

The National Adaptive Capacity Framework Key Institutional Functions for a Changing Climate

November 2009 | Pilot Draft

The National Adaptive Capacity Framework identifies a fundamental set of national-level functions that all countries will need to perform if they are to be adapting effectively over time. The framework can be used to assess how well functions are being performed, in order to identify opportunities and priorities for building adaptive capacity and implementing key activities.

INTRODUCTION

Welcome to the National Adaptive Capacity Framework, or NAC! NAC represents a new way of thinking about adaptation planning and evaluation, which is being designed by the World Resources Institute (WRI) in consultation with a wide range of adaptation experts and stakeholders. Under the NAC approach, adaptation is treated as an organic process – one which inevitably will grow and evolve in unexpected ways, since every country has a unique set of actors who play different roles in adaptation. NAC views the institutional relationships between these actors as an "adaptation system" that can support ongoing adaptation by communities, businesses, government agencies, and others – much as ecological relationships support the well-being of organisms in an ecosystem.

Understanding Adaptation "Functions"

NAC takes as its starting point the idea that all national adaptation systems will need to perform a similar set of functions if adaptation is to proceed effectively. These functions include, for example, assessment of vulnerability, coordination of different adaptation actors, and management of climate-relevant information. Of course, in different countries these functions may be performed very differently – in different sequences, by different actors, with different values and emphases – but the core functions will be essentially the same. NAC's functions-based approach contrasts somewhat with other frameworks for thinking about adaptive capacity.¹ Most other frameworks have tended to focus on assets, rather than functions, as indicators of adaptive capacity.² For example, measures of wealth, social capital, and information availability are commonly used to understand adaptive capacity.³ To put it simply, assets-based indicators help answer the question, "What *resources* do I have that can help me adapt?" NAC's functions-based approach, on the other hand, asks, "What am I able to *do* that can help me adapt?"

Of course, the performance of most adaptation functions relies inevitably upon an asset base - these two approaches are linked! However, the link between assets and functions at the national level is less direct than at smaller scales, given that national assets are inevitably distributed widely (and often unevenly) among institutions and segments of the population. Assets-based frameworks that focus on the national level tend to rely on aggregate indicators, and often are designed primarily for conducting comparisons among countries.⁴ While such comparisons may be useful to international funders for rationally allocating resources among countries, they rarely provide a sufficiently detailed picture for supporting in-country planning and capacity-building processes. NAC's focus on adaptation functions - and the institutions that perform them is primarily intended to provide a "snapshot" that can help improve adaptation over time in a particular country, according to its unique needs and circumstances.

How NAC Can Help

If you want to understand how well a country is currently performing its core adaptation functions, you can use NAC to conduct a status assessment. The NAC assessment will help identify strengths and gaps in a country's adaptation system, in order to understand where improvement may be needed or where strengths may enable rapid adaptation progress. This status assessment can be used to determine a baseline from which to begin planning for adaptation, or it can be used to review progress on adaptation after a period of implementation. Systematic review of progress is central to the process of learning and adjustment that is well known as a core component of adaptability.⁵ Figure 1 below illustrates how a NAC assessment can fit into an adaptive cycle of planning, implementation, and learning.

Getting Started

Ideally, a NAC assessment will begin with an overview of the political landscape and decision-making context in which adaptation takes place. For users already familiar with a country, this overview is likely to be quick and simple, but should help with gathering key background documents and preliminarily identifying actors who may need to be consulted during the assessment. For external evaluators, or

Figure 1 | Adaptive Planning Cycle



others less familiar with the country's laws and political system, this assessment may require more significant research, as well as consultation with people more familiar with the country's context. The Context Worksheet (available at http://www.wri.org/publication/national-adaptivecapacity-framework) guides NAC users through a short set of questions that help capture this information.

The heart of the NAC framework consists of five "functions tables" (see page 5-9), covering the following five key functions: assessment, prioritization, coordination, information management, and climate risk reduction (see summary in Table 1).

Each function table includes a set of Capacity Questions with associated "elements to look for." Users will gather information and evidence in order to decide whether each element is present and adequate. The NAC Answer Sheet (available at http://www.wri.org/publication/national-adaptive-capacity-framework) provides space to indicate adequacy for each element, as well provide an overall evaluation (red/yellow/green) for each question. Additional space enables users to capture more detailed information about strengths, weaknesses, and specific evidence used in the evaluation, and even offers the opportunity to identify an indicator that could be tracked quantitatively over time.

