

Bern, September, 2025

WYSS ACADEMY STRATEGY 2026-2030

1 INTRODUCTION

At the end of 2024, the Wyss Academy for Nature marked five years of operations. The first two years were a ramp-up phase, followed by three years implementing our first strategy 2022–2024. This strategy, based on the Academy's original project plan, outlines how we aimed to achieve our vision over time (see figure 1). Starting from our mission, we defined three strategic goals, which were then translated into specific objectives on which all business units of the Wyss Academy collaborated on. Our values, along with our Management and Operations Regulations, served as guiding principles for this effort.

The year 2025 marked a period of transition. As we prepare our next five-year strategy (2026–2030), we are building on our experiences and lessons learned to adapt both our strategy and organization. This process is guided by several key inputs: (1) the formal requirements set by the Board and our tripartite grant agreement, (2) a comprehensive external evaluation after four years of operation, (3) our own insights and experiences, and (4) a compilation of success criteria defined by the directorate. Together, these elements shape the expectations or terms of reference that will guide our next strategy (see figure 2 as well as Annex 1 for a more detailed

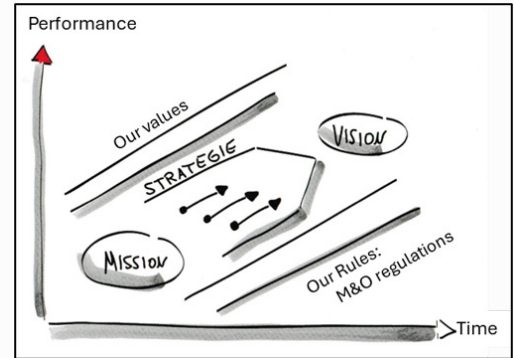


Figure 1: Key elements of our strategy

FORMAL REQUIREMENTS DEFINED BY CONTRACT:	EVALUATION 2024 (SELECTED ISSUES):	OUR EXPERIENCES AND LEARNINGS FIRST PHASE:	SUCCESS CRITERIA DE-FINED BY DIRECTORATE:
• 5-year duration • Compliance with Project Plan and Tripartite Agreement (Mission) • Ensures funding conditions (regranting) • Ownership by the Board • Leads to positive funding decision in 2028	• Strengthening focus of goals and portfolio • Proving impact: framework, indicators, baselines • Scaling of innovation • Less complexity, clearer terminology • Simplifying processes, addressing workload • Enhancing knowledge management	• Strategy fit to align organization and regions • Coherence within and among strategic goals • Realistic ambitions and improved focus • Relevance and applicability for Hub Bern • Integration of science in hubs and policy • Responding to (new) opportunities of con-texts and partners	• Solving concrete challenges and measuring impact • Revised theory of change: from necessary to sufficient • A clear understanding and strategy for scaling • Explicit timeline of results until 2028 • A strategy towards continued funding under various scenarios and timelines

Figure 2: Terms of reference for the next strategy

2 OUR VISION, MISSION AND VALUES

Equipped with these terms of reference, we have critically examined our current Strategy 2022–2024. We concluded that our vision and mission remain highly relevant and continue to provide a strong sense of purpose for the organization and its staff, to which there is a high level of commitment. We therefore pro-*pose* that the next strategy will continue to be guided by our current vision, a slightly adapted mission statement, our value statement, and our Management and Operations Regulations.

At the same time our next strategy will need to respond to the above mentioned terms of reference and to a rapidly evolving environment in which we operate, shaped by changing geopolitical dynamics, technological disruptions, and democratic backsliding.

The planned adaptations will focus on the three Strategic Goals, their related objectives defining our projects, and the way we measure progress and prove our impact. These elements will be detailed in Chapter 4.

2.1 VISION

We want a just and sustainable world in which nature conservation and human wellbeing are mutually beneficial.

