



WORLD
RESOURCES
INSTITUTE



COUNT IT, CHANGE IT, SCALE IT



2013 ANNUAL REPORT

LETTER FROM THE CHAIRMAN & PRESIDENT



James A. Harmon
CHAIRMAN OF THE BOARD

When forest fires ran rampant across Indonesia and spread a toxic haze last year, the Indonesian government used WRI's online maps to pinpoint where the fires were located and who was responsible. These maps were the forerunner to Global Forest Watch, our new forest monitoring and alert system that brings together satellite imagery, open data, and crowdsourcing to produce timely and reliable information about forests. Now, the bad guys cannot hide and the good guys will be recognized.

In China, WRI's water risk maps and analysis revealed more than half of the country's proposed coal plants are slated to be built in areas of high or extremely high water stress, which threaten water security for China's farms, industries, and communities. The data is now being used by China's Ministry of Water Resources to inform water policy. Leading businesses—such as Bank of America, DuPont, and Goldman Sachs—are using our water risk data, and our maps are now available on Bloomberg terminals, providing real-time financial market information to investors around the globe.



Andrew Steer
PRESIDENT AND CEO

WRI's analysis about how the United States can reduce its greenhouse gas emissions informed President Obama's national Climate Action Plan. We are now working to ensure that the Administration follows through on its proposed strategies, such as EPA's recent power plant emissions standards. WRI is also the managing partner on a major new report that finds that economic growth and climate action can be achieved together, which should build momentum in the lead up to a global climate agreement in Paris in 2015.

These are just some of the ways that WRI influences decision makers around the globe, but they are by no means the only ones. We are expanding our work to create more sustainable cities, exploring how to feed the world's mounting population, and analyzing how to bring clean, affordable electricity to another 1.3 billion people.

As we moved from 2013 to 2014, we began implementing our new strategic plan designed to scale our work globally and deliver results with even greater impact. Under our new strategy, we will sharpen our focus on six urgent challenges: forests, water, food, climate, energy and cities & transport. We are expanding our global network, having recently opened offices in Brazil, Indonesia, and Europe, adding to our thriving presence in China and India. We are also stepping up our investments in open-source data, top-quality research, economics, and visual information suited for today's fast-paced, networked world.

Following is a review of our accomplishments, finances, revenue, and leadership from 2013. All of this is made possible by our collaboration with you — our donors and partners — who empower us to deliver results, manage our natural resources, and improve the lives of millions of people.

We are living in a critical moment. We have tough choices ahead if we are to help steer environmentally sound and equitable economic growth where all people have the opportunity to prosper. We invite you to join us on this journey and help us to achieve this future.

With best regards,



James A. Harmon
Chairman of the Board



Andrew Steer
President and CEO

ABOUT WRI

World Resources Institute is a global research organization spanning more than 50 countries, with offices in Brazil, China, Europe, India, Indonesia, and the United States. Our more than 450 experts and staff work closely with leaders to turn big ideas into action to sustain our natural resources—the foundation of economic opportunity and human well-being.

RESPONDING TO SIX URGENT CHALLENGES

WRI works on six critical issues that must be addressed this decade:

- **CLIMATE CHANGE:** Drive down global greenhouse gas emissions and enhance community resilience to climate impacts.
- **CITIES & TRANSPORT:** Create more efficient, livable, low-carbon cities and transport systems.
- **ENERGY:** Catalyze the provision of clean and affordable energy for all.
- **FOOD:** Sustainably feed the world's growing population.
- **FORESTS:** Reverse mass deforestation and accelerate restoration of degraded lands.
- **WATER:** Measure, map, and manage water risk.

OUR APPROACH

We measure our success by how our tools and analysis lead to real change in the world. Our approach involves three essential steps: Count It, Change It, and Scale It.

COUNT IT

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

CHANGE IT

We use our research to influence government policies, business strategies, and civil society action. We test projects to build a strong evidence base. Then, we work with partners to deliver change on the ground that alleviates poverty and strengthens society. We hold ourselves accountable to ensure our outcomes will be bold and enduring.

SCALE IT

We don't think small. Once tested, we work with partners to adopt and expand our efforts regionally and globally. We engage with decision-makers to carry out our ideas and elevate our impact. We measure success through government and business actions that improve people's lives and sustain a healthy environment.

OUR VALUES

Our mission and values define WRI as an institution. Our values are not rules, but shared ideals and understanding that bind us together. Along with our mission and our commitment to excellence in everything we do, they articulate who we are and what we believe, influence our goals, guide our actions, and help us to explain our aspirations to others.

INTEGRITY

INNOVATION

URGENCY

INDEPENDENCE

RESPECT



TOP OUTCOMES 2013

WRI's focus can be summed up in a single word: results. That's why we track and evaluate how our work leads to meaningful, real-world change—an approach we call “Managing for Results.”

Our “outcomes” are actions by governments, companies, and civil society that are making a positive impact on the ground to improve people's lives and the environment. Each year, we select our “Top Outcomes”—based on the significance of the change and the attribution to WRI.

