vulnerable populations' access to healthcare services. These solutions create a conducive environment for medical professionals and staff in these areas, which supports staff retention.

Global Impact Target (2030)	Expand infrastructure and upgrade technology to supply modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing states, and land-locked developing countries, in accordance with their respective programmes of support (SDG 7.b)
WRI Impact Target (2027)	4 million people have access to improved health and education services and agricultural practices powered by reliable, affordable and clean energy
WRI Country Targets (2027)	China, Ethiopia, India, Kenya, Mexico, Tanzania, Uganda: TBD
WRI's Matrix in Action	Human Systems: Energy; Cities Enabling Systems: Finance WRI Country/Regional Offices: Africa, India, China Tools: Energy Access Explorer

HUMAN-CENTERED SYSTEM TRANSITION #3: CITIES

Vision: Urban systems provide better quality of life and health through equitable access to jobs and core services for all residents, especially the under-served, while ensuring that cities are more inclusive, resilient, low-carbon and nature-focused by 2050.

Cities, home to the majority of the world's population, are where the transitions in food, land, water and energy will largely play out. While around 4.4 billion people live in cities today, this is expected to grow by 2.3 billion by 2050. Meanwhile, cities are responsible for over 70% of global carbon dioxide emissions.

Cities are economic engines, but today they do not equitably meet people's essential needs. One in three urban residents lacks basic services such as adequate housing, transport, water, sanitation and energy access. Approximately 86% (2.5 billion inhabitants) of city dwellers live in places that do not meet standards for air pollution, resulting in 1.8 million deaths in 2019. Many cities are located along coastlines and near major rivers, putting their residents at high risk from climate change impacts.

WRI will focus on improving the lives of urban residents who currently lack access to core services. We will support cities in navigating perceived tensions around job creation, quality of life, urban growth, resilience and emissions. See *WRI in Action: Electrifying India's Transport Sector* for more details.

Cities need inclusive, cross-sectoral, evidence-based planning and implementation mechanisms and coordination across all levels of government to unlock change. WRI will support cities in leading effective planning and management efforts, while creating national enabling environments and better access to finance.

By supporting urban transitions, WRI will contribute to SDG 1 (No Poverty), SDG 3 (Health and Well-Being), 6 (Water and Sanitation) and 11 (Cities and Communities). We will also advance climate adaptation and reduce disaster risk.

Specifically, WRI cities work will focus on the following four areas:

- ▶ **Livable Neighborhoods:** By protecting and restoring urban forests and watersheds, livable neighborhoods can also help reestablish viable habitats underpinning nature and biodiversity.
- ▶ **Energy:** WRI will accelerate changes in cities' energy consumption by supporting the electrification of buildings, cooling and transportation; redefining business and procurement models; providing technical assistance on forerunner technologies; helping cities set and achieve targets; and creating learning opportunities.
- ▶ **Climate Resilience:** WRI will help cities overcome climate-related challenges and reach vulnerable residents through integrated water management and the adoption of nature-based solutions (see *Target Setting: Urban Climate Resilience*).
- ▶ **Integrated Mobility:** WRI will help cities expand access to jobs, opportunities and services while reducing GHG emissions and air pollution by supporting improved public transport operations and services, bus fleet electrification, active mobility, improved governance and land use and access to finance.

WRI is working to accelerate India's transition to electric two-wheelers and three-wheelers and electric buses, which are critical to cutting the country's transport-related greenhouse gas emissions. Done right, electrifying these sectors can provide significant economic and health benefits to marginalized groups, helping reduce poverty.

Decarbonizing India's transport sector is critical to meeting the country's ambitious climate goals, while reducing air pollution and bringing additional economic benefits to people. Transport is the third-highest greenhouse gas-emitting sector in India.

Electrifying the transport sector will be led by India's vast fleet of two- and three-wheeler vehicles. Two-wheelers account for 70% of India's more than 200 million registered vehicles. They consume 65% of gasoline in the country and contribute to 20% of the country's carbon dioxide emissions from road transport.

Meanwhile, passenger three-wheelers are a popular form of shared mobility, widely used by commuters and those without access to a personal vehicle. These vehicles also provide livelihoods for millions of Indians, who drive them to provide transport for residents and for last-mile deliveries and intracity freight transport.

India's national target is that 80% of all new two- and three-wheeler sales will be electric by 2030. Yet this is a steep hill to climb: Today, just 2% of two-wheelers are electric, while 45% of three-wheelers are electric.

WRI India is helping accelerate the shift to electric two-wheelers and three-wheelers by working with the federal government and in cities throughout India. We are ensuring that this shift is done in an inclusive, equitable way, so that low-income workers and marginalized groups—including women, pedestrians, cycle rickshaw drivers and others—can enjoy the environmental and economic benefits.

WRI India is tackling major barriers such as restrictive regulatory frameworks, poor access to electric-vehicle (EV) financing and lack of adequate EV charging infrastructure. For instance, we are working with partners in the city of Hyderabad to advocate for regulations that will support three-wheeler electrification, and we have proposed financing models that will make EV ownership more affordable for residents.

Alongside these EV initiatives, WRI is working to make public transit, walking and cycling more accessible to all Indians, recognizing the importance of a coordinated system of various modes of transportation.

Expected Impact: Electrifying India's two-wheelers, three-wheelers and electric buses would bring significant climate, health and economic benefits for India's people. Decarbonizing this sector is critical to meeting India's 2070 net-zero emissions target. Electrifying this sector can support better livelihoods and higher incomes for people working in the transport sector, helping lift people out of poverty.

This initiative contributes to the following 2030 Global Impact Targets:

- ▶ Increase the global percentage of renewables in the energy mix (adapted from SDG 7.2).
- ▶ Develop sustainable, resilient and inclusive infrastructures (SDG 9.1), requiring \$820 billion of investment.
- ▶ 100% of households in cities use connected and resilient public spaces where people feel safe and interact while breathing clean air.
- ▶ Increase access to safe, affordable and sustainable transport systems for all, improving road safety, notably expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, people with disabilities and older people.

WRI is providing analytical support to African cities that are developing strategic water resilience action plans and is creating continent-wide partnerships to accelerate coordinated technical assistance and capacity-building in cities. The Urban Water Resilience Initiative's initial six cities are Addis Ababa and Dire Dawa (Ethiopia), Kigali and Musanze (Rwanda), and Johannesburg and Gqeberha (South Africa).

To scale this work, WRI will support a Catalytic Fund for Urban Water Resilience in Africa to leverage \$5 billion toward the implementation of urban water resilience projects by 2032. This will include identifying gaps in turning water resilience investment priorities into bankable, fundable project pipelines; leveraging existing funds; and helping draw in new capital, particularly from the private sector. This fund will help give people living in poverty and other vulnerable populations in cities better access to secure water sources, and it will enable reduced risks from floods and other climate-related impacts.

Global Impact Target (2030)	By 2030, achieve universal and equitable access to safe and affordable drinking water for all. The indicator is "Proportion of the population using safely managed drinking water services" (SDG 6.1)
WRI Impact Target (2027)	By 2027, achieve a 3-5% increase in the percentage of vulnerable people with improved access to water supply.
WRI Country Targets (2027)	By 2027, achieve a 3-5% increase in the percentage of vulnerable people with improved access to water supply in cities in Brazil, Colombia, Democratic Republic of the Congo, Ethiopia, India, Indonesia, Kenya, Mexico, Rwanda and South Africa.
WRI's Matrix in Action	<p>Human Systems: Food, Land and Water; Cities</p> <p>Enabling Systems: Finance, Economics, Governance</p> <p>WRI Country/Regional Offices: Africa</p>

Driving Transitions in 25 Priority Cities

WRI's cities' transition initiative will focus on improving the quality of life and health for underserved residents, driving transformative change in 25 priority cities (see *WRI Priority Cities*).

Sustained engagement across successive political administrations will help WRI capture lessons and facilitate knowledge exchange among practitioners, financing institutions, the private sector and communities. In turn, this will facilitate change in cities beyond our 25 focus cities.

The 25 cities are aligned with WRI's focus countries, except where we have an existing presence in a particular city. Beyond the core 25 cities, our work reaches more than 560 cities by advancing relevant policy reforms. WRI's in-country strategies and fit-for-purpose engagement, including work with international networks of cities, are crucial to scaling innovation while driving down emissions and supporting climate adaptation.



SHIFTING ENABLING SYSTEMS

In order to achieve the Human-Centered System transitions, we need to make supportive changes in the underlying Enabling Systems of human society; WRI will focus on Economics, Finance and Governance. We will work at all levels, from the global to the local, to increase global ambition and funding to advance the Enabling System shifts where they are needed most.

It's clear that the Enabling Systems as they function today are not designed to protect nature and climate or to meet everyone's essential needs. Atmospheric concentrations of greenhouse gases continue to rise as the world fails to curb emissions, and natural habitats and the biodiversity they support continue to shrink and degrade. Modern society, in general, does not favor an equitable system that benefits the many. Today's global economic system has led to the richest 1% of the world's population having more wealth than the other 99%.

ECONOMICS: Shift goals, models, policies and behaviors

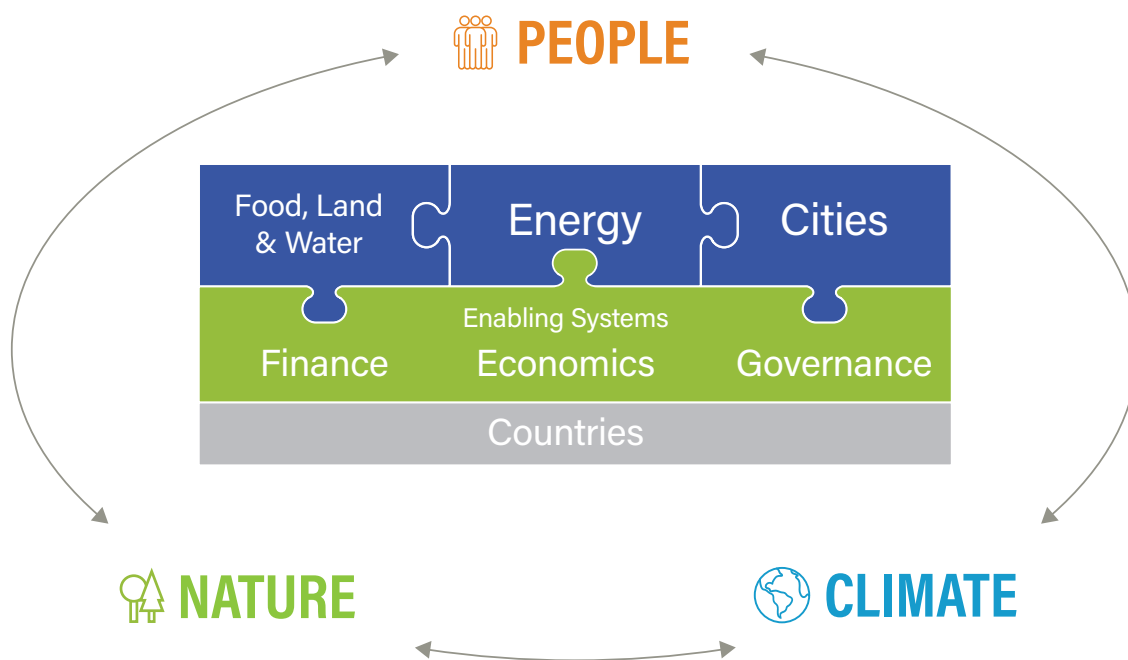
An inclusive, equitable economy depends on the availability of natural resources and healthy ecosystems, as well as fair distribution of the costs involved and the benefits they provide.

