



**Defending nature, empowering people**

**Annual Report**

**2023**



ANNUAL REPORT  
**2023**

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### For the photographs we would like to thank:

Antonella Mariotti (66, 68)  
Archivio Parco Ticino (2)  
Felipe Rodriguez (10, 34)  
Giampiero Gandolfo (13, 20, 44, 48, 58)  
Giovanni Porzio (cover)  
Mauricio Bisol (8)  
Michelangelo Pignani/FFI (62)

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## METHODOLOGICAL NOTE

The corporate social responsibility (CSR) report is a **tool for transparency**, offering stakeholders of Istituto Oikos – partners, staff, citizens, institutions, and public administrations – detailed information about the organization's activities and achievements throughout 2022. It adheres to the CSR guidelines for nonprofit (third sector) organizations and it's guided by the overarching framework of the **2019-2023 strategic plan**.

The document is structured in 8 chapters:

1. **Identity.** Provides an overview of Oikos' profile, the values on which the organization's work is based, awards and memberships.
2. **Organizational structure.** An overview of the statutory, supervisory and control bodies and offices in Italy and abroad.
3. **People at the service of the environment.** The chapter analyses the profile of employees, the types of contracts, roles in foreign offices and investments in training.
4. **How we work.** A summary of our approach, a section dedicated to stakeholders and key supporters, and an in-depth look at the organization's policies and procedures.
5. **Our work in 2023.** The chapter collects organizational performance indicators and those by sector of intervention; it then describes the main activities carried out and the results achieved in 2023 in each country. It also explores the strategic importance of the communication and environmental sustainability education activities promoted.

6. **Financial statement and economic sustainability.** Analysis of revenue and the 2023 financial statement.

7. **Our vision for the future.** An overall assessment of our work in 2023, objectives for improvement and future prospects.

8. **Support Oikos.** Tangible ways to join Oikos and actively contribute to promoting change.

For the drafting of the document, we have selected the most relevant data shown in a clear and concise form to facilitate the overall evaluation of our work by the various stakeholders. When appropriate, we have reported the data in a more analytical form to facilitate the understanding of some environmental, economic and social impacts.

All the information included in this document has undergone **internal verification and audit processes** to ensure accuracy. The **monitoring and evaluation** procedures have also allowed us to integrate the summaries of 2023 results with trends from previous years that emerged from the analysis of **Key Performance Indicators (KPIs)**, which are reported in Chapter 5 (Our work in 2023).

The Annual report is available both in an Italian and English digital version, on Istituto Oikos' website at this link: [www.istituto-oikos.org/statuto-e-bilanci](http://www.istituto-oikos.org/statuto-e-bilanci). For the 2023 edition, we have decided to print a limited number of copies and to concentrate our distribution efforts mainly online, with a focus on sustainability.



**TOGETHER WE WILL  
BE ABLE TO FACE  
THE CULTURAL  
REVOLUTION  
WAITING FOR US.  
WE WILL LEAN ON  
THE EDUCATIONAL  
SYSTEM AND ON  
THE DIALOGUE  
BETWEEN  
GENERATIONS IN  
ORDER TO BUILD A  
NEW WELL-BEING:  
AUTHENTIC, FAIR  
AND SUSTAINABLE.**

## LETTER FROM THE PRESIDENT AND GENERAL DIRECTOR

Dear Friends and Supporters,

This Report reflects on a challenging year marked by the devastation of armed conflicts and the far-reaching effects of climate change. These events have forced us to fight, on a daily basis, against the pessimism of reason, with the danger of losing hope for the future. Droughts, floods, and heat waves broke records in 2022 and 2023, simultaneously annihilating ecosystems and the life plans of millions of people. The latest report (May 2024) of the “Lancet countdown in Europe”, which was first launched in 2021 to monitor the relationship between climate change and the health status of populations, reminds us that temperatures in Europe are rising twice as fast as in the rest of the world. The report concludes by stressing that urgent climate action is indispensable. Individual and corporate commitments, business models, and political decisions will need to complement and leverage the urgency for change. The setback in progress in 2023 towards the UN 2030 Agenda Goals must be swiftly addressed.

Oikos’ contribution to this process centers on small actions that can take root, spread, and inspire further transformations. This is what is happening in Tanzania, where in 2023 we installed over 40 solar plants in the Manyara Region to make the water service more efficient, affordable, and sustainable. Or in Mozambique and Myanmar, where we are contributing to the protection of mangrove ecosystems, of which, according to the first Global Mangrove Assessment (IUCN, 2024), about 50% are at risk of collapse due to deforestation, pollution, construction, and infrastructure. We have planted more than 50,000 seedlings and 100,000 propagules and established 4 new community forests: concrete actions to reduce the impact of climate-related events, promote carbon storage, and improve the availability of fish resources for local communities.

In 2023, more than 360,000 beneficiaries experienced how essential ecosystem health is to reducing poverty and conflict. A big thank you then to the entire Oikos team: 153 people who have managed 84 projects in 6 countries by providing their skills, energy, and ability to work together. A sincere thank you also to our partners, members, and donors, whose trust is a source of pride for all of us.

Together, we can face the cultural revolution that lies ahead. By leveraging the educational system and fostering intergenerational dialogue, we will build a new form of well-being that is authentic, equitable, and sustainable. We will not sit idly by, risking being caught off guard by the looming flood.



Rossella Rossi  
President



Paola Mariani  
General Director



2023  
IN NUMBERS

6 countries

84 projects

staff  
members  
153

360,925  
beneficiaries



221  
partners



# 01

## WHO WE ARE

Istituto Oikos is a non-profit organization committed to the protection of biodiversity and the dissemination of more sustainable lifestyles in Europe and around the world. Since 1996, we have conceived and implemented more than 350 projects in Italy and in 17 countries across Europe, Asia, Africa, and Latin America

## VISION

A future in which ecology, economy, and equity come together to reconcile the needs of people and the environment

## MISSION

To contribute to conserving ecosystems by promoting development in a professional, innovative and participatory manner

**Without nature, there is no future.** Protecting nature means protecting ourselves: it is a complex but indispensable task. For 25 years, Istituto Oikos has placed the protection and restoration of our common resources (forests, flora, fauna, soil, and water) at the centre of its commitment, with particular attention to climate change, the most urgent and tangible challenge to the well-being of global society. We promote the conservation of natural resources, the development of responsible production and consumption models, and the adoption of sustainable lifestyles, focusing on ethical and social issues and the role of the most vulnerable groups, including women and young people. All of our interventions are possible thanks to the guidance of environmental professionals, the active involvement of our beneficiaries, and the partnership with public bodies, international organizations, and companies. We do that to ensure compliance with the Sustainable Development Goals of the 2030 Agenda and **to build a greener and more harmonious future for all.**

## VALUES

### > THE WORK OF THE ORGANIZATION IS BASED ON THE FOLLOWING VALUES:

#### Innovation and testing

These are two of the tools that are essential for us to implement efficient and effective programs. Through the search for state of the art solutions and the design of new models and best practices, Istituto Oikos promotes initiatives, methods, and technologies that positively impact socio-economic, environmental, and cultural processes.

#### Solidity and Sustainability of Actions

Ensuring efficient management and concrete solutions is a priority. Therefore, we strive to avoid any waste of resources with a view to long-term sustainability.

#### Professional Excellence

Esteem for human resources, with ongoing development of skills, is a prerequisite for maintaining high quality standards. We seek to respond to the needs of our stakeholders by being open to constant dialogue and developing effective solutions that are regularly subject to verification and monitoring.

#### Scientific rigor

Our work is based on a rigorous scientific approach, founded on proven expertise in the issues addressed, a constant search for methodological and technological innovations, and a multidisciplinary approach.

#### Sharing and Participation

Two fundamental pillars to ensure the success of effective and lasting contributions. We seek to fully share our objectives with collaborators and favor transparent and extended decision-making processes: we involve organizations, groups, communities, associations, and beneficiaries in defining strategies, planning, and sharing results.

#### Equity and Solidarity

We have one certainty: environmental conservation has a primary economic and social role. This is why we are committed to the rational use and management of natural resources in favor of balanced growth and a fairer distribution of our collective wealth.

#### Interculturality

Cultural diversity is a resource to be valued. We raise awareness and promote reciprocal recognition through dialogue and mediation. We also believe that the conscious use of natural resources contributes to the appreciation of the varied aspects of cultural history and the pursuit of social justice.

#### Consistency

The verification, for each activity undertaken, of full adherence to the values adopted is an integral part of our work. We consider consistency in our work to be a key factor in enhancing the value of our initiatives.



## RECOGNITIONS AND MEMBERSHIPS

### > AWARDS

- Recognized as an Association (Prefecture of Varese)
- Recognized as an association Observer at the UNFCCC since 2022.
- Recognized as an Environmental protection association by the Ministry of Ecological Transition (MITE) under Art. 13 of L.349/86
- Non-profit organization (Onlus) according to Decree 760/97 Istituto Oikos has started the procedure for registration in the Single National Register of the Third Sector (RUNTS)

### > MEMBERSHIP

- Association of Italian NGOs (AOI)
- Arci National Civil Service Aps
- CoLomba (Association of the NGOs of Lombardy)
- Italian Alliance for Sustainable Development (ASviS)
- International Union for the Conservation of Nature (IUCN)

# Organizational structure

## 02

### STATUTORY, SUPERVISORY AND CONTROL BODIES

#### Governing bodies

According to its Statute, Istituto Oikos is governed by the following bodies:

- General Assembly of members
- Board of Directors
- Statutory Auditor (monocratic)
- Compliance and Supervisory Body

#### ➤ GENERAL ASSEMBLY OF MEMBERS

Approves budgets and outlines the strategic directions of the organization, defined within the framework of the Strategic Plan 2019-2023.

##### Profile of members

number of members: 54 – average age: 54 – gender: 25 F 29 M

#### ➤ BOARD OF DIRECTORS

Holds office for three years and may be re-elected. It guides and supervises the day-to-day management of the organization. It consists of a minimum of five and a maximum of seven members, including the President—the legal representative of the Association—and the Vice President, chosen from among the members.

Profile of members - appointed 11 November 2019



**Rossella Rossi**  
President



**Adriano Martinoli**  
Vice President



**Alessandra Gagliardi**  
Member



**Sergio Vismara**  
Member



**Vittorio Rinaldi**  
Member

#### ➤ STATUTORY AUDITOR (MONOCRATIC)

The Auditor supervises compliance with the Articles of Association and the adequacy of the organizational, administrative and accounting structure.



**Maria Clotilde Cermisoni**  
Sole Auditor, Chartered Accountant and Auditor.  
Appointment from 11/11/2019

#### ➤ SUPERVISORY BODY (SB)

Carries out periodic internal control and verification activities and validates compliance with prevention and privacy regulations.

Member profile – appointed on February 6, 2020



**Rossella Rossi**  
President



**Eugenio Carlini**  
Member



**Giorgio Cancelliere**  
Member

## SCIENTIFIC COMMITTEE

An advisory body that formulates positions and proposals on strategies, objectives, projects, studies, research or other initiatives promoted by the organization, verifying the scientific accuracy of its work.



**Adriano Martinoli**  
member since 14/12/2011



**Giorgio Cancelliere**  
member since 24/3/2009



**Maurizio di Robilant**  
member since 24/3/2009



**Paolo Anselmi**  
member since 24/3/2009



**Grammenos Mastrojeni**  
member since 16/12/2019



**Mario Motta**  
member since 16/12/2019



**Silvia Ceppi**  
Tanzania – member since 16/12/2019



**Stefano Caserini**  
member since 16/12/2019



**Vittorio Rinaldi**  
member since 16/12/2019



**Paola Testori Coggi**  
member since 16/12/2019



**Damiano Preatoni**  
member since 16/12/2019



**Pedro Regato**  
member since 16/12/2019

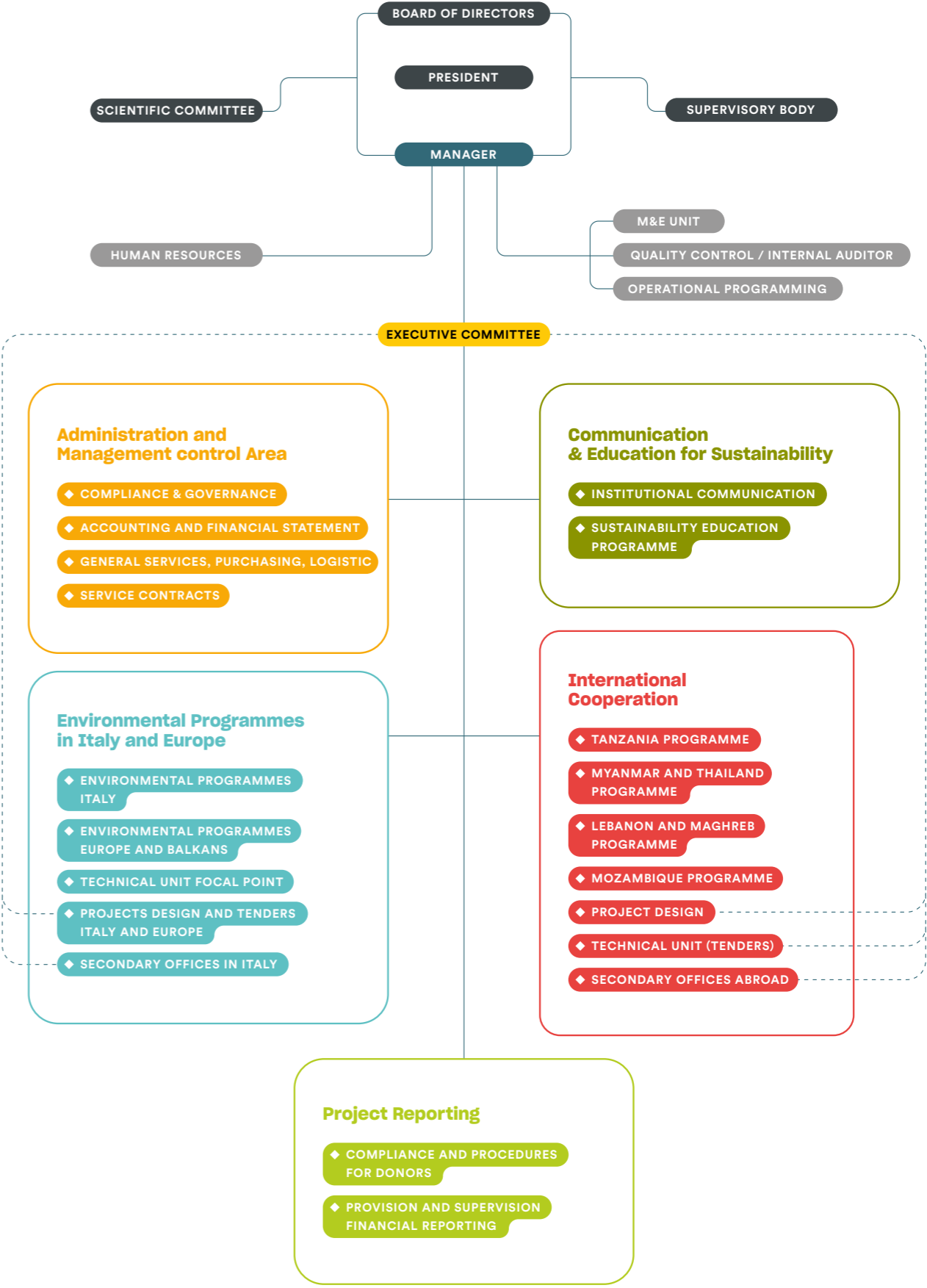


**Giuseppe Selvaggi**  
member since 16/12/2019



**Marco Bezzi**  
member since 16/12/2019

## OPERATIONAL STRUCTURES



WHERE WE WORK

ITALY

Year of commencement  
1996

Headquarters  
Milano

Regional offices  
Golasecca (Varese)  
Tre Ville (Trento)  
Perugia  
Roma  
Vignone (Verbania)  
Loro Ciuffenna (Arezzo)

