OUR MISSION

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

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

OUR VALUES

UNIFYING
EMPOWERING
FLEXIBLE
PERSEVERING
LETTER FROM THE PRESIDENT AND THE DIRECTOR GENERAL

Dear Friends,

It gives us tremendous pleasure to present to you our new Annual Report filled with more conservation success stories from our partners. As well as offering a review of some of 2015’s highlights, we are also pleased to be able to share an overview of our new strategy for the years 2016-2022.

Inside, we discover how IUCN’s PROMETEOS project set about creating an atlas of the Mediterranean’s amazing system of seamounts and canyons to support better marine governance; mark how WWF and the Partenariat Régional pour la Conservation de la Zone Côtière et Marine en Afrique de l’Ouest (PRCM) set precedents around illegal fishing; marvel at WWF Switzerland’s pioneering approach to inspiring urban conservation in the Laghi Insubrici region; welcome the development of the Ellen MacArthur Foundation’s ‘toolkit’ designed to help policymakers realise a circular economy; and recognise progress by the Conservation Finance Alliance in nurturing innovative approaches to conservation finance and markets.

We also profile and celebrate conservation heroes Dalia Al Jawhary of the Society for the Protection of Nature in Lebanon for her commitment to conservation and communities in a country rich in biodiversity but riven with conflict and struggle; Ukie Resende from Fundação Tartaruga in Cape Verde and his mission tackling illegal loggerhead turtle poaching; Urs and Christine Breitenmoser of Carnivore Ecology & Wildlife Management, the dream team at the heart of Eurasian lynx science and conservation in the Alps; Pieter Depous, the European Environmental Bureau’s Policy Director, for his incisive engagement on the European policy scene; and Claudia Feh, Director & Vice President of the Association pour le Cheval de Przewalski, for her lifelong dedication to the conservation and reintroduction of Przewalski’s horses into the wild.

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

As we set our course for the future and plan the end of our grant-making in 2022, we will enhance our focus on key priorities and on strengthening key partners as well as mobilising resources for the work we care about. While we are in transition, we remain excited by the prospect of being able to offer continued strategic support for conservation.

We hope you enjoy reading about our partners’ work and that you are inspired to join us in continuing to deliver innovative and effective conservation with them.

André Hoffmann
President

Lynda Mansson
Director General
FACTS & FIGURES

<table>
<thead>
<tr>
<th>Year</th>
<th>Project Grants Awarded</th>
<th>Amount Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>62</td>
<td>CHF 81M</td>
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<tr>
<td>1994–2015</td>
<td>767</td>
<td>CHF 617M</td>
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</tbody>
</table>
BREAKDOWN OF MAVA’S SUPPORT BY PROGRAMME

*excluding exceptional grants to trust funds
Mediterranean Basin

For millennia, Mediterranean peoples have relied heavily on the region’s diverse plant and animal life for prosperity. Today, in this region that is a microcosm of the conservation challenges facing humanity, the relationship between people and nature is out of balance.

Only around 5% of the Mediterranean’s land and less than 1% of its seas are protected. Charismatic wildlife like the monk seal, the Iberian lynx and the Loggerhead turtle are threatened by insensitive development, overfishing and illegal hunting. MAVA’s Mediterranean Basin Programme seeks to restore balance by supporting an effective conservation community and vibrant civil society rooted in regional culture.
“As MAVA develops an exit strategy for 2022, it is critical that our partners grow and mature. More than ever now we need to work closely with them and fellow donors to ensure a robust and dynamic network is in place to meet the critical challenges facing the Mediterranean.”

