



Final
evaluation



MEDITERRANEAN
BASIN

MEDITERRANEAN PROGRAMME

1994-2022



143

CONTRACTED
PARTNERS

421€

MILLION
BUDGET

24

COUNTRIES



THE MEDITERRANEAN PROGRAMME IN A NUTSHELL

Programme history snapshot

MAVA's commitment to conservation in the Mediterranean was built on our founder Luc Hoffmann's engagement in the region prior to our establishment in 1994. Of particular note was his passion for three iconic wetlands – the [Camargue](#) in France, [Doñana](#) in Spain, and the [Prespa Lakes](#) in Greece, Albania, and North Macedonia – and the work he delivered in close collaboration with organisations dedicated to conserving these places, namely the Tour du Valat Foundation, WWF Spain, and WWF Greece and the Society for the Protection of Prespa. The fundamental principles behind our approach were also Luc's: trusting key people on the ground, helping develop pivotal organisations and partnerships, and practising evidence-based conservation.

From an initial focus on waterbirds and wetlands, our interests gradually expanded to include work on wider marine and landscape issues in all 24 countries harbouring Mediterranean ecosystems. The Mediterranean programme was then formalised in a 2011-2015 strategy. This was broadly organised around three main pillars: conserving biodiversity and ecosystem functions; promoting sustainable management and use of natural resources; and fostering a strong and effective conservation community. This framework helped catalyse collaboration within the conservation community through promoting networks and awarding large core funding grants to strategic partners – referred to as *programmatic* partners – over the long term.

With our 2016-2022 exit strategy, we chose to focus more tightly on the themes most critical to MAVA in the region. This strategy was specifically designed to scale impact and to prepare the ground for securing our legacy as our closure approached.



Geographical scope of the MAVA Mediterranean Programme



Overview of programme structure and operation

Between 1994 and 2022, MAVA worked with 143 partner organisations in implementing its Mediterranean programme, combining a regional perspective with strong local implementation, and building on trusted, long-term partnerships. Throughout its life, MAVA was the main philanthropic donor focusing on conservation issues in the region, making an investment second only in size to that of the Global Environment Facility (GEF).

Topics addressed by the programme covered six of the foundation's core themes: wetlands and freshwater, terrestrial landscapes, marine environments, birds, nature and culture, and economics and finance for nature.

A strong focus on organisational development, and the creation of resilient financial mechanisms in collaboration with our [Impact and Sustainability Unit](#), put our key partners on a sustainable footing. Continuous efforts to build partner capacity, including through the contributions of small grant programmes (Critical Ecosystem Partnership Fund - CEPF; Global Environment Facility's Small Grants Program - GEF-SGP; Programme de Petites Initiatives pour les Organisations de la Société Civile d'Afrique du Nord - PPI OSCAN; and Conservation Collective micro-funds), reinforced the implementing power and local relevance of the programme. Our programmatic partners and the fellow donors who co-financed the implementation of our Mediterranean strategy created bridges between our work and other relevant initiatives by integrating their strategies and approaches with ours. This gave our collective efforts wider resonance and impact.

MAVA's final strategy (2016-2022) comprised six Outcome Action Plans (OAPs), each of which was carried out through a dedicated partnership and supported by the main regional conservation networks established with MAVA's support (Mediterranean Wetlands Initiative - MedWet; Network of Marine Protected Area Managers in the Mediterranean - MedPAN; Mediterranean Consortium for Nature and Culture - MCNC; High Ecological Value Mediterranean Forests Network - MEDFORVAL; and the Initiative Petites Iles de la Méditerranée - PIM).



Overview of the 2016-2022 Mediterranean strategy

Mediterranean threats and wonders

Some of the serious threats directly relevant to MAVA's programme include:

- 75% of the assessed fish stocks are overexploited making it the world's most overfished sea
- Climate change occurs 20% faster in the region than the global average
- Six of the 20 most water-scarce countries in the world are Mediterranean
- 25 million birds are shot, trapped or poisoned in the region annually

However, due to the extraordinary resilience of its ecosystems and cultures, the Mediterranean remains one of the global biodiversity hotspots with amongst the highest rates of endemism in the world.

