WORLD RESOURCES INSTITUTE | ROSS CENTER

WRI ROSS CENTER PLANNING RETREAT: DAY 2

April 24, 2024

Monday 4/22	Day 1: Tuesday 4/23	Day 2: Wednesday 4/24 (office)	Day 3: Thursday 4/25	Day 4: Friday 4/26
	Breakfast			
Arrival in The Hague	Welcome Session *(45 min)*	Roundtable II: Scaling our Work *(75 min)*	RPT Workshop *(90 min)* / Side Session IV *(90 min)*	Managing Organizational Growth & Financial Health *(45 min)*
	Retreat Overview & Objectives *(30 min)*			Bringing Strategic Focus to External Engagements *(60 min)*
	Focusing on Country Transitions *(75 min)*	Livable Neighborhoods Pillar Workshop *(90 min)* / Side Session II *(90 min)*	Integrated Climate Action Workshop *(75 min)*	Retreat Summary *(60 min)*
	Lunch			
	Roundtable 1: Future of the Cities Transition *(60 min)*	Partnering with WRI Europe *(30 minutes)*	Elevating Research, Data, & Learning *(60 min)*	Begin Departures
	Climate Resilience Pillar Workshop *(90 min)* / Side Session I *(90 min)*	Connective Mobility Pillar Workshop *(90 min)* / Side Session III *(90 min)*	Fundraising Strategy *(45 min)*	
	Flex Meeting Time *(45 min)*	Deep Dive Workshop *(90 min)*	Site Visit + Travel to Rogier's House for Dinner *(3 hours)*	
Opening Dinner: Milu	Beachside Dinner: Xiringuito	Optional Dinner	Closing Dinner at Rogier's	

Full Group Discussions | **Workshops** | **Awareness -Raising**

RETREAT OBJECTIVES

1) Take quality time to pause, reflect, and learn from each other.

2) Build shared understanding around WRI's New Strategy and discuss implications for teams across the WRI network.

3) Advance workplans fostering collaboration across Strategic Initiatives, Country-level priorities, and the three pillars of the Cities Transition.

WE NEED YOUR PLANS TO THINK ABOUT...

ON-THE-GROUND IMPACT
Cross-sector as well as sector-based
interventions.

SCALING
Via Country Transitions and
collaboration with Local Coalitions,
Global Initiatives and WRI's
Enabling Systems.

**STRATEGIC FUNDRAISING
& PARTNERSHIPS**
Position projects as the seed
for larger cross-cutting
funding with key partners.

KNOWNEDGE & DATA
Few and strategic knowledge
products, and bi-products.

REPLICABILITY
Mature, document and disseminate WRI's
unique approach.

LOW-CARBON, INCLUSIVE, RESILIENT CITIES
SCALING INTEGRATED SOLUTIONS AND PARTNERSHIPS FOR IMPACT

JAYA DHINDAW – DIRECTOR, WRI INDIA ROSS CENTER FOR SUSTAINABLE CITIES AND PAWAN MULUKUTLA- EXECUTIVE DIRECTOR, INTEGRATED TRANSPORT

WE KNOW CITIES ARE DRIVERS OF CHANGE

The **opportunity** is to leverage the great transition in cities to create a **better world for all**.

RESILIENT   INCLUSIVE   LOW-CARBON

Photo: Suhani Gupta / WRI India

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WHAT DOES SUCCESS MEAN FOR WRI INDIA ROSS CENTER?

WRI India Ross Center can look at *"Influence"* as a currency of success

What do we want to "Influence" as an Organization?

Influence Policy level decision making for Urban Development

Influence principles in the ecosystem

Influence Capital investments in the Ecosystem

WHAT ARE THE DIFFERENT PATHWAYS TO ACHIEVE IMPACT AT SCALE?

Are there other important pathways to scale impact?

Linear Model of Scale

- **Geography:** Enter newer cities and replicate interventions across multiple geographies

- **Focus Areas:** Intervene in more areas / themes based on ecosystem trends

- **Team:** Grow size of team by onboarding quality talent

- **Budget:** Increase funding and organisational budget to expand reach of interventions

Scale through Partnerships

- **Partnerships**: Orchestrate a network of peer organizations in the ecosystem and expand on-ground reach

- **Coalitions:** Building coalitions/ network of key ecosystem players (peers, Donors, Govt , Corporates, Citizens, Academic Institutions, Industry Bodies) to facilitate exchange of ideas, learnings and action on "why and how of urban development"

Scale through Agenda Setting

- **National level:** Working at a national level with central governments

- **State level:** Working at a state level with state governments

- **City level:** Working at a local level with municipal bodies

Scale through Capability Building

- **Ecosystem :** Running fellowships/ sector specific platforms to build relevant capabilities for the ecosystem

- **Government:** Capability building of government stakeholders to implement projects independently or sustain projects after an organization's exit

WHAT ARE THE CAPABILITIES NEEDED TO ACHIEVE IMPACT AT SCALE?

Identify new capabilities required to execute on the aspirations and the pathways

Sectoral Expertise	Analytics
Functional Expertise	MEL; Research and leadership training; Design Capabilities ; Platform approach for solution in ; Systems thinking; DEI specialists
Geographic Expertise	City level knowledge of local cities and topography
Stakeholder Expertise	Critical to build capabilities for donors, faith-based organizations and non-profits
Organizational Expertise	Data; Fundraising; Communication; Learning & Development

1. What are the **key capabilities** that we need?
2. What do we need to **build** / **acquire**?
3. What are the **key partnerships** that we need to forge?

3 SCALE PATHWAYS OF CITIES STRATEGY

LOW-CARBON, RESILIENT, INCLUSIVE INDIAN CITIES

Connective Mobility

Livable Neighborhoods

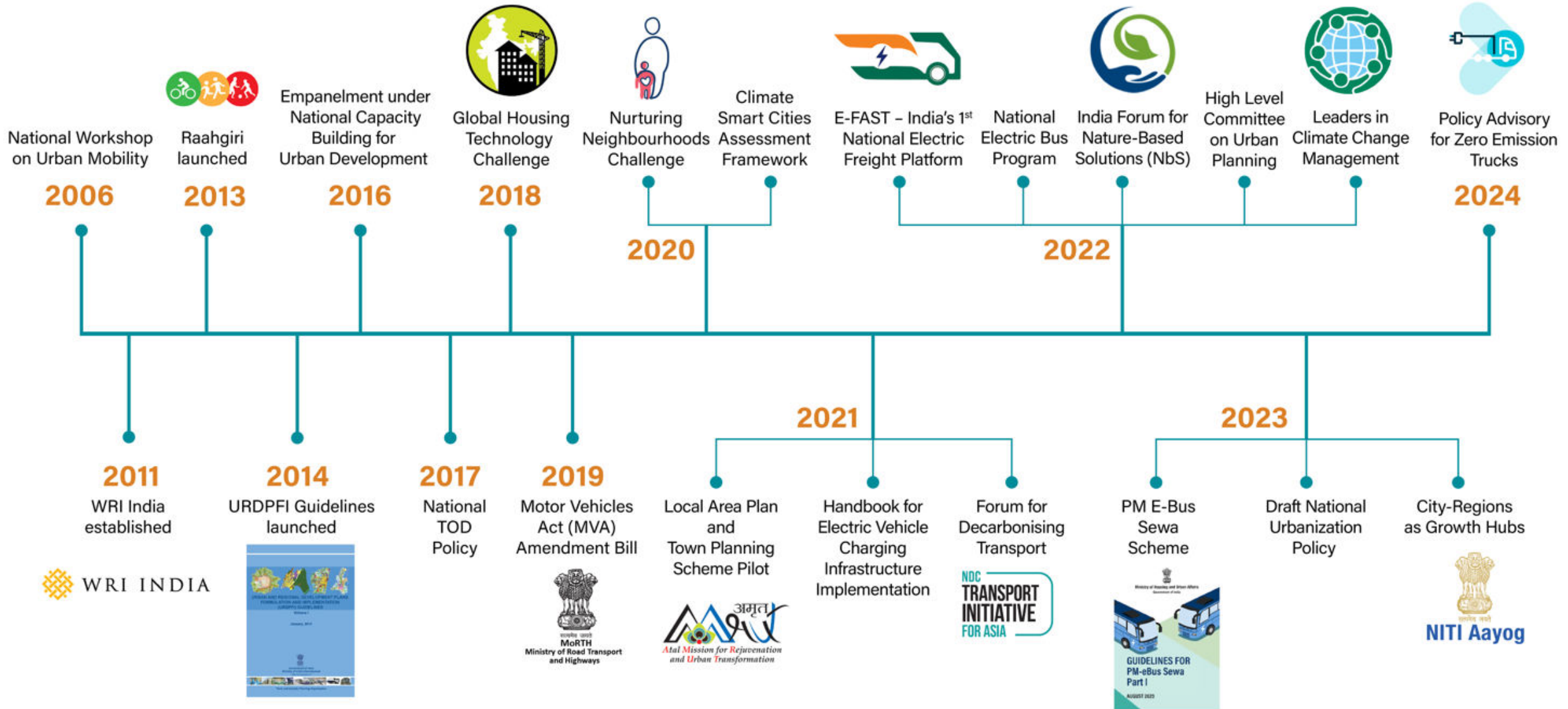Climate Resilience

Informing National Policy & Programs

1 **2** **3**

Leveraging Research, Data, Tools for Policy & Practice

Scaling Localized Action through Deep Engagement

Catalysing Finance for Systems Change

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NATIONAL ENGAGEMENT

National Workshop on Urban Mobility — 2006

Raahgiri launched — 2013

Empanelment under National Capacity Building for Urban Development — 2016

Global Housing Technology Challenge — 2018

Nurturing Neighbourhoods Challenge — 2020

Climate Smart Cities Assessment Framework — 2020

E-FAST – India's 1st National Electric Freight Platform — 2022

National Electric Bus Program — 2022

India Forum for Nature-Based Solutions (NbS) — 2022

High Level Committee on Urban Planning — 2022

Leaders in Climate Change Management

Policy Advisory for Zero Emission Trucks — 2024

2011 — WRI India established

2014 — URDPFI Guidelines launched

2017 — National TOD Policy

2019 — Motor Vehicles Act (MVA) Amendment Bill — MoRTH Ministry of Road Transport and Highways

