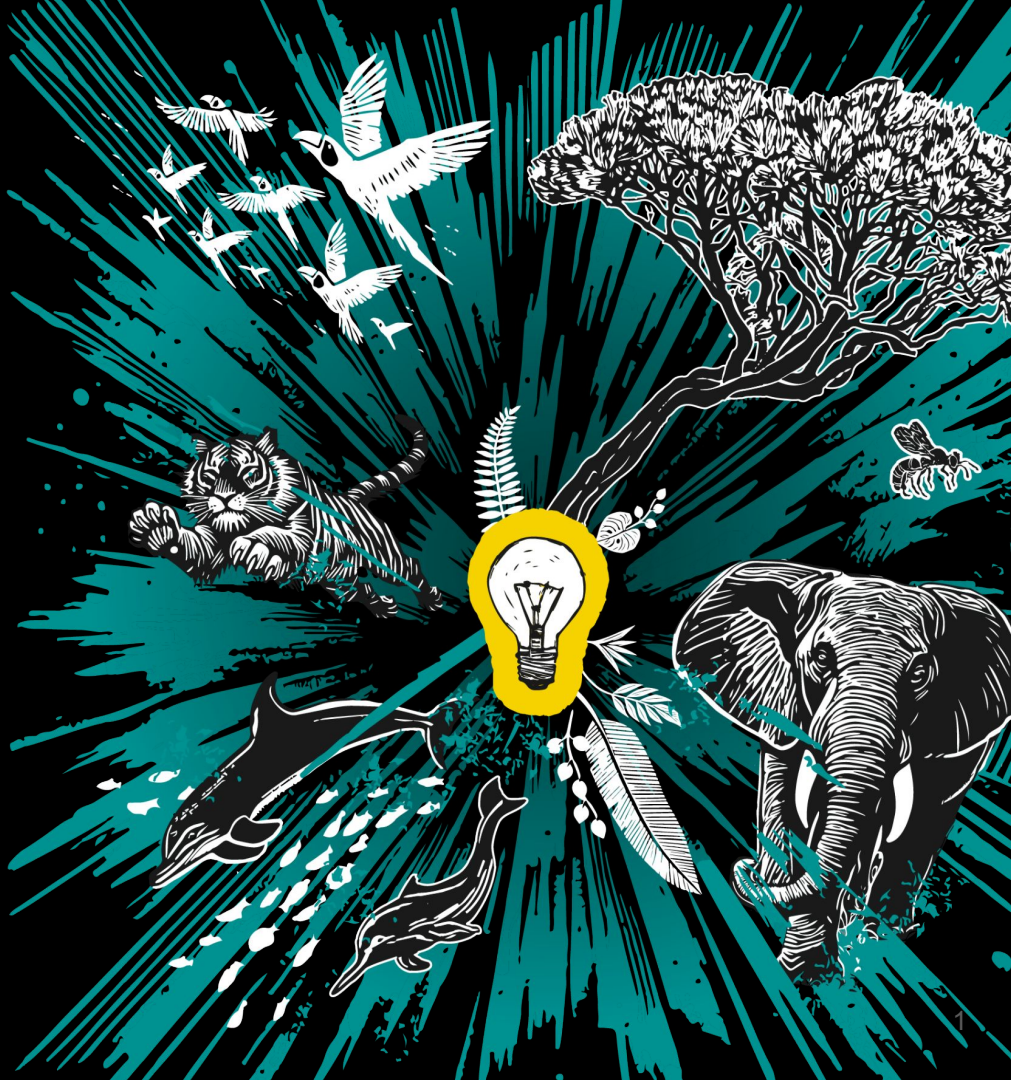


2024 INNOVATION@WWF
IMPACT REPORT

*97% say
innovation
leads to
more impact*

Insights from 1 year of learnings & data from the
Innovation@WWF Team and 1277 survey responses.

INNOVATION



IN THIS REPORT

Click on the page number to navigate this report

[Introduction](#) [Page. 3](#)

[Systemic change in WWF](#) [Page. 7](#)

[Innovation in action](#) [Page. 11](#)

[Building an innovation culture](#) [Page. 23](#)

[The future of innovation at WWF](#) [Page. 28](#)



