



WORLD
RESOURCES
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MISSION

The World Resources Institute (WRI) is an environmental think tank that goes beyond research to find 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 and its capacity to provide for the needs and aspirations of current and future generations.

WRI has a global reach, working with more than 400 partners in 50 countries. Each of our projects contributes to one or more of four program goals:

GOALS

■ 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.

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.

On the Cover

A road in Indonesia shows the stark contrast between forested land and an oil palm plantation. Read how Project POTICO (page 9) is diverting oil palm plantations onto degraded lands in Indonesia to combat illegal logging, protect the environment, and create sustainable livelihoods.

Photo credit: Films4Conservation

WRI is helping companies along international supply chains ensure that they source and supply forest products of legal origin, thus complying with the requirements of the U.S. Lacey Act. This law was amended in May 2008 to prohibit trade in plant products including timber and other forest products that are harvested or traded in violation of local laws.

Photo credit: Environmental Investigation Agency



A Conversation with James Harmon and Jonathan Lash



2009 was a tough year around the world. How has WRI weathered the economic crisis?

Harmon: So much has happened in the last year and much of it was positive for WRI. Even in the most challenging economic environment, our programs achieved substantial growth. Our long-term consistency in pursuing our mission, values, and goals has been essential to a successful year. I also believe WRI has been able to attract a continuous source of capital in large part because of its greatest assets—a stellar reputation, talented and dedicated people, and clear, sometimes world-changing results.

Lash: Of course there is a paradox for us in that we have done well while much of the world has not. The recession has imposed hardship across the United States and deepened the suffering of people in the poorest parts of the world. But even as economic growth stalled, concern rose for the issues we have focused on for more than two decades.

We're fortunate that many donors and institutions we work with regard issues such as climate change and ecosystem degradation as enormously important. Together we were able to find ways for them to continue to make significant investments in our work. That says a lot about their leadership and commitment. That says a lot about WRI too. It reflects the quality of our work, the value of our partnership approach, our commitment to managing for results, and the strength of our long-term vision.

What is your message for 2010 to the WRI community worldwide?

Harmon: WRI will grow significantly in 2010 and will manage this growth carefully in order to meet the goals of our five-year strategic plan. Set in motion two years ago, this plan focuses on scaling up critical initiatives that can drive big changes in the world; maximizing our influence in China, India, and Brazil—three countries that will play a profound role in shaping the future sustainability of our planet; and financing innovative ideas. I'm confident that our program strategy combined with sound financial oversight, effective fundraising, and strategic communications will keep us on a steady course through any turbulence that lies ahead.

Lash: Very simply, we will keep our focus on transformational results. We take the phrase "to move human society" in our mission statement very seriously and we are proud of the way we use analysis, ideas, and partnerships to make a difference. I hope that readers will scrutinize this annual report both to see how we have managed to grow in difficult times, and to evaluate the results we have achieved. We hope that our friends and supporters will share our pride in WRI's work throughout the world.


JAMES HARMON
CHAIRMAN


JONATHAN LASH
PRESIDENT



Shaping Tomorrow's Markets Today



IN BRIEF: MARKETS AND ENTERPRISE PROGRAM

"WRI operates on the frontiers of green finance, which is where the future lies."

Piet Klop, Senior Fellow, Markets and Enterprise program

WRI's Markets and Enterprise team supplies environmental intelligence for tomorrow's markets. To achieve more sustainable results we help investors understand how climate change and environmental scarcities can affect companies financially. We also help small and medium-sized companies capitalize on the business opportunities afforded by emerging sectors such as clean energy, efficient water use, and sustainable agriculture.

Green Entrepreneurs

One company supplies solar lanterns to communities without electricity. Another makes energy efficient air conditioners for the developing world. A third turns coffee waste into ethanol. Small and medium enterprises (SMEs) are the engines of local economies. Sustainable SMEs—those that manufacture and market environmentally friendly products and serve low-income communities—add even more value. They create models for the businesses of the future, those that will thrive in a low-carbon, resource-constrained world.

WRI works with such businesses in six of the world's major emerging economies—Brazil, China, Colombia, India, Indonesia, and Mexico. Over ten years, our New Ventures program has facilitated some \$181 million of investment in “green sector” companies, including firms working on renewable energy, green consumer products, and clean technologies. Our experts have helped over 250 businesses to build their capacity, learn key management skills, and find the right investors.

Take Ecostar, a pioneering new venture in refurbishing copy machines. Founded in Nanjing, China, by a visionary entrepreneur named Gao Guoqiang, Ecostar refurbishes used machines from the United States and re-sells or leases them, for 20 percent less than a branded photocopier. Executing this simple, creative idea has brought multiple benefits: preventing landfill disposal of copiers, supplying a valuable affordable resource for companies across China, and generating jobs and profit. New Ventures has helped Mr. Gao connect with investors and dramatically scale up his business to capture 60 percent of the photocopying market in China. The refurbished copiers are also available for use in a nationwide chain of print shops.

Ecostar's success can be readily “copied” elsewhere, and, in 2010, WRI will seek to replicate the franchise in Latin America's emerging markets. “All the good things about New Ventures come together in Ecostar,” says WRI senior fellow Piet Klop. “It is a sustainable business model that addresses real problems, and can be transmitted to other emerging economies for maximum impact.”



Compared to traditional copiers, Ecostar copiers can reduce wastewater effluent by 81 percent, solid waste by 62 percent, and CO₂ emissions by 72 percent.

Transforming Investment

Greening economies also requires greening investment.

With complex environmental trends confronting businesses and investors, WRI's ENVEST team helps investment banks, multinational corporations, and financial institutions to navigate the risks and opportunities. We do so by providing environmental intelligence, including analysis of the risks that climate change, water scarcity, and forest loss pose to many industrial sectors.

Environmental data is often scarce, and even when available does not fit neatly into traditional financial models. ENVEST provides the tools to bridge this gap by capturing environmental risks in terms that businesses and investors can understand and employ to make wise decisions.

In so doing, we are laying the groundwork for a transformational shift of capital to companies and projects that marry profits with sound environmental strategies.

On the Horizon

Water matters to companies. Water scarcity, water pollution, and water competition can all harm a firm's production, especially in the power, manufacturing, food and beverage, and mining sectors. Yet few investors and businesses take these risks into account, despite the potential impacts on revenue, growth, and reputation.

To encourage business practices that consume less of the world's dwindling natural resources, ENVEST has partnered with General Electric and Goldman Sachs to develop a groundbreaking Water Index. A pilot phase will focus on

thirsty coal power plants along China's depleted Yellow River Basin which provides a microcosm of water-related problems common around the world. Employing this first-of-a-kind standardized tool will generate information that can help company managers and financial analysts to factor water-related risks into investment decisions. We expect our model to improve understanding of environmental risks, and facilitate redirection of global investment flows to more environmentally and financially sound projects and companies.



Information Is Power

Information is WRI's currency. By supplying accurate, groundbreaking data, and independent analysis, we contribute to public debate, inform better decision-making, and help create transformational change.