Paule Gros, Programme Director, Mediterranean Basin, MAVA
<table>
<thead>
<tr>
<th>Partner</th>
<th>Project title</th>
<th>Duration in months</th>
<th>Description</th>
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<tbody>
<tr>
<td>Oceana Europe</td>
<td>Towards Deep-Sea Conservation in Lebanon - small grant for preparation</td>
<td>4</td>
<td>Supporting the preparatory phase of a deep-sea exploration project off the coast of Lebanon</td>
</tr>
<tr>
<td>IUCN South-Eastern Europe</td>
<td>Support for knowledge sharing and networking events of Mediterranean significance</td>
<td>12</td>
<td>Strengthening Mediterranean civil society involvement in major international and regional conservation meetings and processes</td>
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<td>Doga Derneği</td>
<td>Grassroots Conservation of Turkey’s Wetlands</td>
<td>36</td>
<td>Supporting the restructuring of the organisation and baseline activities of its freshwater programme</td>
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<tr>
<td>Plan Bleu (France)</td>
<td>A Blue Economy for a healthy Mediterranean - Measuring, Monitoring and Promoting an environmentally sustainable economy in the Mediterranean region</td>
<td>18</td>
<td>Promoting a sustainable ‘Blue Economy’ in the Mediterranean through identifying relevant indicators, tools and policies</td>
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<tr>
<td>AIFM – Association Internationale Forêts Méditerranéennes</td>
<td>MEDFORVAL (réseau de territoires basés méditerranéens à haute valeur écologique)</td>
<td>36</td>
<td>Supporting the development of a high ecological value forest network in the Mediterranean</td>
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<tr>
<td>National Research Center</td>
<td>Contribution to the conservation of endangered giant devil rays (Mobula mobular), including a monitoring programme of the Gaza fishery and satellite telemetry to investigate for species’ migratory habits</td>
<td>24</td>
<td>Assessing the sustainability of the giant devil ray and related fisheries off Gaza, and the associated trade in gill plates and shark fins</td>
</tr>
<tr>
<td>Global Diversity Foundation (GDF)</td>
<td>Integrated Approach to Plant Conservation in the Moroccan High Atlas</td>
<td>36</td>
<td>Demonstrating the contribution of Moroccan Agdals to conservation and sustainable natural resource use</td>
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<tr>
<td>Birdlife International</td>
<td>Coordinated Efforts for International Species Recovery</td>
<td>45</td>
<td>Updating and strengthening species Action Plans under the EU Birds Directive</td>
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<tr>
<td>Wetlands International</td>
<td>MediWet Partnership for Water 1</td>
<td>36</td>
<td>Supporting water management and water scarcity alleviation in Mediterranean wetlands</td>
</tr>
<tr>
<td>Secrétariat de l’ACCOBAMS</td>
<td>Espèces marines menacées: atténuation des impacts liés aux activités de pêche</td>
<td>24</td>
<td>Mitigating the impact of fishing on endangered cetacean, marine turtle and sea bird species in the Mediterranean</td>
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<tr>
<td>BirdLife International</td>
<td>Capacity Building for Flyway Conservation in the Mediterranean - phase II</td>
<td>27</td>
<td>Supporting partners to address threats facing migratory birds in the Mediterranean such as illegal killing, energy infrastructure, and stopover site mismanagement</td>
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<tr>
<td>DiversEarth</td>
<td>Mediterranean Consortium for Nature and Culture - Stage II</td>
<td>29</td>
<td>Supporting and celebrating threatened Mediterranean cultural practices that benefit nature and conservation</td>
</tr>
<tr>
<td>Ligue pour la Protection des Oiseaux (IPO) France</td>
<td>Un programme LIFE pour le rétablissement de connexions et d’échanges au sein de la métapopulation du Gypaète barbu du paléarctique occidental</td>
<td>75</td>
<td>Strengthening bearded vulture viability in Western Europe by re-establishing connectivity between Pyrenean and Alpine populations</td>
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<tr>
<td>FNYH - Fundacion Natureleza y Hombre</td>
<td>Land stewardship and conservation of the natural environment in the West Iberian region</td>
<td>48</td>
<td>Improving key habitat and species conservation in Western Iberia, creating opportunities for local development, and supporting project replication in other areas</td>
</tr>
<tr>
<td>Oceana Europe</td>
<td>Deep-Sea Lebanon</td>
<td>24</td>
<td>Supporting the creation of new Marine Protected Areas in Lebanon with the exploration of deep-sea habitats</td>
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<tr>
<td>EuroNatur</td>
<td>Programmatic support 2016 – 2018</td>
<td>24</td>
<td>Supporting freshwater habitat, migratory bird and large carnivore conservation</td>
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<tr>
<td>Tour du Valat</td>
<td>Dotation ProValat</td>
<td></td>
<td>Recapitalising ProValat to cover a contribution to the Tour du Valat’s annual budget after 2022</td>
</tr>
</tbody>
</table>
”My duty is to awaken a sense of responsibility in each Lebanese for nature and for livelihood, and for the dreams of all our children.”

**AN INSPIRATIONAL PARTNER**

**DALIA AL JAWHARY**  
Society for the Protection of Nature  
Lebanon

In the heart of the Middle East, against a backdrop of violence and sectarianism, the complex challenge of sustainable water management and conservation is one that Dalia Al Jawhary, a young passionate environmentalist with the Lebanese Society for the Protection of Nature (SPNL), has embraced courageously.

”My country might be known for war and violence but for me, its natural beauty and the spirit of its people, who never give up no matter what, are its essence.”

**PARTICIPATION AND EMPOWERMENT**

Championing the ancient practice of ‘hima’ - a system of sustainable land and water management – her unerring engagement with farmers, women and youth in the Anjar and Kfar Zabad Himas in the Bekaa valley has been transformational. In this rich wetland area that suffers from water scarcity, competition and misuse, a painstaking participatory approach to hima – which means ‘protected place’ in Arabic – has re-awakened connection to the land. Once disaffected groups have developed a shared sense of ownership and responsibility, becoming ambassadors for better stewardship.

”We’ve reached a lot of disempowered people and given them a voice. Initial hesitancy has become belief, and women and youth are now at the heart of building consensus and understanding around the true value of our natural resources.”

**CHILDHOOD DREAMLAND, SHARED RESPONSIBILITY**

As a twelve-year old growing up in a village on the outskirts of Beirut surrounded by fields of walnut and olive, Dalia was deeply affected by the experience of an old woman who tended an olive grove where she used to play.

”Nature was her joy and her remedy – until her son sold the land for development. Her dreamland was taken from her and she was broken – and I lost part of my childhood. I think it shaped what I do today as a woman and environmentalist.”