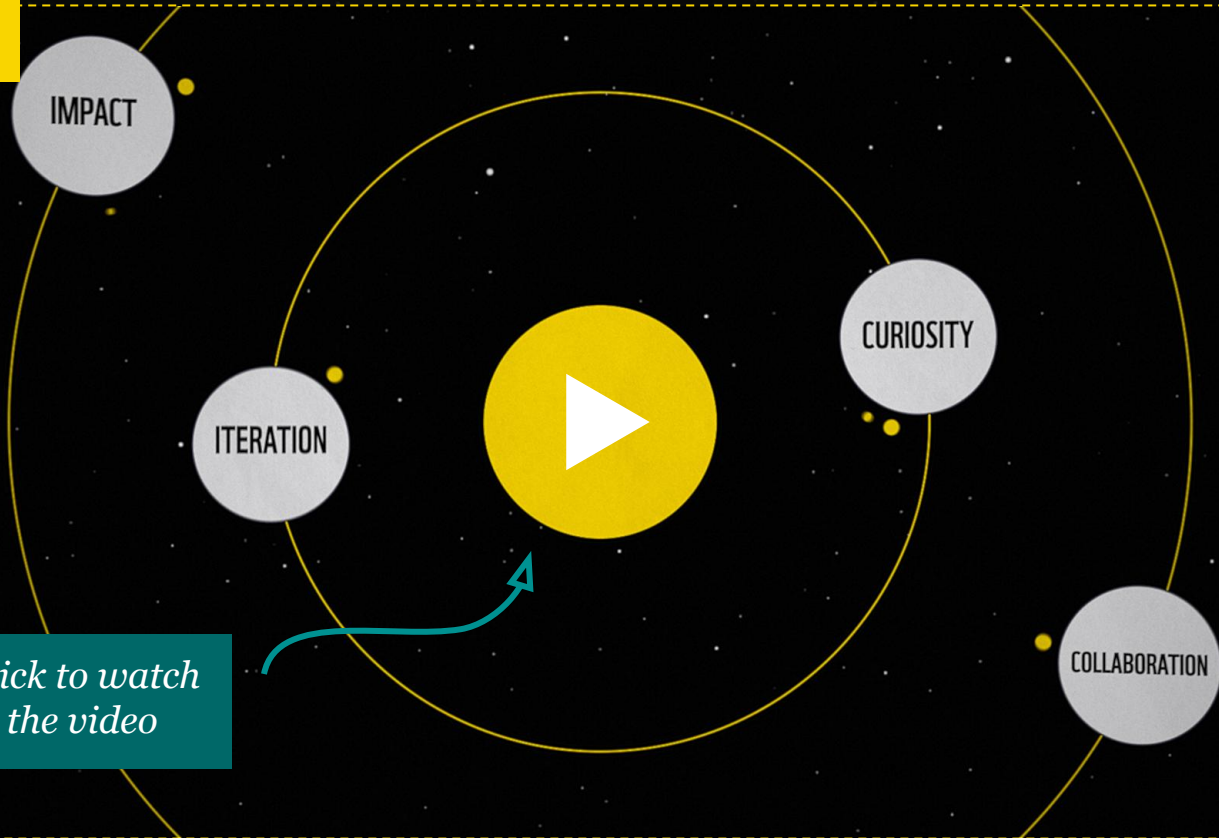
“ *At WWF we are dealing with such complex problems that we must fully embrace innovation.* ”

Cristianne Close, Deputy Chief
Conservation Officer at WWF INT

After collecting +3,300 survey responses over three years (1277 for this report)...

The survey results highlight meaningful conservation impact, improved capabilities to innovate in challenging circumstances and growing interest in building innovation skills. As the network focuses on Roadmap 2030, innovation is key to creating systemic solutions and transformational impact. ***This report shares how WWF's innovation culture is growing, the challenges faced and the role each of us play.***

FIRST, WHAT IS
INNOVATION?



WHY INNOVATION?

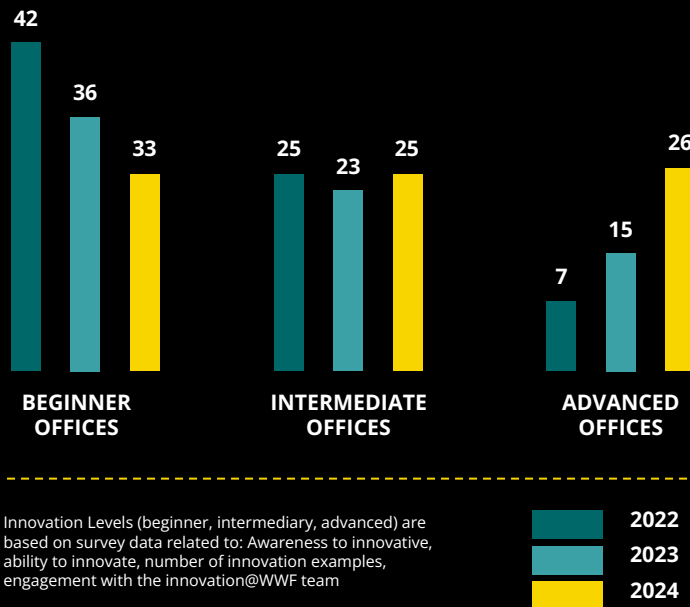
Business as usual is not enough to bend the curve and deliver Roadmap 2030

Tackling the climate and biodiversity crises requires bold new solutions that accelerate impact at scale and drive systemic change.