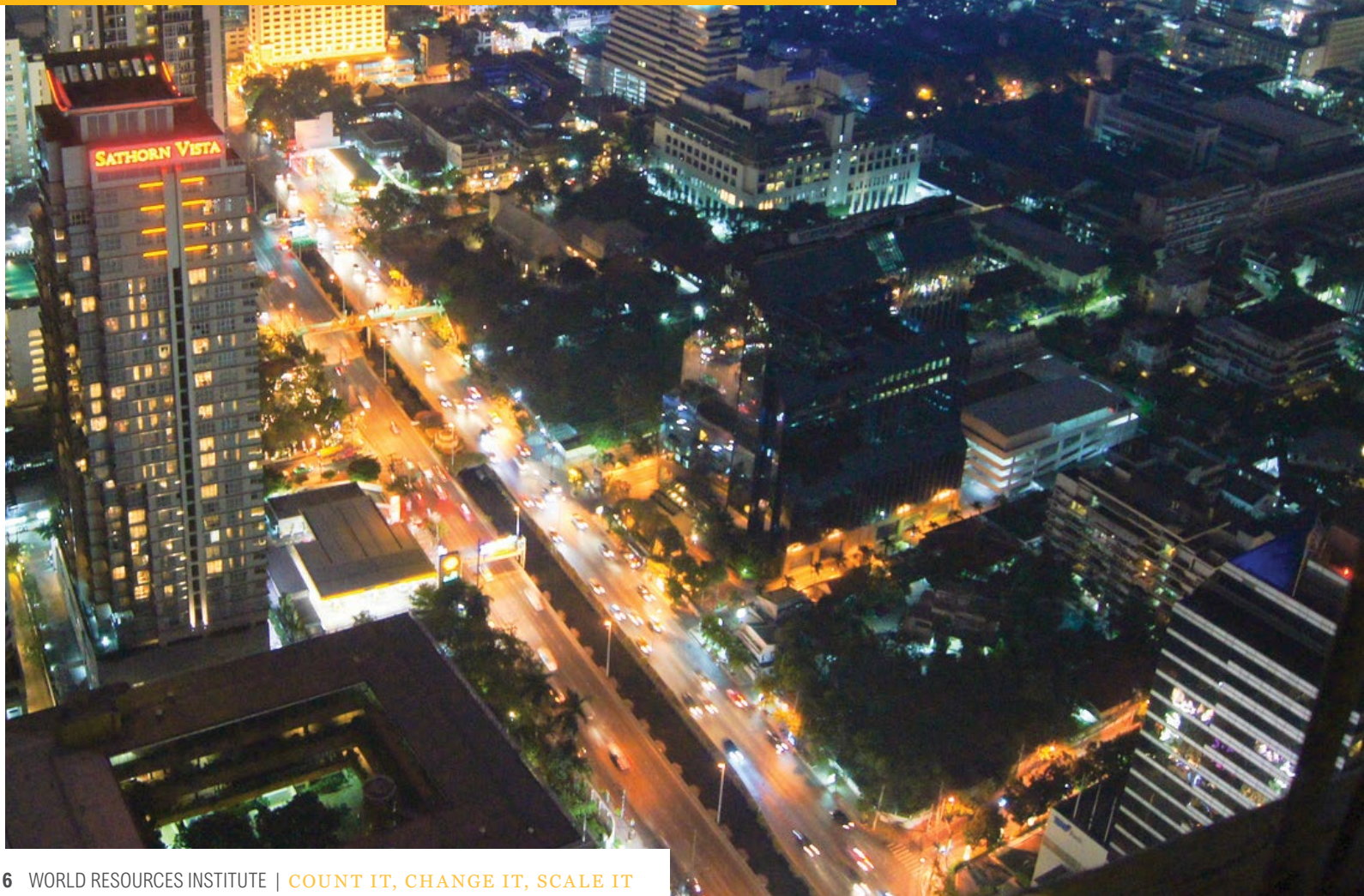
The Top Outcomes presented in this report represent a sampling of how our research and analysis has led to changes in policies and actions. Our Top Outcomes in 2013 cut across programs: climate, energy, food, forests, water, and cities & transport. These achievements range from original analysis that informed the U.S. Climate Action Plan to new data that increased companies' accountability following Indonesia's fire and haze in 2013.

Following are our Top Outcomes in 2013.

Read more about our Top Outcomes at www.wri.org/outcomes and learn more about how WRI is making an impact at www.wri.org.



60 Cities and Communities Use New Standard to Measure and Reduce Greenhouse Gas Emissions



At least 60 cities and communities around the world have formally adopted the Global Protocol for Community-Scale GHG Emissions (GPC). This international greenhouse gas (GHG) accounting standard for cities was jointly developed by WRI, the C40 Cities Climate Leadership Group (C40), and the International Council for Local Environmental Initiatives (ICLEI).

THE CHALLENGE

Cities account for more than 70 percent of global carbon dioxide emissions. Many city leaders recognize the importance of GHG inventories in planning and have started measuring and reporting their GHG emissions. However, the absence of a universal accounting standard led to a number of issues in city GHG inventories, including:

- **Inconsistency:** Inventories varied in the types of gases measured, emissions sources included, and categorization of emissions, reducing clarity and comparability of results.
- **Incompleteness:** Many of the methods focus only on carbon dioxide emissions, excluding other essential greenhouse gases covered under the Kyoto Protocol.
- **Double-counting:** Due to unclear categorization and division of direct and indirect emissions, double-counting within and between inventories occurred.