Working in a country riven with power struggles and in conservative communities where men make the decisions is not easy but, with hope, science and youth on her side, Dalia embodies the professionalism and resilience so critical for the future of the region.
Ranging in scale from minor rises and furrows to spectacular underwater mountains and valleys plunging thousands of metres into the depths, seamounts and submarine canyons occur throughout the Mediterranean and play a fundamental role in ecosystem function. Their complex topography interacts with ocean currents; funnelling nutrients from deeper waters they create unique diverse habitats supporting corals, fish and shrimp, and the migration and feeding of cetaceans, sharks, tuna and turtles.

UNKNOWN DEPTHS
In spite of their importance, seamounts and canyons remain relatively unknown and unmapped, let alone understood, as IUCN advisor and Genoa University Professor Maurizio Wurtz reflects:

“We know about the bottom and the surface of the sea but virtually nothing about life in deeper waters and the prey species that live in the water column’s ‘twilight zone’ below 200 metres.”

This was something IUCN’s PROMETEOS project set out to rectify, with the aim of supporting better governance and conservation in the open sea. Creating an atlas of 242 seamounts and 237 canyons – still only a fraction of all such structures in the Mediterranean – including their location, shape, geology and marine life, it was a massive undertaking.

STRIPED DOLPHINS
PROMETEOS researchers discovered that seamounts generate circular currents supporting unique open-water habitats that extend up to 13 nautical miles around them, forcing scientists and policymakers alike to see Marine Protected Areas (MPAs) in three-dimensional terms. Research focused on striped dolphins (Stenella coeruleoalba). With 80% of sightings occurring within 15 nautical miles of seamounts, their presence is a powerful indicator of local biodiversity levels.

Optimum seamounts for striped dolphins are those that feature steep slopes rising from around 1,800-2,000m depth to 250-500m beneath the surface, structured on a North-South axis. At least 20 seamounts match these criteria, making them strong candidates for conservation and MPA designation, in particular the eastern side of the Strait of Bonifacio between Corsica and Sardinia where the Vercelli and Baronie Seamounts and the Caprera Canyon conspire to create an environment particularly attractive to cetaceans.

RESPONSIBLE EXPLORATION
Climate change, fishing, and gas, oil and mineral exploration all threaten seamounts and canyons. A network of open sea MPAs is needed.

“This atlas is a first step towards helping policymakers make better decisions. Where commercial exploration is planned, we can at least push for impacts to be minimised and for it to be done responsibly.”
West Africa

Where the Sahara embraces the Atlantic, an upwelling of nutrients supports an abundance of life in the shallow seas along West Africa’s coastline. More than 1,000 fish species and numerous turtles, mammals, sharks and rays fill the ocean, estuaries, mangroves, sandy beaches, mudflats and sea-grass beds. And the Banc d’Arguin National Park and the Bijagos are havens for more than three-and-a-half million birds, sheltering vast winter flocks of Palearctic waders and other Afro-tropical species.

In a region where proper recognition of the true value of natural capital is often absent from economic decision-making, MAVA’s West Africa Programme promotes its full integration across government, business and civil society.
“Now that MAVA and FIBA have joined forces, our team in West Africa is stronger than ever. Being truly embedded in the field means we can work closely with a remarkable diversity of partners, reinforcing a thriving conservation community.”

Thierry Renaud, Programme Director, West Africa, MAVA
<table>
<thead>
<tr>
<th>Partner</th>
<th>Project title</th>
<th>Duration in months</th>
<th>Description</th>
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<tr>
<td>Direction des Parcs Nationaux (Sénégal)</td>
<td>Dénombrement annuel des oiseaux d’eau au Sénégal, Edition 2015</td>
<td>1</td>
<td>Supporting the African Waterbird Census in Senegal</td>
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<tr>
<td>Ministère de l’Environnement et du Développement Durable (Mauritanie)</td>
<td>Projet pilote de lutte contre le braconnage de la cigogne blanche dans le Hadh Charghi</td>
<td>10</td>
<td>Tackling the illegal trade and hunting of white storks in Southeast Mauritania</td>
</tr>
<tr>
<td>Fundaçao Maio Biodiversidade (FMB)</td>
<td>Promoting sustainable activities in Maio’s largest protected area</td>
<td>9</td>
<td>Assessing to mitigate the potential environmental impacts of an aquaculture project planned in Norte do Maio Marine Protected Area</td>
</tr>
<tr>
<td>Wetlands International Africa</td>
<td>Africa Blue Carbon Workshop</td>
<td>6</td>
<td>Ensuring broad regional participation in a blue carbon workshop organised by the International Blue Carbon Initiative</td>
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<tr>
<td>University of Groningen</td>
<td>Etude de la dynamique des herbiers marins du Banc d’Arguin</td>
<td>8</td>
<td>Finalising research on seagrass dynamics in the Banc d’Arguin</td>
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<tr>
<td>IUCN-PRCM</td>
<td>Réseau des aires marines protégées d’Afrique de l’Ouest (RAMPAO)</td>
<td>3</td>
<td>Supporting RAMPAO network operations and organisational evolution</td>
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<tr>
<td>GRET</td>
<td>Conserver la biodiversité du Parc National du Djanling par la gestion durable et participative</td>
<td>48</td>
<td>Supporting participatory zoning of the Djanling National Park and local community monitoring and co-management</td>
</tr>
<tr>
<td>IUCN - PAPACO</td>
<td>De meilleures pratiques pour de meilleurs impacts de conservation: renforcement des capacités des acteurs des aires protégées en Afrique francophone</td>
<td>36</td>
<td>Providing training support (Master, DU and MOOC) for West African protected areas professionals</td>
</tr>
<tr>
<td>Environmental Justice Foundation</td>
<td>Save the Sea - Supporting Grassroots Action to End Illegal Fishing and Build Good Fisheries Governance in West Africa</td>
<td>36</td>
<td>Reducing illegal fishing in West Africa through improved transparency and governance, and local community engagement</td>
</tr>
<tr>
<td>Wildlife Conservation Society</td>
<td>COMBO Conservation, Impact Minimisation and Biodiversity Offsets in Africa</td>
<td>48</td>
<td>Designing and implementing mechanisms to reduce and offset impacts of industry on biodiversity in Guinea</td>
</tr>
<tr>
<td>IUCN</td>
<td>Enabling PRCM countries in West Africa to meet their obligations under the new CBD Strategic Plan Project</td>
<td>36</td>
<td>Supporting governments to implement the Convention on Biological Diversity Programme of Work for Protected Areas and the Strategic Plan 2011–2020 in coastal West Africa</td>
</tr>
<tr>
<td>BirdLife International</td>
<td>Coastal Migratory Birds - strong capacity and targeted action for nature along the Atlantic coast of Africa</td>
<td>36</td>
<td>Protecting key sites along the east Atlantic flyway (mainly in Mauritania, Senegal and Guinea-Bissau) by strengthening national NGOs working on migratory shorebird conservation</td>
</tr>
</tbody>
</table>
AN INSPIRATIONAL PARTNER

