WORLD
RESOURCES
INSTITUTE

WRI'S GOVERNANCE
STRATEGY, 2016-2020

CONTEXT

Many of the sustainable development challenges facing the world today relate to deepening constraints on the availability and use of natural resources, the economic and political implications of climate change, and the imperative of creating sustainable and inclusive cities. Problems of resource depletion primarily stem from prevailing economic policies and consumption patterns. But these problems are often shaped or exacerbated by underlying governance arrangements that have a direct bearing on the ownership, distribution, and utilization of natural resources, and the political and institutional context that shapes environmental decision making.

Governance is increasingly viewed as fundamental to achieving successful pathways to sustainable development, both in rural areas and increasingly in cities. New global commitments give recognition to the centrality of these issues for sustainable development outcomes. Governance is now embodied as a commitment in the 2030 Agenda for Sustainable Development and lies at the heart of SDG Goal 16 on accountable, effective and inclusive institutions. The Paris Agreement on climate change is built around improved transparency of national commitments and financial flows. Governance principles also underpin the Declaration of the Open Government Partnership, especially those relating to transparency, accountability and participation. These global commitments offer compelling new opportunities for placing governance at the heart of sustainable development solutions.

VISION AND MISSION

Our approach to governance is consistent with WRI's mission "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." Hence, we recognize the dual importance of governance for realizing sustainable development goals and meeting the needs and aspirations of citizens, which is best captured in the notion of **environmental governance**.

Our vision for governance at WRI is consistent with this wider context and mission:

> *"Transparent and accountable governance ensures that development benefits people and the planet"*.

While our overriding concern is with improving human well-being as a whole, our focus in addressing governance challenges is on protecting the rights of poor, vulnerable and marginalized citizens who experience the adverse impacts of resource constraints and environmental problems most sharply. While many people are vulnerable to the effects of climate change, the poor are less resilient to natural disasters. They often lack access to decision-making and face restrictions on their basic human rights. We also remain alert to tacking problems of environmental governance and the root causes of over-consumption in wealthy countries.

This perspective is reflected in **WRI's governance mission:**

> *"To empower people and strengthen institutions to foster environmentally sound and socially equitable decision making."*

We aim to create a distinctive approach to environmental governance that promotes economic and political empowerment and strengthens institutions so that policy decisions achieve both environmental and social objectives. The essential ingredients in this approach are a commitment to transparent, accountable governance and participation and equity in decisions about the use of environmental resources.

Our theory of change is that more effective, accountable and transparent institutions will strengthen sustainable development. That will require constructive engagement with governments and advocacy by civil society organizations, the development of tools to strengthen laws and their implementation, and capacity development and technical assistance for public officials to improve government effectiveness. We are committed to developing a strong evidence base to underscore the validity of this approach.

A central element in governance initiatives in WRI is that strengthening poor people's access to natural resources is integral to sustainable development outcomes in developing and wealthy countries. Our impact will be critically evaluated from this perspective. We will sharpen our offer by more clearly addressing equity and inclusion, which in turn will inform how we work with other programs, centers and international offices in WRI.

By **equity**, we refer to economic considerations in terms of access to natural resource endowments and the use and distribution of benefits flowing from these. This means focusing on the economic wellbeing of the poorest and most disadvantaged in decisions regarding resource use and allocation, such as the financing of investments designed to help people adapt to the effects of climate change, or the effects on different communities and genders of policy decisions governing forest, land and water use.

We use **inclusion** to refer to the social and political factors that affect differential access to opportunities for participation in decision-making, particularly for the poorest and most disadvantaged, through the lens of environmental democracy and through our work with socially excluded groups such as slum dwellers and indigenous peoples.

We will address gender consistently in the equity and inclusion dimensions of our governance portfolio. Regarding **equity**, we will ensure that the needs of men and women are equally considered when assessing economic costs and benefits, such as the impact of decisions on access to and use of natural resources. Regarding inclusion, we will take into account how gender shapes differential opportunities for participation in resource allocation and program implementation.