Beneficiaries

8,489

Staff

49

Sectors

Biodiversity,  
Sustainable  
Communities

Projects

20

Emergency /Development

Development

SDGs

4

8

11

12

13

15

TANZANIA

Year of commencement  
1996

Central office  
Arusha

Secondary offices  
Isola di Pemba  
Zanzibar

Beneficiaries

276,592

Staff

8 (expat)

Sectors

Biodiversity, Water,  
Sustainable Communities,  
Climate and Energy

Projects

15

Emergency /Development

Development

SDGs

1

2

6

8

12

13

14

15

\*Oikos also operates in Tanzania through the local staff of our partner Oikos East Africa

MOZAMBIQUE

Year of commencement  
2012

Central office  
Pemba

Secondary offices  
Ibo  
Nacala

Beneficiaries

71,920

Staff

73 (64 local)  
(9 expat)

Sectors

Water, Sustainable  
Communities,  
Climate and Energy

Projects

21

Emergency /Development

Emergency,  
Development

SDGs

1

2

5

6

8

12

13

14

15

LEBANON

Year of commencement  
2016

Central office  
Beirut

Secondary office  
Maasser el-Shouf

Beneficiaries

705

Staff

8 (2 local)  
(6 expat)

Sectors

Biodiversity, Water,  
Sustainable Communities,  
Climate and Energy

Projects

13

Emergency /Development

Emergency,  
Development

SDGs

1

2

4

5

6

7

8

10

12

13

15

16

\*Oikos also operates in Lebanon through the local staff of our partners ACS and FSF

MYANMAR

Year of commencement  
2007

Central office  
Yangon

Secondary offices  
Kawthaung  
Kyeintali

Beneficiaries

3,138

Staff

11 (local)

Sectors

Biodiversity,  
Sustainable Communities,  
Climate and Energy

Projects

14

Emergency /Development

Emergency,  
Development

SDGs

1

2

3

5

8

10

14

15

THAILAND

Year of commencement  
2023

Office  
Khao Lak

Beneficiaries

81

Staff

4 (1 local)  
(3 expat)

Sectors

Sustainable  
Communities

Projects

1

Emergency /Development

Emergency  
Development

SDGs

1

5

8

14

15

\*Oikos also operates in Thailand through the local staff of our partner FED

# People at the service of the environment

# 03

## THE VALUE OF PEOPLE

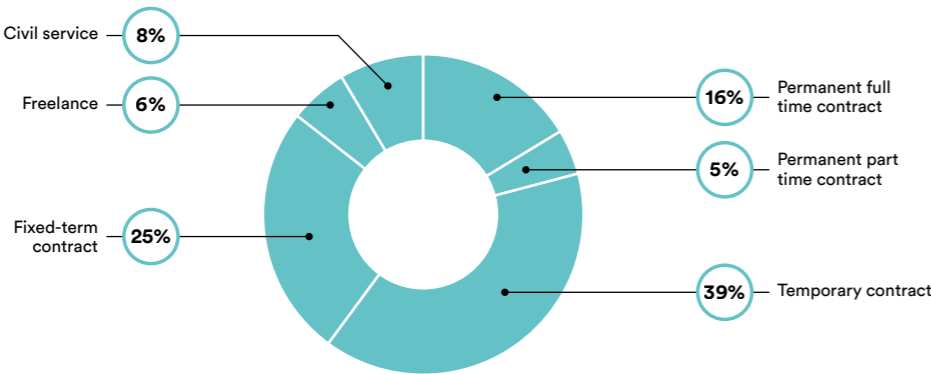
For Istituto Oikos, people are the most precious resource. Having a qualified and motivated team is necessary for us to achieve our ambitious mission of protecting biodiversity and promoting sustainable and inclusive development. For this reason, we are actively committed to promoting the professional and personal growth of our staff, both in Italy and abroad. We particularly focus on supporting women, young people, and disadvantaged groups, and we provide opportunities for training and specialization in key areas, while reinforcing the internal knowledge of our organization. Additionally, we foster opportunities for exchange and collaboration between colleagues while optimizing the application of internal processes and procedures.

In 2023, we had 23 new additions to the Istituto Oikos team, which now stands at **153 people: 49 working at our headquarters, 25 expatriates, and 79 local staff.**



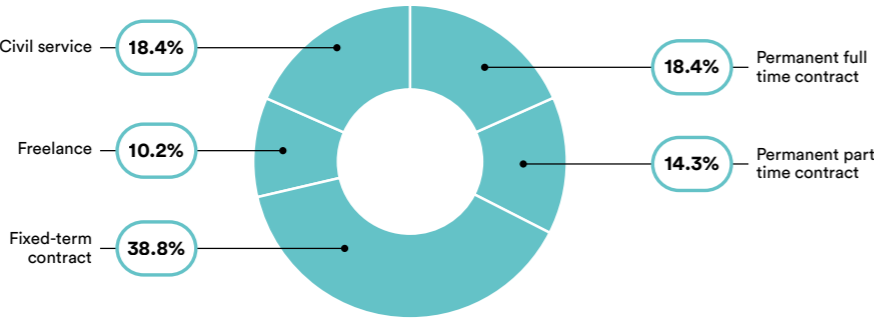
➤ TYPES OF CONTRACTS

Staff are selected according to a **transparent process** based on principles of equal opportunities and following standardized protocols in all locations. Oikos stipulates a variety of contracts with workers according to the position, required experience, and project needs. The following chart shows the contract situation in 2023.

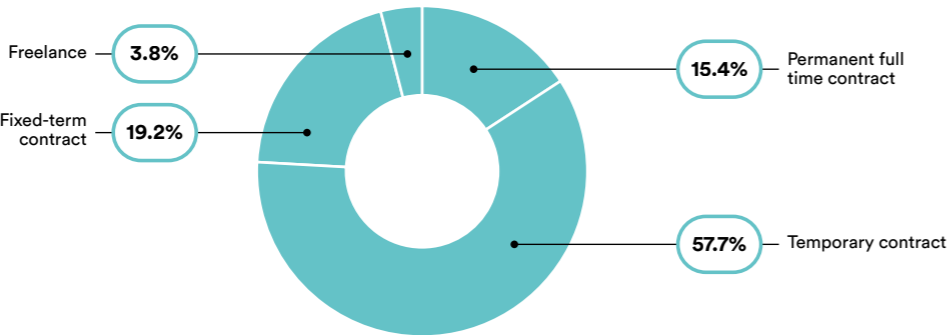


Management follows **the procedures relating to human resources** defined in the various manuals in Italy and at the offices abroad, in compliance with the regulations in force in the various countries in which we operate. In Italy, the references are the collective agreement CCNL, National Union of Social Assistance Institutions and Initiatives (UNEBA) Art. 43 for employees, and the National Collective Agreement for the Regulation of Coordinated and Continuous Collaborations (AOI collective agreement) Art. 5 Table A for consultants.

HEADQUARTERS



LOCAL OFFICES



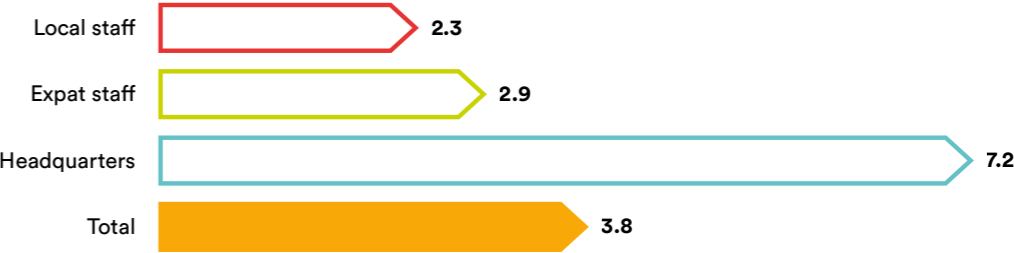
➤ TURNOVER

In 2023, Istituto Oikos **slightly reduced its overall turnover to 8%**. If we compare this to previous years, we see that the percentage increases at headquarters (from 12 to 14%) but decreases in foreign offices: for expatriate staff, we have a 25% turnover, while among local staff, only one contract was closed in 2023.

This is reflected in the analysis of staff retention with **an average total length of service of 4 years**, with 7 years of average seniority at headquarters and about 2.5 years in foreign offices where, due to the nature of the work, collaborations are shorter and linked to the duration of the projects. In addition, the high number of staff hired in 2023 decreased the total average.

TURNOVER	TOT	HQ	FOREIGN	SITE
NUMBER OF CONTRACTS TERMINATED IN 2023	11	5	5	1
TOTAL CONTRACTS (EXCLUDING VOLUNTEERS, TRAINEES, CIVILIAN SERVICE AND CONSULTANTS)	131	35	20	76
RATIO	8%	14%	25%	1%

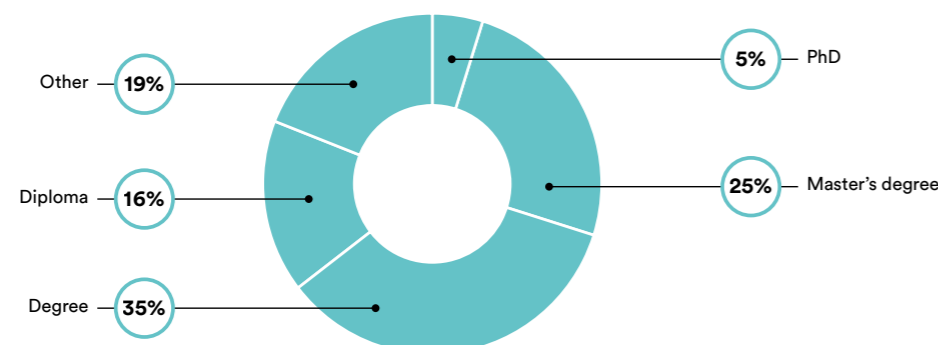
YEARS OF SERVICE



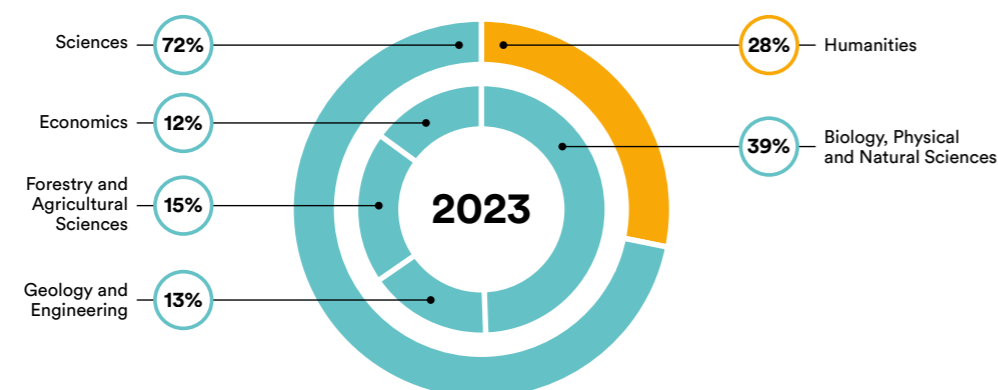
## ➤ QUALIFICATIONS

The 65% of Istituto Oikos staff, both Italian and non-Italian, have an academic qualification, and the majority have completed their STEM studies (72%).

QUALIFICATIONS 2023



FIELD OF STUDY



## ➤ TRAINING

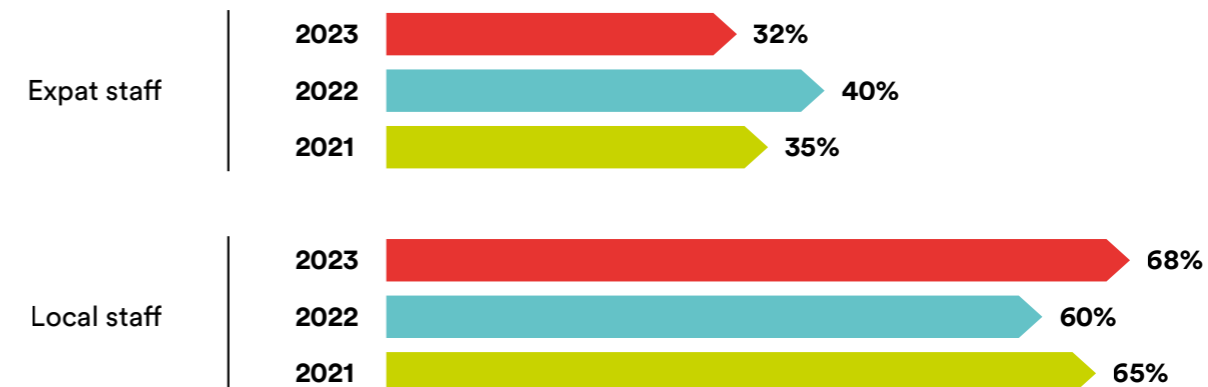
In 2023, a total of **1,350 hours of training** were provided to Italian and expatriate staff at headquarters, with **50 staff members involved**. The training was carried out in four main areas: safety at work (in application of Ds Law. L 81/08), refresher courses on Oikos' internal policies and procedures, induction training, and specific training to improve technical skills. In 2023, we invested heavily in the technical training of our internal staff, with **over 540 dedicated hours compared to 179 hours of the previous year**.

The average number of hours of training per capita is 27.7 hours. This is significantly higher than the previous year's average of 13.5 hours.