Economics system shifts involve changes in core economic activities, such as shifting consumption patterns, providing job training for people affected by technological change and the clean energy economy, expanding the circular economy and measuring economic success using metrics that encompass more than GDP. WRI informs economic thinking in a range of countries and contexts. We work in high-emitting countries (e.g., the United States, India, China, Brazil, Indonesia and Mexico) to build the economic case for climate action. We work in critical areas where trees are being lost and nature is under pressure (e.g., the Amazon and Congo Basins). In affected countries, we identify and quantify economic and social benefits

of low-carbon, nature-aligned policies and strategies. We work with and equip national governments and international organizations with well-tested, independent economic models and approaches, such as system dynamics, to improve decision-making around policies and to accelerate the deployment of emerging low-carbon technologies. We seek to advance policies that support economic incentives, such as fiscally progressive subsidies, enhanced carbon pricing and payment for nature-based solutions. We use behavioral economics to shift consumption choices to slow land conversion and reduce demand for carbon-intensive products. For example, WRI's behavioral change unit, the Living Lab, applies research to drive equitable, climate-friendly lifestyle activities at scale. The Living Lab is starting to tackle hotspot consumption behaviors in food, energy and transport.

There are some positive developments to build on. For example, there's growing interest in measures of prosperity that include aspects of human well-being or ecosystem health as well as GDP. New macroeconomic modeling is better able to capture system dynamics. A number of countries have begun to embrace natural capital accounting, measuring the diversity, extent, condition and value of ecosystems and the services they provide. In some markets, consumer interest in reuse of products such as secondhand clothing is taking hold, and more businesses are exploring reselling options.

We will work on just transitions in all of our focus countries. We will measure our success as we see more countries decouple economic growth from destructive activities like deforestation and increasing greenhouse gas emissions. We will also track how our activities bring more equitable economic opportunities to more people.



FINANCE: Catalyze Capital Flows to Developing Countries

Banks, investment firms, multilateral funds, development agencies and government finance ministries wield tremendous power and determine the direction of financial flows at all levels, from global to local. Through their financial decisions, they influence which economic activities receive investment and which do not, creating huge knock-on impacts on all other systems, including food, land, water, energy and cities.

The world needs to greatly accelerate the flow of public and private capital toward developing countries—without an injection of such funds, the great transition we need will not be possible. Today, there is not enough public capital available, and private capital is not flowing at the level needed.

More positively, disclosure of climate and nature risks is picking up speed, as exemplified by the Task Force on Nature-Related Disclosures and the Task Force on Climate-Related Financial Disclosures. However, financial institutions today continue to invest far too much capital in unsustainable, high-carbon and resource-intensive activities. WRI will work to push the finance system in a more sustainable direction, through policies and actions that support People, Nature and Climate goals. We work with investors, banks, multilateral investment institutions and other actors to inform policies and their approaches.

WRI's international climate finance work will continue to strengthen policies and governance elements in key international institutions to help close the financing gap, convert the ambition of the Paris Agreement into action and track progress to enable accountability.

We will promote financing for developing country climate action by identifying capacity bottlenecks and developing products to overcome them. Our focus will be on increasing financial flows to our focus countries to drive just transitions at the country and subnational levels.

And we will increase financial flows to the Human-Centered Systems (Food, Land and Water; Energy; Cities) by catalyzing investment in activities aligned with sustainable system transitions and divestment from activities that are not so aligned. We will promote sustainable private-sector finance through cutting edge research on topics such as physical climate risk assessment, and providing tools for investors and other stakeholders.

GOVERNANCE: Build trust and accountability at all levels

Achieving the world's global goals on People, Nature and Climate requires inclusive, transparent and accountable governance systems that build trust and lead to just and effective policy changes and investments. The world needs to reorient governance systems to help establish and maintain people's rights and create rules and norms that ensure power and resources are equitably distributed.

WRI will work to strengthen global governance structures and systems such as the UN Framework Conventions on Climate Change and Biological Diversity by promoting the adoption of inclusive and accountable rules-based mechanisms. We aim to elevate the voices and priorities of climate-vulnerable countries at UN climate negotiations, for example, through the Allied for Climate Transformation by 2025 (ACT2025) consortium.

We will also advance transparency, trust and accountability by developing standards that support informed and accountable decision-making by businesses, local and federal governments, and financial institutions. We will measure progress through reporting and tracking mechanisms. For example, we will work in WRI's focus countries to help them measure and disclose their progress on reducing greenhouse gas emissions throughout their value chains. See *WRI in Action: Taking Carbon Measurement to the Next Level* for more details.

We will continue to promote the uptake of harmonized standards such as the Science-Based Targets initiative, which drives ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets.

The Greenhouse Gas Protocol (GHG Protocol) is the preeminent global standard for companies, cities and governments to measure and manage their greenhouse gas emissions. The GHG Protocol plans to make enhancements to its standards to help companies and governments meet growing market and regulatory needs for carbon measurement.

Established in the early 2000s, the GHG Protocol arose out of the need to help companies account for, report and mitigate emissions in a robust, transparent and standardized way.

Greenhouse gas accounting standards are fundamental to addressing the climate crisis. They have two crucial roles. First, similar to standards that underpin the financial system, carbon standards underpin an entire ecosystem of target setting, investor reporting, voluntary carbon markets and ratings. Second, they enable comparison with peers and with historical performance to inform future goals and plans.

WRI and the World Business Council for Sustainable Development created the GHG Protocol as an international standard for corporate accounting and reporting emissions, categorizing GHGs into Scope 1, Scope 2 and Scope 3 based on the source and position in the company's value chain. It is now the most widely used accounting tool to track GHG emissions, with 90% of Fortune 500 companies and over 330 cities using it.

The challenge is to keep up with demand, both in scale and complexity. The number of companies, cities and countries making commitments to decarbonize has grown significantly, a trend that will only accelerate as regulatory requirements (such as U.S. and EU climate disclosure rules) and voluntary demand increase.

Moreover, the breadth and complexity of organizations' needs in the carbon accounting space have proliferated.

The GHG Protocol is well-positioned to help the global carbon accounting system meet the market and regulatory needs of the next decade and beyond, building on its substantial past success and wide user base.

To achieve this vision, the GHG Protocol plans to revamp its governance and operating model, update its core standards and expand accreditation and training services to meet the full range of carbon accounting needs. The GHG Protocol also aims to drive adoption of common standards by businesses and regulators in developing countries. Further, we aim to enhance our coordination with relevant initiatives to ensure harmonization across the carbon accounting ecosystem. We also plan to make upgrades to help companies and countries track progress on key social and environmental impact indicators, alongside their GHG emissions.

Expected Impact: With the above enhancements, GHG Protocol standards will help companies, cities and governments better measure and manage their emissions and carbon removals across the full value chain according to today's market and regulatory needs, including new U.S. Securities and Exchange Commission and European reporting requirements. The number of companies and organizations using the GHG Protocol could grow exponentially as climate disclosure regulations are implemented and leading standards organizations adopt the GHG Protocol standards in the years ahead.

Enabling System Outcome Alignment: This work supports the achievement of Enabling System outcomes on Finance, Economics and Governance. Enabling System outcomes achieved here will drive the needed shifts in the Human-Centered Systems.

Our work leverages partnerships such as the Initiative for Climate Action Transparency and engages with market actors to help to ensure the integrity of operations such as emerging forest carbon markets.

WRI will accelerate action to secure the land and environmental rights of Indigenous peoples and other vulnerable and marginalized communities. Various initiatives and platforms help identify the obstacles that prevent poor, vulnerable communities from realizing their rights and participating in decision-making. We help communities gain access to data, strengthen land tenure rights and recommend policies for governments to implement gender equity. Our approach aims to mobilize civil society organizations that amplify local voices and advance legislation that safeguards people's procedural rights.

WHERE IT HAPPENS: COUNTRIES LEADING THE CHANGE

Countries are essential to deliver impact on the ground. Ultimately all impact is local. WRI will focus more intently on how our work can advance positive change in our focus countries and create the just transitions that deliver progress for all at the local level. Cumulatively, just transitions at country level will build momentum toward achieving the global goals for People, Nature and Climate.

Countries have a unique and crucial role to play in advancing the needed Human-Centered System transitions and Enabling System shifts. On the one hand, countries are accountable to international commitments, such as the Paris Agreement and the Sustainable Development Goals; on the other, they can drive changes through federal and local policies, taxes and financial instruments, offering the potential

PROMOTING JUST TRANSITIONS

The term "just transition" is frequently used in policy circles, but it means different things to different people. As the world moves toward zero-carbon and climate-resilient societies, just transitions involve supporting communities and workers who may be negatively affected by change and enabling them to pursue new livelihoods and economic pathways. It also involves ensuring that the benefits and costs of a zero-carbon and climate-resilient economy are shared fairly, and that the distribution of finance, clean energy access and sustainable agriculture opportunities is inclusive. All of this depends on proactive planning and procedural equity—the participation of communities in determining policies and approaches that affect their lives. Done right, just transitions, especially at the country level, can be a powerful engine to catalyze inclusive economic growth, enhance access to essential services, reduce poverty and help nature to thrive.