UKIE RESENDE
Fundação Tartaruga
Boavista, Cape Verde

Ukie Resende is a quiet hero whose journey into conservation is an inspiring story of personal transformation. In 2010, impressed by his guiding skills, the owner of a German ecotour company for whom he was working, suggested he help Fundação Tartaruga during the loggerhead turtle nesting season.

“I went to help with the volunteer beach camps on Boavista for one summer but it changed me forever. The first time I saw a turtle laying eggs, I was overcome by its beauty and by a sense of peace.”

JUST CALL ME TURTLE
Two years later, Ukie went full-time with Fundação Tartaruga. Together with colleagues, his mission is tackling the illegal poaching of loggerhead turtles in Cape Verde – something that threatens the world’s third-largest nesting population of this endangered species with a high risk of extinction in the wild. Fulfilling it requires protecting nesting sites, training rangers, running beach camps and involving local communities, ensuring turtles are worth more alive than dead.

FROM CONSERVATIONIST TO BUSINESSMAN
Managing finances and logistics at the Foundation’s office in Boavista, Ukie admits that these days he feels more like a businessman than a conservationist but his experience and connections mean he gets things done. Whether speaking to government officials or dealing with poachers, his skills have proved invaluable, particularly in rebuilding beach camps in the wake of $30,000 worth of damage caused by Hurricane Fred.

“Children recognise the logo on the truck and call out, ‘Fundação!’ and lots of local people call me ‘Tartaruga’. More and more people here are learning about and supporting turtle conservation.”

In recent years, turtle mortality has fallen dramatically, much of which is due to Ukie and the rest of the Foundation team reaching out to and involving the community, and youngsters regularly come into the office asking to volunteer.

“My life has changed – my way of looking at nature – and I’ve grown more and more passionate about turtles. As a Cape Verdean I’m proud to be contributing to my country.”
In March 2013, the West African Sub-Regional Fisheries Commission (SRFC) boldly asked the International Tribunal for the Law of the Sea (ITLOS) – set up to pronounce on matters of ocean governance – to interpret the law around one of the most insidious problems in global fisheries, namely the duties of states whose vessels engage in illegal, unreported and unregulated fishing (IUU), and the role of coastal nations in ensuring sustainable fisheries management.

ROBBED BLIND
West Africa is estimated to have the world’s highest level of illegal fishing, accounting for up to 37% of the region’s catch, with sub-Saharan Africa suffering $1bn a year in lost revenue – a problem that seriously undermines its prosperity, not to mention the health of its fisheries.

In this context, SRFC’s request was an opportunity, the potential of which Jessica Battle at WWF was quick to spot: an ITLOS ruling defining ‘flag state’ responsibilities would set a precedent and clarify the opacity around the issue exploited by unscrupulous fishers for decades.

PROGRESSIVE COLLABORATION
Engaging fully in the legal process, WWF and dynamic regional partner Partenariat Régional pour la Conservation de la Zone Côtière et Marine en Afrique de l’Ouest (PRCM) were able to cooperate to great effect. With WWF bringing legal expertise and securing status as an amicus curiae, or “friend of the court”, and PRCM gathering testimony on the ground, meaningful participation in the Tribunal became possible. As PRCM’s Barthélemy Batieno reflects, the resulting ruling, issued in April 2015, was a progressive milestone.

“The obligations of a flag state to ensure its vessels do not engage in IUU, and to take necessary action if they do, are clearly set out. This is globally significant, especially for the EU, which must take full responsibility for its Members’ actions.”

CHALLENGE AHEAD
WWF and PRCM are now working closely together with the SRFC to identify next steps in the fight against illegal fishing. While the ITLOS ruling is precedent-setting, as Barthélemy Batieno emphasises, it will only have impact on the water if states collaborate and challenge those not exercising their responsibilities.