YEAR	TOTAL HOURS	LG81 SECURITY	INTERNAL PROCEDURES AND POLICIES	INDUCTION TRAINING	SPECIALIST TRAINING
2023	1357,5	427	230,5	160	540
2022	674,5	174	207,5	108	163

## ➤ ROLES IN FOREIGN OFFICES

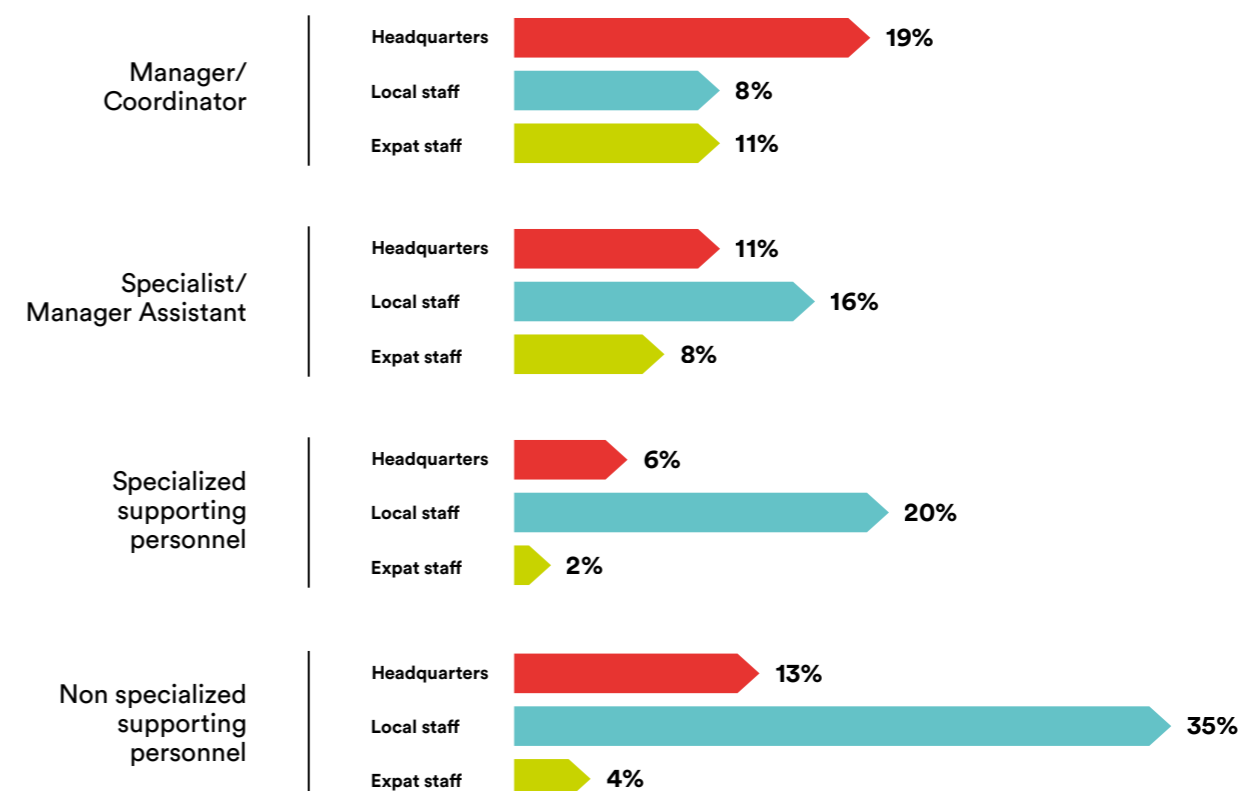
In 2023, the percentage of local staff and expatriate staff performing the most senior functions (executive or technical) in foreign offices is 32% for expatriates and 68% for local staff. If we analyze the trend over the last 3 years, we can notice an increase in the employment of local staff:



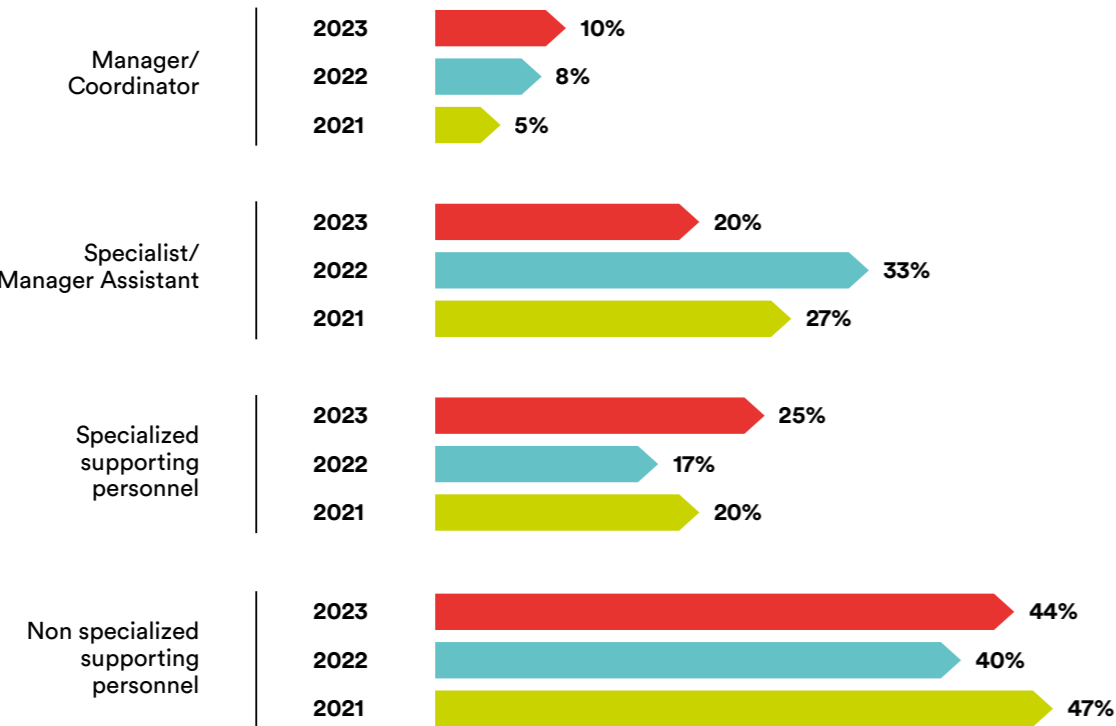
## ➤ LOCAL STAFF DISTRIBUTION (VARIOUS LEVELS)

Over the past 3 years, there has been a slight shift in the distribution of local staff, but there has been a rise in management roles and specialized support staff. There has been a decline, however, among category B figures, management support and sector specialists.

LEVEL BY CATEGORY 2023



LOCAL STAFF DISTRIBUTION IN VARIOUS LEVELS

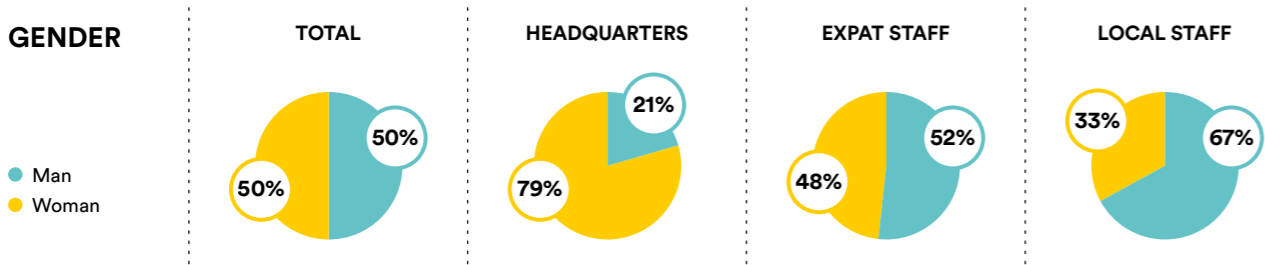


AVERAGE AGE



WE PROMOTE INCLUSION AND DIVERSITY

**Women make up the majority of Istituto Oikos' staff in Italy.** The distribution of expatriate staff across international locations exhibits a more equitable gender balance, whereas among the local workforce, male staff continue to be predominant.



➤ CIVIL SERVICE

Volunteering allows you to put your talents to the test in the field while learning new skills.

Istituto Oikos has long been part of the Universal Civil Service, providing youth a year-long opportunity to collaborate with organizations in the third-sector. Our commitment is to make these young people understand their place in society, giving them the opportunity to approach the world of international cooperation, environmental protection, and sustainability education. Over the past few years, **59 youth between the ages of 18 and 28** have contributed to the implementation of numerous projects in Italy and abroad, carrying out educational courses in schools, awareness-raising campaigns, and many other activities. We extend our sincere gratitude to the young people who have chosen to walk a bit of their journey alongside Oikos and to those who will join us in the coming year to ensure a more sustainable future for all. An interesting fact: in the last 3 years, 5 of the 18 girls and boys (28%!) who have worked in our offices have been offered a contract, and are now essential members of our staff.

## APPROACH

The 2019-2023 strategic plan outlined the organization's commitment in the five-year period that has just ended, defining objectives, priority areas of intervention, strategies, and indicators (KPIs) aimed at monitoring the organization's performance at different levels. 2023 also saw the start of the review process of the Strategic Plan in place for the three-year period 2024-2026.

Using the following methodological approach, we maximize the effectiveness of our work:

### > ADHERENCE TO THEMATIC PRIORITIES

that have characterized the vision and work of Istituto Oikos since its foundation in 1996. Almost all of the projects and programmes implemented in 2023 are therefore attributable to the four priority areas of intervention defined in the current Strategic Plan:



#### Biodiversity

protection of fragile and endangered species and environments; improvement of ecological connections and ecosystem services

#### Water

conservation and equitable distribution of water; use of sustainable water technologies and management practices, including in relation to climate change



#### Sustainable communities

protection of natural systems (soils, agro-ecosystems, aquatic environments) to increase food and water security, income generation, and social inclusion

#### Climate and energy

adaptation and mitigation strategies and activities



## ➤ RESULTS-ORIENTED MONITORING OF THE ORGANIZATION AND PROJECTS AND THE CREATION OF SOCIAL VALUE.

Our KPIs include international coding indicators defined by UN agencies, the European Commission, NGO consortia, and others identified specifically for our organization. They include standardized tools for the collection of quantitative and qualitative data and various survey techniques, such as interviews, questionnaires, and technical studies.

The process of collecting data on the KPIs selected as part of the 2019-2023 Strategic Plan based on procedures and methodologies, developed in detail and launched in 2020, has necessitated the commitment of Istituto Oikos staff both in Italy and abroad in 2023. It has provided, as of December 31st, 2023, significant elements to identify trends and critical points to be addressed in the revision of the Strategic Plan, a process launched at the end of 2023. Chapter 5, “*Our work in 2023*”, on [page 39](#), shows the tables of KPIs defined in the Strategic Plan at the organizational and priority sector levels.

## ➤ PRIORITY ASSIGNED TO THE 2030 AGENDA AND THE PURSUIT OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGs) IN PLANNING

The SDGs have been a constant point of reference in planning and managing all our activities. On [pages 18-19](#), there is a summary of Istituto Oikos’ contribution to the achievement of the SDGs for each country in which we operate.



## ➤ FRAMEWORK OF ACTIVITIES IN THE CONTEXT OF LOCAL AND GLOBAL POLICIES, STRATEGIES, AND COMPETENCES REGARDING THE ENVIRONMENT AND ITS IMPACT ON COMMUNITIES.

Our steadfast dedication to advancing the implementation of the 2030 Agenda is consistently tailored to our operational context. Drawing from continuous learning, in 2023 we actively engaged in international processes, benchmarked against leading practices, and actively participated in discussions on environmental sustainability and social change. Broadening our dialogue has proven crucial in enhancing our network of relationships and strengthening internal capacity. In 2023, the following have been a constant point of reference in planning and managing our projects, as well as taking part in wider debates:

- **United Nations Framework Convention on Climate Change (UNFCCC).** Istituto Oikos, accredited by the UNFCCC, took part in the COP of the Convention as civil society observer.
- **International Union for Conservation of Nature (IUCN).** Istituto Oikos is a member of the IUCN and adopts, by statute, its conservation strategies. In particular, in 2023, it deepened the process to correctly apply to its initiatives the principles on which Nature-Based Solutions (NBSs) are based, understood as actions aimed at protecting, sustainably managing, and restoring natural or modified ecosystems.
- **National and international strategies** related to the protection of biodiversity, climate change, forest protection, improvement of agricultural systems, and sustainability in general. Of particular significance:
  - National Biodiversity Strategy 2030;
  - EU Biodiversity Strategy 2030.

## ➤ SCALABILITY OF OUR INITIATIVES.

Istituto Oikos operates in regions mainly concentrated in Italy, in the Mediterranean basin, in Sub-Saharan Africa, and in some areas of southeast Asia (Myanmar and Thailand). Despite our local focus, we are aware that many of our activities can be adapted and applied on much larger scales. Therefore, our goal is to create the conditions to replicate successful experiences in the various contexts where we work, adjusting them to each local situation. Whenever possible, we organize our work so that experiences become valuable key studies, facilitating replicability when successful.

# PARTNERS

Oikos’ work is built on a vast network of diverse stakeholders: individuals, institutional partners, members of the scientific community, the third sector, the media, and public and private donors. The ability to foster and enrich this network of relationships forms the foundation of our actions and contributes to their sustainability.

In 2023, we actively reinforced and expanded our stakeholder network (see KPIs relating to networks on [page 39](#)) and put our guidelines in place, which serve as a framework for establishing partnerships. These guidelines assist in the pre-selection of partners as well as in the ongoing and post-collaboration monitoring of success. The process, tailored to the objectives of each partnership and the nature of the partners involved, is based on the following principles:

## > SHARING

Strong alignment of values, common objectives, mutual responsibility, and commitment to transparency.

## > STANDARDS

Adherence to and regular monitoring of shared reference standards, ensuring compatibility in organizational procedures.

## > TERRITORIAL CONTEXT

Demonstrated expertise and deep-rooted connections within the relevant operational landscapes, facilitating synergistic collaboration.

## > KNOWLEDGE BASE

Access to a robust scientific knowledge base for planning activities and informing decision-making processes at both project and joint program levels.

## > LONG-TERM PARTNERSHIPS

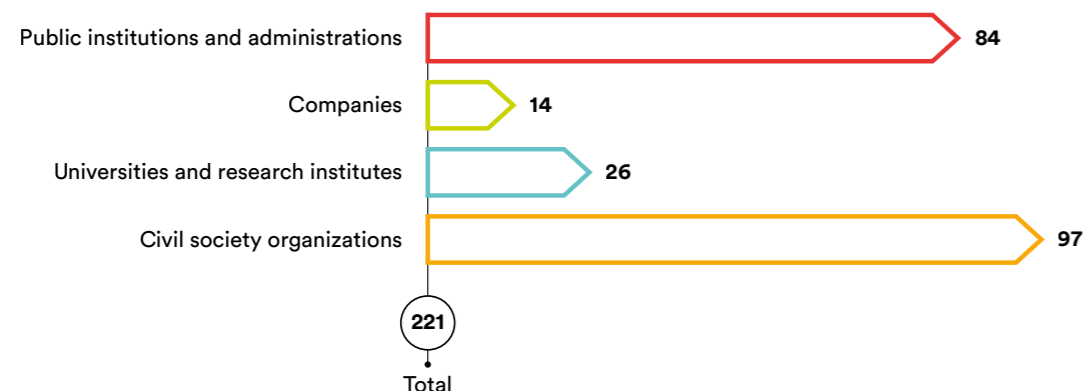
Interest in strengthening and developing collaborative relationships over the medium and long term.

