



WORLD
RESOURCES
INSTITUTE

Annual Report to the board of directors

2021

BOGOTÁ, D.C., FEBRUARY 2022

About us

The World Resources Institute (WRI) is a global research organization that works to establish links between environmental conservation, economic opportunity and human well-being. Our mission is to lead society towards a way of life that protects the environment and ensures its ability to provide resources in order to meet the needs of present and future generations. .

WRI has a presence in 50 countries with offices in the United States, China, India, Brazil, Indonesia, Mexico, Colombia and others. Our more than 1,400 experts and staff, work with leaders who turn great ideas into actions in pro of the sustainability of our natural resources. We work in 7 programs: **cities, climate, energy, forests, food, water** and **oceans**, accompanied by 4 centers of excellence that work on the cross-cutting themes such as: **economy, equity, financing** and **business**.

WRI has been working in Colombia since 2010 primarily through its global programs and projects. Since October 2019, WRI began preliminary activities aimed at consolidating an office in Colombia, taking advantage of the organization's work in the country with more than 20 ongoing projects. Today, WRI has a Program Office in Colombia and leads several projects in the country, mainly in 3 key areas: Climate, Cities and Forests. Through these programs, WRI seeks to ensure a just transition to a low-carbon economy, protect the country's forests and biodiversity, and improve the quality of life and well-being of all Colombians.

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Manish Bapna¹

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Lina Pineda

Forests an Water

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José Segundo López
David Pérez Barbosa
Silvia Duque
Héctor Miguel Donado
Juliana Vega
Valentina Perdomo
Natalia Senejoa

¹ In January 2022 Shailesh Sreedharan joins the Board of Directors, replacing Manish Bapna.

² In January 2022, changes were made in the legal representation, replacing Omar Díaz with Fernando Páez in the main representation and Paulina Carreño as the alternate.

OUR APPROACH TO ADDRESSING THE WORLD'S BIGGEST CHALLENGES: MEASURE, TRANSFORM, SCALE

Over the past two decades, the world has witnessed remarkable progress in human development: poverty reduction, increased life expectancy, lower maternal mortality, and better education for children. But these improvements have been too slow and more notorious due to the effect of COVID 19 pandemic. Furthermore, human behavior is degrading natural resources at an unsustainable rate.

At WRI, we believe there is a better way. With focused effort and bold action, we can drive systemic change that will improve lives, drive economic growth, reduce inequality, and ensure the natural world can thrive.

MEASURE

We start with data, conduct rigorous research, and compellingly communicate our findings. Our peer-reviewed research is guided by academic standards of excellence, and we are committed to open data.

TRANSFORM

We work with companies, cities and countries to test solutions on the ground. We relentlessly focus on impact, tracking and sharing our top results.

SCALE

We mobilize coalitions of leaders and work with a wide range of partners to move the world down a more sustainable path. Through continued political commitment and strategic outreach, we create positive change in the world.

WRI COLOMBIA VISION

“Colombia has embarked on a transition to an affordable and equitable net-zero carbon economy that uses natural capital sustainably, while conserving the country’s ecosystems and biodiversity, ensuring the protection of food systems and improving livelihoods.”



Table of Contents

Letter from Adriana Lobo	
Executive Director WRI Mexico And Colombia	2
Letter from Fernando Páez	
Deputy Director WRI Colombia	4
MANAGEMENT AND PROGRAMMATIC PILLARS	8
Climate	9
Forests	13
Cities	16
Urban Development and Natural Infrastructure	17
Sustainable and Safe Mobility	21
Air Quality	25
OPERATIONAL MANAGEMENT	26
Finance and accounting	27
Human Resources	30
Information technologies	31
Accompaniment and external support	31
FUNDING	32
COMPLIANCE WITH LEGAL REGULATIONS	33
ACKNOWLEDGEMENTS	33

LETTER FROM ADRIANA LOBO

Executive Director WRI Mexico and Colombia

Dear Board of Directors Members of the Fundación WRI Colombia:

The Fundación WRI Colombia presents the second management report since its incorporation in 2020, it is very satisfying for me to mention that despite being a new organization in a period framed by the pandemic crisis, the WRI team in Colombia has maintained a permanent dynamic towards the fulfillment of the programmatic institutional purposes, towards formalizing operative processes that are necessary for an adequate functioning, the engagement with the financial challenges and the strengthening of relations with local actors of the national government, subnational governments and other organizations.

WRI Colombia has managed to advance in the objectives set for 2021 through a coordinated work effort with the global office teams and the international offices in Mexico and Brazil. The work was framed in three programmatic pillars, Climate, Forests and Cities, providing technical support to institutions at the national level, including the Ministry of Environment and Sustainable Development, the Ministry of Transport, the Ministry of Agriculture, the Ministry of Finance, the National Planning Department and 15 city governments, where Barranquilla, Bogotá,

Cali, Montería, Neiva, Pasto and Valledupar stand out. The developed projects focused on actions to mitigate and adapt to climate change, policies and actions for conservation and reforestation, and the sustainable development of cities.

Within the framework of the ambitious goals proposed by the Colombian government in December 2020 to decarbonize and achieve a 51% reduction in greenhouse gas emissions by 2030, the support has continued to boost economic growth and climate action through the analysis and macroeconomic evidence of the benefits. On the other hand, the support process for constructing Colombia's long-term strategy, which was presented by President Iván Duque at the COP26 was completed.

For the forest program the work of the 20x20 initiative stands out, which has a vision to change the dynamics of land degradation through restoration and conservation. In Colombia there are 5 active projects that are being implemented by local allies in different regions of the country. Additionally, as a result of the work carried out at the COP 26, an exercise began to build an intervention initiative in the Amazon basin as an opportunity that seeks to generate a regional outlook for the governments and countries of the Amazon to incorporate a vision of a new

climate economy that includes the reduction of emissions, the economic valuation and the social dimension.

In terms of sustainable cities, the vision zero work was continued in the cities of Cali and Bogotá through technical support in the design of regulations, speed management programs, technical studies, and projects to improve a safe infrastructure. There was also progress in promoting the transition to zero emission vehicles in coordination with the Ministry of Transport and the cities of Neiva, Pasto, Montería and Valledupar, managing to set transition goals and strengthen capacities in planning new financing models and quantified emissions reductions within the framework of the post-COVID economic recovery. In public transportation, the technical support provided to the city of Bogotá stands out for the implementation of the 7th Avenue Green Corridor project and

the development of the Vital Neighborhoods Program that includes technical elements and the definition of indicators for Road Safety and Air Quality. Finally, we want to highlight the joint work with the Ministry of Environment and Sustainable Development and the Humboldt Institute for the conceptualization of the biodiversity program.

It is satisfying for us to see how the programmatic agenda is consolidating, and this encourages the team to continue working to overcome the financial challenges that will allow us to continue running this great effort. For this reason, I want to express my appreciation to all members of the WRI team at the global level, Mexico and Colombia who have made it possible for us to show progress and tangible results as a product of a great effort that we began to design in 2018.