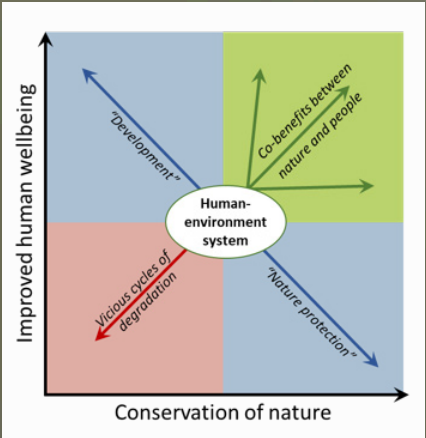


Figure 3: Interventions in human–environment systems that focus selectively on either nature conservation or human wellbeing often involve trade-offs and can result in lose–lose outcomes. The Wyss Academy aims for mutually beneficial results, where both goals reinforce each other and drive accelerated change.

2.2 MISSION

We develop and catalyze solutions that transform the relationship between people and nature. We bring together science, policy making, and concrete action to reconnect global goals with local realities and to turn bold ideas into real, lasting change on the ground.



Figure 4: The Wyss Academy strives to overcome the growing gap between knowledge and action reconnecting global goals with local realities

2.3 OUR VALUES

At the Wyss Academy for Nature, we see ourselves as catalysts for change. Rather than observing from a distance, we actively engage with stakeholders to support change. This requires us to be clear about our values and the positions we represent—both externally and within the Academy. Guided by our vision, the following values shape how we work:

OUR VALUES	OUR UNDERSTANDING
Impact driven	We strive for our ambitious goals collaboratively, with enthusiasm and perseverance, leaving positive imprints on the planet.
Innovation oriented	In reaching out to partners we co-create with curiosity, discover, foster creativity, and communicate our successes and failures to learn from them.
Entrepreneurial	We courageously and responsibly harness opportunities and find innovative ways to accelerate our impact, while remaining adaptive and resilient in the face of challenges.
People centered	We encourage and support diversity, wellbeing, and personal growth, promoting talent and fruitful partnerships.
Transparent and fair	We apply the highest ethical, scientific, and technical standards throughout our work and communicate openly, truthfully, and respectfully, exchanging and sharing knowledge for empowerment.

3 POSITIONING THE WYSS ACADEMY IN A CHANGING GLOBAL CONTEXT

As we revise our Strategic Goals and Objectives, we aim not only to reflect internally—drawing from past experiences and evaluations—but also to consider the rapidly changing global context. These shifts may carry major implications for the Wyss Academy, requiring us to mitigate risks and seize new opportunities.

SELECTED KEY TRENDS OBSERVED:

IMPLICATIONS FOR THE WYSS ACADEMY'S STRATEGY:

1. An era of facts and alternative facts:

The current era is marked by the erosion of science and its role in evidence-based public discourse and decision-making. Accelerated by social media, we observe a growing tendency to respond to complexity with ideology, and politics being shaped increasingly by emotion and misinformation.



We will need to operate in fragmented political landscapes, where trust, credibility, and access to dialogue are under strain. While this trend poses significant risks to the role of science and may constrain openness to our mission as well as our influence on policy and decision-making, we also believe it reinforces the relevance of our approach: integrating science and decision-making under one roof, applying systemic methods to navigate complexity, and co-designing evidence-based solutions.

2. Weakening of multilateral institutions:

A shift from rule- and value-based inter-national institutions to one driven by national interests and power politics, where cooperation is shaped more by strategic gains than shared global goals.



We see it as an advantage that we are not dependent on international institutions, many of which are being weakened by accumulated reform backlogs and the rapid advance of power-driven national agendas. However, the reliability of current rules and regulations is likely to weak-en significantly. Our approach—building flexible coalitions for change around concrete nature-people challenges, connecting sectors like policy, business, and civil society across scales—may become even more crucial.

3. Defunding of public goods:

There is a global trend of declining public funding for environmental and social causes, as resources are diverted else-where and skepticism grows about the government's role and effectiveness compared to the private sector. This undermines long-term goals for sustainability and social justice.



