Our Mission

We conserve biodiversity for the benefit of people and nature by funding, mobilising and strengthening our partners and the conservation community.

Our Values

UNIFYING
EMPOWERING
FLEXIBLE
PERSEVERING
Dear Friends

It is with tremendous pleasure that we present our new Annual Report bringing you stories of conservation challenge and success from 2016. As well as a review of some of the year’s highlights, we pay tribute to our founder, the late Luc Hoffmann, present an overview of our 2016-2022 strategy, and introduce our work on impact and sustainability.

Inside, we discover how the Critical Ecosystem Partnership Fund (CEPF) is accessing, combining and disbursing finance from large donors in the Mediterranean and nurturing civil society groups born of the Arab Spring; applaud BirdLife’s Alcyon project for its critical mapping of Important Bird Areas (IBAs) in coastal West Africa; learn about MAVA’s Ecological Infrastructure programme seeking to boost the restoration of natural habitats in canton Vaud; and recognise the vital work of the Green Economy Coalition’s Measure What Matters initiative and the need to adopt the health of people and planet as our yardstick of progress.

We also profile and celebrate more conservation heroes: Maher Mahjoub, IUCN North Africa Programme Coordinator, for his ability to bring hope to remote and insecure communities and bridge worlds in the Maghreb; Jean Malack, Park Guard in the Saloum Delta National Park in Senegal, for his extraordinary navigation skills and dedication to the Alcyon project; Lukas Indermauer, leader of WWF’s Living Alpine Rhine campaign, for his commitment to taking on the grave threat of hydropower; and Oshani Perera at the International Institute for Sustainable Development for her innovative engagement with the world of development finance and foreign direct investment.

All the stories are testament to our partners’ unerring commitment, and illustrate the depth of collaboration, knowledge and engagement that lies at the heart of successful conservation.

With our new strategy in place, growing collaboration with fellow donors, and increasing integration between our programmes, we are confident that we can deliver significant conservation impact before our grant-making comes to an end in 2022, but also create vibrant and resilient conservation communities in our priority areas.

Once again, we hope you will be inspired and encouraged by our partners’ achievements and will work evermore closely with us to support them in the years ahead.

André Hoffmann, President
Lynda Mansson, Director General
Luc’s impact was far-reaching and his life, extraordinary. Grandson of the Hoffmann-La Roche pharmaceutical company’s founder, he chose to dedicate himself to preserving life on Earth. From childhood he was passionate about nature, and with a special interest in wetlands and birds, he published his first academic paper on migrant seabirds in 1941 at the age of 18. He went on to take a degree in botany and zoology at Basel University and later earned a PhD on the different colour patterns of common tern chicks in the Camargue.

Enchanted by the Camargue’s unique wetlands, in 1954, Luc set up the Tour du Valat biological research station where he then inspired generations of ecologists for more than 40 years, and helped save France’s Greater Flamingo from extinction. Understanding the unique value of numerous other iconic biodiversity sites, including Doñana in Spain, Banc d’Arguin in Mauritania and Prespa Lakes in Greece, he became instrumental in establishing some of the stalwarts of the conservation world. Recognising the importance of mobilising widespread support, he contributed to creating WWF. Seeing the importance of reaching across borders to protect wildlife, he helped shape the Ramsar Convention on Wetlands. And among many other illustrious organisations and initiatives that he helped create are Wetlands International, IUCN, the Regional Partnership for Coastal and Marine conservation in western Africa (PRCM) and the Fondation Internationale du Banc d’Arguin (FIBA).
As a man, Luc was kind and generous – with his time, his money, his ideas, his home and his heart. A patient teacher and mentor, he inspired unparalleled loyalty in those around him and loved nothing more than supporting young researchers and conservationists in their endeavours.

Never wanting to be centre stage, Luc was always humble. Often quiet, he was the embodiment of the Ethiopian proverb, ‘the fool speaks, the wise man listens’. When he did speak, it was always with intelligence, insight and wisdom.

And while Luc gave tremendous financial support to conservation, he was so much more than just a donor. For him, getting out into the field, engaging in research and working from the ground up, were all paramount. Above all, Luc sought collaboration and the creation of a community of trusted partners and committed conservationists. He believed conservation can only succeed if we join forces in partnership. And these qualities are the essence and ethos of MAVA.

With our partners, we are proud to celebrate Luc’s vision and legacy through the conservation projects and initiatives that we support. And it is with both profound sadness and deep gratitude that we say goodbye to our guiding star.

Luc will be fondly remembered and greatly missed by all of us as we continue to walk in his footsteps, working together to deliver this most important of missions – saving life on Earth, for people and nature.

"Luc was an exceptional man who combined a vision and a passion for nature equalled only by his own limitless generosity and compassion for the most vulnerable."

Ibrahim Thiaw, Nairobi, Kenya

"Luc’s biggest contribution to nature conservation is the huge network of scientists that he brought together and inspired, men and women both from the world of conservation and from local communities."

Claude Martin, Arzier, Switzerland

"Luc was a man who had the ability to see far ahead of us all, who was unafraid of the new, who could inspire and lead us, and for whom the quiet sound of air through the wings of a bird made him happy."

Myrsini Malakou, Prespa, Greece
Focusing on demonstration sites, and scaling our impact through overarching pan-Mediterranean initiatives and replication, we are seeking to:

- promote sustainable water use by significantly reducing the impacts of water abstraction, and minimising the threats caused by construction and poor management of water control structures;
- promote sustainable coastal development by reducing threats to coastal wetlands and related critical marine habitats;
- make fishing more sustainable by limiting the impact of selected fisheries on priority species and habitats, and reducing the fishing pressure on high trophic level fish species;
- promote sustainable land-use practices that foster high biodiversity at landscape level;
- improve the status of priority species by reducing human-induced direct mortality on these species.

In the Mediterranean, our aim is to improve the conservation status of basins and aquifers that are key for biodiversity and ecosystem services, coastal and island wetlands of high ecological value, seagrass and coralligenous habitats, high trophic level fish species targeted by artisanal fisheries, landscapes of high ecological value maintained by human practices, and priority species.