2021 — Local Area Plan and Town Planning Scheme Pilot — Atal Mission for Rejuvenation and Urban Transformation

2021 — Handbook for Electric Vehicle Charging Infrastructure Implementation

2021 — Forum for Decarbonising Transport — NDC Transport Initiative for Asia

2023 — PM E-Bus Sewa Scheme — Guidelines for PM-eBus Sewa Part I

2023 — Draft National Urbanization Policy

2023 — City-Regions as Growth Hubs — NITI Aayog
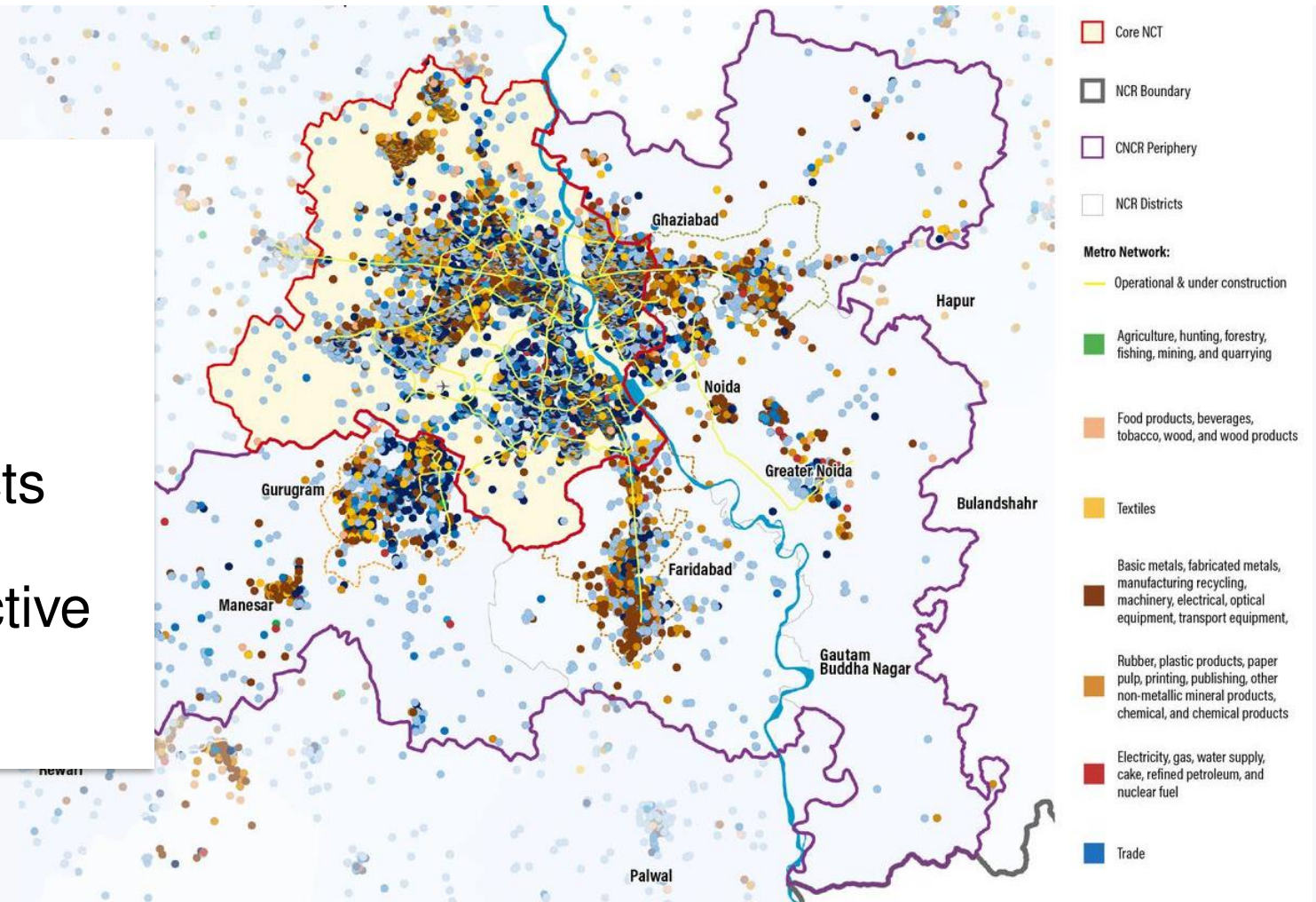
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SCALE PATHWAY 1:
LEVERAGING RESEARCH, DATA AND TOOLS

Visualize spatial aspects of problems to inform decisions

Translate into evidence-based plans, policies, budgets, projects

Create toolkits to enable collective action

Source: Morphology of Delhi National Capital Region's economic geography and its implications for planning.
Authors' analysis using data from Central Statistics Office (a) (n.d.); Map prepared by WRI India.

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SHAPING A RESILIENT KOCHI

DATA

Participatory **geospatial mapping**

Neighbourhood level assessments (**UCRA**)

PILOTS

Science-based, **community-led greening**

Integration with urban employment scheme

SHAPING A CLIMATE RESILIENT KOCHI

Guidance document to develop a comprehensive disaster management plan in Kochi with long-term focus

Cities4Forests
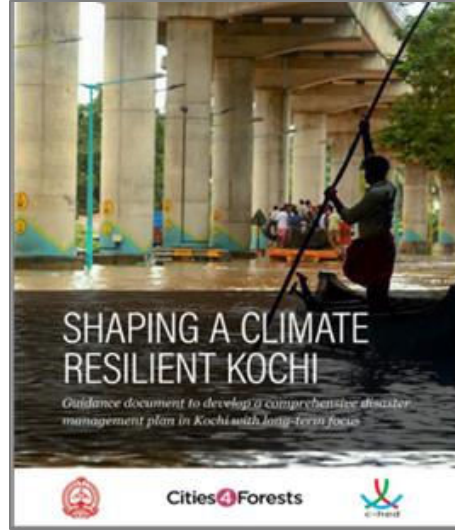
POLICY

Shifting the **Kochi City Disaster Management Plan** towards resilience and preparedness

Cities4Forests

KAWAKI

The KAWAKI initiative is a project impl Corporation, with the technical su Institute (India) and One Tree Plante impacts of climate change including project is part of the global Cities4For project native species of trees are plan Kochi Municipal Corporation which climate mitigation, providing shade, p creating awareness.

PROJECTS

Institutionalizing NBS in the city planning process

CAPACITY BUILDING

Leaders across 93 municipalities in Kerala State to advance localized climate action

INFORMING POLICY WITH OUR ECONOMIC GEOGRAPHY RESEARCH

WRI INDIA

REPORT

Morphology of Delhi National Capital Region's economic geography and its implications for planning

Rejeet Mathews, Amitabh Kundu, Paramjeet Chawla, Tintu Sebastian, Raj Bhagat Palanichamy, and Madhav Pai
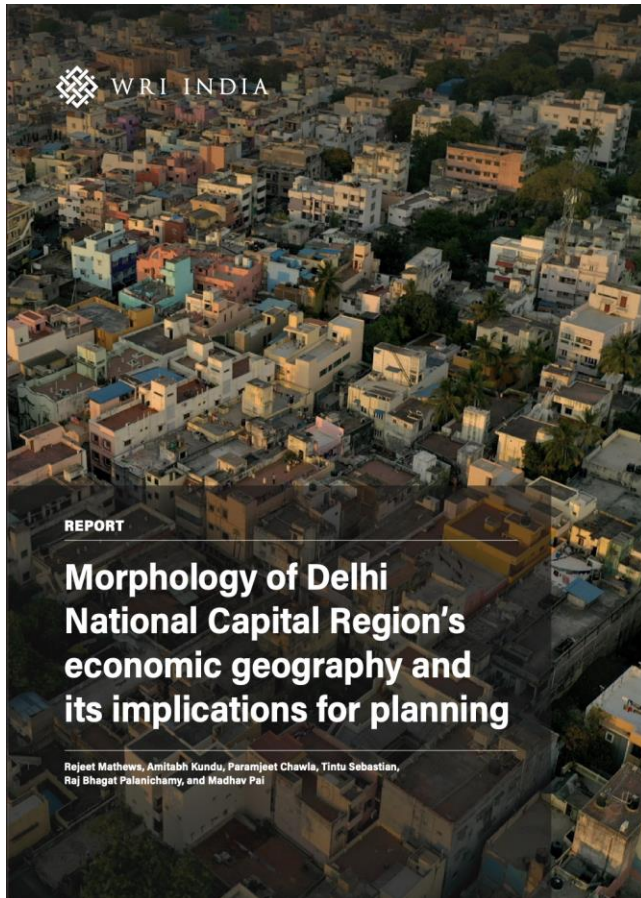
Draft National Urban Policy

Economic Advisory Council to the Prime Minister

Growth Hubs Programme

National Institution for Transforming India

High Level Committee – Centers of Excellence

Ministry of Housing and Urban Affairs

Subnational Capacity Building

Haryana, Telangana, Kerala, Gujarat, Delhi

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CLIMATE HAZARDS AND VULNERABILITY ASSESSMENT

Visualize problem and opportunities

Translate into evidence-based **strategic plans** and **on-ground projects**

Create **toolkits**

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SCALE PATHWAY 2:
SCALING LOCALIZED ACTION WITH DEEP ENGAGEMENT

Build ground-up, multi-sector knowledge through sustained engagement

Foster trusted partnerships with diverse stakeholders

Develop strategic plans

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BENGALURU DEEP DIVE

Legend:
- INTEGRATED TRANSPORT
- URBAN DEVELOPMENT
- URBAN EFFICIENCY
- CROSS SECTORAL

2010
- **Bus** — Big Bus Network

2011
- **Townships** — Sustainable Mobility Design Practices
- Indiranagar Station Accessibility Plan & Development Control Regulations
- **Bus** — ORR BRT Proposal