The shifting funding landscape is already affecting some of our partners. Initiatives we rely on are paused, scaled back or may even collapse, partnerships are weakening or even worse — partners may cease to exist. Demand for funding support may increase. A shift from public to philanthropic funding, often with strings attached, can have implications for accountability and sustainability. In view of funding shortages, we must demonstrate our own impact, act as a strong convener to connect actors with fragmented re-sources, and secure our own financial sustainability. Such significant changes in the funding landscape highlight the importance of coalitions for change towards aligning activities, creating efficiencies, and fundraising jointly to work towards systems transformation.

4. Persisting power differentials and colonial legacies:

Globally, there is a mismatch between externally imposed models of development and local realities, often rooted in colonial histories. While calls for decolonization are gaining visibility, many power structures and inequalities persist. While colonization may have ended geopolitically, its legacies persist in legal systems, governance structures, institutions and dominant knowledge systems.



For the Wyss Academy this raises important questions about our role and responsibilities. We recognize that “solutions” have too often come from afar, overlooking local contexts, knowledge and capacities, and are excluding the voices of those most affected. This challenges us to address the distribution of power in our work, between Switzerland and the Hubs in the global South, but also between national and local levels within those Hubs. We need to ask whose knowledge counts, who defines what development means, who is part of the decision-making processes, and who leads change.

4 STRATEGIC GOALS AND OBJECTIVES 2026-2030

In our first strategy (2022–2024), our overarching goals were to: (1) demonstrate the co-benefits of nature conservation and human wellbeing, (2) inspire a new social contract with nature, and (3) position the Wyss Academy as an enabler of innovation. Building on this overall strategic orientation we have specified the following three Strategic Goals for our next phase:

- **Goal 1:** We will catalyze systemic solutions for six nature-people challenges around the world;
- **Goal 2:** We will amplify impact across landscapes, regions, and scales;
- **Goal 3:** We will sustain the Wyss Academy as a global enabler of innovation beyond 2030.

We are convinced that these modified goals are essential to fulfilling our mission and continuing the journey toward our vision. Goal 1 remains the cornerstone of our strategy, providing the proof that systemic change is possible in six concrete landscapes around the world. Correspondingly, our Implementation plan and Strategic Budget will allocate the largest share of our resources to that Goal.

While such success stories are vital for our impact and credibility, they must go beyond the anecdotal. With Goal 2, we aim to amplify our impact by growing momentum within the landscapes we work in, replicating innovations across regions, and scaling up our influence to shape policies and power structures.

Thirdly, we believe the Wyss Academy is beginning to fill a critical gap in reconciling nature conservation with human development. Through Goal 3, we are committed to sustaining the Wyss Academy beyond 2030 by ensuring organizational efficiency, securing long-term funding, and leveraging our unique position as an evidence-based, research-driven institution.

In the following chapters, we outline these overarching goals in more detail by showing how they translate into concrete, actionable objectives. In contrast to our previous strategy, the six nature-people challenges we address globally have now been translated into strategic objectives in their own right under Strategic Goal 1. At the same time, both Goal 2 and Goal 3 will be translated into three objectives each, so that our Strategy 2026–2030 consists of three Goals and twelve objectives.

4.1 GOAL 1: CATALYZING SYSTEMIC SOLUTIONS FOR SIX NATURE-PEOPLE CHALLENGES AROUND THE WORLD

During our first strategy phase, we learned that achieving this goal requires strong collaboration between our Regional Stewardship Hubs and all business units of the Wyss Academy. In other words, achieving systemic changes in the six landscapes where we work is only possible if we successfully deploy all the assets of the Research and Innovation Teams, the Synthesis Centre, and Policy Outreach. For the next strategy period, we have therefore defined the six challenges as the main objectives of Goal 1. All business units of the Wyss Academy will work together in these six landscapes across four regions worldwide to catalyse systemic solutions that generate mutually beneficial impacts for both nature conservation and human wellbeing.