Today's economic, social, resource and climate inequities are closely linked to historic patterns of colonialism, where exploitation and human subjugation led some groups to have greater wealth and access, while others were marginalized or left out altogether. This legacy persists today and must be acknowledged if we are to overcome it.

In order to change course, we need to make changes to the underlying Enabling Systems related to economics, finance and governance at the global and country scale. Changes must include fostering economic equality, increasing financial flows to low-income countries, and encouraging inclusive decision-making. We need to make sure that these changes don't just serve the few but are equitable and help the most vulnerable.

Our new strategy of tackling the three People-Nature-Climate goals together will promote greater policy coherence. This approach improves the chances of designing interventions that create win-wins or at least more wins and fewer losses. For example, restoring agroforestry practices can increase food productivity, take pressure off natural ecosystems, sequester carbon and improve farmer livelihoods. Likewise, supporting the rights of Indigenous people to protect their land can provide economic opportunities as it helps protect biodiversity and preserve carbon. This kind of integrated approach is essential to achieving just transitions.

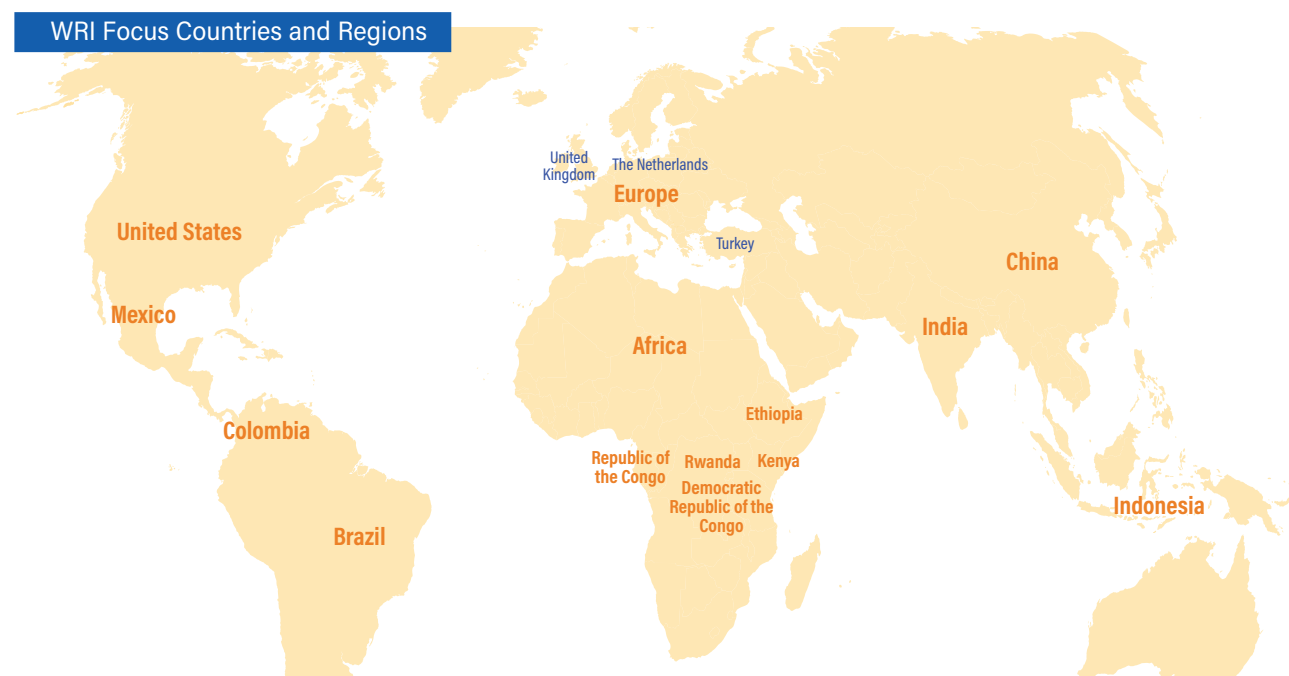
to shape economy-wide incentives and disincentives. At the same time, subnational governments are key players who can deliver impact and guarantee the inclusion of local communities. The success of the transitions, therefore, depends on the positive synergy of national and subnational decision-making and their implementation capacity.

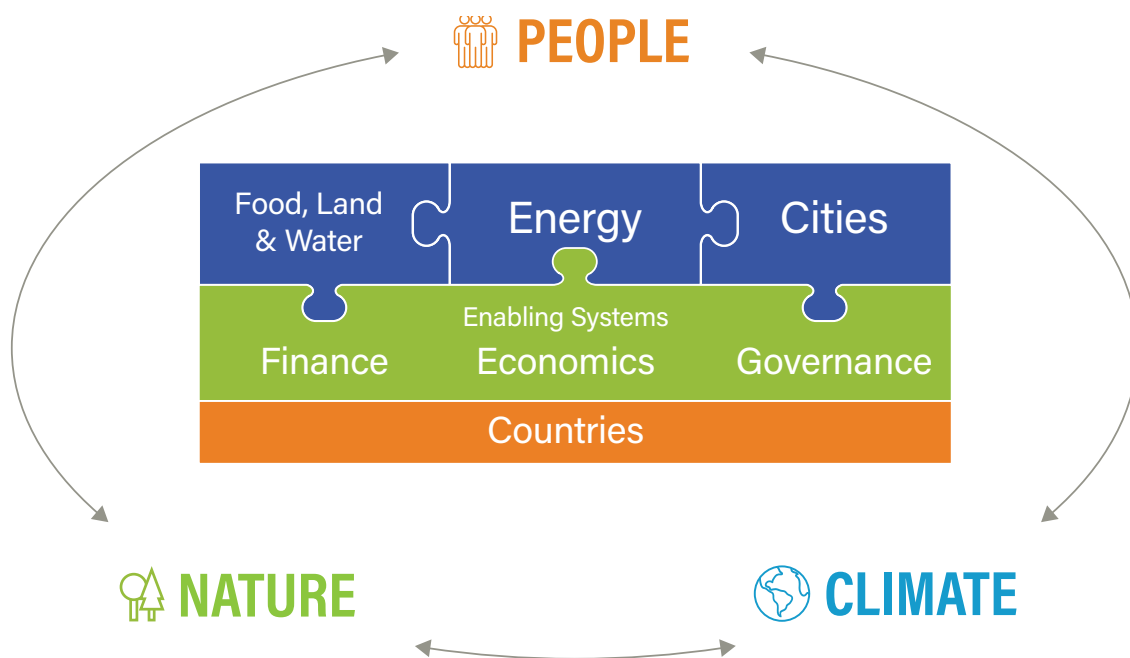
All countries need a just transition that reflects their specific circumstances and needs (see Promoting Just Transitions). WRI's approach is grounded in a deep understanding of the political economy of the countries we work in. We know that real change in countries takes years, not just an election cycle. We draw on our long-term presence and local knowledge of a country to forge trusted relationships with governments, the private sector, academia and civil society. These relationships are essential to achieve complex and durable change. Our in-country understanding in our focus countries helps us learn and share how to better incorporate aspects regarding inclusion (such as gender equity) and resilience into the country commitments. Together, these elements are at the core of our identity as a trusted partner for change.

Ultimately, we seek to co-create problem-solving approaches with partners in focus countries and subnationally so that all sides feel invested in the policies, shifts and results. We want the people and leaders in these countries to be connected to the decisions and accountable for the changes that take place.

Going Deep in Focus Countries

We have chosen to go deep in select cities, landscapes, countries and regions, as we work with partners to influence the most relevant aspects of the Human-Centered and Enabling System transitions. We will prioritize work in 12 "focus countries." We've selected these nations because they house large populations of vulnerable people, hold much of the world's remaining natural landscapes and/or have a significant opportunity to transition away from being high emitters. Our focus countries include Brazil, China, Colombia, India, Indonesia, Mexico and the United States — countries where WRI already has a long-term presence — as well as Democratic Republic of the Congo (DRC), Ethiopia, Kenya, Republic of the Congo and Rwanda, where we will deepen our engagement. We will continue to work as a coordinated regional presence in Africa and in Europe, where our regional presence includes offices in the Netherlands, Turkey and the United Kingdom (see *WRI Focus Countries and Regions*).





In Europe and Africa, our offices are connected by common regional strategies and a joined-up management structure, which allows us to go deeper and take a more coordinated approach, and to be a partner in regional institutions and mechanisms. In Europe, we will develop engagement on selected policy initiatives and projects that support our organizational targets. Close engagement with our funding partners also helps inform our entire WRI-wide strategy, and we see Europe as a region that can potentially be shifted more broadly.

Our focus country strategies will concentrate on challenges that are most relevant to those countries and will be aligned with WRI's global and institutional goals, as outlined in this strategy, while allowing for customization according to specific contexts and needs. The country strategies (see *Exploring Focus Country Strategies*) will share the following common objectives:

- ▶ Be aligned with WRI's evidence-based approach, drawing on WRI's research and data.
- ▶ Bring a combination of technical expertise and local understanding of the political economy of the region and countries to drive systems change in countries.
- ▶ Work through trusted partnerships with governments, businesses, civil society organizations and other in-country stakeholders.
- ▶ Emphasize co-creation of the approaches, policies and actions taken.
- ▶ Ensure that WRI pursues close collaboration and fosters a culture of multidirectional learning throughout its global, regional, national and subnational activities.

Building a Culture of In-Country Learning

The evolution of WRI's learning culture is particularly relevant to our in-country implementation activities, where we work with and share experiences with partners, building a spirit of trust and collaboration and leading to the co-creation of interventions. Learning is also essential for us to strengthen social aspects of our work, like equity and gender, and bring greater focus to locally led resilience activities.

WRI is working to support a broad coalition, including local partners, to create and enact a vision for a new and just economy for the Amazon rainforest. This effort builds on WRI's New Climate Economy initiative and the Institute's long-standing work and relationships in Brazil, Colombia and the Amazon region.

This is a precarious moment for the Amazon rainforest. The health of the biome is central to global efforts to address the climate crisis and protect nature. We cannot stay below 1.5 C of warming if the Amazon crosses its tipping point—and there's little time to prevent that from happening.