2012
- GPMDG India launch; CollabSolar Project
- **Bus** — HSR Neighbourhood Improvement Plan

2013
- GREEN POWER MARKET DEVELOPMENT GROUP

2014
- Electricity Sector - Integrated Resources Planning
- SAP-DCRs Scale-up
- THE KARNATAKA TOWN AND COUNTRY PLANNING ACT, 1961 — Karnataka Town and Country Planning Act Revision
- Big Bus Network Scale-up
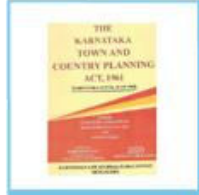
2015
- **Residential** — VidyutRakshaka Phase 1; Rooftop Solar
- neighbourhood improvement partnership challenge — Neighborhood Improvement Partnership Challenge
- BBMP Restructuring Phase 1
- **Strategic Projects** — Whitefield, Ring Roads, BIAPPA
- **Bus** — Financial Sustainability (fleet augmentation, fare restructuring, tax exemptions)

2016
- unlock bengaluru — Unlock Bengaluru - Inaugural Conference
- City Water Assessment Framework + Pilots
- Kempegowda INTERNATIONAL AIRPORT BENGALURU — BIAL Solar
- **Bus** — Safety (women, bus, road safety)
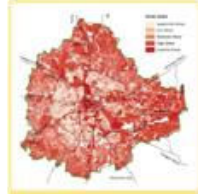
2017
- KARNATAKA A STATE OF CONTINUOUS PROGRESS — Developers Dialogue
- VidyutRakshaka a- Scale-up (VR Lite, VR for Aggregators)
- BBMP Restructuring Phase 2
- **Bus** — Data (ITS, open data policy + monetization, analytics tool; Metro Feeder Bus services)
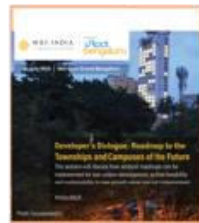
2018
- TheCityFix Labs — Bengaluru Revised Master Plan 2031
- **Bus** — Electric Buses Transition Roadmap
- **Metro** — STAMP Challenge Scale-up

2019
- RE Procurement - Green Tariffs
- Integrated Regulatory Strategy for TOD in Bengaluru
- **Bus and Metro** — Complementary Services and Mode Integration
- **Bus** — Vision Plan, Data (Mobility and Accessibility Program)
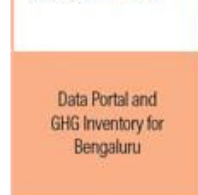
2020
- DATA for PORTAL CITIES BETA — Data Portal and GHG Inventory for Bengaluru
- Potential Benefits of Bengaluru Metro and TOD - Evaluation
- Bloomberg Philanthropies INITIATIVE FOR GLOBAL ROAD SAFETY — **Road Safety** — Safer Streets and Mobility
- INDIA CYCLES4CHANGE CHALLENGE — Bengaluru NMT Framework, Cycles4Change, Safe Routes to School
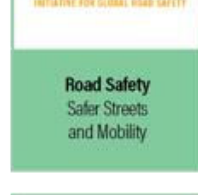
Karnataka Electricity Governance Network

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NEED FOR INTEGRATED PLANNING: JOBS NEAR MASS TRANSIT

USD 7 billion infrastructure investment: an economic growth opportunity

Of the total jobs within the city, only **6% are within 500m** of the operational Ph 1 metro stations

Jobs within 500m of Metro Station
- 25 - 500
- 501 - 2000
- 2001 - 5000
- 5001 - 10000
- 10001 - 22075

Job Opportunities outside 500m
- 25 - 500
- 501 - 2000
- 2001 - 5000
- 5001 - 10000
- 10001 - 22075

Manyata tech-park

Whitefield

HSR layout

Electronic City
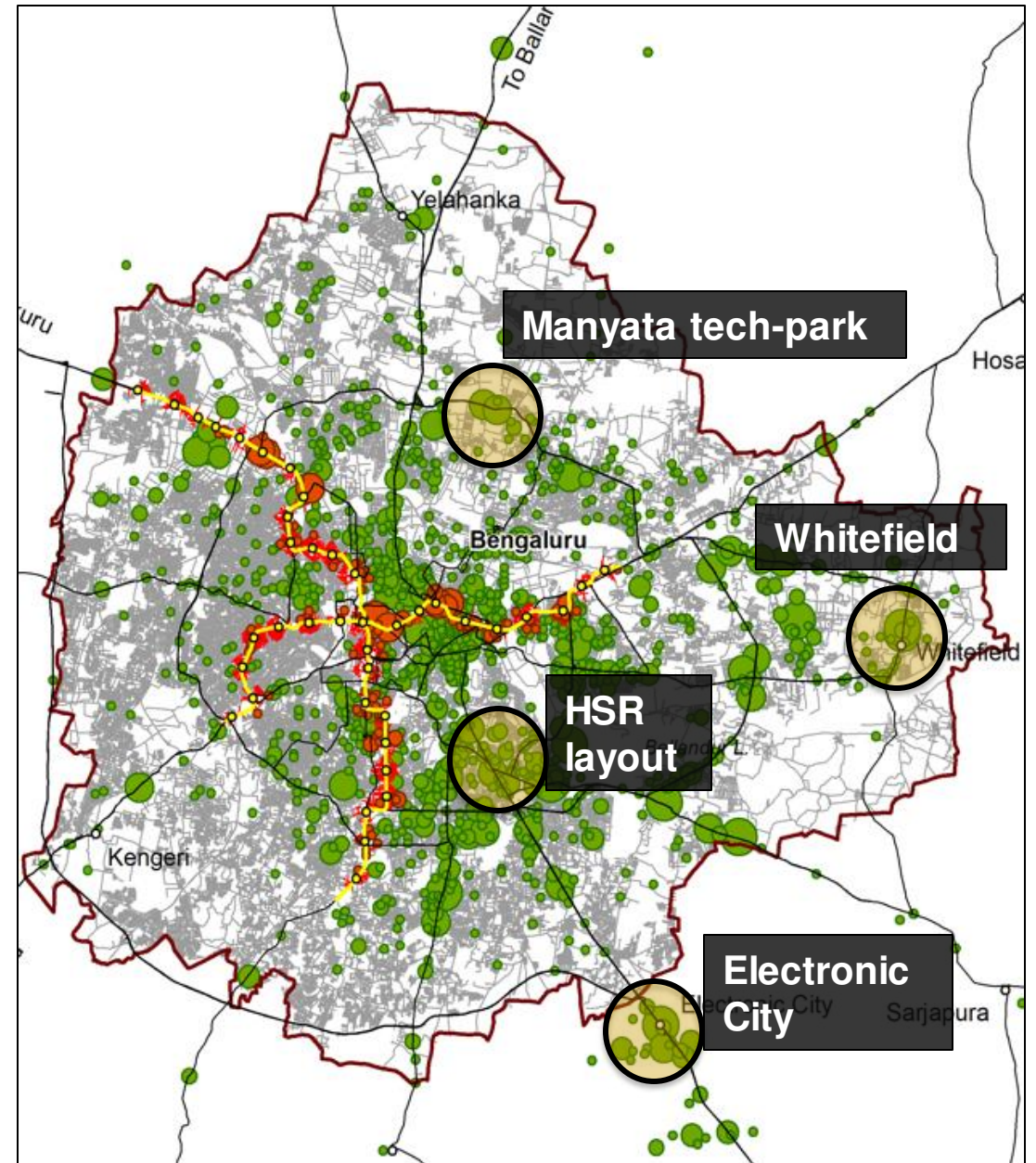
STRATEGIC PLAN: BENGALURU CLIMATE ACTION & RESILIENCE PLAN

NAMMA RASTE: A COLLABORATIVE PLATFORM TO TRANSFORM 1,000 KM OF BENGALURU STREETS

SCALE PATHWAY 3:
CATALYSING FINANCE FOR SYSTEMS CHANGE

- **Establish platforms** for multi-stakeholder dialogue and partnerships

- **Institutionalize** innovative business and governance models

- **Unlock** private finance

BRAZIL: IN-COUNTRY NETWORKS

- Working with Brazilian cities with in-country networks to provide broader scale of impact. Networks vary in terms of target audience and objectives.
  - Complete Streets*
  - Complete Streets SP state*
  - Forum Unicidades*
  - CASD – Mayoral Commission on Disaster*
  - CPA – Mayoral Commision of Amazon*
  - FISC Network
  - Qualiônibus*
  - *in partnership with FNP

BRAZIL: NATIONAL POLICIES

- Providing technical advice and research to drive new national urban policies
  - PNDU – National Urban Development Policy
    - Unicidades provide inputs facilitaded by WRI Brasil
  - Plano Clima - adaptação
    - CASD provide inputs facilitaded by WRI Brasil
  - National Urban Mobility Plan
  - PNATRANS – National road safety plan
  - National sustainable finance taxonomy
    - FISC netowrk provid inputs facilitaded by WRI Brasil
  - Periferia Viva program

BRAZIL: IN-COUNTRY NETWORKS

- **UNICIDADES: AN EXAMPLE**

Training: promote trainings by WRI Brasil and partners to increase technical capacity on selected topics

Peer-to-peer learning: regular online and in-person meetings to promote exchange and documentd best practices

Facilitaded contributions to national government: compilation of contrbutions to Housing Program and National UD Policy

Influence and support implementation of PNDU

TOTAL NUMBER OF CITIES: 90

BRAZIL: RESULTS

- Replicating implementation
  - Complete Streets
  - LVC instruments
  - Public transport quality measures
- Scaling-up concepts and objectives incoporated into national public policies
  - Complete Streets in PNATRANS
  - Climate Justice in PNDU
  - Urban Adaptation in PNDU and Plano Clima
  - NBS in PNDU and Plano Clima
  - Urban Labs into Periferia Viva program
- Training and dissemination
  - More than 1,000 people trained
- Potential to drive finance decision as a following step of national policies, but also through FISC Network
  - National investment programs: i) Green and Resilient Cities ii) Periferia Viva iii) PAC
  - Taxonomy
  - Training DFIs