Nowhere is this unique role more vital than in the climate policy arena. As the examples on these pages illustrate, WRI's innovative data and analysis helped lay the groundwork for unprecedented international and U.S. action in 2009.



IN BRIEF: CLIMATE AND ENERGY PROGRAM

"No generation before ours had enough information to understand the urgent need for action. No generation after ours will have the opportunity."

Jennifer Morgan, Director, Climate and Energy program

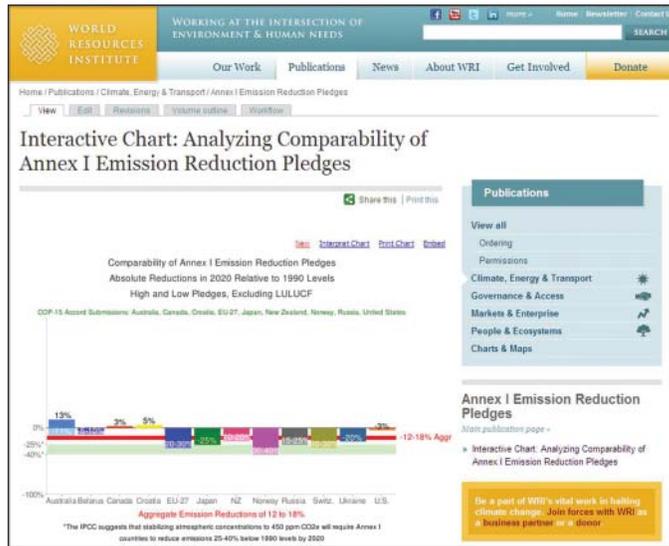
Climate change is the central environmental challenge of our time. WRI's unique role is to act as a credible, independent source of information, analysis, and solutions for business and government. We get the right data, to the right people, at the right time, to catalyze U.S. and global efforts to build a low-carbon world.

Bridging China's Information Gap

China today produces more greenhouse gases than any other nation—although much less per person than the United States or other developed countries. Less well known is that China is also doing more than many to counter its carbon footprint. The information vacuum surrounding China's low-carbon initiatives hampers efforts for global cooperation on a post-2012 climate agreement. To bridge this gap, WRI launched an expert-led English language website in 2009 that tracks and analyzes China's energy and climate actions. ChinaFAQs features fact sheets, data, graphics, and commentary by a network of distinguished experts.

<http://www.chinafaqs.org/>

COMPARABILITY OF INDUSTRIALIZED COUNTRIES' EMISSION REDUCTION PLEDGES

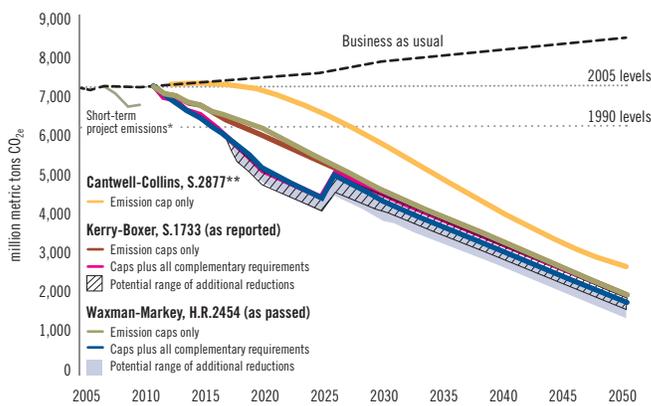


Interpreting the Chart

Each bar represents an emission reduction pledge or pledges put forth by an Annex I country. If a country has pledged more than one target, the highest and lowest pledges are included when 'High and Low' is selected. 'High' refers to the pledge that corresponds to the largest reduction from baseline emissions.

www.wri.org/publication/comparability-of-annexi-emission-reduction-pledges/chart

NET EMISSION REDUCTIONS UNDER CAP-AND-TRADE PROPOSALS IN THE 111th CONGRESS, 2005–2050



For a full discussion of underlying methodology, assumptions and references, please see <http://www.wri.org/usclimatetargets>.

* "Business as usual" emission projections are from EPA's reference case for its analysis of the Waxman-Markey bill. "Short-term projected emissions" represent EIA's most recent estimates of emissions for 2008–2010.

** Cantwell-Collins sets economy-wide reduction targets beginning with a 20 percent reduction from 2005 levels by 2020. However, additional action by Congress would be required before these targets could be met. Reduction estimates do not include emissions above the cap that could occur due to the safety-valve.

December 17, 2009

Comparing Countries' Emission Pledges

Industrialized countries largely responsible for the planet's warming have pledged to cut their greenhouse gas emissions. Such commitments are essential to a new global climate deal. But what do they add up to? And are they enough to limit temperature rise to 2°C above pre-industrial levels—the threshold agreed upon by scientists, as well as the Major Economies Forum and G8, to avoid dangerous warming?

These critical questions were very much on the minds of negotiators during the build-up to last December's UN-led Copenhagen climate summit. WRI provided missing data that helped supply the answers. We did so by conducting a rigorous comparative analysis of the pledges supplied by ten industrialized countries, including the United States, as well as the 27-nation European Union. We found that existing pledges, added together, would fall short of the industrialized countries' emissions cuts needed to stabilize greenhouse gas concentrations at 450ppm CO₂e, a goal associated with a 26–78 percent risk of overshooting the 2°C goal. Building on this initial analysis, WRI put together an interactive online tool where users can select specific countries' pledges as well as various metrics of comparability (reductions in absolute emissions, emissions intensity, or per capita emissions over various base years).

Strengthening U.S. Climate Action

With clean energy and climate legislation now Congressional priorities, WRI analysts are increasingly sought-after figures on Capitol Hill. By synthesizing technical information for legislators into timely, accessible charts, and presenting it without bias, they are influencing Congressional decision-making for the better.

This chart shows how our unique analyses have shed light on climate and clean energy proposals currently under discussion in the Senate by demonstrating and comparing the greenhouse gas emission reductions they would generate. Similar WRI data crunching also directly informed the content and targets of the historic 2009 American Clean Energy and Security Act passed by the House of Representatives in June.

As the United States pursues legislative and regulatory approaches to curb greenhouse gas emissions in 2010 and beyond, such ground-breaking analysis will continue to provide the cornerstone for WRI's work. "There's a real appetite on Capitol Hill, and among other branches of government at national and state level, for our objective research and analysis," says John Larsen, the WRI senior associate responsible for this work.

On the Horizon

In 2010, WRI will leverage our longstanding engagement with business and governments to catalyze low-carbon development. In the United States we will analyze and inform federal climate and energy legislation, and help progress complementary state, business, and EPA initiatives that will maximize U.S. greenhouse gas reductions. Internationally, we will work with

governments and NGO partners to make the Copenhagen Accord operational and achieve a post-2012 climate agreement by year's end. In China, we will work with our academic, NGO, and business partners to increase the speed and scale of national efforts to reduce the economy's energy intensity.



Partnerships for Change



IN BRIEF: INSTITUTIONS AND GOVERNANCE PROGRAM

“In IGP we focus on how decisions about the environment are made and who makes them. When people have the knowledge and the ability to participate in their government, they have the power to create change—for the better.”