Already, 17% of the Amazon rainforest has been lost. Deforestation rates in the Amazon hit a six-year high in 2021. We are on track for 27% of the Amazon rainforest to be gone by 2030—a result that would have devastating consequences for people, species and biodiversity around the world. The whole biome is threatened by illegal activities and a lack of sustainable alternatives for local people.

But there are glimmers of hope. Across the region, some countries and subnational states have demonstrated a real commitment to forest protection, pushing against broader political currents.

A growing movement is taking shape that could chart a different future for the Amazon and its people. Led by Indigenous peoples, this movement includes civil society organizations, universities, youth leaders, farmers and their associations, responsible businesses, financial institutions and others.

WRI is part of this movement, with its long track record of work in the Brazilian Amazon and programs on forest protection, restoration and cities. Recently, WRI led a pioneering study on new economics for the Brazilian Amazon, which brings best-in-class new economic modeling and analytical abilities. WRI also recently established an office in Colombia, where a new president shows signs of being very interested in this initiative.

WRI plans to use our regional understanding, local networks and global influence to reshape the economic thinking that has viewed the Amazon in a reductive way—and the political economy that supports it.

WRI will reshape thinking by supporting a broad, multistakeholder coalition, focused initially on Brazil, Colombia and Peru. We will make the case for change by conducting economic modeling that fully values nature and human well-being. We will work with heads of state and critical government and private sector actors to build support. We will generate evidence on what works in key states and work with partners to address issues of illegality and poor governance. And we will work to increase and align financial flows for conservation, including by bringing rigor to carbon markets.

WRI is exploring a similar approach for the Congo Basin in Central Africa.

Expected Impact: By creating a new model for protecting the Amazon, this initiative has the potential to deliver significant economic and health benefits to the millions of people who live and work in the Amazon region.

The initiative's efforts to protect the Amazon are critical to meeting global goals on people, climate and nature. Interventions on the ground will aim to ensure that the rainforest can sequester more carbon, alleviate poverty, improve food security and enhance forest biodiversity.

Enabling System Outcome Alignment: This work supports the achievement of Enabling System outcomes in Finance, Economics and Governance. Enabling System outcomes achieved here will help drive the needed Human-Centered Systems transition.

EXPLORING FOCUS COUNTRY STRATEGIES

Following are high-level summaries of current thinking around WRI's two regional and twelve focus country strategies. The full version of these strategies is a work in progress and will be available later in 2023.

Africa: Sub-Saharan African countries have historically low greenhouse gas emissions yet are highly vulnerable to climate change. Despite progress, African countries still face an uphill challenge to reduce poverty and improve human well-being in inclusive, nature-positive and climate-resilient ways. Since many Sub-Saharan countries are still at a relatively early stage of industrialization and economic transformation, the potential to get on a better track is enormous.

WRI Africa's strategy is focused on inclusive transformation for people and planet. One of the strategic priorities is protection of the Congo and Ruzizi Basins, with deep work in Ethiopia, Kenya, Republic of Congo, DRC and Rwanda. We also have strategic engagements on select issues in other countries including Nigeria, Cameroon, and South Africa.

WRI Africa's strategy is underpinned by four integrated areas of work: (1) Vital Landscapes: Accelerate locally led restoration, food system transformation and people-centered forest conservation. (2) Thriving Resilient Cities: Deepen our work with cities, country governments and development actors to advance urban resilience and integrated mobility. (3) Energy Transition and Access: Promote energy transition pathways for select African countries and deploy our data tools to stimulate demand and finance to expand access to renewable energy. (4) Institutional and Economic Transformation: Address underlying challenges in the enabling policy, political economy, institutions and knowledge ecosystem to advance inclusive, resilient and green economic transformation in African economies.

Brazil is the world's most biodiverse country, with 59% of its territory covered by the Amazon forest. It is home to 215 million people, over 85% of whom live in urban areas. It suffers from high levels of inequality, and its economy depends on being one of the world's largest food producers.

WRI Brasil's strategy aims to promote forests and biomes as ecological, economic and social assets; halt deforestation and prevent a tipping point in the Amazon; promote more equitable cities by pursuing low-carbon built urban environments; and provide science-based knowledge and approaches to governments, companies and social movements. (See *WRI in Action: A New and Just Economy for the Amazon* for more information).

China is the most populous country in the world. It is also an economic engine and is the biggest greenhouse gas emitter today, accounting for approximately 25% of annual global emissions. As the largest trading partner to over 120 countries, China is the world's largest exporter, fastest-growing consumer market and second-largest importer.

WRI China's strategy aims to promote governance changes at the national and provincial levels toward systems that benefit People, Nature and Climate; help transform industrial enterprises and consumer behaviors; promote green supply chains to increase efficiency; reduce resource use and costs; and increase resilience to economic shocks. We will also track and facilitate progress on the Convention on Biological Diversity, specifically promoting the work of the Partnership of Biodiversity and Finance, in addition to the UN Framework Convention on Climate Change.

Colombia, a megadiverse country highly vulnerable to climate change, has also been recognized for its regional leadership on climate action. Colombia has an opportunity to protect its biodiversity, transition to clean energy and improve people's livelihoods.

WRI Colombia's strategy aims to support urban development that is low-carbon and promotes diversity, efficiency, connectivity, and productivity; spur an inclusive and resilient economy in the Colombian Amazon; meet the demand for food through work on restoration and reconversion of ecosystems; prevent deforestation and degradation; and boost climate action at the national and subnational levels.

Europe has been a frontrunner in prioritizing climate, land restoration and a just transition. It plays an important role in partnering with developing countries to support their low-carbon development. Since early 2022, Europe has been

accelerating the pace of its energy transition, improving energy efficiency and reducing natural gas consumption. Yet, Europe needs to reduce its consumption footprint and align its financial flows with sustainability.

WRI Europe's strategy aims to support the continent in bringing its economy in line with planetary boundaries, relating to effects both inside and outside its borders. The strategy will focus on bioenergy, food, forests and the ocean; pursue energy efficiency in buildings and decarbonization of transport; and support new economic paradigms (e.g., moving "beyond GDP" to include equity) and sustainable lifestyles (including a circular economy). WRI Europe will deepen its collaboration with EU institutions, donor countries and nongovernmental organizations to drive sustainable development, with a focus on Africa.

India has the world's second-largest population and is its fourth-largest greenhouse gas emitter. India aspires to achieve equitable economic development and sustainable livelihoods for its citizens. Yet these goals are challenged by deeply entrenched poverty, energy insecurity, urban sprawl, water risks, food shortages, ecosystem degradation and growing inequality.

With a focus on scaling its impact through partner coalitions, WRI India's strategy aims to develop data-based analysis to help India meet its commitments on climate actions that support equality and poverty reduction; encourage India's transition toward sustainable and resilient land-use; advance clean energy, focusing on expanding energy access; catalyze inclusive, low-carbon, nature-focused urban centers; and build new economic models that prioritize People, Nature and Climate.

Indonesia is the largest economy in Southeast Asia and the world's fourth-most populous country. It also has the third-largest area of tropical forests in the world. Indonesia's economy is heavily dependent on natural resource exploitation and, according to FAO, has the highest GHG emissions in the world in the land-use change and forestry category.

WRI Indonesia's strategy aims to support the transition toward inclusive, sustainable agriculture commodities production and food systems, and ensure sustainable livelihoods and land tenure while protecting forests; expand demand for and supply of clean energy and advance a just energy transition; support resilient, inclusive, livable, low-carbon coastal cities; and help Indonesia meet its net-zero target by 2050. (See *WRI in Action: In Indonesia, Innovative Economic Analysis Supports Action on Climate and Nature* for more information).

Mexico is the fifth-most megadiverse country and the second-largest economy in Latin America. It is also the 13th-largest greenhouse gas emitter in the world. Mexico requires a transition toward a low-carbon, inclusive and resilient economy to reach its environmental and development goals. WRI Mexico focuses on the systems with the greatest potential for decarbonization, job creation and poverty reduction.

WRI Mexico's strategy aims to build social and political support for a new sustainable, inclusive economy; support prosperous rural and coastal communities by helping enhance climate resilience and protect ecosystems and biodiversity; advance a just energy transition that reduces emissions and energy poverty; improve urban systems to provide better quality of life and health for all residents, especially the underserved; and strengthen water security and resilience through nature-based solutions.

The United States is the world's largest historical greenhouse gas emitter, second-largest current emitter and largest economy. With the passage of the Infrastructure Investment and Jobs Act (IIJA) and the Inflation Reduction Act (IRA) in 2022, the United States has an opportunity to make significant progress toward its climate targets and transition its economy in a just and equitable way.

The strategy of WRI US focuses on using analysis, policy recommendations and engagement and outreach to build infrastructure for transmission, renewables, carbon management, hydrogen and electric vehicle charging; optimize land use for food, nature and clean energy; develop sustainable and secure supply chains for batteries, solar panels and other clean energy technologies; and scale up deployment of electric school buses. WRI US will also support the implementation of the IIJA and IRA.

WRI experts supported the Indonesian government to formulate and implement its first National Development Plan that placed low-carbon, green growth at the core of its approach. The plan puts forth a bold, yet achievable vision: Indonesia can achieve net-zero emissions while driving economic growth and reducing poverty.

As the world's fourth-most populous country and one of the world's largest economies, Indonesia has achieved significant economic growth over the past two decades. However, this growth has come at a cost: unsustainable levels of deforestation and resource extraction, a surge in motor vehicle traffic and a heavy reliance on coal power, which contributes to high levels of air pollution.

Fortunately, Indonesia's government recognized that this growth trajectory, so dependent on resource extraction, was not sustainable. In 2017, the government announced its goal of integrating climate action into its national development strategy—launching the Low-Carbon Development Initiative (LCDI).

The government invited WRI and its New Climate Economy initiative to support this effort by leading a research consortium to model the potential of low-carbon development. This modeling showed that, through a sustainable, inclusive growth path, Indonesia could grow its economy, create new jobs and cut poverty, while reducing the country's greenhouse emissions. These efforts resulted in, for the first time, the central positioning of green growth in Indonesia's National Development Plan for 2020–24.

Moving forward, WRI Indonesia will work with sectoral ministries to develop and integrate low-carbon policies in their strategic plans; enhance monitoring, reporting and verification systems for GHG emissions; and work to institutionalize the LCDI across Indonesia's national government to secure long-term buy-in for low-carbon development.