Who Might Want to Use NAC?

- Planners: Planning commissions, coordinating committees, multi-stakeholder platforms, high-level bureaucrats and their consultants. The planners who use NAC will be those who want a broad, cross-cutting approach to understanding their current situation as a basis for planning the future. Those responsible for project planning, or for specific programming in a particular sector, may find that only some elements of NAC are relevant.
- Evaluators: Ombudsman, parliamentarians, academics, funders, and their consultants. Evaluators will use NAC to assess overall progress on building adaptive capacity over several years or more. Those interested in evaluating the impact of a particular intervention (e.g., a discrete regulatory change, or introduction of a particular technology) may find that this is not the best tool.

TA	TABLE 1. NAC Adaptation Functions Summary				
	Assessment	Assessment is the process of examining available information to guide decision-making. Adaptation is likely to require iterative assessments over time, including assessments of vulnerability, climate change impacts, adaptation practices, and the climate sensitivity of development activities.			
tion at the national level differential vulnerability to will engage a wide range		Prioritization means assigning special importance to particular issues, areas, sectors, or populations. For adaptation, prioritiza- tion at the national level usually takes into account projected geographic distribution of climate change impacts, as well as differential vulnerability to the impacts of climate change among a country's population. Effective processes for prioritization will engage a wide range of stakeholders, will be made transparent to the public, and will enable review and adjustment of priorities as circumstances change.			
	Coordination	Adaptation requires action by disparate actors at multiple levels, both within and outside of government. Coordination of their activities helps avoid duplication or gaps, and can create economies of scale in responding to challenges. Coordination may be horizontal (e.g., among ministries), vertical (e.g., among national, global, and sub-national actors), or inter-sectoral (e.g., between government and business).			
Information	Management	Information management consists of collecting, analyzing, and disseminating knowledge in support of adaptive activities. Relevant information will vary, but at a minimum typically covers climate variables, the status of natural and human systems, and existing coping strategies. Good information management will ensure that information is useful and acces- sible to stakeholders. It may also involve general awareness-raising, or building the capacity of stakeholders to use information for adaptation.			
Climate Risk	Reduction	Different development priorities will face different risks from climate change. Addressing these risks depends on the above adaptation functions, but also requires a distinct process of identifying specific risks to a given priority, evaluating the full range of options for addressing the risks, and then selecting and implementing risk reduction measures. Many risk reduction measures will entail changing practices in the areas of infrastructure, natural resources management, or social protection. For some countries, it may be useful to treat these three sets of activities as adaptation functions in their own right.			

Advocates: Citizens and civil society groups who wish to promote awareness and action on adaptation. NAC can help civil society organizations (CSOs) build their constituents' capacity to raise adaptation on their nation's political agenda, and can help them identify policy areas for advocacy. WRI's Institutions and Governance Program is currently developing a CSO-friendly toolkit based upon NAC; for more information, please see http://www.wri. org/governance.

Other Characteristics of NAC

NAC takes as its starting point several other important principles about what is needed for countries to be adapting well over the long term:

- Adaptation as a capacity-building process. Adaptation will be ongoing for decades – if not centuries – with distinct but inter-related needs at the short-, medium-, and long-term timescales. NAC emphasizes the building of capacities that can enable countries to continue adapt on an ongoing basis, not just undertake particular adaptation activities.
- A "learning by doing" approach. Given the newness of the need to adapt to climate change, and the many uncertainties associated with climate change impacts, countries will inevitably have a mixture of successes and failures in adaptation. Action should not be delayed on account of this inevitability. Rather, NAC emphasizes the importance of having the capacities that support experimentation, and that enable countries to quickly adjust activities based on lessons that emerge during adaptation efforts.
- Participatory, transparent, multi-stakeholder processes. The specific roles of key players in adaptation will be different in different countries, but almost all countries will need to involve a range of ministries, a range of non-governmental stakeholders, and decision-makers at national, sub-national and local levels. The capacities needed to engage a broad range of players in a meaningful and timely way will be critical components of adaptation.

- Start where you are. Some countries will start adapting based on a national, top-down political mandate; others will begin "from the bottom up" based on a diversity of local projects. In some places, particular sectors or particular segments of the population will move forward more rapidly than others, depending upon their needs and strengths. NAC recognizes that any of these starting points can provide a good basis upon which to build an effective national approach to adaptation.
- *Flexibility*. Just as different countries take different starting points for adaptation, so will they also take

different paths. Some countries already have National Adaptation Programs of Action (NAPAs); others are working on comprehensive national adaptation strategies. Some will choose to "climate-proof" existing national planning documents. Still others will call for important planning to be done at state, provincial or district levels, rather than producing a central national plan. NAC recognizes that each country will craft a unique process for adaptation planning and implementation to suit its needs and circumstances.