STRATEGIC PRIORITIES

WRI has a solid track record of policy analysis, research and advocacy work on governance anchored in the Governance Center of Excellence (GCE) in collaboration with its six thematic programs and other cross-cutting centers.[1] Until now the governance portfolio has focused on procedural and property rights, respectively addressing rights to information and participation, and rights over the use and distribution of natural resources. Much of this work has been underpinned by a strong human rights perspective and is characterized by close engagement with civil society organizations (CSOs), and on linking local innovation to government decision-making. Over the past decade this has produced a rich, influential portfolio of work centered on five initiatives: access rights, electricity governance, forest governance, land and resource rights, and vulnerability and adaptation. These themes resonate closely with WRI programs on climate, energy, cities, forests and water, and they are reflected in joint projects and collaborative initiatives.

With the SDGs and global climate commitments coming into force, we have a unique opportunity to refresh our governance strategy to address cutting-edge governance issues and ensure greater consistency of approach across our initiatives in keeping with the overall mission of WRI. We aim to capitalize on the work of GCE in climate and collaboration with other programs to ensure that WRI is recognized globally as a leader in environmental governance. This ambition reflects the increasingly favorable policy context for environmental governance work, reflected in the Paris Agreement on climate change and the Open Government Partnership principles. It also stems from the changing focus of WRI's six programs and the needs and priorities of our partners on the ground, who value a clearer and more integrated approach to governance. We recognize the need to give priority to a small number of strategic themes with clearly articulated objectives and outcomes to ensure that our ambition is grounded in what is feasible for the Governance Center, WRI's programs and our external partners.

WRI's new governance strategy takes a two-pronged approach: integrating governance perspectives more tightly across our six thematic programs and three other centers of excellence (business, economics and finance) alongside a core of governance work in GCE's five practice areas. Adopting a more consistent governance lens in framing our six program goals should enable WRI to ascertain risk and adopt effective strategies for risk mitigation, identify the political and institutional factors that shape the context for program implementation, and clarify the respective roles of state, private and civil society actors in program delivery, thereby strengthening the prospects of achieving significant outcomes. We also aim to integrate governance perspectives into the design and delivery of WRI's Signature Initiatives,[2] drawing on five new GCE practice areas and cross-cutting themes which are outlined below. The skills and expertise of governance staff in GCE are an indispensable resource for integrating governance perspectives into joint projects and program initiatives across the Institute.

---

1   The six thematic programs are cities, climate, energy, food, forests and water. WRI's other three centers focus on business, economics and finance.

2   WRI's Signature Initiatives are major bodies of work that seek to have impact at scale, based on an irresistible offer and a compelling message of change, a clear tipping-point, and a clear strategy for scaling. See 'Scaling our Impact in Urgent Times: WRI's Strategic Plan, 2014-2017'. http://www.wri.org/about/strategic-plan

THEMATIC PRIORITIES

In fleshing out the new strategy we will focus on a small number of thematic priorities grounded in the new GCE practices in collaboration with programs and international offices. Our added value lies in conducting research, developing tools and analysis, and building capacity to enhance governance outcomes through large and ambitious multi-year initiatives.

Three overarching priorities and intended outcomes are:

Climate Resilience: A wave of developing countries in Africa and Asia put strong, integrated adaptation planning processes in motion over the next five years, building on the Paris Agreement on climate change and the SDGs. This leads to new policies, programs institutional arrangements, and financial investments that reduce climate risk for vulnerable people in dozens of countries, thereby contributing to successful development outcomes, such as the elimination of poverty even as the climate changes. For example, as governments across Africa begin to implement their plans for climate action and the SDGs, they can use WRI's work to develop national resilience goals and targets, plus benchmarks and indicators for measuring progress in reducing citizens' vulnerability.

Environmental Democracy: Working with civil society organizations and governments, WRI helps foster improved environmental laws -- specifically regarding transparency, citizen engagement and accountability -- and better implementation in up to 100 countries, focusing on improvements in specific sectors (cities, water and forests) and capacity development in 12 countries (including Brazil, Indonesia, India and two small island states). Better environmental laws and their enforcement in practice using the Environmental Democracy Index can help to protect the environmental assets of poor people and the quality of the environment enjoyed by citizens. Engaging citizens in the enforcement of transparency and accountability provisions in the implementation of national climate action plans can contribute to progressive reductions in greenhouse gas emissions.