These differences confused and sometimes misled decision-makers, users, and practitioners.

WRI'S ROLE

The pilot version of the GPC was released in 35 cities in May 2012. In the first six months, the three core partners deliberated on how to develop the standard together and engage diverse cities. The partners agreed that the GHG Protocol program at WRI would lead development of the GPC while C40 and ICLEI would lever their extensive city networks to participate as pilot testers. WRI has since established an advisory committee that consists of more than 30 international organizations, cities, national governments, and foundations.

OUR IMPACT

Within a year of the GPC's launch, we have influenced 60 cities to measure and report city-wide GHG emissions. Successful implementation by these pioneer cities has created momentum to scale up GPC's global adoption in other cities. In particular, we continue to work with our partners to promote the GPC in China, Brazil, and India. In these countries, we've begun developing country-specific, GHG calculation tools and are providing training and technical assistance to help local practitioners. Once the GPC is finalized, we aim to inspire more than 500 cities to use the standard by 2018.

UNEP and African Union Pave the Way for International and Regional Transparency Policies



With the goal to improve environmental governance, The Access Initiative (TAI) successfully influenced the development of a model African Union access-to-information law, as well as a mandate to create a new United Nations Environment Programme (UNEP) access-to-information policy. WRI is the secretariat of TAI, which is the largest network in the world dedicated to ensuring that citizens have the right and ability to influence decisions about the natural resources that sustain their communities.

THE CHALLENGE

International and regional institutions, such as UNEP and the African Union, have wide-reaching effects that shape national policies. Without robust access-to-information policies, however, they have lacked a practical means of ensuring that their decisions consider sustainable development concerns and the interests of the poor.

WRI'S ROLE

- WRI has a long history of shaping legal, institutional, and practical reforms to improve transparency, inclusiveness, and accountability around environmental decision-making. This history provided the groundwork for WRI and the TAI network to effectively campaign for UNEP and African Union reforms.
- Before Rio+20, WRI and its partners presented strong arguments to delegates and helped draft language, which were incorporated into UNEP's final decision to adopt an access-to-information policy. Simultaneously, WRI worked with partners to review and comment on a model access-to-information law for the African Union. WRI submitted official comments and provided recommendations to reduce exceptions to the law and

included new provisions to guide the implementation and promotion of the policy. The majority of our recommendations were adopted into the final law.

OUR IMPACT

UNEP is finalizing its access-to-information policy and working with WRI to enhance stakeholder participation in decision-making. When it is finalized, UNEP has every opportunity to be one of the most transparent and inclusive organizations in the UN system.

The African Union passed a strong law, which provides a template for other African countries. It provides legislators a tool to address issues specific to the African context, such as requirements to improve record-keeping and provisions for oversight and monitoring by an independent enforcement body. Currently, only 13 of the 54 African countries have access-to-information laws. This new law encourages the 41 other countries to pass similar legislation.

WRI and TAI are building on our success, such as working to influence the Open Government Partnership on high-level transparency and accountability policies.

“Four-Point Plan”
Informs U.S.
Climate Action Plan



On June 25, 2013, President Obama announced the U.S. Climate Action Plan to address climate change and put the United States on a trajectory to meet its international commitment of reducing its emissions 17 percent by 2020. The findings of WRI's flagship report, *Can the U.S. Get There from Here?*, played a valuable role in informing the Administration's decision.

THE CHALLENGE

Given prevailing political inertia, there was scant hope in 2012 for any new U.S. legislation to reduce greenhouse gas (GHG) emissions. Another unwelcome dynamic was that many government officials and influential leaders argued that recent declines in U.S. emissions meant the country was already “on track” to meet its international commitment.

WRI'S ROLE

WRI responded with its groundbreaking report, which recommended a Four-Point Plan to achieve emissions reductions by taking action on existing power plants, hydrofluorocarbons, methane, and energy efficiency. A strong outreach and communications effort followed, resulting in extensive media coverage of the report.

OUR IMPACT

When the President announced the U.S. Climate Action Plan, it included key elements of WRI's Four-Point Plan and other measures to reduce carbon dioxide pollution and prepare for the impacts of climate change. His speech announcing the Plan was the clearest statement by a U.S. president to use the Administration's existing legal authority under the Clean Air Act, and other enacted legislation to reduce GHG emissions.

Although implementation of the Plan will determine its ultimate success, the Plan itself represents the most substantial and comprehensive approach to addressing domestic GHG emissions to date. It also sent a clear signal to the international community that the United States is prepared to take significant actions to reduce its GHG emissions—without Congress, if need be—and be a more constructive partner in international negotiations.

Companies Held Accountable for Forest Fires Using Near-Real-Time Data and Media Outreach



Forest fires ran rampant across Indonesia in the summer of 2013, spreading a toxic haze across Southeast Asia. Governments and nongovernmental organizations used WRI's data and analysis to hold palm oil and timber companies accountable for these damaging forest and peat fires.