FUNCTIONS TABLES

Assessment

Assessment is the process of examining available information for the purpose of guiding decision-making. Relevant assessments will focus on vulnerability, projected climate change impacts, adaptation practices, and the climate sensitivity of development activities. Adaptation is likely to require iterative assessments over time in each of these areas; it is therefore important that an institution (or institutions) have the resources, know-how, and authority to conduct assessments periodically.

As adaptation gets started, existing assessments will vary in level of detail and completeness. However, much can be

done using basic or incomplete assessment information; it does not need to be a barrier to moving forward on adaptation. In many countries, vulnerability or adaptation assessments may have been conducted at the local level in parts of the country, and these assessments may be gathered and used in lieu of – or as a component of – comprehensive national assessments.

Example: The United States Country Studies Program (USCSP) helped 49 developing countries assess their vulnerability to the impacts of climate change. These assessments fed into these countries' national communications required under the UNFCCC.⁶

Assessment Function					
CAPACITY QUESTIONS	ELEMENTS TO LOOK FOR				
A. To what extent has a national vulnerability and impacts assessment been conducted?	 Assessment(s) include(s) exposure to climate impacts. Assessment(s) include(s) socioeconomic drivers of vulnerability. Assessment(s) take(s) into account community-level assessments. The methodology of the assessment(s) is made transparent. A broad set of stakeholders were engaged in the development of assessment(s). Assessment(s) cover(s) all sectors and regions. 				
B. To what extent have existing adaptation efforts been systemati- cally inventoried?	 Community-based activities have been inventoried. Academic studies have been reviewed. Activities in a large number of sectors have been reviewed. 				
C. Is there an assessment of climate risks to priorities in major existing national planning documents?	 Key documents explicitly address climate change. Key documents have been reviewed for climate sensitivity and resilience. Assessment(s) is (are) available freely in the public domain. 				
D. Is there a system in place for regularly updating the above assessments in the future?	 An institution (or institutions) has (or institutions have) a mandate to produce A, B, and C iteratively over time. Sufficient budget is provided for ongoing assessment(s). The mandated institution coordinates appropriately with other institutions. 				

Prioritization

Prioritization is a process of assigning special importance to particular issues, areas, sectors, or populations. For adaptation, prioritization usually takes into account projected geographic distribution of climate change impacts, as well as differential vulnerability to the impacts of climate change among a country's population. Decision-makers will usually identify these "priority areas" early in the process of planning for adaptation. Effective processes for prioritization will engage a wide range of stakeholders and will be made transparent to the public. In places where centralized policy-making and planning for adaptation are moving slower than community-based, sector-based, or sub-national adaptation efforts, some priorities will exist prior to the launch of comprehensive national planning. It is important for national planners to take this "bottom-up" activity into account in setting national priorities.

Example: In Bangladesh's 2008 national climate change strategy,⁷ six "pillars" were identified as national priorities: 1. Food Security, Social Protection, and Health 2. Comprehensive Disaster Management 3. Infrastructure 4. Research/Knowledge Management 5. Mitigation and Low-carbon Development 6.Capacity Building/Institutional Strengthening.

Prioritization Function						
CAPACITY QUESTIONS	ELEMENTS TO LOOK FOR					
A. To what extent have national priorities for adaptation been identified?	 National adaptation priorities are clearly articulated in a public document. Prioritization processes take into account vulnerability and impact assessment information (See Assessment Function 1A above). Prioritization processes take into account key documents (e.g., 5-year plans, PRSPs, key sector policies, etc.) that reflect existing national development priorities. Prioritization processes take into account input from local-level institutions. Prioritization processes are transparent and publicly documented. Prioritization involves a range of stakeholders – including vulnerable and marginalized groups – in order to assure that priorities are informed by a broad range of perspectives. 					
B. To what extent is there a system in place for reviewing and adjusting priorities over time?	 A time period and process have been set for revisiting priorities.\ The institution that leads prioritization reports to an appropriate authority. Prioritization decisions can be enforced by officials and members of the public. Resources have been allocated to support convening and other prioritization costs. 					

