



Defending nature, empowering people

Annual Report 2024



ANNUAL REPORT
2024



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METHODOLOGICAL NOTE

The Annual Report is a transparency tool designed to provide Istituto Oikos stakeholders—members, staff, citizens, institutions, and public administrations—with clear and accessible information about the organization's activities and results achieved in 2024. It follows the official guidelines for social reporting by Third Sector organizations and is shaped by the 2024–2026 Strategic Plan.

The report is structured in 8 chapters:

1. **Identity** – Outlines the profile of Istituto Oikos, the values guiding its operations, as well as recognitions and memberships.
2. **Organizational structure** – Offers an overview of statutory and supervisory bodies and the locations of Oikos' offices in Italy and abroad.
3. **People serving the environment** – Examines staff profiles, types of contracts, roles in international offices, and investments in training.
4. **How we work** – Summarizes Oikos' operational approach, includes a section on stakeholders and main supporters, and details internal policies and procedures.
5. **Our work in 2024** – Presents key organizational and sectoral performance indicators, highlights the main activities and results achieved across countries, and emphasizes the strategic role of environmental communication and education.
6. **Financial and economic sustainability** – Provides an overview of 2024 revenues and financial statement.
7. **Vision for the future** – Offers a comprehensive assessment of Oikos' 2024 performance, outlines improvement goals, and shares future prospects.
8. **Support Oikos** – Lists practical ways to join and actively contribute to the organization's mission.

We have selected and presented the most relevant data in a clear and concise format to help stakeholders evaluate our work comprehensively. When necessary, more detailed data are provided to better illustrate environmental, social, and economic impacts. All data in this report have been verified through internal auditing and source-checking processes.

Monitoring and evaluation systems have allowed us to compare 2024 outcomes with trends from previous years. This analysis is included in Chapter 5, *Our work in 2024*. The Annual Report is available in digital format, both in Italian and English, at: www.istituto-oikos.org/bilanci

For the 2024 edition, we have chosen once again to print a limited number of copies and focus our dissemination efforts primarily online, in line with our commitment to sustainability.

THE FAIR USE OF WATER, FERTILE LAND, FORESTS, FISH STOCKS, AND THE MINERALS POWERING OUR TECHNOLOGIES RELIES ON THE INTEGRITY OF THE INTERCONNECTED SYSTEMS THAT SUSTAIN THEM.

Dear colleagues and friends of Oikos, after 29 years as President, in April 2025 I passed the torch to Giuseppe Guida, a long-standing and invaluable member of Oikos, now our new President. With deep emotion and joy, I bring to a close an extraordinary human and professional journey.

As I look back on Oikos' path from 1996 to today, I reflect on how profoundly our approach has evolved.

Even as young naturalists in the 1990s, we already understood that protecting biodiversity required starting from people's needs.

Our first major project in Africa, the *Tarangire Conservation Project*, examined how the migratory patterns of elephants, buffalo, zebras, and wildebeest impacted the livelihoods of Maasai farmers and herders. Working alongside local authorities and communities to develop viable strategies based on the complex web of collected data was a powerful challenge—and a formative one.

Over time, it became increasingly clear that the fair use of our limited common goods—water, fertile land, forests, fish stocks, and the minerals powering our technologies—relies on the integrity of the interconnected systems that sustain them. Climate change is just the most pressing and dramatic aspect of a much broader picture. Above all, it has become undeniable that the global community must reconsider its outdated concept of progress if we are to tackle rising CO₂ levels, pandemics, or armed conflicts with any real hope of success.

The goals outlined in the 2024–2026 Strategic Plan and the achievements presented in this Annual Report show that Oikos, in its small but impactful way, is playing a meaningful role in addressing these global challenges.

Internal organizational development, staff wellbeing and growth, and financial health form the backbone of our future progress. But we also continue to demonstrate a clear willingness to pursue bold, creative solutions—such as in the Mediterranean basin and in new areas of intervention in Tunisia, Lebanon, Thailand, Tanzania, and Mozambique.

This ongoing capacity to balance innovative thinking with realism, and to merge novel approaches with scientific rigour, defines us. It allows us to begin sketching a path toward the new world we all hope to see.

As for me, I will continue to follow Oikos' journey with pride and deep engagement, confident that the organization will meet future challenges with the same passion, integrity, and consistency that have always defined its work. Watching its progress and accomplishments—albeit from a different position—will continue to bring me great satisfaction.

A heartfelt thank you to Giuseppe, to Director Paola Mariani—my partner in a fruitful and enduring collaboration for over twenty-five years—and to the entire wonderful Oikos' team.

