

*Fostering a healthy, prosperous  
future for people and nature*

MAVA STRATEGY 2016-2022

**SUMMARY**

## Contents

About MAVA.....	3
Our purpose.....	3
Vision.....	3
Mission.....	3
Priorities.....	3
The journey to 2022.....	4
Our approach as catalyst and convenor.....	4
Our programmes.....	5
Mediterranean Basin.....	5
West Africa.....	7
Switzerland.....	9
Sustainable Economy.....	11
Springboard to the future.....	12
Grant-making to 2022.....	12
Defining success.....	12

## About MAVA

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Founded by late Dr Luc Hoffmann in 1994, MAVA is a Swiss-based philanthropic foundation with a focus on biodiversity conservation. Running three region-based programmes in Switzerland, the Mediterranean and West Africa, and a fourth programme focused on Sustainable Economy, we work through partnerships with international, national and local NGOs, research institutions and universities, and occasionally with government bodies or individuals.

## Our purpose

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Just as we all depend on each other in society, we all depend on a healthy planet, for food, water, energy, clean air, and life itself. People are an integral part of nature and everything we do has a consequence – by taking more from natural systems than nature can sustain, we are jeopardising our health and prosperity, and our very survival.

We have a choice. Either we continue to exploit nature's bounty irresponsibly, risking resource conflict and global instability, or we find new ways of meeting our needs while living within the limits of our planet. For our own sake as well as that of future generations, we must change how we live, consume, invest, govern and do business.

Acknowledging the scale and complexity of this challenge, we recognise our future depends on restoring humanity's deep connection with nature — and our dependence upon it.

Since 1994, MAVA has played a transformational role in driving forward innovative conservation across the Mediterranean, West Africa, the Alps and beyond. And today, our commitment to biodiversity conservation, the sustainable use of natural resources, and vibrant conservation communities remains as strong as ever.

Through field work, community engagement, protected area networks and the development of systemic solutions to address root causes of biodiversity loss, side by side with our partners we continue to pursue the creation of a global society and economy that is good for people and nature.

Alone, we are each just one voice. Together we can transform our world for the better and foster a healthy, prosperous future for people and nature.

## Vision

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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.

## Mission

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

## Priorities

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We work to provide a sustainable future for people and nature, focusing on freshwater and coastal ecosystems, and cultural landscapes.

## The journey to 2022

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MAVA's final grant-making will be in 2022 – at which time the foundation will wind down its activities as planned by our founder many years ago. This has significant implications for the future funding relationships with all our partners. All funding will cease after 2022.

Fortunately, we are in a position to plan for this transition well in advance and, with a strategic plan for 2016-2022 in place, we have identified clear goals and will work on a limited number of themes for greater impact.

Between 2016 and 2022, we will strengthen our focus on key priorities, build on our past achievements, and address some of the key conservation challenges in our traditional areas of work, linking the needs of people and nature.

More specifically, we are continuing our work on freshwater and coastal ecosystems in the Mediterranean and West Africa but through more focused strategies in both regions, and we have narrowed down our Alpine Arc programme to Switzerland alone, phasing out our support for work in the broader Alpine region. We have also strengthened our Sustainable Economy programme, focusing on natural capital, financial flows and resource efficiency, tackling overconsumption, and driving positive behaviour change.

Focussing our efforts and concentrating our resources means a new way of working, with a greater emphasis on funding broader clusters of projects which are delivered by communities of partners working together.

To support this approach and long-lasting results, we have increased investment in the organisational development of key partners so that they continue to flourish without MAVA funding, after 2022. This investment primarily targets partners critical to the fulfilment of our long-term goals, that are most in need of such support, and that have the capacity and willingness to engage in development.

Our core values remain unchanged and are now more relevant than ever: unifying key players; empowering local organisations; being flexible in our approach; and persevering in our pursuit of long-term conservation success.

## Our approach as catalyst and convenor

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At MAVA we consider ourselves an 'engaged donor' with an involved, transformational role that includes but goes far beyond providing purely financial support. We also seek to catalyse change through mobilising and convening communities, shaping the conservation agenda, and collaborating with fellow donors.