*** NAC Operational Note: Where no national planning has begun, or where national planning is highly project-oriented (e.g., NAPAs), NAC users may need to infer a set of "priority areas" from existing diffuse efforts in order to conduct the "Climate Risk Management" component of the NAC assessment.

Coordination

Adaptation requires action by disparate actors, at multiple levels, both within and outside of government. Coordination of their activities helps avoid duplication or gaps, and can create economies of scale in responding to challenges. Coordination may be horizontal (e.g., among ministries), vertical (e.g., among national, global, and sub-national actors), or inter-sectoral (e.g., between government and business).

Different organizational goals, working procedures, organizational cultures, and autonomy can make coordination processes challenging. Decision makers will need to identify which agencies and processes need to be coordinated and how to coordinate them. They will need to establish clear guidelines and priorities for such coordination processes, resource them sufficiently, provide appropriate authority to the coordinating body, and establish processes for managing any conflicts that may arise.

Since climate change adaptation is an iterative process, coordination processes and bodies are likely to evolve over time. Coordination may begin as a process of establishing relationships, sharing information, and raising awareness, but may move toward the management of joint decisionmaking and action.

Example: In Bangladesh, the Ministry of Environment and Forestry has taken the lead in coordinating all climate change related activities and has established climate change 'focal points' in all ministries as part of its mainstreaming process.⁸

Coordination Function				
CAPACITY QUESTIONS	ELEMENTS TO LOOK FOR			
A. Have key services, sectors or activities been identified where coordination may be needed for successful adaptation?	 Vertical coordination needs have been considered. Needs for coordination across sectors and ministries have been considered. Coordination needs are clearly articulated in a public document. 			
B. Has an authoritative body been tasked with adaptation coordination?	 A coordination body has been established. The coordination body has a clear mandate. The coordination body has appropriate membership. Staff serving the coordination body have appropriate skills and knowledge. The coordination body regularly reports to an appropriate authority. Sufficient resources have been provided for coordination activities. 			
C. To what extent have clear coordination processes been established?	 A description of the coordination process is available in a public document. There is a system for monitoring and review of the coordination mechanism. There is a process for managing conflicts that may arise during coordination. Participants in coordination have sufficient flexibility to participate constructively. 			
D. To what extent do conditions allow coordination to improve over time?	 A process and time period have been set for reviewing coordination activities. A process and time period have been set for revisiting coordination needs and priorities. Resources have been provided for the review of coordination activities. 			
E. To what extent is the coordination mechanism functioning effectively?	 The coordinating body meets regularly. Participants in coordination report regularly to the organizations they represent. Coordination participants and their stakeholders report positively on the body's activities. Findings from coordination reviews are taken on board. 			

Information Management

Information management consists of collecting, analyzing, and disseminating knowledge in support of adaptive activities. Relevant information will vary, but at a minimum typically covers climate variables, the status of natural and human systems, and existing coping strategies. Good information management will ensure that information is useful and accessible to stakeholders. Information should be packaged and targeted in a manner that is relevant for the concerns and needs of users, and the rights of stakeholders to access information should be ensured by those responsible for its gathering and dissemination. Information management may also involve general awareness-raising, or building the capacity of stakeholders to use information for adaptation.

Example: In the United Kingdom, a semi-governmental organization known as the United Kingdom Climate Impacts Program (UKCIP) publishes climate change scenarios and associated adaptation decision tools on behalf of the government. These scenarios are widely used to research the possible impacts of climate change.⁹

Information Manager	nformation Management Function			
CAPACITY QUESTIONS	ELEMENTS TO LOOK FOR			
A. To what extent are there appropriate systems for data gathering?	 The country has climate observation/monitoring systems that are regularly maintained and updated. The country has demographic information systems that are regularly maintained and updated. Environmental monitoring/observation systems are regularly maintained and updated. Methods for data gathering are transparent and publicly available. Raw data is readily available publicly and undergoes regular review. Sufficient budget is provided for ongoing data gathering. 			
B. To what extent are there appropriate systems for information analysis?	 There is a process for updating key climate-related definitions, such as (but not limited to) 'normal precipitation levels', 'drought', and important system 'thresholds'. Consolidation and analysis of historical climate information occurs. The status of vulnerable ecosystems is periodically analyzed. The status of vulnerable human systems is periodically analyzed. Climate scenarios are developed using all available projections and their uncertainty estimates. Analysis is made publicly available and undergoes regular review. Sufficient budget is provided for ongoing information analysis and for improving skills and knowledge. The analysis produced is easily available to the public. 			
C. Has an appropriate national platform (or network) for public information sharing on adaptation been identified (or created)?	 An institution(s) has a mandate to disseminate information broadly. The mandated institution(s) coordinate(s) appropriately with other institutions. A diversity of information users have access to the platform. There is a system for monitoring and evaluation of information dissemination. Monitoring and evaluation findings are taken on board. Sufficient budget is provided for ongoing information dissemination. 			
D. To what extent is relevant information reaching key stakehold- ers who need it?	 Representatives of key government agencies say they have the information they need. Representatives of lower levels of government say they have the information they need. Representatives of the public (including vulnerable populations) report that they have access to this information. Key stakeholders are using information in decision-making and project implementation. Key information is publicly available via a variety of channels. 			