## ONGOING PROJECTS IN 2023



- Total
- Projects in which Istituto Oikos is a partner

## ONGOING PARTNERSHIP IN 2023



# Institutions and public administrations

They are the key players with whom we build strategic alliances, guided by principles of cooperation and co-planning, to truly bring about regulatory and cultural change in specific locations. The formalization of the partnership with public bodies takes place through the stipulation of a Memorandum of Understanding and in compliance with mutual commitments, procedures, and policies

## TANZANIA

Arusha City Council  
Arusha District Council  
Arusha Regional Secretariat  
Babati District Council  
Community Wildlife Management Area Consortium  
Enduimet Community Wildlife Management Area  
Kiteto District Council  
Hanang District Council  
Longido District Council  
Makame Wildlife Management Area  
Manyara Regional Secretariat  
Mbulu District and Town Councils  
Meru District Council  
Micheweni District (Pemba Island, Zanzibar)  
Ministry of Water  
Monduli District Council  
Mwanga District Council  
Pemba North Region, Pemba Island, Zanzibar  
President's Office Regional Administration and Local Government (PORALG)  
Randilen Community Wildlife Management Area  
Rural Water Supply and Sanitation Agency (RUWASA)  
Same District Council

Simanjiro District Council  
Tanzania National Parks (TANAPA)  
Tanzania Wildlife Authority (TAWA)  
Water Institute – Ngurdoto Defluoridation Centre Campus  
Wildlife Division (WD)  
Wete District (Pemba Island, Zanzibar)

## MYANMAR

Ministry of Natural Resources and Environmental Conservation (MONREC)

## MOZAMBIQUE

Administração Regional das Águas do Norte  
Direcção Provincial da Agricultura e Pesca de Cabo Delgado  
Direcção Provincial da Terra e Ambiente de Cabo Delgado  
Direcção Provincial das Obras Públicas de Cabo Delgado  
Direcção Provincial de Educação e Desenvolvimento Humano de Cabo Delgado  
Direcção Provincial de Juventude, Trabalho e Desporto de Cabo Delgado  
Direcção Provincial de Saúde de Cabo Delgado  
Fundo de investimento e Património do Abastecimento de Água - FIPAG  
Governo Distrital do Ibo, Mecufi, Metuge, Pemba, Mossuril  
Governo Provincial de Cabo Delgado  
Governo Provincial de Nampula  
Instituto Nacional de Gestão de Desastre – Delegação de Cabo Delgado  
Instituto Nacional de Meteorologia – Delegação de Cabo Delgado  
Parque Nacional das Quirimbas  
Secretaria do Estado de Cabo Delgado  
Secretaria do Estado de Nampula  
Secretaria Provincial de Cabo Delgado  
Secretaria Provincial de Nampula  
Serviço Provincial de Ação social e Saúde  
Serviço Provincial de Actividades Económicas  
Serviço Provincial de Ambiente  
Serviço Provincial de Infraestrutura  
Serviços Distritais Actividades Económicas, Infraestrutura, Saúde e Educação dos Distritos de Ibo, Metuge, Mecufi, Pemba, Mossuril

## ITALY

Municipality of Andrano  
Municipality of Barzio  
Municipality of Corteno Golgi  
Municipality of Dossena  
Municipality of Fontecchio  
Municipality of Locate Varesino  
Municipality of Milan  
Municipality of Taleggio  
Municipality of Varese  
Municipality of Veduggia  
Valli del Verbano Mountain Community  
Valsassina, Valvarrone, Val d'Esino and Riviera Mountain Community  
Managing Authority of the Northern Grigna Park  
Orobie Bergamasche Park  
Lombard Park of the Ticino Valley  
Local Park of Supra-Municipal Interest Bosco del Rugareto  
Local Park of Supra-Municipal Interest Medio Olona  
Local Park of Supra-Municipal Interest Valle del Lanza  
Local Park of Supra-Municipal Interest Rile Tenore Olona  
Cinque Terre National Park  
Campo dei Fiori Regional Park  
Regional Park of the Pine wood of Appiano Gentile and Tradate  
Lombardy Region  
Ticino Val Grande Verbano UNESCO Man and the Biosphere Reserve (MAB)  
Union of Municipalities of Presolana

## EUROPE AND MEDITERRANEAN REGION

Lithuanian Chamber of Agriculture – Lietuvos respublikos zemes ukio rumai  
Municipality of Kalundborg – Denmark  
Municipality of Plovdiv – Bulgaria  
Municipality of Sonderborg – Denmark  
Parc naturel régional du Luberon – France  
Silva Mediterranea (FAO Commission for Mediterranean Forests)

## OTHER COUNTRIES

Talassemtane National Park – Morocco



## Companies

They are an essential driver for experimenting with approaches oriented towards technological innovation and the application of processes aimed at environmental, social, and economic sustainability. In the future, we aim to work with the private sector with increasing commitment in the codesign and management of activities to support targeted communities and areas. Our starting point will be sharing common values and objectives, which is the first step towards building longterm partnerships.

### TANZANIA

eWater Services  
TIB Development Bank

### LIBANON

Mores

### ITALY

Big Rock  
Carbonsink Group  
ETIFOR Gfk Eurisko srl  
GRAIA srl  
Idrodepurazione srl  
Idrogea Servizi srl  
Italian Landscape Exploration (ILEX)  
Keios  
Scuola Superiore d'Arte Applicata

### EUROPE AND MEDITERRANEAN REGION

UptoEarth GmbH – Germany

## Universities and research institutes

This kind of partnership not only guarantees the quality of our work but also goes to the heart of the cultural, scientific, and social growth of the community. Over the years, Oikos has signed a series of permanent agreements with prestigious Italian and foreign universities within the framework of projects and programs in various fields. These partnerships are and will remain a priority for us, as rigor and scientific excellence are values that are essential to our work.

### TANZANIA

Tanzania Wildlife Research Institute (TAWIRI)  
The Nelson Mandela African Institution of Science and Technology (NM – AIST)

### MOZAMBIQUE

Instituto Oceanográfico de Moçambique  
Universidade do Lúrio

### ITALY

Altis – School of Business and Society  
Polytechnic University of Milan  
Catholic University of the Sacred Heart of Milan  
University of Insubria  
University of Trento – C3A  
Centre for Agriculture, Food and Environment  
University of Padua  
University of Gastronomic Sciences – Pollenzo  
University of Cagliari

University of Florence  
University of Milan – Bicocca  
University of Pavia  
University of Sassari

### EUROPE AND MEDITERRANEAN REGION

European Topic Centre – University of Malaga (ETC – UMA) – Spain  
Mediterranean Agronomic Institute of Chania (CIHEAM – MAICH) – Greece  
National Observatory of Athens (NOA) – Greece  
University of Jaén – Spain

### OTHER COUNTRIES

New York University at Abu Dhabi (NYUAD) – United Arab Emirates  
University of Eldoret - Kenya  
University of York – United Kingdom

## Civil society

The third sector and networks between associations are a cohesive and winning tool with which we can effectively face new challenges, as change can not be promoted without the active involvement of the general public and the third sector. In the coming years, we will continue to expand and consolidate the network of associations with which we collaborate to increase our impact on the territory and make the most of complementary skills.

### TANZANIA

African Architecture Matters (AAM)  
Empowerment of Marginalized Communities (E-MAC Tanzania)  
Eurafrica Conservation Project (e' basata in Italia - sono quelli del progetto Serpentario)  
Maji na Maendeleo Dodoma (MAMADO)  
Mara Women Empowerment Assistance (MWEA)  
Mukuru Eco – Tented Camps  
Northern Tanzania Rangelands Initiative (NTRI)  
Oikos East Africa (OEA)  
Southern Elephant Programme (STEP)  
Tanzania People and Wildlife (TPW)  
Ujamaa Community Resource Team (UCRT)  
World Wildlife Fund (WWF)

### MYANMAR

Foundation for Education and Development (FED)  
Myanmar Ocean Project  
Worldfish Myanmar

### THAILANDIA

Foundation for Education and Development (FED)  
Save the Andaman Network Foundation (SAN)

### MOZAMBIQUE

Ibo Coffee Producers Association  
Associação Do Sistema De Monitoria Orientada Para Gestão ASMOG  
ECO Moçambique

### LEBANON

Al Shouf Cedar Society (ACS)  
Association for the Protection of Jabal Moussa (APJM)  
Association for Community and Environment (ACE)  
Chaldean Charitable Society in Lebanon (CCSL)  
Farah Social Foundation (FSF)

### ITALY

ACEA Onlus  
Action Research for CO-development (ARCO)  
Altromercato  
APS Isola Solidale  
Archeologistics Social Enterprise  
Architects Without Borders (ASF)  
Lanario Foundation Association  
Associazione Fondiaria Valle del Lanza (AsFo Valle del Lanza)  
International Association for Solidarity in Asia (ASIA)  
Association of Beekeepers of the Province of Varese (APAVA)  
Astronatura Cooperativa Sociale  
Caretta Calabria Conservation  
Chico Mendes Onlus  
Falconieri Club of Italy  
CoLOMBA – Lombardy Cooperation  
API Varese Cooperative  
RUAH Social Enterprise Cooperative  
La Monda Agricultural Social Cooperative  
European Delegation for Family Farming in Asia, Africa and Latin America (DEAFAL NGO)  
ELEADE Soc. Coop.  
Faircoop  
Italian Falconers Federation (FIF)  
Fondo per l'Ambiente Italiano ETS (FAI)  
ICEI  
Engineering Without Borders (ISF)  
International Association for Falconry (IAF)  
LeafLab Soc. Coop  
Legambiente Lombardia Onlus  
LIPU Onlus  
LVIA  
Mani Tese  
Medacross  
Medicus Mundi Italy  
Movement for the Fight against World Hunger (MLFM)  
Order of Falconers of Italy (OFI)  
PIXEL  
Rural Seeds Network  
Save the Children Italy  
International Assistance Collaboration  
Service Piamartino Onlus  
International Voluntary Service (SVI)  
Zoological Society La Torbiera  
National Union of Falconers/Hunters (UNCF)

### EUROPE AND MEDITERRANEAN REGION

Association Internationale Forêts Méditerranéennes (AIFM) – France  
Associação de Defesa do Património de Mértola (ADPM) – Portugal  
Brave Kids/ Song of the Goat Theatre Association – Poland  
Green Home – Zeleni Dom – Montenegro  
Flora and Fauna International – United Kingdom  
Fondazione per lo Sviluppo Culturale e del Potenziale Economico della Società Civile (FDCBPCS) – Bulgaria  
Fundación IBO – Spain  
Humanitas – Slovenia  
Iles des Paix (IDP) – Belgium  
Institute Equalita – Germany  
Politeknika Ikastegia Txorierri S. Coop – Spain  
Save the Children Albania  
Scuola media inferiore di Langenlois – Austria  
SMILO: sustainable islands – France  
Society for the Protection of Prespa (SPP) – Greece  
Spor Media – Denmark  
Veterinarians without Borders/VSF – Belgium

### OTHER COUNTRIES

African Architecture Matters Stichting – The Netherlands  
Arbeitskreis "Entwicklungshilfe" e.V. Dresden (AK"EH") – Germany  
Community Forest International – Canada  
Community Forest International – Pemba  
EcoPeace MiddleEast – Israel/Palestine/Jordan  
Environmental Justice Foundation – United Kingdom  
Helvetas – Switzerland  
Landesa - USA  
RANAS Group – Switzerland  
South Rift Association of Land Owners (SORALO) – Kenya  
The Nature Conservancy – USA  
Zambia COMPA Throne Theatre – Bolivia  
Zoological Society of London – United Kingdom

## > OUR MAIN SUPPORTERS IN 2023

Everything we do is possible thanks to national and international donors who have believed and continue to believe in us.

**International organizations:** European Union, International Organization for Migration (IOM), UNICEF, United Nations Development Programme (UNDP), United Nations Industrial Development Organization (UNIDO), UNWomen, World Bank Group, World Food Programme.

**Public bodies:** Agenzia Italiana per la Cooperazione allo Sviluppo (AICS), European Climate Initiative (EUKI) of the German Federal Ministry for Economic Affairs and Climate Action (BMWK) – Germany, Federal Government of Belgium, Directorate-General for Development Cooperation and Humanitarian Aid (DGD) – Belgium, 8xmille – IRPEF.

**Private entities:** Audemars Piguet Foundation – Switzerland, Audemars-Watkins Foundation (FAW) – Switzerland, Chiesa Evangelica Valdese, Critical Ecosystem Partnership Fund (CEPF), Ekoenergy – Finland, Fondazione A2A, Fondazione Butterfly Onlus, Fondazione Cariplo, Fondazione Ensemble – France, Landesa – United States, The Mohamed Bin Zayed Species Conservation Fund – United Arab Emirates, NextEnergy Foundation, Stiftung Drittes Millennium – Switzerland, Svenska Postkod Stiftelsen – Sweden, The Nature Conservancy – USA, The Prince Bernhard Nature Fund – The Netherlands, WAMI srl – Italy, Woolrich Outdoor Foundation.

## POLICIES AND PROCEDURES

As is the case every year, time was set aside for internal staff training both in Italy and abroad to ensure the proper implementation of our policies and protocols. This is an ongoing effort, especially in areas that define our organization, such as environmental sustainability and gender equality, as well as prioritizing the well-being of our staff, including human resources management and workplace safety.