We emphasise an integrated bottom-up approach to conservation. In close collaboration with partners, we seek to address the most pressing needs on the ground in the places we work, or tackle key global issues. Working across sectors, catalysing joint action, strengthening organisations, and engaging tomorrow's conservation leaders, our aim is to embed consideration of the value of biodiversity and ecosystems into all levels of decision-making. Addressing the root causes of biodiversity loss and the drivers of sustainability, our aim is to ensure the long-term future of iconic sites and species and leave a lasting legacy.

## Our programmes

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Our new strategy capitalises on our past achievements and is designed to consolidate our successes through its focus on four core programmes.

- Mediterranean Basin
- West Africa
- Switzerland
- Sustainable Economy

Each of these includes well-defined goals and outcomes while retaining enough flexibility to respond to emerging needs and opportunities that are in line with our new strategy.















## Mediterranean Basin

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In the Mediterranean Basin, by 2022, we aim to improve the conservation status of key basins and aquifers for biodiversity and 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. Focussing on demonstration sites, we work towards promoting a significant reduction in water abstraction impacts; minimising threats from construction and poor management of water infrastructure; eliminating development threats affecting coastal wetlands and related critical marine habitats; reducing impacts in selected fisheries on priority species and habitats; reducing fishing pressure on high trophic level fish species; halting the loss of land use practices that foster high biodiversity; and eliminating human-induced direct mortality of priority species.

For more details about the MAVA strategy 2016-2022 for the Mediterranean Basin programme, please visit our website here: <http://en.mava-foundation.org/wp-content/uploads/2018/02/Mediterranean-Strategy-SUMMARY-270516-FINAL.pdf>

## 2016-2022 strategy

Threats	Outcomes by 2022	Action Plan
Unsustainable water use and unsustainable coastal development	M1- M2: The impacts of water abstraction and unsustainable water infrastructure on river basins biodiversity and functioning are reduced 	
	M3: Coastal wetland degradation due to Coastal Development and Water Abstraction is reduced in 3 coastal demonstration sites 	
Unsustainable fishing practices	M4: The impacts of selected fisheries on priority species and habitats are reduced in 3 marine geographies 	
	M5: Fishing pressure on high trophic level fish species targeted by artisanal fisheries is reduced in 3 marine geographies 	
Abandonment of sustainable land use practices	M6: The loss of land use practices that foster high biodiversity is halted in three selected landscapes 	
Killing of priority species	M7 birds: Human-induced direct mortality of migratory bird and vulture has been minimised or eliminated at Mediterranean level 	
	M7: Human-induced direct mortality of sea turtle has been minimised or eliminated at Mediterranean level 	

### Targets

-  Key basins and aquifers for biodiversity and 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
-  Priority species

## West Africa

















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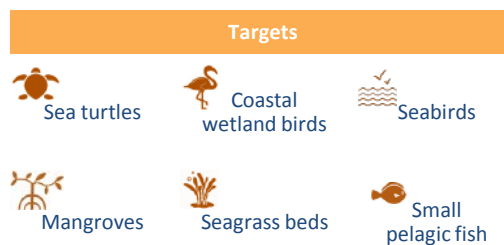
In West Africa, by 2022, we aim to improve the conservation status of sea turtles, coastal wetlands, seabirds, mangroves, seagrass beds and small pelagic fish. In particular we work towards the eradicating disturbance and illegal harvesting in the four most important nesting sites for green and loggerhead sea turtles; halting disturbance of breeding and wintering shorebirds in priority coastal wetlands; eradicating illegal harvesting and disturbance of seabird breeding colonies in MPAs; improving pollution risk management in offshore oil and gas activities in at least four countries; sustainably regulating infrastructure development on turtles nesting beaches, mangroves, seagrass beds and critical coastal wetland sites; improving knowledge and experience from pilot sites leading to conservation action for seagrass beds at regional level; reducing seabird and sea turtle bycatch by 80% in specific fisheries; reducing fishing efforts of foreign distant water fleets, including joint ventures; and effective management of small pelagic fish and mullets in key onshore and other sensitive areas.

