



Luc Hoffmann
Institute

ACCELERATING CHANGE

ANNUAL REPORT 2017/2018

This review, published 21 December 2018, covers the Luc Hoffmann Institute financial year from 1 July 2017 to 30 June 2018.

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Jonathan Hutton
Director,
Luc Hoffmann Institute

This was a year in which we barely had time to draw breath! Developing an ambitious work programme, building the team, creating a robust operating base, and forging new collaborations took up most of our time and energy. But in parallel, we also harvested the impacts of work carried out under the institute's first strategy (2012–17) and opened an office in the David Attenborough Building in Cambridge, UK, giving the institute a strategic presence in this global conservation hub.

Convening diverse perspectives and incubating new ideas to tackle thorny conservation challenges are key elements of our strategy. During the year we led or helped design events on a range of issues from social and environmental trade-offs in African agriculture to promoting shareholder activism for sustainability, helping to create fresh thinking, develop new networks and influence decision-making. I am proud to see the expertise of our team being sought across the globe, on the systems approach to conservation, theory of change, co-production, capacity building for conservation, and more.

FOREWORD

On the project front, we made good progress. The initiative to develop a multidimensional index for biodiversity, drawing on the experience of the economic and poverty indices, is bringing diverse voices together to outline ways to catalyse action and measure biodiversity globally. Related to this, we are also advancing work on seeking consensus on biodiversity priorities, maximising the knowledge, experience and resources of our partners. Both initiatives are important as momentum builds within the global conservation community towards 2020 when, we hope, the world ramps up its commitment to nature. The New Deal for Nature initiative led by the World Economic Forum and WWF is helping to galvanise commitments, and we are considering how best the institute can contribute. In this regard, we have been fortunate to receive support from the NOMIS Foundation to bring biodiversity specialists together with 'unusual actors' to take a fresh look at the biodiversity concept, narratives and institutions to assess how well they are performing, and what might be done better.

We are continuing to work closely with our Advisory Council, the WWF Global Science team and other partners to cement initiatives on, for example, navigating conflicts over iconic wildlife and the role of indigenous and community lands in contemporary nature conservation.

Faced with a multitude of conservation challenges that we could potentially take on, we have built a rigorous system for project selection, quality control, tracking progress and capturing lessons learned to ensure that our efforts and resources are targeted most effectively.

A top priority for me is to refine the institute's business model and bolster fundraising efforts towards long-term financial sustainability. In early November 2018 we hosted a convening on innovative business models for non-profits which gathered useful insights on the implications of a rapidly shifting global system for the non-profit sector.

I am extremely fortunate to have a close network of wise and experienced advisers who are guiding us in our endeavours as we strive to create an impact worthy of the Luc Hoffmann legacy.



Adil Najam
Chair,
Luc Hoffmann Institute
Advisory Council

It gives me great pleasure to witness the achievements and evolution of the Luc Hoffmann Institute over the past year as it implements its new strategy during the run-up to 2020 – the ‘super year’ when the world negotiates a new international agreement on biodiversity. The institute is developing a strong brand associated with a suite of insightful initiatives which can help boost conservation through innovation and systems change.

The latest WWF *Living Planet Report* shows that human activities are driving our planet to the brink, and the window for action is closing rapidly. A global rethink is needed on how we define, value, protect and restore nature – and I see the institute as being ideally positioned to help revolutionise the way we transition from business as usual to all that we envision for a thriving future.

In the previous annual report I said that biodiversity was still hidden in the shadows and that we needed to elevate it to the level of attention achieved for climate change. Whether from riding on the coattails of climate change or the decades of action by the conservation commu-

nity reaching a critical mass, I believe the tide is turning. The growing risks to people and the economy from climate change, biodiversity loss, deforestation and ocean degradation are finally beginning to be treated as one interconnected challenge.

