



UNITED
STATES

2016

INVENTING SOLUTIONS

AT A SCALE THAT MATTERS

STRATEGIC PLAN 2016-2020

June 1, 2016

A satellite photograph of the San Francisco Bay Area and Silicon Valley. The image shows the San Francisco Peninsula, the Golden Gate Bridge, and the surrounding hills. The bay is a deep blue-green color, and the surrounding land is a mix of green and brown. The city of San Francisco is visible on the peninsula, and the surrounding hills are covered in dense vegetation. The image is taken from a high angle, looking down on the city and the bay.

VISION TO BUILD A FUTURE IN WHICH PEOPLE
LIVE IN HARMONY WITH NATURE.

MISSION TO CONSERVE NATURE AND REDUCE THE MOST PRESSING
THREATS TO THE DIVERSITY OF LIFE ON EARTH.

San Francisco and Silicon Valley, which many call ground zero for the US technology sector, from space.



323,000,000

current US population

THE US
HOLDS ONLY **5%**
of the world's population

**14% OF US LAND
PROTECTED**
under some form of
environmental protection or
national park designation

**30% OF ALL FORTUNE
500 COMPANIES**
are based in the US,
the largest number of any
country in the world

CO₂
The US is the second-largest
emitter of carbon dioxide in
the world

\$358.38 BILLION
amount Americans gave
to charity in 2014

Americans have been deeply shaped by the geography of our country. Our borders span from the Arctic Ocean to the Hawaiian Islands, and from the Rocky Mountains and Great Plains to the deep Eastern forests and soft shorelines of the Atlantic Coast. Our country shares only two national borders and is otherwise separated from the rest of the world by the Atlantic and Pacific Oceans. Our wide-open landscapes instill in us a deep and abiding love of nature. National Parks like Yosemite, Zion, and Yellowstone are our cathedrals.

From farmers to cowboys to early industrialists, our histories have emerged from the woods and oceans and streams that surround us. The United States established the world's first national park and led the passage of some of the world's strongest legislation for clean water, clear air, and endangered species. Abundant resources gave us the ability to be relatively self-sufficient in terms of energy and food, and contributed to a sense of limitless possibility that fuels the imagination and challenges the limits of a finite planet.

Our fierce individualism dates back to settlers who built our country and who sought freedom of expression above all else. Drawn by a sense of possibility, people from all over the world come to the United States to learn, to seek jobs, and to re-create their lives. We are famous for our melting pot of cultures, religions, and ethnicities, a confluence of diverse ideas and influences. An array of universities and research institutions incubate cutting-edge science and inventions, and educate individuals who have built businesses, organizations, and technologies whose impacts reverberate around the globe.

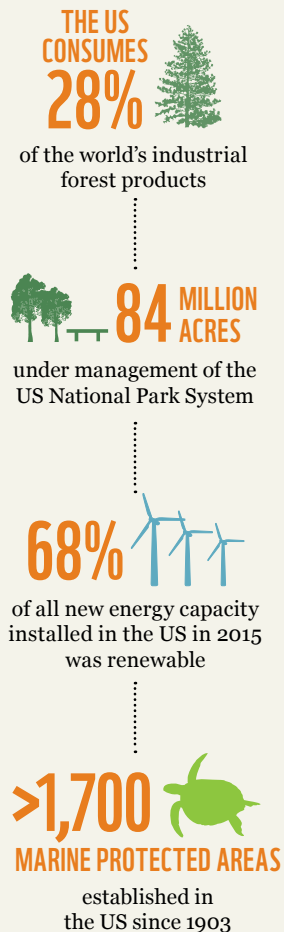
While American society has been an engine for business, the arts, medical advances, great wealth, and philanthropy, that engine has also historically brought a correspondingly large environmental footprint. We consume a disproportionate amount of energy, food, and natural resources both at home and around the world. We have contributed the largest amount of greenhouse emissions to our atmosphere.

So it is clear that solving the current environmental crisis demands that America join others in playing a leadership role, beginning in our own backyard. It demands that Americans direct our persistent love of reinvention toward rethinking our relationship with the planet. It requires a new orientation toward energy use, transportation, food production, business, and how we live our lives in both local and global communities.

When we think about WWF-US—both our role in this country, and in how we represent and support WWF around the world—we feel a great sense of humility, responsibility, and inspiration.

We love our work, and we take it seriously. We do it in a way that builds on the most distinctive of American attributes—a strong sense of individualism, a passion for innovation, a deep reverence for nature, and extraordinary generosity. All with a great sense of responsibility to our colleagues and our mission around the world.

This document was prepared by WWF-US as part of the WWF Network's strategy re-alignment, which began in 2015 to meet the extraordinary challenges facing the world. This document outlines the strong American connection to nature, how we view our place in the world and the larger conservation landscape. It aims to show how WWF-US plans to make the best use of our assets toward WWF's mission to create a world where humanity and nature both flourish.



OUR FOCUS

We work in a country with over a thousand land trusts, and with leading state, regional, national, and global environmental organizations. We collaborate with many of them. But we are determined to focus our efforts in those areas where we can best make use of the Panda—our brand, our global network, our talents, and our relationships—to make unique consequential contributions in the following areas:

Conserving Global Gems in the United States and Across the World. This starts with conserving those American places that are global gems, particularly those such as the Arctic, the Rio Grande, and the Northern Great Plains, that sit at the borders with other countries. Each of these is a rare and globally significant ecosystem that requires an international conservation approach. We also provide technical and financial support to our network to conserve the most important ecosystems in the world.