For more details about the MAVA strategy 2016-2022 for the West Africa programme, please visit our website here: <http://en.mava-foundation.org/wp-content/uploads/2018/02/West-Africa-Strategy-SUMMARY-FINAL-1.pdf>



## 2016-2022 strategy

Threats	Outcomes by 2022	Action Plan
Disturbance and illegal harvesting	<p>WA 1: Disturbance is minimised and illegal harvesting on the four most important nesting sites for green and loggerhead sea turtles (Maio, Boavista, PNMJVP, PNO) is eradicated</p> 	
	<p>WA 2: Disturbance of key breeding and wintering sites for coastal wetland birds is halted in priority MPAs (Golfe d'Argin, Bas delta du fleuve Sénégal, Saloum, Bijagós)</p> 	
	<p>WA 3: Illegal harvesting and disturbance are eradicated in at least 80% of all the seabird breeding colonies located in MPAs</p> 	
Oil pollution	<p>WA 4: Pollution risk derived from the oil and gas industry is mitigated in the region</p> 	
Infrastructure development	<p>WA 5: Infrastructure development on turtle nesting beaches, mangroves, seagrass beds and coastal wetlands critical sites is regulated and sustainable</p> 	
Lack of knowledge	<p>WA 6: Improved knowledge and experience from pilot sites lead to conservation actions for seagrass beds at regional levels</p> 	
Bycatch	<p>WA 7: Bycatch of seabird and sea turtles in specific fisheries (to be specified) is reduced by 80% in comparison to its level in 2016</p> 	
Overfishing	<p>WA 8: Depletion of coastal small pelagic fish stocks in West Africa is reduced</p> 	





## Switzerland

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Switzerland is the focus of our former Alpine Arc programme, with a specific emphasis on:

- Hydropower and river regulation
- Sustainable agricultural practices
- Vaud ecological infrastructure
- Green economy

In Switzerland, by 2022, we aim to improve the conservation status of rivers, and contribute to a more sustainable agriculture, ecological infrastructure and green economy. In particular, we work toward reducing impacts from hydropower production and restoring rivers ecologically; shifting agricultural practices towards less resource intensive and more environmentally friendly production; improving the conservation and restoration of functional ecosystems in Vaud; supporting legislation that incentivises less energy use and resource consumption.

For more details about the MAVA strategy 2016-2022 for the Switzerland programme, please visit our website.



## 2016-2022 strategy

Threats	Outcomes by 2022	Action Plan
Hydropower and river regulation	CH1: Impacts from hydropower production are reduced and rivers are ecologically restored 	
Unsustainable agricultural practices	CH 2: Agricultural practices shift towards less resource intensive and more environmentally friendly production 	
Vaud ecological infrastructure	CH3: The functional ecosystems and landscapes in Vaud are better conserved and restored 	
High emissions and resource overuse	CH4: Legislation in place that allows to incentivize/steer energy use and resource consumption 	