“Shaped by Luc’s own modesty, MAVA has never sought a high profile. This year, however, we’ve become bolder, increasing our visibility, highlighting the work of our partners, engaging our fellow donors and sharing our ambitions for the next six years as we seek to ensure our legacy. It’s gratifying to champion our partners and our common approach.”

Paule Gros, Programme Director, Mediterranean Basin, MAVA

Mediterranean Basin

In the Mediterranean, our aim is to improve the conservation status of basins and aquifers that are key for biodiversity and ecosystem services, coastal and island wetlands of high ecological value, seagrass and coralligenous habitats, high trophic level fish species targeted by artisanal fisheries, landscapes of high ecological value maintained by human practices, and priority species.
Maher Mahjoub is a highly accomplished yet humble champion for the people, gastronomy and biodiversity of North Africa. A man of true service, his ability to nurture a still young civil society born of the Arab Spring and pilot fruitful collaboration with a historically bureaucratic public sector is unique.

Growing up at the foot of Jebel Zaghouan National Park in eastern Tunisia, as a child Maher explored the mountains with his father, a Forest Department employee – an experience that would shape his future.

“I was eight or nine. My father’s hobby was early morning hiking. At first I found it hard but slowly I discovered more about the forest and started to understand what nature could be in the life of a person.”
WHAT LIES BENEATH
Later studying geology and earth sciences at the Université de Tunis El Manar, Maher fully grasped the power of nature and the limits of human control.

“...I became more and more interested in the history of Earth and how what’s below us shapes what’s around us. The changing colour of soil made me curious about which crop or tree might grow well in a particular place.”

SMALL IS BEAUTIFUL
Twelve years with Tunisia’s Ministry of the Environment laid a strong foundation for Maher’s current role with IUCN, partnering NGOs and governments across the Maghreb. Supporting new civil society organisations eager for positive change through ‘Programme de Petites Initiatives pour les Organisations de la Société Civile d’Afrique du Nord’ is especially close to his heart.

“...Helping people in remote rural Morocco or unstable parts of Libya is a privilege. Having never had the opportunity to shape their future before, their will to succeed against the odds is tremendous.”

BUILDING BRIDGES, BRINGING HOPE
The Maghreb’s prosperity depends on nature but neither public authorities nor civil society can deliver sustainable development alone. Success requires humility, collaboration, and what Maher calls a ‘gathering of power’.

“Having worked as a civil servant and with NGOs, I know both worlds well, and can bridge between them. I’m a chameleon! Most of all, I want to bring hope by helping people rely on themselves.”
Diversity of politics and culture in the Mediterranean necessitate a local approach to conservation. And investing in local civil society is something the Critical Ecosystem Partnership Fund (CEPF) has been doing in the region since 2012, funding 93 organisations and seven new conservation networks through a $10.9 million small grant portfolio.

Creatively accessing, combining and disbursing finance from large donors like the World Bank and Conservation International is one part of the story but CEPF is more than just a re-granting programme. As Grant Director Pierre Carret explains, incentivising open collaboration by both grantees and donors is essential.

“If we see the beginnings of a good concept, we work closely with people on the ground to bring it to life, from proposal development to project delivery. And then we encourage grantees to inspire and support each other across the region.”

Pierre Carret, Grant Director, CEPF
TOGETHER POSSIBLE
CEPF support for turtle conservation in the Kuriat islands off Monastir Bay in Tunisia – the most important loggerhead nesting site in the southern Mediterranean – is typical of the approach. Entrusting a local group of diving enthusiasts concerned about tourism and bycatch impact with small but significant funding allowed them to become a fully-fledged NGO, Notre Grand Bleu. Born of the Arab Spring, the group has formed the first ever co-management committee for conservation in Tunisia, with tour operators, fishers, researchers, the military, government and a veterinary care centre. Without local action, important sites that are often the responsibility of multiple government departments can suffer from inaction born of bureaucratic logjam.

PARTICIPATORY BY DESIGN
In the midst of developing a new strategy for 2017-2022, CEPF are updating their ‘ecosystem profile’ for the Mediterranean hotspot through a deep participatory process designed to secure widespread support. Involving 11 national consultations and more than 500 people, and covering biodiversity, politics and economics, the profile identifies practical action specifically deliverable by civil society. And with mutual participation in each other’s strategy development, MAVA and CEPF have achieved a level of collaboration and strategic alignment that is both promising for conservation in the Mediterranean and inspiring for other regions and donors.

“Co-management of a marine protected area by local people and government is not something an international organisation could easily have brokered in Tunisia. Six years ago, civil society was very limited but trust and patience have paid dividends.”

“With the Arab Spring, war in Syria and the refugee crisis, a lot has changed in recent years and a healthy and cohesive civil society sector, working together with an aligned donor community, is becoming ever more important.”
West Africa

In West Africa, our aim is to improve the conservation status of sea turtles, coastal wetlands, seabirds, mangroves, seagrass beds and small pelagic fish.

In particular, we are seeking to:

- minimise disturbance and eradicate illegal harvesting on the four most important reproduction sites for green and loggerhead sea turtles, as well as seabird breeding colonies in key marine protected areas;
- halt disturbance of breeding and wintering shorebirds in priority coastal wetlands;
- improve pollution risk management in offshore oil and gas activities;
- promote the regulation and sustainability of infrastructure development in critical biodiversity sites;
- promote conservation actions for seagrass beds at regional level;
- reduce bycatch of seabirds and sea turtles in specific fisheries;
- significantly contribute to preserving small coastal pelagic fish stocks.

“In West Africa, we have been able to create a dynamic conservation community. It’s vital for the region’s development and prosperity that civil society continues to grow and flourish.”

Charlotte Karibuhoye, Programme Director, West Africa, MAVA
Born in 1973 in a village in the Casamance region of Senegal, Jean Malack has been fascinated by nature since childhood, and especially remembers outings with his friends to explore the mangroves.

At 19, Jean joined the army and later a security company in Dakar before being admitted to the National Parks Guard programme. His first assignment was with the anti-poaching team in the Niokolo Koba National Park. And in 2007, he began working in the Saloum Delta National Park where he is responsible for raising awareness about conservation amongst the communities living next to the park.