*** NAC Operational Note: The scope of relevant information for adaptation will vary from country to country. Specific information relating to the "priority areas" identified for the NAC assessment (see page 6) may need to be evaluated under this function, in addition to generally identified adaptation-relevant information

Climate Risk Reduction

Different development priorities will face different risks from climate change. Addressing these risks depends on the above adaptation functions, but also requires a distinct process of identifying specific risks to a given priority, evaluating the full range of options for addressing the risks, and then selecting and implementing risk reduction measures.

Many risk reduction measures will entail changing practices in the areas of infrastructure, natural resources management, or social protection. For some countries, it may be useful to treat these three sets of activities as adaptation functions in their own right, given that capacities to act in these areas will so often mediate climate risks. Activities in all three of these areas may be threatened by climate risks, may themselves contribute to climate risks, and/or may present options for risk reduction.

It is also worth noting that policy-making and regulatory processes, in general, will play a central role. Risk reduction is not just about "hard" solutions like building higher sea walls and stronger levies; there are a variety of policy tools (e.g., zoning regulations, permitting rules, taxes, land tenure rights, insurance premiums, etc.) that can be used to craft "soft" solutions by shifting incentives, reducing barriers to action, or providing a "safety net" for those most vulnerable to climate shocks. As decision-makers assess options for risk reduction, it is also important to consider technical approaches that draw upon indigenous knowledge or ecological management techniques, not only engineering.

Example: Several projects identified in the National Adaptation Plans of Action for Least Developing Countries aim to reduce climate risks. The Maldives, for example, has identified improving the resilience of road infrastructure to secure access to its many beaches.¹⁰ In Burundi, a NAPA project titled "Protection of buffer zones in Lake Tanganyika floodplain and around the lakes of Bugesera" attempts to improve natural resource management techniques to protect the people from floods and droughts.¹¹

Climate Risk Reduction Function				
CAPACITY QUESTIONS	ELEMENTS TO LOOK FOR			
A. To what extent has climate risk been assessed for the priority area?	 A systematic risk assessment has been conducted. Risk assessment takes into account bio-physical, socio-economic, and policy factors. Risk assessment considers infrastructure, natural resources management, and social protection programs, as appropriate. Assessment methodology is made transparent and readily available to public and other agencies. An institution has a mandate to conduct risk assessment iteratively over time. 			
B. Have adaptation options for the given priority area been thoroughly considered?	 Consideration of options included an appropriate breadth of possible solutions: "Soft" and "hard" options. Infrastructure-based, ecologically-based, and social protection-based options. Existing adaptation and/or risk reduction projects were reviewed for appropriate replicable options. Cost analysis, including total costs and cost effectiveness, was conducted. Environmental implications of options were considered. Social implications of options were considered, including implications for women and marginalized groups. Options were evaluated for their short-, medium-, and long-term efficacy. A broad set of stakeholders were engaged in consideration and selection of options. Processes exist for reviewing options selected based on new risk assessments over time. Authorities make publicly available a process description and justification of options selection. 			
C. To what extent are selected adaptation options implemented on the ground?	 Projects/programs/policies are developed to implement selection option(s), as appropriate. Appropriate authority is tasked with implementation. Sufficient budget is provided in support of implementation. A system exists for reviewing effectiveness of implementation. Projects/programs/policies are achieving stated objectives and timelines. Mechanisms exist for adjusting non-performing projects/programs/policies. Mechanisms exist for integrating new risk assessment information into projects/programs/policies over time. 			