Wishing you all the very best in your work ahead!

Rossella Rossi, President

A NEW STRATEGIC DIRECTION FOR THE 2024–2026 PERIOD

Istituto Oikos’ activities for the 2024–2026 period are guided by its newly defined strategy, outlined in the 2024–2026 Strategic Plan. The plan was developed through a participatory process that actively engaged staff, collaborators, and stakeholders. This collaborative effort resulted in a solid and widely shared roadmap that will steer the organization over the coming years. The main goal of the Strategic Plan is to strengthen the organization’s culture by aligning its mission, vision, and actions—ensuring that all staff work cohesively and contribute to meaningful impact. The identification of intervention priorities took into account evolving global dynamics and the ecological transition, with a clear focus on climate, environmental, and social justice.

The planning process began with an internal consultation to gather input on strategic priorities.

- The 2023 Annual Meeting (September) and a survey involving 52 collaborators (December) helped shape shared expectations and highlight key priorities.
- This was followed by five multidisciplinary working groups (November 2023 – January 2024), which analyzed both the internal context and organizational needs, while identifying strategic goals and future opportunities.
- The coordination was entrusted to a steering committee composed of the President, the Director, and the Heads of Communication and Monitoring & Evaluation, tasked with ensuring consistency across all contributions.

Approved by the Board of Directors and the General Assembly, the Plan reflects a synthesis of diverse internal perspectives and ensures a shared organizational vision. It serves as the foundation for the Annual Operational Plan, which defines each year’s specific actions, responsible teams, and necessary resources to achieve the strategic objectives.

STRATEGIC OBJECTIVES

| | | |
|-----|--|---|
| OS1 | ECONOMIC SUSTAINABILITY | Consolidate and strengthen financial sustainability by diversifying and expanding funding sources in line with Oikos’ mission, while improving financial management and control. |
| OS2 | GEOGRAPHICAL EXPANSION | Reinforce and expand Oikos’ operations by strengthening its presence in current areas of activity and scaling up successful interventions in new geographic contexts. |
| OS3 | STAFF WELL-BEING AND GROWTH | Enhance staff performance and well-being through optimal role placement, ensuring alignment between individual skills and aspirations and organizational needs, to maximize both satisfaction and productivity. |
| OS4 | STRATEGIC PARTNERSHIPS | Strengthen and broaden Oikos’ network of strategic alliances, prioritizing partners with proven experience that meet Oikos’ selection criteria and strategic needs. |
| OS5 | OIKOS VISIBILITY, IN ITALY AND INTERNATIONALLY | Increase the visibility and recognition of Oikos to reinforce its role in sustainable development cooperation, natural resource conservation, and environmental awareness. |
| OS6 | IMPROVED ACCOUNTABILITY | Enhance internal organization and processes to improve accountability and the overall quality of work. |





2024 IN NUMBERS

6

COUNTRIES

79

PROJECTS

STAFF
MEMBERS

171

150

PARTNERS

223,559*

BENEFICIARIES

** Cumulative total*

01

Identity

WHO WE ARE

Istituto Oikos is a non-profit organization committed to protecting biodiversity and promoting more sustainable lifestyles in Europe and around the world. Since 1996, we have designed and implemented over 400 projects in Italy and in 17 countries across Europe, Asia, Africa, and Latin America.

VISION

A future where ecology, economy, and equity come together, reconciling human needs with those of the environment.

MISSION

To contribute to ecosystem conservation while promoting sustainable development through professionalism, innovation, and participation.

Without nature, there is no future. Protecting it means protecting ourselves—it is a complex yet essential task. For the past 25 years, Istituto Oikos has focused its efforts on safeguarding and restoring our common goods: forests, flora, fauna, soil, and water. We pay special attention to climate change, the most urgent and tangible threat to global well-being. We promote the conservation of natural resources, responsible production and consumption models, and the adoption of sustainable lifestyles. Our approach is sensitive to ethical and social issues, with particular attention to the most vulnerable groups, including women and youth. All of this is made possible by the leadership of environmental professionals, the active engagement of our beneficiaries, and strong partnerships with public institutions, international organizations, and private sector actors. Our goal is to contribute to the achievement of the Sustainable Development Goals of the 2030 Agenda and to help build a greener, fairer, and more inclusive future.