OBJECTIVE 1.1: ENABLING THE COEXISTENCE OF PASTORALISM AND WILDLIFE IN SEMI-ARID RANGELANDS FACING CLIMATE INSECURITY (KENYA)

The challenge: Northern Kenya's rangelands are heavily affected by land degradation, climate insecurity, unequal access to land and other resources, and landscape fragmentation. Crucial migration routes for wild-life and livestock and the livelihoods of pastoralists are under threat.

What we have learned: Creating positive ecological and social feedback loops that align nature conservation and pastoral community development requires democratising and decentralising rangeland resource management and establishing nature positive livelihood opportunities. At the same time, we must approach landscape connectivity not only as a conservation concern but rather as a governance and spatial planning issue.

Objective: We will focus on Ol Donyiro and Naibunga Community Conservancies, where we will invest in rehabilitating degraded lands, securing migration corridors, and advancing sustainable land use and nature-positive livelihoods for pastoralists. Taken together, we aim to secure the coexistence of pastoralism and wildlife in healthy rangelands, also producing positive spillovers on neighbouring conservancies.

OBJECTIVE 1.2: PROTECTING WATER, WETLANDS, AND COMMONS UNDER COMPETING CLAIMS (KENYA)

The challenge: Vital ecosystem services of wetlands, specifically dry season water and biomass provision, are under severe pressure from excessive use including overgrazing and unsustainable water abstraction, endangering the survival of seasonally migrating wildlife and pastoralists.

What we have learned: Reverting the trajectory of the Gambella wetland requires a combination of inclusive governance innovations and reforms involving local and distant users and beneficiaries of the wetland resources with targeted restoration efforts, new approaches to sharing benefits, and the strengthening of alternative livelihood sources.

Objective: We seek to strengthen the key ecological resilience of the Gambella wetland and its essential role in supporting prosperity beyond its boundaries by restoring its core ecosystem functions. Reducing pressure on wetland resources to make ecosystem services more widely available will be achieved through restoration interventions in the wetland itself, the development of nature positive livelihood options for riparian communities, and the establishment of inclusive community-led governance systems.

OBJECTIVE 1.3: BUILDING ENVIRONMENTAL JUSTICE IN A REMOTE GLOBAL BIODIVERSITY HOTSPOT (MADAGASCAR)

The challenge: Finding the balance between the global goal to protect nature and biodiversity and the basic right of local people to lead a dignified life is challenging in this remote forested landscape right next to the famous Masoala National Park in northern Madagascar. This is particularly demanding in the Mahalevona Valley, home to some of the poorest communities in the world, where many have no choice but to clear forest for survival.

What we have learned: Environmental justice – balancing global conservation goals and local development aspirations – is possible if alternative, more sustainable economic development models are designed and implemented collaboratively with relevant stakeholders. While sustainable agricultural practices will continue to play a key role in securing livelihoods, alternative income sources from manufacturing, food processing, and the service sector are also needed. How the presence of global conservation interests in this region can be harnessed to support such goals still remains to be demonstrated.

Objective: Based on a valley-wide vision developed together with all actors, we seek to stabilize an environmentally sustainable agriculture through diversification and expansion of agroforestry systems while securing more equitable access to land through adapted customary land rights. Creating accessibility through new technologies rather than physical infrastructure, we aim to support fair and reliable value chains, and we promote economic inclusion of young people through off-farm employment.

OBJECTIVE 1.4: MAINTAINING MULTIFUNCTIONAL LANDSCAPES IN A TROPICAL FOREST FRONTIER (PERU)

The challenge: Unsustainable extractive activities in Tambopata Province and the surrounding Amazonian Region have accelerated deforestation and ecosystem degradation particularly in the transition spaces between regions with old grown tropical rainforest under different forms of protection governance and zones of intensive economic activity.