Natural Resource Governance: Six countries in Africa, Asia and Latin America enhance the recognition and protection of land rights, access to forest and other ecosystem products and services, and water resources for the benefit of poor rural citizens. This will be achieved by providing civil society with the tools and capacities to monitor land use decisions and advocate for increased transparency, participation, and accountability; by supporting governments to strengthen laws, policies and procedures concerning land and resource use; and by supporting private companies to improve their supply chains. A global map of indigenous and community lands (LandMark) improves the documentation of land rights and supports the recognition and protection of the ownership and control over land in over 20 countries.

We will develop an innovative framework on **climate governance** to link these three overarching program priorities. We will continue to build smaller portfolios of projects in energy governance and on urban governance, respectively around energy access and on open government and transparency. And we will sunset small initiatives where these do not complement our core priorities to ensure greater focus and consistency within practice area themes.

TOOLS AND ANALYSIS

The data revolution and open data initiatives are generating fresh opportunities for governance work. As an integral part of our new strategy we are developing innovative tools for measuring progress on environmental governance within and across countries, using a variety of data collection techniques and data platforms brought together under Resource Watch.[3] These are essential for progress on governance reforms in countries that lack effective institutions and the transparency standards and accountability mechanisms commonly found in advanced democracies.

Governance work in WRI will increasingly use novel tools and forms of analysis to develop environmental governance indicators (Count It), challenge received wisdom and practice on the ground (Change It), and take successful innovations to scale (Scale It) in line with the Institute's overall strategy. Two major new tools lie at the heart of this approach, both of which contain analysis of laws and their implementation and are presented visually in map form:

The **Environmental Democracy Index (EDI)** is the first global ranking of 70 countries on environmental laws, using the UNEP Bali Guidelines of 2010 and based on legal indicators on rights to information, participation in decision making, and access to justice. EDI enables comparisons across countries on the basis of common metrics and indicators as a basis for strengthening environmental laws and their implementation. Over the next five years the Index will be extended to 100 countries with a stronger set of practice indicators to capture the effectiveness of implementation and enforcement, with a particular emphasis on water and forests.

LandMark, the Global Platform of Indigenous and Community Lands, is the first online, interactive global platform to provide maps and other critical information on lands that are collectively held and used by Indigenous Peoples and local communities. The Global Platform is designed to help Indigenous Peoples and communities protect their land rights and secure tenure over their lands. More countries and data layers will be added in the coming years, especially in Africa and Asia.

We will prioritize the development of **political economy analysis** in response to growing interest from WRI's programs. Although political economy thinking has gained increasing traction in the wider development community in recent years, it has not gained a significant foothold in the environment and sustainable development community, nor has it featured to date in governance work at WRI. A political economy approach offers a more structured approach to thinking through how power and politics shape resource use and distribution, by adopting a set of questions around who gets what, why, how and when? We will initially explore the development and application of political economy analysis in two program areas: in energy access, to deepen understanding of the political influences that shape energy policy and investment decisions, and in climate finance, to analyze the political interests that influence the allocation and use of financial resources for adaptation and mitigation. We plan to strengthen staff capacity to conduct such analysis with the Economics Center and the energy and climate programs.

---

3   Resource Watch is a platform currently under development that brings together multiple data sources from across WRI to enable comparisons within and across countries and using other sources of publicly-accessible data.

EVIDENCE AND OUTCOMES

In the new strategy we will aim to strengthen the quality of evidence on the type of outcomes that result from governance work and test the validity of our assumptions. Governance programs often suffer from weak and inconclusive evidence, which undermines their credibility and potential impact. This partly relates to the difficulty of specifying indicators and outcomes that convincingly demonstrate the attribution of governance interventions to wider development impacts and results on the ground. The results chain can be long and complicated and it is difficult to link interventions to outcomes with any degree of precision as it often takes time for outcomes to materialize.