Istituto Oikos' procedural package encompasses the following:

PR01	PROCEDURE – February 2020
PR02	ORGANIZATIONAL PROFILE – January 2021
PR03	ADMINISTRATION AND ACCOUNTING PROCEDURE (HEADQUARTERS) – June 2021
PR04	PROCUREMENT PROCEDURE – April 2023
PR05	PROJECT REPORTING PROCEDURE – November 2019
PR06	INTERNAL AUDIT PROCEDURE – June 2021
PR07	CORRUPTION, FRAUD PREVENTION AND RISK MANAGEMENT PROCEDURE – November 2019
PR08	PROJECT CYCLE MANAGEMENT – November 2019
PR09	HUMAN RESOURCES MANAGEMENT PROCEDURE- April 2022
PR10	CODE OF ETHICS OF CONDUCT AND BEHAVIOR – February 2020
PR11	HEALTH AND SAFETY PROCEDURES – September 2022
PR12	FUNDRAISING PROCEDURE – November 2019
PR13	COMMUNICATION TOOL KIT – March 2021
PR14	IT PROCEDURE - DATA PROTECTION AND STORAGE – November 2019
PR15	ENVIRONMENTAL SUSTAINABILITY POLICY – April 2022
PR16	PROCEDURE FOR ENVIRONMENTAL SUSTAINABILITY - April 2022
PR 17	PSEA POLICY – October 2020
PR18	FPIC PROCEDURE – February 2020
PR19	WHISTLEBLOWING POLICY – February 2020
PR20	GENDER and DIVERSITY POLICY – February 2022

COUNTRY PROCEDURES include specific protocols for the management of activities and safety in the countries in which Istituto Oikos operates.

## OPERATIONAL SUSTAINABILITY

In January 2022, Istituto Oikos approved an Environmental Policy and an internal Environmental Sustainability Procedure (PR16) that provide concrete indications to ensure a reduction in the environmental footprint of all the organization's activities. The principles and indications contained in the procedures can be traced back to three main objectives:

**1** Reduce the consumption of resources and materials in the following areas: energy, IT equipment, furniture and furnishings, paper and printing, water, food and catering services, and cleaning products.

**2** Reduction, recycling, and proper disposal of waste.

**3** Promotion of sustainable transport and mobility.

Through this procedure, we are committed to positively influencing the actions of employees, collaborators, consultants, and members of management. We encourage the adoption of *green procurement* principles and provide guidance for *management*. The reference tools from which the documents have been developed include the European Union's *Green Public Procurement* (GPP), certifications and ecolabelling, and the principles of circular economy.

Quantitative indicators have been identified in each area and monitored on an annual basis to assess the impact of the indications provided. The aim is to promote efficiency in the use of resources and materials, responsible purchasing, extending the life cycle of products, and reducing greenhouse gas emissions.



# Our work in 2023

# 05

In areas where we operate, climate change, environmental degradation, and unplanned resource management are the main threats to access to drinking water, to the balance of precious and fragile natural habitats such as savannahs and forests, and, consequently, to the lives of the communities that depend on these resources.

Thanks to public and private funding and collaboration with local institutions and organizations, in 2023 we carried out **84 projects**, working on a variety of fronts to promote positive change and ensure a sustainable future for local communities and ecosystems.

ORGANIZATIONAL PERFORMANCE INDICATORS				
KPI	DESCRIPTION	2021	2022	2023
ORGANIZATION AND PEOPLE	% of funds allocated to projects (cost-ratio)	91%	91%	93,5%
	Number of Internal Audits and internal monitoring processes performed	4	1	2
	Inclusiveness in locations outside Italy	Local Personnel: 63% Expat Personnel: 37%	Personale Locale: 83% Personale Expat: 17%	Personale Locale: 76% Personale Expat: 24%
	Number of training hours offered to staff	510 hours (10.2 hours <i>pro capite</i> )	674,50 hours (13,2 hours <i>pro capite</i> )	1350 hours (27,7 hours <i>pro capite</i> )
NETWORK	Number of universities and research institutes that have collaborated with Istituto Oikos	16	23	12
	Number of multi-year partnerships	115	178	221
COMMUNICATION	Number of social media followers	12,210 (Facebook) 3,799 (Instagram)	13,199 (Facebook) 3,906 (Instagram)	13.554 (Facebook) 4.360 (Instagram)
	Number of subscribers to the newsletter	30,637 (newsletter members) 16,54% ( <i>open rate</i> )	36,322 (newsletter members) 19,8% ( <i>open rate</i> )	39,118 (newsletter members) 27% ( <i>open rate</i> )



BIODIVERSITY			
KPI DESCRIPTION	2021	2022	2023
Extension of terrestrial or coastal landscapes, where sustainable management schemes have been adopted (value in hectares per year)	Area of terrestrial ecosystems: 246 ha	Area of terrestrial ecosystems: 164,929.5 ha	Area of terrestrial ecosystems: 6401 ha

SUSTAINABLE COMMUNITIES			
KPI DESCRIPTION	2021	2022	2023
N. of school staff and students involved in educational initiatives for environmental sustainability	8.361	4.954	17.480
N. of people trained on sustainable production models	1.943	1.902	2.317
Number of micro and small businesses supported or started	22	41	165

WATER			
KPI DESCRIPTION	2021	2022	2023
Number of people with access to clean water from safe sources	181.197	46.442	278.120
Number of people with access to new or improved latrines equipped with handwashing facilities	8.343	116.645	5.423

CLIMATE AND ENERGY			
KPI DESCRIPTION	2021	2022	2023
Extension of agro-pastoral land in which sustainable management practices have been introduced (value in hectares per year)	10 ha	44,8 ha	66,3 ha (29 of which involved in practices/ activities for water efficiency)
Number of farmers applying at least one promoted agricultural practice	653	1.247	567

## TANZANIA



NUMBER OF PROJECTS

15

in which Oikos works  
with partner organizations: 4



TOTAL BUDGET ALLOCATED

€1,562,388



BENEFICIARIES

276,592\*

\*calculation of people involved  
in each type of activity

- Agro-pastoral communities in the North
- Urban communities of Pemba Island
- Women living in rural settings
- Students and teachers
- Local authorities and water technicians

### BALANCED ECOSYSTEMS FOR THE WELL-BEING OF ENTIRE COMMUNITIES

In northern Tanzania, population growth, climate change, environmental degradation, and a lack of planning in resource management are seriously jeopardizing the balance of natural habitats. This is a **very serious threat to more than a million people** living in pastoral communities and to many species of large mammals, which are now in danger of extinction.

We work alongside communities to **protect important transboundary ecosystems, ensure access to clean water, and promote the empowerment of women**, with particular attention to education and awareness raising, especially in schools.

In the second half of 2023, **Oikos opened a new office on the island of Pemba**, in the Zanzibar archipelago, home to areas of global importance for the conservation of biodiversity but where rapid population growth requires effective strategies to protect resources. Here, in close collaboration with local authorities, we are working to improve access to clean water, solid waste-management, and inclusive urban planning. We also support women in starting sustainable economic activities that improve their income.



## ➤ 2023 RESULTS

### We promote the peaceful coexistence of humans and wildlife

In 2023, we began working in the Tsavo-Mkomazi ecosystem, along the southern borders of Mkomazi National Park. It is a protected area that is home to critically endangered mammal species, including cheetahs, gerenuks, African wild dogs, and a population of black rhinoceros, as well as 450 species of birds and vegetation unique to the country. Here, water is even scarcer than in other areas of the north: **dams and natural pools are places where human-wildlife conflict intensifies**, crops are regularly destroyed by elephants, and tensions lead to **violent clashes**. In 2023, we started training 46 volunteer guards from 13 villages; in turn, they will train farmers and herders on **sustainable solutions to ward off wildlife** (noise, use of powerful torches, natural repellents, and mobile barriers). In this way, we hope to reduce fatal accidents and increase income from agriculture and pastoralism. The peaceful coexistence of people and wildlife is possible.

### Protecting the most endangered ecosystems

In the savannahs of northern Tanzania, the climate crisis and overexploitation of resources threaten the survival of entire communities that depend on pastoralism as their only source of income. We are working to break this cycle of degradation and poverty through **environmental restoration initiatives, where women play a leading role**. In 2023, 458 grazing guardians from 18 villages have become experts in savannah redevelopment. They work to remove invasive species and reseed indigenous grasses with commitment and dedication, giving new life to degraded land.

### We promote women's leadership

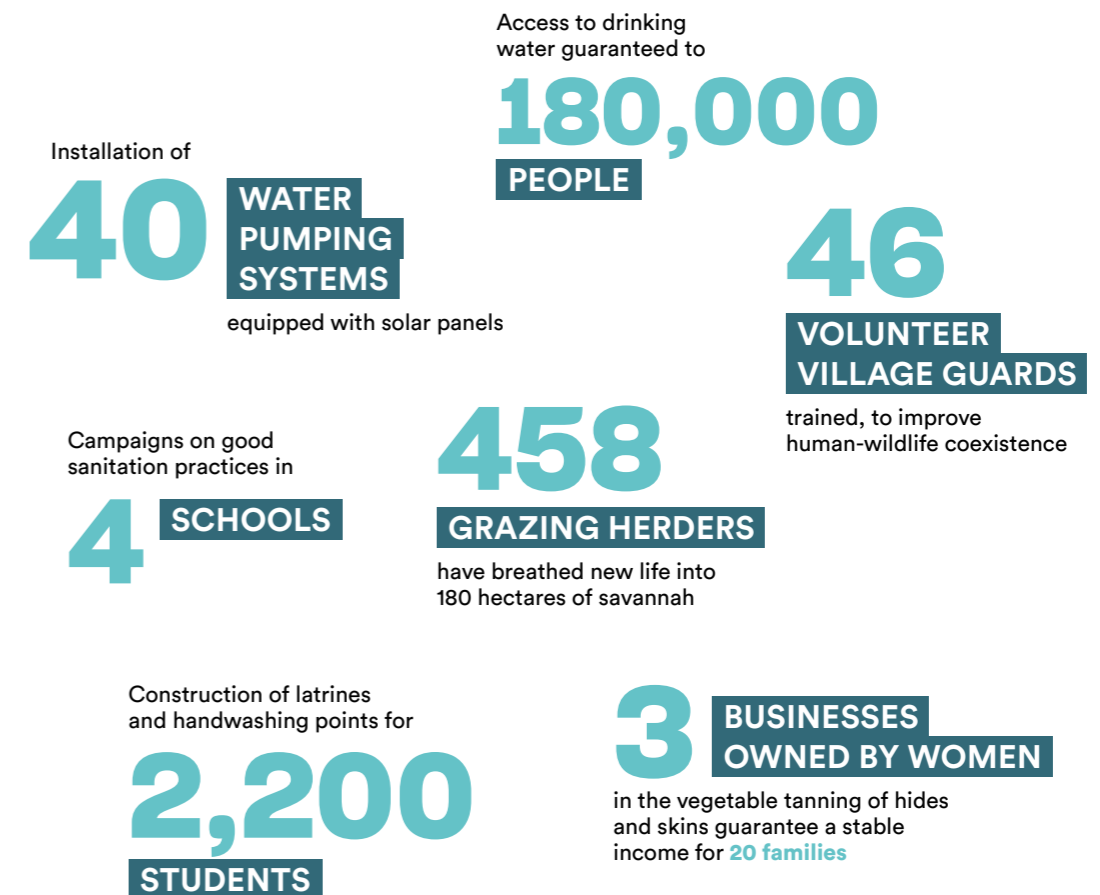
We offer training, technical assistance, and funding to the most vulnerable women to help them build sustainable economic alternatives, combat social exclusion, and ensure a dignified future. On the island of Pemba, Oikos has secured funding to strengthen the technical and marketing skills of 1000 women engaged in **the cultivation of seaweed**, a natural thickener found in many everyday products. We also continue to support **women's vegetable tanning businesses**; the three cooperatives we helped to found in the Arumeru and Longido Districts currently guarantee a stable income to 20 families.



### We improve water services and sanitation

In the semi-arid areas of northern Tanzania, **drinking water is scarce**, and the main permanent sources of water are deep wells that require a **substantial consumption of energy** for pumping, produced in most cases by diesel generators. In 2023, we installed more than 40 systems equipped with solar panels to make the water service more efficient, affordable, and sustainable. Thanks to this work, today 180 thousand people can count on safe and reliable sources of water, as well as a reduction in tariffs. In addition, through a **carbon credit certification mechanism**, it will be possible to continue investing in the **maintenance of facilities** and **training for community bodies** responsible for water management. It is an effective way to ensure the long-term sustainability of services. Promoting good sanitation practices is crucial to reducing the spread of disease. We have done this through **awareness-raising campaigns and the construction of sanitation infrastructure** in primary and secondary schools.

In Pemba, in 2023, we started **preliminary work for the solarization of two important wells** that guarantee clean water to the city of Wete; they will be completed in 2024.



### Scientific Consultancies

Through a consultancy funded by the World Bank and in collaboration with the Tanzanian Ministry of Health, **we studied the country's sanitary pad market**: available products, costs, and accessibility for schoolgirls. This study has been a reference point for new national sector guidelines — currently under approval — and has laid the foundation for launching a pilot project to establish a sustainable supply system of sanitary pads for girls in 40 schools.

# MOZAMBIQUE



NUMBER OF PROJECTS

21

in which Oikos works  
with partner organizations: 4



TOTAL BUDGET ALLOCATED

€ 2,592,865



BENEFICIARIES

71,920\*

\*calculation of people involved  
in each type of activity

- Families and associations of small-scale farmers and fishermen
- Internal migrants
- Vulnerable young people and women, living in rural contexts
- Primary and secondary school students and teachers
- Community Management Committees
- Technical staff working for local authorities and provincial and regional representatives

## COMMUNITIES RESILIENT TO HUMANITARIAN AND ENVIRONMENTAL CRISES

In the provinces of Cabo Delgado and Nampula, where Oikos operates, **half of the population lives below the poverty line, and the rate of malnutrition is among the highest in the world.** The fragile local economy relies almost entirely on fishing and agriculture, but the climate crisis and overexploitation of resources threaten the livelihoods of entire communities. Armed conflicts between insurgent groups and military forces show no sign of abating; tens of thousands of people continue to flee in search of safety. Meanwhile, extreme weather events such as cyclones and tropical storms are becoming more frequent: **thousands of families are left homeless**, farmland is flooded, and crops are lost. In 2023, Oikos worked in particular to **respond to the basic needs of displaced people and host communities**: the construction of emergency shelters and basic health services; climate resilience, and waste management.

## > 2023 RESULTS

### We build safe havens for the homeless

Oikos was one of the first organizations to offer humanitarian assistance to displaced people arriving in the districts of Ibo and Quissaniga, fleeing the violence of insurgent groups in the north of the country. In 2023, we built **emergency shelters, using local technical knowledge and sustainable materials**, for 1,150 families while promoting the sharing of skills between artisans and the local community. 100 young people were trained in **resilient construction techniques**, and by learning a new job, they were also able to offer a valuable contribution to their community; their help was essential for the construction of the shelters.

Supply of

1,150

KITS

for emergency construction  
in the islands of Menfuvu,  
Kisiwi, Matemo, Quirimba  
and Quirambo

100

YOUNG PEOPLE  
TRAINED

in resilient construction techniques  
in the Districts of Ibo and Quissaniga

### We bring clean water to those in need

In the areas where Oikos operates, access to drinking water is unfortunately still a luxury. We are constantly working to ensure that as many families as possible can count on this precious resource every day. **We redevelop** wells and rainwater harvesting systems, build emergency sanitation facilities, and support **awareness-raising campaigns** on the importance of proper hygiene practices. In 2023, we also completed an important project: the **redevelopment of the Matemo health center**, damaged first by Cyclone Kenneth and then attacked by insurgent groups. Today, the center is an essential reference point for about 16,000 people, including residents and displaced people in need of specific assistance and care.