What we have learned: The path to a development model that maintains and restores multi-functional landscapes in transition areas involves reducing dependence on extractive economic activities while diversifying livelihoods and the local economy. This includes activities based on sustainable use and the preservation of old grown forests, alongside the restoration of degraded areas. Both efforts depend on stronger and more inclusive governance.

Objective: We strive to maintain a multifunctional landscape whereby old grown forest is preserved through sustainable use and the harvesting of non-timber forest products (NTFPs), while simultaneously restoring degraded areas to make them productive again. Conserving biodiversity in situ as well as reducing pressure on areas of old grown forest under different protection regimes help to sustain and restore the diverse benefits of multifunctional landscapes for local livelihoods. Taken together, we aim to demonstrate a third way of supporting multifunctional landscapes – one that lies between strict conservation and intensive extractive use.

OBJECTIVE 1.5 ENSURING FOREST STEWARDSHIP AND RESTORATION AT CASH CROP FRONTIERS (LAO PDR & THAILAND)

The challenge: The forest mosaic landscapes in northern Laos and Thailand are under pressure from encroachment of cash crops for the markets in the neighbouring large economies. This resulted in biodiversity loss, fragmented habitats, soil and water degradation, and insecure livelihoods for local communities.

What we have learned: There are opportunities and pathways towards maintaining and restoring biodiversity rich tree mosaic landscapes as alternative to the rapid expansion of monoculture cash crops if strong local stewardship and nature-positive livelihood options have materialized.

Objective: We strive to enrich and restore remaining forests while supporting sustainable, nature positive livelihood development options and capacity building for communities in a rapidly changing context that is being integrated into regional and global economies at speed.

OBJECTIVE 1.6: PROMOTING CLIMATE RESILIENT AND BIODIVERSE LANDSCAPES ACROSS DIVERSE ECOSYSTEMS (SWITZERLAND)

The challenge: Climate resilient and biodiverse landscapes are key for a successful future of agriculture, tourism and other related economic activities in the Canton of Bern. Future-proof production systems in agriculture and forestry with positive impact on climate, biodiversity, water and economic stability for the local population must be developed, promoted and implemented. This is vital for people's livelihood and cultural identification and has an impact on attractiveness for tourists and visitors.

What we have learned: Knowledge-driven dialogue and the development of a shared systems understanding created space among diverse key actors for innovations with the potential to move beyond politicised agendas and towards transformative pathways for these landscapes. Context-specific solutions must be developed and implemented collaboratively with local communities and other stakeholders.

Objective: We catalyze sustainable land-based production systems and support soil regeneration, ensuring that regions such as the Grosses Moos and Oberland Ost can better withstand the growing challenges of extreme weather events, including prolonged drought periods and erratic rainfall, while remaining productive.

4.2 GOAL 2: AMPLIFYING IMPACT ACROSS LANDSCAPES, REGIONS, AND SCALES

Under Goal 1, we catalyze systemic solutions for six nature-people challenges. Under Goal 2, we grow their impact through strategic coalitions within our landscapes and by replicating proven interventions across regions and policy domains. By collaborating with partners from practice, science, the private sector, and policy, we scale these interventions beyond our landscapes to amplify their reach and effectiveness.

OBJECTIVE 2.1 GROWING MOMENTUM WITHIN THE LANDSCAPES WE CURRENTLY ENGAGE WITH

By 2030, we aim to sustain the transformative change we helped to catalyze by strengthening the foundations for long-term stewardship through economic viability and inclusive governance. This includes empowering the next generation as key drivers of change and positioning nature stewardship as a central pillar of resilient and just landscape futures. To achieve this, we will:

- Enhance entrepreneurship and youth engagement tailored to each landscape, with a focus on inclusion and Indigenous youth leadership to create the enabling conditions for scaling impact and sustaining intergenerational equity in landscape governance.
- We aim to accelerate efforts in valorizing nature stewardship through new ways that go beyond current compensation schemes, recognizing and rewarding local, Indigenous, and scientific knowledge to support resilience and restoration. Drawing on recent innovations from science, technology, and the private sector (e.g. basic incomes, stacked credits, cryptocurrencies for benefit sharing, etc.), we will collaborate with partners to design and test such instruments in our living labs.