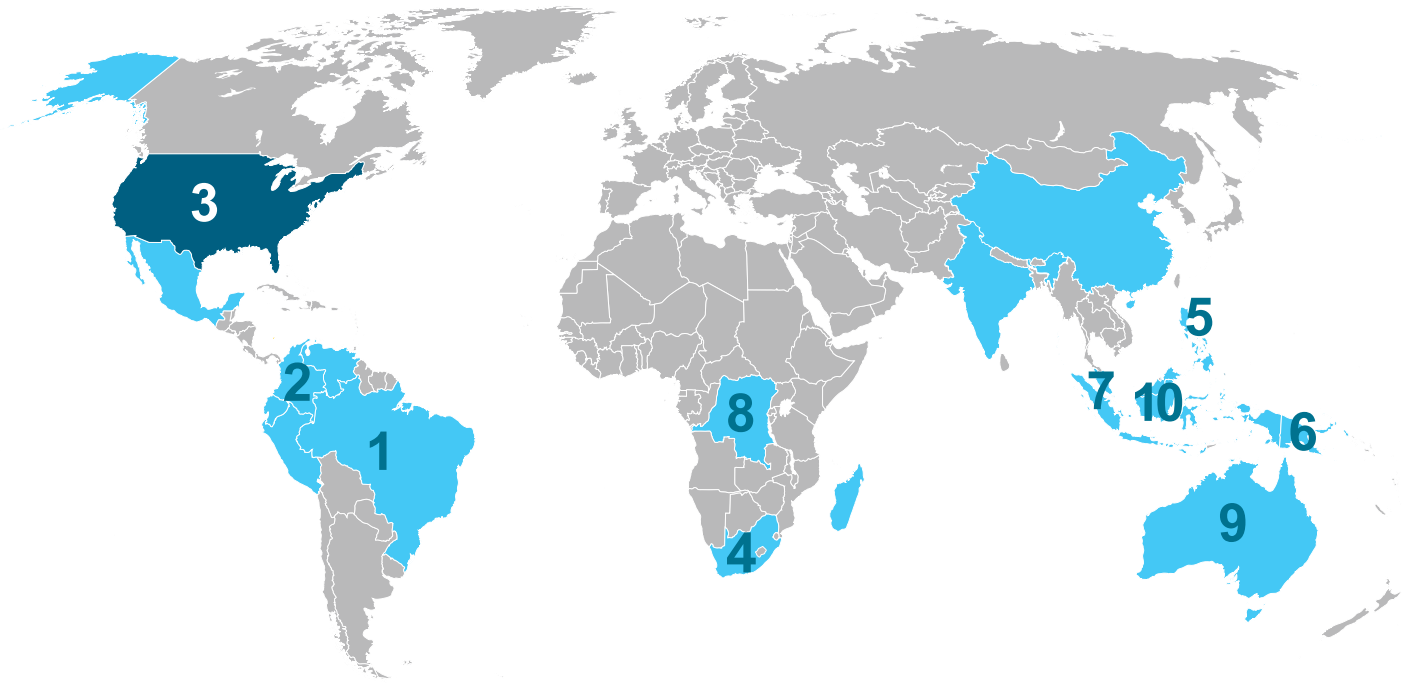
Applying Cutting-Edge Science and Research to Real World Solutions. We hold dear our responsibility to apply the best science and research in partnership with many universities across the world, but most particularly in the United States—where schools such as Duke, Stanford, Yale, Wisconsin, and Princeton bring an abundance of research and science to our work. Together, we are driving the application of science to emergent solutions, and to advance new paradigms of research and practice.

Driving Sustainability With Multinational Corporations. The United States hosts 128 of the Global Fortune 500 companies, and WWF-US takes seriously our engagement with corporate America. We work closely with multinational corporations such as Google, Apple, Facebook, Walmart, Procter & Gamble, Mars, and many others to drive sustainable practices across global corporate operations. We partner with companies to deliver innovations for conservation—including new tracking technology for antipoaching and social media applications that build movements and drive transparency.

Influencing our Government to Support Sustainability at Home and Around the World. We work closely with US agencies, from Congress to the White House to the Departments of State, Interior, Environmental Protection, and Defense, and to USAID, Science, and NOAA. We work to drive progress on climate and conservation here at home, and also with other countries on climate change, illegal fishing, sustainable food production, infrastructure investments, and wildlife crime.