Innovation is how WWF turns ambition into action

By embedding innovation into everything we do (*conservation, fundraising and operations*) we adapt, collaborate and create transformative solutions, helping achieve WWF's 2030 goals and beyond for a thriving planet.

36 offices have increased their innovation culture since 2022



**ABOUT
INNOVATION@WWF**

“Innovation is critical to addressing the ambition gap in Roadmap 2030, enabling WWF to contribute beyond business as usual.”

Daudi Sumba
WWF Chief Conservation Officer



The Innovation@WWF team exists to enable and inspire 9000+ WWF staff across 85+ offices to create solutions for greater conservation impact through innovation for people and planet.

WE DO THIS BY:

1. Building innovation culture, knowledge, and skills
2. Supporting innovative projects from ideation to scaling
3. Integrating innovation into WWF further
4. Inspiring and sharing WWF's innovation work externally

*The Innovation@WWF team is funded by the “Coalition of the Willing”:
WWF Netherlands, WWF Switzerland, WWF Australia & WWF INT.*

HOW WE WORK

Individuals

Supporting individuals to increase their knowledge & ability to innovate and gain confidence

Teams & Offices

Supporting WWF offices and teams in all stages of development to apply innovation for greater impact

Overall conservation goals of WWF

Supporting the network in accelerating conservation impact through innovation



OUR OFFER FOR THE NETWORK

INNOVATION

@WWF

We have a wide range of opportunities to suit your needs. Whether you're looking for resources, guidance, support in your conservation projects or how to nurture the innovation culture within your office, we are here to help.



INNOVATIVE FUNDRAISING



SYSTEMIC CHANGE

*Framing the
big picture*



Systemic Change in WWF

Innovation is not the objective, **impact is.**

To accelerate this we are working towards a **25% tipping point.**

*So far, **61% of offices** have met the tipping point.*

To mainstream WWF's innovation culture, we need to reach the 25% tipping point. Once there, innovation is expected to sustain itself and spread organically throughout the network.



Tipping Point* means:
25%+ of all staff from WWF
offices, teams and practices...

...are innovators or
innovation supporters

...understand innovation
principles & tools

... are equipped to apply
innovation principles & tools

**Tipping Point Theory is taken
from research conducted by
University of Pennsylvania*

Innovation@WWF is essential to delivering the ambition of **Roadmap 2030.**

88 projects directly supported in 2024

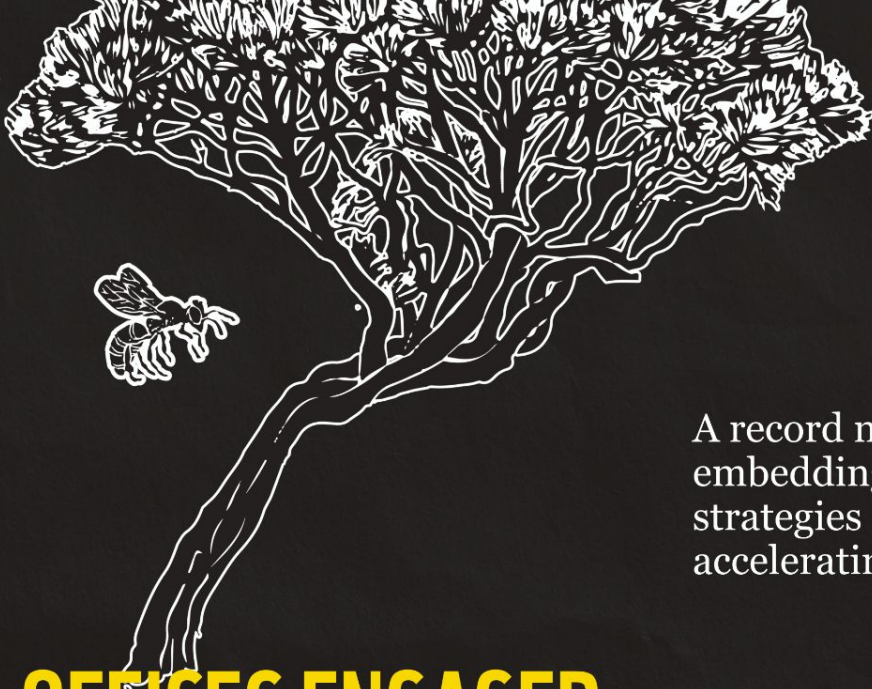
We support Pandas to develop and test solutions by finding new ways to tackle conservation challenges.

