



Luc Hoffmann
Institute

INNOVATION FOR MORE JUST & DIVERSE FUTURES

ANNUAL REPORT 2020/2021

This report, published in October 2021, covers the Luc Hoffmann Institute financial year from 1 July 2020 to 30 June 2021.

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Layout by: Claire Pauchet

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Innovation for nature and people



Our vision is to contribute to a societal change whereby the role of biodiversity is widely recognised as the foundation for human development, security and continued life on Earth.

The Luc Hoffmann Institute aims to be the world's leading catalyst for innovation and transformative change to maintain biodiversity, the foundation of all life on Earth. Our passionate and open-minded team is dedicated to driving societal change for nature and people to thrive together.

The Luc Hoffmann Institute Way

How to protect biodiversity, reverse the climate crisis, balance the needs of people and the natural world and shape a sustainable future?

The path to an equitable future for people and nature is challenging and requires fresh thinking. Conservation innovators often lack the support necessary to launch effective, high-impact ideas to protect nature and natural systems. The best ideas and intentions can fall short without cross-cutting expertise, relevant networks or seed funding. Philanthropic investors must also navigate a vast, ever-changing landscape of initiatives to identify community-driven, impactful and just projects that warrant financial support.

The Luc Hoffmann Institute helps innovators and investors develop new ideas through our value chain – a process of ideation, incubation and acceleration. The institute's work with the '[Three Horizons Approach](#)' supports the assertion that there is a future horizon of biodiversity conservation that can only be reached through true innovation.

Our legacy

Dr. Luc Hoffmann (1923-2016) premised his life's scientific and nature conservation work on the value of partnerships, inclusiveness, dialogue and working together. He believed in influencing existing systems as well as creating new systems. He valued the work of individuals in accomplishing great things, and believed in merit regardless of a person's background.

Note from the Director



Optimism, courage and grit

Despite the state of the world right now, I write this feeling optimistic. Not naively or blindly, and not without grief over everything we have seen and experienced. But I believe in the power of innovation to create concrete change for good because I have seen it work. It is our responsibility to view the world realistically, take a stance and act for a different future. If you're reading this, you may share my optimism and be searching for new ways to think about the future and wondering about your own role in it.

I've spent more than five years working with colleagues and collaborators near and far at the Luc Hoffmann Institute. In 2021, in the midst of the COVID-19 pandemic, I stepped into the role of Director. After leading the institute for five years, Jon Hutton left large shoes to fill. Fortunately, Jon continues to be part of the institute's journey as the Chair of our Advisory Council. I welcome the passion, determination and honesty he brings to this new role.

Against this backdrop of COVID-19 and the need for global change it has spotlighted, we at the institute have been asking hard questions. We live in a world of trade-offs, growing inequality and continued devaluation of life on Earth, both of other species and humans. Innovation has never been a level playing field. As British author Damian Barr wrote, "We are not all in the same boat. We are all in the same storm."

Importantly, we have questioned our own role in the world's problems and what part we have to play in creating new futures. Our [Biodiversity Revisited](#) initiative has foregrounded justice, power, economy, the Anthropocene, narratives and colonial legacies as critical aspects of our current problems and what

we must change going forward. This year, among many things, we also began an initiative to examine the presence, role and structure of **existing conservation NGOs** and to rethink how our sector can continue to be relevant and effective in the future, learn from other sectors or even transform whole parts of itself.

What gives me hope is that, in the face of these challenges, global movements are driving people to greater compassion and understanding, and, more than ever before, there is momentum to build a world that is just and values diversity and nature.

While there are no easy answers, at the Luc Hoffmann Institute we believe that the space and tension between challenges and hope offer the chance to innovate social structures, economics, education, governance and relationships between people and other living things. We strive to push boundaries and are inspired by the courageous innovators who are creating systemic, regenerative change in order to find new ways for nature and society to flourish together.

Innovation is not just exciting promises; it requires expertise, humility, hard work and tenacity. The journey with our innovators continues and we are excited to explore a new relationship with WWF. At the same time, a big challenge remains for the institute in obtaining funding so that we can continue innovating for a more equitable and diverse world. Contrary to popular belief, I don't think that investment is scarce – funds and support exist, but investment needs to be urgently and smartly redirected. We must make choices.

Whether you have the seeds of a vision for a better future or you want to ensure that there is sufficient investment and funding for world-changing innovation, we offer you a place to begin. With that you will get our optimism, courage and grit; essential but often overlooked qualities on the journey towards creating more just and diverse futures for society and nature.

