



WRI BRASIL

**2019  
ANNUAL REPORT**



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Mariana. Photo by Daniel Hunter/WRI Brasil.

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An aerial photograph of a city street in Fortaleza, Brazil. The image shows a wide road with a crosswalk, a utility pole, and several large, lush green trees. A white car is visible on the road. The scene is captured from a high angle, looking down on the street and surrounding area.

# LETTER OF PRESENTATION

As we finalize this report on our work in 2019, the world in 2020 is going through one of the most challenging episodes in the past centuries. The COVID-19 tragedy makes us grieve, but it does not shake our motivation to continue working to overcome the great challenges facing humanity—many of them aggravated by the pandemic.

This is especially true in cities. Inequality in urban areas becomes even more striking, making it increasingly urgent to confront it. In 2019, we continued working to make cities more resilient, adaptive, and inclusive, focusing on the transformations they needed to face today's critical challenges. Among the achievements, we highlight the expansion of electric bus fleets and the quality of urban design and interventions that make the streets safer and more welcoming, prioritizing pedestrians and cyclists. We also worked to protect women, supporting actions against sexual harassment in public transportation. We continued to support cities with road safety through better road design. In the environmental field,

we partnered with cities in initiatives ranging from urban afforestation and nature-based solutions to forest restoration and water management.

Our Climate program, inspired by the New Climate Economy (NCE) initiative, created the New Economy for Brazil (NEB) project, seeking to identify a new green growth path to stimulate the economy and sustainable development, making businesses more efficient and competitive, reducing impacts on the environment, and attracting more international investments to Brazil. Throughout 2019, WRI Brasil combined research and engagement strategy to provide an accurate economic analysis and encourage decision-makers and relevant partners in the country to get involved with the initiative. In climate governance, we developed an assessment tool for monitoring climate policy in Brazil. We also validated the Greenhouse Gases (GHG) Protocol for the silviculture calculation tool to support Brazil's agriculture and forestry sectors in fulfilling their climate mitigation commitments.

Fortaleza. Photo by Difusor Art Filmes/WRI Brasil.

Specialists and institutions from the air-quality field worked with us to build a unified narrative, identifying the main gaps and opportunities in research and policy implementation, aiming to strengthen a field that combines science and policy to reduce GHG emissions and improve the quality of life across Brazil.

Our Forests team worked on accelerating nature-based solutions, with a focus on restoring the landscape and forests to make degraded land productive again, generating employment and income in rural areas. We generated information and created tools to coordinate and engage the players so that the restoration is scaled up in the country. With the VERENA project (Economic Valuation of Reforestation with Native Species), we demonstrated the financial and technical feasibility of restoration and reforestation on a large-scale, helping the sectors and companies involved in restoration activities to contact institutional investors.

WRI Brasil's contribution to the offering of solutions to today's greatest challenges has been recognized for generating quality information and engaging players, confirming its relevance for adopting the best practices to propel Brazil towards a competitive and sustainable economy. We thank our partners, advisors, staff, and financiers for their support and trust.

**Rachel Biderman**  
Executive Director

**Marcelo Furtado**  
Chairman of the Board



# ABOUT WRI BRASIL

WRI Brasil is a research institute that turns great ideas into action to promote the protection of the environment, economic opportunities, and human well-being. We develop studies and implement sustainable solutions for the climate, forests, and cities. We combine technical excellence with political coordination and work in partnership with governments, companies, academia, and civil society.

While faced with the challenging political, social, economic, and environmental context that the world is going through, the organization has redoubled efforts to promote a more inclusive and low-carbon economy, intensify the transition to more humane cities, and unlock the potential of forest restoration in the country.

WRI Brasil is part of the World Resources Institute (WRI), a global research institution operating in more than 50 countries. WRI has more than 1000 experts and staff in our offices in Brazil, China, the United States, Europe, Mexico, India, Indonesia, and Africa.



Belo Horizonte. Photo by Nereu Jr./WRI Brasil.

## OUR VALUES

### INTEGRITY

Honesty, candor, and openness must guide our work to ensure credibility and to build trust.

### INNOVATION

To lead change for a sustainable world, we must be creative, forward-thinking, entrepreneurial, and adaptive.

### URGENCY

We believe that change in human behavior is urgently needed to halt the accelerating rate of environmental deterioration

### INDEPENDENCE

Our effectiveness depends on work that is uncompromised by partisan politics, institutional or personal allegiances, or sources of financial support. We take pride in the independence of our ideas and work.

### RESPECT

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

## OUR APPROACH

### COUNT IT

We start with data, creating user-friendly information systems, protocols, and standards. We conduct independent and impartial research to analyze relationships and develop solutions and communicate our findings in a captivating way.

### CHANGE IT

We work with public managers, business leaders, and civil society to achieve change, testing our ideas in real and complex situations. We set goals and take responsibility for them.

### SCALE IT

We identify and overcome barriers so that proven solutions multiply quickly and vastly. We work together with strategic partners that transform businesses, societies, and economies, nationally and internationally.

# OUR WORK IN 2019

WRI Brasil works to transform great ideas into concrete results, guaranteeing quality of life and a healthy environment for current and future generations. See how the Cities, Climate, and Forests programs worked in 2019.



*Pintadas. Photo by Luiz Fernando Ricci/WRI Brasil.*

Home to the greatest biodiversity on the planet, the Brazilian territory, nowadays, has over 60 million hectares in a moderate or severe stage of degradation. Forest and landscape restoration can make these areas productive again, generating jobs and income in rural areas, stimulating low-carbon agriculture, and ensuring food security for local communities.

