



WORLD
RESOURCES
INSTITUTE

SEIZING *the*
Moment



STRATEGIC PLAN 2008 – 2012

A SUSTAINABLE PLANET *through* SOLUTIONS *for its* PEOPLE

OUR GOALS

Our work is organized around four program goals. Each has multiple five-year objectives, attained through projects focused on comprehensive, practical solutions that enhance human well-being and protect the natural world.

▶ CLIMATE PROTECTION

Protect the global climate system from further harm due to emissions of greenhouse gases and help humanity and the natural world adapt to unavoidable climate change.

▶ GOVERNANCE

Empower people and support institutions to foster environmentally sound and socially equitable decision-making.

▶ MARKETS AND ENTERPRISE

Harness markets and enterprise to expand economic opportunity and protect the environment.

▶ PEOPLE AND ECOSYSTEMS

Reverse rapid degradation of ecosystems and assure their capacity to provide humans with needed goods and services.



DECISION-MAKING

To meet our mission, it is critical that we choose the right priorities, stay innovative, achieve the best possible outcomes, and deliver value to partners and donors. All WRI's work is rigorously screened: through a tightly focused decision-making funnel shown here, and an annual process for reviewing program objectives.

OUR CORE

Alignment to mission, goals, and values

OUR APPROACH

Focus on results, analytical excellence, partnerships, and communication

OUR AMBITION

Commitment to significant outcomes

OUR ROLE

Ability to provide unique value

OUR APPROACH

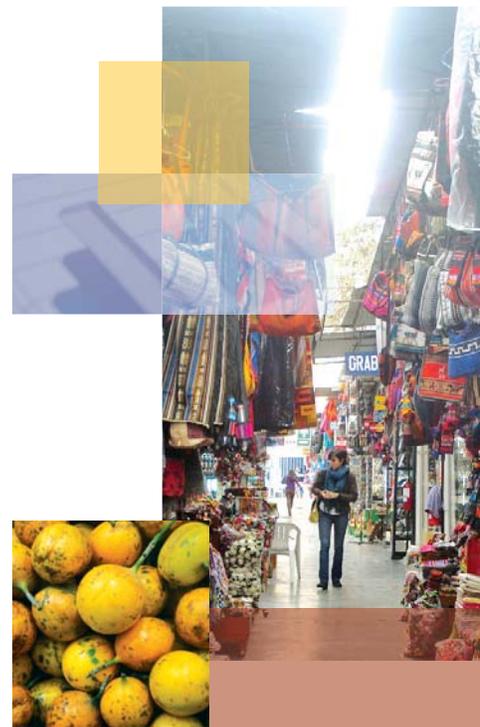
Everything WRI does is built on four key elements:

- ▶ **FOCUS ON RESULTS:** we organize all our work to produce powerful and practical solutions, strategies and tools, policies and partnerships.
- ▶ **ANALYTICAL EXCELLENCE:** we identify problems, drivers, economic incentives, and consequences to arrive at comprehensive, incentive-based, practical solutions.
- ▶ **PARTNERSHIPS:** we work with scientists, governments, businesses, NGOs, and international institutions worldwide to create incentives and pressure for change.
- ▶ **COMMUNICATION:** we foster change by disseminating our solutions and ideas to targeted audiences.

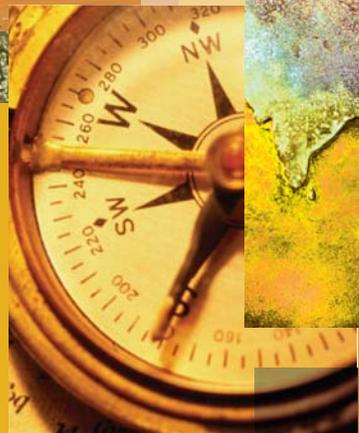
OUR IMPACT

These examples highlight some of our key successes in achieving transformational change toward a sustainable world.

- ▶ **THE GREENHOUSE GAS PROTOCOL:** a recognized world standard mechanism for measuring, reporting, and managing business-related GHG emissions.
- ▶ **MILLENNIUM ECOSYSTEM ASSESSMENT:** catalyzed by WRI, this provided the first scientific audit of the health of the world's ecosystems—a four-year, \$30 million effort involving 1,300 experts from 95 countries.
- ▶ **U.S. CLIMATE ACTION PARTNERSHIP:** a groundbreaking collaboration with CEOs of ten major U.S. corporations which helped to catalyze a flood of Congressional climate legislation bills. In 2008 USCAP membership reached 31 organizations.
- ▶ **EMBARQ:** helps reduce mega-city pollution by facilitating sustainable mass transit, including Metrobus routes in Mexico City.
- ▶ **NEW VENTURES:** accesses investment for small and medium-sized sustainable businesses in Brazil, China, India, Indonesia, and Mexico.
- ▶ **EARTH TRENDS:** the most comprehensive database of environmental trends on the Internet.



FOCUS



RESULTS THROUGH PARTNERSHIP

WRI's focus can be summed up in a single word: results. We define these as significant actions by government agencies, corporations, policy-makers, or civil society taken as a result of our activities and influence around the world.

We achieve these results by providing rigorous, timely, and compelling analysis, and by forging relationships with key players including governments, businesses and financial institutions, scientists, NGOs, and civil society groups. Our work and outcomes are achieved in collaboration with more than 400 partner organizations in 50 countries.