WRI is also working with subnational governments and companies to implement the low-carbon development plans in other sectors to reduce deforestation, increase renewable energy and energy efficiency adoption, improve energy efficiency in city buildings, shift toward electric vehicles, cut ocean plastic waste and more.

The impacts are already starting to bear fruit: in 2021, Indonesia reduced its primary forest loss for the fifth straight year, falling by 25% compared to 2020.

Leaders in other countries have taken note of Indonesia's low-carbon, resilient-growth path. WRI is now working with other countries—such as Ethiopia, Brazil, Colombia and in the broader Amazon region—to adopt a similar approach to low-carbon, resilient growth.

Expected Impact: The LCDI modeling shows that, by implementing this sustainable growth path, Indonesia can achieve healthy GDP growth through 2045 and, compared to business as usual, create more than 15 million additional greener and better-paying jobs, halve extreme poverty and save 40,000 lives annually from reduced air and water pollution—all while reducing greenhouse gas emissions by nearly 43% by 2030.

Enabling System Outcome Alignment: This work supports the achievement of Enabling System outcomes on Finance, Economics and Governance. Enabling System outcomes achieved here will drive the needed shifts in the Human-Centered Systems.

To foster a culture of learning throughout WRI's offices, our teams will work with representatives from government, the private sector, academia and civil society in pursuit of the following goals:

- ▶ Develop and test theories of change for the Human-Centered System transitions and develop a deep understanding of how to make Enabling Systems more supportive of change.
- ▶ Use strategic interventions and innovative approaches to planning or first-practice projects.
- ▶ Develop learning communities, especially with subnational actors in multiple sectors. This includes sharing experiences, understanding knowledge gaps and creating initiatives to overcome barriers. For example, the Mexican Community of Mobility Authorities pushed for constitutional change to advance the financing and regulation of the mobility agenda.
- ▶ Create South-South learning initiatives, for example, on soft commodities and value chains, among countries that can drive productivity increases on working land while protecting natural ecosystems from conversion.

Going forward, we will ensure that learning takes place in all directions (top-down, bottom-up and side-to-side) enhancing our understanding of the drivers of change as we go.

PART 2

How We Will Drive Change— and Hold Ourselves Accountable

WRI alone cannot achieve the changes we seek in the world. That's why we work with partners who complement our perspectives and extend our reach. These partners can be individuals, organizations, multilateral institutions, businesses, academics and governments. We enter into partnerships as a way of growing our knowledge base and capacity, and we aim to support our partners with ideas, data and resources. We don't just seek to make WRI stronger, we want to lift up the range of actors working toward our shared goals, whether they support our mission fully or in related areas. By doing this, we expand the ecosystem for change.

Trust is at the core of any good partnership. We do not need to agree on everything, but we do seek to work with others who share our vision, goals and values. Our collaboration is stronger when our partners know that we are open to their views, accepting of differences and generous in our approach.

One of the foundations of a good partnership is strategic engagement—how we work with individuals and institutions through trusted relationships. Through strategic engagement, we build connections to decision-makers and thought leaders with whom we exchange ideas, research, data and perspectives. We will increasingly bring a political economy lens to our engagement in order to better understand national and local contexts to inform our approach and how we help create change.

Partnering for Impact

At WRI, we seek partnerships to accelerate progress on the transitions outlined in this strategy. These partnerships must be aligned with our goals and targets, filling in where we lack knowledge, experience or capacity to be effective. In some cases, our partners bring specific skills, local knowledge or greater credibility that enhances our ability to drive change.

When we enter into partnerships, we seek to use these opportunities to learn and to expand our impact by maintaining high standards, understanding what approaches work best and supporting organizations to carry work forward in the future. As we look to our next phase, we seek to work with a wider array of partners and different organizations and to explore new ways of collaborating, as we always prioritize the impact we seek and hold ourselves accountable.

A core approach to WRI's strategy is convening multisectoral partnerships and coalitions to drive impacts at scale. These formal partnerships, which we refer to as "platforms," bring together broad groups of leaders, subject experts and community participants, who work together to shift narratives, influence policy decisions and practices, and drive action from the local level to global scale.

Platforms have been at the core of some of our most influential and successful initiatives of the last decade, ranging from the Greenhouse Gas Protocol to the New Climate Economy and the Science-Based Targets initiative. More recent platforms include AFR100, a country-led effort to restore 100 Mha of land in Africa by 2030 and Platform for Accelerating the Circular Economy (PACE), involving public-private partnerships designed to stimulate a circular economy, currently focusing on electronics, plastics, food and bioeconomy, and markets and models.

We will pursue partnerships that are purpose-driven and supported by rigorous theories of change. To achieve our targets and goals, we will

- ▶ Align partnerships with our institutional targets—focusing on partnerships that are driven by a clear and specific purpose.
- ▶ Create convenings that amplify diverse perspectives and ideas, especially from nontraditional and local partners.
- ▶ Build on WRI's track record as a trusted convener and expand our capacity to provide subgrants to grassroots and underrepresented organizations that can deliver on shared impact targets.
- ▶ Stay committed to ending or spinning off partnerships when the work is complete, no longer aligned with our strategy, or the value of partnering no longer benefits the end goal.

THEORIES OF CHANGE, ROBUST TARGETS, IMPACTFUL APPROACHES

WRI's updated approach to organization-level target setting and theories of change represents a timely and crucial change in how we will deliver, track and measure our impact. For the first time, WRI is drawing direct lines from measurable global goals (People, Nature and Climate) to WRI's institutional-level impact targets established for the three Human-Centered Systems that, in turn, will align with and connect every project in our portfolio.

Theories of Change

All our targets will be underpinned by evidence-based "Theories of Change". We do this to ensure that our work addresses root causes and avoids the tendency to start with solutions that may not be appropriate or effective.

Theories of change identify key actors, risks, assumptions, knowledge gaps, social equity and political economy considerations, as well as WRI's comparative advantage. They provide a methodology for planning, participation, adaptive management (resource allocation), and evaluation. Theories of change explain the process of change by outlining the causal linkages in an initiative and anticipating likely outcomes.

Theories of change help us to be more thoughtful, deliberate and effective in our target-setting and approach. They ensure that we can evaluate our work and progress. They also ensure that we and our partners state, test and revise assumptions, adapting our approaches as appropriate based on lessons learned.

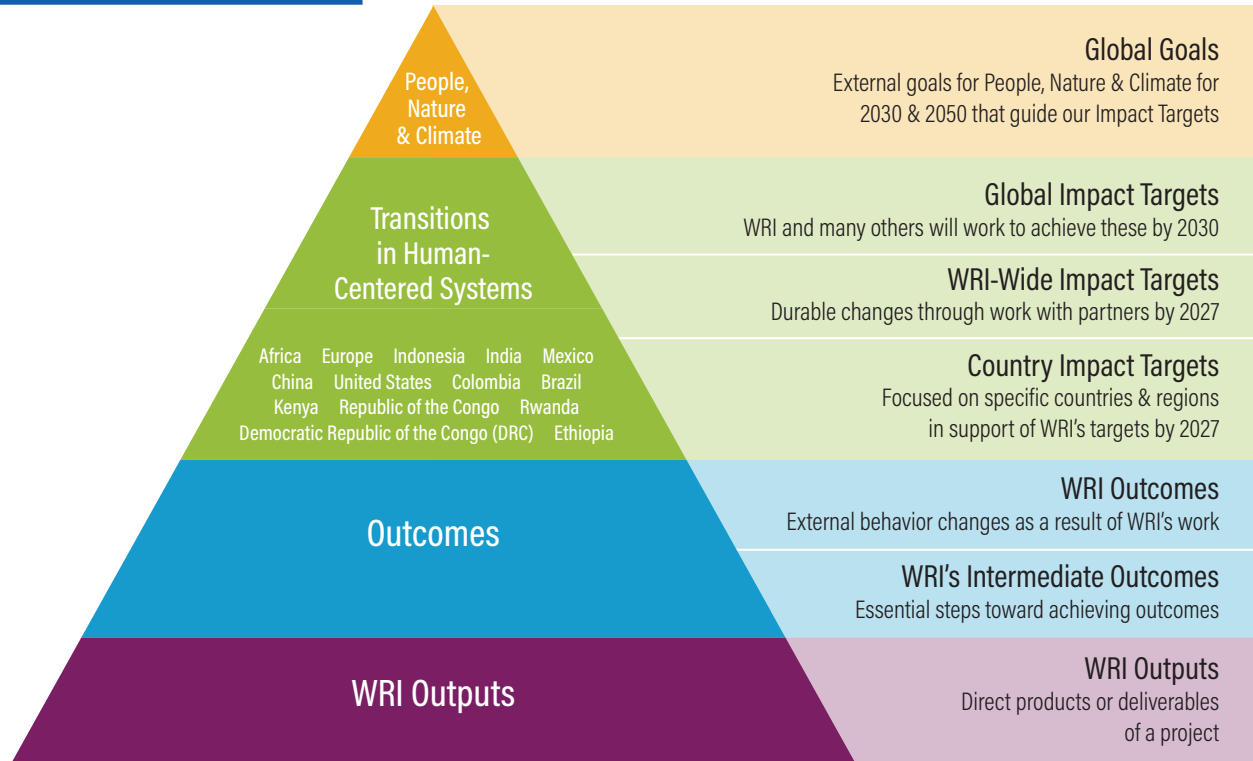
How We Select and Define Targets

Global Impact Targets. We have established Global Impact Targets for the Food, Land and Water; Energy; and Cities systems. The choice of these targets was guided by research on what needs to change most to advance the global People, Nature and Climate goals. The level of ambition of each Global Impact Target is informed by high-level political commitments such as the Paris Agreement and the SDGs. This ensures that the targets are consistent with the broader development community and link our ambition to what the world has agreed to do. The Global Impact Targets cascade to WRI Impact Targets and Country Impact Targets (see *How We Set Impact Targets*). In essence, we have developed a joined-up target-setting process between our Global Impact Targets and WRI's country and regional target teams that "meets in the middle" to create WRI Impact Targets.

WRI Impact Targets. WRI Impact Targets are set at the institutional level (WRI-wide) and define what we and our partners aim to contribute directly or indirectly toward the achievement of each Global Impact Target by 2027. These targets are designed to work together as a cluster for each of the three Human-Centered System transitions.

WRI Country Targets. WRI recognizes that not all the systems transition targets are relevant to every one of WRI's focus countries. Therefore, each WRI focus country will select a subset of WRI Impact Targets and enabling outcomes to work on that are relevant to that country's transition.