WRI Brasil's Forests Program generates information and builds tools to accelerate and scale up restoration in the country. The organization strives to encourage efficient land use and reconcile the conservation of ecosystem services with the development of a vibrant economy of sustainable forest products and sustainable agricultural products.

## FORESTS

*Mata Atlântica. Photo by Glauco Umbelino.*





Porto Seguro. Photo by Aurélio Padovezi/WRI Brasil.

## THE VERENA PROJECT

One of the focuses of the Forests Program is the VERENA Project (Economic Valuation of Reforestation with Native Species), which has demonstrated the technical and economic viability of restoration, reforestation with native species, and large-scale agroforestry systems (AFSSs).

We have made great strides in disseminating the VERENA approach

and having several partners join in Brazil. We help local businesses raise capital and increase their asset base. We also work directly with investors to develop financially viable projects and identify projects that meet their needs and can be scaled up.

Restoration as an investment is new. Banks and traditional investors know little about this area, and entrepreneurs and consultants,

experienced in carrying out projects in the field, have less knowledge of preparing prospectuses and investment plans. Through VERENA, WRI Brasil has helped sectors and companies involved in restoration to access institutional investors.

## PUBLIC AND PRIVATE FINANCING TO ACCELERATE AND SCALE-UP FOREST AND LANDSCAPE RESTORATION

Within the scope of the VERENA Project, the 20x20 Initiative, and the Global Restoration Initiative, we work continuously to incentivize governments, financial institutions, investors, and the private sector to support and finance the restoration of degraded areas with native species and forest systems.



Porto Seguro. Photo by Asteroide.

## RESEARCH AND DEVELOPMENT (R&D) FOR FORESTRY WITH BRAZILIAN NATIVE SPECIES

Brazil should invest in R&D for native species of trees in order to scale up restoration in the country, following the same successful path of some exotic species such as pine and eucalyptus. This is one of the main bottlenecks in the industry.

WRI Brasil coordinates an effort with several specialists and partners to develop and implement an R&D program for forestry with native species, led by the Brazilian Coalition on Climate, Forests, and Agriculture. As a result of this joint effort, the "Research Gaps and Priorities in Silviculture of Native Species in Brazil" working paper was launched during the International Union of Forest Research Organizations (IUFRO) 2019 World Congress.

We supported the publication of the book "Silviculture and Wood Properties of Native Species of the Atlantic Forest of Brazil" with the goal of easing how farmers and investors perceived risk in restoration. The book presents data on the growth rate and quality of high-value native species as the result of approximately a 40-year experiment in the Vale Nature Reserve, in Linhares, in the Brazilian state of Espírito Santo.

## GENDER-FOCUSED RESTORATION IN THE AMAZON AND THE SEMIARID REGION

WRI Brasil implements restoration projects that focus on strengthening gender equality and social inclusion in different regions of the country.

In Pintadas, in the state of Bahia, an initiative financed by Good Energies made advances in implementing demonstration units in the semiarid region of the Caatinga biome (Brazilian drylands) and in knowledge sharing between members of associations and cooperatives of local farmers.

We work with several partners to expand the work carried out in Pintadas to other successful cases in the Brazilian semiarid region. The goal is to disseminate information to scale up restoration and agriculture techniques suitable for the drylands. We assist our local partner in Pintadas in finding

financial resources and increasing the number of demonstration units, disseminating good practices amongst farmers and communities, and expanding the fruit supply to the pulp industry.

A similar initiative is being developed in the Pará town of Juruti, in the Amazon region. We teamed up with local partners and received funding from the Alcoa Foundation to help implement 10 hectares of demonstrative agroforestry system units. Women and young people took part in the planning and implementation phases. Planning was based on the needs and capabilities of local communities. Collecting information, monitoring results, and implementing a communication strategy have been fundamental for disseminating and expanding the initiative in the region.





## NATURE-BASED SOLUTIONS

Technology and infrastructure inspired by nature or that include natural elements as part of their systems have many co-benefits and are smart investments in urban and rural environments. After a study proved that the economic benefits far outweighed the costs of implementing a natural infrastructure (forest restoration and conservation, soil conservation) to improve water quality and reduce treatment costs in the Cantareira (São Paulo) and Guandu (Rio de Janeiro) systems, WRI Brasil started working with Sanasa, the water company of the city of Campinas.

In addition to demonstrating the effectiveness of the natural infrastructure approach, the findings and lessons learned from this effort have been included in local restoration plans. They have the potential to attract public and private funding to scale up nature-based solutions as a strategy to mitigate and adapt to climate change.

## RESTORATION OPPORTUNITIES ASSESSMENT IN SÃO PAULO, MINAS GERAIS, AND ESPÍRITO SANTO

The success of restoration initiatives depends on a number of factors, such as engaging players and what motivates the producers in each location. The Restoration Opportunities Assessment Methodology (ROAM) uses a participatory approach, aiming to coordinate the leading players who are interested in restoration in order to understand their needs, challenges, and interests.

Through the Germany-funded Pro-Restaura project, WRI Brasil is using ROAM to develop restoration strategies in three regions: Vale do Paraíba (state of São Paulo), supported by the Nascentes Program; in the north of the state of Espírito Santo, with the Reflorestar Program; and in the state of Minas Gerais, in the Doce River basin, joining efforts with the Renovando Paisagem project, financed by the Renova Foundation.



Mariana. Photo by Daniel Hunter/WRI Brasil.