VALUES

OUR WORK IS GUIDED BY THE FOLLOWING CORE VALUES

INNOVATION AND EXPERIMENTATION

CONCRETENESS AND SUSTAINABILITY OF THE ACTIONS

PROFESSIONAL EXCELLENCE

SCIENTIFIC RIGOUR

SHARING AND PARTICIPATION

EQUITY AND SOLIDARITY

INTERCULTURALITY

CONSISTENCY



RECOGNITIONS AND MEMBERSHIPS

Oikos' commitment to environmental protection and sustainable development is reflected in the many official recognitions it has received and in its prestigious memberships. These affiliations attest to the organization's credibility and impact at both national and international levels.

RECOGNITIONS

- Recognized Association (Chamber of Commerce, Handicrafts, and Agriculture of Varese)
- Recognized Environmental Protection Association pursuant to Article 13 of Law 349/86
- Recognized as an Observer to the UNFCCC since 2022
- Registered in the public list of Civil Society Organizations (CSOs) and other non-profit entities pursuant to Article 26 of Law No. 125/2014 of the Italian Agency for Development Cooperation (Decree No. 2016/337/000241/0 of 04/04/2016)
- Registered in the National Single Register of the Third Sector (RUNTS) pursuant to Legislative Decree 117 of July 3, 2017 (Determination No. 235 of 10/02/2023)

MEMBERSHIP

- Italian Alliance for Sustainable Development (ASviS)
- Arci Servizio Civile Nazionale Aps
- Association of Italian NGOs (AOI)
- CoLomba (Association of NGOs in Lombardy)
- International Union for Conservation of Nature (IUCN)

02

Organizational Structure

OIKOS ALLIANCE

In 2024, Istituto Oikos launched the Oikos International Alliance—a dynamic, informal network grounded in solid scientific research and bringing together various organizations committed to addressing major environmental challenges. The Alliance fosters a collaborative environment where members share technical expertise and best practices in a spirit of mutual growth. It promotes innovation and offers cross-cutting training and knowledge exchange initiatives, helping to establish a unified approach to environmental challenges both in Italy and abroad.



**OIKOS
EAST AFRICA**

Operating in Tanzania since 1999, it was formalized as an NGO in 2009. It has two offices, one in Arusha and one in Wete (Pemba, Zanzibar Archipelago).



**OIKOS
MED**

A non-profit association based in Catania, founded in April 2024 to protect Mediterranean marine and coastal ecosystems.



**OIKOS
IMPRESA SOCIALE**

A non-profit social enterprise based in Milan, offering innovative environmental solutions and sustainability consulting. Its technical staff has over 10 years of experience in applied zoology and conservation biology.

STATUTORY AND SUPERVISORY 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 2024-2026.

Profile of members

number of members: 47 – average age: 58 years – gender: 23 F 24 M

BOARD OF DIRECTORS

Elected for a three-year term and eligible for reappointment, the Board guides and oversees the organization's day-to-day management. It consists of five to seven members, including the President—who is the legal representative—and the Vice President, all selected from among the members.

Current Board Members – appointed 27/10/2022



Rossella Rossi
President



Adriano Martinoli
Vice President



Alessandra Gagliardi
Member



Sergio Vismara
Member



Vittorio Rinaldi
Member



Francesca Lucchi
Member

STATUTORY AUDITOR (MONOCRATIC)

Monitors compliance with the bylaws and the adequacy of the organizational, administrative, and accounting systems.



Maria Clotilde Cermisoni
Chartered Accountant and Certified Public Auditor – appointed 27/10/2022

SUPERVISORY BODY (ODV)

Conducts periodic internal audits and ensures compliance with privacy laws and risk prevention regulations.

Members



Silvia Beretta
appointed 06/02/2020



Eugenio Carlini
appointed 12/02/2024



Giorgio Cancelliere
appointed 06/02/2020

SCIENTIFIC COMMITTEE

An advisory body that provides input on strategies, objectives, projects, studies, research, and other initiatives promoted by the organization, ensuring scientific integrity.