Our strategic response

We called on our main partners to jointly design Theories of Change to address threat-reduction on the main conservation targets of MAVA's interest. This led to the implementation of six Outcome Action Plans (OAPs) to preserve, restore and sustainably use River basins, Coastal wetlands, Coastal marine ecosystems, and Cultural landscapes, and to conserve Migratory birds and Marine turtles. This resulted in tangible conservation impacts by 2022, and in the building of strong partnerships determined to carry on MAVA's legacy in the region.



The final evaluations of each of our Mediterranean OAPs can be found [here](#).

115 field sites

109 projects

71€ million budget

APPROACH AND ACHIEVEMENTS

The programme's most impactful achievements are highly significant for the region's biodiversity and its conservation community. The **text box below** shows the high-level approaches we used in the programme to achieve these.

The box is followed by our main achievements consolidated under nine categories.

OUR TRADEMARK APPROACHES

- **Scaling up from pilot sites to larger areas**
.....
- **Multidimensional conservation integrating ecological, economic, social and cultural aspects**
.....
- **Nature-culture links**
.....
- **Sustainable financial mechanisms and donor collaboratives**
.....
- **Combined measures for threat reduction and direct conservation gains**
.....
- **Building on reliable knowledge**
.....
- **A stronger and inclusive conservation community in collaboration with the private sector**
.....

1 Improved conservation status of endangered species

In the Mediterranean, MAVA supported an extraordinary number of species conservation projects, especially for birds and marine turtles, but also mammals, fish, plants and even invertebrates. Waterbirds benefited greatly from wetland conservation efforts right from the beginning of the programme's life. Amongst many others, the recovery of the Dalmatian Pelican and the Great Flamingo were significant achievements. Some critical raptor and vulture populations are also recolonising areas from which they had long ago disappeared. Marine turtle hatching success has improved due to reduced degradation and disturbance of nesting sites. And our support for key organisations brought the Iberian Lynx – the most endangered cat species in the world – back from the brink of extinction.

We chose to focus on iconic species because their conservation also benefits other endangered species that depend on the same ecosystems. In the case of highly mobile species, such as migratory birds and marine turtles, we relied on a coherent and synchronised multi-partner and pan-Mediterranean approach, such as that we used to prevent illegal killing of birds.

Trusting the work and expertise of scientists and supporting specialised organisations had a great impact. Accompanying the fundamental restructuring of the Vulture Conservation Foundation (VCF), for instance, led to targeted action for the recovery of the four species of vulture in Europe. Technical innovation and collaboration with the private sector also proved essential in achieving lasting change at scale. Examples here include collaboration between our partners and energy companies to mitigate the impact of wind turbines and power lines on migratory birds, and with fishers to implement bycatch mitigation measures.

2 A robust and representative network of protected areas

Inspired by the work around iconic sites, the programme contributed significantly to the creation and enhancement of terrestrial and marine protected areas by expanding their coverage and level of protection, and by supporting the establishment of new protective designations such as private reserves (e.g., Faia Brava), transboundary parks (Prespa), and the first River Park in Europe (Vjosa). More recently, both the Vjosa River in Albania and Ulcinj Salina in Montenegro saw dramatic changes in their status, from facing tremendous threats to receiving full protection!

With our support, ecosystem restoration in both marine and terrestrial protected areas was achieved in collaboration with national authorities (e.g., in Aoua Lake, Morocco; Hutovo Blato wetlands, Bosnia-Herzegovina; Sinis Marine Protected Area, Italy). Major initiatives for freshwater ecosystems were set up, including for the permanent protection of four free-flowing rivers, and the designation of over 100 Ramsar sites and two Ramsar cities in North Africa. Community-based protected areas that apply an integrated nature-culture approach, such as *himas* in Lebanon and *adgals* and Indigenous and Local Community Conserved Areas (ICCAs) in Morocco, were also strengthened thanks to our support.