One of the outputs of ROAM is the engagement process and the strengthening of a governance structure that ensures that the restoration is successful and long-standing. Another vital output is that it defines restoration interventions based on what motivates the leading local players and the cost-benefit analyses of these interventions. This effort will allow us to develop restoration action plans and support on-site implementation.

### OTHER INITIATIVES

In addition to the highlights of the main projects, the Forests Program team has partnered with The Nature Conservancy (TNC) to develop and implement large-scale restoration by establishing payment for ecosystem services and other financial controls in the *Conservador da Mantiqueira* Project and in the Reflorestar Program.

WRI Brasil has also been working closely with economist and former Minister of Finance Joaquim Levy and the Atlantic Forest Restoration Pact to develop a proposal to support the restoration of one million hectares of degraded pastures in the Atlantic Forest through Assisted Natural Regeneration.

## PUBLICATIONS



### Silviculture and Wood Properties of Native Species of the Atlantic Forest of Brazil

This WRI Brasil and VERENA Project collaboration presents an overview of forestry systems with native species from the Atlantic Forest in northern Espírito Santo, with biometric models for 35 forest species.



### Role of ABC Plan and PLANAVEG in the Adaptation of Brazilian Agriculture to Climate Change

This working paper presents a matrix showing the potential for resilience and adaptation to climate change of the primary production and restoration systems indicated by the ABC Plan and PLANAVEG to help investors, financial agents, and insurance companies with risk assessments.



### Research Gaps and Priorities in the Silviculture of Native Species in Brazil

This working paper identifies the gaps in the current state of scientific knowledge. It defines investment priorities in R&D to promote the silviculture of native Brazilian species, determining the total investment necessary to overcome the existing barriers and project the short-, medium-, and long-term R&D Platform benefits in different scales.

## CITIES HELP TO PROTECT FORESTS

Forests provide many services to city life. They contribute to the air and water quality, generate climate resilience, protect biodiversity, and promote well-being. The Cities4Forests initiative has established a global network of cities dedicated to supporting and catalyzing actions to protect, restore, and manage forests on three scales: inner, nearby, and faraway forests.

In 2019, WRI Brasil, in partnership with the Frente Nacional de Prefeitos (FNP), a Brazilian Mayoral organization, increased Brazilian participation in the project from four to nine cities. Currently, the cities of São Paulo, Campinas, Belo Horizonte, Salvador, Palmas, Rio Branco, Porto Velho, Macapá, and São Luís are part of the initiative. The project entails monthly meetings and technical support in initiatives ranging from urban afforestation and nature-based solutions to forest restoration and water management. Partner organizations, such as Plant for the Planet, the Getúlio Vargas Foundation (FGV), and Local

Governments for Sustainability (ICLEI), also participate in the meetings.

In addition to support from WRI Brasil, Brazilian cities use tools and technical support from our global team and can exchange experiences with other cities throughout the world.

In 2019, WRI Brasil's Cities and Forests Programs supported Campinas's municipal government with forest conservation and restoration actions across their metropolitan area. The work in partnership with the city government, the Water Supply and Sanitation Society of Campinas (*Sociedade de Abastecimento de Água e Saneamento de Campinas*, or SANASA, in Portuguese), and ICLEI, may lead to implementing natural infrastructures to reduce costs and improve water supply quality for the coming years.



Campinas. Photo by Renan Pissolatti/WRI Brasil.

Brazilian cities offer excellent opportunities to accelerate the transition to a more sustainable future by promoting a more inclusive and equal urban environment, lower in carbon and resilient to climate change.

WRI Brasil operates with a multidisciplinary outlook for achieving a transformation of the urban space that promotes more active and safer mobility, increasing access to opportunities for all through better land-use planning and better public transport, and to reduce the vulnerability of low-income populations to climate change by prioritizing nature-based solutions.

## CITIES



São Paulo. Photo by Pedro Mascaro/WRI Brasil.



## THE RUAS COMPLETAS (COMPLETE STREETS) PROJECT IMPROVES STREETS IN BRAZILIAN CITIES

Shifting to an urban design paradigm that prioritizes the most vulnerable users and the most sustainable modes of transportation can benefit everyone, offering more safety and well-being and reducing pollution and traffic congestion. In 2017, Brazilian cities initiated this process by implementing complete streets, in a program created by WRI Brasil in partnership with the FNP. Academia has also become a partner in training young professionals to design safer and more pleasant urban environments.

**In 2019, 20 cities (one-fifth of Brazil's population) had implemented *Ruas Completas* (Complete Streets), redistributing the street space to prioritize pedestrians and cyclists. Because of its impact, the project was awarded at the global ceremony that celebrated the most significant results of the year among all of WRI's offices.**

São Paulo launched the first pilot project, increasing pedestrian space from 29% to 70%, and received an approval rating of 92%\* among the users. Porto Alegre, Juiz de Fora, Salvador, Fortaleza, Curitiba, Campinas, São José dos Campos, Mesquita, and Niterói followed São Paulo's example.

Teresina and Recife included the Ruas Completas principles in their Master Plans, establishing the foundation for large-scale street design changes. The complete streets concept has been widely disseminated using a comprehensive communication strategy, including a series of webinars that address interdisciplinary and cross-cutting content.

*\*Source: Labmob/UFRJ*





São Paulo. Photo by Victor Moriyama/WRI Brasil.