After a solid year of project delivery, convening diverse perspectives on numerous thorny issues, and broad consultation with many players, the institute is well attuned to the needs of conservation – and poised to inject much-needed fresh energy and enterprise into the sector going forward. In this regard, I am pleased to see the team exploring, with partners, how to mobilise the different financing mechanisms – from philanthropy to impact investing – on offer to the non-profit sector, which must adapt to a rapidly changing operating landscape. New business models are needed that harness the talent and resources necessary to drive real and lasting change, and deliver sustained impact. These models must be robust and flexible to seize the many opportunities presented in the coming years as momentum, at long last, gathers for biodiversity. I am thrilled to be part of the journey!

HIGHLIGHTS OF OUR WORK

FRESH PERSPECTIVES

Leading thinkers and practitioners came together under the Conservation Futures project to identify solutions to long-standing challenges and expand the global community working for conservation. We ensured broad participation from around the world in the project design and a Luc Hoffmann Institute-led convening held in March 2018 brought new sectors to the table – notably communications, finance and technology. The initiative delivered a rigorous final design package in June 2018 to establish



Conor Sheridan on Unsplash

**We imagine systems change
and catalyse innovation
to make it happen**

the full initiative which was reviewed by more than 100 people. This work aims to contribute to the policy timeline leading to the 2020 Convention on Biological Diversity conference.

INCUBATING IDEAS

Shareholder activism, the practice of shareholders purposefully exercising their rights as owners to influence a company's decisions, is being increasingly used to change corporate behaviour. In partnership with SustainAbility and the University of Zurich's Centre for Sustainable Finance and Private Wealth, we incubated this growing issue and its implications for conservation. Our report *Shareholder activism: standing up for sustainability* looked at the state of play and options for action. This set the scene for a convening held in May 2018 where ideas were formed to create new networks for collaboration and research, increase information sharing on existing and emerging ideas, and promote best practices on shareholder activism for a global impact.

INTERDISCIPLINARY RESEARCH

The Luc Hoffmann Institute aims to engage the best minds in developing new solutions for nature conservation and connect them with those with the authority, talent and capacity to implement them. We established several collaborations to help achieve this and provided the methods, tools and design support to three projects in partnership with the International Institute for Environment and Development (IIED) and UNEP World Conservation Monitoring Centre (WCMC). These projects – on managing trade-offs in African agriculture; sustainability in Africa’s development corridors; and trade,

development and environment – connected knowledge to action and helped our partners map pathways to change for critical conservation issues. Our contribution underpinned the creation of theories of change, monitoring plans, research design and partnership development for grants totalling £8 million. We also provided the design and convening support for theory of change work underpinning a proposed investment in tackling the effects of global trade on biodiversity. With UNEP–WCMC we supported nearly 60 partners across five continents in designing pathways to change.

We help partners unlock the potential of their ideas and accelerate the search for solutions

SHARING KNOWLEDGE

During the financial year we authored or co-authored eight scientific papers including *Transforming conservation science and practice for a postnormal world*, one of the most downloaded articles in *Conservation Biology’s* recent publication history. We also developed a new reporting format targeting decision-makers and influencers that we used to disseminate our work on shareholder activism. In parallel, our collaboration with IUCN (International Union for Conservation of Nature) on the impacts of synthetic biology on biodiversity helped develop a rigorous, transparent and balanced global assessment of the conservation implications of this complex and contested issue. This convening and project design feeds into the IUCN

“We see both the engagement of WWF and mobilisation of the Luc Hoffmann Institute’s cutting-edge skills in co-production and process design as greatly strengthening this crucial work.”

*Thomas Brooks
Chief Scientist, IUCN*

World Conservation Congress in 2020 where IUCN members will vote on a policy resolution. The Luc Hoffmann Institute’s support has ensured this work is on the best possible track to incorporate different kinds of knowledge (scientific, indigenous, local) into global policy formulation.



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We understand partnership and the arts of convening and connecting

WORKING IN PARTNERSHIP

Our collaboration with UNEP-WCMC analysed proposed development corridors in Kenya and Tanzania and considered how they can be designed to deliver sustainable, inclusive and resilient economic growth. This work supports African, UK and Chinese researchers, consultants and NGOs

in engaging policymakers in Africa and China to understand what is needed to ensure China's Belt and Road Initiative (on infrastructure development and investments across Europe, Asia and Africa) takes into account the protection of precious African ecosystems and biodiversity over the coming decade.