Jacob Werksman, Director, Institutions and Governance program

The failure of global, national, and local institutions to address the causes of environmental degradation and pollution is extracting a high price on our planet and its people. WRI’s Institutions and Governance program seeks to promote good governance by linking democratic movements to environmental goals. Our efforts depend on strong local partners around the world who share our commitment to transformational change, based on the values of transparency, inclusiveness, accountability, and equity.

Turning Black Gold into Green Development

For some African countries, exploiting natural resources has often proven less of a blessing than a curse, generating strife and instability.

Helping to ensure a happier, more sustainable outcome takes long-term vision and patient partnership building. This is exactly the approach that WRI takes in Central Africa, where we have worked for many years with governments and civil society to protect the rights of communities affected by mining and oil and gas companies, and to facilitate wise management of the revenues generated. The power of such long-term investment in people and place proved its worth recently when major oil finds were made in Uganda.

The impoverished country's known oil reserves have grown from 300 million to two billion barrels in the past three years. Production is due to begin in 2010, catapulting Uganda into

the ranks of Africa's leading oil producers. WRI's nationwide network of partners put us in a unique position to advise the government on how to minimize environmental impacts, and use the revenues generated to alleviate poverty while promoting sustainable development.

With WRI support, ACODE and Greenwatch—prominent environmental law NGOs—convened meetings in oil-rich regions among senior government officials, local government officials, traditional leaders, and community representatives. We are also working with civil society groups in affected regions to build their knowledge of the oil sector and capacity to meaningfully engage both government and the oil industry. “Our hope is for Uganda to avoid the ‘resource curse’ that has plagued so many of Africa's hydrocarbon states,” explains WRI senior fellow Peter Veit, who leads our work there.

Reforming Access Rights in the World's Largest Democracy

The odds can be stacked high against individuals who seek to influence government decision-making and promote change for the better. But those odds can change dramatically when he or she taps into tools and networks that amplify their voices.

Ritwick Dutta, a New Delhi-based public interest lawyer, found this out firsthand when he battled India's bureaucracy to win environmental protection for vulnerable communities.

For a decade, Dutta repeatedly took cases before the National Environmental Appellate Authority (NEAA), India's only administrative forum to appeal governmental decisions on environmental projects—and lost. Dominated by ex-government officials, the NEAA had ruled in favor of the government's position in every single case it heard.

Unwilling to give up, Dutta collaborated with The Access Initiative (TAI), a worldwide partnership of civil society groups facilitated by WRI, that promotes citizens' rights to

access information and influence decision-making. Dutta tapped into this powerful network to form a coalition of like-minded NGOs from around India to focus on reform of the NEAA.

His lone voice magnified, Dutta was able finally to hold the NEAA to account. TAI's practical toolkit equipped him to obtain freedom of information requests about the agency's workings and document its misuse of funds. Dutta's coalition then challenged several key NEAA decisions before the Delhi High Court, which has since ruled several times in favor of impacted communities. Now, India's Parliament has given the issue national prominence by promoting plans for a new green tribunal.



Ritwick Dutta, Supreme Court lawyer and TAI-India coalition coordinator.

On the Horizon

As new oil legislation is developed in Uganda and oil begins to flow, WRI in collaboration with our local partners will assess the experiences of other petro-states and work closely with government officials, local leaders, and communities to develop responsible oil revenue management and investment options for the country.

In India, TAI will continue to build momentum for access reform in the world's largest democracy. India's Parliament has drafted a flawed Green Tribunal Bill which, if amended, could signal a new era of transparency in India's environmental policies.



Innovation in Action



IN BRIEF: PEOPLE AND ECOSYSTEMS PROGRAM

“Climate change may dominate headlines today. The degradation of ecosystems—and the vital services they provide to people—will do so tomorrow.”

Craig Hanson, Director, People and Ecosystems program

Ecosystems, such as forests, wetlands, and coral reefs, meet the everyday needs of billions of people around the world. Human activity, however, is rapidly degrading these vital resources. WRI’s People and Ecosystems program is working with governments, businesses, and civil society to reverse threats to ecosystems and foster sustainable economic growth on a global scale.

Swapping Land, Preserving Forests

Spanning 90 million hectares, the forests of Indonesia make up a tenth of the world's remaining tropical tree cover. Local communities rely on them for food, medicine, freshwater, and building material. The global community relies on them for carbon sinks, timber, and tourism. Yet these same forests are being razed at a record rate, in large part to make way for oil palm plantations that create much-needed jobs for local people.

Enter WRI's Project POTICO—a visionary yet practical initiative to reconcile forest preservation and sustainable economic development in Indonesia. The concept is simple and innovative: we seek to divert planned oil palm concessions away from primary forests and on to nearby already degraded land.

Shifting new plantations to land long cleared of forests has the potential to meet the exploding global demand for palm oil. Estimates indicate that Indonesia's degraded areas, now mostly grassland, could accommodate projected demand until 2020. Yet many oil palm companies already have concessions to convert biodiverse, primary forests to oil palm plantations.

To enable POTICO land swaps, WRI and its local NGO partner, Sekala, conducted land surveys to identify degraded areas suitable for oil palm in the Indonesian province of West Kalimantan. Rich in primary forest, the province is earmarked for extensive oil palm development. Utilizing a first-of-its-kind methodology, the project team mapped and identified 30 promising degraded land sites, and gauged communities' interest in plantation development.

Such degraded land identification included assessing and recording not only suitable geography but also social and economic factors such as the land claims of local people. While Indonesia's National Ministry of Forestry owns 90 percent of the country's forests, communities also claim historic rights.

With this information, WRI is facilitating engagement between oil palm companies, communities, and local and national government officials to generate land swaps that preserve rainforests yet allow for agricultural development.



Top: Three-month-old oil palm seedlings ready to be planted out in Kalimantan, Indonesian Borneo. WRI partners only with companies committed to producing certified, sustainable palm oil.

Bottom: The POTICO team is working with local NGOs to facilitate a participatory mapping process—allowing local people to voice their customary land rights and document how these ecosystems meet their everyday needs.

Leveraging this fieldwork experience, WRI has been engaging policymakers about the potential for such land swaps as part of a “low-carbon” development strategy for the country. At the international climate negotiations in Copenhagen, Indonesia's planning agency unveiled a number of land use policy recommendations that would encourage POTICO-style land swaps, preserving forest while enabling economic growth. WRI's vision is catching on.



On the Horizon

To be effective, efforts to protect complex ecosystems and their sustenance of human needs must be based on sound science and accurate data. WRI's work on coral reefs—which occupy less than one percent of Earth's marine environment, but house over a quarter of known marine fish species—is rooted in these principles.

In the fall of 2010, we will launch the results of *Reefs at Risk Revisited*, a high-resolution update of WRI's ground-breaking 1998 global, map-based analysis of coral reef health and trends. This

new edition will also include the first global analysis of climate-related threats to the world's reefs, as well as projections of the economic impacts that human pressures on reefs will have on coastal communities. The report and accompanying online data will empower decision-makers and conservation organizations to set priorities for coastal management and conservation efforts across the tropics.