## ROAD SAFETY IS PROGRESSING IN SÃO PAULO AND FORTALEZA

Brazil is the fifth country on the list of the most dangerous traffic in the world, and reaching the United Nations' (UN) goal of reducing fatalities by 50% by the end of 2020 is a challenge, despite Brazilian cities' advances in road safety. Working with the Bloomberg Philanthropies Initiative for Global Road Safety,

WRI Brasil supported the cities of São Paulo and Fortaleza in road safety initiatives that focus on urban mobility and street design.

The activities included continuous training on road safety, audits and inspections of the main bus corridors, implementing redesigned intersections, planning complete street projects, and support in preparing Road Safety Plans for both cities.

Fortaleza managed to reduce its traffic fatality rate by 50.3% in five years, attaining the UN target. São Paulo launched the first Road Safety Plan made in Brazil in April 2019, developed according to the Vision Zero concept. Actions the city is already implementing help catalyze the interventions recommended by other municipal plans, such as the Cycling Plan.

## INOVEMOB CHALLENGE STIMULATED MOBILITY SOLUTIONS

A partnership between WRI Brasil and the Toyota Mobility Foundation, the InoveMob Challenge awarded five projects that innovatively addressed urban mobility challenges. The five finalist startups received funding, technical support, and the opportunity to present their solution to Brazilian cities willing to embrace innovation. In 2019, four of the five projects caught the attention of Brazilian cities.

The Nina platform, created to combat sexual harassment in public transport, was implemented in Fortaleza and is expected to reach Cuiabá and Guarulhos. Its positive impact was highlighted at WRI's global ceremony that celebrates the year's most significant results. The awards and international recognition

for the technology devised by Simony César will contribute to its improvement. Bynd's corporate ride app increased the demand for rides by five times in the companies that adopted it and attracted an investment of BRL 1.2 million (USD 215,000). Carona a Pé established a partnership with Toyota do Brasil to implement its walking-to-school stimulus solution for children from 15 municipal schools in Sorocaba. The digital ticketing company OnBoard Mobility won Brazil's National Association of Urban Transport Companies (*Associação Nacional das Empresas de Transportes Urbanos*, or NTU, in Portuguese) Collective Challenge and drew the attention of several bus operating companies in Brazil.



Belo Horizonte. Photo by Daniel Hunter/WRI Brasil.

## SUSTAINABLE URBAN FINANCING

Quality infrastructure makes cities more resilient and has the potential to attract financing from international companies, who are increasingly judicious about project sustainability. Technical, institutional, and political barriers hinder access to green investments in Brazilian cities. To overcome them, WRI Brasil coordinates the *Rede de Financiamento em Infraestrutura Sustentável nas Cidades* (Portuguese for, Financing Network for Sustainable City Infrastructure), or Rede FISC.

The network includes multilateral and bilateral development banks (World Bank, CAF, AFD, and EIB) and Brazilian and regional financial institutions such as Caixa, BNDES, BDMG, and BRDE. Throughout 2019, WRI Brasil promoted a series of online and face-to-face meetings to fortify the participants' commitment and develop a common action plan. Rede FISC is aligned with the Cities4Forests project, contributing with a unique approach to investing in nature-based solutions in cities.

## URBAN SUSTAINABILITY BASED ON MASTER PLANS

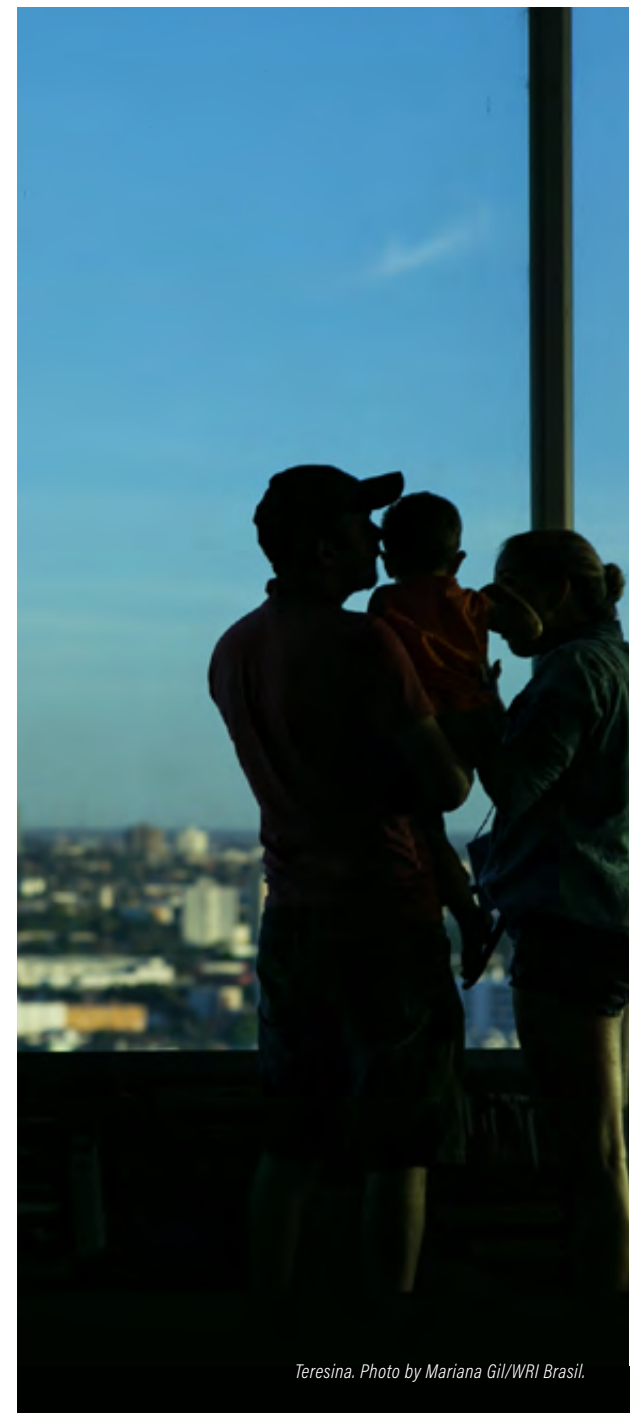
Municipal master plans are one of the main opportunities and tools to promote more equitable, compact, and low-carbon cities. WRI Brasil offers technical support to Brazilian cities for developing plans that integrate land-use planning and transportation infrastructure and incorporate financing mechanisms to promote a more equal distribution of charges and investments in the territory.