Adriana Lobo

Executive Director WRI Mexico and Colombia



Letter From Fernando Páez

Deputy Director Fundación WRI Colombia

Respected members of the Board of Directors of the WRI Colombia Foundation:

It is our pleasure to present the second management report of the WRI Foundation. It does not intend to be a detailed report regarding the lines of action and projects, but rather seeks to highlight the progress and results when consolidating the visibility of WRI's actions in Colombia during 2021, the year of the pandemic and other political and social challenges in Colombia.

This document contains information and data about the most relevant aspects of the organizational evolution, financial sustainability processes and the progress and achievements made by the Climate, Forests and Cities programs through which partnerships were celebrated and projects and actions developed, aligned with the WRI's organizational mission, framed in our theory of change: measuring, transforming and scaling, mainly focused of transforming great ideas into action in order to achieve high-impact changes.

The results reflect the work of a highly committed local team, the support of the WRI Global team and Mexico, some consultants, an important relationship with the national government, some subnational governments and with local organizations that share common vision and similar goals.

From the point of the organization's operation, in 2021 we were able to start consolidating a team focused on defining protocols for our operational processes, in compliance with regulatory requirements in terms of health and safety at work and in carrying out rigorous financial and budget controls within the framework of local regulations and in compliance with organizational policies. We were able to formally hire 11 members, who are currently part of the Foundation's team. Some of whom were hired through the Mexico office or other local organizations. This progress has allowed us to have increasingly clearer role assignment in order to safeguard our strategic vision, the fulfillment of institutional goals and the technical monitoring of our projects. All of the foregoing are in close coordination with the WRI Global and Mexico teams.

As to the challenge of financial sustainability, we made progress in having an effective interaction with the global operational and programmatic teams for the protocolization of resource transfers from the global level and the allocation of budgets in order to fund local support. The team made strides in mapping out possible funders with a plan to seek opportunities and prepare and monitor proposals that allowed us to permanently evaluate and continuously improve our processes.

In our programmatic agenda, specifically, the Climate program, we work with the national government in order to promote climate actions via analysis and macroeconomic evidence of the generated benefits. We delivered the framework document about stranded assets in Colombia to the National Planning Department and supported the government in the preparation and implementation of the first stage of the Long-Term Decarbonization Strategy that President Iván Duque launched at COP26, which contains an analysis of the relations between the challenges in the Strategy, produced by NCE and WRI. Additionally, within the framework of the orientating processes aimed at more than 100 public and private organizations linked to WRI's strategy, we provided technical assistance to companies so they could estimate their emissions and define science-based emission reduction objectives.

In the Forests program, mainly through the projects developed by the 20X20 initiative, we participated in the National Restoration Roundtable for the identification of common restoration priorities and promote strategies and incentive programs; technical support was also provided to the Ministry of the Environment for the development of cost-effectiveness studies for public programs with a focus on restoration; avoided deforestation; land use change; and sustainable forest management in Colombia and the cost and benefit determination of restoration activities, all within the framework of the goals established in the NDC. Together with the Ministry of Agriculture and Rural Development and the Ministry of Environment and Sustainable Development, we identified a portfolio of investment

opportunities and summoned a round table between project proponents, the Ministries and impact investors. The 20x20 technical and financial partners have reported 21 conservation and restoration projects in more than 2.7 million hectares.

The Cities program has developed urban mobility actions by accompanying the governments of Bogotá and Cali in planning and implementing road safety actions with a vision zero approach, on safe infrastructure and speed management topics. The experience acquired by WRI in this line of work has allowed us to share lessons learned with other cities in the region. During 2021, the technical support for implementing zones 30 in San Salvador is a highlight. It is important to highlight the technical support provided to the government of Bogotá in the process of planning and designing the Corredor Verde Carrera Séptima and in the Barrios Vitales initiative, which include public transportation, safe infrastructure and air quality issues. It was possible to develop a model for forecasting air quality in Bogotá with the Ministry of the Environment. In electromobility, with the support of the Ministry of Transportation, technical advice is being provided in order to promote and support planning and implementation capacities for electric fleets in public transportation systems across Colombian cities. In the case of Urban Development, a study was made regarding any incentives that the public sector can use to encourage private developers to build affordable housing in DOT locations across Bogotá. Finally, through the Cities4forest platform, it was possible to have the commitment of Colombian cities such as Bogotá, Medellín and Cali in protecting forests

as part of the platform and we expect to onboard other cities, some of which joined the Call to the Action in the framework of COP 26.

Another of WRI's points of interest has been supporting the Ministry of Environment and Sustainable Development in the conceptualization of the BiodiverCiudades initiative. During 2021, in coordination with the Humboldt Institute, WRI developed a chapter about financing projects within the BiodiverCities concept and participated in global discussions organized by the World Economic Forum.

Finally, during COP 26 we managed to meet with the President of the Republic and our global president, Ani Dasgupta, to reiterate WRI's commitment to support achieving climate commitments. As a result of these conversations, there arose an initiative for the preservation of the Amazon Rainforest. For this reason, important consideration has been allocated with the global team and the Brazilian office to structure an intervention

initiative in the Amazon. The role of WRI is to develop effective intervention actions in the Amazon from a scientific approach that considers a climate economy narrative and defines specific goals and indicators to measure compliance.

We are sure that all the efforts of these two years of work will continue to show the work of WRI in Colombia with a vision towards regional expansion. We will continue with the effort of seeking the foundation's financial sustainability and consolidating a technical team that manages WRI support demands and allows us to generate real-world change as benchmarks for other latitudes.

I appreciate the trust placed by being part of this team and contributing to the achievement of the institutional vision and mission.

Sincerely,

Fernando Páez Mendieta

Legal Representative

Fundación WRI Colombia







Management and programmatic pillars

Through our programs, WRI seeks to ensure a just transition to a low-carbon economy, protect the country's forests and biodiversity, and improve the quality of life and well-being of all Colombians.

We present below the main advances and results obtained within the framework of the different programs developed by WRI in Colombia in 2021.

CLIMATE

Although Colombia accounts for only about 0.4% of global emissions, its Nationally Determined Contribution (NDC) is one of the most ambitious in the region. In December 2020, Colombia announced a new and improved NDC that includes a 51% reduction in greenhouse gas emissions by 2030, aligning this goal with the carbon neutrality goal for 2050. WRI's climate team has been working closely with the national government and other key stakeholders to support Colombia in implementing its NDC and achieving its climate goals.

In 2021, WRI's Colombia team, together with The New Climate Economy team, supported the development of Colombia's Long-Term Climate Strategy E2050 to comply with the Paris Agreement, which was officially presented to the Convention United Nations Framework on Climate Change (COP26) in Glasgow at the end of 2021.

Among the actions carried out in 2021 in the Climate area, the following stand out:

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Project

The New Climate Economy

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Objective

The New Climate Economy (NCE) brings together government, business, and economic leaders to enhance the global and national understanding of how climate action can drive economic, social, and development goals.

In Colombia, NCE's work has focused on generating scientific evidence of the economic and social benefits of implementing Colombia's 2030 and 2050 climate goals.