“After working in the fields, we would take a rowing boat to go fishing. But I was no good at fishing and would return empty-handed – I used to watch birds instead!”
CROSS-COUNTRY MAN

Jean spends much of his time accompanying the Alcyon project field mission – a seabird conservation project financed by MAVA and led by BirdLife which studies and protects terns and seagulls nesting on the Saloum islands. It is a task that requires some exceptional navigation skills. He is so accomplished in fact that the mission leader calls him ‘the cross-country man’. It is an experience that feeds his passion for ornithology, and his diverse skills have not gone unnoticed. From woodwork to placing transmitters on birds, Jean can do anything and everything that’s required and it is clear that he puts all his energy into helping make the project a success.

“Now I am one of the rare people that knows how to navigate among the delta’s shoals. It doesn’t matter whether it’s day or night, I can find my way!”

“Whatever happens, nothing will stop me. I am committed to the protection of the Saloum delta and its birds.”
When Europe freezes over, smart birds head south, with tens of thousands making their way to coastal West Africa. Majestic seabirds like Northern Gannets and Audouin’s Gulls join resident breeders such as Slender-billed Gulls and Cape Verde Shearwaters. Congregating in giant island colonies, they form one of the most threatened groups of birds in the world – in part because so little is known about their whereabouts and behaviour.

**BIRDWATCHING FROM SPACE**

Using sophisticated GPS tracking, BirdLife’s Alcyon project has generated new at-sea data, mapped seabird hotspots for 12 species, and identified threats ranging from longliner bycatch to emerging oil and gas exploration. Named after the mythical bird said to charm waves into calm and breed in a floating nest at the winter solstice, Alcyon has now put seabirds firmly on the West African conservation map, as Justine Dossa from BirdLife explains.

“In conservation, if you don’t know where the problem is, you can’t address it. Even our local partners would ask how can we have a bycatch problem – we can’t catch a bird in a fishing gear which is under water, so what’s the problem?”

*Justine Dossa, BirdLife*
NOT JUST FOR BIRDS
Important birds need safe haven – or what BirdLife call Important Bird and Biodiversity Areas (IBAs). Establishing where these are is at the heart of Alcyon, and 13 have been identified off the coast of West Africa. But IBAs are not just for seabirds. Overlaying research findings with pre-existing industry data can inform marine spatial management under the Abidjan Convention, reconciling conservation and blue economy, and benefiting seabirds, fish stocks and all manner of marine life.

INSPIRING A NEW GENERATION OF BIRD LOVERS
A key aspect of Alcyon is fostering new research. Through North-South twinning between European and West African universities, a raft of PhDs and Master’s theses have tracked birds along the East Atlantic migration flyway, inspiring a new generation of conservationists. And with the chance to visit spectacular colonies, islands and pelagic sites, an emerging ecotourism sector is proving another incentive to protect seabirds.

“Conservation in Europe is pointless if birds are killed over winter. Sharing our knowledge and designating IBAs is now vital – oil and gas people think exploration 100km offshore isn’t a problem but that’s exactly where we find some marine IBAs!”

“Even if we had to stop today, I’d be satisfied. We’ve grown a seabird conservation movement with a common vision that has put marine IBAs on the map. There’s so much enthusiasm – even amongst hardened fishery observers!”
In particular, we are seeking to:

- reduce the impacts of hydropower and restore river ecology;
- promote less resource intensive and more environmentally friendly agricultural production;
- support the conservation and restoration of functional ecosystems and landscapes in the Canton of Vaud;
- support legislation that incentivises less energy use and resource consumption.

“Being green means more than just being ‘clean’, and Switzerland must live up to its green reputation and show leadership in dematerialising and detoxifying our economy.”

Holger Schmid, Programme Director, Switzerland, MAVA
Two hundred years ago, some of Switzerland’s finest civil engineers took control of the Alpine Rhine, channelling the river and reclaiming its floodplains in the name of progress. For Lukas Indermaur, leader of WWF’s Living Alpine Rhine campaign, reversing the negative impacts of this well-meaning but flawed approach, and restoring the river to its natural state between the Alps and Lake Constance, has become a life’s work. From building coalitions and painstakingly gaining the trust of communities, to protesting and taking on hydropower in the courts, he is a passionate advocate for the river.

“Hydropower schemes are one of the biggest threats to the living river because they radically alter and reduce natural water flow. Unfortunately, they’re like zombies – just when you think you’ve seen the last of them, they come back from the dead!”
NATURE’S RAW POWER
Growing up in Rorschach on Lake Constance, Lukas’ love affair with the natural world began in childhood. With a naturalist father alive to the bounty of wild foraging, he was introduced early to the culinary and medicinal delights of wild plants – marigold paste for bruises, arnica for infections – and spent long summers in or near water, which shaped his adult passion for all things aquatic.

JOURNEY INTO LEADERSHIP
The river gives Lukas energy and determination and, along with enduring support from MAVA for his PhD and his campaigning with WWF, has guided his journey into leadership and conservation impact. Winning a landmark ruling in the Federal Court of Justice in 2016 is perhaps his greatest achievement so far. Supporting floodplain restoration and preventing hydropower development around the Rhine-Glenner confluence – site of the nationally important Rhine Gorge – the ruling sets a precedent for all hydro-affected floodplains in Switzerland.

HEARTS AND MINDS
It may be another generation before the Rhine runs free but Lukas’ vision of a wide flowing river, braided with vibrant alluvial islands, loved and shared by all, is irresistible. Popular support for restoration amongst riverside communities is growing, and where hearts and minds lead, politics must surely follow.

“I get so much from being in nature – feeling its raw power and its healing qualities. Experiencing a river’s wild majesty in a kayak reminds me what I am fighting for.”
Switzerland’s natural wealth is under intense pressure from development. Nearly half of the country’s documented habitats and one third of its animal, plant and fungus species are categorised as threatened. Nowhere is the challenge more acute than in Vaud, the fourth largest canton encompassing three distinct landscapes – Jura mountain, lowland Plateau and Prealps. Across these, many sensitive habitats like bogs, fens, marshes, wetlands and meadows have become degraded and fragmented. While the national Swiss Biodiversity Strategy offers a potential remedy, it relies on each canton for implementation, and Vaud has so far lacked sufficient resources to enact meaningful protection and restoration.