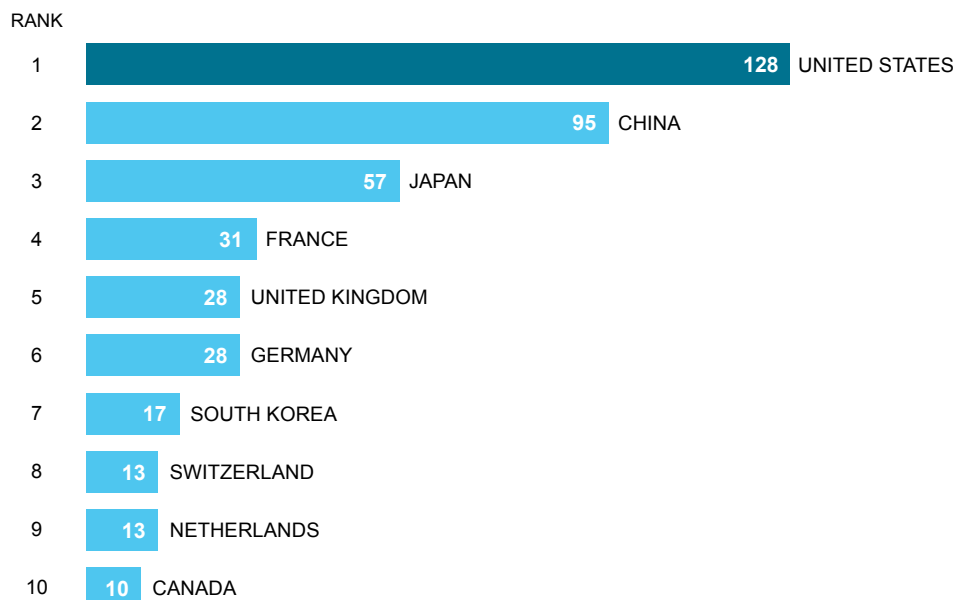
Inspiring Individual Choices and Philanthropy. Last but not least, we work to engage our citizens in the choices they make—on food, energy, and transportation; and we work to galvanize Americans' exceptional spirit of generosity toward WWF priorities around the world. The scope of US private philanthropy is unparalleled anywhere on Earth, ranking higher for generosity than any other developed nation. WWF-US engages American institutions and individuals, inspiring commitments and building partnerships to advance large-scale conservation results in all of WWF's work.

THE US IS THE 3RD MOST MEGADIVERSE COUNTRY ON EARTH



The world's 17 "megadiverse" countries contain more than 70% of the world's biodiversity. The top 10 are represented here: **1** Brazil **2** Colombia **3** United States **4** South Africa **5** Philippines **6** Papua New Guinea **7** Malaysia **8** Democratic Republic of the Congo **9** Australia **10** Indonesia

GLOBAL FORTUNE 500 COMPANIES BY COUNTRY - 2014









420 of the top Fortune 500 companies are based in the top 10 countries.



Plains bison, South Dakota. In the Northern Great Plains, WWF is helping protect 94 million acres of intact grassland, and working with Native American tribes, ranchers, university partners, corporations, and municipalities to restore grasslands and native species including bison, antelope, black-footed ferret, and more.

THE WWF NETWORK: SHARED EFFORT, SHARED IMPACT

With colleagues across the planet, WWF-US will work toward achieving real progress against unified global goals.

GLOBAL GOALS		EXPECTED OUTCOMES (BY 2025)
CLIMATE & ENERGY A global shift toward a low carbon and climate resilient future is achieved		<ul style="list-style-type: none"> • Renewable energy provides 50% of global energy supply and is the basis of improved energy access and security in developing nations. • Governments and key partners, including WWF, are implementing effective strategies that build climate resilience for communities and ecosystems. • At least \$100 billion (USD) is invested annually in low carbon and climate resilient futures, and an appropriate price on carbon is secured.
WILDLIFE The world's most iconic and endangered species are secured and recovering in the wild		<ul style="list-style-type: none"> • Habitats and landscapes of priority species are protected and expanding, and human-wildlife conflicts are minimized. • Conservation stewardship approaches deliver benefits to priority species and people. • Illegal wildlife trade is eliminated for priority species.
OCEANS The world's most important fisheries and ocean ecosystems are productive and resilient and improve livelihoods and biodiversity		<ul style="list-style-type: none"> • Integrated networks of Marine Protected Areas, covering 20% of the world's oceans and coasts, contribute to improved human well-being and biodiversity protection. • Priority fisheries are sustainable or recovering, supporting livelihoods and biodiversity. • Illegal and destructive fishing practices in priority fisheries are eliminated.
FORESTS The integrity of the world's most important forests, including their benefits to human well-being, is enhanced and maintained		<ul style="list-style-type: none"> • At least 25% of the world's forests are protected or under improved management practices, benefiting biodiversity and forest-dependent communities. • Deforestation and degradation are removed from supply chains of key commodities. • GHG emissions from deforestation are stabilized through REDD+ and other mechanisms.
WATER Freshwater ecosystems and flow regimes in key river basins provide water for people and nature		<ul style="list-style-type: none"> • Critical freshwater habitats are protected or restored in priority river basins. • Effective transboundary water governance is operational in key river basins, securing biodiversity and ensuring equitable access. • Flow regimes and connectivity are maintained or restored in priority river basins, including through improved infrastructure development standards.
FOOD Sustainable food systems conserve nature and maintain food security		<ul style="list-style-type: none"> • Agriculture and aquaculture production is managed sustainably to reduce climate emissions, to ensure biodiversity conservation, and to benefit rural communities. • Food waste is halved along value and supply chains. • Major markets shift toward environmentally and socially sustainable consumer choices.



WWF'S Marty Spitzer and Walmart Sustainability Director Katherine Neebe assess rooftop solar panels at a Walmart store in Maryland.

CLIMATE

VISION CREATE A CLIMATE- RESILIENT AND ZERO-CARBON WORLD, POWERED BY RENEWABLE ENERGY.