Adriano Martinoli
member since 14/12/2011



Giorgio Cancelliere
member since 24/03/2009



Maurizio di Robilant
della Bellezza
member since 24/03/2009



Paolo Anselmi
member since 24/03/2009



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



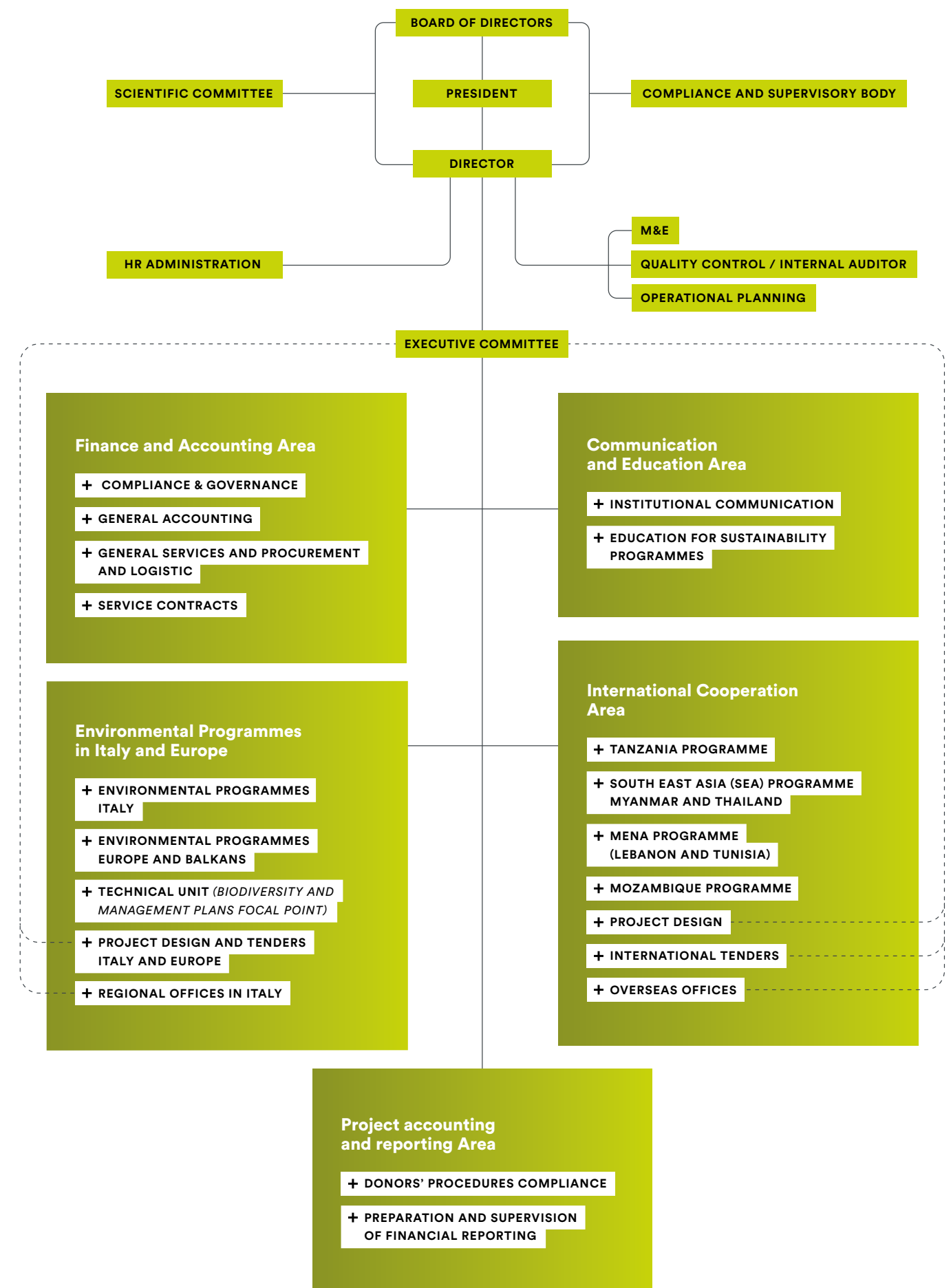
Giuseppe Selvaggi
member since 16/12/2019



Marco Bezzi
member since 16/12/2019



OPERATIONAL STRUCTURE



WHERE WE WORK

ITALY

Start year
1996

Headquarter
Milan (main office)

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

 Beneficiaries
3,146**

 Staff
38

 Sectors
**Biodiversity,
People
Empowerment**

 Emergency
/Development
Development

 Projects
21

 SDGs
4 8 11 12 13 15

TANZANIA

Start year
1996

Main office
Arusha

Field offices
Pemba Island
Zanzibar

 Beneficiaries
174,666**

 Staff*
12 (expat)

 Sectors
**Biodiversity,
Water,
People
Empowerment,
Climate
and Energy**

 Emergency
/Development
Development

 Projects
13

 SDGs
1 2 6 8 12 13 14 15

*Oikos also operates in Tanzania through the local staff of Oikos East Africa (a member of the Oikos Alliance)

MOZAMBIQUE

Start year
2012

Main office
Pemba

Field offices
Ibo
Nacala

 Beneficiaries
32,583**

 Staff
76 (67 local)
(9 expat)