28% of Pandas say they deepened their understanding of Scaling because of information shared by Innovation@WWF and 30% are actively trying to scale while there is no structured scaling support available.

We support Pandas to scale what works by turning innovative ideas into system-wide change.

Engaged 2600+ Pandas in 2024 at innovation programmes /events to build capacity

We embed innovation across WWF by making creativity and adaptation part of how we work.



81

OUT OF 84 OFFICES ENGAGED
WITH INNOVATION@WWF IN
2024 

THAT'S ALMOST DOUBLE COMPARED
TO 42 OFFICES LAST YEAR

A record number of offices are
embedding innovation into their
strategies and conservation work,
accelerating impact across the network.

73

OFFICES WILL HAVE INNOVATION IN
THEIR STRATEGY BY END OF FY25

6x

THAT'S HOW MUCH MORE OFTEN
PANDAS USE INNOVATION TOOLS
COMPARED TO 2023

INNOVATION IN ACTION

*Stories of
Impact*



HOW INNOVATION TRANSLATES INTO TANGIBLE IMPACT ACROSS THE NETWORK

Our diverse support approaches are tailored to office needs



Driving transformative impact through **holistic innovation**

Inviting innovation into program design, office strategy and collaborations. WWF NL supported **13 conservation teams in COs** to design transformative innovations while financing the time of the CO teams and support by the Innovation team.



Strong innovation culture allows projects like Parks Design to flourish

WWF Brazil fosters a **strong innovation culture** by integrating training, leadership support and community engagement into its core strategy. This foundation drives successful innovations like **the Parks Design project**.



Empowering communities for a green restorative future

With seed funding from the Practice Innovation Funds 15 faith-based organizations were equipped with necessary skills to restore their lands. This pilot restored **213 hectares of land** and mapped **4,000 hectares** for the next phase.

HOW INNOVATION TRANSLATES INTO TANGIBLE IMPACT ACROSS THE NETWORK

Our diverse support approaches are tailored to office needs



Reviving a wild honey social enterprise through community-led design

A co-creation approach in Mondulkiri, transformed a struggling community-led enterprise of **449 wild honey collectors**. By engaging the community with design thinking tools, trust was reestablished and scaling plans put in place.



People-centred Strategic Planning (PsP) leads to a shared vision

The PsP approach united country offices under a shared vision, improving efficiency, fostering collaboration and aligning with funders. By addressing fragmentation, it strengthened cross-office cooperation and resilience for long-term biodiversity impact.



River dolphins conservation project moves from pilot to scale

A pilot project using pingers and satellite tags to protect river dolphins scaled from local tests to global impact. Successful trials in Pakistan, Indonesia, Peru, and Brazil led to a 2023 **global declaration by 11 governments**, shaping river dolphin conservation worldwide.



Strategy Support |
Future Innovation Collab

An Integrated Approach to Innovation for Transformation

#CapacityBuilding #StrategySupport #Coaching

"We need exponential impact in these challenging times - it requires innovation to get to transformative approaches. This should be at the core, not at the fringes of our work."

Jelle de Jong, Executive Director | WWF-Netherlands

DEVELOPMENT | Scaling conservation innovations with CO partners

Since 2021, WWF Netherlands (WWF NL) has made a strong commitment to innovation. What began with financing innovative, high-impact proposals from Country Office (CO) partners, has evolved into a broader offer: supporting COs to design and test transformational innovations and paying for their time investment to do so.

In 2024 alone, WWF NL dispersed € 139,000 in support of 13 conservation ideas, representing over 52+ Pandas focusing on Nature-Based Solutions. Five of these ideas were nurtured into pilot projects, the strongest 2 of which are set to receive ongoing support. This model will be replicated with a focus on Food Transformation in 2025. While WWF NL provided strategic investments and leadership, the Innovation@WWF team supported by delivering coaching, masterclasses and access to 60+ technical experts to strengthen project teams' innovation capacity.

INTEGRATION | Innovation for the 5 year office strategy

WWF NL took it further by leveraging innovation methods in its five-year strategy process, inviting the Innovation@WWF team to co-design its method and co-lead its implementation. **An inclusive process directed towards an office-owned strategy aiming for bold actions** is going to conclude in June 2025. The strategy design process developed, including tools, templates and workshop templates has already benefited 29 other WWF offices.

WWF NL is continuing to deepen its innovation culture including capacity-building for the conservation division, a year-long process for WWF NL staff to design high-impact propositions and the upskilling of five innovation facilitators, ensuring innovation-driven transformation remains central to WWF NL's future ambitions.