Building the capacity of protected area practitioners and facilitating knowledge and experience sharing were key in enhancing the effectiveness of protected area management. Networks that we supported (MedWet; MedPAN; MEDFORVAL) now ensure improved management, scaling up, and connectivity for existing protected areas. And new governance mechanisms, including the multi-sectoral Integrated River Basin Management (IRBM) committees for the Mujib basin (Jordan) and the Medjerda basin (Tunisia), also support greater management effectiveness.

3 Ecosystems conserved beyond protected areas

In the Mediterranean, most biodiversity occurs outside protected areas. Therefore, we have encouraged sustainable practices in agriculture, fisheries, salt-pan management, and tourism to help maintain functional ecosystems, as well as the services they provide for local communities.

One way to secure sustainable fisheries is to encourage governance bodies in traditional fishing communities such as the *cofradias de pesca* in Spain, and the co-management committee in Ghannouch in Tunisia, to establish and enforce voluntary no-take zones.

And working with farmers in wetlands, we developed new sustainable business models and designed supporting financial mechanisms to enable their implementation. Examples include working with producers

in orchards and vineyards in France, Spain, and North Africa, and in vegetable-growing areas in Italy. Also, in remote rural areas practising extensive agriculture, we supported the establishment of land stewardship systems on 63,000 hectares in the dehesas of Castilla Leon in Spain, on 4 % of the island of Menorca, in the Shouf mountain of Lebanon, and on the Greek islands of Lemnos and Kythera. Projects with a focus on sustainably managed lands had direct and measurable impacts on the conservation of keystone species such as pollinators and other invertebrates highly threatened by land conversion.

4 Successful scaling up from pilot sites and initiatives to regional scope

We supported numerous pilot initiatives across the region to demonstrate solutions to key challenges and encourage replication and scaling up.

Mitigation measures to reduce marine turtle bycatch within the Northern Cyprus small-scale fleet, for example, served as a blueprint for pan-regional expansion, and more than ten different measures have now been tested in Croatia, Cyprus, Italy, Morocco, Tunisia, and Türkiye.

Comprehensive work in Mediterranean wetlands that yielded impressive results at regional level also began through pilot projects. The pioneering inventory and conservation of island wetlands in Greece, for instance, led to an expanded inventory, legal protection, and restoration of wetlands in all the larger islands of Spain, Tunisia, France, Malta, Cyprus, Türkiye, Italy, Croatia, and Greece. In addition, expertise from Tour du Valat and Doñana wetlands research centres strengthened management of salinas across the region, including Tejo, Cadiz, Ulcinj, and Gediz. And this work will be furthered through the Mediterranean Alliance for Wetlands' regional wetland restoration initiative.

Involving other organisations in scaling impact was another common approach. The increase in the number of environmental micro-funds in the region from five to ten is just one example. This was done through providing support to the [Conservation Collective](#) for organisational growth, overall strategy development, monitoring and evaluation systems, and seed money for three funds.

5 Effective legal and policy frameworks in place

We supported partners and networks to advocate for effective policies and new legal mechanisms, including within multilateral agreements, to support conservation in all thematic areas. Our partners' actions at regional and national levels included the fight against lead shot and ammunition that affect wildlife; the hunting ban for the turtle dove in European countries; campaigning for the recognition and reward of sustainable farming by the EU's [Common Agricultural Policy](#); securing the [EU Birds and Habitats Directives](#); and work through international agreements such as the Convention on Migratory Species ([CMS](#)) [Task Force](#) to prevent Illegal Killing of Birds. In addition, partner advocacy was instrumental in securing government funding for the maintenance of cultural farming practices in Spain and Portugal, the adoption of a new protected areas law in Lebanon, and the recognition of land stewardship in Balearic agrarian law.