ACCELERATING ADOPTION OF E-BUSES IN INDIA

Growth in Registered Number of Electric Buses (2015 – 2023*)

31%

CAGR in registered electric buses in the past 5 years (2019 – 2023*)

FAME - I

FAME - II / GC (EV) / State Support
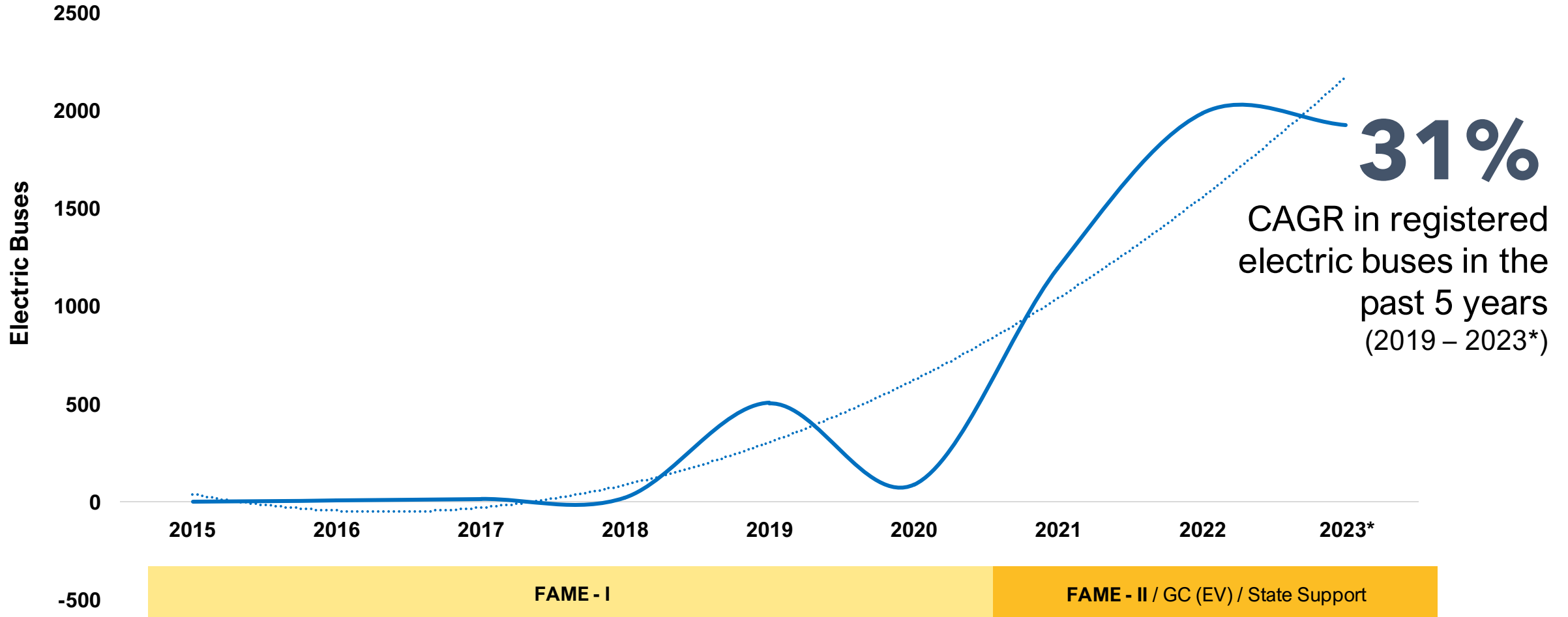
Source: Buses Registered as per Vahan-GoI & WRI India Assessment   Till date

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Accelerating Adoption of e-Buses in India

First E-Bus Supportive Policy

400 e-buses
10 cities

Demand Aggregated Procurement

5,450 e-buses, **5** cities
Challenge model allows all to bid

PM- e-BUS Sewa Scheme

~10,000 e-buses
169 eligible cities
PHASE 1: Tendered
3600 e-buses, *46 cities*

2017 | **2019** | **2021** | **2022** | **2023** | **2024**

Second E-Bus Supportive Policy

5,595 e-buses
73 cities
Shift to Lease Model

National E-Bus Program

50,000 e-buses
procurement begins

Payment Security Mechanism
Launch
(India-USA partnership)

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India E-bus journey
Current Status of Electric Buses in India

7K Registered

22K Under Procurement

50K Committed under NEBP*
(by 2027)

800K India's Ambition in the next 10 years

**The Current Public Bus
Deficit in India is 300K**

TOTAL ELECTRIC BUSES REGISTERED IN INDIA
as on 22 April, 2024
8,102

Ladakh 19
JK 222
HP 123
Chandigarh 80
Punjab 3
HR 27
UK 35
Delhi 1818
Rajasthan 20
Uttar Pradesh 758
Bihar 27
Gujarat 759
Madhya Pradesh 106
JH 7
West Bengal 138
D&NH & D&D 25
Maharashtra 1885
CG 1
Odisha 120
Telangana 64*
Goa 112
Karnataka 1109
Andhra Pradesh 105
Lakshadweep 0
Kerala 166
Tamil Nadu 99
Puducherry 17

AR 0
SK 0
NL 0
Assam 215
ML 0
MN 1
TR 0
MZ 1

Andaman and Nicobar Islands 40

1900
Number of registered e-buses
1

DISCLAIMER: This map is for illustrative purpose and does not imply the expression of any opinion on the part of WRI India, concerning the legal status of any country or territory or concerning the determination of frontiers or boundaries.

NOTE: The map shows state-wise electric buses registered as Bus and Omni Bus under the category of Public Service Vehicles as per the data from the Vahan Dashboard (MoRTH, GoI), accessed on April 22, 2024. *Vahan Dashboard does not include data from Telangana and Lakshadweep. The electric bus numbers for Telangana are obtained from the TSRTC website.

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The National Electric Bus Programme (NEBP)

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PARADIGM SHIFT IN THE E-BUS LANDSCAPE

Aggregating e-bus demand through NEBP, PM e-Bus SEWA and **institutionalizing** e-bus adoption

Alternate Business models enabling new players like **financing and leasing companies**

Unlock **financing from private capital market** to scale electrification of buses

Creating **viable long-term bankable contracts** with the **India-US PSM**

Leveraging **DPI** through **National PT Interface** and **Open transit data and protocols**

Creation of a **marketplace for private operators**

100% Electric
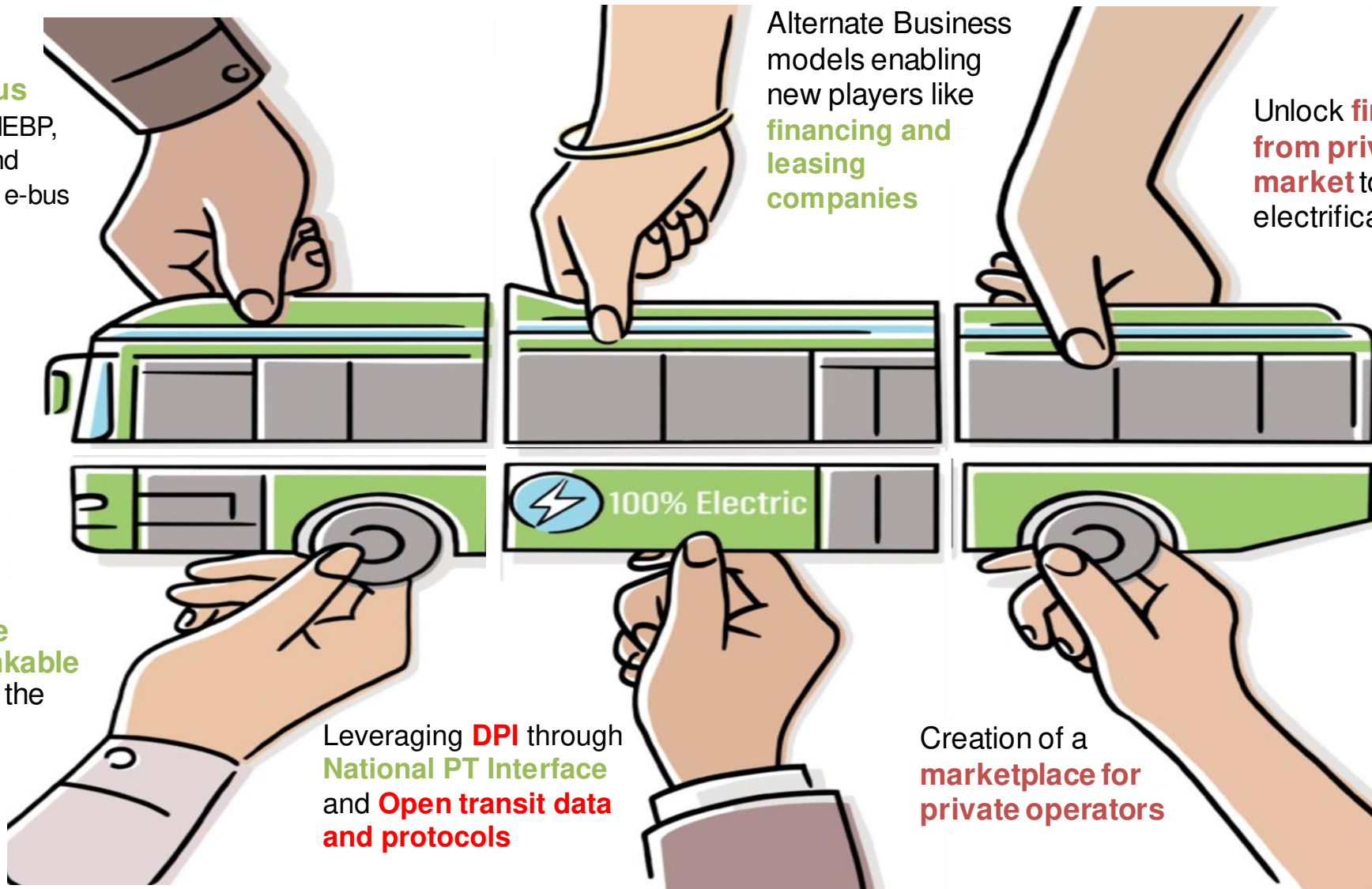
E-MOBILITY ECOSYSTEM AND Partners

QUESTIONS

- What are the mechanisms by which impact at scale is achieved for Country Transitions and beyond?