 Sectors
**Water,
People
Empowerment,
Climate
and Energy**

 Emergency
/Development
**Emergency,
Development**

 Projects
18

 SDGs
1 2 5 6 8 12 13 14 15

LEBANON

Start year
2016

Main office
Beirut

Field office
Maasser el-Shouf

 Beneficiaries
2,645**

 Staff*
7 (3 local)
(4 expat)

 Sectors
**Biodiversity,
Water,
People
Empowerment,
Climate
and Energy**

 Emergency
/Development
**Emergency,
Development**

 Projects
23

 SDGs
1 2 4 5 6 7 8 10 12 13 15 16

*Oikos also works in Lebanon through the local staff of our partners ACS, AFJM, and FSF

MYANMAR

Start year
2007

Main office
Yangon

Field offices
Kawthaung
Kyeintali

 Beneficiaries
572**

 Staff
10 (7 local)
(3 expat)

 Sectors
**Biodiversity,
People
Empowerment,
Climate
and Energy**

 Emergency
/Development
**Emergency,
Development**

 Projects
9

 SDGs
1 2 3 5 8 10 14 15

THAILAND

Start year
2023

Office
Khao Lak

 Beneficiaries
9,947**

 Staff*
3

 Sectors
**People
Empowerment**

 Emergency
/Development
Development

 Project
1

 SDGs
1 5 8 14 15

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

**Cumulative beneficiary data

03

THE VALUE OF PEOPLE

Istituto Oikos regards human capital as a strategic asset in achieving its goals. A qualified and motivated team is essential to effectively carry out activities for biodiversity conservation and the promotion of sustainable and inclusive development. For this reason, the organization invests in both the professional and personal growth of its staff, in Italy and abroad, with particular attention to women, young people, and disadvantaged groups. Training and specialization opportunities are offered in key sectors, and strategies are implemented to strengthen internal skills. Special attention is also given to knowledge sharing among colleagues and to optimizing organizational procedures.

As of December 31, 2024, the Istituto Oikos team includes a total of 150 employees: 38 at the headquarters and 101 abroad (27 expatriates and 85 local staff).

People serving the environment



OIKOS STAFF PROFILE

The number and profile of Oikos employees have remained stable over time. Turnover analysis reveals different dynamics between the Italian headquarters and international offices: at the **HQ**, turnover is very low (**4%**), while abroad it reaches **25%**. The **average length of service** is **4 years overall**, with a significantly higher value at headquarters, where it reaches **10 years**. This reflects a solid, rewarding, and stimulating work environment, in which HQ staff find strong motivation to stay long-term. Abroad, higher turnover is a natural occurrence, as contracts are often tied to the duration of specific projects. Staff retention at HQ also contributes to an increase in the **average age**, which is approaching **42 years**.

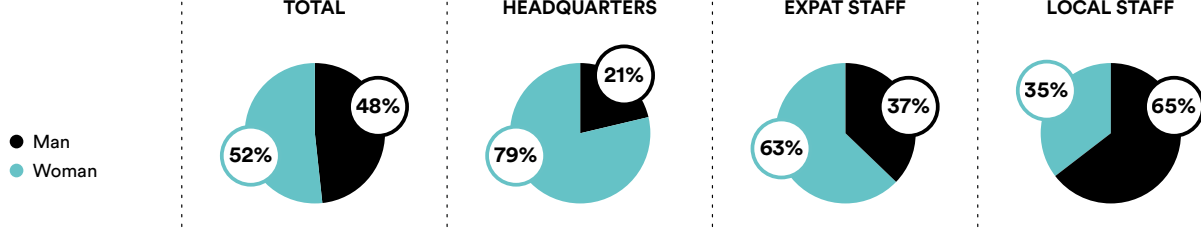
AVERAGE AGE



In terms of **gender balance**, new hires have led to an increase in the percentage of women, especially in leadership roles abroad. More than half of the project assistant managers and sector specialists are women, including among local staff.

| % OF WOMEN IN LEADERSHIP ROLES | HQ | EXPAT | LOCAL STAFF |
|--------------------------------|-----|-------|-------------|
| Manager/Coordinator | 85% | 57% | 25% |
| Specialist/Manager Assistant | 62% | 83% | 62% |