WRI governance work had tended to focus on intermediate outcomes, by strengthening citizen participation and CSO networks rather than aiming at desired development impacts. We intend to strengthen our results frameworks to focus on higher level outcomes in project planning and monitoring, with a particular focus on the implications for the differential impacts of development programs on poor and disadvantaged groups. We seek to experiment with a wider range of approaches and a more rigorous set of research methods grounded in social science to capture specific types of impacts on livelihoods and natural resources. Our search for greater rigor will entail a more discerning approach to research collaboration with external partners where their research track record will be given more prominence than simply knowledge and experience of a particular field or advocacy work. Finally, we will raise the bar on publications to present a clear outline of methods and how findings are derived from the underlying evidence, and draw on a richer array of research methods.

GOVERNANCE PRACTICES

Under the new strategy, the Governance Center of Excellence will be internally organized around five practices: climate resilience, environmental democracy, energy governance, natural resource governance and urban governance. Our five governance practices go beyond individual projects and initiatives to focus on fewer but more ambitious and large-scale multi-year programs. We aim to reduce the number and range of projects to ensure greater focus around each of the practice areas. The five practices will work directly with WRI's major programs where there is a substantive complementarity and shared perspectives, especially in cities (urban governance), climate (climate resilience), energy (energy governance) and forests and water (natural resource governance). We anticipate that two GCE practices will anchor two major Signature Initiatives (SIs), respectively in environmental democracy and in climate resilience, working in close collaboration with other centers and programs. Several GCE practices will also work closely with SIs anchored in WRI's programs, especially around energy access (CHARGE), forests (Global Forest Watch, Global Restoration Initiative) and water resources (Aqueduct), to ensure these have strong governance foundations and relevance for the private sector.

To ensure greater consistency of approach, the five governance practice areas each have three elements at their core:

- a shared set of assets (partnerships, civil society networks)
- a robust method (tools, data analysis, etc.)
- a systematic focus on results and outcomes

Each of the practice areas will develop innovative tools and approaches, such as EDI and LandMark, and experiment with new information and communication technologies to augment surveys and case studies, using mobile technology, crowdsourcing, data visualization techniques, and real time monitoring (such as the Electricity Supply Monitoring Initiative – ESMI). The five practices will each develop a more focused and coherent portfolio of projects and stronger internal collaboration and external partnerships. The practices will form the basis for knowledge generation though research and capacity development along with a more systematic approach to dissemination and learning. Finally, they will develop more ambitious and focused funding strategies so that each practice area is supported by larger multi-year grants.

The **Climate Resilience Practice (CRP)** has evolved from the Vulnerability and Adaptation Initiative. It is developing a major new Signature Initiative on national adaptation planning in collaboration with other WRI programs (climate, restoration and water) and international offices alongside smaller projects on adaptation finance and adaptation metrics, with a particular focus on sub-Saharan Africa.

The **Environmental Democracy Practice (EDP)** aims to bring environmental information and data into the open and by strengthening peoples' right and ability to influence environmental decisions through public participation and access to justice. The Environmental Democracy SI consists of four elements – the Access Initiative (TAI), the Environmental Democracy Index (EDI), the Open Government Partnership (OGP), and a cutting edge research component.

The **Energy Governance Practice (EGP)** focuses on two main initiatives designed to improve the governance of energy sector planning in association with CHARGE, ensuring that energy access investments are equitably directed to the underserved and on monitoring service quality. EGP is developing a political economy analysis of energy access to complement existing tools and analysis. Over the next two years EGP will focus primarily on work in India, Indonesia and at least one country in East Africa.

The **Natural Resource Governance Practice (NRGP)** brings together the Governance of Forests Initiative (GFI) and the Land and Resource Rights initiative (LRR). The NRGP offers the opportunity to strengthen collaboration between GFI and LRR related to the governance aspects of securing land rights of local and indigenous communities in forests and other natural ecosystems, and with WRI's forest and water programs and related SIs on securing the provision of products and services of these ecosystems to vulnerable populations.

The **Urban Governance Practice (UGP)** broadly aims to support more inclusive, accountable and sustainable cities and metropolitan areas through improved participation, transparency and accountability and city-wide strategic engagement with key city stakeholders, including civil society organizations and local communities. The specific focus will be on deepening open government and transparency work with a select number of cities and municipalities in Brazil, Indonesia and Mexico as members of the Open Government Partnership.