“If we want to save Vaud’s natural heritage, we need funding! Unlocking federal money is critical for success.”

Jérôme Pellet, Programme Manager, MAVA

UNLOCKING THE MONEY
This challenge in the home of MAVA’s founder, the late Luc Hoffmann, has inspired MAVA’s Ecological Infrastructure programme. It aims to restore internationally significant habitats such as marshy landscapes and support ecological connectivity, conserving often neglected wildlife stepping stones like ponds, streams and hedgerows.
IF YOU WANT TO GO FAR GO TOGETHER

Traditionally, Vaud NGOs, research institutions and municipalities have taken pride in their independence but for the first time, key conservation partners have started sharing ideas and scoping big picture priorities in the all-new Plateforme Nature Vaudoise. Catalysing such institutional collaboration is no mean feat but MAVA’s initiative and reputation have helped to make it happen.

JUST DO NOTHING

Leaving things be is not in the Swiss character, which makes ‘passive management’ strategies something of a cultural stumbling block. Allowing rivers to flow free and forests to grow wild rings alarm bells for many who fear the loss of control and misunderstand the rationale of letting nature be nature. And yet in Vaud it is just such an approach that is needed. So when it comes to building consensus for restoration of natural processes, a truly proactive approach is vital.

“It’s the MAVA effect – it’s like magic! Creating a unified voice with partners like Pro Natura and Parc Régional helps build trust in communities, particularly around contentious issues.”

“We all need to sing from the same hymn sheet to persuade municipalities that paying foresters to leave a forest alone is a better investment than suffering the costs of flood damage or polluted water resulting from forest degradation.”
In particular, we are seeking to:

✓ promote the integration of natural capital conservation and restoration into national green economy planning;
✓ encourage alignment of financial systems with Sustainable Development Goals and support the green economy transition;
✓ promote sustainable infrastructure as the preferred option for project planners and investors;
✓ accelerate circular economy and support ambitious legislation in Europe;
✓ support the redesign of plastics to enable circular material flow.

“It’s an exciting time for our Sustainable Economy programme. Transition to a green economy will only be truly successful if we start measuring development against the non-negotiable objective of maintaining a healthy planet.”

Holger Schmid, Programme Director, Sustainable Economy, MAVA
Leading the International Institute for Sustainable Development’s (IISD) programme on public procurement and infrastructure financing, Oshani Perera is a formidable force for good. Advising governments on smart procurement that embeds environmental and social performance in decision-making, she is not shy in taking on a challenge. Her no-nonsense approach combines practicality with innovative thinking on infrastructure and foreign direct investment, designed to give developing country governments the confidence to secure deals that deliver sustainability and value for money.

“Our work is about giving people in government the courage to step up. The recent establishment of the BRICS New Development Bank is a milestone – and testament to the coming of age of developing countries in the world of development finance.”
OUT OF AFRICA
An environmentalist and economist by training, Oshani was born in Sri Lanka and spent a part of your youth in Zambia, Zimbabwe, Kenya and South Africa. Before joining IISD in 2010 in pursuit of positive impact, Oshani worked with McKinsey & Company where she witnessed first-hand just how ill-equipped some governments were to negotiate with multinationals and secure major infrastructure deals in the national interest.

A NEW NARRATIVE
With a keen appreciation of realpolitik, Oshani’s diligence, creativity and ability to network at the highest levels of government, make things happen. In the current climate of political instability and a changing world order, Oshani and the IISD procurement and infrastructure team are adamant that we need a bold new narrative – one that supports progressive leaders and politicians to make the case for sustainability – but also that we must not seek perfection at the expense of ‘good enough’ government.

“Africa inspired my soul. There was no TV, just a big low orange moon and golden sunset on the Veld. I used to take photographs of elephants and big cats, and desperately wanted to have my own private game reserve!”

“We face twin perils of climate change and protectionism. My hope is that common sense will prevail but if we want a better future, we must help the allies in power that we still have.”
Imagine a world in which the health of people and planet and a sustainable economy are our yardstick of progress. Realising that vision, and enabling public and corporate actors to better gauge progress using metrics that look beyond GDP and profit alone, is the mission of Measure What Matters – a partnership between the Green Economy Coalition (GEC), Accounting For Sustainability, the Global Reporting Initiative, the International Institute for Environment and Development and the Stockholm Environment Institute.

For decades, government policy and corporate strategy have been dominated by growth forecasts and profit margins that neglect ‘externalities’ such as health and clean air. And while many new sustainability metrics now exist, approaches are fragmented and lack coherence.

“Any business that decides to track biodiversity has over 34 frameworks to choose from, and a government tracking inequality can measure it in 19 different ways! Our aim is to develop a common language that works across issues and levels.”

Oliver Greenfield, GEC Convenor
GLOBAL COMPASS
The agreement of the Sustainable Development Goals (SDGs) in September 2015 was a universal statement of things that matter and an opportunity to help hardwire beyond-GDP thinking into national, corporate and local strategies. Taking them as a compass, the partnership brought together 150 global leaders in a landmark meeting in the City of London in July 2016 to explore how progress against the goals could be measured and tracked in a consistent way.

NESTED CAPITALS
Historically, economists have treated all capitals as equal, trading social, economic and environmental value against one another, risking catastrophic commodification of nature and system collapse. Shifting to an approach in which nature is the foundation of all other capitals is critical for success.

BACK TO THE FUTURE
Delivering a sustainable economy means looking beyond normal political and corporate timeframes. And the SDGs invite stakeholders to ‘backcast’ from the future, interrogating business models and national plans for fitness of purpose.

“It’s a tale of two cities. We bridged the divide between Davos and Rio and got powerful decision-makers at the centre of the financial universe to take on a sustainability agenda – the right people talking about the right things!”

“Capitals are nested – economic within social, social within natural. We need to recognise dependencies and overcome the fundamental folly of substituting one type of capital for another.”

“We need to look beyond growth as our measure of progress, and adopt a new consciousness that integrates well-being and value. We are all on spaceship Earth and it’s in everyone’s interest that it’s healthy.”
IN PURSUIT OF LASTING IMPACT

The mission of the new Impact & Sustainability Unit (ISU) is to support measures to sustain our vision after our funding ends in 2022. This relies first and foremost on a robust and dynamic conservation community able to deliver lasting result.