Approved in 2019, the new Teresina Master Plan is a milestone for the city. With comprehensive support from WRI Brasil, the new law includes TOD (Transit-Oriented Development) as a central urban development strategy in Teresina. The plan also regulates land value capture tools that can generate resources for investment in sustainable infrastructure.

WRI Brasil also supports the development of Rio de Janeiro's new Master Plan, primarily in defining

the city's new macro-zoning and as part of a discussion group formed by multiple players.

In partnership with the Lincoln Institute of Land Policy, WRI Brasil held seminars about a Land Value Capture mechanism called OODC (Portuguese acronym for Charges for Building Rights) in November 2019. The event discussed the importance of this land value capture instrument in promoting a more equal distribution of infrastructure investments. It also contributed to forming a discussion group with the 13 participating municipal secretariats of Development and Urban Planning.



Teresina. Photo by Mariana Gil/WRI Brasil.

## ELECTRIC BUSES IN BRAZIL

Electric mobility in public transport is part of the transition to a low-carbon, greener, and more resilient economy. Chile and Colombia lead the implementation of electric buses in Latin America, but Brazilian cities are growing interested in this transformation.

WRI Brasil has created a methodology to support the development of new business models capable of overcoming one of the leading identified challenges — the high capital cost. In 2019, we supported Belo Horizonte, São Paulo, and Fortaleza in structuring electric bus projects that can reduce emissions and improve the quality of bus systems in Brazil.

## SUPPORTING COLOMBIA AND CHILE WITH ELECTRIC BUSES

Experts from WRI in Brasil, Mexico, and the United States offered technical support in planning and purchasing nearly 1,000 electric buses in Medellín and Bogotá (Colombia) and Santiago (Chile). The initiative, which will benefit more than 16 million inhabitants in the three cities, was one of WRI's 2019 global highlights.



## BENCHMARKING GROUP OF TRANSPORTATION OPERATORS

All around the world, public transportation loses customers to less-sustainable modes. An increasing number of Brazilian cities have begun to assess passenger satisfaction and share good practices to improve the quality of service on their bus systems. Established by WRI Brasil with financial support from FedEx, the QualiÔnibus Program closed 2019 with impressive growth, going from 10 to 14 participating cities.

Good local practices are being replicated in other cities. Belo Horizonte, for example, has just implemented stickers in its bus fleet, indicating the drivers' blind spots. This practice began in Fortaleza and increases the safety of public transportation as a whole and protects pedestrians, motorcyclists, and cyclists. Uberlândia, Fortaleza, and Juiz de Fora are improving the quality of bus stops with features that make passengers more comfortable while they are waiting for the bus. The idea was based on Belo Horizonte's example and was improved in a brainstorming session that involved all four cities.



*Belo Horizonte. Photo by Nereu Jr./WRI Brasil.*

## PUBLICATIONS



### Urban Land Value Capture in São Paulo, Addis Ababa, and Hyderabad: Differing Interpretations, Equity Impacts, and Enabling Conditions

This publication is an impact analysis of the use of instruments for the value capture of urban land in Addis Ababa, Hyderabad, and São Paulo, published by the Lincoln Institute of Land Policy in collaboration with WRI Brasil. The study highlights the relevance of the legal and planning processes, available financial tools, conditions, and dynamics of the real estate market, and the government's role in designing and implementing land value capture tools.

## QUALIÔNIBUS



### Quality Management Tools

*In Portuguese*

The guide presents the Satisfaction Survey, the Quality Indicators, and the Benchmarking Group, aiming at improving the quality of the public bus transportation service in Brazilian cities.



### Satisfaction Survey Manual

*In Portuguese*

The manual explains how to do the Satisfaction Survey, which is standardized to allow benchmarking while also being flexible, so it can be used in different cities.



### Day One of Operations

*In Portuguese*

Guides management bodies and public transport systems bus operators in the preparation of operations manuals and contingency procedures adapted to the new transportation systems.



Belo Horizonte. Photo by Rafael Tavares, Octopus Filmes/WRI Brasil.

## CLIMATE AND CITIES FOR AIR QUALITY

WRI Brasil's Cities and Climate Programs work together to strengthen the air quality agenda in Brazilian cities. The initiative was designed to establish a space for discussion and create an action plan to move forward with implementing air quality policies in large Brazilian cities, encouraging them to follow the World Health Organization

(WHO) air quality standards and reduce short-lived climatic pollutant emissions.

WRI Brasil worked to raise awareness, monitor, and build an action plan for two schools in São Paulo to reduce children's exposure to air pollution. In the Brasilândia and Cidade Tiradentes neighborhoods, we installed low-cost sensors that allowed these areas to be included in the São Paulo air

quality map and to identify not only the levels of pollution but the local sources. We promoted the training of young leaders in urban health and climate change and strengthen the inclusion of air quality topics in the schools' curriculum.