THE CHALLENGE

Burning forests is illegal in Indonesia. Yet, June 2013 was one of the worst months for Indonesia's fires in more than a decade, causing an enormous cloud of haze and pollution to spread across the country and into Malaysia and Singapore. However, the governments of Southeast Asia did not have access to the same forest data, making it difficult to know where the fires were located and who was responsible.

WRI'S ROLE

Using data from NASA and the Indonesian government, WRI was able to show that half of the fires were within the boundaries of timber plantations and oil palm concessions. We leveraged our expertise on Indonesian forest and land issues, data analysis, and communications expertise to frame the issues around the fires and encourage governments to hold companies accountable.

Our experts worked with the media to provide background information, clarify the facts, and offer ongoing insights, resulting in more than 200 local and international news stories, including: the *New York Times*, *Wall Street Journal*, *Guardian*, *Jakarta Post*, *Jakarta Globe*, and *Straits Times*. The fire and haze analysis became the most

viewed blog series in WRI history, with more than 27,000 page views. This attention improved the understanding of the crisis internationally and helped build momentum to solve the problem.

OUR IMPACT

In the following weeks, the Indonesian and Singaporean governments stated at the highest levels that they will prosecute major companies responsible for setting illegal fires to clear land for palm oil and pulpwood plantations. Crucially, the governments of Indonesia, Singapore, Malaysia, Brunei, and Thailand agreed to establish a joint platform for monitoring fires using satellite technology. They will also share company concession data in order to hold companies accountable when fires are detected on their land. Improved data availability, law enforcement, and cooperation could dramatically reduce the occurrence of forest and peat land fires in Indonesia, enhancing local communities' health and the economy.

Moving forward, WRI will use its new Global Forest Watch, a dynamic online forest monitoring system launched in February 2014, to push for strong natural resource management globally.

China Adopts Policy to Promote Demonstration of Carbon Capture and Storage



China's main policy-making body, the National Development Reform Commission (NDRC), adopted a groundbreaking policy this year to limit CO₂ emissions from coal-fired power plants. The policy—which promotes the demonstration of carbon dioxide capture, storage, and utilization—is the first-of-its-kind in any country, and reflects WRI's Guidelines for Carbon Capture and Storage (CCS), developed in partnership with Tsinghua University.

THE CHALLENGE

World energy use is estimated to increase by 56 percent between 2010 and 2040, with half of the increase attributed to China and India alone. In addition, 76 percent of new coal-fired power plants will be located in these two countries. Shifting to a much-needed, low-carbon economy requires that these nations either rely on more efficient and renewable sources of energy or find ways to manage the greenhouse gas emissions from coal-fired power plants. Our Guidelines for CCS in China were issued at a time when CCS was not a high priority within the Chinese administration. Yet we remained determined to continue actively engaging with experts and bringing our expertise to the table.

WRI'S ROLE

In collaboration with Tsinghua University, WRI began an early effort to discuss guidelines for CCS in China. We convened leaders from China's state-owned enterprises with NDRC officials and academics to develop the guidelines. This was perhaps the first time coal, oil, and electricity sectors met to discuss whether and how CCS would proceed in China. The group also traveled together on CCS study tours in 2009 and 2010, maintaining

engagement with the Chinese government during these trips. This process contributed significantly toward the NDRC adopting a policy to promote CCS and incorporating many aspects of the Tsinghua-WRI Guidelines.

IMPACT

NDRC's adoption of the policy has created strong support for CCS projects within China. China has 11 large-scale, integrated CCS projects in the planning stages. On top of this, four large-scale, integrated pilots are already operating or in construction stages. This type of leadership can not only inform other CCS practices and standards throughout the world, it can boost collaboration—particularly with the United States.

The policy also promotes environmental standards and includes public engagement. It lays the groundwork for testing a variety of different technologies and, importantly, phases out the use of naturally occurring CO₂. NDRC and other relevant ministries have since focused on the incorporation and implementation of the policy—a critical step in scaling up this outcome.

Major Companies, Funds, and Banks Drive Improved Water Management by Using Risk Atlas



Three major financial institutions and two of the world's largest food and beverage companies are driving improved water management using data from Aqueduct's Water Risk Atlas. This list includes: Anheuser-Busch InBev, the leading global brewer; Nestlé, the world's largest food and beverage company; LGIM, one of Europe's largest institutional asset managers; one of the world's largest banks; and one of the world's largest pension fund managers.

THE CHALLENGE

Water risks—such as floods, drought, and increased competition for scarce water resources—are increasingly chipping into corporate bottom lines. The financial sector is taking notice, as companies and investors seek robust and comprehensive data to inform their decision-making processes. Previously, water risk had not been widely incorporated into financial risk assessments or business strategies, primarily because of a lack of awareness of business vulnerability to water risks, poor data, and uncertainty about how to use the information that was available.

WRI'S ROLE

In January 2013, WRI launched the Aqueduct Water Risk Atlas, a comprehensive water risk mapping tool that highlights water risk hotspots for a company's direct operations and supply chains. Using a scientific approach, the tool is transparent and robust and is translated into a set of easy-to-use water risk indicators and maps. The uptake of Aqueduct's data by investors and companies has steadily increased, as has use by governments, academic, and civil society groups.