R

Result

Among the results achieved this year by the WRI and NCE team, the following stand out:

- **2050 Strategy:** NCE used tools and methods to understand the direct, indirect and induced effects of the challenges of the 2050 Strategy. The Challenges are a set of 9 policy packages for Colombia to move towards a decarbonization by 2050. The NCE analyzes were included in the final version of E2050 and were presented by the President of Colombia at COP26.
- **The Private Sector's Commitments:** NCE has been working on further analysis of Greenhouse Gas (GHG) emission reductions from voluntary private-sector- measures, to be included in further rounds of the process, along with their associated co-benefits.
- **Assessment of the supply of ecosystem services in Colombia:** Through the use of spatial analysis tools, NCE's team has also been able to assess the value of biodiversity services under alternative forest restoration and forest protection scenarios.

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Project

Stranded Assets

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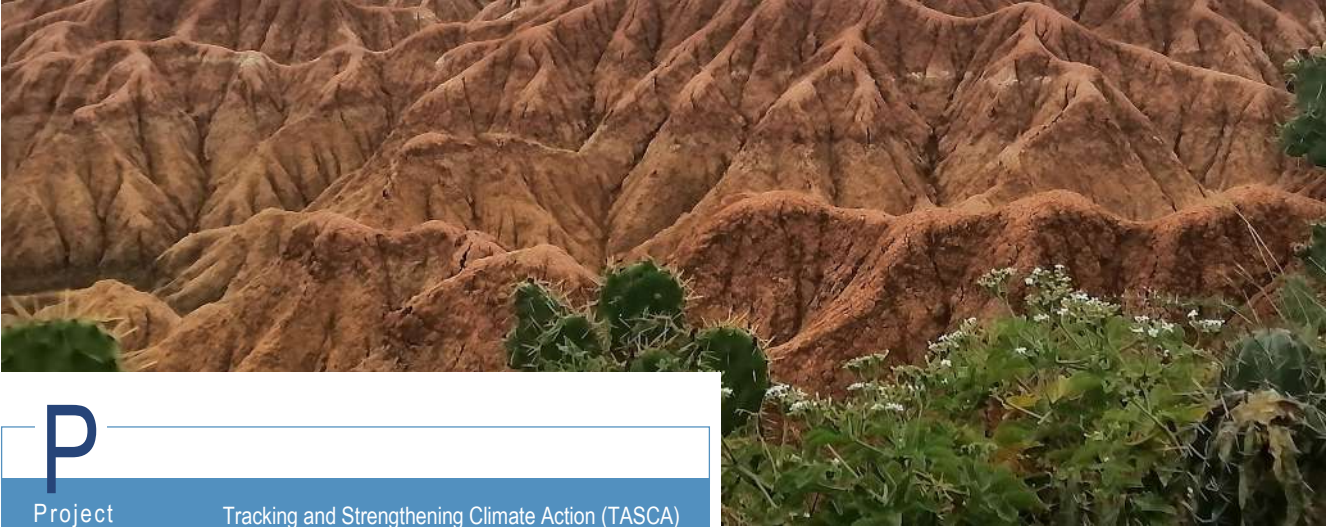
Objective

NCE and WRI Colombia teams are working together with the National Planning Department (DNP) and other local stakeholders to produce a policy-oriented thematic paper on how Colombia can move away from stranded assets.

R

Result

Progress has been made in creating an analytical framework to identify what stranded assets are and how this concept is understood and applied in Colombia. Additionally, progress has been made in the creation of a toolbox that allows companies in Colombia to assess asset risks. In this process, two companies have been identified to be subject to assessment as part of a pilot.



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Project

Tracking and Strengthening Climate Action (TASCA)

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Objective

Support the National Government with tools and resources to fulfill its national climate commitments and strengthen climate action.

R

Result

During 2021, WRI's team, through the TASCA project, managed to support two National Government Strategies:

- **2050 Strategy:** Support the process of developing a Long-Term Climate Strategy for Colombia E2050 to comply with the Paris Agreement.
- **Colombia's Carbon Neutral Strategy:** Provide technical support to the Ministry of Environment and Sustainable Development to consolidate Colombia's Carbon Neutral Strategy, within the framework of the orientation processes aimed at public and private organizations that are linked to the initiative.

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Project

Clean Energy Investment Accelerator (CEIA)

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Objective

The Clean Energy Investment Accelerator (CEIA) seeks to engage with government leaders to create policy environments that support and attract clean energy investment. By bringing together the public and private sectors and providing technical support to commercial and industrial energy consumers, CEIA helps companies test new clean energy purchasing models that can be replicated and scaled.

R

Result

In 2021, CEIA developed a corporate renewable energy procurement guide and is providing information to the Colombian government to share lessons learned and improve the enabling environment for private sector renewable energy deployment in Colombia. Similarly, CEIA collaborated with the National Association of Industrialists (ANDI) to make Colombia's first and second aggregate acquisitions for on-site solar energy, identifying more than 200 MW of potential demand.



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Project

NDC Partnership (NDCP)

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Objective

Increase the volume of investment opportunities aligned with short-term NDC goals, such as those described in the 2019-2022 National Development Plan and establish an enabling environment to scale up successful experiences and implement new mitigation and adaptation measures and actions in the medium term.

R

Result

During 2021, the NDCP team supported the Government of Colombia, through the Ministry of Finance and Public Credit, in the development of a green recovery strategy, with its respective economic modeling. Similarly, the Government has been supported in market analysis and regulatory adjustments to promote the integration of electromobility and the generation of non-conventional renewable energy.

FORESTS

58% of Colombia's greenhouse gas emissions come from unsustainable agriculture, forest management, and other land uses, making this sector critical to achieving the new 51% emissions reduction target. WRI's forest team, through the 20x20 Initiative, Global Forest Watch and the Forest Legality Initiative, works to monitor Colombia's forests, restore degraded ecosystems,

reforest, and promote land uses that prevent degradation and guarantee food security.

During 2021, the WRI Colombia team supported the WRI Global teams in the development of their activities in the country. Additionally, the Colombian team focused on seeking funding for the forest department to create and strengthen a local forest focused team.

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Project

Provide support to the 20X20 Initiative

O

Objective

Advance the restoration agenda to change the dynamics of land degradation and stop the rates of deforestation and degradation in Latin America. The initiative supports comprehensive restoration processes and efforts to recover the functionality of the land through agroforestry, silvopastoral systems, and other sustainable land use schemes.

R

Result

The 20X20 Initiative has managed to maintain a constant conversation with the Ministry of Environment and Sustainable Development and with the Ministry of Agriculture and Rural Development of Colombia, this has led to the identification of an investment portfolio and tables with investors and proponents.

Since 2017, the 20X20 Initiative played a critical role in the creation of the National Restoration Roundtable, since then, year after year, they have been supporting and accompanying the calls of the multiple actors that make it up between the government (Ministry of environment, agriculture, National Department of Planning, transportation, energy, etc.) and the private sector, academia, and civil society. 20X20 helps identify common restoration priorities and advance restoration strategies and incentive programs.

20X20 has also worked on adaptation measures to safeguard Colombia's ability to maintain its hydroelectric capacity and water supply in the future.

The initiative has also continued to support the 21 selected projects in the country with which more than 2.7 million hectares are reported to be conserved and restored.