WRI Brasil also fostered the discussion on air quality in partnership with other organizations at events with hundreds of participants.



Adopting a low-carbon economy could deliver at least USD 26 trillion worldwide by 2030. WRI Brasil's Climate program aims to accelerate the transition to a low-carbon economy in Brazil. This transition is not about disruption, but about prioritizing technologies and practices that already exist and can lead to economic growth, job creation, and the fight against poverty while reducing carbon emissions to limit climate change and prepare our societies for the climate challenges of the 21st century.

In addition to unlocking Brazil's economic growth, the transition to a low-carbon economy produces benefits such as improving air quality, reducing disease, and increasing life expectancy.

## CLIMATE



*Sobradinho. Photo by Ministério do Planejamento.*

## A NEW ECONOMY FOR BRAZIL

Inspired by the New Climate Economy (NCE), the New Economy for Brazil (NEB) initiative aims to identify a green growth path to stimulate sustainable social and economic development and make a more competitive, productive, and efficient economy.

Throughout 2019, WRI Brasil combined research and engagement strategy to provide an accurate economic analysis and encourage decision-makers and relevant partners in the country to get involved with the initiative. The effort endeavors to identify and propose viable solutions to the barriers hindering the transition to a "New Economy for Brazil", a low-carbon economy that is more advantageous for the country.

In partnership with specialists from the Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Climate Policy Initiative (CPI), Federal University of Rio de Janeiro (COPPE/UFRJ), Institute of Applied Economic Research (IPEA), The Brazilian Federation of Banks (FEBRABAN), and Brazilian Business Council for Sustainable Development (CEBDS), we started the "A New Economy for a New Era" study, which identifies the leading opportunities and advantages for the country to prioritize the transition to a low-carbon economy in comparison to business as usual. We also strengthened communication channels with the public, financial, and business sectors.



Photo by José Medeiros/GEcomMT.

## TRANSPARENCY AND GOVERNANCE

WRI Brasil supports the public, private, and financial sectors in adopting tools that help them monitor their contribution to the reduction of GHG emissions using indicators and implement Brazil's Nationally Determined Contribution (NDC). We support the Global Governance Center in adapting and using the Climate Governance Analysis in Brazil. We also support the Open Government Partnership (OGP) Working Group on the climate goal of Brazil's Fourth OGP Action Plan—developing an assessment tool to monitor climate policy in Brazil.

We validated the GHG Protocol for the silviculture calculation tool to support Brazil's agriculture and forestry sectors in fulfilling their climate mitigation commitments. We are working to adapt the Energy Policy Simulator (EPS) to the governmental GHG emissions registration platform (*Sistema de Registro Nacional de Emissões*,

or SIRENE). The initiative is a partnership with the Ministry of Science, Technology and Innovation (MCTI) and the Alberto Luiz Coimbra Institute of the Federal University of Rio de Janeiro (COPPE/UFRJ).

In August 2019, WRI Brasil's leadership and the Climate Program Team attended the regional Latin America and the Caribbean Climate Week (LACCW), held in Salvador and participated or collaborated in the organization of several events. The team made advancements in climate discussions that preceded the United Nations Climate Change Conference (COP 25), in particular, Article 6 of the Paris Agreement (carbon pricing), nature-based solutions, NDCs as stimuli for Long-Term Climate Strategies, and the search for a field of strategic and common action to support cities in actions for cleaner air.



Photo by Paula Vieira/Idam.

# COMMUNICATION

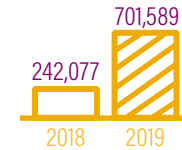
Communication plays a central role in WRI Brasil's work. By giving visibility to our projects and results, in our channels and in the press, communication contributes to multiplying the ideas and actions we promote.

In 2019, our communication strategy focused on two main pillars: increasing qualified website traffic and digital engagement and broadening the dissemination of our messages through the press.



Photo by Tui Anandi.

## WRIBRASIL.ORG



Pageviews

**+190%**



Blogs

## FACEBOOK



Fans/Followers

**31,347**  
+31%



Engagement

**+129%**

## LINKEDIN



Fans/Followers

**5,383**  
+109%



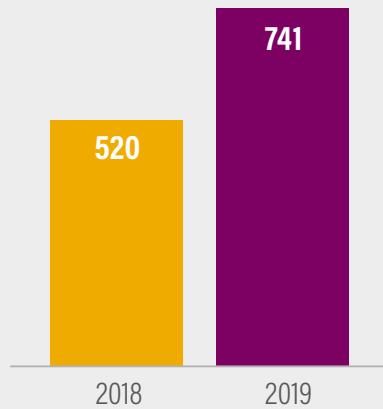
Engagemen

**+180%**

\*compared to 2018 results

# WRI BRASIL IN THE MEDIA

Evolution of the number of media hits





# BOARD AND LEADERSHIP

Campinas. Photo by Daniel Hunter/WRI Brasil.