Climate change is already hitting harder than our best scientists predicted. All nations are vulnerable, including the United States. Warming has allowed pine beetles to devastate our forests and new diseases like Zika to reach our shores. From mega-droughts in California to super-storms in the northeast, climate impacts all of us, including ecosystems we rely on for food and water.

As a country, the United States has emitted the largest share of greenhouse gases, so we have a clear obligation to lead. US leadership was critical to reaching the climate pact in Paris, but we've also passed Saudi Arabia as the largest oil producer. As individuals, Americans have among the highest carbon footprints, more than 10 times of those in India.

But the US is also an engine of solutions—solar panels were invented here and US companies supply them to the world. Record numbers of coal plants are shutting down, while renewable energy has accounted for most of new electricity capacity for two years running.

Limiting warming to 1.5°C requires eliminating all US emissions before 2050. WWF is working with US companies and cities to switch to 100% renewable energy and harness their purchasing power to drive bigger change. To encourage strong US leadership, WWF is leveraging our global network to support cooperation between the US and countries like India, China, Brazil, and Mexico to shift away from fossil fuels and end deforestation.

No matter how quickly we cut emissions, climate impacts will get worse in the years ahead. We have to prepare. WWF is working with partners like Columbia University to help US-based institutions like the World Bank create climate-smart strategies that harness the power of nature.

The US has contributed the
MOST GHG EMISSIONS
of any country

68%
of all new energy capacity
installed in the US in 2015
was renewable

300% MANDATED INCREASE
in automobile fuel efficiency
between 1975 and 2025

60 GIGAWATTS
coal-fired energy capacity
projected to be retired
between 2012 and 2020

**+21 US cities committed
to 100% renewable energy
sources by 2045**

**12 US FORTUNE
500 COMPANIES**
have made 100%
renewable energy pledges
in the past year

MAJOR INITIATIVES

- **Harnessing Purchasing Power to Accelerate Clean Energy.** The Renewable Energy Buyers Alliance (REBA), created by WWF, World Resources Institute, Rocky Mountain Institute, and Business for Social Responsibility, is a coalition of more than 50 companies that are driving renewable energy markets and creating tipping points to accelerate the US economy toward renewable energy. Companies are leading through long-term energy contracts and a public manifesto with principles for changing the US electricity system. In May 2016, Microsoft co-hosted the REBA annual meeting where 300 corporate leaders met with utility regulators and renewable energy providers and discussed moving the principles forward to facilitate even more renewable energy deployment. The partnership is now exploring how to bring US cities into REBA, as well as how to expand the coalition, its influence, and its model to India, China, Mexico, and other countries.
- **Innovative Science Partnerships for Adaptation Strategies.** In partnership with Columbia University and NASA, WWF is developing a more effective model for 'co-generating' tailored climate risk information to inform conservation strategies around the world. With the Peace Corps, the School for Field Studies, The Nature Conservancy, Conservation International, and Wildlife Conservation Society, WWF is leading efforts to collect, analyze, and employ data on how human responses to a changing climate affect biodiversity and ecosystems. WWF will share the science generated through the partnerships with a wide range of public and private organizations.
- **Reducing Emissions Through the US's Bilateral Partnerships.** Our goal is to catalyze an additional one GT of emissions reductions through US bilateral partnerships with developing countries by delivering greater private-sector investment through WWF platforms like REBA, Climate Solver, and the Green Climate Fund. We will focus on the powerful role that the US government plays in supporting greater action in major economies like China, Mexico, India, and Brazil. WWF will track and support implementation of Paris climate targets and new international partnerships that directly address the global emissions gap.
- **¡Climático!** Climate change is threatening livelihoods all over North and South America. In the United States, communities of color, including Latino communities, face greater climate impacts and support stronger climate action. WWF is knitting together our climate work across the Americas to create new partnerships with US Latino leaders and grassroots organizations to build greater support for US action. We are helping train Latino climate activists in Nevada, partnering with Catholic organizations across the country and reaching millions through bilingual, traditional, and new media.

2020 RESULTS

- The new US president recommits to the Paris pledges and announces new targets and policies for 2030 and 2050 that put the US on track to decarbonize its economy before midcentury
- USAID, Global Environment Facility, World Bank, and US Department of Defense integrate climate and ecosystem considerations into policies and investments with sufficient data and capacity
- Voluntary corporate renewable energy deployment in the US increases by 25 GW
- One hundred US cities set science-based emissions targets or 100% renewable energy goals
- Mechanisms are in place for international aviation and international shipping that appropriately price carbon emissions and are in line with the 1.5°C goal



A polar bear searches for food on Arctic ice in Alaska's Beaufort Sea.

WILDLIFE

VISION THE WORLD'S MOST ICONIC AND ENDANGERED SPECIES ARE SECURED AND RECOVERING IN THE WILD.

WWF has been a leader in wildlife conservation since our founding in 1961. We have seen great progress, in the US and elsewhere, but also some catastrophic species declines. Populations of vertebrates have on average declined by 52% globally in two human generations, with up to one-third now threatened with extinction. In the US, polar bears and bison are among the mammals at risk.