How We Set Impact Targets



Proven Approaches for Impact

In order to drive impact, WRI consistently draws from a suite of techniques and approaches that have been honed over years and continue to evolve as internal and external conditions shift.

Four approaches are common to many of our projects and help us to deliver on our targets across our portfolio:

- ▶ Research and learning;
- ▶ Data to drive impact;
- ▶ Communications and engagement; and
- ▶ Planning, monitoring, learning and evaluation.

Purpose-driven partnerships are also integral to much of our work (see *Partnering for Impact* above).

RESEARCH AND LEARNING: Producing high-quality actionable research is the foundation of WRI's work. Our knowledge products are peer-reviewed and held to academic standards of excellence for objectivity, rigor and quality, and they are designed to be actionable, institutionally coherent and fit for purpose. Research underpins all of WRI's recommendations to governments, businesses and other constituents. Learning from our work on the ground will be especially critical to the success of this five-year strategy. What works in one place does not always work in another. We are only now beginning to learn how to identify and manage the myriad trade-offs and synergies that play out across spatial, governance and temporal levels for the People, Nature and Climate goals.

Every development intervention creates winners and losers. Too often the vulnerable and marginalized bear the most cost, have little say in decisions and benefit the least. We will seek to change that in how we design targets, strategies, theories of change and interventions, including the application of procedural equity to all work with communities.

Understanding and accounting for all of WRI's contributions to the Human-Centered System transitions will be difficult to quantify. As a research-based organization, WRI's contributions are often behind the scenes, influencing the state of knowledge through capacity-building and convening stakeholders.

WRI's intensifying focus on learning will allow us to design projects that are easier to monitor and evaluate. It will help us identify risks and mitigate trade-offs. It will allow us to learn and share lessons learned more systematically, and gain insight into how the outcomes across WRI add up to impact. And it will help us to hold ourselves accountable to our Board, donors, partners and staff.

To this end we will

- ▶ Identify knowledge gaps in each of the Human-Centered and Enabling System transitions;
- ▶ Strengthen research capacity across global and country teams;
- ▶ Systemize and share lessons from advancing targets in WRI focus countries; and
- ▶ Increase our ability to monitor progress, learn, adapt and share lessons learned broadly.

DATA LAB FOR CHANGE

The Data Lab is WRI's core data innovation and delivery unit. Our mission is to use advances in data and technology to help our programs, centers and international offices improve lives, protect nature and ensure just transitions. We support marquee products like Global Forest Watch and Aqueduct, while at the same time fueling the next generation of artificial intelligence innovations like Dynamic World and user-centered tools like AgriAdapt and MapBuilder. We do this by offering five services: data strategy guidance, data infrastructure, data science consulting, product design and product management.

To support WRI's next five-year strategy and scale data for impact, the Data Lab will take on three roles. First, we will serve as a connective layer, improving the coherence of data work across teams. Second, we will serve as the engine for innovation, helping teams harness new methods and data sources to stay on the cutting edge. And third, we will serve as a driver for technical sustainability, ensuring that WRI's products are built and funded to last.

To fulfill these roles, the Data Lab will launch three new initiatives:

- ▶ We will build **Unified Data Infrastructure** for data science and product development. This work will improve the coherence, consistency and governance of data analysis and delivery across the Institute.
- ▶ We will launch **Data Hubs** in each of our international offices to extend the Data Lab's capacity to serve globally. The network of hubs will provide real-time data science and product development support for international offices and our local partners, leveraging the best of WRI's Unified Data Infrastructure.
- ▶ We will launch a **Product Studio** within the Data Lab to help teams scope, design and deliver new data products building on our best practices. The studio will lower the cost, speed the delivery and improve the sustainability and cohesiveness of new data products built across the Institute.

DATA TO DRIVE IMPACT: WRI will use data innovation to advance Impact Targets. Our data products will be designed to support decision-making, enable transparency and accountability, and drive agendas. Data products are grounded in scientific expertise, built on research and powered by WRI's Data Lab (see *Data Lab for Change*).

Over the next five years, we will

- ▶ Integrate our data strategy and product infrastructure across WRI;
- ▶ Increase the role of international offices and local partners in designing new data products; and
- ▶ Improve the financial sustainability of existing products, while accelerating new product development.

COMMUNICATIONS AND ENGAGEMENT: We will use communications and engagement to raise WRI's profile and advance the goals of this strategy. Our strategic communications and engagement work is integrally connected to WRI's research and data analysis and aims to draw in and motivate external stakeholders and partners to drive change (see *Business Has a Critical Role to Play*).

The expansion of WRI's communications and engagement expertise and capacity over the past decade has been central to elevating WRI's profile and influence in the world. While we have made significant progress, we aim to take communications to the next level to position WRI as a trusted partner of change and driver of impact.

Across all areas of communications and engagement, we will elevate voices that are too often marginalized by those who traditionally hold decision-making power. We will ensure procedural equity through an inclusive approach that will amplify the voices of those who are often marginalized, including local communities on the front lines of the people-nature-climate crises.

To enact a step-change in our communications and engagement, we will

- ▶ Strengthen WRI's global communications and engagement network, with a greater emphasis on country impact;
- ▶ Elevate WRI's profile with target audiences, through marketing and by refreshing our brand;
- ▶ Sharpen the focus of WRI's global communications team on high priority issues, aligned with this strategy;
- ▶ Enhance internal communications to promote a culture of cohesion, trust, inclusion and collaboration; and
- ▶ Work with WRI's Development team to create new funding sources, including online fundraising, that in turn strengthen all of our core functions.

PLANNING, MONITORING, EVALUATION AND LEARNING: As WRI seeks to move the world from commitments to impact, we must guard against becoming overly locked into one-size-fits-all solutions. Instead, we are committed to becoming a stronger learning organization that approaches problem-solving with humility and puts in place robust planning, monitoring, evaluation and learning (PMEL) systems that provide us with information to evaluate our progress and change course when needed.

In response to our 2021 External Review, we are developing robust PMEL across the organization. This will provide an organization-level results framework (see Part 4) to measure and track results across our strategy. We are strengthening PMEL through the following actions:

BUSINESS HAS A CRITICAL ROLE TO PLAY

The world will not achieve its goals on People, Nature and Climate without the private sector. Companies play a huge role in shifting consumer behavior, influencing policies and creating incentives to fix today's inequitable markets and broken supply chains.

In recent years, WRI has worked with businesses by providing them with tools, standards and technical guidance so they can measure and act on their emissions, deforestation, water and related sustainability commitments. We support business leaders by sharing insights and recommendations, and we bring businesses together with other leaders in coalitions to overcome policy barriers and raise their collective ambition.

Looking ahead, businesses need to do more to achieve transformative change. Businesses will play an even greater role filling the void left by national governments and the strains on the multilateral system.

We will work with the private sector in the following areas:

Policy Choices: Engage with the corporate lobbying ecosystem to shift companies' approach to support policies and regulations that favor People, Climate and Nature goals.

Society: Leverage corporate marketing, product design, R&D and data teams to positively influence broader societal goals. This work includes focus on demand-side issues, like shifting consumption patterns, efforts to create sustainable product and supply chains, and support for greater social issues.

Powerbrokers: Work with C-suite executives, Boards of Directors, investors, corporate advisors and other influential corporate actors to inform their thinking and advance decisions consistent with WRI's goals and priorities.

In addition, WRI will continue to highlight important challenges that businesses must address as part of economic transitions. This includes creating business models that decouple growth from resource consumption and eliminating systemic inequities in their supply chains. We will also continue to employ current tactics with companies—such as using tools, standards and protocols—to advance WRI's institutional targets, staying open to new opportunities aligned with this strategy.

We are investing in an Institute-wide monitoring and evaluation portfolio management system. Projects in WRI's portfolio will be entered into the system to create a hierarchy of results from the project level all the way to WRI Impact Targets. This is a process that will take time to fully implement, but WRI is committed to aligning our portfolio and increasing internal and external accountability.

Evidence-based theories of change underpin WRI's complex, interconnected and dynamic new strategy. In order to provide information about assumptions, risks, relevant research, indicators, targets, partners and teams contributing to the strategies, we will use an interactive theory of change site developed specifically to connect with WRI's monitoring and evaluation system.

We are building WRI's expertise and capacity in PMEL through a community of practice, new online training modules and additional specialized PMEL capacity in programs international offices and the core PMEL team (Managing for Results). We will build the costs of PMEL into new work and funding proposals.

These advances will ensure that our living strategy has robust PMEL processes and systems that allow teams to regularly review progress through WRI's Annual Planning process, inform course adjustments and prioritize resource allocations to where we can have the most impact.

PART 3

Shaping WRI for the Future

To achieve the bold ambitions of this strategy—with greater alignment through joined-up goals and targets and more focus on country impact—we need to be sure that our organization is optimally designed, with the right systems, processes, values and culture. We are committed to making the shifts necessary to achieve our collective goals, not just for WRI but for the world.

Over the last decade, WRI has evolved in many ways—expanding our reach, size, profile and influence. The world too has shifted in dramatic and unexpected ways, in response to the COVID-19 pandemic, the mainstreaming of social justice issues, new tensions and alliances in political dynamics, the ubiquitous use of smartphones and social media, and more.

Today, WRI has teams working in more than 50 countries with more than half our staff located outside of the United States. Over the past five years, WRI's staff size has more than doubled, from over 700 at the start of fiscal year 2018 to nearly 1,800 at the start of fiscal year 2023. Our budget has expanded as well, growing from \$109 million per year in 2018 to \$211 million per year in 2023.

This growth has given WRI many opportunities to expand our presence in new countries, add new topics, innovate and scale our work. At the same time, it has led to strain on our staff, with many of our internal processes and structures unable to keep pace with the broader shifts.

As we look ahead, we must become a more focused (geographically and thematically), agile and cohesive organization, operating as a centrally coordinated global network. To achieve this vision, we need to foster a culture of collaboration, with a commitment to breaking down silos, clear and inclusive decision-making, and multidirectional communications. We need to invest more in our core service functions, especially in our country offices (Human Resources, Finance, Operations, Communications, Development, Legal, Research Integrity, Data Lab and Managing for Results), upgrade our information technology infrastructure and related technology, and enhance our operational capacity to support continual innovation.