Table 1 shows how each governance practice corresponds to the major programs in WRI (as of July 2016) with the exception of Food, where there is currently no governance work. We will continue to emphasize opportunities for collaboration across the five practice areas within the Governance Center.

Table 1 | **Governance practices and WRI programs**

	CITIES	CLIMATE	ENERGY	FORESTS	WATER
CRP (Climate Resilience)	high importance	high importance	not addressed	modest importance	high importance
EGP (Energy Governance)	modest importance	not addressed	high importance	not addressed	not addressed
EDP (Environmental Democracy)	high importance	modest importance	not addressed	high importance	high importance
NRGP (Natural Resource Governance)	modest importance	modest importance	not addressed	high importance	high importance
UGP (Urban Governance)	high importance	modest importance	not addressed	not addressed	not addressed

KEY: ● = high importance   ● = modest importance   ● = not addressed

ORGANIZATIONAL FOCUS

The five governance practices will broaden their engagement beyond a narrow focus on civil society to work more consistently with organizations in civil society, government, and the private sector. This will bring in a wider range of stakeholders and broader range of engagements into the ambit of WRI's governance work.

STRENGTHENING CIVIL SOCIETY

Working with civil society on advocacy, policy and research has been central to our approach to governance since the foundation of this body of work in the late 1990s. This is embodied through **The Access Initiative (TAI)**, which has grown over the course of 15 years into a network of 250 organizations that spans more than 50 countries working on access rights and environmental governance. Building and sustaining the capacity of civil society to protect and uphold the environmental rights of the poor has become a vital component of WRI's programmatic work in energy, forests and water and achieving durable outcomes that improve economic well-being and environmental sustainability, notably through civil society networks established under the Electricity Governance Initiative (EGI) and the Governance of Forests Initiative (GFI).

We will build on this important foundation in two principal ways to ensure the continued relevance of civil society engagement across WRI's programs: by learning from what has worked well and what has not, and through constructive engagement with government and the private sector. We will also harness our civil society networks and partnerships to engage in new thematic issues and realize new opportunities for knowledge generation and policy reform. For example, scaled-up engagement in the OGP and the Adaptation Financing Accountability Initiative (AFAI) entails collaboration with NGOs that are specialized in open government and budget transparency. We will also look for opportunities for engaging civil society at the city level drawing on The Access Initiative and linkages to OGP. We also need to be mindful of the constraints imposed by the closing space for civil society in several countries where we work, such as China, India and parts of Africa, and how this in turn shapes our strategies.

ENGAGING GOVERNMENTS

While WRI's governance work has sought to influence and engage government policy makers, it has not always succeeded in developing a wider set of relationships in which government is treated as a central actor in decision making and prospective partner for change. In the past government has been treated as the locus of decision-making and subject of advocacy efforts, often underpinned by an assumption that government officials are a fundamental obstacle to change rather than neutral agents or as potential champions. Going forward we will explore broader and more balanced engagement with government actors at national, regional and local levels across the following dimensions, while maintaining our emphasis on equity and inclusion:

- Advising governments on the implementation and enforcement of laws governing property and procedural rights and monitoring legal compliance by governments and the private sector, e.g. the recognition and protection of indigenous and community lands;
- Engaging constructively with government agencies and institutions with the mandate and resources to make rules and provide oversight on decisions to promote transparency and accountability, e.g. ombudsmen, supreme audit institutions, green tribunals, etc.;
- Helping governments design policies and programs, e.g. to protect forest, land and water resources or on transparency and open government in cities;
- Influencing and shaping the institutional arrangements for improving service delivery outcomes, such as electricity distribution, pollution control and adaptation to climate change;
- Strengthening the capacity of government officials and policy makers through technical assistance, lesson learning, and knowledge building, for example on environmental legislation.

We recognize that the choice of a government engagement strategy will vary across different contexts and will be shaped by the prevailing political environment (stable or fragile, democratic or authoritarian) and the choice of influencing strategy deployed by our civil society partners, which in turn will depend on the regulatory and fiscal environment in the countries in which we work. We acknowledge that some approaches will be better suited to certain countries than others and we will weigh the trade-offs and risks of constructive collaboration versus critical engagement in different contexts.