“This is just the beginning. Together we need to see the ruling put to good use, with flag and coastal states closing their vessel registers and ports to vessels operating illegally.”

“West Africa is being robbed blind by vessels fishing illegally and avoiding control through bogusly flying flags belonging to States who do nothing to stop them. Such countries and operators need to be held to account.”
Alpine Arc & Switzerland

Stretching across the heart of Europe, the Alpine Arc reaches from the Côte d’Azur to Vienna, embracing mountains, glaciers, forests, lakes and the majestic Rhine, Rhone, Po and Danube rivers. A thousand or so protected areas, including fourteen National Parks and four UNESCO World Heritage Sites, contain over 400 endemic plant species, around 80 mammal species, including the grey wolf, the Eurasian lynx and the brown bear, around 200 breeding bird species and another 200 migratory bird species, as well as a diverse range of other plants and animals.

In a landscape shaped by human interaction over centuries, MAVA’s Alpine Arc & Switzerland Programme has encouraged today’s agricultural, tourism and renewable energy development to respect the environment and support conservation.
“With the continued growth of residential and industrial sprawl, it’s becoming evermore important that we pursue smart land use planning in the Alpine region. For our own benefit, we need to ensure nature continues to have a place in our 21st century landscape.”

Holger Schmid, Programme Director, Alpine Arc & Switzerland, MAVA
<table>
<thead>
<tr>
<th>Partner</th>
<th>Project title</th>
<th>Duration in months</th>
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<td>WIN Wieselnetz</td>
<td>Wiesellandschaft Schweiz 2015–2017 (étape 2)</td>
<td>36</td>
<td>Ensuring healthy weasel and stoat populations in Switzerland</td>
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<tr>
<td>Stichting BirdLife Europe</td>
<td>Rural development planning in the Alpine regions</td>
<td>12</td>
<td>Ensuring the regional rural development plans deliver benefits for biodiversity in the Alpine agricultural landscape</td>
</tr>
<tr>
<td>European Environmental Bureau (EEB)</td>
<td>D’un accord politique peu ambitieux pour l’environnement à une mise en œuvre durable de la nouvelle PAC: une approche ciblée pour les Alpes françaises (2)</td>
<td>12</td>
<td>Ensuring the regional rural development plans deliver benefits for biodiversity in the Alpine agricultural landscape</td>
</tr>
<tr>
<td>Nos Oiseaux</td>
<td>Projet Balbuzard</td>
<td>60</td>
<td>Reintroducing the osprey in Western Switzerland after a century of absence as a nesting bird</td>
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<tr>
<td>Association Suisse Pro Petite Camargue Alsacienne</td>
<td>Petite Camargue Alsacienne</td>
<td>36</td>
<td>Supporting long-term research, conservation and restoration activity at the Petite Camargue Alsacienne station</td>
</tr>
<tr>
<td>WWF Austria</td>
<td>Programme Alpenflüsse Österreich</td>
<td>36</td>
<td>Securing healthy Alpine rivers in Austria by protecting the most ecologically important rivers and restoring degraded stretches</td>
</tr>
</tbody>
</table>
Urs and Christine Breitenmoser are the husband and wife dream team at the heart of Eurasian lynx science and conservation in the Alps. Meeting on an ornithological field trip in the 1980s they soon realised they had complementary skills.

“Urs is the head and I am the engine! He is a very strategic thinker, and I try to find ways how we can realise his visions.”

BEGINNING A LIFE’S WORK
When Urs undertook his Masters on Eurasian lynx at the University of Bern in 1983, wildlife ecology was in its infancy and he never dreamt the animal would become his life’s work. In Christine he met his match, and soon after getting married a two-year stint researching snowshoe hares and lynx while living in a log cabin in northern Canada fuelled their passion for applied work. On returning to Switzerland they founded KORA.

PASSION, PATIENCE AND EXCELLENCE
What makes Urs and Christine’s research unique is not just scientific enquiry of the highest quality but its focus on the long-term effects of carnivore reintroduction on the landscape. As a top predator, their presence can radically alter and benefit ecosystems but effects take time to manifest.

“You need a lot of passion and a lot of patience! And even then, you realise one lifetime isn’t enough. What we are most proud of is our ability to support young people around the world to take up cat conservation.”

CHANGING HEARTS AND MINDS
The 21st century carnivore landscape is no longer a wilderness, and managing predator interaction with communities long used to their absence is at the heart of KORA’s mission to conserve these magnificent creatures.

“The reappearance of lynx and wolves is an amazing phenomenon. Managing the practicalities of their integration with people is possible but the bigger challenge is changing hearts and minds, and finding acceptance for such demonised animals.”
For WWF, the Laghi Insubrici region surrounding the City of Lugano and straddling the Swiss Sottoceneri and parts of Italian provinces Como and Varese, is one of 24 Alpine priority areas. With over 800,000 inhabitants it is a microcosm of the Alpine conservation challenge – how to maintain natural wealth in a densely populated and industrialised yet still diverse landscape where agricultural abandonment and urbanisation threaten wildlife and quality of life in equal measure.