IMPACT

Some of the world's largest global companies, funds, and investors are drawing on Aqueduct's information to improve local water management. Investors, like LGIM, are increasingly using Aqueduct water risk data to inform investment decisions, and multinational industry leaders, like Nestlé and AB InBev, are adopting Aqueduct's Water Risk Atlas as a critical component of their corporate water strategies. The popularity of the Aqueduct tool provides strong evidence that:

- The investment community's awareness of water risk is growing;
- Investors can become key drivers for improved corporate water management worldwide; and
- Major multinational companies are incorporating water risk into business strategies to drive action on the ground and reduce shared water risks in watersheds.

160+ Cities Adopt
Bus Rapid Transit—
A Key Tipping Point



Bus Rapid Transit (BRT)—a high-quality, efficient mode of public transport—can shorten commuting times, reduce greenhouse gas emissions, and improve quality-of-life for residents. Today, 160 cities around the world use BRT and busway systems—up from just 45 cities since EMBARQ was founded in 2002. EMBARQ, WRI’s sustainable urban planning and transport program, has played a major role in expanding BRT to cities worldwide.

THE CHALLENGE

Rapid urbanization, motorization, and climate change require high-quality, cost-effective, sustainable urban transport solutions. BRT systems can carry up to 46,000 passengers per hour—matching some of the world’s busiest metros—and can be implemented at one-tenth to one-half the time and cost as subways or light rail. Yet in the early 2000s, BRT systems were largely limited to Latin America, and the rate of adopting the new system had plateaued.

WRI’S ROLE

Since EMBARQ’s founding, our experts have helped develop and implement the BRT concept around the world. We collaborate with decision-makers to provide research and expertise that is both technical—advising on aspects such as safety, operations, fare integration, and branding—and political—navigating relationships to create a common vision.

Over the past 11 years, EMBARQ has provided direct technical assistance in over 20 cities. These BRT systems have carried passengers on more than 5 billion trips. In 2013 alone, we directly influenced new or improved BRT systems in cities such as: Lima, Peru; Indore, India; Puebla and Chihuahua, Mexico; and Belo Horizonte, Brazil.

Currently, EMBARQ is helping plan or expand systems in Bangalore, India; Izmit, Turkey; Brasilia, Brazil; and Chengdu, China.

EMBARQ has also played a major role in championing financial support from international banks and national programs, such as in Mexico and India, for sustainable transport systems. In addition, we have published and disseminated cutting-edge research, such as *Modernizing Public Transport*, and enhanced capacity through networks and trainings.

OUR IMPACT

The BRT concept has reached a tipping point with massive new investment and expansion planned on six continents. Dozens of cities around the world are planning new or expanding existing BRT or busways, giving citizens access to safe, equitable transport, and a higher quality of life.

Moving forward, EMBARQ will support the scaling up of global BRT systems through project implementation, national policy advice, financing initiatives, and capacity building.

Ghana Secures \$50 Million for Forest Investment, Based On Restoration Analysis



The World Bank endorsed Ghana's Forest Investment Plan in November 2012, approving a \$50 million package that can restore forests, improve the country's water supply, and provide better quality-of-life for communities. An analysis by the International Union for the Conservation of Nature (IUCN), Centre for Remote Sensing and Geographic Information Services (CERSGIS), WRI, and other partners was instrumental in making this breakthrough program come to fruition.

THE CHALLENGE

Most of the original forests in Ghana have been degraded or converted into agricultural lands. In order to avoid further deforestation, Ghana proposed a \$50 million plan to the World Bank's Climate Investment Funds. However, the World Bank declined to endorse the plan, arguing that it would not generate sufficient impact. The plan did not initially have any component for the restoration of forest and landscapes.

WRI'S ROLE

Meanwhile, IUCN, CERSGIS, and WRI had spent two years developing and applying a method to evaluate national forest and landscape restoration opportunities, supported by the World Bank Program on Forests (PROFOR) and the German International Climate Initiative. They found that Ghana had large-scale opportunities to capture carbon and improve quality-of-life through agroforestry, improved treatment of fallow land, and other measures.

The Government of Ghana and the World Bank incorporated the results of this restoration analysis into a

revised plan. The addition of this evidence-based, well-argued restoration component persuaded the World Bank to green-light the Forest Investment Plan.

THE IMPACT

The \$50 million investment will not only make Ghana a pioneer in restoring degraded lands to mitigate climate change, it can significantly improve the lives of the country's rural populations. Restoring landscapes for agriculture, conservation, and other purposes can yield better harvests, improved water supplies, ecosystem services, jobs, and more.

WRI is currently working with IUCN and local partners, as part of the Global Partnership on Forest and Landscape Restoration, continuing its engagement in Ghana and conducting similar national assessments in Brazil and Rwanda. The aim is to meet the Bonn Challenge, an ambitious, international goal to initiate restoration of 150 million hectares of degraded and deforested land by 2020.