A HOLISTIC APPROACH

Many people agree that achieving the Sustainable Development Goals requires protecting healthy ecosystems – but exactly how much land does this involve, and what impact will that have on efforts to achieve the other goals? The Luc Hoffmann Institute has been working with a group of organisations convened by IUCN to test different approaches to combining spatial information on agricultural potential, freshwater

production from natural ecosystems, irrigation, carbon storage and sequestration, biodiversity, and other values or services to society. The initial focus was on the spatial requirements of SDG 6 on clean freshwater and sanitation compared to those of the other goals – but we hope that this mapping initiative will expand and provide a greater understanding of the role nature plays in achieving global sustainability and, in turn, lead to more holistic policymaking.



Skye Studios on Unsplash

HARNESSING THE IMPACT OF OUR EARLIER STRATEGY

While our new programme gathered pace, we also harvested achievements and lessons from our first suite of projects (2012–2017). Impacts of these ranged from influencing policy decisions through China National Parks for People, Future-Proofing Conservation in Colombia informing a Global Environment Facility project that will expand the protected area estate by 2.5 million hectares, and LIVES contributing to the designation of a Ramsar Site of international importance – a fitting achievement given Dr Luc Hoffmann’s role in establishing the Ramsar Convention.

New research was published by

the Watersheds and Human Health project team on [using upstream watershed conditions to predict child health](#). As well as submitting several academic papers, the team working on sustainable soy and beef supply chains provided substantial input to the latest WWF Living Planet Report.

Our Capacity-building and Fellows Programme concluded in June 2018, having expanded its direct engagement from an original group of 14 fellows to more than 400 people. This included engaging with 200 participants in workshops and masters coursework and another 200 through the development of a tool for analysing conservationists’

research preferences that has been used by researchers and the WWF Global Science team and will be published online. We provided the necessary seed funding and support to catalyse a now self-sustaining ‘behaviour change for conservation’ working group in Cambridge that has reached over 100 people since inception. The outputs of the Fellows Programme included several manuscripts in high-quality journals, the survey tool, and training packages that were replicated in the US through the Pew Charitable Trusts (in a [‘train the trainer’ package for Stanford University](#)) as well as at the University of Cambridge for doctoral and post-doctoral students. The Univer-