OBJECTIVE 2.2 REPLICATING TESTED SOLUTIONS BEYOND LANDSCAPES AND ACROSS REGIONS

In our six landscapes we have identified levers with the potential to drive system transformation. We work through strategic partnerships — including with the private sector — to expand these solutions beyond our Solutionscapes into new geographical settings and sectors, while remaining mindful of contextual differences and the need for adaptation. By 2030, we aim to expand the reach and impact of evidence-based interventions that support systemic change in different regions by strengthening local ownership. This includes:

- We replicate systemic transformation in forested landscapes that face similar challenges – such as serving as buffer zones between larger protected forest areas and exploitative economic development models. By systematically learning from successes and failures across our Solutionscapes, and by identifying similar contexts where impact is possible, we aim to replicate solutions that reduce deforestation and forest degradation while supporting resilient livelihoods.
- We replicate solutions for pastoral systems that build resilient livelihoods and protect biodiversity. By systematically learning together with partners from successes and failures and by identifying similar contexts where impact is possible, we aim to replicate solutions supported by policy and institutional changes that reward pasture regeneration, strengthen mobility and access to natural resources, and reduce tensions and conflicts among the users of semi-arid lands.

OBJECTIVE 2.3 SCALING BY INFLUENCING POWER STRUCTURES AND POLICIES

In today's globalized world, even remote rural landscapes are shaped by multi-layered policies and flows of goods, services, money, and information. That's why we need to address these power structures and policies to effectively solve local challenges. At the same time, successfully influencing these forces helps scale solutions and multiply our impact.

We take part in global and regional policy debates — such as those around the Kunming-Montreal Global Biodiversity Framework (GBF) or the European Regulation on deforestation-free Products (EUDR) — to re-duce the unintended risks these policies may pose to ecosystems and local communities, and to maximise their potential for positive outcomes. We aim to influence these processes at the national level to support transformative change locally in our solutionscapes.

By 2030, we aim to identify and influence key policies and power structures that either hinder or accelerate transformation in our Solutionscapes. This includes, in particular:

- Supporting the recognition, designation and integration of Other Effective Area-Based Conservation Measures (OECMs) into national biodiversity strategies and land use planning, with a focus on Indigenous Peoples and Local Communities (IPLC)-led governance and co-designed monitoring tools.
- Generating actionable insights on the impacts of global trade policies — such as the EU Deforestation Regulation — on biodiversity and smallholder resilience, and co-developing inclusive compliance models and land governance tools.

4.3 GOAL 3: SUSTAINING THE WYSS ACADEMY AS A GLOBAL ENABLER OF INNOVATION BEYOND 2030

We sustain and position the Wyss Academy as a trusted and independent enabler of innovation and a broker of just transformations for nature and people. We connect knowledge, people, and partners to create meaningful impact in an effective and efficient way. The WA is recognised for demonstrating the value of evidence-based interventions for advancing nature conservation and human wellbeing.

OBJECTIVE 3.1: ALIGNING PURPOSE, EMPOWERING PEOPLE

After establishing the Wyss Academy in its first years, we will continue striving for organizational excellence in the next strategic phase. We will focus on improving the efficiency and effectiveness of our organizational structure, governance processes, culture, and the management and support functions that serve our staff and partners. By 2030, we specifically focus on:

- **Strategic alignment:** We aim to ensure the strongest possible alignment of all staff and partners with the Wyss Academy's vision, mission and strategy by building coherent structures, empowering teams, and implementing effective governance mechanisms.
- **Adaptive culture and organization:** The Wyss Academy aims to be an adaptive, learning organization by strengthening leadership, culture, and governance at all levels. We focus on fostering creativity, inclusion, and continuous improvement through team engagement, leadership development, and self-learning.