Greener, Safer, Smarter Cities



IN BRIEF: EMBARQ

“When it comes to urban transportation, ingenuity is the key to greener, safer, and smarter cities.”

Nancy Kete, Director, EMBARQ, the WRI Center for Sustainable Transport.

EMBARQ has pioneered the use of public-private partnerships to diagnose and solve transport problems in the crowded and polluted cities of the developing world. We work with governments, local transportation authorities, businesses, and civil society to build sustainable means of mobility. Our success in countries such as Brazil, India, Mexico, Peru, and Turkey has been recognized and replicated around the world.

Urban Renaissance in Istanbul

EMBARQ implements its global vision of sustainable urban transport with partners around the world—one city at a time. One of our biggest impacts has been in Istanbul.

Over the last half century, this ancient metropolis has undergone a tumultuous transition to sprawling megacity. The traffic on Istanbul's streets has increased even faster than its population of ten million, with 640 new cars registered every day. City authorities have struggled to deal with congestion, air pollution, and the destruction of its cultural heritage.

Until recently, millions of commuters spent almost as long traveling to work as they did in their offices. Among them are Zeynep and Ziyet, sisters who live in Sultanbeyli, a working class suburb of Istanbul on the Asian side of the Bosphorus River. The sisters commute to work by public bus on a congested journey across the Bosphorus Bridge that takes about six hours—almost an entire workday. The bus is often so crowded that the doors malfunction. When asked what they would do to fix Istanbul's traffic, Zeynep responds immediately: "If they would assign a separate road for public buses in Istanbul, I feel the problem would get solved."

Now it's possible.

With EMBARQ's assistance and technical expertise, a bus rapid transit (BRT) corridor across the Bosphorus Bridge linking the Asian and European sides of the city became reality in March 2009. Before the bus lane, crossing the bridge could take up to three hours. Now, commuters including Zeynep and Ziyet can cross between continents in about 30 minutes, and link to metro or bus services in the commercial heart of Istanbul.

The bridge corridor is the second stage in a shift to bus rapid transit implemented by city officials after EMBARQ introduced them to the concept. The first was the 2007 launch of a 30-kilometer bus rapid transit system on the European side of the city. This line quickly became one of the most heavily traveled routes of its kind in the world. Together,



"Yolu Acik Olsun" (May the road be open.) Istanbul's intercontinental bus rapid transit glides along open road helping riders escape the city's infamous gridlock.

the two BRT corridors carry some 600,000 riders a day, about the same number of people who ride Chicago's 8-line "L" system, the third-busiest rail mass transit system in the United States.

Istanbul's BRT system represents one of today's best practice examples of functioning sustainable transport around the world, and EMBARQ continues working with local authorities on further enhancements.

"We really did catalyze a whole new way of thinking in that city about how they can provide transportation services, and—an extra benefit—how they can move people in a way that reduces climate change emissions," says Sibel Bulay, director of EMBARQ's office in Turkey. "But the main thing is that the services greatly improve the quality of life for the thousands of people who cross the Bosphorus Bridge every day, saving them an average of 30 minutes travel time."

Award Winning EMBARQ

EMBARQ and its partners received the 2009 Roy Family Award for Environmental Partnership from Harvard University for their work in establishing Mexico City's Metrobus. This innovative Bus Rapid Transit system is designed to reduce air pollution, greenhouse gas emissions, and traffic, while improving commuters' quality of life. The biannual award, presented by Harvard's John F. Kennedy School of Government, celebrates outstanding public-private partnerships that enhance environmental quality through the use of novel and creative approaches. EMBARQ helped create the public-private partnership with Mexico City's government that made the transit project a reality.

On the Horizon

EMBARQ embodies WRI's efforts to work at the intersection of people and the environment, bringing benefits to both. In 2009, the public health benefit of our transport work was recognized in dramatic fashion when we were among the recipients of the largest donation in history dedicated to international road safety. Six organizations were awarded a total of \$125 million by Bloomberg Philanthropies to

implement programs to benefit citizens in low- and middle-income countries. EMBARQ and its vibrant network of partners will use the money to generate solutions that result not only in safer streets, but also cleaner air, reduced carbon emissions, more active transport (such as walking and biking), and greater social inclusion.



Guiding Principles for WRI's Engagement in China

Focus on people and environment:

Chinese culture values the balance between man and nature, consistent with WRI's mission and its people-centered approach to environmental problems. Our goals align with the Chinese government's recognition that it needs to adopt a more sustainable and equitable approach to growth.

An independent research institute:

We will position ourselves in China as an environmental research institute, which conducts research and analysis based on science and empirical data. We will maintain our commitment to ensuring that our ideas are translated into action.

Building bridges: China is increasingly open to international partnerships aimed at improving two-way exchanges of ideas. WRI will engage our Chinese partners in our discussions in the United States and around the world as much as we seek to participate in Chinese policy discussions.

Deploying tools and solutions: We will focus our efforts on the design of guidelines, protocols, and other tools to assist China's government and businesses in meeting their ambitious new environmental targets.

Communicating with Chinese characteristics: We will seek to engage and communicate effectively in the Chinese context. Our products will be made available in Chinese. We will support and collaborate with Chinese researchers. We recognize the growing role Chinese ideas and expertise will play in shaping global issues, and we must learn from Chinese expertise and experience in our work worldwide.

WRI in China

A central aspect of WRI's five-year strategic plan (2008–2012) is our commitment to focused, sustained interaction with countries emerging as global leaders—economically, socially, politically, and environmentally. These leading nations will play a profound role in shaping the future sustainability of the planet.



WRI's Beijing office staff

Our first step in executing this strategy was our opening of a WRI office in Beijing in 2009, building on WRI's years of experience in China through our projects, including New Ventures, Greenhouse Gas Protocol, China Information Network, and various climate and energy projects.

Our strengthened presence in China comes at a critical juncture in China's economic and environmental development. China recently surpassed the United States in carbon dioxide emissions and together these two countries account for almost half of world emissions. Moreover, China's changing consumption patterns will lead to increased degradation of ecosystems such as forests and freshwater resources domestically and abroad. But Chinese leadership has indicated its readiness to find solutions to the environmental challenges posed by its growth, with an aim toward "balanced, sustainable development with a humanistic approach" for its 1.3 billion people.



Professor Zou Ji, China Country Director

With these tremendous opportunities ahead, WRI appointed Professor Zou Ji—former deputy dean of the Environment and Natural Resources school at Renmin University and a long-standing member of the Chinese climate change delegation—as our first China Country Director in June 2009. A distinguished teacher, researcher, and policy analyst, Zou is leading our growing Beijing staff and our in-country strategy development and execution.

If China can successfully achieve economic development that is environmentally sustainable, it would provide a game-changing alternative model for development—and have hugely positive implications for the people of China and the global environment.