During 2021, the Initiative participated with the Manuel Ramírez Study Center in the investigation and preparation of two reports for the Ministry of the Environment focused on an analysis of the cost effectiveness of activities in restoration and avoided deforestation in the country.

Additionally, the Initiative has advanced in actions for the creation of the Forest Landscape Restoration Hub (FLR Hub) that unites six countries, including Colombia, Peru and Brazil and focuses on the search for public or private financing for restoration activities, monitoring and capacity building.

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Project

Global Forest Watch - GFW

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Objective

By leveraging cutting-edge technology, GFW enables anyone to access near real-time information on where and how forests around the world are changing. The objective of this initiative in Colombia is to increase its use and facilitate access to the country's existing information.

R

Result

ProCAT Colombia, one of the beneficiaries of the Global Forest Watch (GFW) Small Grants Fund 2021, started a project that seeks to use GFW deforestation alerts to generate early and joint actions between IUCN, ProCAT, protected areas and local and environmental authorities to mitigate, control and monitor the deforestation of the Colombian Tropical Dry Forest in order to ensure the long-term conservation of the Colombian tapir.

In 2021, ProCAT Colombia received training from GFW in the use of monitoring alert systems and high-resolution satellite images, as well as drone monitoring to launch the monitoring project, which will run until the second half of 2022 .





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Project

Forest Legality Initiative - FLI

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Objective

FLI works to achieve better forest management and governance by preventing illegal logging and supporting legal sourcing.

The FLI team engages with the private sector, enforcement agencies, the scientific community, and multilateral organizations to I) Raise awareness of policy developments in forest product supply chains nationally and internationally. II) Train small and medium forest enterprises to increase their ability to comply with legal regulations and better demonstrate their legal compliance to international buyers. III) Support the development and adoption of innovative technologies that can detect and prevent illegal logging by identifying the origin and species of wood products. IV) Develop the capacity of civil society organizations to monitor and document illegality within the extraction and trade of forest products.

R

Result

The Forest Legality Initiative partnered with FEDEMADERAS, the FAO-EU FLEGT Program and the International Tropical Timber Organization to carry out a virtual training program for small and medium-sized enterprises (SMEs) in Colombia to develop their business management skills to support law enforcement.

The program trained 377 people, including 188 women, in the following topics: administrative management, business management, responsible purchasing, gender equity, due diligence, and compliance with the law.

In addition, FEDEMADERA established alliances with 18 organizations in Colombia to identify and reach out to potential participants. Partners included trade associations, regional environmental authorities, the Ministry of the Environment, and civil society organizations. In addition to the modules, FEDEMADERA produced four infographics and short videos to support the training program.

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Project

Food and Land Use Coalition - FOLU

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Objective

Support science-based solutions that help build a shared vision of the challenges and opportunities to drive collective and ambitious actions to transform the way food is produced and consumed, and the way the planet is used for people, nature and climate.

FOLU Colombia is led and implemented by a great partner of WRI: *E3 Asesorías – Ecología, Economía y Ética*.

R

Result

FOLU Colombia launched the Roadmap for Food and Land-Use in Antioquia, developed in a participatory manner with more than 220 actors. FOLU Antioquia and partner institutions are advancing the implementation of the proposed actions.

Likewise, FOLU Colombia advanced in the implementation of the FOLU Quindío roadmap, by supporting the development of the food and nutritional security policy and promoting actions to achieve a Regenerative Quindío.

The year was very important in adding to the proposals of the Food Systems Summit held in September 2021. The office of the first lady, together with CISAN, managed to present a country roadmap with the support of FOLU and various institutions. Progress was also made in a diagnosis of Valle del Cauca and in the formation of a management group for the department, in order to develop a roadmap that posits solutions to food system challenges that were aggravated by the protests and the repercussions of Covid 19.

FOLU Colombia has managed to position different issues that comprise food systems such as food diversification, food loss and waste, short food circuits and nature-based solutions. It influences through coalitions of actors and effective communications in positioning these issues and generating changes in behavior.

CITIES

More than 80% of the Colombian population lives in urban centers, where 76% of the national GDP is generated. The efficient management of cities is essential to reduce poverty and inequality, in addition to addressing climate risk. WRI's Ross Center for Sustainable Cities works to create economically prosperous cities by ensuring that urbanization is done in ways that are low-carbon, inclusive and climate-resilient.

In the Cities department of WRI in Colombia we work on three programmatic lines: Urban Development and Natural Infrastructure, Sustainable and Safe Mobility, and Air Quality.

In the line of Urban Development and Natural Infrastructure, WRI focused on the formulation of new national policies and programs in the transition towards clean, compact and connected cities, working hand in hand with the Ministry of Housing, City and Territory and the Ministry of Environment and Sustainable Development of Colombia. It also provided support to different local governments to identify, value, preserve and sustainably use their natural assets.

In the line of Sustainable and Safe Mobility, WRI supported local governments in the structuring and execution of strategic projects to improve infrastructure, mobility and public transportation, and road safety.



Finally, in the line of Air Quality, WRI supported the city of Bogotá in identifying tools to manage the city's air quality, as well as support decision-making to reduce pollutant emissions and exposure of citizens to them.

The cities that WRI supported during 2021: Bogotá, Medellín, Cali, Barranquilla, Cartagena, Neiva, Montería, Palmira, Yopal, stand out. And it grew towards other cities at the regional level such as San Salvador.

Among the outstanding results of the Cities area is that six Colombian cities made a Call to Action to urge national and subnational governments to develop and implement solid internal policies to protect, restore and sustainably manage forests within their territories. Also, a summons for companies to ensure that their commodity supply chains will be free of deforestation was issued, and finally, for financial institutions to avoid financing activities that cause deforestation and instead prioritize investing in nature-based solutions, such as forest conservation and restoration.

Urban Development and Natural Infrastructure

WRI worked hand in hand with the National Government of Colombia and with local governments to support the formulation of new policies around sustainable and accessible cities.

At the national level, WRI supported two public policy initiatives for the planning of sustainable cities: The Urban Policy Review of the OECD and Biodiverciudades. The first project is a joint effort with various international and national organizations and entities of the National Government to generate recommendations for the country's urban policies. In Biodiverciudades, the Ministry of Environment and Sustainable Development and the Humboldt Institute supported the conceptualization of the initiative.

At the local level, WRI provided support to subnational governments so they could identify their natural assets and incorporate them into urban planning processes. Likewise, it helped them develop tools that allow them to sustainably manage their biodiversity.

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Project

Urban Policy Review

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Objective

At the request of the Ministry of Housing, City and Territory of Colombia, the Organization for Economic Cooperation and Development (OECD) is reviewing the national urban policy with the aim of providing policy recommendations on urban development and help the national government to develop competitive, sustainable and inclusive cities.

WRI Colombia accompanied the OECD, the World Bank, the Inter-American Development Bank, and the Governments of Chile, Poland and the United States, as *peer reviewers* in the process.

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Result

As peer reviewers of the OECD's Urban Policy Review, WRI had the opportunity to accompany the interviewing process of government institutions, local governments, universities and other organizations to identify the strengths and challenges of urban development policies in Colombia.