Mexico Introduces Latin America's First Fuel-Efficiency Standard for Light-Duty Vehicles



In June 2013, Mexico took a big step toward a low-carbon economy and improved public health by implementing a new fuel efficiency standard for light-duty vehicles—the first for a country in Latin America. EMBARQ Mexico played a major role in developing the new standard, writing the draft regulation, proposing mechanisms for economic flexibility, and assisting the government of Mexico during the negotiation process.

THE CHALLENGE

National fuel-efficiency standards are critical tools in reducing carbon dioxide emissions and improving public health. Yet Mexico was the only OECD country without a fuel-efficiency standard, and Mexican car manufacturers were hesitant to support a new fuel-efficiency regulation.

WRI'S ROLE

For four years, EMBARQ and our partner, *Centro Mario Molina*, collaborated with the Mexican government to develop a new fuel-efficiency standard. Originally, EMBARQ Mexico offered the Mexican government transport and economic expertise. Then, when negotiations between the government and the car industry broke down, EMBARQ and *Centro Mario Molina* stepped in and presented Mexico's National Environmental Ministry (SEMARNAT) with revised draft regulation.

This draft brought the automotive industry to the negotiating table and secured EMBARQ a voting seat on Mexico's National Standardization Committee of Environment. Finally, on June 21, 2013, the final fuel-efficiency standard was released, with recognition of EMBARQ's contributions in the official text.

OUR IMPACT

The standard mandates a new vehicle fleet average of 14.9 kilometers per liter (or 35 miles per gallon) of gas by 2016. This will reduce carbon dioxide emissions by 170 megatons—the amount captured by a forest 10 times the size of Mexico City. It is a win for people and the environment—consumers will save \$2,700 each in fuel costs over the lifetime of a vehicle.

In addition, Mexico patterned their standard on U.S. and Canadian regulations, meaning these three countries now have a harmonized fuel-efficiency standard. Mexico exports 81 percent of its cars to the global market, so this regulation could make Mexico's car industry more competitive globally.

The Mexican experience, tools, and methodology can be replicated in other developing countries that are in the process of implementing fuel-efficiency standards. Furthermore, expanding this regulation to other countries creates incentives for an increasingly homogeneous and more efficient global automotive industry.

WRI India Established,
a Key Step Toward
a Global Network



WRI India was formally established on July 16, 2013 in Mumbai, India. It enables us to hire staff and work directly on the ground to effect change in India.

THE CHALLENGE

India is a rapidly developing country. The economic and development decisions India makes over the next few decades will have profound implications for the global environment. India is the fourth largest economy in the world and third largest emitter of greenhouse gases.

Recognizing the magnitude of challenges that India faces, WRI began engagement in the country some 15 years ago. The creation of WRI India—an independent office in India—is an important step in our journey to become a truly global organization. The process of setting up the liaison office has been complex, taking three long years to fruition. It has involved transitioning long-term consultants and research associates to full-time staff, as well as hiring new staff.

IMPACT

The establishment of WRI India is significant because we now have a robust in-country presence, which will contribute to WRI's global network. An independent office enhances our ability to attract and retain quality staff and enter into formal partnerships with key local stakeholders. It expands our interactions with local and state-level governments, businesses, and civil society organizations to craft sound economic and environmental solutions specifically tailored to India's development challenges.

One of the most critical elements to scaling our impact in India is the ability to attract, retain, and develop the best talent available. WRI India is a very important mechanism to facilitate our ability to form a wide range of partnerships with stakeholders across the board, from academic institutions to governments and other nonprofit agencies, to better collaborate on projects and advance new opportunities to improve conditions for India's people and the environment.

ACKNOWLEDGING OUR DONORS

(Includes revenue received 10/1/12–1/15/14 and older grants still open as of 10/1/12)

TOP \$1 MILLION+ FUNDERS

African Development Bank Group	Norwegian Agency for Development Cooperation (NORAD)
Bloomberg Philanthropies	Robertson Foundation
Caterpillar and Caterpillar Foundation	Royal Danish Ministry of Foreign Affairs (DANIDA)
European Commission	Shell Foundation
FedEx	Swedish International Development Cooperation Agency (SIDA)
Bill and Melinda Gates Foundation	Swiss Agency for Development and Cooperation (SDC)
German Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety	The Tilia Fund
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PROGRAM/PROJECT PARTNERS

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UNEP Risø Centre
United Nations Habitat
The World Bank



From left: Janneke de Vries, Counselor for Infrastructure and Environment at the Netherlands Embassy in Washington DC; Rudolf Bekink, Ambassador of the Netherlands to the U.S.; Janet Ranganathan, Vice President for Science and Research, WRI; Kitty van der Heijden, Director, WRI Europe; Leo Horn-Phatanothai, Director, International Cooperation, WRI.