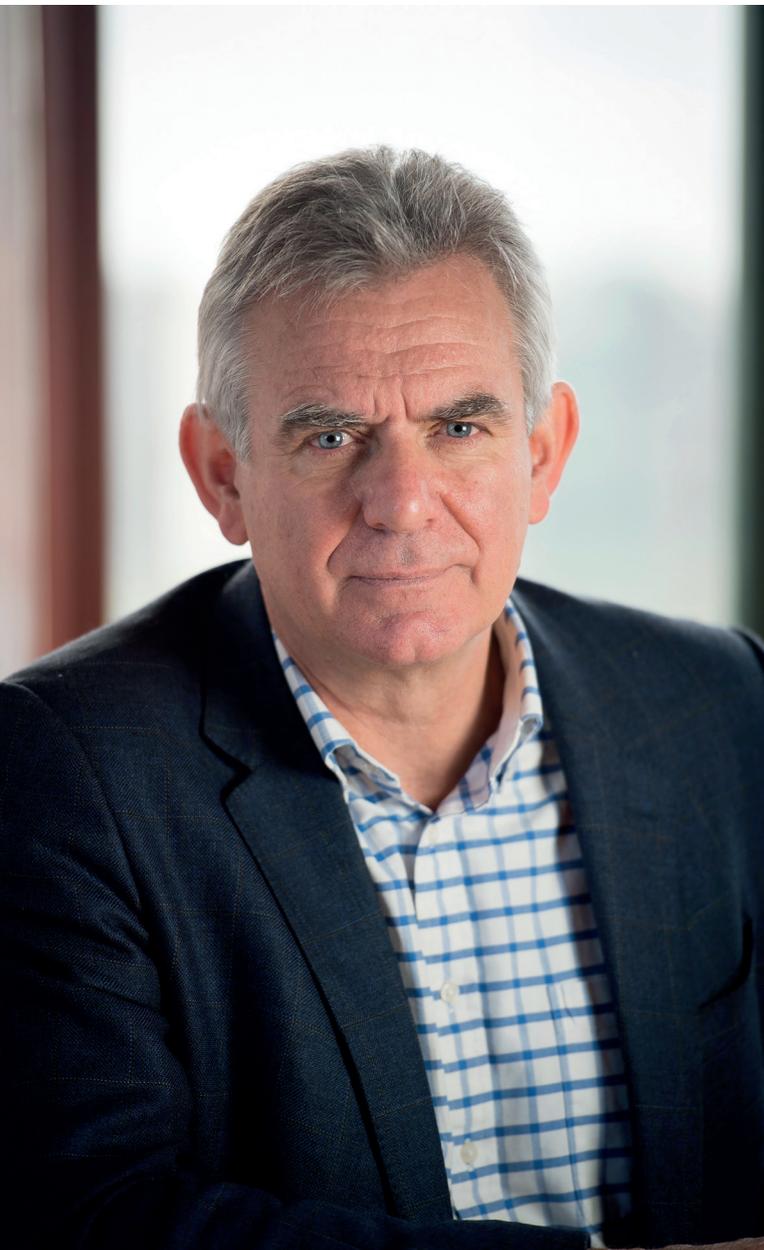
Melanie Ryan

Director, Luc Hoffmann Institute



A word from the Chair of our Advisory Council

Dr. Jon Hutton took over as WWF's Global Conservation Director in December 2020, after five years as Director of the Luc Hoffmann Institute and before that, Director of UNEP, leading the World Conservation Monitoring Centre (UNEP-WCMC). In 2021, Jon stepped into the role of Chair of the Luc Hoffmann Institute's Advisory Council, bringing valuable insight as the institute was adopted as a key player within WWF's Global Conservation division.



Having retired as the Director of the Luc Hoffmann Institute at the end of 2020, it is an absolute pleasure to now find myself as the Chair of its Advisory Council. I must thank my predecessor, Adil Najam, who offered valuable time and leadership as Chair for the last five years. I would also like to acknowledge Melanie's appointment as Director. I admire the way she has tackled the role and the direction she is providing for the team.

This year has been a time of transition for the Luc Hoffmann Institute. Through a newly aligned relationship with WWF, the institute is exploring what is next for the kinds of support that are critical for the global aspirations of the many passionate innovators within the WWF ecosystem.

A special aspect of the institute's Advisory Council is that its members have always had direct engagement with the institute's programme of work, as well as offering strategic insight and guidance. In this moment of great change, the council's generous input of time, expertise and networks is more important than ever.

One of the institute's major strengths and strongest value propositions is its ability to work across communities, bringing global innovation to WWF's door. Through the pandemic and a change of leadership this year, the institute has proven both its worth and resilience, successfully incubating initiatives alongside WWF, with concrete benefits for nature conservation, such as the [Beyond Tourism](#) in

Africa innovation challenge, which addressed issues facing communities and wildlife across the continent.

Among the thought leadership initiatives that the institute is incubating now, I am particularly enthusiastic about the work addressing **corruption** in the natural resources sector, the exploration of the **future of conservation NGOs** and emerging discussions around dilemmas and trade-offs in nature conservation.

As we look to create a thriving future for people and nature, it is my hope and expectation as

Global Conservation Director that innovation in WWF and beyond will continue to benefit from the institute's unique ability to generate systemic insights that reframe our relationship with nature. In particular, its ability to support organisations to move beyond paralysis in the face of complex trade-offs, and to be an ally to emerging leaders and innovators as they strive for new approaches to create change that benefits all life on Earth.

Jon Hutton

Chair of the Luc Hoffmann Institute Advisory Council and Executive Director, Global Conservation Impact, WWF-International



The institute would like to offer its sincere gratitude to Adil Najam, who stepped down as Chair of the Advisory Council at the end of 2020.

“Serving as the Chair of the Luc Hoffmann Institute has been one of the great honours of my career. To be associated with the name and legacy of Luc Hoffmann is itself a privilege and I have cherished the ability this has given me to work with dedicated professionals and thought leaders who believe passionately in the vision of the institute to catalyse innovation and transformative change for conservation and for a sustainable planet.”