- What's the type of global-local collaboration are needed for those mechanisms to work?

- What scaling mechanisms are replicable within, and across, geographies and sectors?

REQUIRED FOR SESSION: LIVABLE NEIGHBORHOODS

Adriana Kocornik-Mina	Jose Luis Samaniego	Tini Tran
Aklilu Fikresilassie	Leila Surrat	Todd Gartner
Amanda Gcanga	Marc Manyifika	Toni Lindau
Anjali Mahendra	Mariana Orloff	Beatriz Cardenas
Catyana Falsetti	Max Jamieson	Beth Elliot
Dani Facchini	Meltem Bayraktar	George Mwaniki
Daniel Cano	Michael Doust	Prakash Doraiswamy
Dimas Fadhil	Nirarta Samadhi	
Eric Mackres	Pablo Lazo	
Hellen Wanjohi-Opil	Robin King	
Henrique Evers	Rogier van den Berg	
James Anderson	Roxana Slavcheva	
Jaya Dhindaw	Schuyler Null	
John-Rob Pool	Sebastian Varela	

LIVABLE NEIGBORHOODS STRATEGIC INITIATIVE
DISCUSSION– ET RETREAT

Prepared by Pablo Lazo and Mariana Orloff

AGENDA

1. Ice breaker

2. Outline and present the consultation so far

3. Open discussion

DISCLAIMER

1. This is the beginning of the conversation. To be concluded during the UD retreat in DC

2. The main outcome should be something clear, tangible, not extensive and flexible enough to catter for country offices needs

INTERVENTION TARGETS & IMPACT BY 2027

LIVABLE NEIGHBORHOODS

5% Increase of residents with access to open public spaces

5% Decrease in urban residents living in slums, informal settlements, or inadequate housing.

CLIMATE RESILIENCE

6k has Of new or enhanced green infrastructure in or nearby cities in the process of deployment

3% Increase in the degree of integrated water resources management

CONNECTIVE MOBILITY

4% Increase in convenient access to PT, including 500% increase in # of e-buses and 15% in e-2/3 wheelers (mostly in Africa)

300 km Of safer roads implemented, including >200 intersections redesigned

Benefits for People, Nature & Climate

% Tree cover

SDG 1.4.1. Households with access to basic services

SDG 13.1.1. # of deaths, and affected persons by disasters

% of urban population exposed to extreme heat

CO2 emissions per capita

Road transportation CO2 emissions

Connectivity of natural lands

SDG 3.6.1. Death rate due to road traffic injuries

SDG 11.6.2. Concentrations of PM2.5

Average annual carbon flux from trees

What constitutes a livable neighborhood?

- **Sustainable & low carbon**

- **Health** is a central part of the idea: safe, good air quality, and resilient to natural disasters.

- **Economic vitality**: opportunities for local economic development through improved urban design, urban regeneration, transformation of land uses into higher

- Reliable access to **core services and housing**

- Increased access to **public and green spaces** that foster a sense of community, while minimizing resource use and emissions.

- **Access to mass transport**

- **Opportunities for active mobility**

Notion of proximity of stuff
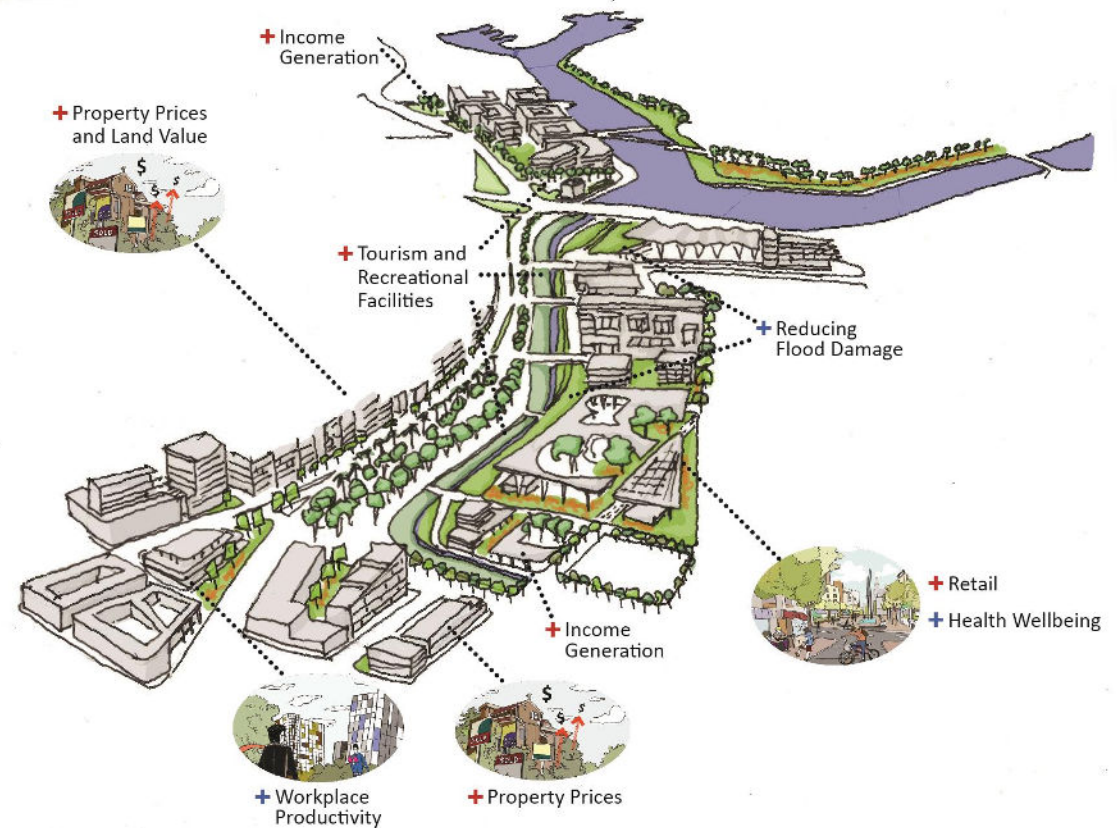
HOW TO DO IT?

- Demonstrating and scaling alternative possibilities for **people-focused spatial planning**

- Working on **neighborhood-level interventions (pilots)**

- Providing **technical support for city and regional policy and planning** to scale up and institutionalize livable and resilient neighborhoods

- **Identifying strategic/catalytic projects** and supporting in early project preparation **(pre-financing)**

TOOLS/APPROACHES/METHDOLOGIES

- Accelerators [NBS accelerator]

- Trainings/City Academies (online content and in person) [UrbanShift]

- Geospatial analysis [Heat work, biodiversity indicators for C4F, UrbanShift]

- Geospatial Planning Labs

- Pilot projects [pocket parks, tactical urbanism]

- Design guidelines [TOD]

- Documentation of case studies/lessons

- Neighborhood design through the lens pf vulnerable population (women, children)

Some topics/projects we work on

Nurturing Neighbourhoods Challenge

Supporting Indian cities to shape safe, green and inclusive neighborhoods for infants, toddlers and their caregivers.

UrbanShift

A global program transforming cities for people and planet through sustainable, integrated and inclusive approaches to urban development.

Data for Cool Cities

Filling data gaps, enabling insights and scaling infrastructure investment to reduce extreme heat in cities.

Urban Water Resilience Initiative

Building sustainable, adaptive, resilient urban water systems.

NBS IN ROAD SAFETY

NBS wtihin CITIES CLIMATE RESILIENCE

HAZARDS AND NATURE-BASED SOLUTIONS

Nature-based Solutions		Challenges		
		Coastal flooding and erosion	Urban stormwater flooding	River flooding
Coastal	Coral and oyster reefs	X		
	Sandy beaches and dunes	X		
	Seagrass	X		
Wetlands	Salt marshes	X		
	Mangroves	X		
	Constructed wetlands		X	
	Inland wetlands			X
Urban	Green roofs		X	
	Permeable pavement		X	
	Open spaces (e.g., parks)		X	
	Bioretention areas (e.g., vegetated basins)		X	
Rivers	Floodplains and bypasses			X
	River beds and banks			X
Forests	Upland forests			X

GROUP REFLECTION – WHAT ARE WE MISSING?

EXERCISE 1
EACH OFFICE WOULD SAY WHAT LVN MEANS AND THE INTERDEPENDENCIES WITH OTHER STRATEGIC INITIATIVES

- Broader defintion of health (air quality, public spaces to socialize, green infrastructure for heat managment)
- Public spaces
- NBS
- Green corridors
- Active mobility
- Designing livable neighborhoods under the lens of kids/women (build on school zones work: playgrounds?)
- Other?

GROUP REFLECTION – WHAT ARE WE MISSING?

EXERCISE 2

WHAT ARE THE BASIC KEY ELEMENTS TO TALK TO DONORS OR PARTNERS ABOUT WRI TAKE ON LIVABLE NEIGBORHOODS?