Conservation here requires considered collaboration, savvy networking and smart tactics. Recognising the challenge, WWF Switzerland and its Alpine team led by Director, Sergio Savoia, have pioneered a unique approach through the Territory and Biodiversity Alliance, or Alleanza Territorio e Biodiversità, which seeks to empower and inspire local people to care for the landscape through innovative activities that enhance their quality of life.

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Sustainable Economy

Humanity’s relentless pursuit of economic growth and the search for resources in evermore remote and vulnerable places is having a significant impact on the natural world. We are living as though we have more than one planet at our disposal, and if we continue to do so, we will face the consequences in years to come.

MAVA’s Sustainable Economy Programme seeks to shape economic prosperity within the resources of one planet. Addressing the ‘rules of the game’, MAVA encourages partners to search for innovative solutions that account for environmental benefits and services, shape sustainable finance, promote less resource intensive production and consumption, and deliver a sustainable economy.
“An economy that uses resources without consideration for our planet’s natural limits cannot continue. Our aim is to help policymakers and businesses alike realise the staggering benefits of a circular economy within natural limits – across human, natural and financial capital.”

Holger Schmid, Programme Director, Sustainable Economy, MAVA
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<tr>
<th>Partner</th>
<th>Project title</th>
<th>Duration in months</th>
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<tr>
<td>New venture fund</td>
<td>Member support to the Global Alliance for the Future of Food project</td>
<td>12</td>
<td>Supporting the Global Alliance for the Future of Food co-ordination unit</td>
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AN INSPIRATIONAL PARTNER

PIETER DEPOUS
European Environmental Bureau
Brussels, Belgium

If your life depended on the outcome of an EU policy negotiation, you would want to have Pieter Depous, the European Environmental Bureau’s (EEB) Policy Director, on your team. Combining a sharp mind with political savvy, and an oceanic knowledge of European policy with the skills of a master tactician, he is a formidable player on the Brussels scene.

Earning a Masters in Forest and Conservation Science from Wageningen University, where ecology was brought to life for him by such luminaries as film-maker Ruben Smit, Pieter joined EEB in 2005 to support its mission of securing prosperity and peace founded on a healthy environment.

RAISING THE STAKES
Tackling obstacles sometimes requires elevating the level of the game being played and Pieter sees the international imperative being created by the transformational Sustainable Development Goals agenda and the highly anticipated deal on climate change, as one means of shaping EU policy.

“International and public expectations are high and Paris could provide the impetus we need to catalyse real change, and we’re really pushing the frontrunners in business and government to deliver.”

TO CIRCULARITY AND BEYOND
Pieter has played a key role in engaging with EU policy on the circular economy, helping navigate the complex political terrain surrounding the current Juncker Commission.

“Along with our members and enlightened players like Unilever, we’ve pushed hard to ensure the resource efficiency agenda initiated by the previous Commission isn’t dropped.”

In the face of intense pressure from civil society, progressive companies, the European Parliament and a number of Member States, the Commission has promised an even more ambitious package on product design and circularity. With a proposal due in December 2015, Pieter and EEB are working hard to ensure it delivers.

“The reversion to an old-fashioned ‘economy vs. environment’ debate is very dangerous. The voice of the ‘new economy’ needs to be heard so we can realise the potential of smart eco-design and deliver real change.”
The potential benefits of a circular economy are widely accepted, and recent research by the Ellen MacArthur Foundation examining their worth in the mobility, food, and built environment sectors reveals a €1.8 trillion opportunity in total savings for Europe by 2030. The challenge is how to realise them – a question at the heart of recent work by the Foundation in collaboration with McKinsey & Company and NERA Economic Consulting on its ‘Toolkit for Policymakers’. As project lead, Mats Linder, explains:

“What’s new is the practicality – the toolkit emphasises the need for systems thinking, and supports policymakers in creating the right enabling conditions for the realisation of the circular economy in their particular contexts.”

Conducting a multi-stakeholder case study analysis in Denmark, developing a policy toolkit, and embarking on a process of engagement and dissemination, the Foundation has sought to foster regional circular economy transformation. Using the toolkit, a government team or agency at Ministry level can map economic context, define ambition, assess sectoral opportunities, barriers and policy options, and analyse economy-wide implications, all with a view to developing a roadmap for the transition to circularity.

Development of the case study in Denmark with the Danish Business Authority and the Danish Environmental Protection Agency examined five sectors – food and beverage, construction and real estate, machinery, plastic packaging, and hospitals. Encouragingly perhaps, barriers to implementation were found to be mainly non-financial in nature. Rather than profitability, social factors such as habitual behaviours hindering organic waste separation by consumers, or regulatory ones such as existing food safety law inhibiting use of certain ‘waste’ streams, as well as various market failures, turned out to be more significant.

A circular economy is restorative and regenerative by design, not through constraining human or economic development but through nurturing prosperity within planetary boundaries and replenishing natural capital. The good news is that there is evidence of some pioneering examples that demonstrate the opportunity to decouple economic value creation from natural resource use. Some of the most obvious are found in the ‘sharing’ or ‘performance’ economy where disruptive business models create value without the need for ownership, purchase or sale of new physical goods, and where higher utilisation rates incentivise producers to radically rethink design for longevity and remanufacture.
Global

What happens at a global level can have significant impacts on conservation at a local or regional level, sometimes for better, sometimes for worse. A recipe for lasting conservation success must therefore consider the bigger picture. It is only by doing this that we can hope to secure a healthy future for people and nature.