WWF prioritizes for protection a number of flagship species that occupy diverse habitats, and whose conservation will protect thousands of other species. But protection requires more than physical defense of species and their habitats—it also requires science-based strategies to recover and grow species populations. It also requires a proactive assault on weak governance, corruption, and the illegal trade in wildlife products like elephant ivory and rhino horn. It requires elevating the issue among heads of government, creating global public support for ambitious goals, and leveraging the financing necessary to succeed. These approaches have helped lead to an encouraging rise in the number of wild tigers in some places. We hope to do the same for bison, rhinos, elephants, and others.

Priorities for us include working with the Chinese and US governments to implement their commitments to close ivory markets in both countries, working with airlines and others to police wildlife transport, and helping governments develop community-based natural resource management programs that empower communities to protect local wildlife.



10% OF ALL NAMED SPECIES

have been documented in the US—making it the 3rd most megadiverse country in the world



500 → 21,946

increase in number of plains bison in the wild from 1889 to 2016



2,247%

increase in number of bald eagle breeding pairs in the lower 48 states between 1963 and 2007



TOP 5 GLOBAL MARKETS

US rank for elephant ivory products



~5,000 CAPTIVE TIGERS

in the US, more than exist in the wild in Asia today

MAJOR INITIATIVES

- **Double Tigers.** WWF will double the world's wild tiger population by 2022 (Tx2) by driving political momentum with world leaders, focusing conservation efforts in key sites, integrating priority landscapes with the Project Finance for Permanence (PFP) model, and supporting community-based conservation. As part of this, we will help scale the Zero Poaching Framework across Asia and secure the long-term conservation of 30 Hills through the management of ecosystem restoration concessions in Sumatra.
- **Close Illegal Ivory Markets in China, Thailand, and the US.** WWF will put mechanisms in place by 2016 to shut down the illegal ivory market in Thailand and end ivory trade in China by 2017 (the world's two largest ivory markets), and ensure the US enacts tight ivory commerce restrictions. This will involve quiet diplomacy and policy interventions, high-profile campaigning with partners (e.g., WildAid), and behavior change approaches and consumer outreach based on the research and ivory consumer data developed by National Geographic and GlobeScan.
- **Wildlife Stewardship via Community-Based Conservation.** WWF will consolidate and build upon the successful Community-Based Conservation (CBC) approaches, tools, and systems developed in Namibia, by establishing a Community Conservation Fund of Namibia (\$25-30 million) designed to permanently sustain critical support services to conservancies. Based on growing demand from around the world, we will share and adapt the Namibia (and Nepal) model through the creation of a global CBC Center of Learning designed to improve and initiate common property management initiatives in other WWF priority places (e.g., KAZA, Northern Great Plains, Kenya, Peru, Bhutan) through sharing, communicating, and applying successful CBC approaches, practices, and tools.
- **Tech Innovation to Stop Poaching and Illegal Trade.** WWF will expand existing partnerships (Google) and develop others (Cisco, FLIR) to scale new applications, moving beyond drones for antipoaching to integrate innovations in ground sensing, real-time connectivity, and integrated networks. We will focus on tech innovations to strengthen antipoaching and anti-trafficking efforts, reduce human-wildlife conflict, and enhance wildlife tracking and monitoring.

2020 RESULTS

- Poaching of priority species is reduced by at least one-third from 2013 levels in target sites within 30 priority landscapes
- Consumer demand for ivory is reduced by half in China, Thailand, and the US based on 2013-14 baselines
- Community-based conservation principles, best practices, and lessons learned are adapted, improved, and contributing to wildlife conservation in at least 10 countries
- Technological innovation reduces wildlife poaching, wildlife trafficking, and human-wildlife conflict by at least 30% by 2020, and develop high-impact methods to track and monitor wildlife
- The conservation status of key populations of 10 flagship species is measurably improved



Sockeye salmon, found along the north Pacific coast, and abundant in Alaska's Bristol Bay.

OCEANS

VISION
A RESILIENT OCEAN
SUSTAINS MARINE
LIFE AND FUNCTIONING
ECOSYSTEMS THAT
SUPPORT RICH
BIODIVERSITY,
FOOD SECURITY,
AND SUSTAINABLE
LIVELIHOODS.

When America was developing as a new nation, communities were built around seaports. Today, more than 156 million people live in the 19 states with an ocean coastline, and countless more are bound to the sea in a myriad of ways. Oceans are woven tightly into the national fabric of American life—through our jobs, our recreation, our art, our music, our literature. Oceans also spark the innate American spirit of invention: we invented electric propulsion, GPS, and much of the technology for modern ocean monitoring.

At the same time, we've leaned too heavily on our oceans. Overfishing of cod along the northeastern Atlantic seaboard has led to severe catch restrictions in order to prevent complete collapse of the industry. Large dead zones have emerged, most notably in the Gulf of Mexico. Plastic waste has littered our coastlines, and the impacts of CO₂ levels in the atmosphere from our industrial model are changing the basics of oceans worldwide. Despite the vastness of the oceans, virtually all its ecosystems are now disrupted by human activities.

WWF concentrates its efforts to improve ocean health by reducing the pressures from unsustainable fishing and by protecting the most biologically rich and productive ecosystems through a network of marine managed and protected areas (MPAs). Good progress has been made in the US: MPAs now cover 16% of US waters. WWF has helped transform the production of seafood by working with seafood companies and ocean scientists. We are heavily engaged on the future of the Arctic Ocean as it opens to economic activity as a result of a rapidly changing climate—and we are creating tools to help incorporate climate resilience efforts in programs and ecoregions around the world.