We also supported the enforcement of existing legislation in countries where capacity or resources were lacking. The Lawyers for Rivers Network, for example, helped strengthen the enforcement of river protection laws in the Balkans, with the construction of more than 150 dams stopped or avoided. Training programmes for lawyers, judges, and prosecutors in Portugal and Albania on environmental laws applicable to preventing or halting the construction of harmful dams, and peer-to-peer training of rangers in the Balkans by Spanish authorities experienced in investigating and preventing wildlife crimes, significantly improved enforcement capacity. And the documentation and systematisation of marine legislation in seven countries, including for fisheries and aquaculture, and the creation of an open-access repository ([GFCM-Lex](#)), also supports better regulation and enforcement.

6 Reliable knowledge that supports effective conservation

Changes in policy and the design and implementation of appropriate conservation measures require new knowledge and evidence-based research. This made investment in knowledge generation and its application a fundamental part of our approach.

Our partners relied on using cutting-edge knowledge to set conservation priorities and develop effective projects. Fundamental to creating strong baselines for impact measurement, several innovative databases were designed to capture the ecological characteristics of the region. Amongst these, wetlands inventories proved very useful in defining new protected areas and primary restoration targets and detecting trends in threats and status.

Some of the ground-breaking research that the programme supported included:

- the development of a new methodological framework to guide the assessment of links between biodiversity, cultural practices, and community well-being;
- the unprecedented establishment of an integrated, collaborative, and coordinated monitoring system for assessing the abundance and distribution of cetacean populations across the Mediterranean ([ACCOBAMS Survey Initiative](#) - ASI);
- the development of models and guidelines and their application for estimating minimum flow in several river basins of Morocco, Jordan, and the Iberian Peninsula;
- the mapping and characterisation of Important Plant Areas in parts of North Africa, the Balkans, Türkiye, and the Middle East;
- a massive expansion and update of the Mediterranean Red List of threatened species;
- the establishment of baselines for monitoring the effects of illegal killing of birds, collision and electrocution, and poisoning for all four vulture species of the region, and for supporting better fisheries management, bycatch reduction, and increased post-release survival rates for vulnerable species;
- support for the initial development of the concepts of Important Marine Mammal Areas and Important Marine Turtle Areas, adapted from the Important Bird and Biodiversity Area/Key Biodiversity Area (IBA/KBA) model and designed for global application.

7 Strong practitioner networks at regional level

Creating practitioner networks and supporting their activities was a consistent and key feature of the programme. Starting in the 1990s with the MedWet Initiative for wetlands and freshwater practitioners, the programme later supported the creation of networks on marine themes (MedPAN, North Africa Sea Turtles Network - NASTNet, and Mediterranean Islands Collective - MIC) and on terrestrial landscape issues (MEDFORVAL, Alliance for Mediterranean Nature & Culture - AMNC).

Whether they convene island specialists or practitioners dedicated to forested lands rich in biodiversity, these networks have united individuals and organisations involved in Mediterranean conservation. They have proved to be excellent vehicles for scaling up efforts to a regional level, bringing visibility to specific issues through joint communications and advocacy, raising funds, sharing and capitalising on project results, helping communities of practice grow, and deepening regional expertise and knowledge.

We were successful in creating and promoting these networks thanks to MAVA's exceptional ability to convene different actors, something nurtured and practised by Luc Hoffmann in the early days. Our long-term funding and guidance were also key in securing proper governance and operational systems for these networks.

8 An inclusive and innovative regional dynamic established

The programme often ventured onto untrodden ground, supporting conservation in risky geographies and geopolitically complex contexts. This included supporting emerging civil society and sea turtle monitoring and a marine protected area in Libya, conservation of Devil Ray in the Palestinian Gaza Strip, prevention of illegal killing of birds during the conflict in Syria, and collaboration between the North and South of Cyprus on wetland inventories and bycatch mitigation.

In Türkiye, where civil society has experienced serious constraints on environmental action, we consistently supported partner engagement with vulnerable local communities in the Taurus Mountains. In Algeria and Egypt, to promote integration of civil society organisations into the MAVA Mediterranean community, we created or supported small grant programmes. Well-received by the authorities, these included the Programme de Petites Initiatives pour les Organisations de la Société Civile d' Afrique du Nord (PPI OSCAN), and the Global Environment Facility's Small Grants Program (GEF-SGP).