MAVA’s Global portfolio reaches beyond its three focal regions, and seeks to engage strategically with critical cross-cutting issues.
'Our global portfolio continues to allow us to innovate and invest in ambitious initiatives that help shape the future of conservation practice.'

Lynda Mansson, Director General, MAVA
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AN INSPIRATIONAL PARTNER

CLAUDIA FEH
Association pour le Cheval de Przewalski (TAKH)
Mongolia

Claudia Feh, Director and Vice-President of TAKH, lives and breathes conservation, and has dedicated her life to the reintroduction of the last truly wild horse on Earth into the Mongol Steppe.

“First saw Przewalski’s horses in cave paintings. I was struck by their beauty but what touched me most was the fact that they had disappeared from the wild.”

Once declared ‘extinct in the wild’, Przewalski’s horses – or ‘takhi’ in Mongolian, meaning ‘spirit’ – are now merely ‘endangered’. Their recovery in the wild in Mongolia is thanks in no small measure to Claudia. The herd she released in 2004 in the Khar Us Nuur National Park on the northern edge of the Gobi, today numbers 54.

A NATURAL CURIOSITY

As a child, Claudia was fascinated by animals, going on nature walks with her parents outside Zurich, collecting snails and beetles that would later need rescuing by her mother, and studying zebras at Zurich zoo for a school project. It was a natural curiosity that led in 1971 to acceptance as a stagiaire at the Tour du Valat Biological Station in the Camargue.

“I spent one of the happiest and most inspiring years of my life working with Luc Hoffmann and his team, learning what it really meant to be a professional conservationist.”

INTO THE WILD

Claudia’s growing curiosity inevitably drew her to truly wild Przewalski’s horses, shaping her real vocation as a conservationist. And her deep knowledge of horse social interaction, gained while studying Camargue horses allowed to ‘re-wild’ the wetland in the 1970s, proved invaluable for successful takhi reintroduction.

“The strong family bonds we observed in the Camargue shaped our approach to takhi reintroduction in their Mongolian homeland. Such ties are vital for herd survival and safety from predators.”

LOOKING FORWARD IMPATIENTLY

Now entrusting TAKH’s mission to the next generation, Claudia is impatient for what lies ahead, including several books, a children’s story, participation in ongoing genomics research, and new reintroductions into the Orenburg steppe in Russia.

“It’s fantastic that so many people are working to save life on Earth today. What I say to my students is never be afraid of the impossible!”
The survival of all life on Earth depends on a healthy planet, which in turn depends, perhaps, on securing sufficient and lasting finance for conservation – an extraordinary challenge manifest in a funding requirement of around $300-400 billion a year, which cannot be met through grants alone.

The mission of the Conservation Finance Alliance (CFA) is to help meet this requirement by nurturing approaches based on investment and growth that enables conservation to become self-financing – a critical issue for MAVA as it seeks to ensure that key conservation gains, partners and initiatives are secure by 2022.

An open collaborative network of over 600 members drawn from government, business, civil society and academia, CFA first put the concept of ‘sustainable conservation finance’ on the agenda at the IUCN’s World Parks Congress (WPC) in Durban in 2003, as CFA’s Ray Victurine recalls.

“In Durban, it was a shockingly novel idea for some that you should actually do proper business and financial planning for protected area management! But we knew we had to look beyond grants and approach financing more creatively.”

There is still a huge knowledge gap about the role of protected areas and ecosystem services, especially in Southern countries, and the CFA plays a vital role in educating funders and conservationists on how to value and finance them.”

**CONSERVATION FINANCE ALLIANCE**

**JUST ADD MONEY**

**INNOVATION EXCHANGE**

CFA’s modus operandi is the international exchange of expertise, and the development of analyses and tools that help funders and conservationists maximise financial sustainability. Central in the development of novel instruments such as Payment for Environmental Services and Conservation Trust Funds, Sylvie Goyet (member of CFA Executive Committee) explains it has been the heartbeat of conservation finance practice for over a decade.

“In the past, conservation finance has largely been demand-driven, focused on meeting immediate needs in priority areas. An emerging shift to supply of capital driven by investors now has potential to create large-scale conservation markets.”

Prominent tools include its annual Conservation Trust Fund Investment Survey, which helps identify successful investment strategies, and the Practice Standards for Conservation Trust Funds, designed to build more effective and sustainable financing institutions.

**PROTECTED FUTURES**

As investment in natural capital and ecosystem services becomes evermore central to sustainable development, and new protected areas demand ever-greater finance, CFA’s mission grows increasingly critical. And the pursuit of shared value and impact investment by the private sector is marking a fundamental change in approach to conservation finance. As Ray Victurine concludes, it is one that CFA is helping to shape and to which established international banks are now responding.
BOARD MEMBERS

André Hoffmann
President
Conservationist and non-executive Vice-President of Roche Holdings Ltd. and of Givaudan S.A. Member of the Board of INSEAD. Co-founder and President of the Fondation Tour du Valat. Member of the Board of Directors of the Peace Parks Foundation. Vice-President of WWF International.