95,471
MILES OF COAST
IN THE US



3.4 MILLION SQUARE
NAUTICAL MILES

the largest marine exclusive
economic zone in the world

16% OF US
WATERS

are now under Marine
Protected Area management



↑90% of fish eaten in the
US is imported



20%-32%

of wild-caught seafood
imported yearly into the
US is estimated to be
illegally caught

MAJOR INITIATIVES

- **Safeguarding a Living Arctic.** WWF will leverage the US role in the Arctic to promote and establish integrated oceans governance mechanisms for the Arctic. Core to this is identification and protection of key areas for biological diversity, productivity, and resilience. We have identified and mapped US “Arctic Jewels” and are actively working to protect them. Recognizing increasing development in the region, we are creating tools needed for making smart, ecologically sound development decisions, including accelerating the transition away from fossil fuel development.
- **Global Partnership to Protect Mangroves, Corals, and Seagrass.** Coastal ecosystems are changing due to sea-level rise, ocean warming, and acidification. Seeking to build resilience of these systems and the communities that depend on them, we launched a global initiative to halt the loss of coastal mangrove/seagrass/coral reef ecosystems and to create tools and incentives that speed their restoration. We will do this in part through the lens of Blue Carbon, linking mangrove protection to emissions reductions and national climate commitments. Working together with CI and TNC, we are designing a shared global mangrove action agenda and then will seek to scale that agenda across areas where WWF has reach and capacity.
- **Accelerating the Transition to Sustainable Fishing.** US demand for seafood cuts across many globally-traded seafood categories. Working with market partners through the supply chain, we leverage this demand to improve fisheries production and management globally. We have a deep focus on global tuna fisheries. These wide-ranging species, fished and demanded globally, are keys to unlocking management, fishing sustainability, and supply chain challenges globally. We are also creating a global benchmarking framework to help fisheries move toward sustainability. This “stepwise system” will bring consistent measurement, standard elements, and third-party verification for fishery improvement projects (FIPs). It will also increase the profile and credibility of participating projects, which in turn could unlock new sources of funding for FIPs by “de-risking” investment and engaging new entities working on food security and sustainable livelihoods.
- **Closing the US to Black-Market Seafood.** We are working with the US government to promulgate and effectively implement a new set of regulations that prevent illegal seafood from entering the US market. Once the US program begins, we will turn attention to work with Network partners to leverage US influence in other major markets and supply countries. This includes supporting the implementation of the Port State Measures Agreement and working on a global seafood traceability system using innovative technologies to trace seafood “from bait to plate.”

2020 RESULTS

- Ecologically critical areas in the US Arctic receive permanent protections from offshore oil and gas development and other threats (e.g., shipping), and a framework for making sustainable development decisions in the Arctic is created
- A global mangrove partnership initiative, contributing to restoration, conservation, and sustainable use of 50% of global mangroves, is designed and implemented
- Leveraging US and global market actors, 50% of the global catch of tuna fisheries is MSC-certified or formally in transition
- A credible, third-party, global benchmark system brings financial and technical support to 100 additional fisheries seeking to move stepwise toward full sustainability
- Illegal fish imports into the US are reduced 50% through expanded governance, enforcement, and market access controls



Giant sequoias, the largest tree in the world, in Kings Canyon National Park, California.

FORESTS

VISION
CONSERVE THE WORLD'S
MOST IMPORTANT
FORESTS TO SUSTAIN
NATURE'S DIVERSITY,
BENEFIT OUR CLIMATE,
AND SUPPORT HUMAN
WELL-BEING.

From Yellowstone to the Adirondack Mountains, forests sustain our nation's biodiversity, stabilize our climate, support our culture, and feed our souls. Our forests supplied lumber to build shelter and ships, heat homes, and cook food. Forests also represented jobs in an industry fed by a growing demand for forest commodities.

In the US, after centuries of clearing forests for agriculture, we are nurturing them once more—for conservation, or as permanent productive forests to supply wood products. In 2008, passage of amendments to the Lacey Act made the US the first country to prohibit imports of illegally harvested wood. WWF helped create the US headquarters of the Forest Stewardship Council (FSC), a coalition of community leaders, businesses, and environmental groups dedicated to a voluntary, market-based approach to improving forest practices worldwide. Today, 35.5 million acres of forest in the US are under FSC-certified responsible management—and nearly 470 million acres worldwide.