## BOARD OF DIRECTORS

### **Marcelo Furtado**

*Chairman of the Board of Directors and Executive Director, Fundação Alana*

### **Manish Bapna**

*Executive Vice President and Managing Director, WRI*

### **Janet Ranganathan**

*Vice President of Science and Research, WRI*

### **Franklin Feder**

*Former Regional Executive President for Latin America and the Caribbean, Alcoa*

### **Anamaria Schindler**

*Co-President Emeritus, Ashoka*

### **Orlando Strambi**

*Professor and Coordinator of the Department of Transportation Engineering, University of São Paulo (USP)*

### **Valmir Ortega**

*Executive Director, Conexsus*

### **Denise Hills**

*Global Director of Sustainability, Natura*

### **Johannes van de Ven**

*CEO, Good Energies*

### **Leonardo Fleck**

*Program Officer, Conservation and Markets Initiatives, Gordon and Betty Moore Foundation*

## AUDIT COMMITTEE

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*Chairman of the Audit Committee*

### **Tiniti Matsumoto Junior**

### **Marcelo Torres**

## WRI BRASIL LEADERSHIP TEAM

### **Rachel Biderman**

*Executive Director*

### **Karla Battistella**

*Operations Director*

### **Luis Antonio Lindau**

*Cities Program Director*

### **Carolina Genin**

*Climate Program Director*

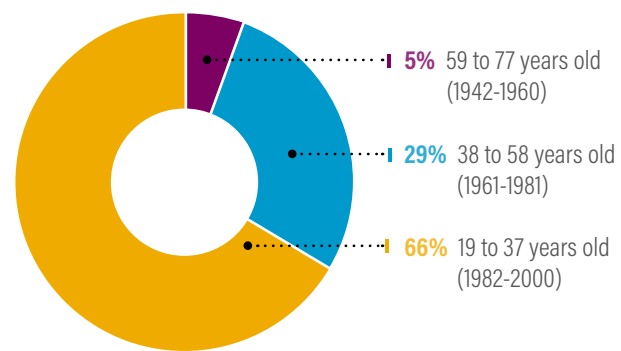
### **Fernanda Boscaini**

*Communications Director*

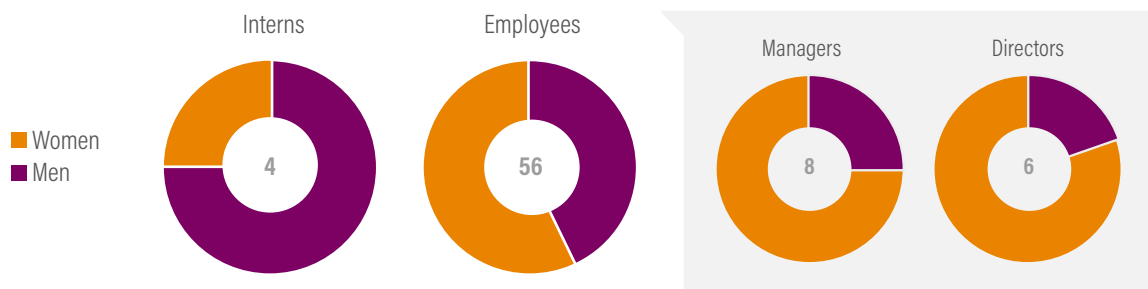
Total team



Team Composition by Age



Team Composition by Gender



# WORKING GROUPS

Working Groups (WG) are formed by employees from different internal departments and support WRI Brasil in assimilating fundamental topics for the organization's institutional and programmatic activities. They are dedicated to stimulating actions and discussions on values such as sustainability and diversity and carefully verifying how data is collected and used in the organization's projects and research work.



*Belo Horizonte. Photo by Rafael Tavares, Octopus Filmes/WRI Brasil.*



## DIVERSITY WG

WRI Brasil, like the entire World Resources Institute network, believes that building a better future depends on inclusion, equity, and sustainability. There is no room for regression: organizations must reflect the diversity and complexity of the societies they intend to represent.

The Diversity Working Group aims to consolidate the organization's systematic search for diversity and inclusion, both internally and externally. Recognized by WRI's Global Leadership Team as a reference for the organization, the WG fosters discussions so that new hires prioritize expanding the social, ethnic, racial, sexual, and gender diversity of WRI Brasil's staff. They also work to permeate the projects developed by the Cities, Climate, and Forests programs.

### FACE-TO-FACE ACTIVITIES

The WG's face-to-face activities put the team in direct contact and exchanges with specialists, activists, and entrepreneurs from minority groups, i.e., women, black people, or LGBTQI+. In 2019, group dynamics were held in LGBTQI+ Pride month (June) and Brazil's Black Awareness month (November). The initiative also includes internal communication actions, such as temporarily changing the names of the rooms in the offices in honor of those who are a reference for the struggles these groups face for rights and representation.

### SEEDS OF DIVERSITY

The WG periodically prepares the Seeds of Diversity newsletter and emails it to the entire organization with information, reading suggestions, and other content. In 2019, topics worked on included, for example, the Indigenous Rights Defense Day, International Women's Day, International LGBTQI+ Pride Day, and Brazil's Black Awareness Day. The continuous training of employees must raise awareness and allow them to take the lead and work to incorporate diversity in their daily practices.

Porto Alegre. Photo by Daniel Hunter/WRI Brasil.



Porto Alegre. Photo by Daniel Hunter/WRI Brasil.

# SUSTAINABILITY WG

Sustainability is the heart of WRI Brasil's work, and our organizational policies and team's behavior should reflect this value. Since 2016, the Sustainability Working Group, supported by the leadership team and other departments, has promoted the sustainability agenda based on three pillars: urban mobility, recycling, and sustainable events.

## BIKE TO WORK DAY

In Brazil, Bike to Work Day is celebrated on the second Friday of May. One of the activities promoted in 2019 was the "Bike Anjo" (Portuguese for Bike Angel) campaign. The WG identified employees who regularly rode their bikes to work and designated them as "angels" for colleagues willing, but still lacking the courage, to ride a bicycle alone to work. The group also organized an after-work ride to encourage infrequent or less-experienced cyclists.