Adopting an integrated cross-programme approach, the ISU will operate on four nested levels – individual, organisational, societal and systemic – to create the conditions in which our work becomes truly sustainable.

“Effective conservation on the ground is our goal. The ISU gives us flexibility and a unique opportunity to do whatever is needed to ensure the sustainability of our work – from supporting young leaders to developing new financial mechanisms.”

Thierry Renaud,
Director, Impact & Sustainability, MAVA
INDIVIDUAL
NURTURING YOUNG LEADERS
Conservation is first a story of passionate and committed people. We will nurture talented young leaders capable of pursuing transformational conservation as a career. Through encouraging professional development and providing opportunities for leadership, innovation and action, we will support the next generation of conservation leaders.

SYSTEMIC
DEVELOPING INNOVATIVE FINANCE
Civil society and conservation benefit from adopting a systems approach, including shaping financial flows. Globally, the annual conservation finance gap is around $250 billion. Collaborating with partners and fellow donors, we will develop or promote innovative finance mechanisms. From blue carbon to impact investing, we will tailor approaches to specific programmes and sites, looking beyond simple donor-beneficiary models to the long-term.

ORGANISATIONAL
STRENGTHENING OUR PARTNERS
Individual talent prospers within dynamic organisations, and we will only ever be as successful as our partners are resilient, strategic and effective. We will accompany select partners on an organisational development journey. Through trust and mutual learning, we will strengthen their technical and financial autonomy enabling them to thrive without MAVA support beyond 2022.