CORPORATIONS

STRATEGIC RELATIONSHIPS

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2013–2014 CORPORATE CONSULTATIVE GROUP MEMBERS

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The Walton Family Foundation
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\$10,000–\$99,999

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David Blood
David Brewster
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Daniel L. Doctoroff
James A. Harmon
Ms. Kristie Miller
Jennifer Morgan
Mahesh Patel
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Lisa and Josh Bernstein
Charles X. Block
The Buchanans
Erik Bue
Nathaniel and Jessica Chamberlin
Robin Chase
Patricia and David Chastain
Tiffany Chesnosky
Tim and Joanna Clark
Tiffany Clay
David Cushing
Dario Diaz
Timothy J. Disney
Riley Duren
William C. Eacho
Phillip Eck

Michael Krepick
William A. Krug
Art Levin
Thomas E. Lovejoy III
Lois and Peter Lundell
Alice Mahood and Jesse Glick
Madison Marra
Thomas R. Mayer
Katie McGinty and Karl Hausker
Wilhelm M. Merck
Ross and Ramsay Millie
Robin and Mary Claire Murphy
Thomas A. Nowak
Doug Oberhelman
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James L. Patton

\$10,000–\$24,999

Afsaneh Beschloss
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Michael P. Polsky
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Ann M. Williams

Susan and Lowell Edmunds
Christine Elias
Richard Epstein
Adam Fass
Wendy Fiering
Dielle Fleischmann
E. Marianne Gabel

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Margaret Pike
Patricia Powers
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David Rifkin and Julie Auslander
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Harriet and Bruce Babbitt
Manish Bapna

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Margaret Inokuma
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Lucy Berlin and Glenn Trewitt
Ramachandra Tummala
Lt. Sean Tuohy
Laura Tyson and Erik Tarloff
D. James Umpleby
Dr. Diana H. Wall
John Weihe
Kevin P. Welk
Larry Welk

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Steven Barker
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Vivian Barron
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Richard H. Bruce
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Douglas Burke
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Susan Burton in honor of the holidays

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Geoffrey Evans in honor of J & G Evans' anniversary
Jennifer Eyerman in honor of the holidays
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Martin Garbus in honor of Philip Enock
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The Henry Foundation in honor of Patricia Snodgrass
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Krymer Family in honor of the holidays
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Michelle Marra in honor of Madison Marra's birthday

Harold L. Miller in honor of Eileen Miller's birthday
Wayne Miller in honor of the holidays
B. Diane Mott in loving memory of Jean C. Mott
David Pollack in honor of Alex Pollack
Shane Runquist in honor of P.R. Runquist
Jessica Anne Schwartz in honor of Darren Prouty
Joan Silber in honor of the wedding of Diane Churchill and Marcy Kahn
Rachel & Myles Sussman in honor of the holidays