Adil Najam, December 2020

Introducing our refreshed Advisory Council

The Luc Hoffmann Institute's Advisory Council is a body that helps guarantee the institute's integrity and independence, and comprises diverse expertise in a range of fields. Each member of the Advisory Council generously offers their time, effort and passion to provide critical advice, guidance and quality assurance. The council members are invaluable champions who ensure that the institute's portfolio remains true to its vision and mission.

To guarantee its independence of thought, the Luc Hoffmann Institute is proud to have strengthened its Advisory Council this year, welcoming both new and returning members of the council for 2021 and beyond.



Bill Adams
Joined 2018

Bill Adams is Claudio Segré Professor at the Graduate Institute Geneva. He held the Moran Chair in Conservation and Development in the Department of Geography at the University of Cambridge from 2006 to 2020. Bill's research addresses relations between society and nature, looking particularly at issues of sustainability and conservation from the perspectives of political ecology and environmental history.

the SDGs and UNEP processes, the Women & Gender Constituency at the United Nations Framework Convention on Climate Change (UNFCCC), the Women's Caucus at the Convention on Biological Diversity (CBD), and she has been closely collaborating with the Consortium of Indigenous Peoples' and Local Community Conserved Areas and Territories (ICCA Consortium) since 2011.



Isis Alvarez
Joined 2021

Isis Alvarez is a Colombian biologist and MSc in Environment and Resource Management, currently working for the Global Forest Coalition (GFC) as Senior Gender Advisor and Unsustainable Livestock Campaign Coordinator. Isis has been engaging in the United Nations' Major Groups structure, namely in the Women's Major Group, both at



André Hoffmann
Joined 2013

André is Vice Chairman of Roche Holding AG, the family business. He sits on the Board of SystemIQ, the Board of Trustees of the World Economic Forum, and the Centre for the Fourth Industrial Revolution.

André also has a distinguished career in nature conservation and sustainability. He is the President of the MAVA Foundation and of the Fondation Tour du Valat. He is also Chairman of the Advisory Board of the Hoffmann Global Institute in Business and Society at INSEAD.



Jean Jalbert
Joined 2018

Jean Jalbert is Director General of Tour du Valat, a research institute for the conservation of Mediterranean wetlands. He is a member of the Steering Group of the Mediterranean Wetlands initiative (MedWet), Vice-President of the IUCN French Committee and board member of various nature conservation organisations such as Eurosite, Wetlands International European Association, the Society for the Protection of Prespa (Greece), or Conservatoire du Littoral (French Coastal Agency).



Elizabeth Ojo
Joined 2021

Elizabeth Tolu Ojo is Director of Operations at the African Leadership University's (ALU) School of Wildlife Conservation. She joined ALU in 2016 from the African Wildlife Foundation's Conservation Management and Leadership programme, where she designed an environmental education framework and a monitoring and evaluation system for the Classroom Africa programme. Today she co-leads an 11-person team, co-designing and implementing the school's strategy for promoting conservation as an African growth sector.



Margaret L. Kuhlow
Joined 2020

Margaret L. Kuhlow leads WWF's Finance Practice, providing strategic direction and thought and content leadership to WWF's global engagement with the finance sector. Before joining WWF, Ms. Kuhlow enjoyed a career in development finance. She has lived and worked extensively in developing and emerging markets and has broad sectoral experience in sustainable investment, project finance, and grant making.



Edward Perello
Joined 2018

Edward Perello is the Associate Director for Agriculture at Deep Science Ventures, where he builds and invests in new companies delivering food security and biodiversity outcomes. He is also Principal Researcher at Arkurity, a consulting firm conducting research on public policy challenges in synthetic biology, conservation biotech and biosecurity. He serves on the IUCN Task Force on Synthetic Biology and Biodiversity Conservation, and is working to realise new opportunities for biotechnology in ecosystem restoration.



Dermot O'Gorman
Joined 2021

Dermot is the Chief Executive Officer of WWF-Australia. He has been a global leader in sustainable development for over two decades and has driven innovation thinking within WWF, especially on digital technologies, overseeing the establishment of WWF Panda Labs. He has raised \$10 million in impact investing and led WWF's first global joint venture with BCG Digital Ventures – OpenSC. Prior to joining WWF-Australia, Dermot was CEO of WWF China and the Pacific.



Cyriaque Sendashonga
Joined 2018

Cyrie was formerly Global Director of IUCN's Policy and Programme Group. A trained biologist, her career has focused on natural resources management, encompassing both research and development perspectives. She previously worked at the United Nations Environment Programme (UNEP) in Nairobi, where she was

responsible for biodiversity and biotechnology issues in the framework of the programme to support the implementation of the Convention on Biological Diversity (CBD).



Rebecca Shaw
Joined 2018

In her role as WWF Chief Scientist, Rebecca works with the WWF network and partners around the world to identify emerging challenges to WWF's mission and advance the scientific inquiry to deliver solutions to those challenges. Rebecca is a climate change and biodiversity expert who has published in *Science and Nature* and has served as Lead Author for IPCC and IPBES.