WORKING WITH THE PRIVATE SECTOR

The Governance Center has not worked closely or consistently with the private sector until very recently. This emanated in part from distrust over poor business practice in natural resource management and extractives where the private sector was viewed as part of the problem, motivated by maximizing profit rather than preserving the planet. This perspective has shifted towards a more collaborative approach, with the increasing recognition in the private sector that sustainability should form an intrinsic element in good corporate practice and that environmentally sustainable investment and growth can be compatible with climate and environmental objectives.[4]
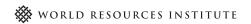
The Governance Center sees the private sector as a critical actor in shaping environmental decision making and outcomes that affect the wellbeing of the poor. Private investment can be harnessed to positive social and environmental ends if company boards are able and willing to make this adjustment. Tools and policies can be crafted to help private companies minimize risk and protect the property rights of the poor, for example using data from LandMark to mitigate the risk of misappropriating communal and indigenous lands, through research on monitoring household electricity distribution, or joint work on corporate investment policy. This is an agenda that offers considerable scope for expansion in collaboration with WRI's Business Center and programs in climate, energy, land and forests. However, enhanced engagement is not without its complexities. The private sector can sometimes block initiatives to improve environmental governance or resist efforts to strengthen transparency, and private sector investment practices will need to be subject to the same level of scrutiny as those of governments.

INTERNAL COLLABORATION

PROGRAMS AND CENTERS

Our new strategy is premised on deeper collaboration with WRI's six programs. GCE staff have always sought to partner with the six main programs in WRI and thus has acquired deep roots in work on forest governance and transparency and on energy governance. In addition, governance priorities have significantly influenced WRI's climate programming, including the Open Climate Network and the CRP. Governance is currently the most matrixed area in the Institute. We need to go further by deepening collaboration with the water and climate teams; the Natural Resource Governance practice provides a natural home for fostering this type of work and for leveraging renewed global interest in water governance, while enhanced institutional engagement in the OGP offers a means of integrating transparency and equity more directly into the next phase of climate mitigation work with the adoption of the Paris Agreement. We have initiated a program of work on urban governance and urban resilience with the WRI Ross Center for Sustainable Cities and there is interest from country teams in scaling this work up further around mobility, planning and land acquisition, and on open government.

---

4   This is the central message of the New Climate Economy report. http://newclimateeconomy.report

GCE has worked closely with the Finance Center and the Economics Center. There is scope to develop joint programs that address the intersection of finance and governance issues within countries related to financial flows and institutional arrangements. Examples of such collaboration include: innovations in financing adaptation and resilience and tools for national climate finance tracking; integration of transparency and accountability around financial flows; and adding a layer to LandMark to map out investments in high-impact sectors. The Governance Center has also collaborated with the Economics Center in analyzing the costs and benefits of secure land tenure and on the economics of climate adaptation.

We will also strengthen our collaboration with WRI's business, finance and economics centers where we share joint interests in corporate governance and sustainability, climate finance and budget transparency, and in the costs and benefits of natural resource utilization and conservation.

INTERNATIONAL OFFICES

Governance work is spread across a range of geographical contexts, usually in collaboration with civil society organizations and research partners located in specific countries and regions. Our major international offices are actively building discrete governance portfolios in collaboration with GCE, especially in Brazil and India, where we are already working on climate resilience, energy governance and urban governance through shared staff located in these offices. We are strengthening governance staffing in these two international offices to provide strategic leadership and a stronger program portfolio. We also expect to develop similar portfolios in Indonesia and Mexico where there is a strong coincidence of interest around many cross-cutting governance issues, including urban governance and natural resource governance, and in due course in China by bringing a participation and transparency lens to address problems of environmental governance. The Governance Center is also poised to take advantage of the growing interest among donor partners and CSOs in environmental governance issues in many parts of Africa, by building more in-depth partnerships and initiatives in a selected number of African countries where we already have strong collaboration on the ground. Governance is a major cross-cutting theme in our expanding work in Africa and will be integral to scaling efforts in cities, forests, restoration, water and climate adaptation.