- Try not to cover many topics
- Come with 3 to 5 elements, three of which are directly aplicable in your country

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LIVABLE NEIGBORHOODS STRATEGIC INITIATIVE
DISCUSSION– ET RETREAT

Prepared by Pablo Lazo and Mariana Orloff

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Catyana Falsetti	Prakash Doraiswamy
Claudia Adriazola-Steil	Robin King
Cristina Albuquerque	Rogier van den Berg
Dani Facchini	Sebastian Varela
Felipe Ramirez Buitrago	Sudeshna Chatterjee
George Mwaniki	Tini Tran
	Toni Lindau

EUROPE IN THE GLOBAL CONTEXT

Invasion of Ukraine

Joint Energy Purchase

Rethinking Africa Relations

Green Deal

Midpoint US/China Relations

Research and Agricultural Budget

Photo: International Space Station

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OUR TEAM: WRI EUROPE IN A NUTSHELL

- **150 Staff from across all global programs and functions**

- **WRI Europe: 1 "country" two locations: the Hague, London and presence in Brussels, Istanbul, Bonn (UNFCCC/ UNOPS: NDCP partnership)**

Picture: WRI Europe All Staff Planning Session

WHY IS EUROPE IMPORTANT FOR OUR GLOBAL STRATEGY?

EUROPE AS A DRIVER FOR CHANGE

EUROPE AS A CONSUMER
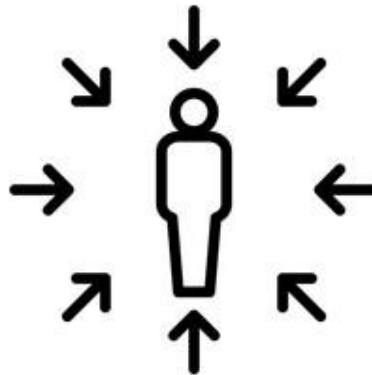
EUROPE AS A PARTNER FOR CHANGE
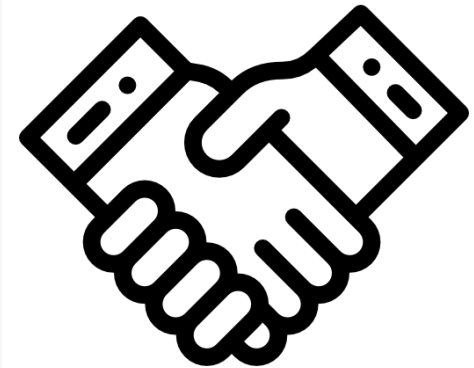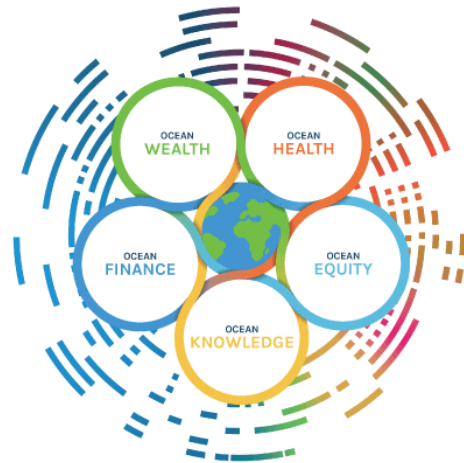
OUR APPROACH:

WHY US? WHAT CAN WRI OFFER TO EUROPE (OUR NICHE IN EUROPE) :

Global Interface

For example:
- EUDR leveraging our global network
- Independent assessment of global land use implications of EU bioenergy policies
- Connecting European partners to global networks such as Folu, PACE, Cities4Forests.

Supporting Transitions where WRI has unique research/tools for impact.

For example:
- Oceans program supporting 4 European countries in implementing their pledges
- Contributing to dietary shifts through cool food brand and alternative proteins
- EUDR- enabling monitoring through connection to our global monitoring tools
- System Change Lab informing European policy makers of latest insights

WHAT TOC SHOULD WE DEVELOP FOR WORK ON EUROPE?
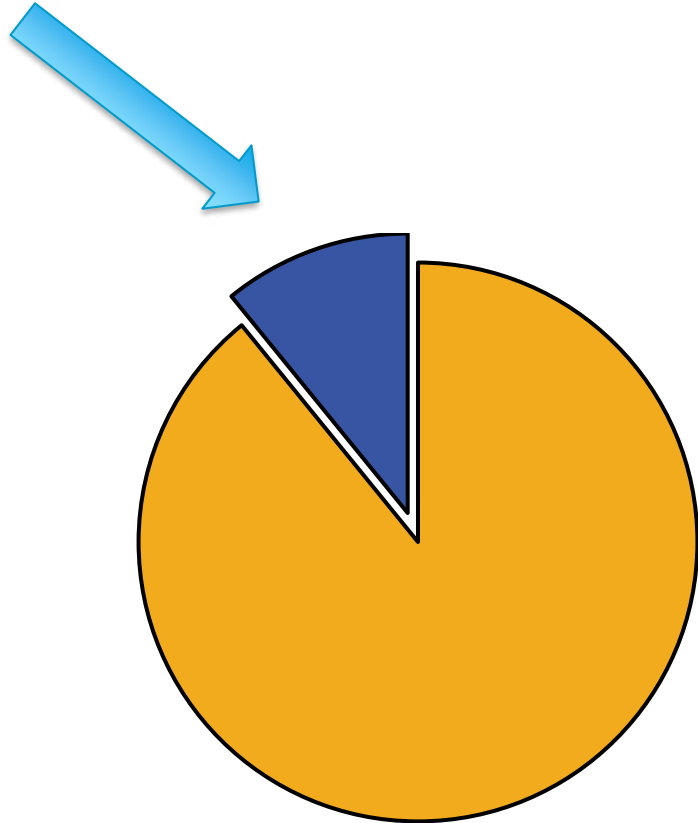
A few important notions to remember

- ODA cannot be spent on Europe unless directly relevant for Global South.

- Working on Europe gives potential access to new funding streams (non ODA/ non- international). EU research funding, bilateral funding, European foundations.

- Partnering is key for accessing most European funding.

All work needs to contribute to WRI impact targets

WRI EUROPE OFFER FOR THE STRATEGY :

Network & partnerships

EU regulatory development

Visibility of work

Political economy for innovation & ambition (pushing the frontier)

European funding

Cutting edge research & paradigm shifts

ONE WRI: WORKING FROM AND ON EUROPE IN AN ALIGNED GLOBAL STRATEGY

WRI Work ON Europe

WRI Work FROM Europe

Global Goals

Global Impact Targets

WRI Impact Targets

WRI National / Regional Targets

Work ON Europe

Outcomes
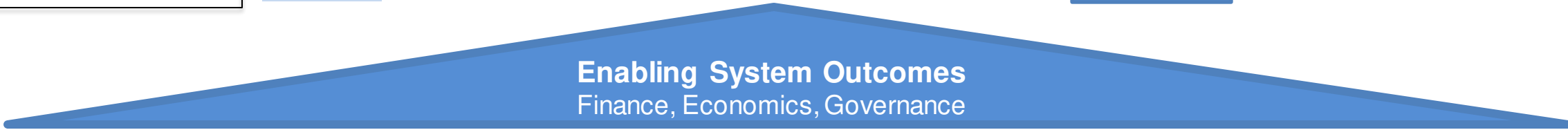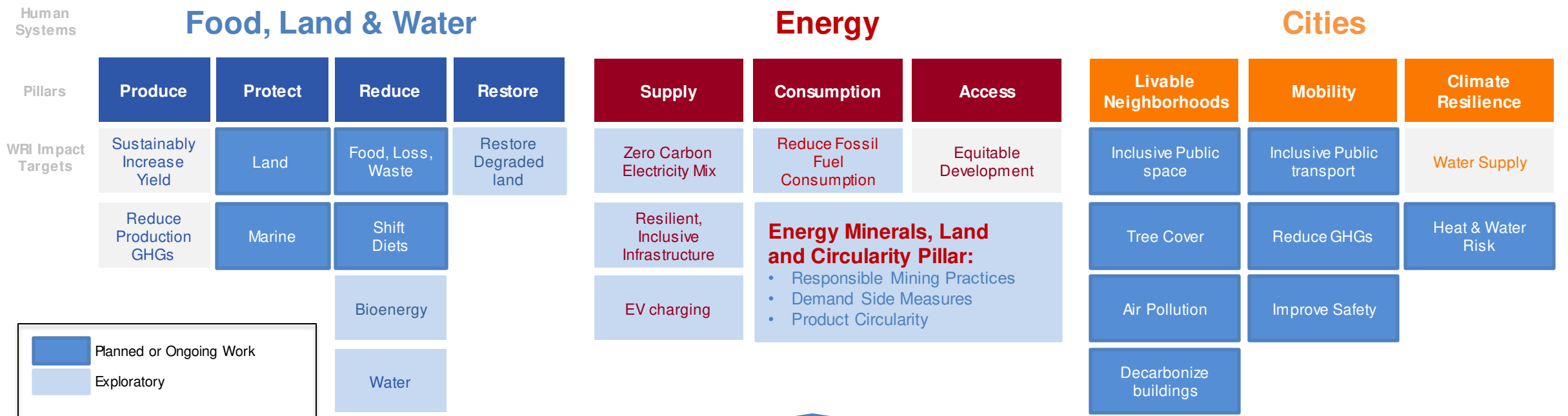
Int. Outcomes

Work ON Europe

Work ON Europe

Work FROM Europe

WORK ON/FROM EUROPE: ACHIEVING COLLABORATIVE RESULTS ON EUROPE LINKED TO IMPACT OUTSIDE OF EUROPE. FLW – RESTORATION - AFRICA

Restore degraded areas into healthy natural or productive ecosystems.

Global Goals

Get **350 Mha** of degraded areas into process of restoration.

Global Impact Targets

Get **40 Mha** of degraded areas into process of restoration.

WRI Impact Targets

Africa: Get 16.6 Mha of degraded areas into process of restoration.

WRI National / Regional Targets

EU Restoration Law promotes positive impact on restoration in Africa through knowledge sharing.

Outcomes

European DFIs increase investments & restoration projects in Africa by (X).

Int. Outcomes

Build partnerships with European/African research, public and financial institutions.

Provide technical support to strengthen economic case for restoration and for measuring socioeconomic impacts.