How a continuous innovation culture in WWF Brazil lead to greater and scalable solutions for the Amazon

#InnovationChampions #CapacityBuilding #DesignThinkingTools

CONTEXT | 5 year history with innovation@WWF team

The Innovation@WWF Team has been working with WWF Brazil to **build capacity and integrate innovation into the office's way of working and culture**. WWF Brazil had the desire to strengthen a culture where bold initiatives thrives in a rapidly changing world.

APPROACH | Building a culture of innovation

WWF Brazil's innovation journey has been deeply connected with the Innovation@WWF team: receiving two customised office trainings annually, participating in the Futures Innovation Collab and Practice Innovation Fund. Additionally, WWF Brazil committed to an innovation manifesto & Innovation for Conservation Policy, established two part time innovation roles, engaged leadership & park rangers (from ~70 protected areas) in conversations around failure and futures thinking, spreads inspiration via the Panda Pod Innovation Podcast and onboards each new staff into innovation tools.

IMPACT | Innovation culture leading to conservation results

With the right tools, motivation, and opportunities, WWF Brazil has been able to design many innovative and impactful projects, such as the **Parks Design Project**, first piloted in 2022/2023. This approach, based on the **Design Thinking method**, invites indigenous communities, rangers and local businesses to co-create sustainable eco-tourism activities and business models within their protected areas.

In **11 protected areas in the Southern Bahia and Tapajós regions** covering **2.5 million hectares**, the initiative benefited **1,739 people**, **mobilized USD 1 Million in funding** and **strengthened 142 local organizations**. The project also piloted a new visitor monitoring tool, now being scaled in the Amazon and across all Brazilian protected areas with tourism. Showcasing how continuous effort in building the enabling conditions for innovation leads to scalable impact.

Community Engagement | Practice Innovation Fund

Faith-based nature restoration of 213 hectares in Tanzania

This one-year pilot project explored how to involve FBOs (Faith-based organisations) in restoration on the church owned lands.

#CapacityBuilding #Scaling #ProjectDesignSupport



CHALLENGE | Weak capacity and low advocacy on forest conservation

WWF Tanzania was looking for opportunities to expand its forest conservation work with unlikely allies. Faith-based actors own significant portions of land in the country but had limited awareness, low motivation and a lack of technical capacity to engage in regeneration.

APPROACH | Unlikely alliances, seed funding and innovation support

The project, **supported by € 72000 CHF seed funding from the Practice Innovation Fund and one year of light touch support**, worked closely with over 15 faith-based organisations. Together with the Tanzania Forest Services Agency, WWF equipped faith groups with tree management and conservation skills. This empowered local communities to restore their lands and strengthen their role in forest protection and advocacy.

IMPACT | 110,000 trees across 213 hectares

Within this initial pilot over 110,000 trees were grown with a 70% survival rate. Seven school clubs established tree nurseries and engaged local youth to ensure long-term sustainability of these initial efforts. The concept was set-up to easily be replicated across various countries, in Tanzania alone an additional 4,000 hectares have been mapped as potential areas for **scale-up**.

Co-Creation with Stakeholders | Panda Labs

How co-creating prototypes revived a community-led Cambodian social enterprise

By shifting from top-down solutions to community-driven innovation, WWF Cambodia helped build a stronger, more sustainable honey enterprise.

#CapacityBuilding #Coaching #ProjectDesign

CHALLENGE | How to involve local communities in solution development and testing?

In Mondulkiri, Cambodia, a wild honey social enterprise held incredible potential, providing income for forest-dependent communities while protecting biodiversity. 449 Wild Honey collectors from ten communities collected 20-30 tons annually and generated \$500,000- \$750,000 in revenue.

WWF had worked with the enterprise since 2018 but in 2023, it was struggling. Community participation had dropped to 14%, trust was low, and ownership was unclear.

APPROACH | Co-creating & testing solution with the community

WWF Cambodia, with support from Innovation@WWF Panda Labs, took a new approach. **Co-creating solutions with the community—not for them.** Using design thinking, they worked with the community to identify roadblocks and test solutions together. A revolving community fund prototype uncovered deeper issues: accessibility, transparency, and engagement.

IMPACT | Increased trust & participation, and economic growth

Various solutions were implemented: relocating production facilities **increased participation to 95%**; transparent finances **rebuilt trust (18 to 90%)**; and **community-led sales and marketing grew from 14.5% to 82.5%**. Collectively, significant capacity to expand to other communities and other protected areas was identified, **leading to 100-150 tons per season and 2.5-3.7 million USD per season**. Now, the enterprise is thriving—with plans to scale the honey production and expand into sustainable forest products.