Similarly, WRI reviewed the preliminary version of the analysis and recommendations document and participated in the socialization of the documents with the National authorities.

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Project

Support the BiodiverCiudades Initiative

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Objective

Support the Government of Colombia in the conceptualization and operation of the *Biodiverciudades* initiative, which seeks to recognize, prioritize and integrate biodiversity for the country's cities and orient the benefits towards sustainable urban-regional development.

R

Result

The support given by WRI to the *Biodiverciudades* Initiative has been continuous since 2019. During 2021, WRI worked with the Alexander von Humboldt Institute on a publication on Transforming Cities From a Biodiversity Perspective: Contributions From a Megadiverse Country, which includes a chapter on financing projects related to the initiative in Colombian cities.

Additionally, WRI participated in the Biodiverciudades Global Commission of the *World Economic Forum* (WEF). WRI is a member of the high-level commission with more than 30 world-renowned experts and practitioners from the public and private sectors, academia, and civil society. The Biodiverciudades Global Commission works by advising on the development of a shared concept, a framework and a prospective that integrates cities with nature.

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Project

Incentives for the production of social housing in areas of Transport Oriented Development (TOD)

O

Objective

The key question addressed by this research is: "What are the most effective incentives that the public sector can use to encourage private developers to build affordable housing in transit-oriented development (TOD) locations? in Bogotá, Colombia and Curitiba and Belo Horizonte, Brazil". The project draws on existing literature to develop and conduct housing developer surveys, along with desk research and selected key informant interviews to assess the capacities of the government in these municipalities to implement housing incentives.

R

Result

During the year 2021 WRI advanced in the search for databases on the construction companies social housing in Bogotá. Additionally, sent surveys to more than 150 construction firms that have participated in the production of social housing in the city and conducted interviews with selected firms.

Additionally, WRI held conversations with the District's entities that belong to the habitat sector, such as the Urban Renewal Company, the Habitat Secretariat, the Popular Housing Fund and the Urban Development Institute to understand their responsibilities and visions regarding the issue.

At the same time, WRI generated a research report with a review of the literature, analyses of the surveys and interviews in order provide Bogotá's section to the general report.



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Project

Cities4Forests

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Objective

To support Colombian cities in the conservation, management, and restoration of their internal forests, nearby forests, and distant forests, and raise awareness of the benefits that forests, and other natural infrastructure provide, especially for human health and well-being, climate, water and biodiversity.

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Result

Currently three Colombian cities are part of the Cities4Forests global network: Bogota, Medellin and Cali. However, WRI's activities in Colombia have made it possible to impact other cities in the country such as Barranquilla, Cartagena and Yopal.

Among the outstanding results of Cities4Forests the following stand out:

- **Green-Gray Assessment Bogota:** WRI together with Conservation International (CI) is conducting an evaluation to know why, where and how to implement integrated green and gray infrastructure solutions to optimize the return on investment for the *Empresa de Acueducto y Alcantarillado de Bogotá* and the city of Bogotá. WRI and CI are applying the "Green-Gray Assessment" methodology to help the water utility inform management and investment decisions in the next 3-5 years, demonstrating the financial case for the protection, restoration and management of paramos, forests and other natural areas in the basins that supply the city of Bogotá.
- **Call to Action on Forests and Climate:** Six Colombian cities, along with 51 other cities around the world, called on national governments, financial institutions and companies to promote policies and actions aimed at reducing deforestation, and prioritizing investments in nature-based solutions. The 6 cities that signed the Call to Action were: Bogota, Medellin, Cali, Barranquilla, Cartagena and Yopal.
- **Exchanges of knowledge and good practices:** Taking advantage of the vast network of cities in Cities4Forests, WRI Colombia organized and participated in knowledge exchange sessions between cities in Latin America on topics such as: Administration and Management of Urban Forests and Urban Agriculture.





Sustainable and Safe Mobility

The mobility component has three lines of work: The recovery of public transport that seeks to rethink the system so that it is more inclusive, consistent with the environment, and connects the city with the different poles

of attraction and modes of transport; road safety, that seeks to save lives by making complete streets and safe roads ; and finally, electromobility that seeks to be in the vanguard of green and clean technologies for the cities and municipalities of Colombia.

· *Recovery of Public Transport*

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Project

Big Bet Bogotá

O

Objective

Support the city of Bogotá in the implementation of the Green City Concept. The Green city concept is made up of Vital Neighborhoods (a strategy that seeks to improve the quality of life by promoting clean and sustainable modes of transport), connected by Green Corridors (arterial roads that connect the citizens with the rest of the city, in a safe, inclusive, diverse, ecological street).

WRI works with three offices; mobility, urban development, and air quality to help Bogotá consolidate the first Vital Neighborhood and Green Corridor.

The project focuses on 4 areas: Strategic Alignment, Technical Support, Urban Analysis and Sharing Experiences, each of these areas has multiple actions that have helped Bogotá move towards its Green City concept.

R

Results

In 2021, the Strategic Alignment area has focused on producing a normative framework and legal tools for the viability of the Corridor designs.

In the technical component, WRI has helped the city define operational schemes, safer designs for vulnerable users, and presented innovative green technologies to help the city decide the best scenarios.

WRI has worked in an inclusion and accessibility urban study to understand how the corridor moves towards a more inclusive city.

Also, delivery of impact indicators for the Vital Neighborhood Vitales in road safety, universal accessibility, and air quality.

And finally, WRI coordinated (8) Knowledge exchange spaces between different cities, in topics such as public transport, green technologies, communication, and citizen participation, and lessons learned from similar projects. A capacity building on speed management and low-speed zone session with 80 participants from different dependencies was successfully executed.

· Road Safety

P

Project

Bloomberg Bogota- BIGRS

O

Objective

The Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS) supports local governments in the adoption of policy, actions, and interventions to reduce fatalities and severe injuries in road crashes. WRI is part of the Initiative and plays a key role through the infrastructure component. Using data to drive actions, WRI provides technical support to the cities of Cali and Bogotá in terms of road safety with the objective to help the cities reduce fatalities and severe injuries.

R

Results

Through research, capacity building, and data analysis WRI worked in strengthening the normative instruments such as road safety plans and, speed management programs, supported designing recommendations on safer streets, tackled speed as the major risk factor, scaled-up on-the-ground- transformative projects focused on vulnerable users, and helped adopt public policy in road safety in both Cali and Bogotá. Some of the major results are:

Provide support to Cali in its local Road Safety Plan and Motorcycle Plan with a safe system approach. This is the road map for Cali in terms of road safety and will guide the actions planned in the next 11 years.

WRI also helped the city of Cali start the Speed Management Program, a crucial action of the Road Safety Plan and follow-up of the 50 km/h decree technical document delivered by WRI in 2020.

Support the National Agency in the construction of the National Speed Management Plan.

Delivered audit of the Simón Bolívar Avenue BRT system (Cali).

Provided speed and life-saving cameras study for Bogotá. The study makes part of monitoring the Speed Management Program delivered to the city on 2018 (WRI annually analysis speed in Bogotá).