Institutional Excellence

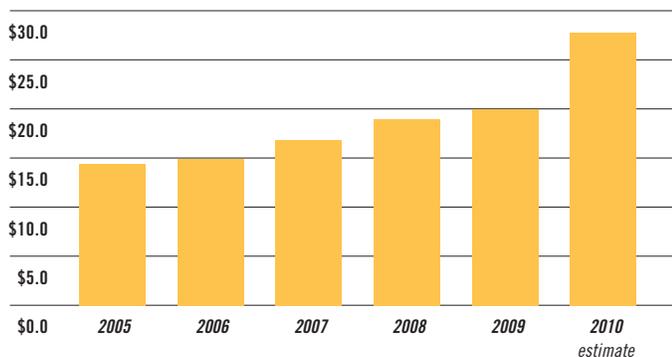
At WRI, we manage for results and measure our success by the impact of our work. Results are generated through a highly focused system of clear goals and 5-year strategic objectives. Many are achieved in collaboration with WRI's more than 400 partner organizations around the world.

Record Fundraising and Increased Efficiency

WRI had its best fundraising year ever in 2009. As a result, our \$34 million FY10 budget is 23 percent larger than our actual FY09 expenses. For the four years ended 9/30/09 WRI grew by over 40 percent and simultaneously reduced the internal support cost rates charged to programs by four percent, thereby freeing up an extra million dollars for programs. There are a variety of reasons for this substantial growth, including the development of new strands of work which attracted significant support, and a continued emphasis on managing for results.

WRI is considered to be an efficient and well-run organization by our donors and by other third parties such as the Better Business Bureau (BBB) and Charity Navigator. Our goal is for programs to be greater than or equal to 80 percent of our total expenses. For 2009, programs were 84 percent of total expenses.

MANAGING AND GROWING FOR RESULTS: WRI'S BUDGET FY05–FY10



To achieve transformational outcomes, WRI manages for excellence in everything—from administrative efficiency to fundraising to communications. We learn from our successes and failures, and we constantly seek improvement and innovation. Pursuing excellence is an ongoing priority for all staff at WRI.

Greater Communications Impact

Communication helps us turn ideas into action. To achieve greater success, WRI is developing new and creative ways to promote its work to key audiences and helping staff become better communicators.

We have made a major investment in a constituent relationship management system to help us coordinate communications and outreach to our diverse audiences and partners around the world. Our communications curriculum provides training on topics ranging from audience analysis and Web 2.0 innovation to trends in journalism.

In 2009, we re-launched the main WRI website with a more functional design that lets us produce original content more quickly and include more video. ChinaFAQs.org (see page 4) is a new web portal providing U.S. policymakers with timely and accurate information about China's environmental and energy policies. SeeMyForests.org uses interactive maps and satellite imagery to enable activists, educators, and urban planner users in the southern United States to learn about deforestation trends and impacts in their communities.

We are increasing our presence on other high-profile websites, and formed a new content-sharing partnership with *The Guardian*, a leading UK newspaper with a global reach, including 1.2 million online readers of its environmental content in the United States.

WRI makes institutional excellence an ongoing priority. Staff dedicated to our critical institutional functions hold themselves accountable to annual objectives and results just as our programs.

Acknowledging Our Donors

October 1, 2008– December 31, 2009



WRI's Corporate Consultative Group (CCG) provides member companies with an opportunity to tap into key messages about environmental trends and sustainability issues that affect their bottom line, via a series of events, publications, and tailored advice.

During 2009, over 100 individuals across locations and departments at leading companies benefited from CCG membership. Over 500 WRI publications, focused on themes such as corporate responses to climate change, opportunities for private sector water investments, and principles for community consent, were sent to individuals who had expressed an interest in our work. Sixteen topical events were held ranging in focus from an analysis of options for U.S. Climate Policy design to a discussion of the concept of a Global Green New Deal.

In November 2009, members convened at Bloomberg's headquarters in New York for the Annual WRI MindShare Meeting, which featured a full day of in-depth discussions on topics such as supply chain management, GHG offsets, and the WRI Water Risk Index. Since its launch in 2008, the CCG has grown to include 34 members. We are excited by the momentum and value that this new engagement vehicle continues to build.

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WRI AND TOYOTA NORTH AMERICA



Pat Pineda
Group Vice President

Covering more than 200 million acres across 13 states, the forests in the southern U.S. are suffering from dispersed, yet continuous, conversion. Approximately one million acres are lost each year, primarily due to suburbanization. Losing this valuable forest cover means losing the substantial benefits or “ecosystem services” that forests provide: water purification, timber for pulpwood and construction, carbon storage, and recreation. However, this pattern of loss is difficult to fully comprehend unless viewed from a larger scale.

In 2009, Toyota contributed \$1.49 million over three years to help WRI launch *Southern Forests for the Future*, a pioneering project to raise awareness of the threats facing southern U.S. forests. The project’s long-term goal is to catalyze the sustainable stewardship of 20 percent—approximately 40 million acres—of southern forests by 2020.

Pat Pineda, Group Vice President at Toyota Motor North America, explains the appeal of this project to the company: “Toyota believes very strongly in giving back to the communities where we live and work. We have 34,000 U.S. team members and associates, ten plants, and several hundred dealerships in and around the southern forests. Our hope is that these communities will benefit from this progressive initiative.”

With Toyota’s support, WRI has developed an innovative, web-based mapping tool for conservation NGOs, landowners, the public, government officials, and schoolchildren to be able to see this pattern of change and understand the “big picture” of what’s happening to forests in the South over time. Once this tool is fully implemented, WRI’s efforts will focus on creating and pilot testing financial incentives for farmers and landowners to preserve these forests.

Toyota, according to Pineda, “looks for partners who are credible and who have achieved long-term, sustainable results in promoting environmental stewardship. WRI—we are very proud to say—is one of those partners.”

WRI AND THE NEWPAGE CORPORATION



David Bonistall
Vice President,
Environmental,
Health and Safety

In 2009, WRI formed a multiyear strategic partnership with NewPage Corporation to work on projects that support our collective beliefs in the area of sustainable forestry. NewPage, the largest coated paper manufacturer in North America, supports responsible forestry practices across jurisdictional boundaries to positively affect the world’s climate, biodiversity, and local communities.

One joint initiative is called “Project POTICO” (Palm Oil, Timber, Carbon Offsets), a bold, three-year initiative that preserves virgin forest in Indonesia by re-directing palm oil plantations to operate on already-degraded land. The project combats illegal logging and offers significant potential for relieving

pressure on Indonesia’s rainforests, reducing greenhouse gas emissions, preventing loss of biodiversity, and developing opportunities for local communities.

“A key component of our sustainability strategy at NewPage is proactive involvement in improving the global environment, which aligns perfectly with our partnership with the WRI and their vision for Project POTICO,” shares David Bonistall, Vice President of Environmental, Health and Safety at NewPage.

During 2009, financial support from NewPage was also instrumental in supporting other WRI initiatives such as Leveraging Lacey, a project in partnership with the Environmental Investigation Agency (EIA) to maximize the potential of the amended Lacey Act to reduce illegal logging and catalyze more sustainable forest management worldwide.

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WRI AND THE BILL & MELINDA GATES FOUNDATION

“Having access to clear, accurate and easy-to-understand information on land tenure and property rights in Africa is important to help stakeholders design projects and policies that support the needs of small farmers.”