SOCIETAL
BOOSTING CIVIL SOCIETY
A vibrant civil society sector made up of dynamic organisations is a prerequisite for effective conservation. Complementing organisational development, we will boost civil society, particularly in North and West Africa and the eastern Mediterranean. Through small grants and capacity building, we will foster the emergence of new and enterprising organisations and initiatives.
LIST OF PROJECT GRANTS AWARDED IN 2016
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<th>Partner</th>
<th>Project name</th>
<th>Duration (months)</th>
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<td>Tellus Mater Foundation</td>
<td>Finance Dialogue for Climate Change and Environmental Risk</td>
<td>12</td>
<td>Leveraging private philanthropy to drive change in financial markets and redirect capital flows to address climate change and environmental risk</td>
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<td>E3G Third Generation Environmentalism</td>
<td>Transforming investor behaviour to deliver sustainable capital markets</td>
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<td>Global Footprint Network</td>
<td>Boosting Global Footprint Network’s Content Engine</td>
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<td>International Institute for Sustainable Development (IISD)</td>
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<td>Ellen MacArthur Foundation</td>
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<td>Creating unstoppable momentum for the New Plastics Economy and catalysing action across the private and public sectors to stimulate global systemic change</td>
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<td>Ellen MacArthur Foundation</td>
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<td>24</td>
<td>Transforming the SuRe Standard for sustainable infrastructure into an ISEAL approved standard, including testing and stakeholder consultation</td>
<td>1’000’000-5’000’000</td>
</tr>
<tr>
<td>Rockefeller Philanthropy Advisors</td>
<td>Plastics Solutions Fund</td>
<td>36</td>
<td>Collaborating among donors to eliminate plastic pollution through rethinking the production and use of plastics</td>
<td>1’000’000-5’000’000</td>
</tr>
<tr>
<td>Partner</td>
<td>Project name</td>
<td>Duration (months)</td>
<td>Project description</td>
<td>Range in CHF</td>
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<tr>
<td>IUCN</td>
<td>Mapping the Relative Contribution of Industrial Sectors in a Sustainable Production &amp; Consumption Perspective</td>
<td>5</td>
<td>Detailing and quantifying the origins of microplastics to inform action and response</td>
<td>&lt; 50’000</td>
</tr>
<tr>
<td>Cybelle Planète</td>
<td>Cybelle Méditerranée - Phase-out</td>
<td>13</td>
<td>Strengthening Mediterranean cetacean conservation through citizen science</td>
<td>50’000-100’000</td>
</tr>
<tr>
<td>Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE)</td>
<td>State of the Green Economy in the Mediterranean</td>
<td>4</td>
<td>Reviewing existing green economy policies and initiatives in the Mediterranean to establish the way forward</td>
<td>50’000-100’000</td>
</tr>
<tr>
<td>Barcelona University</td>
<td>Strengthening synergies to secure long-term conservation of Bonelli’s eagle in NE Iberian Peninsula - Phase-out</td>
<td>12</td>
<td>Promoting lasting collaboration between stakeholders such as researchers, managers and power companies to conserve Bonelli’s eagle populations in Catalonia</td>
<td>50’000-100’000</td>
</tr>
<tr>
<td>Critical Ecosystem Partnership Fund</td>
<td>Mediterranean Basin Biodiversity Hotspot Ecosystem Profile</td>
<td>12</td>
<td>Updating the Mediterranean ecosystem profile through a participatory process that builds ownership and momentum amongst partners</td>
<td>50’000-100’000</td>
</tr>
<tr>
<td>Tethys Research Institute</td>
<td>Supporting the attainment of Aichi Target 11 in the Mediterranean Sea through the designation of Important Marine Mammal Areas (IMMAs)</td>
<td>12</td>
<td>Identifying and developing IMMAs in the Mediterranean in line with Aichi Target 11</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Hellenic Institute of Speleological Research (HISR)</td>
<td>Conservation of the cave fauna of Greece</td>
<td>24</td>
<td>Mapping the conservation status of cave fauna in Greece, conserving key cave sites and species, and raising awareness</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Grupo de Estudos de Ordenamento do Território e Ambiente (GEOTA)</td>
<td>Let rivers flow freely: protecting Portuguese rivers from the new large dam programme</td>
<td>24</td>
<td>Promoting Portuguese wild river conservation, halting the construction of the Tua dam, and developing alternative energy policies</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Prespa Ohrid Nature Trust (PONT)</td>
<td>Grant to cover operational cost</td>
<td>24</td>
<td>Covering certain operational costs</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Society for the Protection of Nature in Lebanon (SPNL)</td>
<td>Restoring Hima Ecosystem functions through promoting sustainable community-based water management systems – Phase II</td>
<td>12</td>
<td>Promoting the benefits of Himas for biodiversity and local communities through sustainable water management in Anjar and Kfar Zabad (Lebanon)</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Partner</td>
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<td>Project description</td>
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<tr>
<td>Croatian Herpetological Society (HYLA)</td>
<td>KARST - Dinaric Arc Karst biodiversity conservation programme</td>
<td>24</td>
<td>Improving baseline information for conservation of the celebrated Karst landscape in the Dinaric Arc mountains, Balkan Peninsula</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Portuguese Society for the Study of Birds (SPEA)</td>
<td>Restoring the ecological function of carrion feeders in Douro/Duero Canyon</td>
<td>36</td>
<td>Strengthening Egyptian Vulture populations in International Douro Natural Park through improved breeding and reduced mortality</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Global Footprint Network</td>
<td>Promoting and institutionalising the ecological footprint in the Mediterranean region</td>
<td>36</td>
<td>Engaging national governments in developing science-based policies that reduce resource dependency while improving prosperity and social well-being</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Lega Italiana Protezione Uccelli (LIPU)</td>
<td>Mediterranean Mosaics - Strengthening the Resilience of Mediterranean Landscapes to Socio-Economic and Climate Change - PHASE II</td>
<td>36</td>
<td>Building climate and socio-economic resilience into biodiversity-rich landscapes in the Mediterranean through adaptation in markets, land management, policy and governance</td>
<td>500’000-1’000’000</td>
</tr>
<tr>
<td>Prespa Trust Fund</td>
<td>Prespa Trust Fund</td>
<td>60</td>
<td>Contributing to the conservation endowment fund for the Prespa lakes region</td>
<td>1’000’000-5’000’000</td>
</tr>
<tr>
<td>Association MedPAN</td>
<td>Aires Marines Protégées et pêche en Méditerranée</td>
<td>36</td>
<td>Strengthening sustainable fishing management in the Mediterranean Marine Protected Areas network</td>
<td>1’000’000-5’000’000</td>
</tr>
<tr>
<td>CIHEAM, Mediterranean Agronomic Institute of Chania (MAICh)</td>
<td>CARE-MEDIFLORA / Conservation Actions for Threatened Mediterranean Island Flora: ex-situ and in-situ joint actions</td>
<td>33</td>
<td>Protecting threatened Mediterranean islands’ plant species through stronger conservation collaboration and implementation</td>
<td>1’000’000-5’000’000</td>
</tr>
<tr>
<td>Secrétariat de l’ACCOBAMS</td>
<td>ACCOBAMS Survey Initiative</td>
<td>42</td>
<td>Supporting Mediterranean cetacean and habitat conservation through a regional survey</td>
<td>1’000’000-5’000’000</td>
</tr>
<tr>
<td>Tour du Valat</td>
<td>Programme 2016-2020</td>
<td>60</td>
<td>Supporting applied research on Mediterranean wetlands conservation and contributing to evidence-based advocacy</td>
<td>&gt; 5’000’000</td>
</tr>
<tr>
<td>Partner</td>
<td>Project name</td>
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<td>Project description</td>
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<tr>
<td>Institut Supérieur des Sciences de la Mer</td>
<td>Contribution au financement du symposium international 2016 sur le rôle de l'éducation dans la gestion et la conservation de la biodiversité marine et littorale dans la zone nord-ouest africaine à Nouadhibou (Mauritanie)</td>
<td>1</td>
<td>Contributing to the funding of the symposium</td>
<td>&lt; 50’000</td>
</tr>
<tr>
<td>Parc National du Diawling</td>
<td>Appui à la réalisation des activités commémoratives des 25 ans du Parc National du Diawling / 2016</td>
<td>1</td>
<td>Supporting the celebrations of Diawling National Park’s 25th anniversary</td>
<td>&lt; 50’000</td>
</tr>
<tr>
<td>Sovon Dutch Centre for Field Ornithology</td>
<td>Monitoring of migratory waterbirds on the Atlantic coast of Africa</td>
<td>6</td>
<td>Supporting a total waterbird count in Banc d’Arguin, Senegal River Delta, Sine-Saloum and the Bijagos in January 2017</td>
<td>&lt; 50’000</td>
</tr>
<tr>
<td>Direction des Parcs Nationaux (Sénégal)</td>