OBJECTIVE 3.2: SECURING FUNDING AND STRATEGIC PARTNERSHIPS BEYOND 2030

The Wyss Academy was established with generous funding from the Wyss Foundation, the University of Bern, and the Canton of Bern for an initial period of 10 years, later extended to 11 years through a no-cost extension. At the halfway point of the grant period, we recognize that significant amounts of work remain to achieve our goals. At the same time, we believe the Wyss Academy should continue to exist beyond 2030. We have already initiated transformations with measurable results, whose systemic impacts will grow and scale even further with more time to develop. We also recognize that the Wyss Academy occupies a unique niche with its mission and approach, distinct from other benchmark organizations. Therefore, we aim to secure funding and strategic partnerships for the period beyond 2030. This includes, in particular:

- **Strategic positioning:** Through proactive engagement with public, private, and philanthropic actors, our partners and funders take pride in being part of the Wyss Academy and actively collaborate to contribute to its success and impact, sustaining its vision and mission into the next decade and beyond 2030.
- **Secure funding beyond 2030:** We mobilize resources from existing and new partners to support ongoing operations and sustain our impact. We will develop business models rooted in our own innovations and use various funding and partnering models to acquire resources in line with our vision, mission, and goals.

OBJECTIVE 3.3: LEVERAGING OUR POSITION AS AN EVIDENCE-BASED, RESEARCH-DRIVEN INSTITUTION

We have designed the Wyss Academy as an evidence-driven organization and continue to build on it. By monitoring our activities and outcomes, we assess what works, where, and why. We generate and apply knowledge through research, policy publications, and collaboration with academic institutions worldwide. We actively share insights across teams and partners, fostering a culture of learning from both success and failure. At the same time, we build capacity to tackle emerging challenges and align our work with scientific advances and societal needs. This adaptive approach keeps our actions effective in a rapidly changing world.

In the next strategic phase, we aim to strengthen our leadership in designing evidence-based pathways to systems transformation. We will deploy science, build capacities, enhance learning together with our implementing partners, and draw on insights from impact monitoring to achieve measurable improvements for nature and people. By 2030, we particularly focus on:

- **Science of system transformation:** We integrate recent scientific advances in understanding systems dynamics with empirical observations from the transformations we catalyse in our solutionscapes. This approach helps us identify social-ecological leverage points and tipping elements that accelerate systems change. It also enables us to refine our impact hypotheses and theories of change and to generalize and share insights on system transformation.
- **Strategic impact monitoring:** We track the results and outcomes of our activities in the solutionscapes and their contributions to nature conservation and human wellbeing. Insights and learning from our impact monitoring guide our activities, help us to prioritise which interventions to scale, and demonstrate transparently how different actions contribute to systems change and maximise benefits for nature and people. Our approach to impact monitoring is also being used by partners and other actors beyond our solutionscapes to help shift from simple output reporting to focus on long-term outcomes and impact.

5 IMPLEMENTATION

Implementing our next strategy requires us to design the best possible way for our organization's Business Units to collaborate in achieving the twelve strategic objectives and three overarching goals. As stated in our mission, we deliberately integrate concrete interventions in our Regional Hubs with research, synthesis, policy engagement, and management support. Although breaking down these silos was challenging during our first strategy phase, we see significant potential to improve overall effectiveness and efficiency in the next phase.

- **Putting selected strategy projects center stage:** As part of our strategic planning for the next three years, we will define up to five projects for each solutionscape (Goal 1) and up to two strategy projects for each of the other objectives (Goals 2 and 3). Each project will have a clear mandate, a defined budget, and significant operational autonomy. Task teams, composed of staff from different Business Units, will lead and implement these projects and report regularly to the organization's governance bodies based on agreed output indicators and milestones.
- **Stronger and more efficient governance of our strategy:** In the first phase, our governance was organized around the functional structure of Business Units and competence centers, requiring significant coordination to integrate strategic goals. In the next phase, we will shift our focus to strategy

implementation. The Directorate and the Strategic Management Team (SMT) will continue to provide overall leadership and accountability while also taking individual responsibility for specific goals and objectives. This governance body will meet four times a year, with smaller committees handling operational matters through shorter, more regular and focused meetings.