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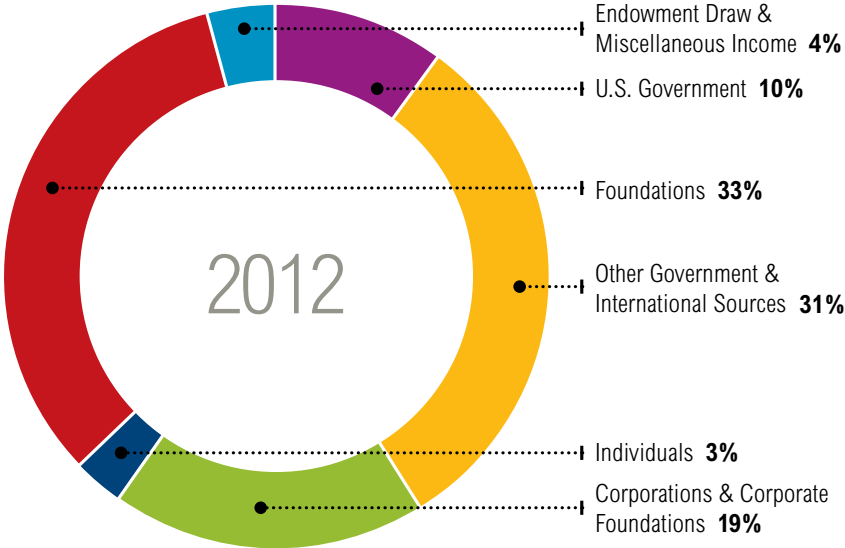
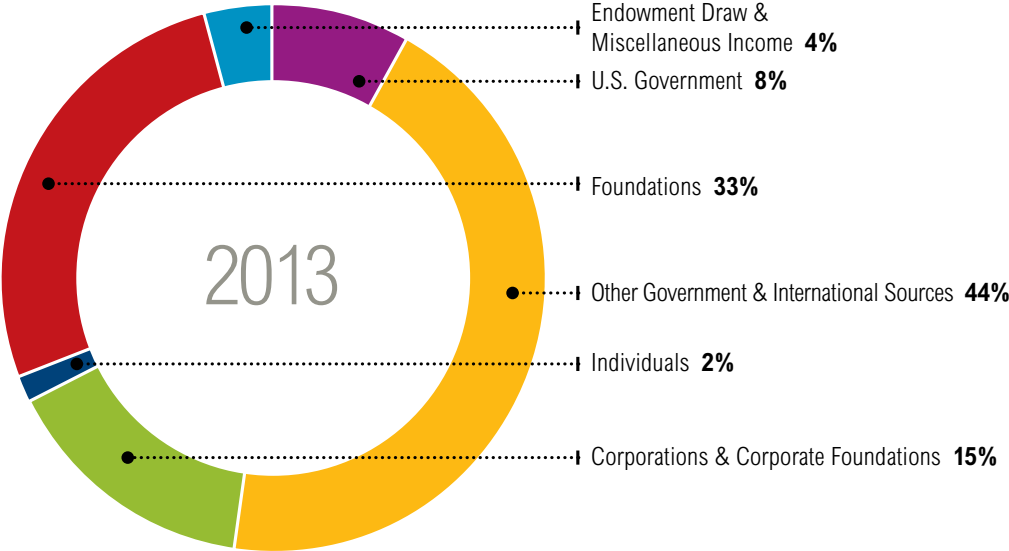
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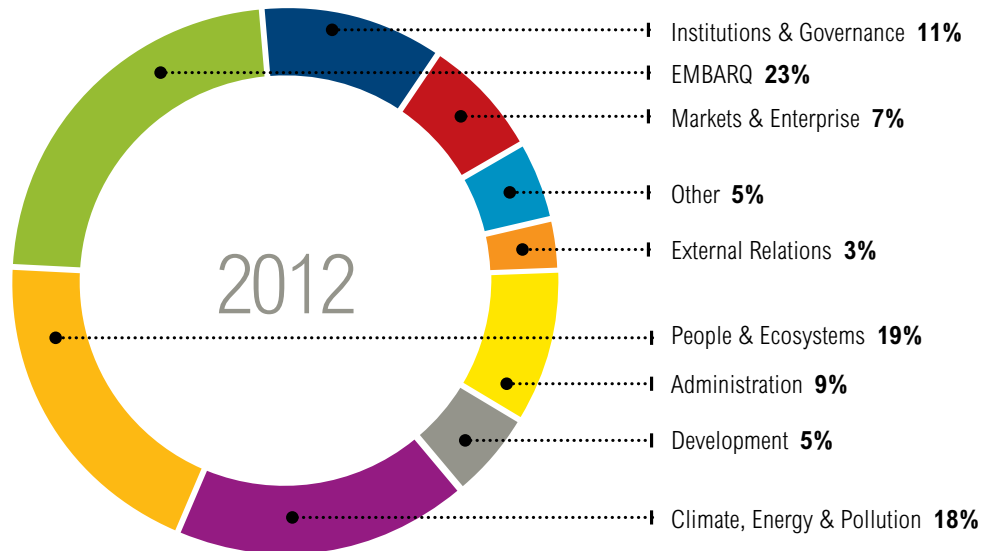
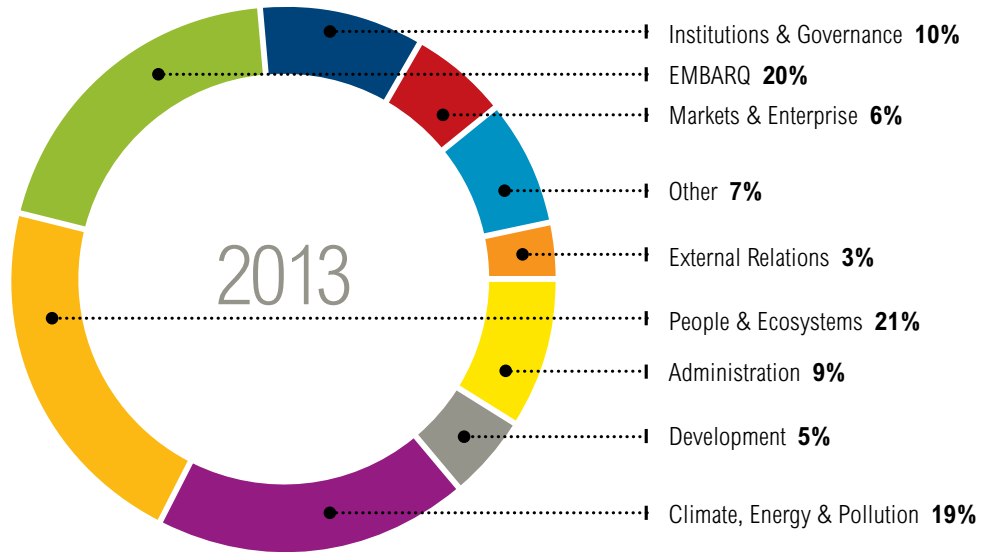
(At September 30, 2013, with comparative totals for 2012)

OPERATING REVENUES	TOTAL 2013	TOTAL 2012
Grants/Contributions	\$42,142	\$37,658
Federal Grants	3,979	4,390
Support from Endowment Income/Publications/Others	1,918	1,822
TOTAL UNRESTRICTED REVENUES AND OTHER SUPPORT	48,038	43,870
OPERATING EXPENSES		
Program Activities	41,281	37,970
General Administration	4,332	4,058
Development	2,262	2,294
TOTAL EXPENSES	47,875	44,323
OPERATING CHANGE IN NET ASSETS	163	-453
Change in Designated Net Asset	159	429
Change in Temporarily Restricted Revenue	4,836	4,979
Total Change in Net Asset	5,157	4,955
Ending Net Assets	70,014	64,857

OPERATING FUNDS



USE OF FUNDS



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