Thomas Vellacott
Joined 2021

Thomas Vellacott is CEO of WWF Switzerland. WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature. Thomas is passionate about nature and has supported WWF since he was eight years old. Before joining WWF professionally, he worked for Citibank and McKinsey & Co.

Sincere thanks to the previous members of our Advisory Council, including this year's outgoing members:

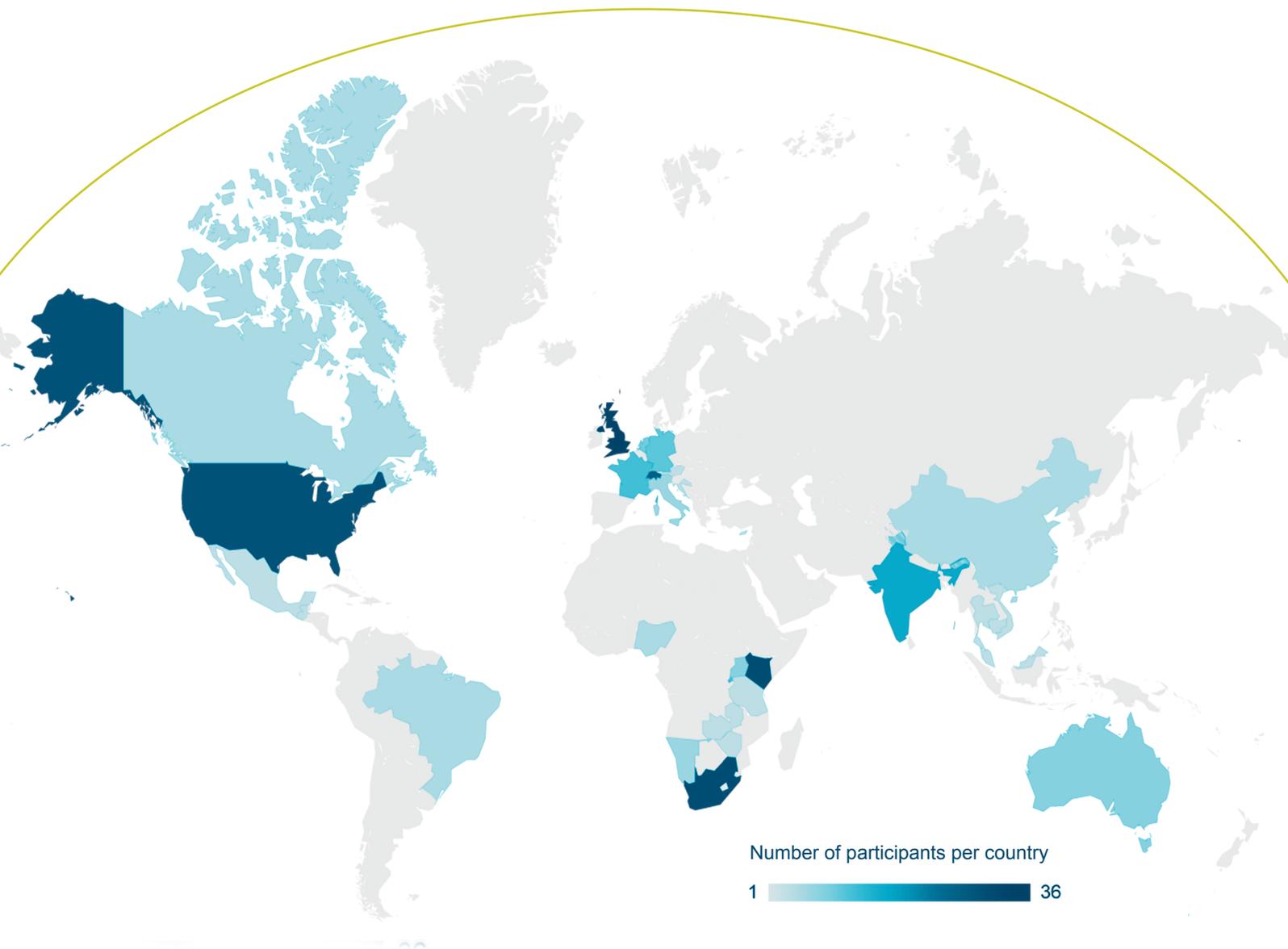
Renata Dwan
Jim Leape
Jensen Montambault
Adil Najam
Kavita Prakash-mani



Key figures

At the Luc Hoffmann Institute, biodiversity and human diversity matter greatly to us. We strive to include as many voices from as many backgrounds and sectors as possible, not only for equity and justice but also because we know that diversity is essential for innovation. This financial year, once again, we were able to achieve geographical diversity in our convenings, with participants from 32 countries across the northern and southern hemispheres.