- **Empowering effective implementation through strategic budgeting:** Currently, the Wyss Academy's budget is primarily organized around functional Business Units, which represent the main cost centers. In the next strategy phase, we will strengthen implementation by introducing a strategic budget aligned with our goals and objectives (see Annex 6.2). We plan to allocate about 60% of our resources to Goal 1, the central pillar of our strategy, and around 20% each to Goals 2 and 3. We will also specify funding levels for each objective and outline the expected contributions from Business Units and their cost centers. Additionally, we aim to gradually increase funding for the Regional Stewardship Hubs while reducing central services, in line with donor grant conditions.

- **Optimizing our organizational structure:** We will use insights from the external evaluation and our own experience to refine the structure of our Business Units and Competence Centres. We plan to integrate the Synthesis Centre with the Research and Innovation teams and move the Innovative Technology group into a larger Engagement Unit, which will also include Policy Outreach and a newly created Competence Centre for Private Sector engagement. The Engagement Unit will have a leaner structure at Head Office, as many key functions are increasingly mirrored by designated experts in the Regional Stewardship Hubs. For all new or revised functions, we carefully define responsibilities and required skills and conduct a recruitment process to ensure the best fit between staff and functions.

These proposed changes will be carefully reviewed in terms of the overall compliance and presented to the Board for discussion and endorsement.

6 GLOSSARY

TERM	EXPLANATION
Coalition for Change	A group of people with diverse interests in a given issue, representing sectors such as civil society, business, science, and policy, who commit to transforming the systems that affect a Solutionscape. They develop a shared vision for achieving change that benefits all and identify the interventions needed to reach it.
Impact	The assumed long-term and significant system transformation that an organization aims to contribute to through its activities or interventions. Impacts lie outside the sphere of control or influence of any single organization or actor. They represent the long-term effects of an intervention, extend beyond direct beneficiaries' influence, and are shaped by the actions of multiple actors, making attribution to a single intervention difficult.
Incubator	An intervention in a real-world environment designed to test solutions to wicked problems in combination with other incubators. Supported by scientific evidence, these practical applications are systematically monitored to enable adaptation, scaling, and application in other geographic regions.
Outcome	Outcomes refer to the medium-term changes resulting from an organization's activities and outputs. They are measurable changes in knowledge, behaviour, practices, access to and quality of services, land use and production systems, or the status of natural resources. While outcomes are influenced by an organization's activities, the organization cannot control the behaviour of other actors and therefore can only influence — but not fully control — the resulting changes.
Output	Direct, concrete, and tangible products, goods, or services delivered by an organization as the result of a project or intervention. Outputs are the immediate results of activities and serve as building blocks toward achieving broader outcomes and impact. They fall within an organization's sphere of control, are directly attributable to its activities, and are typically quantifiable.
Solutionscape (<i>see also movie clip</i>)	A landscape characterized by interconnected environmental, social, and economic systems, where solutions to complex challenges are co-developed with local communities and other members of a Coalition for Change.
Pathways	Context-specific and time-bound trajectories of system transformation towards just and mutually beneficial relationship between nature and people.
System transformation	Fundamental, structural change in the way people interact with and manage social-ecological systems, to achieve sustainability - based on evidence, and equitable and just negotiations among stakeholders
Wicked problem	Wicked problems — such as climate change, biodiversity loss, and increasing inequality — are messy, complex, and difficult to solve. They require approaches that transform environmental, social, and economic systems and adapt to specific contexts, rather than relying on one-size-fits-all solutions.

7 LIST OF ANNEXES

Annexes available upon request:

1. Table of indicators for impacts and outcomes as well as related targets
2. Strategic budget 2026-2030
3. Terms of reference for the strategy 2026-2030