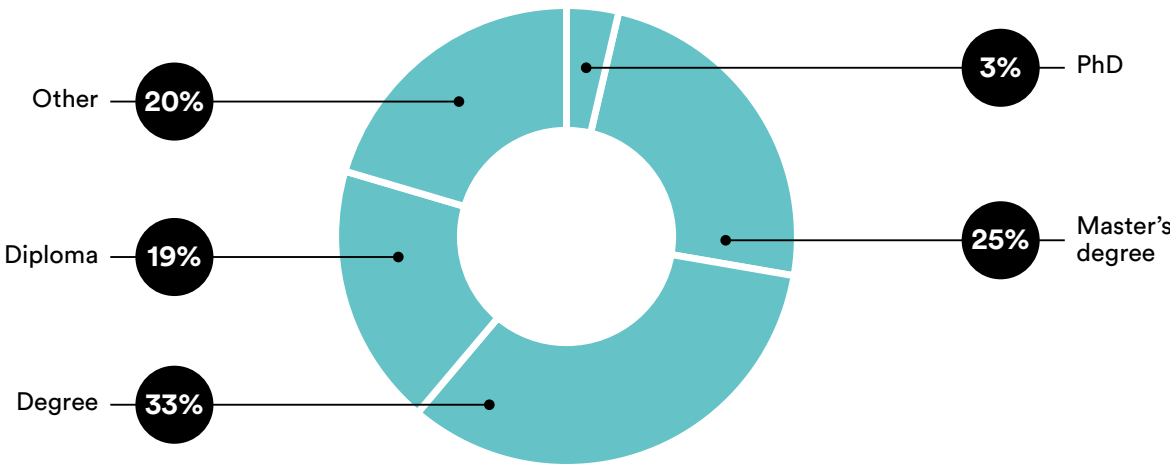
GENDER



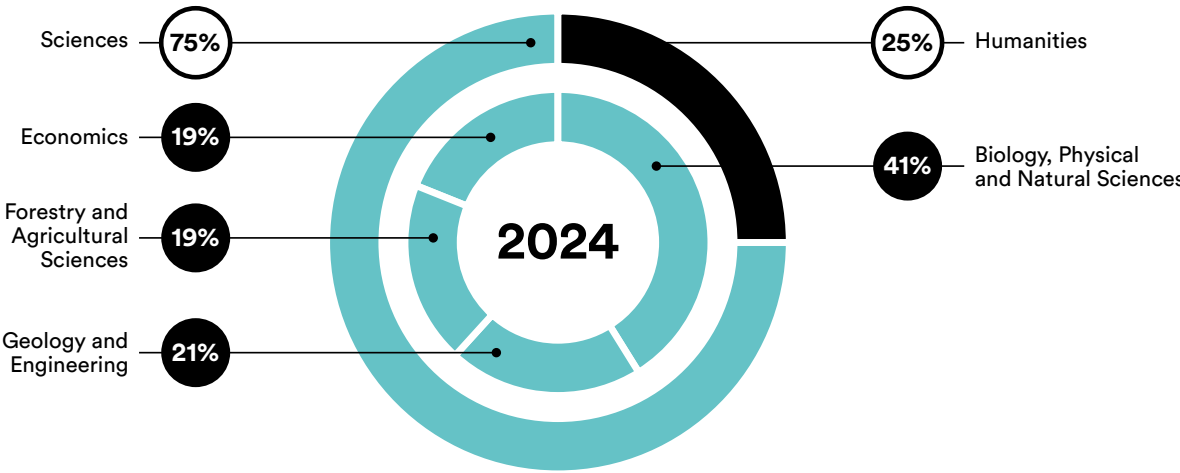
QUALIFICATIONS

Over 90% of Istituto Oikos staff, both in Italy and internationally, hold an academic degree. 75% have a background in STEM disciplines, confirming the importance of technical expertise to effectively support the organization’s activities and projects.