Luc Hoffmann
President Emeritus

Frederic Hoffmann
Member
Student at the London School of Economics, undertaking an MSc in Environmental Policy and Regulation. Holder of a Bachelor’s degree in Geography & International Development Studies from McGill University in Montreal.

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

We wish to thank Claude Martin who served the maximum three full terms, totalling nine years, on the MAVA Board. During this period, Claude Martin devoted much time and energy to the Foundation, providing invaluable input on many subjects and taking part in specific missions such as representing MAVA on the Board of the BACoMaB Trust Fund. MAVA warmly thanks Claude Martin for his invaluable commitment and precious advice during his time on the Board.

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

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. Trustee of Cancer Research UK. Former Head of Group Research at the Roche Group.

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.

Maja Hoffmann
Member


Rosalie Hoffmann
Member

Chair of the Board of the International School of Lausanne, member of the Board of Fondation de l’Hermitage, Lausanne, and co-founder and member of the Board of Fondation Hoffmann. Member of the board of the Association pour le Cheval de Przewalski.

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’Écriture et la Littérature. Co-founder of the Fondation Tour du Valat.
Transformation in service of people and nature

Just as we all depend on each other in society, we all depend on a healthy planet for food, water, and clean air. All life on Earth is connected and we are all part of nature, in one single system. Humanity is no exception, and everything we do has a consequence.

We are already taking more from nature than natural systems can sustain, jeopardising our health and prosperity, and our very survival. And as we breach natural limits, we face critical choices about how we shape our world and our future.

Either we continue to exploit nature’s bounty irresponsibly, risking food and water shortages, resource conflicts and global instability, or we find novel, more sustainable ways of living that meet our needs and aspirations within the bounds of one planet, in harmony with nature.

Are we ready to change how we live and how we consume, how we invest and how we do business, and how we govern ourselves, for the sake of future generations?

This is the challenge we face today as humanity. And as we look forward and consider how we can collectively make the most of the opportunity offered by the new framework for sustainability set out in the UN Sustainable Development Goals, we ask what contribution MAVA can make.

This question is especially pertinent as MAVA transitions to 2022 when our funding arrangements will change – it will be the last year in which the Foundation will make grants.

That is why this year we have developed a new strategic plan that builds on our past achievements and that will help ensure the sustainability of conservation results to which we have contributed.

Our mission for over twenty years has been the conservation of biodiversity. And now, more than ever before, our work must serve both people and nature.

Through fieldwork, community engagement, protected areas, and the development of innovative social and economic analyses and models, together with our partners, we are seeking systemic change and nothing less than the creation of a global society and economy that is good for people and nature.

André Hoffmann, President
Our new strategy marks a significant change in direction and a new vision for MAVA.

Over the next seven years, while working to secure past successes, we will focus on fewer topics and areas, accelerate our pursuit of a sustainable economy, and concentrate resources on building a strong, autonomous and vibrant conservation community.

To maximise our impact in stimulating a shift toward a more sustainable global economy, we will change our direct focus on biodiversity to one that addresses more fully the overconsumption and mismanagement of natural resources as root causes of biodiversity loss. At the same time, we will increase our focus on the interaction and interdependence of nature and people, and on the value of natural capital in meeting societal needs.

With increased emphasis on our Sustainable Economy programme, we will pursue more focussed agendas in the Mediterranean and West Africa, and refocus our efforts in the Alpine Arc on Switzerland alone. And while we phase out of unrelated work, we will seek to remain adaptable, relevant and forward-looking.

Continuing to act as an ‘engaged donor’ – providing financial support, offering strategic and technical input, and catalysing action – we will also seek greater integration between our programmes, with opportunities for collaboration, for example, on bycatch and overfishing in the Mediterranean and West Africa, and on financial flows, National Development Plans and sustainable economy across all regions.

While change is by its very nature challenging, it also brings opportunity. I am confident that MAVA’s new strategy will facilitate a powerful transition, and I am excited by the prospect of creating a legacy in 2022 of which we can all be truly proud.

Our vision is a world in which we all prosper and biodiversity flourishes, upheld by a sustainable economy and a strong, autonomous conservation community.

Lynda Mansson, Director General
TEAM MEMBERS

Director General’s Office

Lynda Mansson
Director General

Suzanne Amrein
Executive Assistant

Ahmet Fall
Head of Administration and Finance, West Africa Office

Administration and Finance

Rachel Sturm
Director of Administration and Finance

Laurianne Demierre
Financial Analyst

Transversal roles

Nathalie Cadot
Evaluation & Learning Officer

Carol Wuersch
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Marko Pecarevic
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Julien Sémelin
Programme Officer
West Africa

Thierry Renaud  
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Charlotte Karibuhoye  
Deputy Programme Director

Antonio Araujo  
Programme Manager

Aïssata Dia  
Project Officer

Salla Ba  
Programme Officer

Eve Cabo  
Programme Officer

Based in Senegal.  
All others are based in Switzerland.

Sokhna Ndiaye  
Assistant

Maoudo Diaw  
Driver

Simon Mériaux  
Manager, Organisational Development

We wish to thank the following staff members who left MAVA during the course of 2015: Christophe Gay-Balmaz (Finance Manager), Justine Dossa (Project Officer)
### PHOTO CREDITS

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