Stakeholder Engagement | Panda Labs

WWF Finland - People-centred Strategic Planning (PsP)

PsP approach to foster collaboration, streamline implementation, and strengthen resilience for cohesive biodiversity outcomes between WWF Finland and its CO partners.

#DesignThinkingTools #InnovationCulture #Facilitation

CHALLENGE | Multiple stakeholders to consider

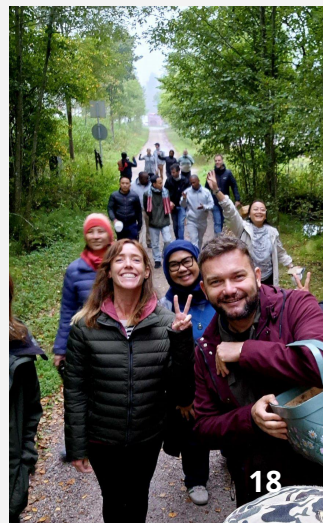
The Resilient Landscapes for Biodiversity programme, led by WWF Finland, faced the challenge of developing a shared vision and Theory of Change across 10 COs. With diverse local contexts and stakeholders, risks included fragmentation, disengagement, misalignment with government funders and lack of collective ownership. The programme needed to foster innovation, align CO partners with public sector priorities and enhance collaboration to ensure long-term resilience.

APPROACH | Panda Labs supports new approach

To address these challenges, a structured, participatory strategic review and planning process was complemented with innovation methods and inclusive facilitation brought by Panda Labs. Leveraging futures tools encouraged bold, ambitious and transformative thinking. Other key steps included: Mid-term Review and Strategic Integration, Backcasting, Three Horizons Framework application.

IMPACT | Shared vision for success
By engaging COs throughout the process, the approach not only made project implementation more efficient but also fostered shared ownership between Finland and partner COs.

This collaboration has paved the way for a more integrated and effective model for COs and NOs to work together. The structured yet inclusive PsP approach helped bridge programme fragmentation, strengthening cross-office cooperation and ultimately supporting resilient landscapes with cohesive biodiversity outcomes. Programme still pending approval.



CHALLENGE |

How do you save a critically endangered species with less than 2000 left in the wild using innovation?

That's the question that WWF Pakistan asked. The answer: two complementary technologies: 1. Pingers, small acoustic devices attached to fishing nets and canal gates, that emit sounds that deter dolphins and reduce entanglement risks. And 2. satellite tags, to track dolphin movements, generating vital data on habitat use and migration patterns.

APPROACH | Seed funding, coaching, and scaling support from Practice Innovation Funds and Innovation@WWF, supported the project to scale their initial success in Pakistan, and adapt and test the technologies in Indonesia, Peru, and Brazil. Leading to great success the solution demonstrated adaptability across diverse ecosystems.

IMPACT | The project delivered promising results. In Pakistan, pingers kept dolphins away from irrigation canal gates, while in Indonesia, dolphins stayed at least 10 metres from fishing nets, reducing entanglement risks and enabling fishermen to catch bigger fish. Satellite tracking data recorded revealed key migration patterns, supporting future conservation strategies. **11 range state governments** (countries where river dolphins are naturally found) signed a Global Declaration for River Dolphin Conservation, establishing shared priorities for coordinated protection. With this step lasting impact of the effort is hopefully secured.

Scaling in Action |
Practice Innovation Fund

#Scaling #Coaching #Funding



From prototype to
globally scaled solution:
Pingers and satellites to
protect river dolphins

HOW WWF STAFF LEVERAGE INNOVATION IN THEIR WORK

Quotes from 2024 Innovation survey participants

Efficiency & productivity gains

"Innovation allows us to **simplify work**, save time, and **reduce errors**—leading to greater efficiency and better conservation outcomes."

Enhanced data collection & monitoring

"The introduction of **AI-powered monitoring** has provided annual land cover and land use maps, making it possible to track deforestation trends and inform conservation strategies."

Community engagement & behavioural change

"Applying innovation tools and methodologies in workshops has helped us to listen and empathize first with needs and design solutions for these problem statements. It has also helped to **open colleagues' mindsets** and **think outside the box**, which helped us to **generate transformative ideas** for conservation projects."

Financial & fundraising innovations

"Through innovation, we have **improved corporate partnerships**—not just as funding streams, but as platforms to create lasting conservation impact."



Innovation Support to WWF's Conservation Teams

Panda Labs is an innovation approach to support conservation.

We enable conservation teams to systematically create, test & learn their way to more effective solutions by leveraging innovation methods and tools.



Through coaching, light-touch training and facilitating reflection spaces, we co-design a tailored process to meet project needs and shake up business-as-usual.

Panda Labs participants rated their teams 14% more effective at applying innovation than the WWF average.