*Geographical distribution of individuals attending the institute's main convening events, 1 July 2020 to 30 June 2021
209 total participants from 32 countries*



Social influence

25,782
website visitors
(up 121.19% this year)
from 196 countries

141,159
page views
(up 178% this year)

1,843
LinkedIn followers

3,457
Twitter followers

323%
social media
audience growth
this year

10,829
likes, shares and
comments on our
social media posts

6,549
YouTube video views

Convenings

209 participants
from **32** countries

89%
of post-convening survey
respondents recommend us

3

convenings

- Can we Redesign Conservation Funding;
- Resilient Human Wildlife Coexistence;
- Kickstarting a Nature Economy

Thought leadership

6
in-depth reports
and thought pieces
published

1,367
report
downloads

1,091
thought piece
reads

Cumulative value for money

1:4

For every CHF 1 invested by the
institute since July 2018, CHF 4
were raised for innovation

Press

International media coverage in:

BBC Wildlife
Mongabay
Travel Africa
Nature Sustainability
Ensia
Daily Maverick
and many others

Working with

49
organisations

Achievements: initiatives we incubated or accelerated

This year, we demonstrated that it is possible to deliver concrete outcomes, even in the face of global upheaval. The institute brought several initiatives through the incubation and acceleration phases of our value chain, and saw them off into successful implementation. These innovative initiatives contribute to more just and diverse futures for communities and nature.



Beyond Tourism in Africa

For decades, tourism has funded conservation activities, especially in the wildlife-rich countries in Africa. However, tourism is vulnerable to social, economic or political instabilities. In 2020, the shock to the tourism sector caused by COVID-19 further highlighted the vulnerability of a conservation model based primarily on tourism.

The Luc Hoffmann Institute partnered with the African Leadership University's (ALU) School of Wildlife Conservation and WWF's Regional Office for Africa to run an innovation challenge that would identify, incubate and promote innovative sources of income from wildlife that would not be dependent on tourism. This would allow 15 innovative ideas, which might not otherwise have had a chance, to develop and obtain recognition and seed funding.

▶ luchoffmanninstitute.org/beyond-tourism-in-africa

Highlights

The challenge ran from 1 September to 15 October 2020.

- Over 300 applications were submitted from across Africa and around the world.
- 15 winning teams were selected via a rigorous judging process by a panel of experts.
- The winners joined the African Leadership University's incubator programme from February to September 2021 to build their ideas into viable, investment-ready businesses.
- Select winners have access to seed funding and a chance to pitch their venture at the ALU's Business of Conservation Conference in September 2021.

327
applications
from 500+
people

Applicants
from
54 countries

88% of
applicants were
from African
countries

Ages
16 to 87

15
winning
ideas

65,800+
interactions
on social
media

Winning ideas from the Beyond Tourism in Africa Innovation Challenge

Community-led virtual classroom for nature-based field education

An online platform providing lessons live 'from the field' in ecology, culture, conservation and sustainable resource use.

Dancing away to improve livelihoods and promote conservation

Community knowledge of the environment is preserved and propagated by music and dance.

ForestPesa: a micro-payments marketplace for micro-forest owners

A pay-for-success mobile marketplace allowing micro-forest owners to directly exchange verified carbon with local and international buyers.

Funding community conservation via sponsorship of identifiable plots

Donors support and fund habitat protection by sponsoring identifiable plots of land.

Global payments encouraging local-conservation effort using blockchain

Global payments using blockchain technology to create an accessible market for conservation-effort credits that encourage community conservation.

Home of the Gorillas

A subscription-based mobile app that enables global users to engage with gorillas through virtual interactions.

Integrating technology and conservation rewards to support African youth

'Conservation currency' via a smartphone app that utilises locally-tailored awards to engage community youth in conservation activities.

Landscape wildlife business model for the Baviaanskloof Bewarea

Incentivising improved natural habitat management by establishing populations of indigenous herbivores for rewilding, breeding and off-take.

MN Foods – Conservation Condiments

Training and equipping women farmers in conservation areas to grow and develop chilli condiments, with profits returned to the community in the form of input loans and farmer support.

Processing and selling 100% natural Obudu honey

Social enterprise collaborating with local beekeepers to produce natural honey through eco-friendly practices.

Production and marketing of endemic Malagasy plants consumed by lemurs

Sustainable income for local communities through endemic plants of southwest Madagascar.

Rewilding African rangelands to improve socio-economic resilience

Quantifying soil carbon credits and connecting communities to global carbon markets and impact investors, to incentivise and offset the costs of the rangeland rewilding.

Role of bees in income generation and environmental sustainability

Training local beekeepers in sustainable practices, investment in sustainable hives and equipment, and a programme of marketing literacy, with a focus on empowering young people and women.

Shaba

Mobile and internet-powered platform connecting local decor artisans and fashion designers to the international market through an integrated digital cultural hub.

The Cultural Marketplace

E-commerce platform of artisan products, virtual tourism and educational experiences that will bridge the gap between global buyers and local artisans and communities.



Securing the future of nature-based tourism in Africa: a collaborative platform

The near total collapse of international travel due to COVID-19 caused a huge downturn in the global tourism revenues that supported biodiversity conservation, local economies and rural livelihoods. In response, the Luc Hoffmann Institute incubated an African-led Collaborative Platform designed to connect funders with beneficiaries and build resilience within African wildlife communities. Over the course of six months, the institute worked with a range of expert organisations in Africa and globally to develop the concept for the platform. The institute rallied WWF-US as a champion to take the implementation of the platform forward so that it can connect funders to the communities and small and medium-sized enterprises (SMEs) most in need of funding support.

luchoffmanninstitute.org/securing-the-future-of-nature-based-tourism-in-africa-a-collaborative-platform

Highlights

- After the institute successfully incubated the initiative in September 2020, WWF-US assumed responsibility for the project with the Global Environment Facility (GEF) as lead funder and WWF Regional Office for Africa as host secretariat.
- The institute invested US\$ 175,000 in the groundwork, drawing on technical expertise and carrying out large-scale mapping exercises on data and Geographic Information Systems (GIS), as well as nature-based tourism trends and an analysis of existing platforms and funding sources.
- In April 2021, the institute published *The Future of Nature-Based Tourism: Impacts of COVID-19 and paths to sustainability*, a report by Dr Anna Spenceley that outlines the challenges facing the nature-based tourism sector and offers recommendations for future resilience and sustainability.