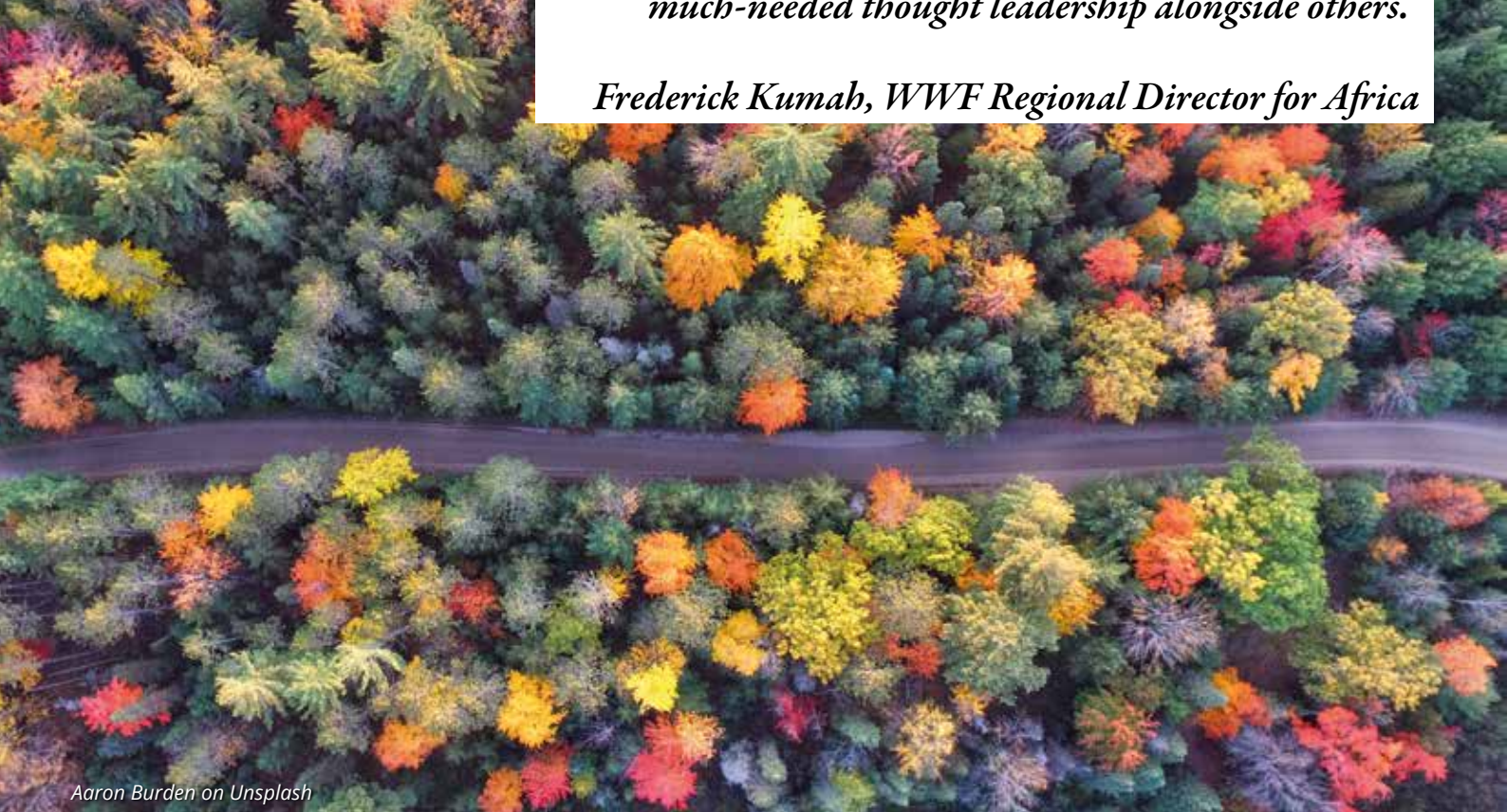
“The key concepts delivered by the Luc Hoffmann Institute team, such as the science–policy interface, mental models, co-production, and theories of change are all integral to the holistic academic growth of students enrolled in the Environmental Conservation Professional Masters programme, helping to equip them with the skills needed for 21st-century conservation challenges. Students are excited for the opportunity to engage directly with, and learn from, people working in conservation.”

*Nathan Schulfer
Director, International and Professional Programs,
Nelson Institute for Environmental Studies,
University of Wisconsin*

sity of Wisconsin is also fully funding the cost of integrating a new Masters module after a successful pilot year with the institute. While the last of our fellows completed their term in June 2018, the institute continues to benefit from their energy and experience by engaging several of them on its new projects. The fellows alumni can be found on our [website](#).

“Time and again, you have taken small but strategic and catalytic steps that have helped put AEF II on the map again. Your support of the engagement with the African Development Bank and select stakeholders in Abidjan in March is one such example. In both events, you did not only provide the financial catalyst to the meeting, but you went the extra mile in participating and providing much-needed thought leadership alongside others.”