Redevelopment of

4

RAINWATER  
HARVESTING  
SYSTEMS

and construction of **2 new ones**  
in the Ibo district

Redevelopment of

38

EMERGENCY  
LATRINES

and construction of **20 new ones**

Support to

7

water management  
COMMITTEES

Redevelopment of

2

WELLS  
on Matemo  
Island

Campaigns for the management  
of menstrual hygiene for

25,000

WOMEN

Installation of

6

LATRINES

and **handwashing systems**  
for people with disabilities

1,355

STUDENTS

involved in the WASH  
education programme

Campaign for

51,965

PEOPLE

on good sanitation practices in Metuge and Pemba\*

(\*calculation of people involved in each activity within the campaign)



### We train local fishermen on sustainable practices

Fishing is one of the main economic activities in the coastal areas of Cabo Delgado, supporting the livelihoods of hundreds of families. But the overexploitation of resources, combined with the effects of the climate crisis, threatens the balance of fragile local ecosystems. We offer **specific training to Community Fisheries Councils** on sustainable fishing practices, including the use of selective fishing nets designed to catch only adult fish so that juvenile fish are able to grow and reproduce.

Throughout the year, we have partnered with groups of women involved in intertidal fishing (the collection of bivalves along the shoreline) to share sustainable harvesting methods and techniques for drying and smoking fish. We launched a **pilot project for the sustainable cultivation of algae** with 73 women, providing an opportunity to diversify their income and ensure a better future for their families.

38

MEMBERS

(including 14 women) of the Community Fisheries Councils trained on sustainable fishing

Formation of

5

GROUPS

for shellfish harvesting

73

WOMEN

involved in the mariculture pilot project

### Fighting plastic pollution

For the Ibo community, sustainable waste management is a daily challenge. Following a feasibility study, we created a **“plastic bank”**, an innovative sustainable waste management system. Local families collect plastic and deliver it to the bank, receiving financial compensation. In 2023, 881 families embraced the project and managed to collect more than 22 tons of plastic—a huge achievement in a context where nature is strongly threatened by land degradation.



Installation of a

PLASTIC SHREDDING MACHINE

to reduce the volume of waste collected

Awareness-raising campaign for

4,000

PEOPLE

on good waste management practices

881

PEOPLE

receiving extra income from plastic collection

472

CHILDREN

involved in educational activities

22,376 kg

of PLASTIC collected



### Restoring mangrove forests

In the districts of Mecufi and Metuge, **mangrove forests**, fundamental allies against coastal erosion, are cut down or poorly managed, further exacerbating the negative effects related to the rise in sea level. There is also significant damage to the small fields cultivated by women, whose activities are a vital economic resource.

We are working to restore and enhance these forests in close collaboration with local communities. Together, we have planted 38,000 seedlings and sown 100,000 propagules.

In June 2023, we launched a participatory project to develop **community natural resource management maps**. The maps, placed in key locations in villages, allow coastal communities to better protect forests, facilitating inspection and monitoring actions.

Through **theatrical performances and moments of public debate**, the communities were able to learn more about the many ecosystem services that mangroves offer to the community and the importance of using forest resources in a sustainable way.

38,000

MANGROVE

seedlings

and

100,000

PROPAGULES

planted

361

PEOPLE

involved in planting activities

2,950

PEOPLE

attended 3 shows focusing on mangrove protection

### Scientific Consultancies

In 2023, Oikos continued its collaboration with the company ARS (Ambiente Risorse Sviluppo) in a technical service funded by the World Bank, supervising the **reconstruction of historic buildings** in the Ibo District.

In addition, on the island of Ibo, we are engaged in a consultancy for UNIDO (United Nations Industrial Development Organization), which aims to **promote the locally grown coffee**. We do this through studies on the biology of this variety and support for the local producers' association.

# SOUTHEAST ASIA



## NUMBER OF PROJECTS

7

in which Oikos works  
with partner organizations: 0



## TOTAL BUDGET ALLOCATED

Myanmar € 319,044  
Thailandia € 25,860



## BENEFICIARIES

4,575\*

\*calculation of people involved  
in each type of activity

- Vulnerable women, living in rural and urban settings
- Migrants and displaced persons
- Community Natural Resources Management Committees
- Local civil society organizations
- Small local businesses

## OUR PROGRAMME IN SOUTHEAST ASIA: FROM THE HUMANITARIAN CRISIS IN MYANMAR TO NEW HORIZONS IN THAILAND

According to the United Nations, **Myanmar is on the brink of disaster**. The humanitarian crisis stemming from the February 2021 coup has led to increasingly severe consequences: food insecurity, a collapsing health system, disruption of the education system, and a massive number of displaced people. In addition, **environmental policies have been set aside** in favor of military control, resulting in the unregulated exploitation of the country's natural resources.

The areas in which Oikos has been working since 2009 in the Kawthaung district have remained relatively stable. We have been able to continue supporting local communities, adapting our activities to meet their growing needs while being mindful of the current security conditions.

Our coordinating expatriate staff has been operating in **Thailand** since 2021. This has allowed us to study the context and forge alliances with local actors. As a result, we established a **new environmental programme** in the country. Since June 2023, we have been working on the coastal ecosystems of the Krabi and Trang provinces, applying the successful community forest management practices already tested in Myanmar.

## 2023 RESULTS

### Protecting fragile coastal and marine natural resources

Communities in the Lampi National Marine Park live almost exclusively on subsistence fishing, but **marine resources are overexploited** and the effects of the climate crisis are increasingly severe. In 2023, we worked to **strengthen the skills of two fishermen's associations** with a view to sustainability. We also offered specific training to 57 people on economic activities alternative to fishing, including hydroponic farming and tailoring. Our mission to **remove abandoned fishing nets from the seabed** also continues: another 600 kg were collected during the year.

### We offer humanitarian aid to those affected by the crisis

Inflation and the ongoing armed conflict in the country are driving up the prices of food, fuel, and other basic necessities, and the families most at risk are often not able to buy what they need for survival. Oikos continues to offer **humanitarian support in Internal Displaced People (IDP) camps** in two particularly vulnerable areas of the country. In Kawthaung District, we provided health care and distributed food and basic necessities to 2,205 people; in the District of Phruso, working with our local partner FED, we provided humanitarian aid to 1,500 people in 2023.

### We create community forests, with women leaders

Environmental degradation and increased poverty are closely linked for communities that rely on natural resources for their livelihoods. To counteract this vicious circle, we have created **four community mangrove forests in four coastal villages** in Kawthaung, with a focus on women's empowerment. Today, 121 people are involved in the sustainable management of these areas. In 2023, we planted **over 14,000 mangrove seedlings**, valuable allies for the protection of local biodiversity and the prevention of coastal erosion. In parallel, we have supported the start-up of **five businesses owned by women** in promising sectors such as soap production, beekeeping, and oyster farming.

Training courses for

57

PEOPLE

on sustainable  
economic activities

600kg

of FISHING NETS

removed from the seabed  
of Lampi

4

NEW

MANGROVE

community forests in  
Kawthaung district

3,705

PEOPLE

reached by humanitarian aid

14,000

MANGROVE

seedlings planted

### We embrace new challenges

Our first project in Thailand has similar objectives to the initiatives promoted in Myanmar: we are working to support six communities living among mangrove forests in the provinces of Krabi and Trang. **We want to register these areas as "community forests"** with the Department of Marine and Coastal Resources to ensure their sustainable management and respect for the biodiversity they host. In this process, we encourage **women's leadership** both in the forestry sector and in the start-up of sustainable and innovative economic activities.

Start of the registration process for

6

NEW COMMUNITY  
FORESTS

in Thailand

104

WOMEN

involved in the process of starting  
sustainable economic activities





## > 2023 RESULTS

### We promote irrigation systems with improved energy and water consumption

In the Shouf region, we are working to improve the irrigation systems of local farmers to enable more efficient use of water. In addition, to encourage the adoption of traditional and sustainable agricultural techniques, we offer theoretical and practical training in the field. During the year, 135 farmers attended our courses.

### We protect the environment and enhance the management of nature reserves

The protection of the agro-forestry-pastoral landscape also involves the improvement of management plans. We are defining **actions to restore ecosystem services in three nature reserves** (Shouf, Jabal Moussa, and Mount Hermon). We focus on key areas such as the restoration of agricultural terraces, small water harvesting and conservation works, and renewable energy. We also promote the use of biomass, which ensures sustainable energy consumption and reduces climate-related risks.

In 2023, we restored 4.6 hectares of agricultural terraces and carried out thinning works on wooded areas to combat the risk of fires on 15.1 hectares.

### Environmental education towards increased dialogue

We believe that the commitment to protecting nature can serve as a common ground even in diversity. **In Lebanon, school curricula do not include environmental activities.** Teachers from schools in Beirut and Shouf have warmly welcomed our proposals, and **together we have built a completely new path of environmental education.** More than 250 children and 30 primary school teachers took part in educational activities on the topic of climate change and plastic pollution.

Regardless of social standing, religious belief, or cultural background, understanding how we can protect nature is an opportunity for mutual and shared growth.

## LEBANON



### NUMBER OF PROJECTS

12

in which Oikos works  
with partner organizations: 5



### TOTAL BUDGET ALLOCATED

€ 1,311,447



### BENEFICIARIES

1428

\*calculation of people involved  
in each type of activity

- Farmers
- Students and teachers
- Management committees of protected areas
- Representatives of the local municipalities we work with
- Iraqi refugee families from the Chaldean community

## ENVIRONMENTAL PROTECTION AND HUMANITARIAN PROGRAMMES IN A COUNTRY IN CRISIS

In recent years, Lebanon has faced **unprecedented environmental and socio-political challenges**. The whole country is going through a **serious economic recession** due to a socio-political crisis that the recent resumption of the Israeli-Palestinian conflict has further exacerbated. The poverty and unemployment rate have increased exponentially, and food prices are skyrocketing. Oikos has decided to combine actions to protect natural resources **with a humanitarian intervention programme**, particularly in the areas around Beirut most affected by the crisis, to offer immediate support to the most vulnerable groups: women, the elderly, and children.



## Food security and professional development

Twenty years ago, thousands of families fled their homes in Iraq and Syria to escape persecution by ISIS. These families were **Chaldean Christians, a minority fleeing violence and oppression**, many of whom found refuge in Lebanon. Job opportunities for refugees in the Chaldean community are virtually non-existent. The **extreme poverty** they live in prevents many families from affording even the most basic necessities.

Oikos immediately took action to provide **food aid to the most vulnerable people**. During the year, we distributed 1,350 food parcels to 150 Chaldean families.

We also offer **vocational courses to women and young people in promising sectors**: 40 unemployed young people from the Chaldean community, after practical training, carried out a period of cash for work on local farms, while 75 Iraqi refugee women participated in courses on the production of natural soaps, urban agriculture, and solar drying of fruits and vegetables. These activities provided a practical opportunity to develop economic stability but, above all, a means to recover self-esteem.



## Scientific Consultancies

Leveraging the in-house expertise of our staff, Oikos contributed to **drafting integrated wildlife monitoring plans** and conducted **wildlife monitoring across all 18 nature reserves in Lebanon** in 2023. Additionally, we developed management plans for eight nature reserves and a Ramsar site through participatory processes that actively involved the management committees of these areas. These essential tools will enable protected area managers to implement practical conservation and management actions for these places.

We also continue our long-term program, launched in 2017, for the reintroduction of the Nubian ibex, which has been extinct in Lebanon for over a century. Thanks to our wildlife experts, **we are working to ensure that the ibex returns to populate the Lebanese mountains**. We support the staff of the Shouf Reserve in taking care of about forty specimens currently present in a semi-captive state. We constantly monitor them so that they are ready to be released into the wild as soon as possible.

## ITALY



### NUMBER OF PROJECTS

20

in which Oikos works  
with partner organizations: 3



### TOTAL BUDGET ALLOCATED

€ 1,011,132



### BENEFICIARIES

8,489\*

\*calculation of people involved  
in each type of activity

- Small local producers (farmers and beekeepers)
- Students
- General public
- Municipal administrations and technical staff
- Teachers of all levels
- Managers of protected areas
- Local entrepreneurial initiatives

## A TEAM EFFORT TO PROTECT THE MOST PRECIOUS RESOURCE

Italy possesses one of **Europe's most remarkable biodiversity assets**, with over 9,000 plant species, more than 60,000 animal species, and a very high rate of endemism, placing a substantial conservation responsibility on our country. However, human activities and the effects of the climate crisis are severely jeopardizing this natural wealth. The latest ASviS Report 2023 indicates **that 30% of vertebrates and 25% of marine species are at risk of extinction**, while 80% of lakes and 57% of rivers have poor conservation status.

**Protecting biodiversity is a collective responsibility**; it means securing our future. Oikos has been working constantly for more than thirty years to contribute to this crucial challenge. Operating mainly in northern Italy, we work in close collaboration with public bodies, universities, and protected areas to promote shared environmental conservation strategies.

In 2023, we enhanced our activities using Nature-Based Solutions (NbS) to tackle a variety of sustainability challenges on a local scale, including climate change, water security, land degradation, and biodiversity loss.

Our dedication to encouraging more responsible lifestyles has evolved into **a comprehensive and well-structured educational program** in recent years. This program is now available in many Italian regions, made possible through collaboration with our partners.



## ➤ 2023 RESULTS

### We make use of our in-house skills for projects with solid technical and scientific foundations

During 2023, Oikos strengthened its **Group of Technicians** to provide adequate cross-functional specialist support to all projects in Italy and in the wide range of countries in which we operate. In-house skills include wildlife monitoring, the creation of relational databases, Geographic Information Systems (GIS) for the creation of environmental archives and thematic maps, and environmental modeling. In addition, the expertise developed in Italy for creating management plans for protected areas is being used to support projects implemented internationally.

### We encourage sustainable land management

In recent years, we have been committed to **building territorial networks in the province of Varese**. This program aims to restore greater naturalness in urban and peri-urban areas and enhance the natural resources fundamental to our well-being.

In the Insubria-Olona Ecosystem Territorial Area, coordinated by the Pinewood Park of Appiano Gentile and Tradate, we have implemented a **participatory process for sustainable land management**. Together with the park and local stakeholders, management regulations have been defined for 5,237 hectares, providing practical guidelines to protect local plant and animal species.