QUALIFICATIONS 2024



FIELD OF STUDY



ROLES IN FIELD OFFICES

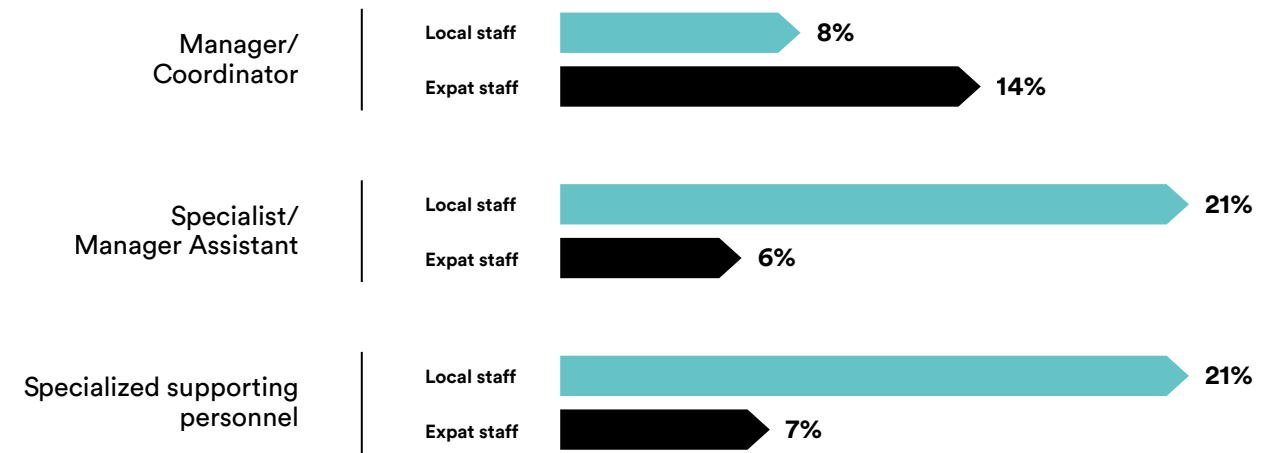
In 2024, the ratio between local and expatriate staff in senior roles (management/specialist technical positions) at field offices stands at 51% expatriates and 49% local staff. Local personnel mostly occupy technical and project assistant roles, while expatriates tend to serve as project coordinators.

| SENIOR POSITIONS – EXPAT/LOCAL | |
|--------------------------------|-------|
| 51% | EXPAT |
| 49% | LOCAL |

LOCAL PRESENCE 2024



LEVEL BY CATEGORY 2024



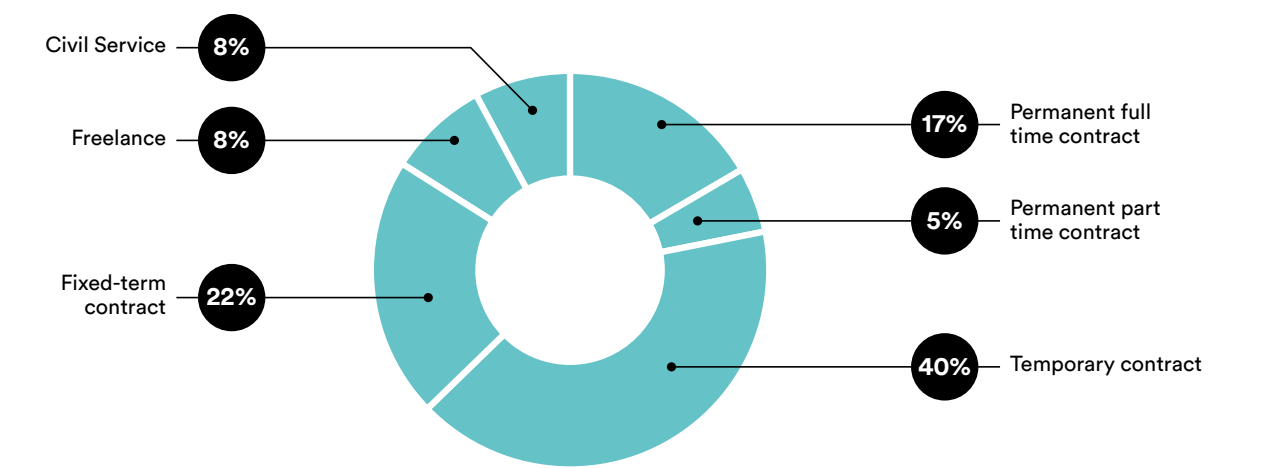
TYPE OF CONTRACTS

Staff recruitment is carried out through a **transparent process** based on equal opportunity principles and follows standardized protocols across all offices. Depending on the role, required experience, and project needs, Oikos offers different types of contracts to its workers. The chart below shows the contractual situation for 2024.