Through these initiatives, we showed contextual barriers sometimes seen as insurmountable, can be overcome by reframing topics at local level to overcome political resistance, or by bringing international attention to local issues through networking. MAVA's political neutrality and reputation, as well as its funding flexibility and capacity to engage locally, allowed us to free local stakeholders from their contextual limitations.

Involving traditional communities and stakeholders was another trademark of the programme, reflecting MAVA's core values and integrated bottom-up approach to conservation. Local, traditional, and indigenous communities are key players in conservation in the region, and consequently we designed and applied an inclusive, integrated nature-and-culture approach in areas such as the Moroccan High Atlas and Lebanon's *himas*, and with small-scale fisher communities in coastal areas.

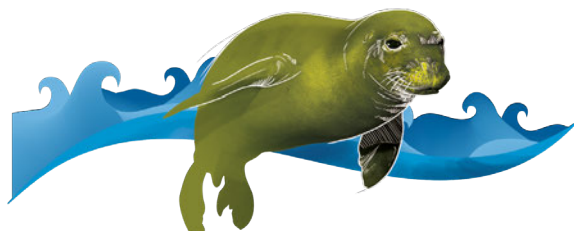
Lastly, the inclusion of government bodies in our OAP partnerships contributed to their impact and effectiveness. Alongside civil society and academic stakeholders, our partnerships included multilateral agencies such as the General Fisheries Commission for the Mediterranean (GFCM), implementation agencies of the Barcelona and Ramsar Conventions, and ACCOBAMS, as well as local governments and agencies that worked closely with national governments and the private sector. Crucial to the effectiveness of these partnerships were their diversity and inclusiveness. This enabled aligned partner objectives, a holistic approach, and professional, collaborative, transparent implementation, leading to direct uptake of our work in policy frameworks (e.g., [GFCM Strategy 2030](#), [Post-2020 SAP-BIO](#)).

9 MAVA's impact and legacy strengthened through donor collaboration and the development of sustainable financial mechanisms

In the Mediterranean, where conservation funding is limited, donor collaboration can increase the scope and potential impact of individually supported initiatives. And the focus and capacity of donors, in terms of where, when, and how to work, are often complementary, allowing them to respond more effectively to complex conservation challenges by working together. The development of lasting partnerships with fellow donors on strategic issues has also guaranteed continued financial support for these topics after MAVA has closed.

This is why we set out to create a basket fund for the conservation, sustainable use, and restoration of wetland and freshwater ecosystems through the Donors' Initiative for Mediterranean Freshwater Ecosystems ([DIMFE](#)) with the A. J. Jensen and Prince Albert II of Monaco foundations; collaborated with the Critical Ecosystem Partnership Fund (CEPF) through aligning our strategies on cultural landscapes; founded the [Highly Protected Mediterranean Initiative](#) (HPMI), a sub-fund dedicated to highly and fully protected marine areas within the regional MedFund for MPAs; and co-created the [Monk Seal Alliance](#), a donor collaborative exclusively focussed on the preservation of the Mediterranean Monk Seal, the rarest marine mammal in the region.

Another way to ensure financial sustainability and long-term investment in our work was through the development of Conservation Trust Funds such as the Prespa Ohrid Nature Trust ([PONT](#)), and the creation and endowment of funds with a specific purpose such as the Doñana Defense Fund. In addition, we funded the design and set up of [several financial mechanisms](#) such as BlueMove that supports fishers to access funding from the 2021-2027 European Maritime, Fisheries and Aquaculture Fund ([EMFAF](#)) for the sustainable use of marine resources.



LOOKING AHEAD

How is the future shaping up?

Implementing our OAPs relied strongly on developing solid [thematic partnerships](#). We are happy to report that investing in this collaborative approach paid off with all partnerships declaring their intention to continue to work together after MAVA's closing and to build on the results of our OAPs. Although some governance and sustainability aspects of these partnerships need strengthening, partners are truly committed to pursuing their collaboration.