AT A GLANCE: STRATEGIC PLAN 2008–2012



FOCUS ON CHINA, INDIA, BRAZIL

These three countries will play a profound role in shaping the future sustainability of our world. Already among the Top 10 emitters of greenhouse gases, their future impact on climate change dictates that WRI maximize our influence and partner-based work within their borders. In 2008 we opened an office in Beijing, where both China's government and private sector have welcomed WRI's objective, analytical, and collaborative approach. An in-country presence in India and Brazil will follow by 2012.



COMMUNICATION

To succeed, our ideas and solutions must become common currency. This requires us to become as much a communications organization as a results-based policy research institute, and to use new technologies to better engage our communities of influence, and reach new audiences.

INSTITUTIONAL EXCELLENCE

We will build on our results-led approach and maximize our effectiveness by: stimulating greater synergy among our programs as we scale up our work worldwide, increasing innovation in our thinking and program work, and continuing to invest in the best staff we can, in order to achieve the transformational changes we seek.

Link to the full version of our Strategic Plan at
<http://www.wri.org/publication/strategic-plan>



WRI's 2008-2012 strategic plan is our response to a crucial moment in human history.

The relentless demands of a \$60 trillion global economy are dangerously depleting the natural world on which we depend. The impacts of global warming are already being felt, and its pace threatens catastrophic future consequences. Against this backdrop, the issues we focus upon—climate change, ecosystem protection, environmental governance, green markets, and sustainable transportation—have become ever more urgent. Yet, in the United States and

WHY WE NEED TO Change

around the world, the response of governments and key institutions has lagged.

In response, under our five-year plan, we will: focus more rigorously on results; expand our presence in key emerging countries; emphasize communications to expand our reach and impact; and increase synergy and innovation among our programs.

This new strategic path will build on our traditional strengths while expanding our reach and results as we seek to trigger transformative change.



OUR VIEW OF A SUSTAINABLE WORLD

To inform our strategic plan, WRI conducted a comprehensive analysis of key global trends affecting our work. This has led us to strengthen our longstanding focus on two critical issues—reversing the accelerating degradation of ecosystems and their supply of life-sustaining goods and services, and avoiding a climate catastrophe.

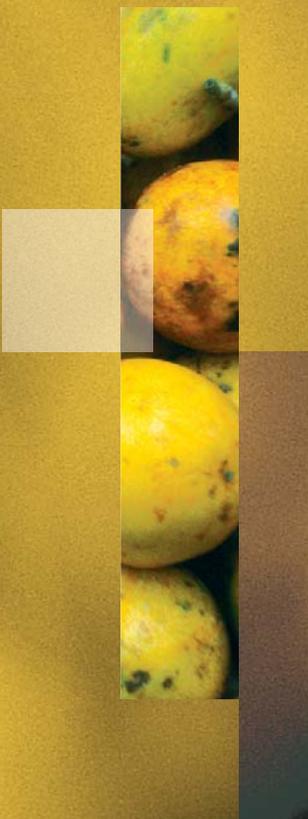
The growing global focus on economic turmoil, energy insecurity, and improved risk management has also created an environment in which we expect our ideas and solutions to take firm root.

Based on the key economic, political, technological, and social shifts in human society identified by our trends analysis, we will:

▶ Take advantage of the dramatic shift in power from a unipolar world dominated

by the United States to a multipolar world with diverse centers of political and economic power.

- ▶ Engage with an expanding global middle class, especially in Asia, whose decisions—as consumers and shareholders—will shape our world's future.
- ▶ Respond, at the same time, to the many social challenges of an expanding global economy, including unprecedented consumption and widening inequality both within and between societies.
- ▶ Respond to the impacts of an increasingly urban world on the natural environment.
- ▶ Promote the convergence of new technologies for a sustainable, low-carbon world.

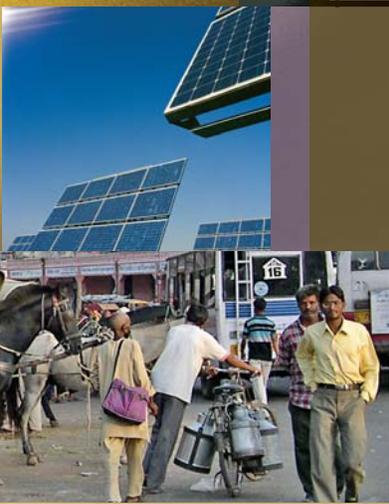


MISSION

The World Resources Institute (WRI) was created a quarter century ago to put emerging environmental issues on the international agenda. Our mission, then and now, is to move human society to live in ways that protect Earth's environment and its capacity to provide for the needs and aspirations of current and future generations.

WRI TODAY

- ▶ Global reach...we work with more than 400 partners, including scientists, governments, NGOs, entrepreneurs, and businesses, in 50 countries.
- ▶ Global analysis...we provide environmental intelligence to create practical solutions.
- ▶ Global results...by engaging government, business, and civil society we put our ideas into action.



OUR VALUES

In our day-to-day work we are guided by our core institutional values.

INNOVATION: to lead change for a sustainable world, we will be creative, forward thinking, entrepreneurial, and adaptive.

INDEPENDENCE: our effectiveness depends on work that is uncompromised by partisan politics, institutional or personal allegiances, or sources of financial support.

URGENCY: we believe that change in human behavior is urgently needed to halt the accelerating rate of environmental deterioration.

INTEGRITY: honesty, candor, and openness will guide our work to ensure credibility and build trust.

RESPECT: Our relationships are based on the belief that all people deserve respect.



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