## PARKING POLICY

Over the years, the WG has implemented actions to raise awareness and promote sustainable transportation, with activities during the national no traffic week, gamification of employees' bicycle trips, and implementing a work from home policy, among other actions. After the leadership team brought it to attention, it was understood that it was time to step up and discourage driving a car. Thus, a parking policy was implemented for parking spaces in the São Paulo and Porto Alegre offices, designed to stimulate thought on the impacts of driving cars and in line with the precepts of the corporate mobility project developed by WRI Brasil.

## DIVERSITY WG + SUSTAINABILITY WG

### INCLUSIVE AND SUSTAINABLE UPDATE OF THE EVENTS POLICY

Created in 2017, the Events Policy values the sustainability of the meetings promoted by WRI Brasil, encouraging practices that guarantee less waste and environmental impact to be adopted. In 2019, the Diversity and Sustainability WGs worked together to update the policy to also promote inclusion and diversity in the events that WRI Brasil promotes and to foster a more critical analysis of those in which the organization participates. Guidelines were added that promote diversity among speakers (gender, ethnicity, regional, among others) and point out areas of concern regarding the infrastructure of the locations as a way of including persons with disabilities (PWD) in the audience and on the panels.



## DATA WG

The creation of the Data Working Group was proposed in October 2019, in line with the approach to analyze, change, and multiply, and given the institutional focus on WRI's research. The Data Working Group supports compiling and disseminating sound and reliable data from the institution's projects and activities.

How do we respond effectively and quickly to the needs of projects and include this information into new projects? The Data WG is determined to clarify these issues by working in three major areas: (1) database of internally generated information, (2) mapping and facilitating access to external data, and (3) training on tools and databases.

The group's first idea was to create a data repository, which makes it easier to find relevant information

and provide the storage and security for the data generated internally in our projects. An area for training on new tools and information sources was also created, which facilitated transferring information between WRI Brasil offices and external entities and offices.

The group also aims to map the tools and needs of its eight members, the three topic areas, and the core area and bring the organization's representativeness into the discussions.

*Recife. Photo by Daniel Hunter/WRI Brasil.*



# PARTNERS AND DONORS

Santiago/Chile. Photo by Ministerio de Transportes y Telecomunicaciones.

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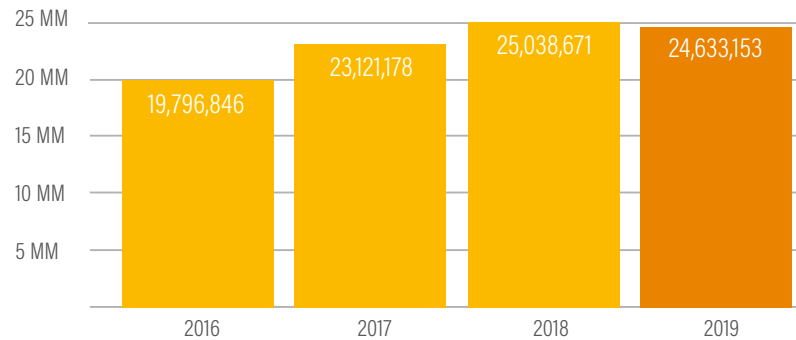
# FINANCIAL

Despite the challenging external scenario, in 2019, WRI Brasil maintained the previous year's collection level, as shown in the graphs below.

Throughout 2019, we continued improving and reinforcing our internal controls and policies, ensuring data integrity, security, and transparency in the institute's financial reports and the projects it supervises.

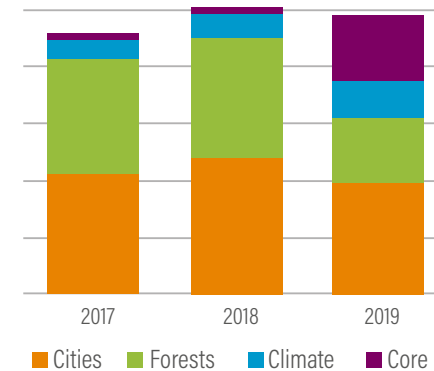
In regard to our teams, we encourage diversity and seek to empower new leaders, providing them with training and innovative tools to support them in managing their teams.

Total Revenue\* from 2016 to 2019 in BRL

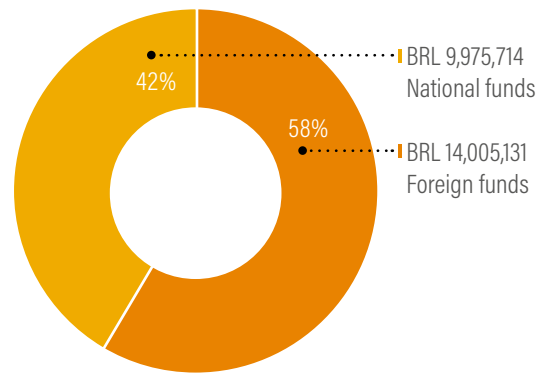


\*Grants and fee for service

Total Revenue per program in BRL



Total Revenue in 2019



[+](#) Access the complete document of the Independent Auditor's Report

## EXPLORE

Our publications – available for free at [WRIbrasil.org.br](http://WRIbrasil.org.br) – provide objective and data-based analyses of the latest information on the environment and development.

## CONNECT

Our digital channels offer you news and information to follow the debate on important issues and share them on your networks.

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# DIGITAL PRESENCE