EXTERNAL PARTNERSHIPS

The Governance Center has a large number of active partnerships with CSOs and research organizations. These vary in quality, durability and impact, with some extending over many years and others focused on a single project. We will continue to expand our research and advocacy work through such partnerships but deepen this engagement as part of a strategy of co-creation and capacity enhancement to go beyond the limitations of short-term projects. This will also entail the development of more discerning criteria for determining how best to deepen those partnerships that demonstrate greatest potential for producing rigorous outcomes and scaling-up impact. We will also build more constructive partnerships with selected government departments and private sector organizations in priority countries where we share a common agenda and perspective.

COMMUNICATIONS

Our new strategy is predicated on higher quality and more consistent communications in line with WRI's overall communications strategy. We have produced a more consistent set of communications materials on our major initiatives and projects to share with partners and funders. We have revamped our website and developed an active governance social media profile through Twitter. All our initiatives are producing blogs and op-eds on a more regular basis, especially where we have significant outcomes or products to publicize. Building on the success of high-profile reports, our external communications effort will focus increasingly on a smaller number of high profile tools, publications and outcomes.

STRUCTURE AND STAFFING

The five new practice leaders form the core of a new GCE Management Team that leads the implementation of the governance strategy in GCE and in collaboration with other programs and centers. The five practices are led by experienced senior staff who combine strong technical and managerial skills and who are committed to our vision and mission. We anticipate incremental expansion of around 25 percent in staff numbers over the next three years to reach a total staff complement of around 40, with a higher proportion of governance staff located in WRI's international offices and in due course in Africa.

FUNDING

The success of this strategy will be contingent on the availability of funding. We aim to build sizable multi-year funding for all five governance practices and to reduce the number of smaller projects and make more strategic use of bilateral funding. Fundraising plans for all five practice areas will capitalize on the program strategies summarized in the Annex. The development of compelling offers built around clear and ambitious outcomes are fundamental to this, designed to attract sustained financial support from consortia of government and philanthropic donors around Signature Initiatives and innovative tools and approaches. We are working closely with WRI's development team to build a funding consortium around the next phase of EDI and a Signature Initiative on climate resilience through CRP. For the other governance practices we are identifying new sources of funding with private foundations and governments with whom we have not previously worked in partnership.

The other element in our funding strategy is the development of joint proposals with WRI programs and centers where we seek to integrate a governance approach alongside other themes to enhance the prospects of funding and collaborative work, with the overall goal of achieving a 50:50 balance between GCE projects and collaboration with WRI programs. Recent successful examples include the DFID forest governance proposal with the Forests program, and CLUA (Climate and Land Use Alliance) with the Economics Center. Another example is the new Energy Access Strategy developed with CHARGE where we are engaged in joint fundraising. Going forward we will seek fresh opportunities to mobilize joint funding in collaboration with other programs and centers, notably with the sustainable cities program for urban governance work and the Finance Center on adaptation finance.

RISKS

Implementation of the new governance strategy is not without risks. In producing new tools for visualizing environmental democracy and community (EDI) and community and indigenous lands (LandMark) there may be adverse reactions from governments who are uncomfortable with our rankings and assessments, especially in China and India. To mitigate such risks we ensure that our findings are cross-checked and verified with our communications team and international offices well in advance of publication. We also offer an opportunity to governments to engage with our findings before they are finalized and to publish their feedback online. We are plan to offer capacity development programs for governments that are keen to improve their laws and practices but may not have high standards of governance at present, for example in the Middle East. There are also risks in engaging uncritically with the private sector or being too closely associated with civil society advocacy efforts that could compromise our values and independence. We will be mindful of these risks as we proceed with the implementation of the new strategy and endeavor to maintain a balanced approach, tested with our stakeholders, reviewed by our peers and rooted in robust evidence.

CONCLUSION

Our goal is for WRI to be recognized globally as a leading source of applied research and knowledge on environmental governance linked to the achievement of clear outcomes. The Governance Center will drive progress towards this goal through its new practices on the basis of a suite of tools and assets, in collaboration with other WRI programs, centers and international offices with the ambition of achieving significant governance outcomes that benefit both people and the planet. There is an emerging global consensus on the importance of governance for the achievement of sustainable development objectives: open, transparent and accountable government provides a crucial vehicle for the realization of this ambition.

For more information, visit **wri.org/governance**
or contact Mark Mark Robinson, **mrobinson@wri.org@wri.org**