We are confident that MAVA's legacy in the Mediterranean is secure in the hands of new formal consortia – namely, the [Mediterranean Alliance for Wetlands](#), [Together for the Med](#), the [Alliance for Mediterranean Nature and Culture](#), and [Conservation of Marine Turtles in the Mediterranean Region](#). In addition, powerful collaborations developed during OAP implementation, for example between BirdLife, IUCN, VCF, and WWF on bird conservation, more fluid networks such as the [MIC](#), and joint implementation of promising new projects such as Enhancing Ecosystem Resilience in the Mediterranean (RESCOM), will help ensure the sustainability of our work.

We have also been successful at passing the baton to other donors. Our partners have already raised close to 60 million euros to build on the results of our last Mediterranean strategy. Their funding basis is broad, with 52% of funds provided by public institutions, 42% by foundations, and 6% by corporate funders.

As we close our doors, the partnerships are determined to deliver on the following tasks.

- *Capitalise on results to date.* Thanks to thorough monitoring and evaluation systems that are now in place, our partners have a better understanding of what works and what doesn't, and their future work will be based on successes and learnings gained during OAP implementation.
- *Expand scope.* There is significant potential for adding new dimensions to projects and programmes (e.g., covering civil rights and gender) by including new partners, collaborating with other initiatives, and expanding geographical scope.
- *Fundraise for further collaborative work.* All partnerships have already secured support for coordination and/or projects and are actively pursuing fundraising through applying strategies developed during OAP implementation.
- *Commit to ensuring MAVA's legacy.* Following our organisational development and training efforts, in particular through the [MAVA Leaders for Nature Academy](#), new and emerging conservation leaders now share a common commitment to securing and building on MAVA's legacy in the Mediterranean.

What remains to be achieved?

The community we have created needs to be consolidated and amplified.

People and experiences are here to stay – but it will take both leadership and funding to maintain and grow momentum. Key individuals within the extended conservation community that we have nurtured need to continue advocating for greater impact through joint and individual action. And coordination of partnerships and technical projects under development need financial support.

By developing a common Theory of Change that builds on their previous programmes, partners can unite around a shared vision and mission, and ensure they work towards joint goals. This requires being realistic and mindful of context when setting objectives, as well as avoiding being overambitious or relying on complex factors such as policy and legal frameworks for success. The Theory of Change should then develop SMART, joint projects that address the most critical challenges.

Adapting to new situations and a fast-changing world, the community must innovate and become more inclusive, for instance by giving stronger consideration for the connection between climate, socioeconomics, and biodiversity from which nature conservation emerges as a solution. Care should be given to maintaining and developing links between the different themes stewarded by our programme, particularly between the topics of freshwater, marine, and cultural landscapes where the integration could be stronger. For example, this could be ensured by increasing exchanges between existing thematic regional networks.

Following the end of MAVA's investment in the Mediterranean, so that it can continue its important work in the region, the conservation community will need more engagement from existing funders, both individually and collectively, and must also recruit new ones.



Our main lessons

After 28 years of working in this unique region, we have gained valuable lessons that we would like to share with our fellow funders, partners, and the wider conservation community.