### Targets



Rivers



Sustainable agriculture



Ecological infrastructure

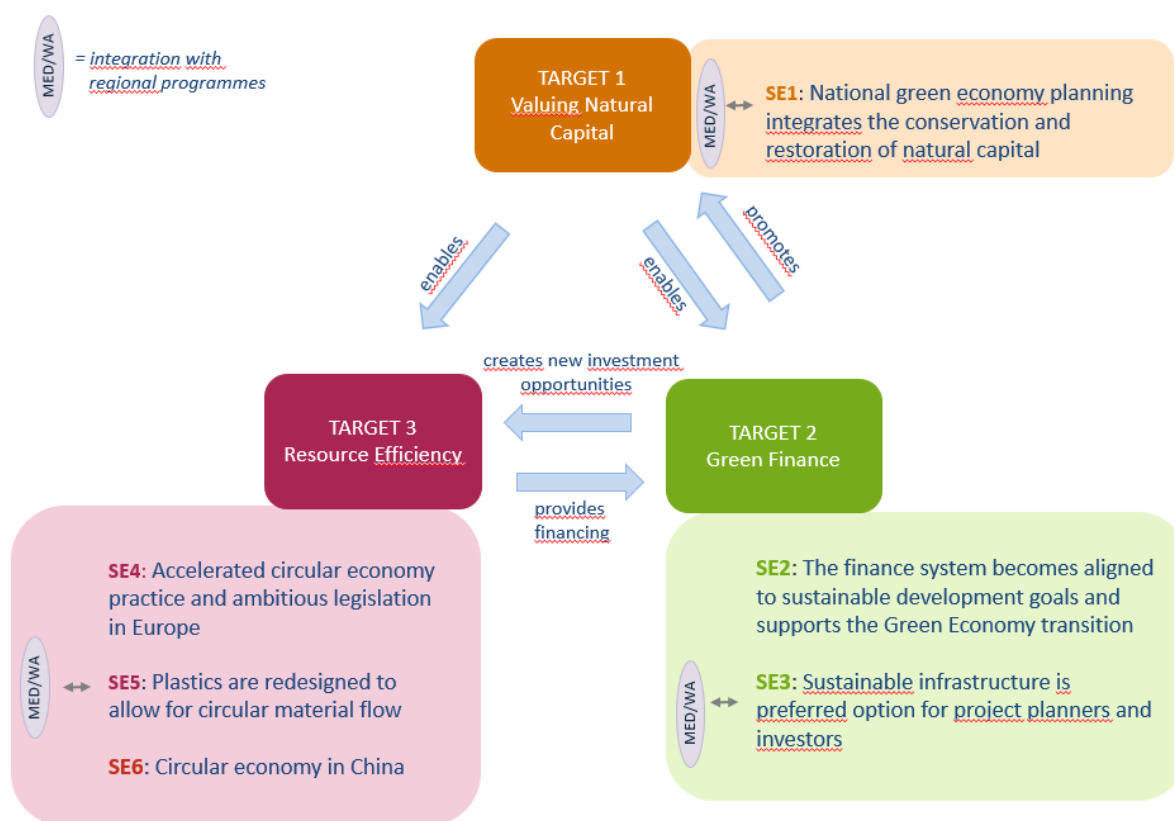


Green economy

## Sustainable Economy

With this programme, we will contribute to the creation of a more sustainable global economic system. Some specific areas have been identified as bearing potential for enhanced impact through an integrated approach between this programme and MAVA’s regional programmes.

The Sustainable Economy programme will focus on valuing natural capital, green finance and resource efficiency. In particular, we work towards integrating natural capital accounting into national development plans; Switzerland becoming a national leader in green finance; defining sustainable infrastructure and demonstrating its benefits to project planners and investors; increasing private and public investment for fish stock recovery and transition to sustainable fisheries; implementing ambitious circular economy legislation in Europe, analysing circular economy potential in China; and integrating circular material flow in the plastics economy.



## Springboard to the future

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An essential aspect of delivering and sustaining our vision beyond 2022 will be the continued creation and strengthening of a global community of robust civil society and partner organisations. Through the organisational development of select partners, we are committed to passing on and sharing our experience, learning and knowledge for lasting impact.

For critical partners, we support organisational robustness in governance, management, structure, operation, accounting, fundraising, and strategy. We also work with partners to identify, develop and provide opportunities for young and upcoming conservation leaders of the future; support and grow the use of sustainable finance mechanisms; reinforce communications; and help shift mind-sets and attitudes to nature and sustainability.

## Grant-making to 2022

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In making grants and allocating funds between 2016 and 2022, we have identified the most promising and appropriate partners and projects that will enable us to fulfil our mission and achieve our goals and outcomes.

We seek specific proposals from the conservation community, explore co-creation with partners, build broader programme level collaboration, and work closely with fellow donors. As we are focussed on the new strategy leading to 2022 mainly by working hand-in-hand and co-creating with key partners., we do not accept unsolicited requests for funding. MAVA may from time to time issue specific calls for proposals around a certain theme. Please consult our website for information.

We will work closely with all our partners during this period of transition, discussing challenges and opportunities in order to orchestrate as smooth a transition as possible when MAVA funding ends.

We will phase out support for some partners and projects earlier than others but for all partners there will be an end to MAVA funding by 2022.

Our commitment is to manage this transition responsibly and transparently.

## Defining success

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Success for MAVA means achieving positive outcomes for conservation, our partners and the Foundation as a whole.

By 2022, we will know we have succeeded when we have delivered the conservation outcomes for each programme, supported the development of key partners, and orchestrated an exemplary transition for both partners and staff that is smooth and transparent.

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