Designed motorcycle models for Cali and Bogotá to learn the relation between infrastructure and road crashes.

Developed a technical support document for the modification of the decree that excluded motorcyclists with companions from traveling on certain roads.

261 benefited from the training and knowledge exchange and capacity-building spaces. Topics such as speed management, safe designs for cycleinfrastructure, safe system approach are some of the sessions delivered in 2021.

P

Project

Calm Traffic Zones - San Salvador

O

Objective

Strengthen the local technical team through workshops and technical worktables on speed management and 30 km/h zones. Support the city in the design of calm traffic zones.

R

Results

Delivery of work plan, first workshop executed with a satisfaction of 4.8/5 from the participants.

P

Project

Vivo Mi Calle

O

Objective

Improve the health, well-being and empowerment of adolescents in Cali and Palmira through the creation of public spaces and safe connections.

R

Results

Inauguration of the healthy route, the first youth focused bike path in Palmira. Delivery of the Bridge of Colors and the open-air classroom (Cali). Graduation of the first generation of the community leaders program (Cali). Winner of the UHPH 2021 Award in the category of inspiring practices and OCUPA Award recognizing work with youth in times of COVID.

• *Electromobility*

P

Project

TUMI E-Bus Mission

O

Objective

This international coalition helps selected cities to build electric bus fleets and scale the adoption of this technology to hundreds more cities through city-to-city mentoring.

The TUMI E-Bus Mission is working with six global partners to dramatically advance the adoption of electric buses in major cities of the Global South.

R

Results

In 2021, WRI presented a value-added offer in the reporting of the success case in the implementation of electric buses in Transmilenio in Bogotá. This was accepted and will be carried out during 2022 by our partners ICCT and C40.

Additionally, WRI managed to commit Barranquilla and Valledupar to the TUMI E-Bus mission, the commitment includes receiving technical assistance, technical assistance plan and subsequent support to the learning cities.

Finally, WRI agreed to long-term implementation goals of 1,150 electric buses with Barranquilla and 44 electric buses with Valledupar.

P

Project

UK PACT- Paving the way towards zero emission urban mobility in Colombian cities: accelerating the adoption of electric buses

O

Objective

Provide technical assistance to three cities, facilitate the planning of electric buses at the national level and create a guide for the adoption of these buses in the country.

R

Results

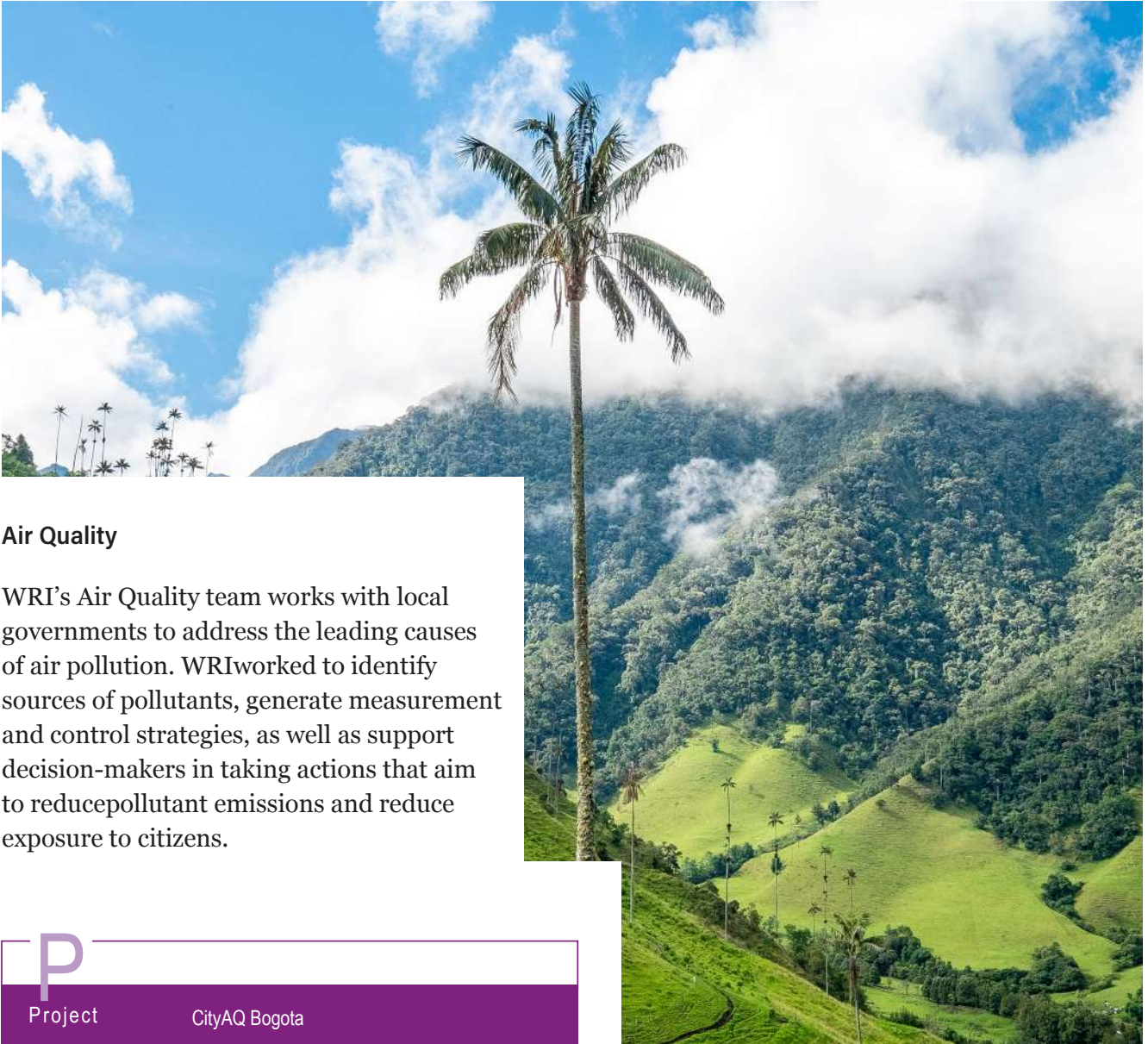
During 2021, the team made up of members of Clean Energy Works, WRI Global, WRI Mexico, WRI Brazil, and WRI Colombia worked to meet the objectives and work plan proposed for this project.

During the year, the selected cities for the project were: Neiva, Pasto and Monteria. In each of these cities, technical support work was given where electric bus impact was evaluated, a load optimization analysis was performed, a market analysis and risk assessment were also performed, a strategy was provided to maximize renewable energies in bus charging processes, a comparison of financial models was generated, and a series of workshops were held with the cities.

Additionally, an implementation of electric bus projects guide was generated that included a gender and social equality approach. At the same time, work was done to coordinate different relevant actors in the sector.

The project progressed satisfactorily, and its completion is scheduled for March 2022.





Air Quality

WRI's Air Quality team works with local governments to address the leading causes of air pollution. WRI worked to identify sources of pollutants, generate measurement and control strategies, as well as support decision-makers in taking actions that aim to reduce pollutant emissions and reduce exposure to citizens.