Frederick Kumah, WWF Regional Director for Africa

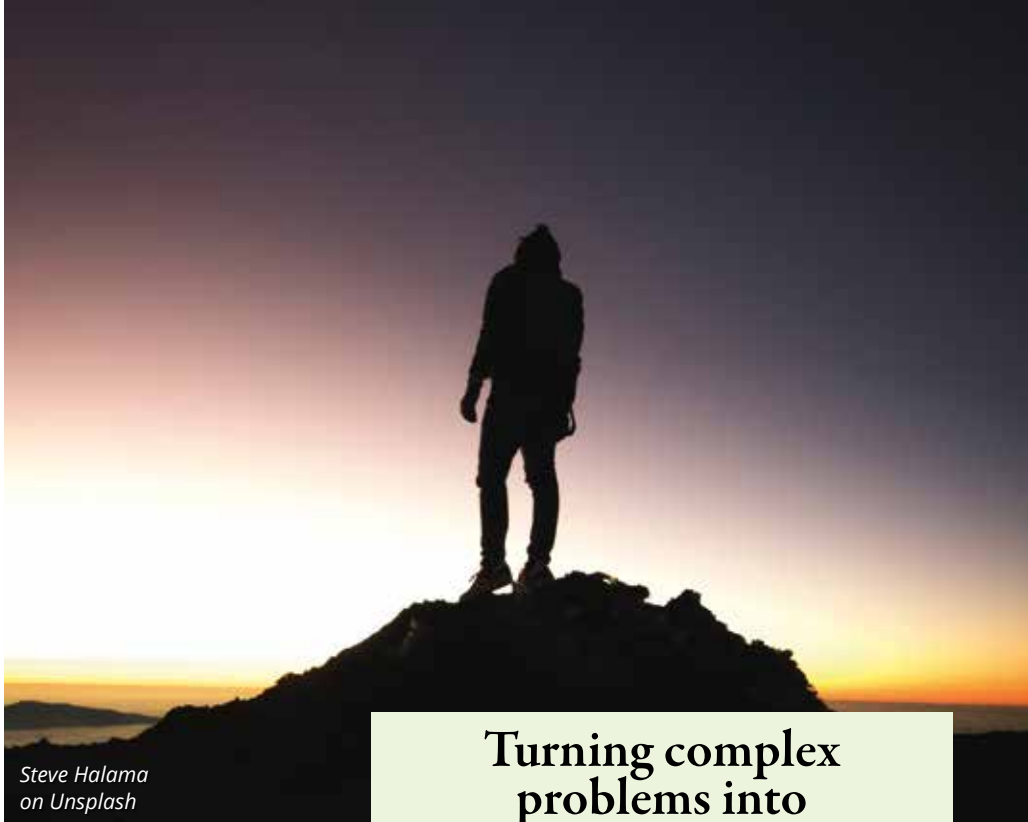


Aaron Burden on Unsplash

ENABLING CHANGE

With WWF we produced a proposal to the African Development Bank (AfDB) for a second phase of African Ecological Futures (AEF II) – an initiative exploring future scenarios for Africa’s development and ways to safeguard the continent’s critical ecological infrastructure on which it is based. We supported a convening of WWF, AfDB and UNEP which secured the

commitment of AfDB and a workshop in Nairobi to broaden the Africa-based community supporting this initiative, notably with the YMCA bringing in a youth perspective. The initiative has since gained strong support within WWF, in the AfDB at President level, with the YMCA and UNEP, and is producing an action plan to deliver an ‘African Dream’ that is evidence-based, youth-driven and action-oriented.



Steve Halama
on Unsplash

Turning complex problems into opportunities for change

ROADMAP TO THE FUTURE

How can biodiversity conservation accelerate at the pace needed to bring human society into balance with the natural world? What is the shared vision for what we want to achieve and what will help us achieve it? These were the questions facing a diverse group of people from conservation organisations, scientific institutions, academia and think-tanks as they explored the 'Three Horizons' model during a workshop organised by the Luc Hoffmann Institute in February 2018.

Three Horizons was co-created by Bill Sharpe, an expert in futures techniques with the International Futures Forum (IFF) and other futures practitioners. It offers a simple but potentially very effective way of examining current, dominant systems and their challenges (horizon one), the desired future state (horizon three) and the innovations that can help achieve the future vision (horizon two). IFF calls horizon two "the gentle art of redesigning the plane whilst flying it".