Biodiversity Revisited

The two-year-long Biodiversity Revisited initiative looked at why the world has failed to stop biodiversity loss and what large-scale changes are needed to sustain diverse and just futures for life on Earth. This year saw the publication of the initiative's main output, a **research agenda** that holistically reframes the approach to biodiversity research with emphasis on justice and diversity. The institute's work has already had a big impact on biodiversity research, with 142 academic citations of the agenda to date, including in Cambridge University's *Environmental Conservation*, a feature in the NOMIS Foundation's *SPARK* magazine and a groundbreaking futures-thinking commentary in the journal *Nature Sustainability*. Beyond this, feedback and social media engagement have revealed a strong ripple effect, with the initiative's outputs being taken up in teaching, policy advocacy and the development of cutting edge research proposals, among others.

Highlights

- On 1 July 2020, the *Biodiversity Revisited Research and Action Agenda* was published. This year, the initiative and agenda had over 6,000 website visitors and downloads.
- In October 2020, the institute, together with external facilitators Gillian Martin Mehers and Randall Krantz, accepted a **Gold Facilitation Impact award** from the International Association of Facilitators (IAF) for Biodiversity Revisited, showcasing the institute's core skills in convening design that brings together diverse viewpoints for effective conversations that lead to real change.



luchoffmanninstitute.org/biodiversity-revisited



The search for a multidimensional biodiversity index

In 2021, the Multidimensional Biodiversity Index (MBI), an initiative incubated and accelerated by the Luc Hoffmann Institute, grew into a global project, with a roadmap for implementation accepted for publication in the journal *Nature Sustainability* in July 2021.

The first **pilot project** began in March 2021 in Switzerland, implemented by Sanu and the

Swiss Biodiversity Forum of the Swiss Academy of Sciences (SCNAT). Future MBI projects are now set to launch in South Africa, Vietnam and Mexico.

▷ luchoffmanninstitute.org/the-search-for-a-multidimensional-biodiversity-index

Catalysing a Trade, Development and Environment (TRADE) Hub

Co-designed and supported by the Luc Hoffmann Institute and led by the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), the TRADE Hub brings together 50 organisations from 15 different countries to assess the full impact of trade on people and the natural world by mapping supply chains, revealing damaging links and potential ways to make lasting change.

In response to COVID-19, this year the TRADE Hub **implemented new research**

into perceptions around wildlife consumption, published options for preventing future zoonotic epidemics, and contributed to the UNEP's comprehensive report on zoonotic diseases, proving the institute's incubation techniques can lead to real, systemic changes in the face of evolving challenges to life on Earth.

▷ luchoffmanninstitute.org/trade-development-and-the-environment-trade-hub

Future aspirations: initiatives in ideation

The early part of our value chain focuses on creating the conditions for new ideas to emerge, bringing innovators together with other experts and investors, and allowing these ideas room to breathe and develop. This year, the seeds of several promising initiatives were planted. They represent the institute's forward-looking aspirations and offer a picture of where we are focusing our energy as we work to foster future meaningful change for nature, including people.



Gamifying nature conservation

Problem

More than half of the global population lives in urban areas, largely disconnected from the natural world. The problems facing the planet can feel overwhelming and impossible for individuals to influence. As a result, it is becoming increasingly hard to engage people with and fundraise for conservation. Since the global conservation sector still relies almost entirely on philanthropic giving, whether by individuals, foundations or governments, this is a dangerous trend for conservation efforts.

Innovation

Wildlife researchers have firsthand access to a wealth of data on charismatic wildlife species, and the landscapes in which they live. If used for storytelling and gamification techniques, could this data revolutionise the way people interact with

and fund conservation efforts? Could wildlife data fuel a new revenue stream for conservation?

The institute is exploring how stories of real animals could be used to connect people and wildlife digitally, even across long distances. By drawing on wildlife data to create a gamified prototype, this project aims to test a whole new revenue stream for conservation, one that goes beyond charitable giving.

The Conservation Gap

The estimated financing gap between what needs to be spent to conserve nature and what is actually spent (the 'conservation gap') has been estimated to be up to US\$ 824 billion¹ per year.

1. *The Little Book of Investing in Nature*, Global Canopy 2021

Milestones

- In February 2021, the Luc Hoffmann Institute partnered with Internet of Elephants to create a venture that tests the market for gamifying nature conservation for new audiences.
- In April 2021, gamification firm PentaQuest joined the venture to research the potential of gamification for conservation.
- More than 60 people from various sectors have been involved in the venture's creative design process so far.
- On 29 June 2021, the venture hosted a panel discussion, 'Can we redesign conservation funding?', drawing 139 attendees.