*** NAC Operational Note: Before risk reduction can be assessed, NAC users will need to identify a set of "priority areas" for adaptation in the country. The capacity questions for the Climate Risk Reduction function will need to be answered separately for each "priority area." These may be particularly important sectors (e.g., health, agriculture), particularly vulnerable groups (e.g., children, herders, slum dwellers), climate "hotspot" locations in the country, or other ways of framing priorities for attention. In many countries, such priorities will be identified early in adaptation planning; where no national planning has begun, or where national planning is highly project-oriented (e.g., NAPAs), NAC users may need to infer a set of "priority areas" from diffuse existing efforts, or from existing national development priorities and vulnerability assessments. Assessment of the Prioritization function (see page 6) should assist in identifying areas upon which to focus.

Notes

- The "functions approach" to adaptation originated at a 2008 meeting of technical experts convened by WRI at the Rockefeller Foundation's conference center in Bellagio, Italy. The resulting "Bellagio Framework" (http://www.wri.org/publication/bellagio-framework-for-adaptationassessment-and-prioritization) of key adaptation functions was subsequently reviewed by a wide range of stakeholders during 2009. A full list of reviewers and contributors is available at http://www.wri.org/publication/ national-adaptive-capacity-framework.
- Brooks, N. et al. "The determinants of vulnerability and adaptive capacity at the national level and the implications for adaptation." Global Environmental Change 15 (2): 151-163. 2005.
- Ibid. Also see Moss, R.H. et al. "Vulnerability to Climate Change: A Quantitative Approach." Pacific Northwest National Laboratory. 2001. WRI's Climate Analysis Indicator Tool – Vulnerability and Adaptation (http://cait.wri.org/cait-va.php) also lists a number of aggregate indicators relating to national climate vulnerability.
- Adger, W.N. and Vincent, K. "Uncertainty in adaptive capacity." C.R. Geoscience 337: 399-410. 2005.
- Smit, B. and Wandel, J. "Adaptation, adaptive capacity and vulnerability." Global Environmental Change 16: 282-292. 2006.

- To learn more about the USCSP, see: http://unfccc.int/files/adaptation/ methodologies_for/vulnerability_and_adaptation/application/pdf/us_ country_studies_program_uscsp_.pdf
- Government of the People's Republic of Bangladesh. "Bangladesh Climate Strategy and Action Plan." Dhaka: Ministry of Environment and Forests 2008.
- COWI and IIED. "Joint External Evaluation: Operation of the Least Developed Countries Fund for Adaptation to Climate Change." Bangladesh case study. Annex X, Part B. Evaluation Department, Ministry of Foreign Affairs/Danida, Denmark. 2009. http://www.um.dk/NR/ rdonlyres/29A45083-A41B-440B-8714-B607137FFF47/0/Annex_X_ part_B_Bangladesh.pdf
- See http://ukcip.org.uk/ for more on UKCIP's adaptation activities in the United Kingdom.
- Republic of Maldives Ministry of Environment, Energy and Water. "National Adaptation Program of Action – Republic of Maldives." 2007. http://unfccc.int/resource/docs/napa/mdv01.pdf
- Republic of Burundi Ministry for Land Management, Tourism and Environment. "National Adaptation Plan of Action to climate change." 2007. http://unfccc.int/resource/docs/napa/bdi01e.pdf

NAC: A Work in Progress

During 2010, NAC assessments will be piloted in several developing countries by WRI and its partners. During this pilot phase, we expect to learn much about the application of NAC and identify options for improving it. If you are interested in joining our pilot process, would like to provide feedback on the framework, or would like more information, please contact:

Heather McGray, Senior Associate World Resources Institute +1-202-729-7778 hmcgray@wri.org



WORLD Resources Institute

10 G STREET, NE Washington, DC 20002 The World Resources Institute is an environmental think tank that goes beyond research to create practical ways to protect the Earth and improve people's lives. Our mission is to move human society to live in ways that protect Earth's environment for current and future generations.

Our programs meet global challenges by using knowledge to catalyze public and private action:

- *To reverse damage to ecosystems.* We protect the capacity of ecosystems to sustain life and prosperity.
- *To expand participation in environmental decisions.* We collaborate with partners worldwide to increase people's access to information and influence over decisions about natural resources.
- *To avert dangerous climate change.* We promote public and private action to ensure a safe climate and sound world economy.
- To increase prosperity while improving the environment. We challenge the private sector to grow by improving environmental and community well-being.

In all of our policy research and work with institutions, WRI tries to build bridges between ideas and actions, meshing the insights of scientific research, economic and institutional analyses, and practical experiences with the need for open and participatory decision-making.

For more information, visit WRI's website at http://www.wri.org.