The current conservation 'system' is telling us that from where we are now, horizon one, to move to horizon three we need a bridge and

that is innovation – people trying new things and some of them leading to the future – in the same way that electric cars are forming a bridge from the internal combustion engine to a future, clean, global transport system.

Three Horizons can help address urgent, complex 21st-century challenges including sustainability and nature conservation – and is being used in fields such as energy policy, healthcare, rural development and financial services.

The Luc Hoffmann Institute is using the Three Horizons approach as one of several tools to help guide its strategy and work programme to promote innovation in the conservation sector, finding and supporting new ideas and champions.

The conservation community has a challenge in agreeing on a shared vision, in contrast to the climate change community that has rallied around the target of limiting global temperature rise. The Three Horizons approach can be an effective way of bringing diverse groups together to build trust, pool knowledge and develop a plan for coordinated action.

OUR TEAM



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The institute is supported by a number of consultants working on various aspects of its programme and operations.

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ADVISORY COUNCIL



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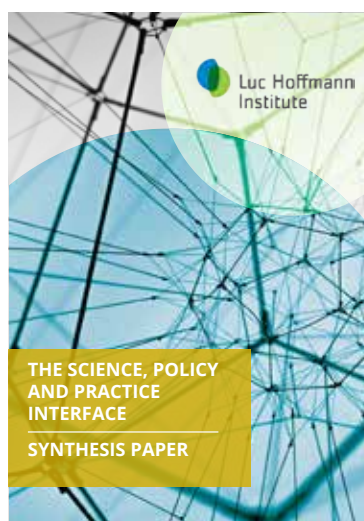
OUTREACH AND RESOURCES

We grew the institute's online presence during the year as we reached out to target audiences with regular opinion pieces and updates posted on our website and shared through Twitter (@LucHoffmannInst) and LinkedIn, leading to a steady increase in followers.