2024 Panda Labs in Numbers

27+ project teams supported

175+ conservation staff engaged

65+ hours of 1-1 coaching

"I really appreciate having a methodology and tools to guide an innovation process; especially having the Panda Labs team to support this process."

-Sandra Visbal, WWF Colombia

National Office & Country Office Co-creation for Greater Conservation Impact

The Futures Innovation Collab is a fully-funded innovation playground

by the Innovation@WWF Team and WWF Netherlands. Over the past 2 years it has invited Country Office teams to creatively develop and implement future-focused, bold solutions without the financial risk associated with innovation thanks to WWF NL.



This program enables COs to test innovative ideas aligned with their strategic interests and, upon validating impactful results, take on the responsibility for growing these innovations.

From the survey we learned that those involved in the Futures Innovation Collab use innovation in their role 44% more often than others in the network, and are 46% more likely to replicate or implement a learning.

98% of those engaged with the Futures Collab saw a substantial positive impact as a result.

13 CO project teams supported

320+ hours of 1-1 coaching

"This program [Futures Innovation Collab] has been a game changer. It introduced me to new tools and approaches that foster critical thinking and assumption testing. This helped us deeply examine our project designs, and aim for greater impact."

-Anna Carolina Lobo, WWF Brazil

BUILDING AN INNOVATION CULTURE

People and Capacity Building



ON AVERAGE PANDAS ENGAGE WITH OUR TEAM **5 TIMES A YEAR**



ENGAGEMENT WITH THE
INNOVATION@WWF TEAM
IN 2024:

2600+

PANDAS IMPROVED THEIR SKILLS BY
JOINING OUR PROGRAMMES /EVENTS

88

CONSERVATION PROJECTS SUPPORTED
BY THE INNOVATION@WWF TEAM

190+

WORKSHOPS/
TRAININGS

38

OFFICES HAVE LOCAL A-TEAMS
OR INNOVATION UNITS

3700+

UNIQUE WEBSITE
USERS

93%



THIS IS A 22%
INCREASE FROM 2022

OF THOSE WHO ENGAGED
WITH INNOVATION@WWF
SAW A POSITIVE OUTCOME

IMPACT ON PANDAS' WORK

40%

CHANGED SOMETHING
IN THEIR WORK

42%

ARE MORE EXCITED
ABOUT THEIR WORK

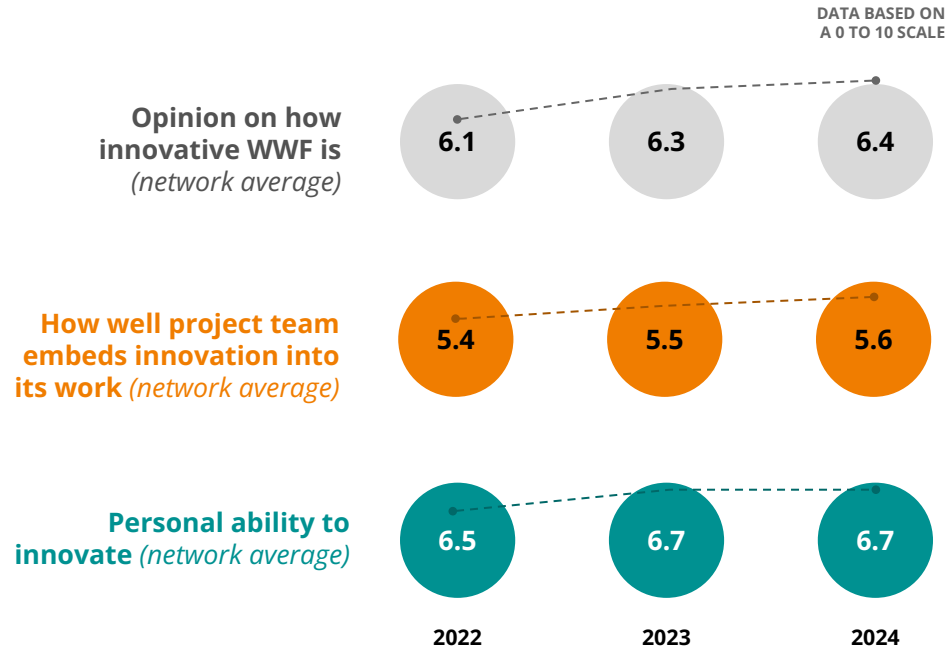
39%

REPLICATED AN
INNOVATION THEY
HEARD ABOUT



When people engage with us, they don't just learn about innovation—they apply it, boosting ambition and driving real impact.

SHIFTING CULTURE IS A MARATHON, NOT A SPRINT



A CULTURE OF INNOVATION IS EMERGING...