Exploratory Example

Our work ON Europe within WRI's Global Strategy

Human Systems

Food, Land & Water   Energy   Cities

	Food, Land & Water				Energy			Cities		
Pillars	Produce	Protect	Reduce	Restore	Supply	Consumption	Access	Livable Neighborhoods	Mobility	Climate Resilience
WRI Impact Targets	Sustainably Increase Yield	Land	Food, Loss, Waste	Restore Degraded land	Zero Carbon Electricity Mix	Reduce Fossil Fuel Consumption	Equitable Development	Inclusive Public space	Inclusive Public transport	Water Supply
	Reduce Production GHGs	Marine	Shift Diets		Resilient, Inclusive Infrastructure	**Energy Minerals, Land and Circularity Pillar:** • Responsible Mining Practices • Demand Side Measures • Product Circularity		Tree Cover	Reduce GHGs	Heat & Water Risk
			Bioenergy		EV charging			Air Pollution	Improve Safety	
			Water					Decarbonize buildings		

Legend:
- Planned or Ongoing Work
- Exploratory

Enabling System Outcomes
Finance, Economics, Governance

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STRATEGIC FOCUS 23-27: FOOD, LAND & WATER

Pillars	Protect		Reduce		
WRI Impact Targets	Marine	Land	Food, Loss, Waste	Shift Diets	Bioenergy
WRI Europe Thematic Areas	Support and inform European governments to develop and manage plans for **Sustainable & Equitable Ocean Economies.** *Collaborative Result*	Strengthen and amplify the relationships of the global **Nature Crime Alliance** in Europe.	Influence and support European institutions in establishing and delivering ambitious plans for **food loss and waste reduction.** *Collaborative Result*	Support and influence food providers to **reduce the climate and environmental impact of the food** they serve. *Theory of Change*	Promote reduced use of land for biofuels by ensuring **carbon cost of opportunity accounting** in EU policies. *Theory of Change*
		Promote enforceability and global **positive performance of the EU's Deforestation Regulation.** *Collaborative Result*			

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STRATEGIC FOCUS 23-27: CITIES

Pillars	Livable Neighborhoods				Mobility			Climate Resilience
WRI Impact Targets	Inclusive Public space	Air Pollution	Decarbonize buildings	Tree Cover	Inclusive Public transport	Reduce GHGs	Improve Safety	Heat & Water Risk

WRI <u>Europe</u> Thematic Areas

Strengthen WRI's role as **strategic knowledge and accountability partner for major European cities**, providing support and learning opportunities as they lead net-zero transitions.

Collaborative Result

Drive **cross-matrix research and learning collaboration with leading European knowledge institutions** on (a) the material aspects of zero emission buildings; (b) the use of nature-based solutions to cool cities down; (c) cities driving consumption and lifestyle shifts and green procurement.

Drive **cross-matrix research and learning collaboration with leading European knowledge institutions...**

Collaborative Result

Collaborative Result

Strengthen and amplify strategic relationships with key European partners to **promote adoption, visibility and funding for holistic urban mobility strategies**, with a particular emphasis on financing active mobility and knowledge sharing.

Collaborative Result

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DEEP DIVE CITIES

Long-term and Scaled-up strategic engagement with 32+ cities

- **14** Cities sustained engagement from Cycle 1 to Cycle 2
- **2** Development Fund cities advanced to priority cities in Cycle 2

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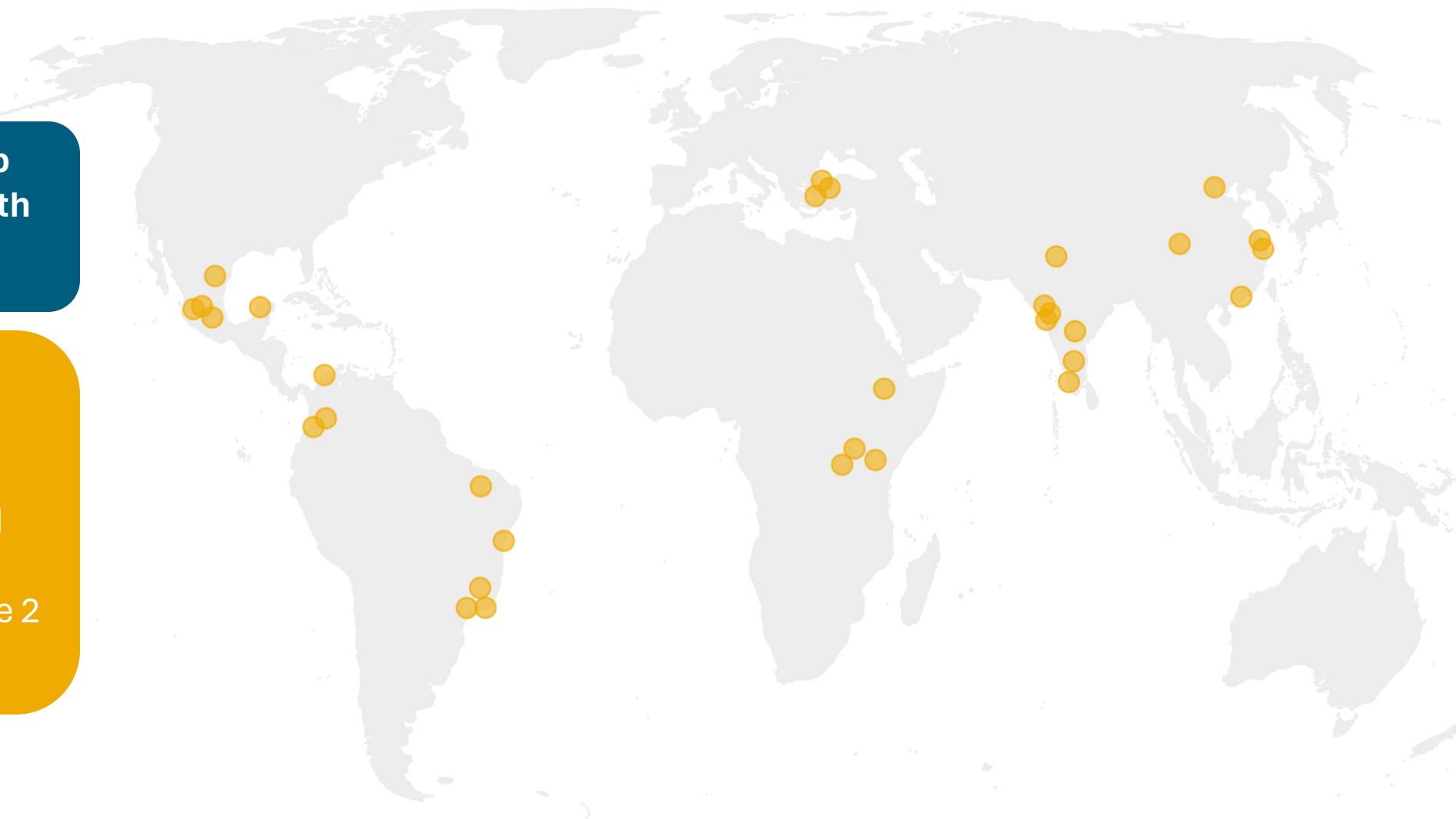
WHAT IS DEEP DIVES?

*Locally driven strategic projects as entry points to foster
long-term, cross-sectoral, and seed in country transformative change*

The Deep Dive Cities Initiative enables transformative urban change in three primary ways:

1. **Multi-year engagement**
   (Bangalore, India)

2. **Cross-sectoral technical expertise**
   (Bogotá, Colombia)

3. **Trusted Relationships**
   (İstanbul , Turkey)

DEEP DIVE CITIES VS GLOBAL IMPACT TARGETS

Vision	Cities provide a high quality of life, equitable access to jobs and essential services for all urban residents.

	Livable Neighborhoods Connected, vibrant, and nature-positive public space and streets where people feel safe and interact.				Climate Resilience Building climate resilience in cities through integrated water management and nature-based strategies prioritizing the most vulnerable communities		Connective Mobility: Seamlessly integrated, safe, good quality and accessible to all. Improves access to opportunities and jobs.		
WRI Impact Targets (by 2027)	5-10% increase in the percentage of under-served communities* with access to public spaces in selected cities	5-10% increase in the number of trees planted** to reduce heat in within selected cities.	5-10% decrease in annual metric tons of PM2.5*** in underserved communities within selected cities.	(X amount) of CO2e avoided through building decarbonization within selected cities.	3-5% Increase in the percentage of vulnerable people with improved access to water supply in select WRI priority cities.	3-5% Decrease in the number of vulnerable people**** with high exposure to climate induced heat and water risks and shocks+ in selected WRI priority cities.	5-10% reduction in the percentage of mobile under served++ in selected WRI priority cities	(X amount) of CO2e avoided via improved operations and/ or adoption of low-carbon technology in selected cities.	8% increase in lives saved benefiting mobile under-served communities in select cities.
Deep Dive Cities Bangalore									
Beijing									
Bogotá									
Guadalajara									
Istanbul									
Kigali									
Monterrey									
Mumbai									
Rio de Janeiro									
Shenzhen									

LEARNING & EXCHANGE

WORKING ACROSS WRI

Cities Program Strategic Priorities

Building relationships and improving communication with other Strategic Initiatives; fostering a foundation to capitalize on emerging opportunities.

- ❖ Integrated Climate Action

- ❖ Urban & Regional Economics

- ❖ Learning Agenda

- ❖ Equity Integration through WRR

- ❖ Reimagining Public Transport

Other WRI Initiatives

Exploring ways to exchange knowledge and expertise across the institute; sharing lessons learned to enhance our impact.

- ❖ New Urban Mobility Alliance (NUMO)

- ❖ Cities4Forests

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KEY SUCCESS FROM CYCLES 1 & 2

✓ Internal **cross initiative relationships** and improving communication with other Strategic Initiatives (including Climate Action, Cities4Forests, and NUMO). Enable environment for collaboration.

✓ Developed a **shared narrative and communications strategy** for communicating the DD unique approach to external funders and global audiences.