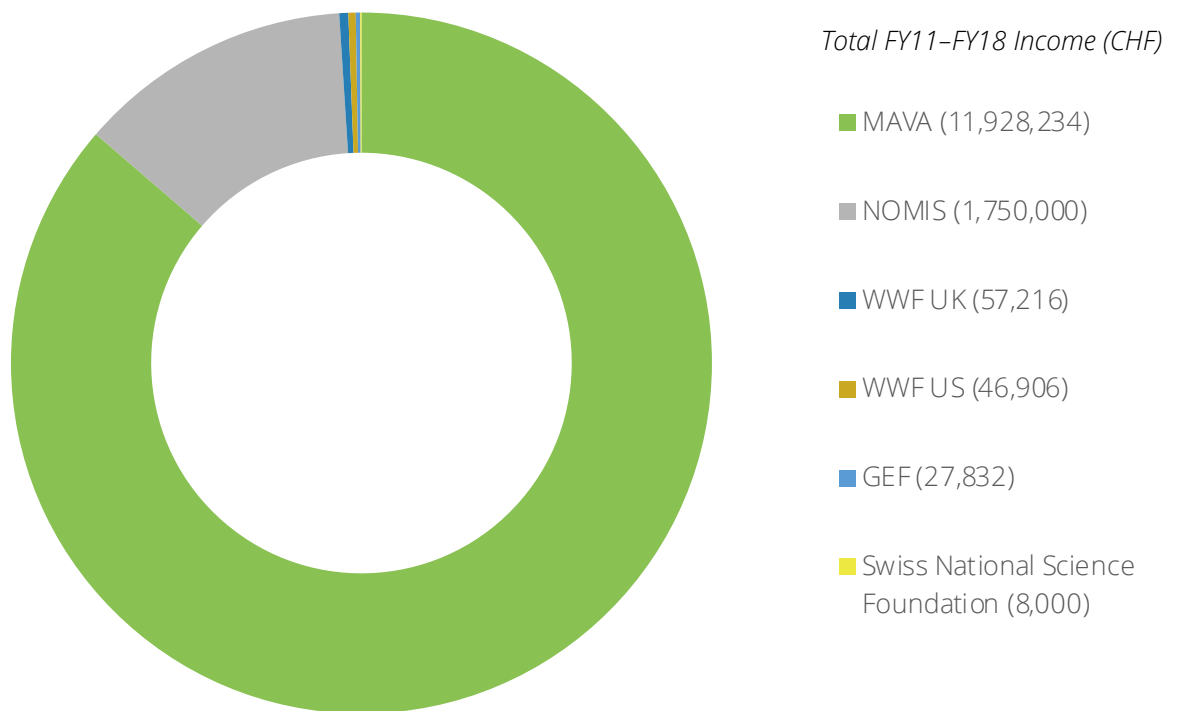
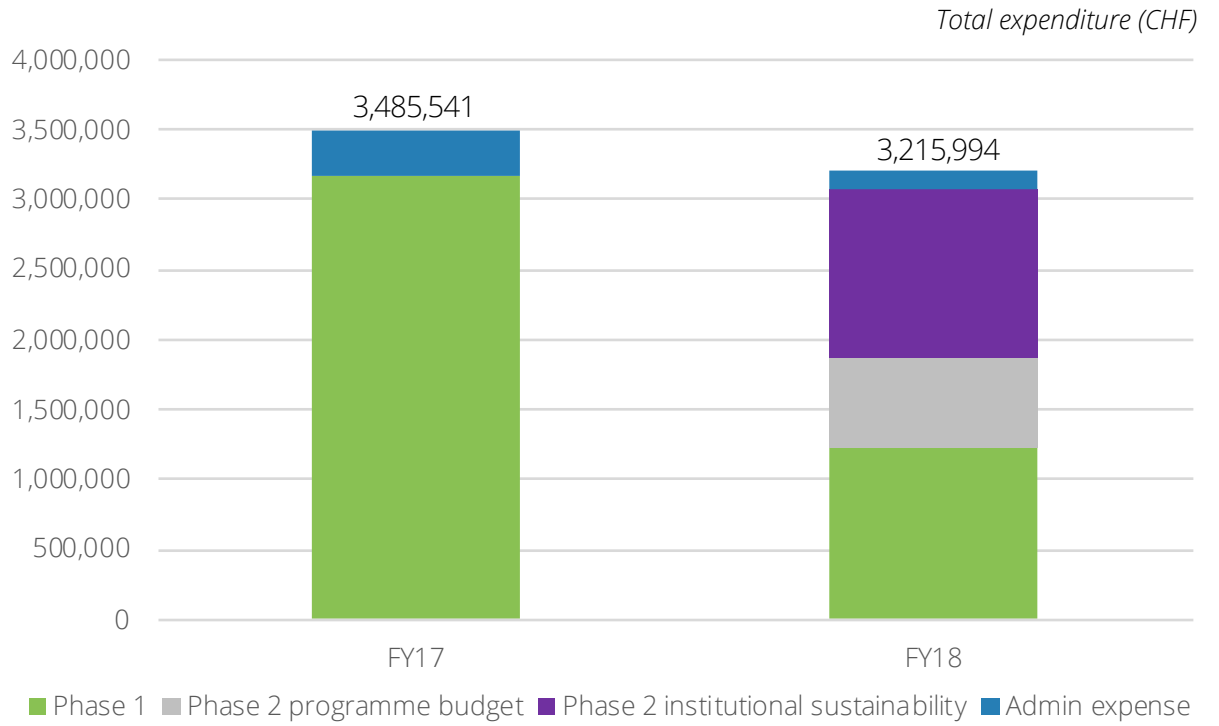
Our thought leadership over the year included articles on [harnessing the potential of shareholder activism](#), mapping nature's contribution to the [Sustainable Development Goals](#) and a [holistic approach to responsible soy](#). We also published a [report on co-production](#) ('doing science differently') which describes one of the core methods in the Luc Hoffmann Institute toolbox.

In support of our project implementation the institute's team authored or co-authored several peer-reviewed journal papers on topics related to the impact of synthetic research on policy, global capacity for conservation, evaluating organisations, and the integration of social science in conservation research.

A full list of publications and reports is available on our website



FINANCIALS



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