- An increasing number of offices now have innovation units and Local A Teams.
- More offices are engaged with innovation than ever before.
- Pandas are more frequently using innovation in their work.

BUT BARRIERS STILL EXIST

Top 5 Barriers*:



Time Constraints



**Lack of understanding
about innovation**



Lack of funding



Culture/ Mindset



Processes / Bureaucracy



Examples of ways we are trying to address the challenges:

AI capacity-building for operational gains putting more time where it's needed

A diverse catalogue of innovation trainings for offices to increase skills and capacity in different topics

Engaging fundraisers & providing innovative fundraising training

Engaging teams and individuals in innovation learning journey and opportunities to practice

Working to embed innovation into strategy processes & plans to make space and resources for it.

* Have remained the same over the last 3 years

THE **FUTURE** OF INNOVATION FOR WWF

Insights and learnings



WHAT WE LEARNED IN 2024 & WHAT WE WILL DO DIFFERENTLY:

77% of the network thinks we have a substantial positive impact on WWF - *25% increase from last year*



New Pandas Need Support

WWF onboards 1200 new Pandas every year. Many respondents were unaware of the Innovation@WWF team, the support it can provide and its resources.

Actions:

- **Prioritise embedding innovation into an onboarding for new staff.**
- Increase face-to-face interactions and regional innovation meetups where possible.



One Size Does Not Fit All

WWF offices have varying innovation needs. There is a need to strengthen regional and language-specific support.

Actions:

- When possible, translate innovation training and resources into multiple languages.
- **Continue to offer regional training sessions adapted to local political/economic contexts.**
- Increase peer learning and exchange opportunities across regions.



Evolve Our Focus

After five years, many teams don't need new ideas but help in scaling existing successful pilots. WWF matured in leveraging innovation.

Actions:

- **Identify and support high-impact projects ready for scale.**
- Continue to provide coaching on how to replicate successful models across offices.
- Work with senior leadership to remove barriers to scaling.

Looking Ahead

83%

OF PANDAS WANT TO DEEPEN THEIR INNOVATION SKILLS*

In 2024, we introduced Gen AI, Scaling, and Futures Foresight to WWF.

**based on survey responses*



30%

LACK THE INNOVATION SKILLS
NEEDED FOR THEIR ROLE BUT
WANT TO GAIN THEM

In 2025, we are moving our support to scaling solutions, systems orchestration and leveraging AI.



EXTERNAL ENGAGEMENT

Creating ripples beyond WWF

Part of our strategy is learning out loud and partnering with others so we can continue to improve our offer to the network & quality of work.

Partners on the topic of AI - learning from best practices and experts: TechSoup, Center for Humane Technology, NetHope

Partners on the topic of scaling - collective learning: The Nature Conservancy

Partners on research: Geneva University, Lausanne University, Technical University of Munich (Think Tank)



**Innovation
for Impact**
network

The Innovation for Impact Network is a community of practice for innovation leaders at impact-driven organizations with global footprints. **Coordinated by the Innovation@WWF team, the network connects 27 INGOs with dedicated innovation units to strengthen innovation efforts across the sector.**

The network's mission is to:

1. Offer a space to learn, collaborate, and share best practices
2. Provide peer support
3. Make the collective expertise accessible

In 2024, this was achieved through **7 Action Groups, 24 community calls, 2 in-person gatherings, 2 trainings and in total over 250 innovation professionals engaged.**



Let's talk innovation!

Have questions about the data in this report?

Reach out to Kali Gibson: kgibson@wwfint.org

Want to explore how innovation can help you accelerate impact?

Reach out to the Innovation@WWF Team:
innovationteam@wwfint.org

[Connect with the Innovation@WWF team](#)

[Check our Innovation offers and how to get involved](#)

[Read stories of innovation impact](#)

[Learn about our innovation approach](#)



REPORT NOTES

Who filled out the 2024 innovation network wide innovation survey?

1277 WWF staff completed the survey representing 13% of WWF. Average completion by office is 23% and by region is 16%. We had representation from 100% of practices and 96% of offices.

How did we calculate office specific averages in the survey insights?

We only used data from offices with 5% or more participation.

What data was used in this report?

A large portion of the insights were gathered from the Innovation@WWF team's quarterly KPI tracking and in depth case study data and stories. As this was our third year of conducting the WWF network-wide innovation survey, we had three years of data and over 3,300 responses to draw insights from. Survey data is based on self assessments.

How was AI used in making this report?

AI was used to help summarise some of the qualitative data and impact stories.

Other things to note: It's important to acknowledge that other factors beyond the Innovation@WWF Team may have contributed to some of the responses in this report. While we are confident in the data presented, we also recognise that our impact likely extends beyond what the numbers alone can capture.