As WRI continues to evolve, we will equip the organization to deliver on this strategy, and prepare itself for external change and shocks. We will make the following internal shifts to our organizational design and culture:

- ▶ **Foster a OneWRI culture:** Refresh our institutional values and foster a culture in which staff are included, empowered and connected in the pursuit of shared goals and targets. We will put people at the center of our approach by prioritizing staff well-being, inspiring staff to be engaged in our work, and helping WRI attract and retain top talent.
- ▶ **Sharpen WRI's management approach and processes:** Clarify our Board governance, modify our leadership structure and make necessary shifts to our organizational structure, decision-making approaches and related processes. We will strengthen WRI's global capacity and connection by upgrading technical processes and systems to make them suitable for an organization of our size and enhancing WRI's expertise and systems across our offices. We will operationalize a centrally coordinated governance system for our global network.
- ▶ **Better align how we raise and manage our funds:** Pursue high-quality and strategically aligned growth that supports predictability, innovation and flexibility to deploy resources where they are needed most.

FOSTER A OneWRI CULTURE

WRI recognizes that its people and organizational culture are vital to realizing our strategy. Our work to create and maintain a vibrant and positive culture that reflects an array of views is always evolving. To be successful, we must be able to harness our values, staff well-being, connectedness and inclusivity throughout our global network.

The workplace of today has shifted seismically in a short time. Most of us have gone from working in shared offices to working remotely or in a hybrid mode. Social disruptions, with rights and equity at their core, are at the forefront of people's minds. Trust in traditional forms of leadership is on the decline.

In response, WRI will work purposefully to develop and shape its culture of the future. We will embrace a culture in which people are socially aware, considerate of differing viewpoints, highly inclusive, respectful and accepting of people from diverse backgrounds, regions and lived experiences. We want to facilitate the creation of a working environment where staff are supported, protected and empowered to bring their best selves forward and are inspired to move WRI toward its goals. We also recognize the importance of supporting staff well-being and ensuring that WRI's approach and expectations are consistent internally and externally. Our approach will carry forward our commitment to diversity, equity and inclusion.

WRI strives to have a strong collective identity that can thrive alongside our diversity. In this culture, our workforce is unified and the unique characteristics of our staff, teams and offices can flourish. We will evolve OneWRI into a clear and valued shared identity that guides our internal culture. This will bring more cohesion to our work and benefit our staff, making it easier to recruit, support and retain teams who work from different locations.

Shared values: Since they were established in 1998, WRI's current Core Values of Integrity, Innovation, Urgency, Independence and Respect have helped us navigate our organizational evolution and external change. Now it's time to reexamine these values to better reflect the world around us, the increased diversity within WRI, and the more equitable and inclusive organization we strive to be.

Diversity, Equity and Inclusion: WRI welcomes, values and promotes diversity, equity and inclusion in its global workforce and across all areas of work. We believe that integrating these values into every action is morally right. It also increases our impact and fosters an innovative, more collaborative organizational culture. Each of us at WRI has the responsibility— as Board members, senior leadership, managers, staff and institutional partners—to strive to create a welcoming working environment for people from diverse cultures and backgrounds to learn together. We will continue to build and nurture a diverse workforce and foster a culture of inclusion through enhancing recruitment practices and internal staff trainings, and by supporting WRI's diverse community through the demonstration of intersectional equity in policy and practice.

A People-Centered Approach: We will prioritize our people through systems and policies that support well-being, lead staff to be deeply engaged in WRI's mission, and attract and retain talent. We will invest

WHAT IS "OneWRI"?

OneWRI recognizes the richly diverse nature of our organization, and we understand that oneness does not equal sameness. WRI's global network can be seen as a prism that allows for multiple perspectives, types of expertise and experiences that make WRI strong as they come together into a single whole without losing the power inherent in diversity.

This viewpoint ensures that our OneWRI identity represents the full breadth of what WRI is and strives to be, and that our internal and external work has culturally appropriate relevance and impact.

WRI strives to maintain a common mission, values, approach, branding and standards across its global network, united by an integrated technology platform, systems and processes to support our vision for OneWRI.

in intersectional, culturally relevant trainings and professional development, providing a transparent and equitable set of opportunities and benefits to staff across our network.

Institutional Results Framework: Our results framework will help foster OneWRI by demonstrating a hierarchy of results, cascading from our vision and global goals all the way to project-level activities and outcomes, allowing WRI staff and partners to see how our day-to-day work adds up to shared targets, and is more than the sum of its parts. The enhanced results framework will enable us to build accountability and create opportunities for learning as WRI implements its ambitious strategy. The purpose of the results framework is to (1) improve our effectiveness through continuous learning and adapting of our strategy based on lessons, (2) enable the Board, WRI leadership, donors, and partners to understand if we are on track to realize our ambitions, and (3) inform decisions on how to make strategic investments across WRI.

We will know our approach has been successful when we have

- ▶ Developed baselines against which we make tangible progress toward creating the positive OneWRI culture we want;
- ▶ Engaged knowledge, skills and expertise from historically marginalized and underrepresented communities, including through our hiring practices;
- ▶ Adopted and embraced a revised set of Core Values that are inclusive, in substance and process, representative of who we are as a community, and appropriate for the context of the world we live in now;
- ▶ Proved our ability to attract, develop and retain talent from amongst the most capable and diverse candidate pools in the world, and staff experience equitable compensation and access to professional development across the network;
- ▶ Established processes to ensure that all staff and managers follow consistent systems to monitor well-being and manage and support staff performance; and
- ▶ Embraced a culture of planning, monitoring, evaluation and learning in all WRI offices.

SHARPEN WRI'S MANAGEMENT APPROACH AND PROCESSES

Board Governance: Over the next five years, WRI will evolve our organizational approach toward a centrally coordinated global network model. This will include streamlining collaboration across country and regional offices and their respective boards of directors. A network model will enhance shared learning and globally inclusive decision-making and create stronger and more consistent governance bodies.

The Roles of WRI's Global and Country Boards

The Global Board of Directors serves as the central coordinating body linking countries and regions together to form OneWRI. As the coordinating body, the Global Board sets WRI's global strategy, manages global risk and provides directional guidance to country and regional offices while delegating authority to the Global Executive Team to oversee global operations. Country and regional offices form a supportive peer network focused on the development of local strategies and programming and collaboration across the network to advance WRI's overarching objectives, while maintaining close alignment with the Global Board.

Executive Governance and Organization Structure: Our Global Executive team must deliver the right balance between ensuring common standards, alignment, shared targets and interconnectivity, and the ability to adjust to local contexts. We are restructuring our executive-level governance and leadership committees to reflect our desire for greater country focus, aligned global impact and interdependency across the network. We strive to ensure timely, effective communication of policies and decisions across WRI's network, while facilitating more opportunities for knowledge-sharing and learning.

Decision-making: We will clarify our decision-making structure and processes to ensure that decisions are being taken at the right level within the Institute. We will set clearer rules and expectations about which decisions need to be centrally managed and which can be delegated to other bodies.

We aim to have decision-making that (1) strikes a balance between risk and opportunity; (2) puts decisions where they need to be, with the right levels of coordination and autonomy; and (3) enhances clarity, efficiency, transparency, accountability and predictability.

Managing Risk: We will embed risk identification, management and mitigation in management and decision-making across WRI. We will monitor financial risk across all offices and identify capabilities, fit-for-purpose scaling models and other mitigation measures to manage these risks.

Global Capacity and Connections: We will build state-of-the-art systems suited to an organization of our size that address complex challenges on a global scale. We will launch an Institute-wide digital transformation that is user-focused and will make technology a strategic enabler for our staff. We will drive process consistency and systems adoption across the Institute.

We will know our approach has been successful when WRI has

- ▶ Organizational review structures based on dashboards with real-time program, financial and human resources data;
- ▶ Decision-making processes that are clear and transparent, made at the optimum level and defined by clearly defined guardrails;
- ▶ Retained appropriate levels of entrepreneurship, autonomy and accountability, while pursuing a more institutional common direction;
- ▶ Clear governance structures and processes at the Board, executive, country and staff levels that are efficient, inclusive and effective;
- ▶ Process consistency and common systems adoption across the Institute; and
- ▶ Global connectivity ensuring that any WRI office can implement any project with the same rigor, standards of excellence and competence, including core functions.

BETTER ALIGN HOW WE RAISE AND MANAGE FUNDS

We need to mobilize funds that are high quality and support strategically aligned growth. We seek to better integrate our funding priorities to achieve our vision of a globally coordinated network that delivers impact in a more focused set of areas with clear targets. This approach will enable us to mobilize funding to support collaboration with our partners and to support local and equity-focused partnerships.

To support WRI's next phase and the execution of this strategy, we will

- ▶ Broaden our sources of flexible revenue, including testing and succeeding with recurring income strategies;
- ▶ Implement a Board-led capital campaign to help strengthen our fundraising capability and Board engagement in our philanthropic work;
- ▶ Change how we communicate and engage with our donors to build long-lasting relationships that inspire them to give at the scale that our issues demand; and
- ▶ Change how we work with our restricted funders so that they understand the importance of and actively contribute to flexible funding and institutional capacity investments.

Resource Alignment: We will build a financing model to ensure that WRI's budget structure reflects our organization's true costs and that is met through well-negotiated grant agreements. We will ensure that our budgeting processes create alignment with WRI's targets and theories of change. We will aim for a smart mode of growth, such that investment in WRI's core capacity is adequate to support our programmatic delivery in each of our offices.

We will know our approach has been successful when WRI has

- ▶ Increased flexible core and unrestricted funding to 20–25% of annual income from existing and new sources and used it to invest in WRI's organizational infrastructure, innovation and reserves;
- ▶ Secured fewer, bigger, restricted awards that are fully aligned with our strategy;
- ▶ Significantly increased the level of income obtained from a broader range of individuals; and
- ▶ Developed an internal financial model that generates enough revenue to be able to cover all core costs of the Institute across all offices and make timely investments in its capabilities to plan for and manage the delivery of the strategy.

PART 4

Results Framework

This section sets out in more detail WRI's Country Targets (to be achieved by 2027), WRI Impact Targets (to be achieved by 2027), and the Global Impact Targets (to be achieved by 2030, working with others). Targets are grouped under the three Human-Centered Systems of food/land/water, energy, and cities in which we seek a great transition.