Deforestation and related land use change contributes approximately 15% of global greenhouse gas emissions. At WWF, we work with governments, First Nations, NGOs, and more than 50 global corporations that have pledged to achieve zero net deforestation by 2030. And the 2015 Paris agreement will channel funds to countries that commit to protecting their forests as carbon stores, to unify efforts to slow climate change and spur economic growth.



of forest in the US—nearly
1/3 of our total land mass



of forest added from
1910 to 2012

**THE US CONSUMES
AND PRODUCES MORE
FOREST PRODUCTS**

than any other country

\$3 BILLION

approximate value of illegal
wood reaching the US



amount of FSC-certified
forest in the US, 13% of the
world's total



**6% OF THE GLOBAL
ANNUAL TRADE**

in forest products is through
GFTN-North America
companies committed to
sustainable forestry

MAJOR INITIATIVES

- **Earth for Life.** Building on the success of the Amazon Region Protected Areas (ARPA) for Life project, which financed protection of 60 million acres of the Brazilian Amazon, WWF-US can support network colleagues and a syndicate of partners to scale up a Project Finance for Permanence (PFP) approach in at least 10 countries to protect at least 100 million hectares. The PFP approach is designed to raise the quality of protection for both existing and new conservation areas.
- **Scaling Deforestation-Free Commodities.** Help bring “deforestation-free” commitments to life combining the strengths of jurisdictional or landscape REDD+ programs with voluntary market-based supply-chain initiatives. Work with agribusiness leaders, certification schemes, and others to develop landscape-wide certification for “d-free” production; prototype a program that leverages climate finance and market demand for “d-free” goods; and scale this concept by creating a scorecard that helps companies identify high-performing vs. high-risk landscapes.
- **Natural Capital and Infrastructure.** Building on experience in Myanmar and Mozambique, WWF-US hopes to work with network colleagues to conduct national spatial planning and valuation of natural resources in 10 regions. In partnership with others, we hope to develop Smart Green Infrastructure knowledge tools to guide countries and their investment partners toward planet-smart projects that meet needs for infrastructure development while preserving the world’s natural capital.
- **Forest Sector Transformation.** We will market and adapt FSC and the Global Forest and Trade Network (GFTN) to support the realization of deforestation-free commitments and harness the power of big data and wood forensics to make it harder for US companies to carelessly—or fraudulently—import misidentified high-risk woods. We will build capacity for affordable and effective analysis in the US, test wood products to spotlight potential fraudulent labeling, and publish results to catalyze action among US companies and accelerate Lacey Act implementation.

2020 RESULTS

- 40+ million additional hectares of key forested areas are under permanent protection and sustainable funding is achieved through ARPA-like initiatives
- Through connecting the deforestation-free commitments of US companies with REDD+ and better governance efforts, eliminate 20 million hectares of deforestation from the global supply chains of beef, palm oil, soy, rubber, pulp, and paper
- Building on COP21, \$500+ million is disbursed to REDD+ programs by US-based institutions
- An additional 45 million hectares are brought under FSC management in response to US market signals
- Illegal wood and paper imports entering the US are reduced by 50% from 2013 levels



White pelicans feed in the waters of the Mississippi Delta, Mississippi.

FRESHWATER

VISION
IMPROVE OR MAINTAIN
THE HEALTH OF THE
WORLD'S MAJOR
BASINS FOR PEOPLE AND
NATURE, CONTRIBUTING
TO THE ACHIEVEMENT
OF THE SUSTAINABLE
DEVELOPMENT GOALS.

The Mississippi is perhaps the most famous American river. It occupies a sacred place in American culture and has been a vital economic engine for centuries. But the Mississippi, just like so many rivers across the country, isn't what it used to be. Pollution from agricultural runoff and other sources fouls its waters, threatening the many creatures who depend on it for their livelihoods and survival. Today, only a handful of truly wild rivers remain in the world—just one-third of the 177 largest rivers are free-flowing. Increasingly rapid rates of development are compromising access to, and the quality of, fresh water, as well as leading to increased instances of water instability and biodiversity loss.

WWF is pressing for a revolution in water use and river-basin management in order to guarantee a water-secure future for all. Our River Basin Report Cards, developed in partnership with the University of Maryland Center for Environmental Sciences, aim to involve stakeholders in aggregating and sharing information regarding the health of the world's rivers, something that is not currently common practice. Making this data widely available will allow water users—companies, governments, communities, and more—to make water-smart decisions.

Among our key priorities is to bring back the Rio Grande/Rio Bravo. Built on equitable sharing of the river's resources between the US and Mexico, success will require more effective water stewardship by farmers and others, and partnerships with water users across the Rio Grande Basin.



the Yellowstone River is the longest free-flowing river in the United States

3.6 MILLION MILES OF STREAMS

in the United States; only 12,709 miles are protected by the Wild and Scenic Rivers Act

1,300 DAMS REMOVED

in the US between 1912 and 2015



98 GALLONS

domestic daily per capita water use in the US compared to 5.2 gallons for many in Africa