—Diana Grusczyński

Associate Program Officer, Bill & Melinda Gates Foundation

In many parts of Africa, the differences between property rights granted under formal law, and customary land rights from traditional authorities such as village chiefs, often lead to insecure property rights and can result in conflicts, poor agricultural productivity, and poverty. In the absence of secure land rights, people lack incentives to invest in their land, and poor communities are vulnerable to losing their land altogether.

The Bill & Melinda Gates Foundation is funding an initiative of WRI, and its partner, the Rural Development Institute, to use Web-based multimedia tools to clearly illustrate and communicate complex property rights issues in Africa. These tools will provide government policymakers, and donor and development agencies with essential information to make sound decisions. The foundation is working to strengthen the entire agricultural value chain—from seeds and soil to farm management and market access—so that progress against hunger and poverty is sustainable over the long term.

“We are pleased to support this project, which we hope will ultimately play a role in helping small farmers lift themselves out of hunger and poverty,” says Diana Grusczyński, associate program officer with the Bill & Melinda Gates Foundation.

WRI AND THE ROY DISNEY FAMILY FOUNDATION

“As a documentary filmmaker, my goal is to use powerful imagery and unbiased fact to inspire and inform clear-headed discussions about important topics—something we really need more of these days. That same commitment to reliable data, sound analysis, and measurable results is initially what attracted me to WRI.”

—Tim Disney

In 2009, the Roy Disney Family Foundation made a major investment in an ambitious new WRI project to protect the world’s coral reefs and the broad range of benefits they provide to people. Reefs at Risk Revisited is a world-class collaboration with leading conservation organizations and marine institutes. Its aim is to understand and analyze the status and threats to the world’s coral reefs, present the findings in compelling ways, and then advocate for the targeted changes in public and private policies required to safeguard these vulnerable and sensitive habitats.

“I grew up not only in a family of filmmakers, but of sailors,” says Disney. “In my own lifetime I have seen a noticeable degradation of the Earth’s marine environment. Through the foundation, my family and I try and do our part to improve the health of the ocean and its living systems. We are pleased to support WRI.”

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We appreciate the support of all our individual donors. Due to space limitations in this annual report, however, we are listing donors whose gifts are larger than one hundred dollars.

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USAID Provides Major Support to WRI's Climate and Ecosystems Work

The U.S. Agency for International Development awarded World Resources Institute and its partners more than \$10 million in two multi-year agreements to increase clean energy use in China, and to reduce illegal logging in tropical and other biodiversity-rich forests in developing countries.

This federal funding will enhance WRI's ongoing work in China—the world's largest emitter of greenhouse gases—to measure and reduce emissions by working with national, provincial, and local governments to decrease use of carbon-based fuels through energy efficiency measures and increasing renewable energy consumption in the power and industrial sectors and municipalities. WRI is working with a primary partner, the Vermont-based Institute for Sustainable Communities and other U.S. and Chinese institutions to provide information and tools and facilitate peer-to-peer learning.

USAID is also funding a major new WRI initiative to help the U.S. implement legislation passed by Congress in 2008 that expands a century-old wildlife trafficking law to include imperiled plant species. The landmark law, known as the Lacey Act, was amended to make it illegal in the U.S. to import or trade timber, paper, or wood furniture made from plants harvested in violation of relevant laws in the country of origin. WRI has established an alliance of partner organizations with a common goal of reducing demand for illegally harvested wood while increasing the capacity of supply chains to deliver legal wood.

World Resources Institute is proud of its ongoing partnership with the premier international development agency in the U.S. and we are enthusiastic about the collaborative relationship we have built to improve the environment and the quality of life for millions of people around the world.

The Courage to Lead

More than 350 people joined WRI at The Mandarin Oriental, New York, to recognize two visionary leaders who have blazed new paths to protect the environment and improve people's lives: Daniel L. Doctoroff, President, Bloomberg; and Charles O. Holliday, former chairman and CEO, DuPont. WRI's Courage to Lead Dinner raised over \$1 million in critical unrestricted funds.

Dinner Co-Chairs were: Peter T. Grauer, Chairman, Bloomberg; Jeffrey R. Immelt, Chairman and CEO, GE; Ellen J. Kullman, CEO, DuPont; and Stephen M. Ross, Chairman and CEO, Related Companies. CNN National Correspondent Alina Cho served as master of ceremonies. Other featured speakers included DuPont CEO Ellen Kullman, WRI President Jonathan Lash, and Documentary Film Producer Ric Burns.



WRI Director and Related Chairman and CEO
Stephen M. Ross



We are pleased to recognize the following for their support of the 2009 Courage to Lead Dinner:

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Former DuPont Chairman Chad Holliday, WRI President Jonathan Lash, Bloomberg President Dan Doctoroff
Marine Conservationist Celine Cousteau and CNN National Correspondent Alina Cho;
Bonnie Lafave, Documentary Filmmaker Ric Burns, WRI Vice President Elizabeth Cook;
WRI Chairman James A. Harmon and New York City Parks & Recreation Commissioner Adrian Benepe

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WRI Welcomes Five New Directors



DANIEL L. DOCTOROFF became President of Bloomberg, LP, the leading global provider of financial data, analytics, and news, in January 2008.

Before joining Bloomberg, Mr. Doctoroff was Deputy Mayor for Economic Development and Rebuilding for the City of New York. Under the leadership of Mayor Michael R. Bloomberg, Mr. Doctoroff led the city's economic resurgence after 9/11 with a comprehensive five-borough economic development strategy. He also led the creation of PlaNYC, the most extensive plan to strengthen an urban environment ever undertaken by an American city.

Previously, Mr. Doctoroff was Managing Partner of Oak Hill Capital Partners. While at Oak Hill, he founded NYC2012, the organization dedicated to bringing the Olympics to New York. As Deputy Mayor, he ensured that the Olympic effort spurred parks, housing, and economic development projects throughout the city. Before Oak Hill, he worked at Lehman Brothers.

Mr. Doctoroff received a B.A. degree from Harvard College. He received a J.D. degree from The Law School at the University of Chicago. Mr. Doctoroff serves on the boards of the Governors Island Preservation and Education Corporation, Youth Inc., and the Committee Encouraging Corporate Philanthropy.



THE HONORABLE KATHLEEN A. MCGINTY is a founding partner of Peregrine Technology Partners, a firm focused on clean technologies. She is also an Operating Partner at Element LLC, a private equity firm investing in early and mid-stage clean technology companies.

As Secretary of the Pennsylvania Department of Environmental Protection and as Chair of the Pennsylvania Energy Development Authority, she helped lead the state's successful effort to attract market-leading clean tech and renewable energy companies to headquarter and manufacture

in Pennsylvania. She put in place regulations to reduce mercury pollution from power plants and greenhouse gas pollution from cars, and established a nutrient trading program to clean streams and help restore the Chesapeake Bay.