The results framework is a work in progress; some targets are not yet defined while others will be refined and updated as we continue to develop our theories of change.

1: Food, Land & Water

Vision

The world shifts the Food, Land and Water system to meet the essential needs of all people, halt natural ecosystem and biodiversity loss (both terrestrial and marine), and achieve net-zero emissions by 2050.

	Sustainably produce more food and fiber from existing production areas	Protect remaining natural ecosystems from conversion and degradation	Reduce humanity's footprint by shifting consumption patterns, lowering food loss and waste, and reducing water stress	Restore degraded areas into healthy natural or productive ecosystems
Global Impact Target (by 2030)	Reduce demand for land for agriculture by 100 Mha and improve equitable food security by sustainably boosting food (and fiber) supply by 20% while lowering agricultural production GHG emissions by 20%	Halt the loss and degradation of forests & other natural ecosystems (terrestrial and marine) in a manner that protects human rights and well-being	Reduce demand for land by 100 Mha and improve equitable food security by: (a) halving the rate of global food loss & waste; (b) reducing the GHGs associated with diets in high-consuming countries by 25%; and (c) freezing demand for bioenergy that is crop-based or makes dedicated use of land + Reduce freshwater stress below 70% in all watersheds	Get 350 Mha of degraded areas into process of restoration to increase climate security (sequester carbon, build resiliency), habitat area, and food & water security
WRI Impact Target (by 2027)	Increase yields of 1 million small-scale producers by 20% in a manner that also lowers (or not increase) GHG emissions, water use, and pollution while improving climate resiliency & livelihoods	<p>Terrestrial: Stabilize the land squeeze in >5 jurisdictions across at least 3 tropical basins in a manner that ensures procedural equity (this target encompasses both "Produce + Protect").*</p> <p>Per jurisdiction:</p> <ul style="list-style-type: none"> - Increase resilient, sustainable food production yields by >10% - Halve the rate of natural ecosystem loss - Improve welfare of jurisdiction residents 	<p>Diets: 15 Billion meals/year in high-consuming regions on track to 200 of world's largest food companies, 200,000 small-scale producers, and 2 countries (or large states)"</p> <p>Bioenergy: Reduce rate of expansion of land dedicated to bioenergy by 50% (relative to past 5-year average)"</p> <p>Water: 15 At-risk watersheds reduce water consumption and/or improve water supply by 1%"</p>	Get 40 Mha** of degraded areas into process of restoration (while ensuring procedural equity) to increase climate security, habitat, and food & water security

WRI Country/Region Impact Target(s) (by 2027)	Brazil: 200,000 producers Ethiopia: 350,000 producers India: 350,000 producers Indonesia: TBD Mexico: 100,000 producers	China: 0.4 Mha Europe (via Global team): 0.3 Mha USA (via Global team): 0.3 Mha	Amazon Basin (via Brazil): at least 2 jurisdictions Congo Basin (via Africa): at least 1 jurisdiction Indonesia: at least 1 jurisdiction Mexico: at least 1 jurisdiction USA, EU, China: Contribute via conversion-free supply chains and financing	Africa: 3% of the marine area Global ocean team: 17% of the marine area Indonesia: 3% of the marine area	China: 25 companies, 1-2 large states Ethiopia: 15,000 producers, 1 company Global team: 100,000 producers, 170 companies, 1 country TBD India: 25,000 producers Kenya: 45,000 producers, 3 companies Rwanda: 15,000 producers, 1 company	China: 2 bn meals Europe: 6 bn meals USA (via Global team): 7 bn meals	Europe (via Global and EU): 50% reduction in rate of expansion Other WRI countries: No expansion of industrial-scale bioenergy USA (via Global team and U.S. office): 50% reduction in rate of expansion	Brazil: 3 DRC: 1 Ethiopia: 3 Global team: support all Kenya: TBD USA: 2	Africa: 20 Mha Brazil: 6.0 Mha Global team: support all India: 5.0 Mha Indonesia: 0.3 Mha LAC: 5.5 Mha Mexico: 1.1 Mha USA: 0.5 Mha
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* Relative to past 3-5 year average per jurisdiction. Strategies for the “protect” portion include (a) active monitoring by gov’ts, NGOs, media, IPLCs to support policies, finance, and accountability; (b) increased and better distributed finance of >\$1 billion; (c) secured IPLC lands (# of IPLC hectares with legal recognition, effective protection, and active monitoring) and protection of environmental defenders; (d) conversion-free supply chains covering >[15]% of each relevant soft commodity trade; (e) creation and effective management of protected areas; and (f) national policies & plans on protection & enviro crime

** Of this, 40 Mha will increase climate security (mitigation and adaptation), 30 Mha will improve habitats, and 20 Mha will improve food & water security (some hectares can deliver more than one type of benefit).

2: Energy

Vision By 2030, all people have access to affordable, reliable, clean energy and countries are transitioning to an inclusive new energy economy that delivers net zero carbon energy, protects nature, and secures human well-being.

Clean Energy Supply		Decarbonized Energy Consumption	Energy Access and Equitable Development	Minerals, Materials and Land (exploratory)
Global Impact Target (by 2030)	Increase global percentage of renewables in the energy mix (adapted from SDG 7.2)	Develop sustainable, resilient and inclusive infrastructures (SDG 9.1)	Expand infrastructure and upgrade technology to supply modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing states, and land-locked developing countries, in accordance with their respective programmes of support (SDG 7b)	TBD - biofuels (work with food and land use), extractives and land use rights (work with Equity Center), siting (Land and Oceans)
WRI Impact Target (by 2027)	X% zero carbon electricity in the energy mix in 7 countries "	Investment in infrastructure for transmission, distribution, and/or storage to promote RE integration increases to 3x 2022 levels in 7 countries, in ways that improve inclusivity and climate resilience	Total consumption of fossil fuels, including coal, reduced in buildings and manufacturing by x% in at least 5 countries	TBD
WRI Country/Region Impact Target(s) (by 2027)	China: TBD India: TBD Indonesia: TBD Mexico: TBD Philippines: TBD Vietnam: TBD USA: TBD	China: TBD Ethiopia: TBD India: TBD Indonesia: TBD Kenya: TBD Mexico: TBD USA: TBD	4 million people have access to improved health and education services and agricultural practices powered by reliable, affordable and clean energy	China: TBD Ethiopia: TBD India: TBD Kenya: TBD Mexico: TBD Tanzania: TBD Uganda: TBD

*Matching the impact of the Cities transition on bus electrification to be sure that the electrification work in Cities is matched by clean electricity into the grid.

3: Cities	
Vision	Cities provide a high quality of life, equitable access to jobs and essential services for all urban residents.
Livable Neighborhoods	
Climate Resilience	
Building climate resilience in cities through integrated water management and nature-based strategies prioritizing the most vulnerable communities	
Connective Mobility	
Seamlessly integrated, safe, good quality and accessible to all. Improves access to opportunities and jobs	
Global Impact Target (by 2030)	<p>100% of households in cities have housing and core services that are adequate, secure and affordable</p> <p>100% of households in cities use connected and resilient public spaces where people feel safe and interact while breathing clean air</p>
WRI Impact Target (by 2027)	<p>5-10% increase in the percentage of under-served communities* with access to public spaces in selected cities</p> <p>5-10% increase in the number of trees planted** to reduce heat in within selected cities.</p> <p>5-10% decrease in annual metric tons of PM2.5*** in underserved communities within selected cities.</p> <p>(X amount) of CO2e avoided through building decarbonization within selected cities.</p>
WRI Country/Region Impact Target(s) (by 2027)"	<p>5-10% increase in the percentage of under-served communities with access to public spaces in selected cities. Including: China, Turkey, Brazil, Colombia, Mexico, India, Indonesia, Ethiopia, and Kenya.</p> <p>5-10% increase in the number of trees planted to reduce heat in underserved communities in selected priority cities in 7+ countries. Including: Brazil, Colombia, Mexico, India, Indonesia, Ethiopia, Kenya</p> <p>5-10% decrease in annual metric tons of PM2.5 in underserved communities in selected WRI priority cities in 6+ countries. Including: Brazil (TBD), Colombia, Mexico, India, Indonesia, Kenya.</p> <p>(X amount) of CO2e avoided through building decarbonization in selected WRI priority cities in 4+ countries. Including: Colombia, India, Mexico, and Turkey.</p> <p>3-5% Increase in the percentage of vulnerable people with improved access to water supply in select WRI priority cities.</p> <p>3-5% Increase in the percentage of vulnerable people*** with high exposure to climate induced heat and water risks and shocks+ in selected WRI priority cities.</p>
Global Impact Target (by 2030)	<p>Universal and equitable access to safe and affordable drinking water.</p> <p>Increase the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p>
WRI Impact Target (by 2027)	<p>3-5% Decrease in the number of vulnerable people*** with high exposure to climate induced heat and water risks and shocks+ in selected WRI priority cities.</p> <p>5-10% reduction in the percentage of mobile under-served++ in selected WRI priority cities</p> <p>(X amount) of CO2e avoided via improved operations and/or adoption of low-carbon technology in selected cities.</p> <p>8% increase in lives saved benefiting mobile under-served communities in selected cities.</p>
WRI Country/Region Impact Target(s) (by 2027)"	<p>5-10% reduction in the percentage of mobile under-served communities in selected WRI priority cities in 9+ countries. Including: China, Turkey, Brazil, Colombia, Mexico, India, Indonesia, Ethiopia, Kenya.</p> <p>(X amount) of CO2e avoided via improved operations and adoption of low-carbon technology +++ in selected cities in 9+ countries. Including: China, Turkey, Brazil, Colombia, Mexico, India, Ethiopia, Kenya, Indonesia</p> <p>8% increase in lives saved +++ benefiting mobile under-served communities in selected WRI priority cities in 9+ countries. Including: China, Turkey, Brazil, Colombia, Mexico, India, Indonesia, Ethiopia, Kenya.</p>

*Under-served communities are defined as administrative units within local governments with less than 15 m² of tree cover per capita.
**Under-served communities account for 64% of the urban residents in Sub-Saharan Africa.WRI focuses on under-served residents from informal and unplanned settlements, where people are particularly vulnerable to flood-related diseases.
***Mobile under-served are urban residents scattered around low-access locations farther away from economic opportunities in distant suburbs and informal settlements on the city periphery. They are typically served by low capacity, unregulated and polluting vehicles.