1/3

OF THE WORLD'S 177 LARGEST RIVERS

are free-flowing



\$1 BILLION COMMITTED TO NEW WATER TECHNOLOGIES

in research and development by the US private sector over the next decade

MAJOR INITIATIVES

- **Driving Global Adoption of Basin Report Cards.** Through report cards, WWF will empower stakeholders to understand, advocate for, and monitor changes in basin health around the world. Report cards provide a comprehensive, transparent assessment of basin health, reporting against indicators such as freshwater biodiversity, fisheries, river transport, landscape condition, and water quality and flows. An International Advisory Committee—which includes the World Bank, Global Environment Facility, Asian Development Bank, WBCSD, and private philanthropic institutions—is supporting this innovative approach globally.
- **Protecting the World's Last Free-Flowing Rivers.** We aim to develop credible science-based tools (highlighting biodiversity, fisheries, and cultural and spiritual areas) that document the need for protecting free-flowing rivers, help governments make informed decisions about infrastructure, and provide foundational data for tracking the status of free-flowing rivers over time. By creating an agreed-upon definition for and methodology to identify “free-flowing rivers,” testing it with pilots in various settings around the world, and packaging the final results in an interactive, user-friendly digital experience, we will help develop a road map to influence policies. These approaches are being field-tested in Bhutan and India.
- **Water and Agriculture.** WWF aims to develop global water stewardship strategies for the most influential US companies with significant agriculture supply chains, to implement these strategies locally through uptake of sustainability standards and collective action projects, and to report transparently against ambitious water-related targets. Building on tools such as the Water Risk Filter and Alliance for Water Stewardship, WWF will work with companies to advance our corporate water stewardship ladder. We will help assess the degree to which commodity standards lead to better environmental and socioeconomic outcomes, meet future demands for agriculture products while sustaining freshwater natural capital, and build climate resilience in basins.

2020 RESULTS

- Ten US companies uptake impactful agricultural sustainability standards
- Collective action platforms in three priority basins are advancing sustainable food production with US private-sector investment
- WWF-US analyses and involvement enables three basins with high-conservation-value free-flowing rivers to be protected or restored
- Ten basin report cards developed through multi-stakeholder processes with WWF-US engagement and support
- Fifteen percent of water-related US government ODA is directed toward climate-smart integrated watershed management, leveraging private-sector investments



Taro fields in the Hanalei Valley on Kauai Island, Hawaii.

FOOD

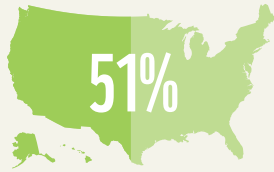
VISION DRIVE SUSTAINABLE FOOD SYSTEMS TO CONSERVE NATURE AND FEED HUMANITY.

By 2050, the world's population will reach 9 billion and global demand for food will double, further stressing the planet's finite natural resources. Food production already uses 70% of global fresh water and 33% of land area. It is also the biggest driver of deforestation and generates 20% of global greenhouse gas emissions.

Four of the largest global food brands, three of the top 10 food retailers, and half of the largest food processors are US-based. So US food-sector corporations can influence change—by increasing efficiency and productivity, reducing waste and helping shift consumption patterns, and more.

We believe that American consumers, who are increasingly concerned about how their food is produced, will be part of this process, providing the market incentives to trigger changing corporate values and practices. WWF intends to use its influence and partnerships with corporations such as Walmart, Cargill, and Procter & Gamble to drive this change.

Despite the forces of global markets, most food grown throughout the world is consumed locally. So we are also addressing how to change local food systems and markets, particularly in other regions with threatened ecosystems and fast-growing populations. As most food is produced and consumed locally, access to technology and resources can improve yields and reduce natural resource degradation across the world.



51%
of the US's land mass is
dedicated to agriculture



The US is a leader in
developing precision
agriculture technology,
which supports data-
informed farming



World's largest producer of
soy, corn, beef, and chicken

3RD LARGEST PRODUCER

of wheat and oil crops



6TH LARGEST GLOBAL SUPPLIER

of fish and seafood


MAJOR INITIATIVES*

- **Limiting Habitat Conversion for Commodity Production.** WWF partners with US institutions, businesses, and NGOs to protect US landscapes and global priority ecoregions affected by the production of focal commodities. We are tracking and highlighting illegal production; exploring innovative approaches to verifying responsible supply chains and governance; and bringing US market actors to important global platforms and initiatives that drive responsible sourcing and habitat protection.
- **Strengthening North American Agriculture: Markets, Practices, and Policy.** The US is a leading global food producer and exporter, and home to multinational retailers, traders, and brands. Operating in the Northern Great Plains and other US landscapes, we have an opportunity to improve practices that affect critical domestic landscapes and globally traded commodities. We're partnering with NGOs, producers, and businesses to develop indicators and metrics to preserve biodiversity, reduce emissions, manage waste, and protect habitats, water quality, and soil health. We are also ensuring policies are aligned with markets to drive improved performance.
- **Making the Case for Conservation and Food Security.** Climate change and population growth will put increased pressure on already-strained natural resources in critical biomes. Habitat conversion, agricultural expansion, and development in the name of short-term food security will have long-term negative impacts on biodiversity, water scarcity, and—ultimately—food security itself. We're using our convening power to set field projects in motion, and working with global institutions to ensure conservation is part of the food security dialogue.

2020 RESULTS

- Reduce food impacts on climate, wildlife and their habitat, and aquatic and terrestrial landscapes, through global initiatives that cover a minimum of 20% of global production of targeted commodities
- Convene platform to create measurement standards and identify better practices to reduce and prevent food waste by 15% with US market actors
- Integrate conservation objectives into policies and practices in five emerging economies to advance sustainable development and maintain food security with leading US institutions

* Under development



Bristol Bay, Alaska, shelters the last pristine sockeye salmon ecosystem in North America, supports 31 Alaska Native villages, creates more than 12,000 jobs for fishermen and processors, and contributes well over \$1 billion to the United States economy every year. Commercial fishing organizations, fishing families, and non-profit groups like WWF have joined Native Alaskan partners including Nunamta Aulukestai ("Caretakers of the Land") and United Tribes for Bristol Bay to fight for the region's sustainable future, including opposing potentially disastrous extractive activities such as offshore oil and gas development and the proposed Pebble Mine.

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