Aspiration

By using a gamified platform, money could flow to wildlife conservation via new channels, and the empathy built through storytelling would encourage people to emotionally invest, creating deeper awareness about policies and funding for conservation.



luchoffmanninstitute.org/gamifying-nature-conservation





The future of conservation NGOs

Problem

We live in times of unprecedented speed and scale of change. Digital transformation, as well as shifting societal norms and perceptions of justice, offer extraordinary challenges and create opportunities for alternative thinking and action.

Further, in the recent decade, conservation NGOs have come under increasing criticism and pressure, raising questions about organisational culture and racism, colonial legacy, power distribution between Global South and Global North and existing funding models. The pace of change in the world is rapid and accelerating as compared to the pace of change in the NGO sector. How can we ensure that conservation remains effective and relevant? What would a successful and impactful nature-conservation world look like?

Innovation

The future NGO is a thought leadership process to collectively imagine the successful future of conservation NGOs. The institute is commissioning a situation analysis and will bring together a diverse set of voices from across different geographies, disciplines and sectors to

identify a list of themes that are needed to reach an agreed 'future conservation NGO' state.

Milestones

- In June 2021, the institute began a situation analysis on how to transform conservation NGOs to remain relevant in the future.
- In September 2021, the Luc Hoffmann Institute planned a convening of conservation practitioners, thinkers, disruptors and other leaders to explore future scenarios for conservation NGOs using the 'Three Horizons' framework.

Aspiration

Through this project, the institute aims to enable an introspective process to question and reframe the NGO's fundamental approach to conservation, rethink its presence, role and structure, and spur the creation of new processes for or prototypes of an envisioned future conservation NGO.



<https://luchoffmanninstitute.org/future-of-conservation-ngos/>



Exploring responses to corruption in natural resource management and conservation practice

Problem

Corruption plays a significant role in degrading nature, disrupting governance, undermining conservation efforts and discouraging thriving, sustainable communities around the world. Corruption is dynamic – it changes and develops over time and no two situations look exactly alike. There is therefore no single solution. A lack of a common understanding of the problem and the range of options for addressing it have resulted in an often confusing or poorly supported policy-and-implementation landscape for how and when to effectively tackle corruption in conservation.

Innovation

The Luc Hoffmann Institute has partnered with the Targeting Natural Resource Corruption (TNRC) project consortium, based at WWF-US, to incubate anti-corruption responses by connecting a diverse group of programme leaders, practitioners, researchers and activists working in conservation with corruption expertise from non-conservation sectors. The Luc Hoffmann Institute is hosting a virtual symposium that will allow these actors to share experience and formulate an actionable strategy to tackle corruption in conservation more effectively.

Milestones

- On 13 May 2021, the institute convened a virtual Sounding Board meeting, where sixteen individuals were drawn together from project partners and other key influencers to define themes, definitions and priorities, and to bring diverse perspectives together, as well as highlight other key areas for co-creating an impactful symposium.
- A virtual symposium will be held in October 2021, where the aim is to foster collective action and produce an actionable strategy or guide to tackle corruption in conservation more effectively.

Aspiration

By the end of 2021, participants in the initiative will have committed to disseminating and implementing the symposium findings, and developing responses to corruption in conservation and natural resource management in an innovative, inclusive and just way.