Previously, she chaired President Clinton's White House Council on Environmental Quality, and was a legislative assistant to then-Senator Al Gore. Ms. McGinty holds a B.S. in Chemistry from Saint Joseph's University and a J.D. from Columbia University School of Law. She is a director at NRG Energy, Energy East, Weston Solutions Inc., and Saint Joseph's University.



DOUGLAS R. OBERHELMAN is Vice Chairman and CEO Elect of Caterpillar Inc. He has responsibility for the company's human services and sustainable development functions, as well as Caterpillar's growing remanufacturing business. He also oversees worldwide manufacturing, marketing, and support of industrial and large power systems, industrial gas turbines, and Progress Rail services.

Oberhelman joined Caterpillar in 1975 and has held a variety of positions, including senior finance representative based in South America for Caterpillar Americas Co.; region finance manager and

district manager for the company's North American Commercial Division; and managing director and vice general manager for strategic planning at Caterpillar Japan Ltd.

He has a bachelor's degree from Millikin University. He has served as chairman of the board of trustees for Millikin University and chairman of the board of directors for Easter Seals. He is a director of The Nature Conservancy – IL Chapter; Ameren Corporation; Eli Lilly & Co., the Association of Equipment Manufacturers, the National Association of Manufacturers; the Manufacturing Institute; and the Wetlands America Trust.



GÖRAN PERSSON served as Prime Minister of Sweden between 1996 and 2006. During Sweden's EU Presidency in 2001, Mr. Persson was President of the European Council. He served as Minister of Finance and Minister of Schools in the 1990s before becoming Prime Minister and Party Chairman of the Social Democratic Party.

As Finance Minister Mr. Persson led a period of rapid and sustained economic recovery. He has unique experience in international politics and within the EU. He is known for his broad personal knowledge of issues such as climate change, European relations with Russia, and challenges facing the Swedish welfare state.

Mr. Persson currently serves as the chairman of Sveaskog, Sweden's largest forest owner and leading supplier of timber, pulpwood, and biofuel.



DR. SUSAN TIERNEY is an expert on energy policy and economics, specializing in the electric and gas industries. She has consulted to companies, governments, non-profits, and other organizations on energy markets, economic and environmental regulation and strategy, energy and renewables policy, and energy facility projects.

A former Assistant Secretary for Policy at the U.S. Department of Energy, she is chairman of the board of the Energy Foundation and a co-chair of the National Commission on Energy Policy. She has published widely and frequently speaks at industry conferences.

In Massachusetts, Dr. Tierney was previously Secretary of Environmental Affairs, Chair of the Board of the Massachusetts Water Resources Agency, Commissioner of the Massachusetts Department of Public Utilities, and executive director of the Massachusetts Energy Facilities Siting Council. Dr. Tierney has a Ph.D. in Regional Planning from Cornell. Her dissertation: Congressional policy making on energy policy issues.

WRI Projects At a Glance

ACCESS AND GOVERNANCE

Access Initiative: 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.

EarthTrends — The Environmental Information Portal: Influences policy and research with a comprehensive on-line collection of data and analysis about the environmental, social, and economic trends that shape our world.

Electricity Governance Initiative: Works with electricity sector decision-makers and civil society to promote transparency, accountability, and public participation.

Equity, Poverty, and the Environment: Seeks to reduce poverty and promote sound environmental management by ensuring equitable access to ecosystem goods and services and fair distribution of natural resource benefits.

Governance and Forests Initiative: Encourages sustainable management of forests and helps reduce deforestation and related emissions under the UNFCCC by providing civil society, government, industry, climate policy-makers, and other actors with a framework for assessing and incentivizing improvement in the governance of forests.

International Financial Flows and the Environment: Works to improve the social and environmental performance of public and private IFIs by holding them accountable to their investors, to donor countries, and to the communities that are impacted by their investments.

World Resources Report: Helps shape the environment and development debate by providing governments, civil society, donors, and the private sector with new thinking and analysis on the environment-development nexus.

CLIMATE, ENERGY, AND TRANSPORT

Architecture of Climate Agreements: WRI works with key governments to shape the post-2012 climate agreement. We build governmental and nongovernmental constituencies supportive of policy and action.

Biofuels Production and Policy — Implications for Climate Change, Water Quality, and Agriculture:

Seeks to ensure that energy and agricultural policies are as sustainable as possible given increased pressure for agricultural energy production, and to direct development of the biofuels industry toward those technologies that are most environmentally sustainable.

Business Engagement — Green Power Market Development Group and U.S. Climate Business Group: Leverages the private sector to scale-up deployment of renewable energy and energy efficiency technologies through technology deployment and policy support.

Carbon Capture and Sequestration (CCS): Develops solutions to the policy, regulatory, investment, environmental, and social challenges associated with CCS demonstration and deployment in key coal-consuming countries with current focus on the United States and China.

China and the Climate Change Challenge:

A collaboration with Chinese partners to accelerate climate change mitigation in the context of Chinese energy and economic development and, in doing so, address one barrier to U.S. re-engagement in international climate action.

ClimateTrends: Provides access to information and analysis tools on global climate change that help support future policy decisions made under the U.N. Climate Convention, in the United States Congress and states, and in other forums.

Developing Country Actions (DCA): Designs incentives and international policy frameworks for developing countries to undertake actions for mitigating greenhouse gases that are supported by technology and finance.

EMBARQ — The WRI Center for Sustainable Transport: Fosters viable government-business-civil society partnerships whose members are committed to finding solutions to the transportation-related problems facing the cities in which they operate.

Emissions Markets: Facilitates the development of globally consistent markets for greenhouse gas emission reductions, which will form a critical component of U.S. policies and international agreements on climate change.

Greenhouse Gas Protocol Initiative: A decade-long partnership between World Resources Institute and the World Business Council for Sustainable Development, the GHG Protocol is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions.

International Technology Policy: Engages public and private sector partners to frame solutions for international technology deployment that will result in a measurable and significant shift in investment toward zero-carbon technology in the power sectors of key developed and developing countries.

Learning and Leading by Doing — Expanding the Impact of WRI's CO₂ Reduction Commitment: Helps service and retail companies understand their role in climate change solutions. Helps build new constituencies in support of climate change action.

Next Practice Collaborative: Leverages the innovation of private sector actors to create a strong, climate-safe economy by clearly articulating the business case for moving beyond current best practices, exploring new frameworks for corporate decision-making, and implementing actions to transition to a zero-carbon economy.

State Successes: Actively supports successful state and regional climate change policy, which leads to local emissions reductions, informs and encourages near-term federal policy, and supports continued and increased stringency in subsequent federal action.

UNFCCC Mechanisms for Forests and Climate: Works to reduce emissions from deforestation in developing countries by analyzing carbon financing mechanisms currently under discussion in the UNFCCC process and offering alternatives and additions to these mechanisms.

U.S. Climate Policy Analysis and Design: Facilitates the development, adoption, and implementation of U.S. GHG emission reduction policies, focusing primarily on cap-and-trade policy.

Vulnerability & Adaptation to Climate Change: Works to help developing countries integrate climate change impacts and adaptation approaches into their national development planning. Also supports the design of the adaptation elements of a post-2012 international climate agreement.