P

Project

CityAQ Bogota

O

Objective

Generate a new air quality prediction model in Bogotá

R

Results

In 2021, the WRI Air Quality gave the local administration a tool that forecasts the concentration of particulate matter 2.5 (PM2.5), ozone (O3) and nitrogen dioxide (NO2) in the air of Bogotá for the next days. The project was a collaborative effort between the Bogota Environment District Secretariat, NASA and WRI.

WRI also collaborated with Interspecifics to create an artistic proposal consisting of a series of visual and sound compositions showing the dynamics of air pollutants in Bogotá and two other Latin American cities. This proposal seeks to make citizens aware of the problem of air pollution in cities.





Operational Management

The year 2021 was the first year of formal activity for the WRI office in Colombia, a year that represented great challenges, but also important opportunities for growth. Like any recent organization, strengthening the operational base that responds to external and internal demands comprises a process.

Hand in hand with the office of WRI Global and WRI Mexico, the Foundation has been able to implement different procedures that are aligned with the requirements of a subsidiary office and the Global office and at the same time comply with local regulations.

Simultaneously, while the area supported the programmatic demands, important actions were carried out seeking, besides regulatory endorsement, solid foundations for a sustainable growth.

FINANCE AND ACCOUNTING

With the financial support of WRI Global, Colombia has been developing and providing support to different projects in the Colombian territory and at a regional level. Similarly, it has begun implementing direct financing.



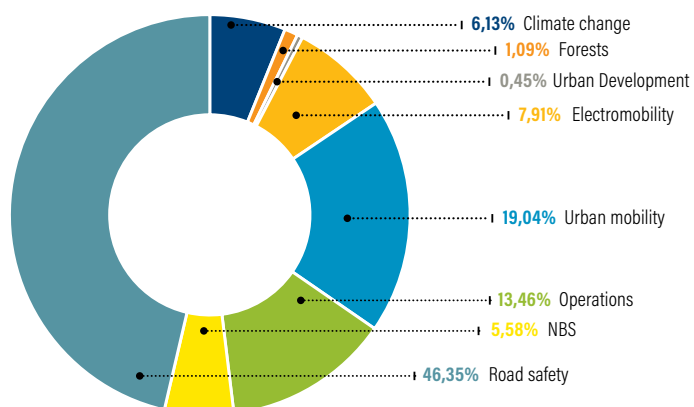
Below, a summary of the income statement of the Foundation for year 2021.

Income statement <i>(Colombian pesos)</i>		
Income for regular activities	\$	1.369.086.940,00
Donations	\$	1.339.650.806,00
Consultancy activities	\$	29.436.134,00
Operational expenses	-\$	1.357.741.338,00
Personnel expenses	-\$	1.076.262.214,00
Honoraria	-\$	238.009.797,00
Travel expenses	-\$	5.131.216,00
Taxes	-\$	22.412.470,00
Services	-\$	7.794.770,00
Legal expenses	-\$	3.427.136,00
Maintenance and reparation	-\$	480.000,00
Depreciation	-\$	1.849.376,00
Miscellaneous costs	-\$	2.374.359,00
Operational surplus	\$	11.345.602,00
Other income	\$	227.883,00
Other expenses	-\$	1.970.500,00
Net surplus before income tax	\$	9.602.985,00
Income tax	-\$	985.000,00
Net surplus	\$	8.617.985,00

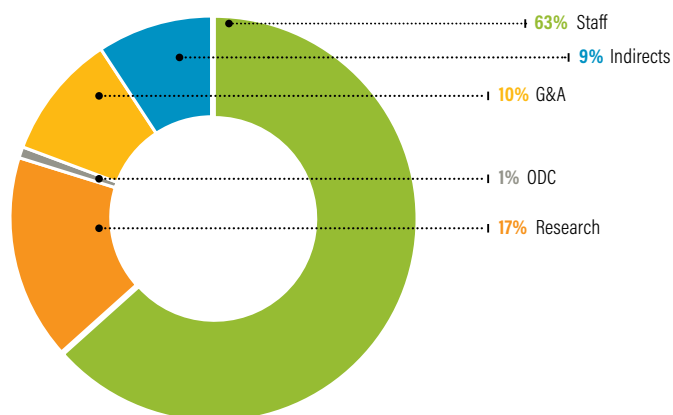
The Financial Statements of Fundación WRI Colombia and the opinion of the Statutory Auditor are attached to this report, which show the financial situation as of December 31, 2021.



Uses of funds by program



Analysis by type of expenditure



The percentages herein represent only the financial activity of Fundación WRI Colombia. The real effort of WRI in Colombia and of the other offices of the global network of the World Resources Institute, is not reflected here.



HUMAN RESOURCES

Consolidation of a technical and support team

The Foundation has managed to directly hire a team of 11 professionals. A staff made up of 5 programmatic technical analysts, two technical specialists, a project financial coordinator, two programmatic managers and an operational manager.

During 2021, academic internship agreements were established with the *Pontificia Universidad Javeriana*, *Universidad de Los Andes* and *Universidad del Rosario*. WRI hired an intern who supported the different projects during the second semester of the year.

Design and implementation of the Occupational Health and Management System

With the support of a professional specialized in occupational health and safety, 2021

represented important advances in this area. During the year, a design of the SG-SST was performed in accordance with Decree 1072/2015, Resolution 0315/2019 and its complementary regulations. This stage consisted of the required documentation such as policies, objectives, training program, work plan, initial diagnosis, hazard identification matrix, risk assessment and determination of controls. Likewise, programs were carried out for biomechanical risk management, visual, psychosocial, family day conservation, biosafety and healthy lifestyles.

Subsequently, the implementation of the SG-SST was given, this stage consisted of activities such as monthly validation of the work team's social security payment, formation of the body of brigades, formation and training of the joint health and safety committee in the (COPASST), formation and training of the coexistence committee, development and documentation of the first

meeting of COPASST and of the coexistence committee, socialization of the functions and responsibilities in occupational safety to the work team, updating of the matrix of legal requirements, execution of the training program, induction of the SG-SST to the personnel, delivery of the letters of medical recommendations to each worker, planning and execution of the family day in the 2nd semester, application of the sociodemographic profile survey among others. The self-assessment was carried out according to the initial standards required by law with 95% compliance.

Code of conduct and ethics

Finally, it is worth highlighting the disclosure and formalization of the code of conduct and ethics applicable to the Foundation's staff.

INFORMATION TECHNOLOGIES

The Colombia office has had the technical and technological support of WRI Mexico who, through the Information System and Technology area, have led all activities related to information technology.

With their support, together with that of the Global Office, WRI acquired and configured 8 computers for the personnel in Colombia, which are within the parameters established by the global office.

In terms of safeguarding information, the Colombia Digital Library has been implemented with the purpose of storing project documents and administrative processes. Likewise, the automated process for digital signatures has been implemented in the documents that require it.

Additionally, WRI Mexico's IT department has provided training on the correct use of Office



365 tools and additional tools that facilitate daily work.