<td>Organisation du 14ème Congrès Pan africain d’Ornithologie (PAOC 14)</td>
<td>8</td>
<td>Organising the 14th edition of the Pan-African Ornithological Congress in Dakar in October 2016</td>
<td>&lt; 50’000</td>
</tr>
<tr>
<td>Turtle Foundation Germany</td>
<td>Protecting sea turtles and nesting beaches, getting local people involved</td>
<td>12</td>
<td>Improving sea turtle conservation through nesting beach protection and stakeholder and community engagement</td>
<td>50’000–100’000</td>
</tr>
<tr>
<td>BACoMaB Trust Fund</td>
<td>Appui institutionnel et renforcement des capacités du BACoMaB fonds fiduciaire pour la conservation de la biodiversité côtière et marine en Mauritanie - 2016/2018</td>
<td>36</td>
<td>Supporting BACoMaB secretariat operations and ensuring effective conservation of coastal and marine biodiversity in Mauritania</td>
<td>100’000–500’000</td>
</tr>
<tr>
<td>Abidjan Convention</td>
<td>Appui au processus d’élaboration d’un protocole additionnel relatif aux normes et standards environnementaux pour l’exploration et l’exploitation pétrolière et gazière offshore en Afrique de l'Ouest, du Centre et du Sud</td>
<td>24</td>
<td>Establishing a legally binding regulatory framework for monitoring offshore oil and gas activities in West Africa through developing a dedicated protocol and action plan under the Abidjan Convention</td>
<td>100’000–500’000</td>
</tr>
<tr>
<td>PRCM</td>
<td>Projet d’appui au fonctionnement et au processus d’autonomisation du RAMPAO (Phase de transition mise en œuvre par le PRCM)</td>
<td>21</td>
<td>Supporting RAMPAO secretariat operations through a two-year transition designed to lead the network to its autonomy</td>
<td>100’000–500’000</td>
</tr>
<tr>
<td>Partner</td>
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<td>Project description</td>
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<tr>
<td>Parc naturel régional Jura vaudois</td>
<td>EUROPARC Conférence 2016</td>
<td>2</td>
<td>Supporting the EUROPARC 2016 annual conference in Canton Vaud, Switzerland</td>
<td>&lt; 50'000</td>
</tr>
<tr>
<td>Coopérative Sociale Elaiente Onlus</td>
<td>TAGLIAMENTO UNESCO BIOSPHERE RESERVE - Phase-out</td>
<td>15</td>
<td>Preparing the official application for establishment of a Man and Biosphere Reserve along the Tagliamento River</td>
<td>50’000-100’000</td>
</tr>
<tr>
<td>WWF Switzerland</td>
<td>Alps-Apennines - Phase 2: Long-term project sustainability proposal</td>
<td>18</td>
<td>Maintaining viable biological connectivity between the Alps and the Apennines through securing funding, local policies and field conservation measures</td>
<td>50’000-100’000</td>
</tr>
<tr>
<td>Associazione Parc Adula</td>
<td>Parc Adula</td>
<td>7</td>
<td>Demonstrating the potential regional benefits of a national park in advance of a public vote on its establishment</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>WWF Switzerland</td>
<td>Priority Conservation Area ‘Laghi Insubrici’ Phase 2: Achieving Autonomy</td>
<td>18</td>
<td>Ensuring the new Biodiversity Alliance between civil society and local administrations is sustainable and able to conserve unique regional biodiversity</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Foundation for Global Sustainability (FFGS)</td>
<td>Transition funding</td>
<td>6</td>
<td>Supporting the organisational restructure of the Swisscleantech Association</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Foraus - Swiss Forum on Foreign Policy</td>
<td>International Environment Policy – foraus LAB</td>
<td>24</td>
<td>Creating a dynamic countrywide community of young researchers and future leaders committed to finding new solutions to Swiss and global sustainability challenges</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Committee Yes to a Green Economy</td>
<td>National Green Economy campaign</td>
<td>6</td>
<td>Campaigning nationally to raise awareness of the socio-economic benefits of a resource efficient economy</td>
<td>500’000-1’000’000</td>
</tr>
<tr>
<td>Parc Naturel Régional Jura Vaudois</td>
<td>La Toile Verte</td>
<td>60</td>
<td>Strengthening the ecological connectivity between protected areas through the restoration and proper management of connecting sites of high biological value</td>
<td>500’000-1’000’000</td>
</tr>
<tr>
<td>Fondation des Fondateurs</td>
<td>Establishment of a donor advised Fund ‘Stiftung für nachhaltige Landwirtschaft Schweiz’</td>
<td>12</td>
<td>Supporting Swiss civil society collaboration on more environmentally friendly and less resource intensive agriculture</td>
<td>500’000-1’000’000</td>
</tr>
<tr>
<td>Swisscleantech</td>
<td>Supporting business advocacy in Switzerland</td>
<td>48</td>
<td>Promoting policies that incentivise market-led solutions for a climate friendly and resource efficient economy</td>
<td>1’000’000-5’000’000</td>
</tr>
<tr>
<td>Partner</td>
<td>Project name</td>
<td>Duration (months)</td>
<td>Project description</td>
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</tr>
<tr>
<td>Department of Engineering and Marine Science - University of Cabo Verde</td>
<td>Building Capacity on Ocean Governance: Policy, Law and Management</td>
<td>2</td>
<td>Supporting University of Cabo-Verde participation in the 'Ocean governance: policy, law and management' training programme at the International Ocean Institute, Dalhousie University, Canada</td>
<td>&lt; 50'000</td>
</tr>
<tr>
<td>Green Economy Coalition</td>
<td>Evaluate the different institutionalisation options</td>
<td>3</td>
<td>Supporting the institutional development of the Green Economy Coalition</td>
<td>&lt; 50'000</td>
</tr>
<tr>
<td>Association BIOM</td>
<td>Training workshop on the use of Open Standards for Conservation</td>
<td>1</td>
<td>Training Mediterranean stakeholders in the use of Open Standards for Conservation</td>
<td>&lt; 50'000</td>
</tr>
<tr>
<td>Conservation Finance Alliance</td>
<td>Transitional Bridge Funding</td>
<td>7</td>
<td>Supporting the institutional transition of the Conservation Finance Alliance</td>
<td>&lt; 50'000</td>
</tr>
<tr>
<td>Fundação BioGuiné (FBG)</td>
<td>Enabling issuance and marketing of REDD carbon credits generated by the Community Based Avoided Deforestation Project in Guinea-Bissau</td>
<td>18</td>
<td>Assisting Guinea-Bissau to issue and market verified carbon credits (VCUs) as a source of funding for biodiversity conservation</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>IUCN</td>
<td>Supporting the presence of the Mediterranean and West Africa conservation community at international events</td>
<td>12</td>
<td>Supporting participation of Mediterranean and West African NGOs in the 2016 World Conservation Congress and Mediterranean MPA Forum</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Fundación CBD-Habitat</td>
<td>Support to ecotourism in Orango National Park (Guinea-Bissau)</td>
<td>15</td>
<td>Developing a model ecotourism facility in Orango National Park (Orango Parque Hotel, Guinea-Bissau)</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Wildlife Conservation Society</td>
<td>Conservation Finance Alliance (CFA) Strategy: 2015-2025</td>
<td>36</td>
<td>Developing CFA and promoting innovation and best practice in conservation finance</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Partner</td>
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<tr>
<td>Salzburg Global Seminar</td>
<td>The Next Frontier: Transboundary Conservation for Biodiversity and Peace</td>
<td>12</td>
<td>Catalysing transboundary conservation that delivers cross-sector benefits, inclusive development, regional cohesion and peace-building</td>
<td>&lt; 50’000</td>
</tr>
<tr>
<td>Fondation pour l’Université de Lausanne</td>
<td>Owls Know No Boundaries</td>
<td>12</td>
<td>Using owl conservation to improve livelihoods and build peace in Israel and Palestine</td>
<td>&lt; 50’000</td>
</tr>
<tr>
<td>WWF Austria</td>
<td>“Save the Mura” campaign</td>
<td>24</td>
<td>Campaigning against hydropower construction within Natura2000 sites along the Mura river and the proposed Biosphere Reserve</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>IDDRI</td>
<td>Mobiliser la communauté internationale pour faire progresser la régulation des activités offshore</td>
<td>36</td>
<td>Developing a global vision for the offshore sector to enable its better regulation by the international community</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Stichting BirdLife Europe</td>
<td>Towards a fitness check of the CAP</td>
<td>6</td>
<td>Developing a CAP fitness analysis and building a broad activist community in Brussels that reaches beyond the conservation sector and can influence CAP reform</td>
<td>100’000-500’000</td>
</tr>
<tr>
<td>Jenifer Altman Foundation</td>
<td>Funders for Fair Trade Foundation (third phase)</td>
<td>12</td>
<td>Supporting the best possible outcome for public health, environmental protection and human rights in TTIP negotiations</td>
<td>1’000’000-5’000’000</td>
</tr>
<tr>
<td>University of Cambridge</td>
<td>Conservation Evidence</td>
<td>60</td>
<td>Compiling and distributing evidence-based conservation solutions</td>
<td>1’000’000-5’000’000</td>
</tr>
</tbody>
</table>
The Board’s main role is to set the foundation’s mission and strategy, to oversee effective implementation of the strategy and to ensure the foundation conducts its operations and manages its finances in accordance with best practice.