MARKETS AND ENTERPRISE

Capital Markets Research: Provides tools and frameworks to investors, financial institutions, issuers, and analysts in advanced market economies to help incorporate environmental risk and opportunity into traditional financial analyses and investment decisions.

Emerging Markets Equities: Analyzes the financial impact of sustainability issues on critical business sectors in six focus countries in emerging Asia. The objective is to develop tools and frameworks to help embed extra-financial sustainability issues into mainstream financial analysis.

Green Supply Chain: The Green Supply Chain Project promotes corporate supply chain initiatives that minimize impact to the environment and build value for both buyers and suppliers.

New Ventures: New Ventures promotes the growth of small and medium enterprises (SMEs) to help drive inclusive, sustainable economic development in emerging economies. Our global network helps entrepreneurs in key sectors to improve their business skills, access capital, and grow, while simultaneously building local SME support networks of relevant stakeholders such as investors, business incubators, banks, NGOs, and government agencies.

PEOPLE AND ECOSYSTEMS

Biofuels Production and Policy: Seeks to ensure that energy and agricultural policies are as sustainable as possible given increased pressure for agricultural energy production. Directs development of the biofuels industry toward those technologies that are most environmentally sustainable.

Corporate Ecosystem Services Review: Refines and promotes adoption of The Corporate Ecosystem Services Review, a methodology for integrating ecosystem service considerations into private sector decision-making.

Economic Valuation of Coral Reefs: Develops and applies practical methods for estimating the economic contribution of coral reefs, losses from reef degradation, and the economic benefits gained by investing in coastal zone management.

Ecosystem Service Indicators — Developing Measures of the State, Trends, and Drivers of Ecosystem Services: Identifies gaps in existing ecosystem services indicators and develops new indicators to fill those gaps, thereby helping to inform ecosystem management decisions at the international, national, and sub-national levels.

Global Reefs at Risk Revisited: Examines human pressures on coral reefs (including climate-related threats), the resulting effect on ecosystem goods and services, and implications for economic impacts in coastal communities.

Forest Landscapes: Helps governments, industry, NGOs, and community groups in Southeast Asia, Russia, Central Africa, and the Amazon Basin access and properly integrate timely, accurate, and accessible forest landscape information to strengthen the management of working forests, reduce deforestation, and safeguard primary forests.

Integrating Ecosystem Service Concepts in Public Sector Decision-Making: Aims to raise awareness about the condition of ecosystem services and provide guidance on how ecosystem services can be incorporated into decision-making processes.

Leveraging Lacey: Seeks to maximize the potential of the recently amended U.S. Lacey Act to reduce illegal logging and catalyze more sustainable forest management worldwide.

Palm Oil, Timber and Carbon Offsets (POTICO): Prevents the conversion of forests to oil palm plantations by convening and leading relevant stakeholders to keep forest standing by guiding new oil palm development toward degraded lands with community consent.

Performance-Based Incentives for Improving Water Quality: Aims to reduce eutrophication and hypoxic zones through the development and adoption of performance-based incentives—nutrient trading, reverse auctions, and performance-based payments.

Poverty and Ecosystem Services Mapping in East Africa: Develops and applies new mapping methods to analyze ecosystem services and poverty, helping policy-makers to understand and act on linkages between poverty and ecosystem services and improve implementation of poverty reduction efforts, ecosystem management, policies, or plans at national and local levels.

Financial Overview

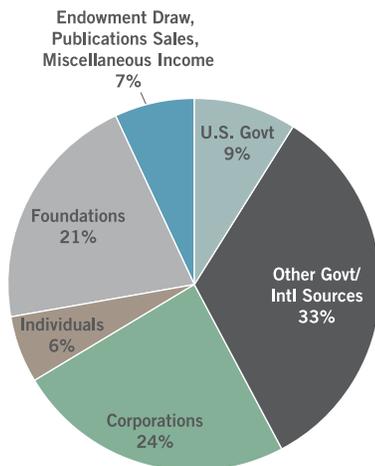
The trust of our supporters is of great concern to WRI. We receive donations from individuals, governments, foundations, and corporations, and have stringent financial controls in place to ensure compliance with donors' wishes. We are efficient, for 2009 almost 84 percent of our revenue supports program activities. To maintain our credibility, compliance, and effectiveness, our income and expenditures are reviewed by professional auditors.

Statement of Consolidated Activities (\$000s)

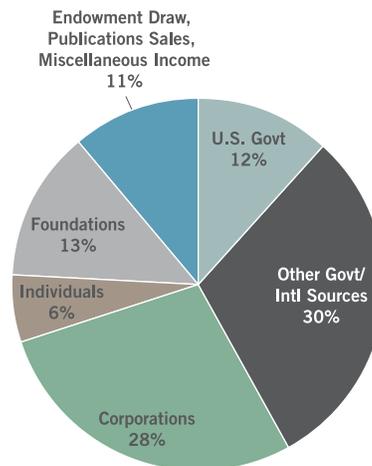
(At September 30, 2009, with comparative totals for 2008)

Revenues	TOTAL 2009	TOTAL 2008
Grants/Contributions	\$23,481	\$20,355
Federal Grants	2,543	3,156
Support from Endowment Income/Publications/Others	1,889	2,918
Total Unrestricted Revenues and Other Support	27,913	26,429
Expenses		
Program Activities	23,452	21,785
General Administration	2,498	2,601
Development	1,991	2,017
Total Expenses	27,941	26,403
Change in Net Assets	-28	26

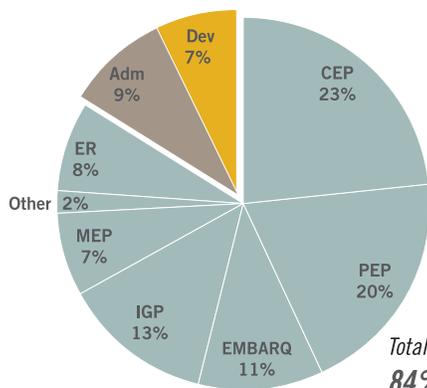
2009 Operating Revenue



2008 Operating Revenue

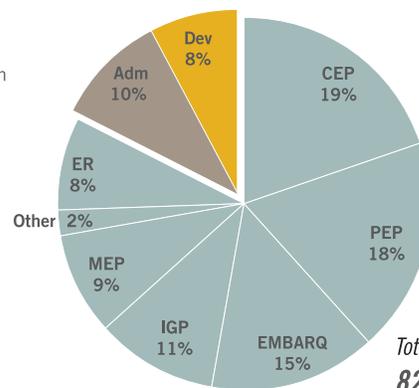


2009 Uses of Operating Funds



Total program expenses, FY2009
84%

2008 Uses of Operating Funds



Total program expenses, FY2008
82%

- CEP Climate, Energy & Pollution
- PEP People & Ecosystems
- IGP Institutions & Governance
- MEP Markets & Enterprise
- ER External Relations
- Adm Administration
- Dev Development



The WRI logo represents a knot tying together the threads of natural resource use and conservation, economic development, and social equity through research, capacity building, and institutional change.

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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