### Restoring Urban Nature

A significant initiative aimed at safeguarding green spaces within city limits was concluded in 2023. We proposed actionable measures that engaged experts, professionals, students, and the wider public across Milan, Varese, and Cassano Magnago municipalities. Our primary objective was to **galvanize community involvement in defending urban biodiversity** as a shared and precious resource.

Through nine collaborative design activities in public spaces and school gardens, we fostered partnerships with local authorities, educators, and the community at large. Our experts also provided training to 89 public administrators on strategies to protect biodiversity, equipping them with practical tools for implementing initiatives within their areas.

Our commitment also extended to the conservation of wetlands, which, although they are vital allies in mitigating the impacts of the climate crisis, face increasing threats. In 2023, we facilitated a participatory process with local people and civil society. Together, we drafted a manifesto advocating for immediate action from local administrations to safeguard these fragile ecosystems.

Elaboration of Land  
Management Regulations in

**5,237**

**HECTARES**  
of green areas

Training for

**89**

on biodiversity management

**9**

**PILOT  
ACTIVITIES**

for the redevelopment  
of green areas

**1,700**

**TEACHERS**

trained

**2,500**

**STUDENTS**

participating in  
educational workshops

**1,613**

**SUBSCRIBERS**

to the *LeaF* e-learning platform



### We stand with teachers and students to protect biodiversity together

2023 was an important year for the educational activities of Istituto Oikos. **Teachers and educators are the departure point for all our programs**. We have trained over 1,700 of them through events, online courses, thematic webinars, and face-to-face workshops, thanks to our valuable alliance with the Italian Association of Geography Teachers.

Our online training in 2023 expanded with **two new opportunities for teachers and educators**: a course presenting tools to successfully introduce the principles of the 2030 Agenda in the classroom and another that explores the potential and benefits of outdoor education. The courses are available on our Learn for the Future e-learning platform (*LeaF*), which now has more than 1,600 subscribers.

The educational programs for schools, conducted in partnership with associations and institutions across eight Italian regions, have engaged over 2,500 students aged 8 to 18. Our primary goal is to **inspire love for the biodiversity of our region** and foster widespread mobilization for environmental protection. We have achieved this by experimenting with both new and proven methodologies, such as Project-Based Learning and Educational Gamification. Most importantly, we have focused on **bringing students directly into nature** as much as possible, whether in protected areas or accessible green spaces near their schools.

### Scientific Consultancies

We have consolidated a number of important alliances in 2023, and our partnership with FAI (Fondo per l'Ambiente Italiano) holds particular significance. FAI is Italy's leading Third-Sector organization dedicated to enhancing the country's historical, artistic, and landscape heritage. In collaboration with the University of Insubria, we have **signed a framework agreement with FAI** to promote the knowledge and protection of biodiversity in Italy. We have worked together to define Guidelines for the management of assets across the country, aiming for future stewardship that prioritizes the conservation of our natural and cultural heritage.



eral cities in Lombardy with the participation of more than 4,800 students, teachers, and the general public. We also produced “**Near and Far**”, a five-part podcast, accessed by more than 69,000 listeners, with stories from scientists and experts about winged colonizers, cheeky animals, and adventurous plants that come from far away and threaten the balance of our ecosystems. The campaign, carried out in partnership with The Post, was also enriched by a series of public events, involving the community in the in-depth study and discussion of these issues.

Education and awareness-raising initiatives are also essential components of the programmes in the countries where we operate. We strongly advocate that educating for sustainability is crucial in shaping knowledge and values that promote a sustainable, fair, and inclusive future.

A few successful examples: in **Tanzania**, we are carrying out a multi-year programme to raise awareness about schools and villages on savannah conservation and climate change. In 2023, we involved 2,622 students in hands-on activities, games, and shared moments on crucial issues for the communities in which they live.

In **Mozambique**, in 2023 we invested in exploring the topic of sustainable waste management. In the Ibo district plastic pollution is an increasingly urgent problem. With an extensive campaign of awareness-raising and community mobilization, public debates and information materials, 4,000 people are now informed of the challenges of this emergency and the solutions that can be used to tackle it.

## SPEAKING UP FOR NATURE

### ► OUR COMMUNICATIONS ON SUSTAINABILITY

At a time of growing environmental crisis, the role of communication is of unprecedented importance. For Oikos, effective communication is not only about providing information and data but is also crucial for raising awareness, educating and mobilizing individuals and communities, and promoting a sense of hope and possibility.

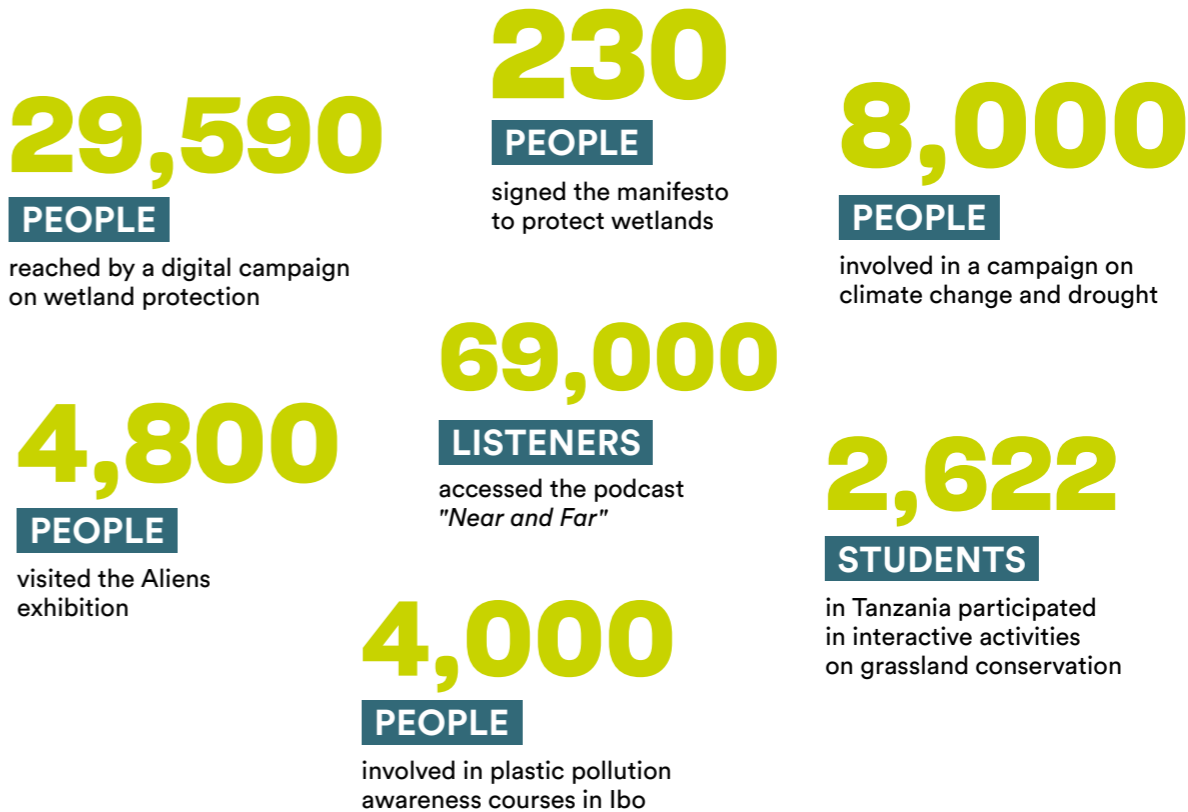
Our initiatives and awareness campaigns, in Italy and in the countries in which we operate, are designed to foster the development of people who are not only aware of the social, political, and environmental challenges of their communities but who also actively participate in these issues. To this end, we use a wide range of tools: videos, information materials, public meetings, exhibitions, podcasts, webinars, social media campaigns, and initiatives for citizen engagement. This allows us to involve people of all ages and backgrounds.

### ► ACTIVE PARTICIPATION IN 2023

In 2023, Oikos launched “**Allies**”, an initiative aimed at raising awareness of the need to protect the wetlands of the Ticino Valley. Wetlands are areas of exceptional biodiversity, our allies in combating the effects of the climate crisis, but also ecosystems that are seriously threatened. The campaign reached 29,590 people through a dedicated website, videos, and social media content. We also launched a participatory planning activity: volunteers and members of civil society created a manifesto, which was then signed by 230 people, to ask local administrations to take urgent action to protect these ecosystems.

In November, we promoted “**Waterless: biodiversity between rain and drought**”, an art project with installations, videos, and a social media campaign. Through this vital initiative, around 8,000 people have been able to experience first-hand the devastating impact of drought and climate change on the biodiversity of our planet. “Temporary Ecosystem”, a large installation of sand that crumbled just like our ecosystems do due to climate change, was the heart of the initiative. The event was the start of an awareness campaign that will be developed throughout Italy in 2024.

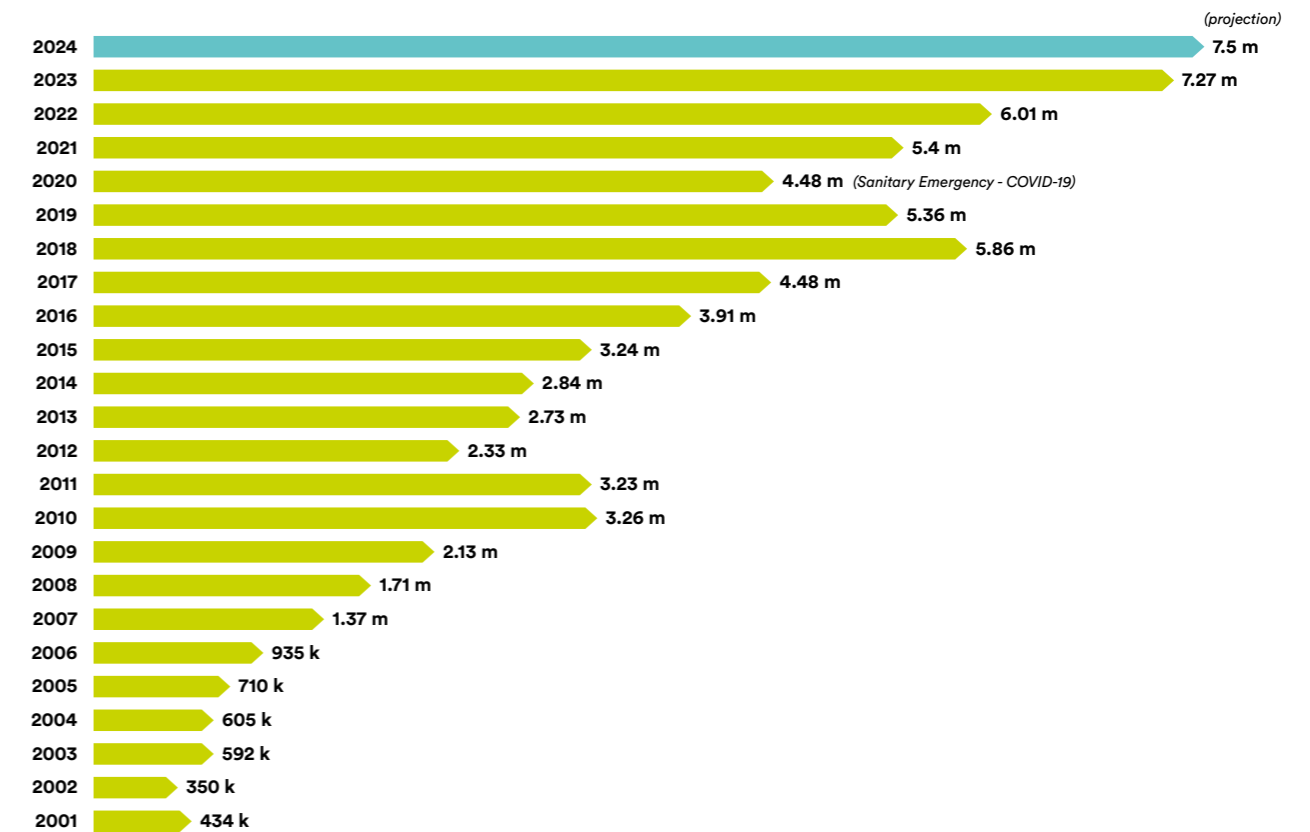
Art was also at the centre of “**Aliens**”, exploring one of the main threats to biodiversity in our country: alien species. The initiative led to the creation of a traveling exhibition that visited sev-



# Financial and economic sustainability 06

## 2023 REVENUE AT A GLANCE

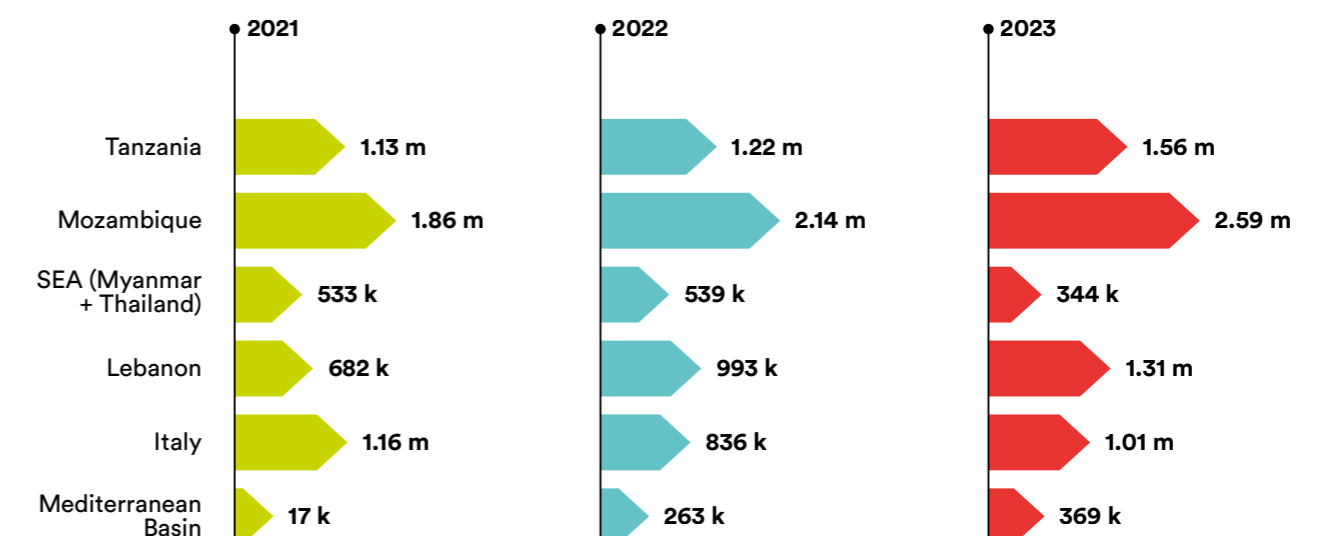
### IN-YEARS FUNDINGS



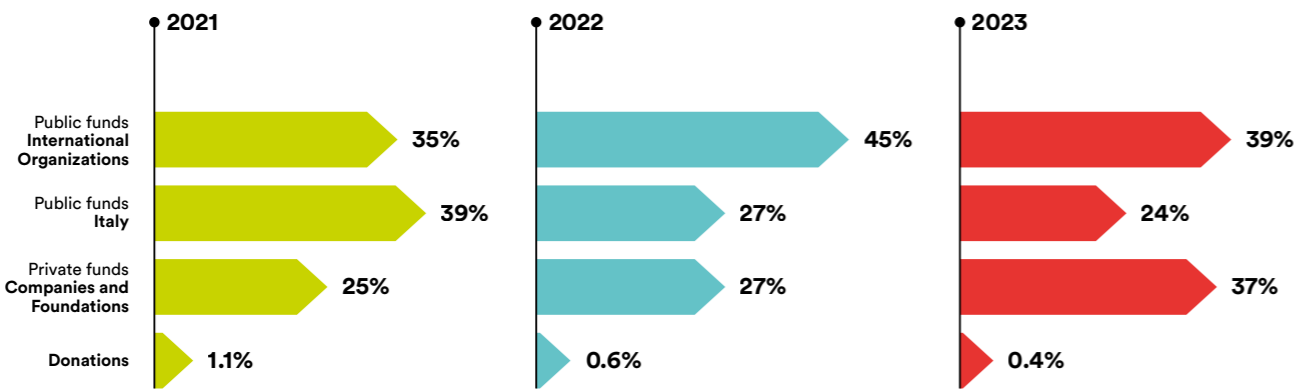
The long-term analysis of earnings reveals a positive trend. In particular, there was a significant recovery after the critical period caused by the COVID-19 pandemic, which forced us to stop or slow down many of our activities, both in Italy and abroad.