Founder: Dr Luc Hoffmann (1994-2016)
Jean-Philippe Rochat
Member
Lawyer, partner with the law firm Kellerhals Carrard in Lausanne, Chairman and member of several Boards of Directors in Switzerland and abroad.

Hubert du Plessix
Treasurer
Director for Investments and Logistics at Rolex S.A. Board member of several pension funds. Ornithologist and President of Fondation Phragmites.

Ibrahim Thiaw
Member
Deputy Executive Director for the United Nations Environment Programme (UNEP). Former Director of the Division of Environmental Policy Implementation (DEPI) at UNEP. Former acting Director-General of IUCN and IUCN Regional Director for West Africa.

Vera Michalski-Hoffmann
Member
Publisher and patron of the arts, co-founder of the Libella publishing group and founder of Fondation Jan Michalski pour l’Ecriture et la Littérature. Co-founder of the Fondation Tour du Valat.

Mike Moser
Member
Conservation and ecosystem management advisor to international organisations. Former Director of Wetlands International and board member of several conservation bodies. Former Chair of UK’s first modern UNESCO Biosphere Reserve.

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Jonathan Knowles
Member
Visiting Professor, University of Oxford. Visiting Professor at the Institute for Molecular Medicine Finland, University of Helsinki. Professor Emeritus of EPFL in Switzerland. Former Head of Group Research at the Roche Group.

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We wish to thank the following staff members who left MAVA during the course of 2016: Aïssata Dia (Project Officer, West Africa), Marko Pecarevic (Programme Manager, Mediterranean Basin), and Carol Wuersch (Programme Assistant).

* Based in Senegal.
All others are based in Switzerland.
FACTS & FIGURES

NUMBER OF PROJECT GRANTS AWARDED

849 projects

82 projects

1994

696 million

79 million

2016

2017

AMOUNT GRANTED in CHF
BREAKDOWN OF MAVA’S SUPPORT in 2016

- Mediterranean Basin: 31% *
- West Africa: 4%
- Switzerland: 20% *
- Sustainable Economy: 32%
- Global: 10% *
- Impact & Sustainability: 3%

* excluding exceptional grants

Total: 100%
Our **Vision**
Biodiversity in our focal regions has improved, we have catalysed a shift towards an economy that ensures human prosperity and a healthy planet, and the conservation community is strong, autonomous and resilient.

"This strategy comes at an important juncture for MAVA since 2022 will be MAVA's final grant-making year. It was developed through the collaborative efforts of MAVA Board members and staff, as well as of many of our partners and experts. I wish to warmly thank all those who were involved and who contributed to shaping it."

Lynda Mansson, Director General, MAVA

Core **Programmes**
Through our new strategy to 2022, we are pursuing focused outcomes across four core programmes.

**Key Themes**
Consolidating on past successes, we are focusing on:
- **Freshwater**
- **Coastal and island ecosystems**
- **Cultural landscapes**
- **Natural capital**
Catalyst and convenor
As an engaged donor, we are working towards more sustainable human societies and a healthy planet by:

- providing financial support
- catalysing joint action on important issues or gaps
- strengthening and accompanying partners

Proactive
We are working with a portfolio of projects under each of our four programmes via a range of funding methods:

Co-creation
We use our convening power to bring together partners to work on a common strategy.

Calls for proposals
We reach out to the conservation community to identify the right partners for specific projects.

Regranting mechanisms
We delegate grant allocation decisions on a specific issue to a partner.

Donor collaborations
We collaborate with other donors to fund a group of projects or to make allocation decisions.
THE WAY FORWARD
A MESSAGE FROM OUR PRESIDENT

For over twenty years, MAVA’s mission has been the conservation of biodiversity. And yet despite our many proud achievements, there is nothing on the planet today that has not been touched by humanity. The biggest challenge we face is our own over-exploitation of natural resources. We are already breaching natural limits, jeopardising our future health and prosperity.

Now, more than ever before, we must create a sustainable global economy that serves both people and nature. In truth, the notion that we are somehow separate from nature is a fallacy. We are inescapably a part of it.

It was my father who first made me understand the need to respect our environment – not simply because nature is beautiful but because we all depend upon a healthy planet for our survival. We must conserve with and for people.

Building on his legacy, we continue our vital conservation work while increasingly we also strive for political and economic recognition of the role of nature in meeting societal needs. Conservation must demonstrate and harness the value of natural capital, and begin to pay its way – initiatives based solely on grants and donations are no longer sustainable.

We need to be positive, focus on outcomes and take collective action. We must make the most of the consensus for change offered by the UN Sustainable Development Goals and the Paris Climate Agreement. Business in particular must become a net contributor to society and help us meet our needs and aspirations within the bounds of one planet.

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