luchoffmanninstitute.org/responses-to-corruption-in-conservation-nrm



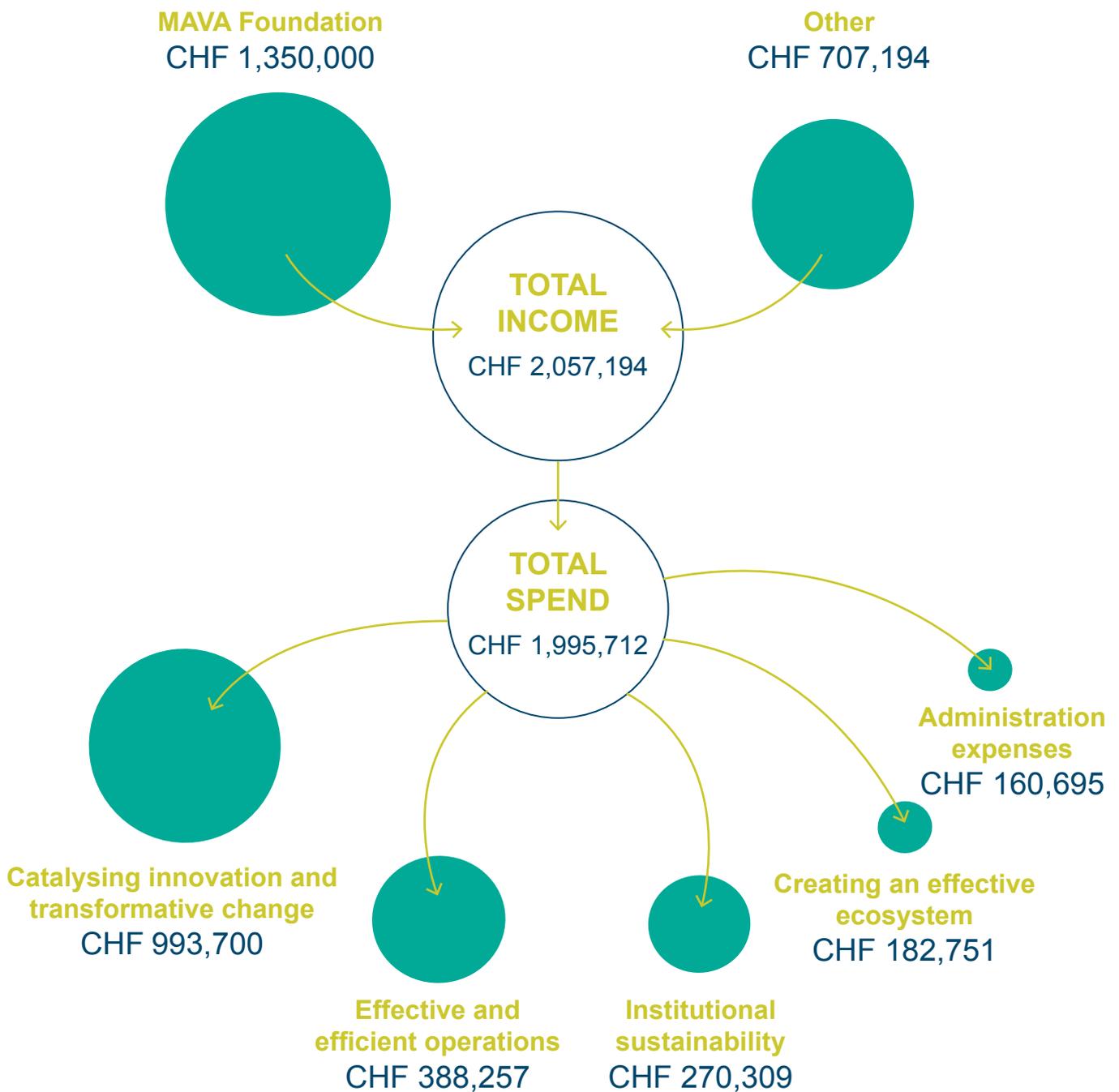
“More actors are beginning to understand the impacts of corruption across the natural resource management and conservation sectors, and to realise that these issues need to be addressed holistically. This initiative offers an opportunity for anti-corruption and conservation thought and action leaders to learn from each other and build a proactive agenda for responding to the threats that corruption poses – it is a real possibility for growing partnerships in pursuit of a more just and sustainable global society.”

Elizabeth Hart, Chief of Party, Targeting Natural Resource Corruption, WWF-US



Financials

Spend and income
1 July 2020 to 30 June 2021



Our team

- **Anaïk Anthonioz-Blanc**, Research and Innovation Programme Coordinator, Ad Interim
- **Carole Cassidy**, Communication Manager (until January 2021)
- **Anca Damerell**, Head of Programme, Ad Interim
- **Adrian Dellecker**, Head of Strategy and Development
- **Michelle Demateis Schmitt**, Project Finance Account Manager
- **Richard Gauld**, Head of Operations
- **Jon Hutton**, Director (until Feb 2021)
- **Sandrine Jimenez**, Logistics and Administrative Coordinator
- **Fabio Pianini**, Programme Communication Manager (from June 2021)
- **Melanie Ryan**, Director (from March 2021)
- **Andrew Thompson**, Programme Administrator
- **Jessica Villat**, Head of Communication

The institute is supported by a wide range of experts from partner institutions and consultants on its programme, communication, fundraising and other activities. Working with a variety of consultants allows the institute flexibility in its workflow, while widening our network and diversifying our field of viewpoints, backgrounds and approaches.

Persevering through COVID-19, the institute's staff embraced new technologies and met virtually across multiple geographies and time zones to continue our daily innovation work.



Supporting organisations

The support of several organisations has made it possible to accelerate initiatives and sustain our core. As a result of our incubation and acceleration efforts, our partners, innovators and thought leadership initiatives have benefitted from the generous financial support of:

- The Global Environment Facility
- The Swiss Federal Office for the Environment (FOEN)
- UK Research and Innovation
- The UN Development Programme

The institute has been able to sustain its core and catalyse innovation and transformative change for nature and people thanks to the generous support of:



Investing in just and diverse futures for all life on Earth

At the Luc Hoffmann Institute, we are optimistic because we believe in the power of innovation to create concrete change for good. Our expertise and experience directly address the 21st century challenges to nature conservation by harnessing insights into our relationship with nature, encouraging diversity of thought, shaping inclusive and community-led agendas and incubating new ideas for an equitable future for society and nature.

Sustainability will be critical for the Luc Hoffmann Institute in 2021 and beyond. In 2022, the MAVA Foundation – our founding investor and partner – will be closing and ceasing all of its grantmaking. As we look to the future, the Luc Hoffmann Institute is actively seeking new kinds

of funding to reach our shared vision. If you are a grantmaker, impact investor or philanthropist looking to make a difference in the biodiversity crisis, and want to join us on our journey of innovation for just and diverse futures for nature and people, we would love to hear from you.

Our incredible team is excited to be able to continue accompanying innovators in incubating initiatives that keep the nature conservation sector meaningful and effective in this rapidly changing world. If you are interested in joining us, either as part of our club of funders or as an innovator, on our exciting journey to bring about positive change for life on Earth, please get in touch with Melanie Ryan (melryan@wwfint.org).



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CREATING
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