- The Mediterranean is a diverse region with multiple political, social, and religious dimensions. However, Mediterranean peoples are united through shared history and cultures. Recognising and promoting this common heritage is an effective way to foster collaboration in such a complex context.
- Working at a regional scale adds visibility and ambition to a programme and its projects. This helps attract interest and drive engagement and action from decision-makers across the Mediterranean basin.
- While working at regional scale, it is also crucial to support projects that simultaneously address local and national contexts. This multi-level approach facilitates making the most of opportunities as they arise.
- Developing pilots in each subregion of the Mediterranean is fundamental for addressing local specificity and ensuring buy-in. It also creates a climate of emulation that speeds up adoption of policies and best practices across countries and subregions.
- Due to its combination of OECD and non-OECD countries, perceived geopolitical risks, and erroneous presumptions about the region being poor in biodiversity, the Mediterranean is rarely on the radar of major conservation donors. It is important to broadcast the message that conservation is delivering in the region, and that opportunities are promising, based on a vibrant conservation community and years of successful projects on which to build.
- Collaboration is not a given, and it is only through years of working side-by-side that trust is built and collaboration can flourish. The success of our work is underpinned by long-established trust between Mediterranean conservation partners, including donors.
- Amongst the few donors interested in the Mediterranean, thematic and geographical focuses only partially overlap, complexifying collaborations. We have learnt that to be successful, a donor collaborative needs to play on the often-complementary strengths of each of its member organisations, and to find creative solutions to circumvent individual limitations.
- Central to our Mediterranean Programme, the nature and culture approach has revealed key in capturing and honouring people's cultural knowledge, in recognising and reviving the link with the areas people lived in for generations, and in ensuring buy-in and sustainability via contributing to sustainable livelihoods.



Opportunities and Challenges for the Mediterranean conservation community

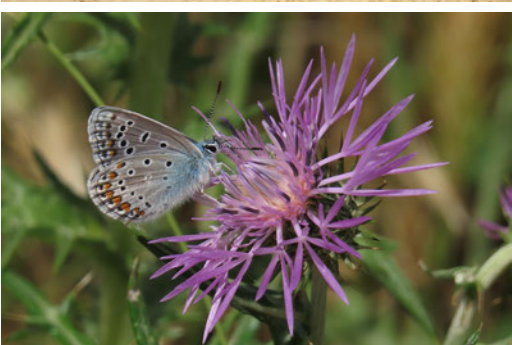
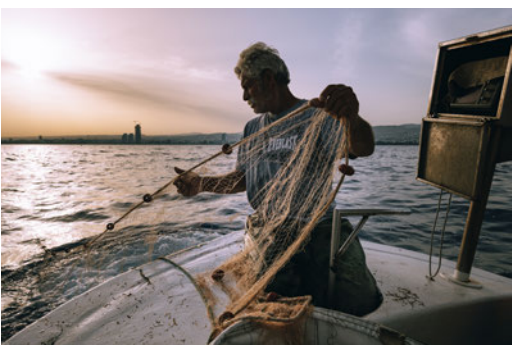
The current Mediterranean context offers several opportunities that the conservation community should seize upon, including:

- The [2022 Global Biodiversity Framework](#), especially the 30 by 30 target and its emphasis on community involvement in environmental governance, and the recognition of nature-based solutions to the climate crisis;
- The growing political interest of many governmental and non-governmental stakeholders of the region in bridging North, South and East of the Mediterranean;
- MAVA-inspired donor momentum (e.g., Med Donor Roundtable and its [Med Grant Tracker](#)) and active relationships between donors and partners (e.g., [MAVA Donors' Fair](#));
- The recent launch of the [Mediterranean Biodiversity Consortium](#), an innovative joint, multi-biome, holistic initiative designed to protect and restore biodiversity through applying nature-based solutions.

Major challenges to be faced include:

- The financial sustainability of conservation work: MAVA's investment in the region has been significant and continuous, and the foundation's closing creates a major gap in conservation funding and might hinder collaboration and result in increased competition for funding;
- The stress to which Mediterranean economies are submitted, sometimes reaching crisis point;
- The adverse regional repercussions of global crises on health, climate, and finance;
- The geopolitics affecting the stability of governance, decision-making, and the capacity of countries to respond to environmental challenges;
- Taking work to scale, which requires a strategic combination of mainstreaming pilot initiatives, ensuring systemic change through legal and institutional reform, engaging economic actors, and widening and strengthening multi-level partnerships.

Although the stakes are high, we are confident that the organisations and partnerships that we have developed or accompanied are well-equipped to lead the conservation movement in the region, and that MAVA's spirit will continue to inspire them. We offer our most heartfelt thanks to all who took part in our shared journey and to those who will keep carrying the flame!



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