✓ Developed [website landing page](#) for Deep Dive and **launched blog series** highlighting Deep Dive history, future, and city success stories

✓ Peer-to-Peer **Knowledge Exchange & Trainings between country teams**; multi-day in-person knowledge exchange and planning retreat this May 2024

✓ Published and launched Practice Notes on **long-term work** in Mexico City and Bangalore

✓ Ability to **leverage relationships** and partnerships for ecosystem change

✓ **Demonstration of impact** through on-ground projects

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CHALLENGES & NEXT STEPS

1. **Standardize Reporting**

    – Establish **standardized baseline indicators** for measuring long-term success across city level projects for all Deep Dive Cities

    – Develop a **streamlined reporting system** in alignment with PMEL

2. Maintain **long-term engagement** across multiple cities (+32)

3. Integrate **multidisciplinary scoping** across global workstreams and global core strategies*

4. Navigate the local **political landscapes**

5. Align fundraising or **co-financing opportunities** at the country level

6. Receive additional revenue to **fund new project opportunities** in Indonesia

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LEARNINGS GOING FORWARD

- **Inclusive Definition of Deep Dive Cities**
  - <u>Proposed Action</u>: Combine the Development Fund and Priority Cities under a single classification of Deep Dive project
  - All projects are called a **"Deep Dive City" or "Deep Dive Metropolitan Region"** depending on their scale
  - Continue to provide the same delivery platform – global core team and in-country team across all offices

- **Selection of Cycle 3 Projects from Existing Pool of Cities Promotes Deep Engagement**
  - <u>Improved Selection Process</u>: Country Offices select cities from the existing pool of 32 Deep Dive cities based on local expertise and on-the-ground knowledge; Cities must meet criteria aligned with DD and Cities Program objectives
  - Encourage teams to continue work in the same city, but adjust the scope to adapt to the city's shifting needs and new opportunities

- **Diversify the Portfolio of Deep Dive Cities**
  - Expand funding to pursue Deep Dive opportunities in Indonesia following the successful addition of Colombia in Cycle 2

- **Enhancing communications**
  - Cycle 3 increased communications budget
  - Expanding scope of support/offerings to include updates, infographics, data sheets, blogs, etc comms products tailored to each project's need – best suited to amplify and disseminate the project achievements to the best audience.

- **Flexibility of funding and scope to encourage innovation**
  - Establish a flexible pool of funds for emerging opportunities and projects in need
  - Expand funding for WRI Indonesia and Communications
  - Refocusing funding from development cities to top priority cities

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HIGHLIGHTS FOR CYCLE 3

- Streamlined 18-month Timeline (October 2024 - May 2026)

- Total of 9 Country Offices, including WRI Indonesia

- New Combined Category and Funding Pool for "Deep Dive Cities"

- Estimated 10 -14 mature city-level projects in cities with existing Deep Dive engagement

- Increased integration of Cities Communications and other Cities Program Strategic Initiatives

- Integrated scoping process included to support Country Offices during proposal submission
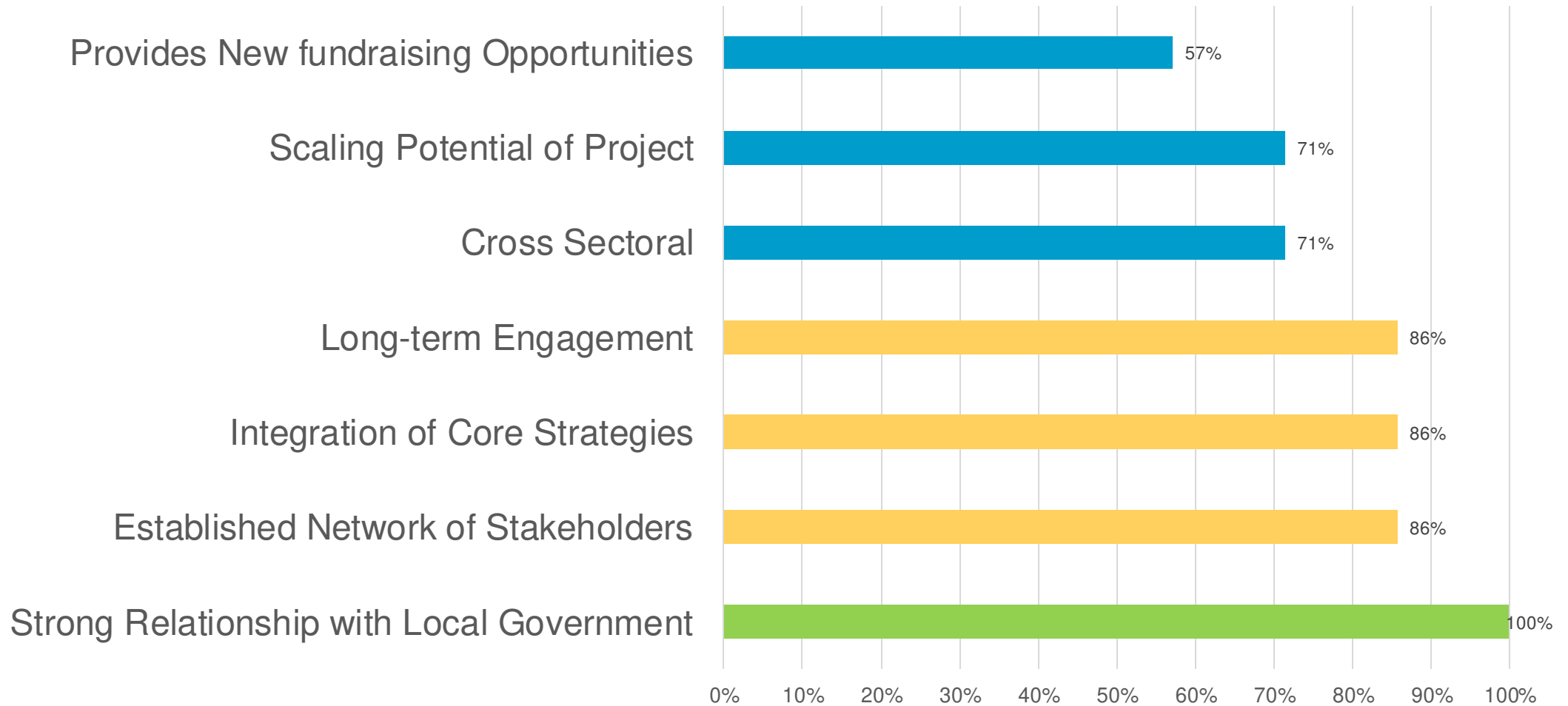
DISCUSSION – KEY QUESTIONS

1. As we prepare for the culmination of three Cycles, what type of outputs do we want to see from the Deep

   Dive Initiative as a whole?

2. Let's explore the relationship between Deep Dive global and country office teams

3. What would our work in these cities look like without Deep Dives Initiative?

4. Roadmap for cycle 3

* data&tools, RKE and Capacity Building. Urban development, Urban mobility and Urban efficiency and climate

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CYCLE 3 ROAD-MAP

Overall Budget approved by the ET
Issue to country teams criteria for city selection

Preparation of workplan country teams and global team in coordination with MEL team

Review of country teams workplans

Confirmation of Budget allocation per country office and workplan

Cycle 3 October 2024 to December 2025

May

May - June

July

August-September

* data&tools, RKE and Capacity Building. Urban development, Urban mobility and Urban efficiency and climate

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Monday 4/22	Day 1: Tuesday 4/23	Day 2: Wednesday 4/24 *(office)*	Day 3: Thursday 4/25	Day 4: Friday 4/26
Arrival in The Hague	Breakfast			
	Welcome Session *(45 min)*	Roundtable II: Scaling our Work *(75 min)*	RPT Workshop *(90 min)* / Side Session IV *(90 min)*	Managing Organizational Growth & Financial Health *(45 min)*
	Retreat Overview & Objectives *(30 min)*			Bringing Strategic Focus to External Engagements *(60 min)*
	Focusing on Country Transitions *(75 min)*	Livable Neighborhoods Pillar Workshop *(90 min)* / Side Session II *(90 min)*	Integrated Climate Action Workshop *(75 min)*	Retreat Summary *(60 min)*
	Lunch			
	Roundtable 1: Future of the Cities Transition *(60 min)*	Partnering with WRI Europe *(30 minutes)*	Elevating Research, Data, & Learning *(60 min)*	Begin Departures
	Climate Resilience Pillar Workshop *(90 min)* / Side Session I *(90 min)*	Connective Mobility Pillar Workshop *(90 min)* / Side Session III *(90 min)*	Fundraising Strategy *(45 min)*	
	Flex Meeting Time *(45 min)*	Deep Dive Workshop *(90 min)*	Site Visit + Travel to Rogier's House for Dinner *(3 hours)*	
Opening Dinner: Milu	Beachside Dinner: Xiringuito	Optional Dinner	Closing Dinner at Rogier's	

Full Group Discussions   Workshops   Awareness-Raising

LOGISTICS

- **Tonight**
  - 7:00pm: Dinner at ShakShuka
    - **Meet in lobby at 6:45pm if you want to walk together**
  - 5:00 - 6:00pm: Development team &
    Country Office Directors' Meeting
- **Tomorrow & Friday**
  - Starting at **8:30am**, in the hotel meeting room
  - We will share the updated agenda in WhatsApp

Confirmed for Dinner:
1. Adriana Kocornik-Mina
2. Adriana lobo
3. Almo Pradana
4. Amanda Gcanga
5. Anjali Mahendra
6. Beth Elliott
7. Cristina Albuquerque
8. Daniel Cano
9. Daniela Facchini
10. Dimas Fadhil
11. Eric Mackres
12. Fernando Paez
13. Hellen Wanjohi
14. John-Rob Pool
15. José Luis Samaniego
16. Maeve Weston
17. Meltem Bayraktar
18. Ondine Brent Eysseric
19. Pablo Lazo
20. Pawan Mulukutla
21. Robin King
22. Sebastian Varela
23. Sudeshna Chatterjee
24. Tini Tran
25. Toni Lindau