ACCOMPANIMENT AND EXTERNAL SUPPORT

Aliado S.A.S: accounting and financial management

Servicios de Auditoría y Consultoría de Negocios (Grant Thornton): statutory auditor

Brigard Urrutia: legal advice



Funding

During 2021, the Colombia office made progress in preparing materials and processes to access funding through contracts and grants. A process was developed for the preparation of proposals that included stages, actions and persons in charge in order to speed up the preparation of proposals for the summons. This process was created and reviewed in conjunction with teams from the Global, Mexico and Colombia offices.

Additionally, WRI worked mapping possible grant donors for the activities carried out by the Foundation. Through this mapping WRI identified possible sources, sectors, calls and interests of the funders. WRI also started a stakeholder map of possible local allies for

future proposals and projects, likewise, WRI held meetings with the plausible partners to start establishing relationships and strengthen WRI's presence in the country.

The team also prepared a series of materials that were identified as key for the presentation of proposals. This includes documents with general information about the organization, project references, administrative documents, and the resumes of team members. The preparation of these materials facilitated the organization of proposals and documents required by donors.

During the year WRI led and participated in several proposals for calls for multilateral funds and some contracts with development banking entities and governments.

The projects developed during 2021 were financed by:

- BEIS – Department for Business, Energy, and Industrial Strategy through its UK PACT program
- BMZ – German Federal Ministry for Economic Cooperation and Development
- Danish Fund
- Inter-American Development Bank.
- World Resources Institute
- WRI Ross Center for Sustainable Cities
- NICFI – Norway's International Climate and Forest Initiative
- Bloomberg Philanthropies
- Fundación Despacio – Botnar Foundation
- GIZ – German Society for Internal



Compliance With Legal Regulations

In compliance with Act 603 of 2000 (July 27), the Fundación WRI Colombia guarantees the Board of Directors and the relevant Authorities that the products protected by Intellectual Property Law are used legally in accordance with the respective regulations, and with the proper licenses for each program.

The Fundación WRI Colombia, in compliance with the Law in each of the legal systems, has been fully complying with the provisions, including what refers to Act 603 of 2000 and Act 222 of 1995. Likewise, it declares that the operations of the organization adhered to the legal order depending on the nature and the right that protected each management.

Likewise, we state that the Fundación WRI Colombia has made all the affiliations and pertinent payments to the Social Security and Parafiscal System, as established in the Colombian Regulations.

Acknowledgements

The WRI Colombia Foundation team thanks each and every one of the people in the World Resources Institute global network who have supported the consolidation of the office and the development of the projects. WRI

also extends our gratitude to the entities of the National Government of Colombia and local governments, embassies and allied organizations that have worked hand in hand with WRI in 2021. A special mention to:

WRI Global Team

Executive Team

Ani Dasgupta

Becky Marshall

Tracey Patillo

Management and operations

Tracey Patillo

Shailesh Sreedharan

Berhanu Desta

Donald Spencer

Mrunmayee Godbole

Burhan Razi

Natalie Ichtertz

Kristin Snyder

Andrea Villazon

Kelsey Lopez

Jennifer Fenstermaker

Rachel Saag

Alicia Santa Garcia

Nicole Giffen

Paul Ryberg

Shannon Hall

Lillian Torres

Bekah Holloway

Scott Honse

Climate

Helen Mountford

Pankaj Bhatia

Pablo Vieira

Madhavi Ganeshan

Leonardo Garrido

Rogério Studart

Sandra Bravo Córdoba

Elizabeth Benyishay

Sara Ascher

Sebastian Keneally

Vaishali Romero

Neelam Singh

Estefanía Ardila

Juan Carlos Altamirano

Forests, Food and Water

Craig Hanson

Rod Taylor

Janet Ranganathan

Edward Davey

Charles Victor Barber

Walter Vergara

Ruth Nogueron

René Zamora-Cristales

Luciana Gallardo

Todd Gartner

James Anderson

John-Rob Pool

Suzanne Ozment

Will Anderson

Maria Franco Chuaire

Basit Muhammadi

Cities

Rogier van den Berg

Leo Horn-Phathanothai

Anjali Mahendra

Sebastián I. Varela

Robin King

Rivvy Eisenberg

Giuseppe Tesoriere

Sebastian Castellanos

Claudia Adriazola-Steil

Vineet John

Alejandro Schwedhelm

Yen Bui

Wesley Uhl

WRI Mexico Team

Management and operations

Adriana Vejar

Alfredo Menache

Angélica Vesga

Carlos Enrique Castañeda

Ariana Ghibellini

Estefanía Quijano

Jaime Reyes

Yunuen Castellanos

Vivian Plasencia

Alejandro López

Daniela Honorato

Julio César Nava

Kar López

Fernando Salmerón

Tanya Jiménez

Alethia Hermosillo

Mónica Morales

José Gil

Estefanía Martínez

María Rangel

David Pérez

Cesar Avilés

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Cities

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Ana María Martínez

Gorka Zubicaray
Sonia Aguilar
Diana Amezola
Tania López
Eduardo Hinojosa
Angélica Mazorra
Daniel Cano
Mauricio Brito
Ignacio Bernabé

WRI Brasil Team

Climate and Energy
Carolina Genin
Caroline Rocha

Cities

Cristina Albuquerque
Lara Caccia
Henrique Evers
Guillermo Petzhold
Eduardo Siqueira

External partners

National level

Ministry of Agriculture and Sustainable Development
Ministry of Agriculture and Rural Development
Ministry of Housing, City and Territory
Ministry of Mines and Energy
Ministry of Finance and Public Credit
Ministry of Transport
National Planning Department
Alexander von Humboldt Biological Resources Research Institute

National Road Safety Agency

Subnational level Subnational level

Mayor's Office of Bogota, DC,
District Secretary of the Environment of Bogotá
District Secretary for Mobility of Bogotá
District Secretary of Habitat Urban Renewal Company – ERU
Popular Housing Fund of Bogotá
Institute of Urban Development – IDU of Bogotá
Public Transport Company Tercer Milenio Transmilenio S.A.
Mayor's Office of Medellin
Secretary of the Environment of Medellin
Mayor's Office of Santiago de Cali
Administrative Department of Environmental Management (DAGMA) of Cali
Office of Relations and Cooperation of Cali
Secretariat of Mobility of Cali
Mayor's Office of Barranquilla
Environmental Public Establishment (EPA) Barranquilla Verde
Mayor's Office of Cartagena de Indias
Environmental Public Establishment (EPA) Cartagena
Mayor's Office of Yopal

Secretary of Economic Development, Environment and Tourism of Yopal

Embassies

Embassy of Denmark in Colombia
British Embassy in Colombia

Partner Organizations KnowEdge

Expertise France
International Institute for Sustainable Development (IISD)
Fundación Despacio
Iniciativa Bloomberg para la Seguridad Vial
Asociación Nacional de Industriales (ANDI)
E3 Asesorías - Ecología, Economía y Ética
Organization for Economic Cooperation and Development (OECD)
World Economic Forum (WEF)
Conservation International (CI)
National Association of City Transportation Officials (NACTO)
Clean Energy Works (CEW)
Interspecifics
Asociación Colombiana de Ciudades Capitales (Asocapitales)
ProBogotá Región

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