As in previous years, in 2023 the revenues from projects in Africa account for half of our budget.

### REVENUE BY COUNTRY



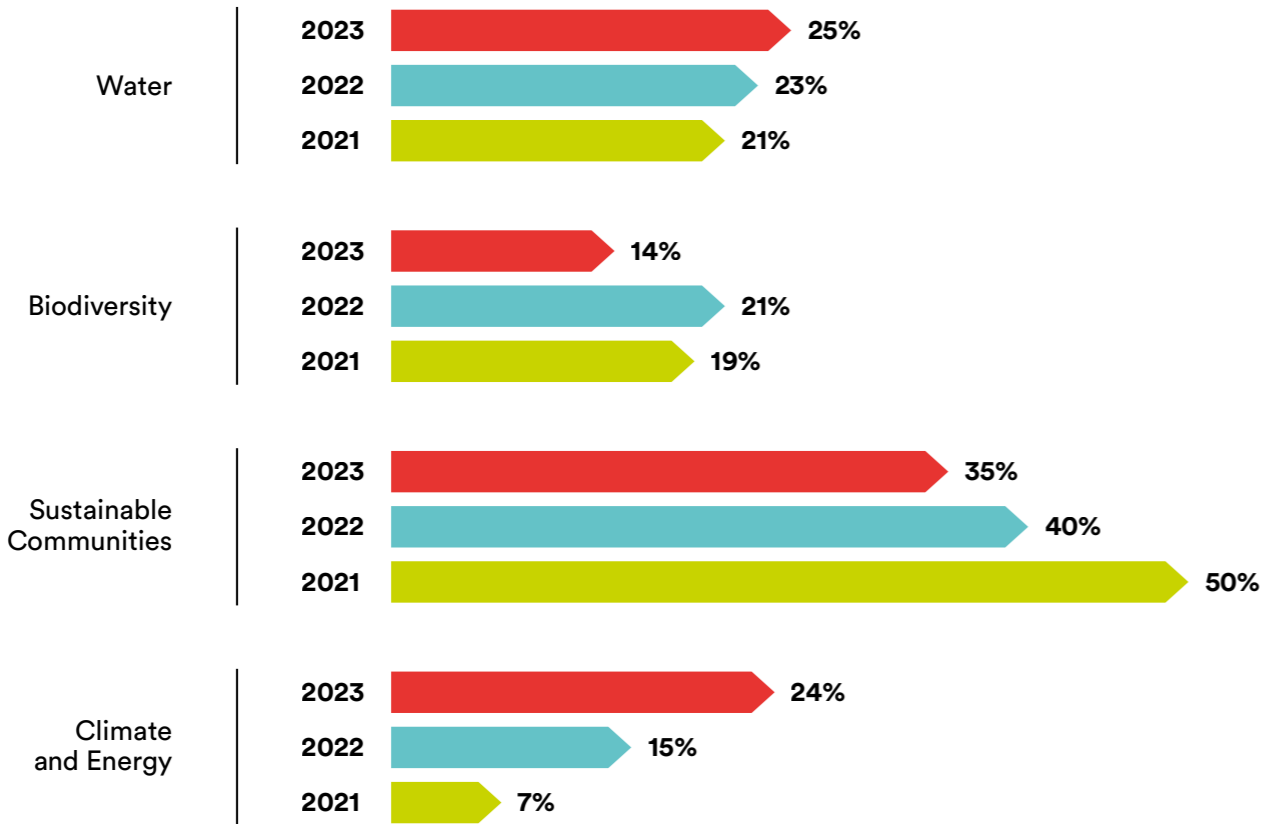
REVENUE BY SOURCE OF FUNDING



It's interesting to notice that in the last three years fundings from private and public international organizations has increased, slightly overcoming Italians public fundings. The effort made to diversify the incomes allowed us to become a sounder organization, no longer dependent from a single type of donor.

Likewise, resources' distribution is now more homogeneous between our sectors, without a prevalence for a single one as it happened in 2021.

REVENUE BY SECTOR OF INTERVENTION



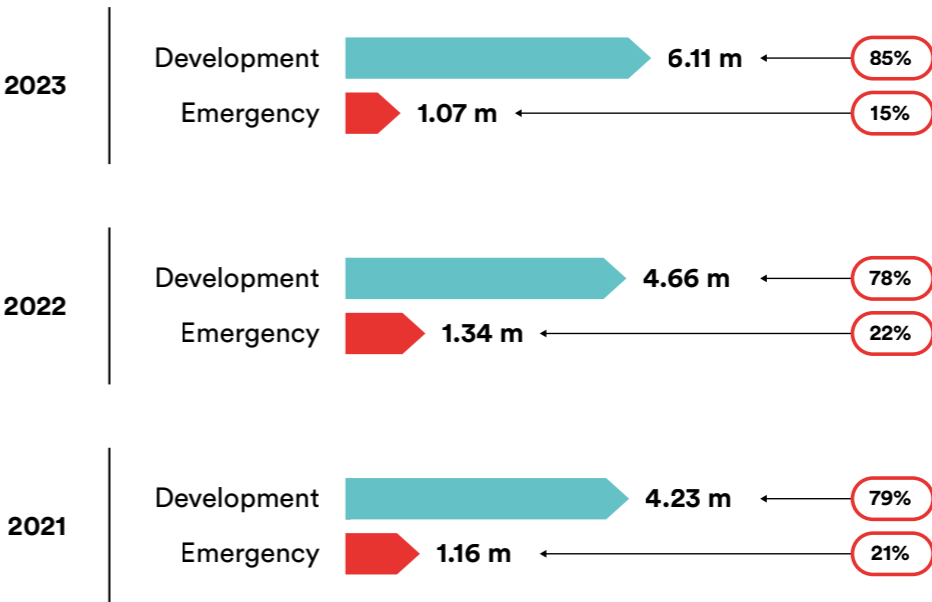
SERVICES AND SCIENTIFIC CONSULTANCIES REVENUE

Revenue generated from service contracts for technical-scientific consultations, particularly in the WASH sector in Tanzania and in the management of foreign protected areas, is growing. This outcome highlights the strong qualifications of our staff, who are frequently sought-after by other agencies and international organizations.



- Tanzania
- Mozambique
- Lebanon
- Italy
- Indonesia

EMERGENCY/DEVELOPMENT REVENUE



The emergency sector has remained constant over the last three years. However, its percentage has decreased relative to the increasing total budget.



# ANNUAL FINANCIAL REPORT

## BALANCE SHEET

WORKING CAPITAL	FIXED ASSETS	ASSETS	2021	2022	2023
		Tangible fixed assets	41,886,00	24,151,00	18,913,00
		Financial fixed assets (shares)	75,000,00	75,000,00	75,000,00
		Financial fixed assets (other titles)	150,000,00	150,000,00	150,000,00
		<b>Total fixed assets</b>	<b>266,886,00</b>	<b>249,151,00</b>	<b>243,913,00</b>
		Receivables	5,257,961,00	4,936,211,00	3,618,653,00
		Activities that do not constitute fixed assets	860,000,00	860,000,00	860,000,00
		Liquid financial resources	2,020,869,00	3,252,231,00	1,985,535,00
		<b>Total working capital</b>	<b>8,138,830,00</b>	<b>9,048,442,00</b>	<b>6,464,188,00</b>
		Accrued income and prepaid expenses	36,165,00	4,092,00	47,447,00
		<b>TOTAL ASSETS</b>	<b>8,441,881,00</b>	<b>9,301,685,00</b>	<b>6,755,548,00</b>

LIABILITIES	2021	2022	2023
Reserves	878,028,00	901,179,00	912,519,00
Staff severance indemnity fund	196,886,00	238,080,00	269,096,00
Debits	7,194,564,00	7,879,753,00	5,257,321,00
Accrued expenses and deferred income	172,403,00	282,673,00	316,612,00
<b>TOTAL LIABILITIES</b>	<b>8,441,881,00</b>	<b>9,301,685,00</b>	<b>6,755,548,00</b>

## INCOME STATEMENT

REVENUES	2021	2022	2023
Revenue for institutional projects from Private Entities	1,332,400,00	1,564,015,00	2,682,260,00
Revenue for institutional project from Public Entities	3,740,180,00	3,960,932,00	4,064,708,00
Revenue from fund-raising from individuals	2,956,00	62,009,00	14,163,00
"5 per mille" Contributions	6,400,00	6,108,00	6,225,00
Other revenues	67,131,00	52,909,00	119,216,00
<b>Total institutional income</b>	<b>5,149,067,00</b>	<b>5,645,973,00</b>	<b>6,886,572,00</b>
Revenue from secondary activities	255,868,00	368,624,00	392,351,00
<b>TOTAL INCOME</b>	<b>5,404,935,00</b>	<b>6,014,597,00</b>	<b>7,278,923,00</b>

EXPENSES	2021	2022	2023
Institutional activities expenses	4,993,697,00	5,517,821,00	6,706,918,00
Promotional and fund raising expenses	726,00	7,033,00	4,797,00
Secondary activities expenses	289,660,00	390,559,00	420,080,00
Financial and asset expenses	54,768,00	56,340,00	122,674,00
Depreciations	22,689,00	19,693,00	13,113,00
<b>TOTAL EXPENSES</b>	<b>5,361,540,00</b>	<b>5,991,446,00</b>	<b>7,267,582,00</b>

Financial year surplus	43,395,00	23,151,00	11,341,00
<b>BALANCE</b>	<b>5,404,935,00</b>	<b>6,014,597,00</b>	<b>7,278,923,00</b>

The approved Financial Statement for the year 2023 can be found on the Oikos website under Balance reports page.

# Vision for the future

# 07

## VISION FOR THE FUTURE

The past year has been marked by significant achievements and new opportunities, making it a highly positive one. Our management of 84 projects across six countries has been guided by scientific rigor, pragmatism, and a commitment to integrating environmental, climate, and social justice. We prioritized environmental restoration, climate change adaptation, ethical and social issues, and support for vulnerable groups, including women and young people.

Globally, the number of deaths due to natural disasters (floods, fires, droughts, earthquakes, and landslides) has decreased from over 500,000 per year in 1920 to less than 100,000 in the 2000s, despite the increasing frequency and intensity of extreme weather events (Our World in Data). This demonstrates that we have the tools to protect ourselves against climate crises and build more resilient societies. However, there is an urgent need to shift from an emergency response approach to a strategy of prevention.

**In 2024, we aim to further consolidate our approach across all locations by implementing concrete actions that take root, spread, and inspire further transformation.**

In Italy and Europe, we will explore opportunities presented by the EU Nature Restoration Law, approved on February 27<sup>th</sup>, 2024, which aims to regenerate natural habitats. This is a significant opportunity for Istituto Oikos, which has long been engaged in these issues.

We will replicate successful experiences in new intervention areas within the countries where we already operate, enhancing internal systems for exchange and communication between departments and countries to better capitalize on the knowledge acquired over the years.

In Tanzania, we will strengthen efforts in the Tsavo-Mkomazi ecosystem, east of Kilimanjaro, and Pemba Island (Zanzibar archipelago), where Oikos opened a new office in November 2023. In Mozambique, we will consolidate the Nacala office (Nampula district) and open a new office in Maputo. Operations in Myanmar will be further downsized in 2024, while in Thailand, where Oikos relocated its regional coordination staff in 2021, a new EU-funded initiative will enable the development of new forestry activities in Krabi and Trang provinces, replicating the successful practices implemented in Myanmar over the past 15 years. In Lebanon, ongoing activities will continue in 2024 in the Shouf Biosphere Reserve, Jabal Mussa Biosphere Reserve, and Beirut.

In Italy, the goal for 2024 is to invest in developing our regional offices in Trentino-Alto Adige, Piedmont, Tuscany, and Umbria.

We also aim to strengthen our presence in the Mediterranean basin through initiatives to protect coastal and island environments, the launch of a new independent office in Sicily, and the development of synergies with North Africa, particularly Tunisia. Here, during a scoping mission, collaborations with highly competent technical-scientific partners have been initiated.

Finally, with the conclusion of our Strategic Plan (2019-2023), we have started developing the new Strategic Plan (2024-2026), to be approved at our annual meeting in June 2024. This document will define long-term strategic priorities and, through annual operational plans, help us proceed with coherence and care in our day-to-day activities.

# Support Oikos

# 08

## Protecting Nature means protecting ourselves

Become part of our community through an annual donation.  
We will send you an “I protect nature” card. You can make your donation by:

### POSTAL ACCOUNT

n° 61923629 in the name of Istituto Oikos E.T.S.

### BANK TRANSFER

to IBAN IT80R0569601602000006906X78 in the name of Istituto Oikos E.T.S.

### CREDIT CARD / PAYPAL

on the website [www.istituto-oikos.org](http://www.istituto-oikos.org) or by calling 02 21597581

### Donating is good for you: all donations to Istituto Oikos are tax deductible!

Remember to include your name, surname and email address  
in the space reserved for the reason for payment.



You can contact us at 02 21597581  
or write to us at [supporters@istituto-oikos.org](mailto:supporters@istituto-oikos.org)



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