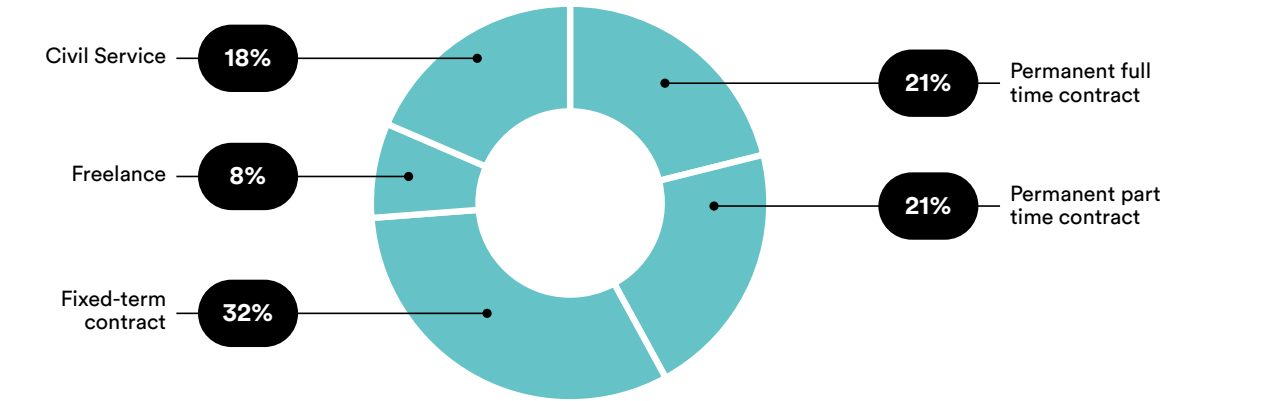
Human resource management is guided by **procedures outlined in the HR manuals** applicable both in Italy and in field offices, in accordance with the labour laws of the countries where we operate.

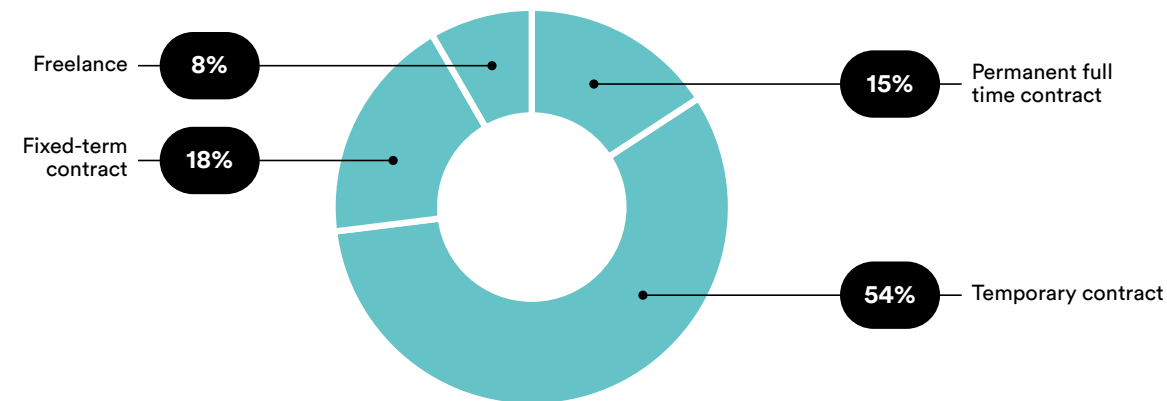
In Italy, the reference frameworks are the national collective agreement CCNL UNEBA (National Union of Institutions and Social Assistance Initiatives), Article 43 for employees, and the AOI National Collective Agreement regulating coordinated and continuous collaborations, Article 5 Table A for consultants.

In line with Article 16 of Legislative Decree 117/2017, as amended, **the wage gap between employees is less than 1 to 8**; specifically, it is 1 to 5.



HEADQUARTERS





TRAINING

In 2024, the headquarters provided **918 hours of training for both Italian and expatriate staff**, reaching 81% of all employees (97% of HQ staff and 59% of field staff). Training was delivered across four main areas:

- Workplace safety (in compliance with Italian Legislative Decree 81/08)
- Refresher courses on Oikos’ internal policies and procedures
- Induction training for new hires
- Specialized training aimed at strengthening technical skills

The average number of training hours per employee per year was 17.3 hours.

| YEAR | TOTAL HOURS | Lg81 security | Internal procedures and policies | induction training | Specialist training |
|------|-------------|---------------|----------------------------------|--------------------|---------------------|
| 2024 | 918 | 65 | 398 | 97,5 | 357,5 |
| 2023 | 1357,5 | 427 | 230,5 | 160 | 540 |
| 2022 | 674,5 | 174 | 207,5 | 108 | 163 |

CIVIL SERVICE

Volunteering offers the chance to test One’s own skills in the field while also learning new ones.

For years, Istituto Oikos has participated in the Universal Civil Service, which gives young people the opportunity to collaborate for one year with non-profit organizations. Our goal is to help these youth become aware of their role in society, while giving them the chance to engage with international cooperation, environmental protection, and sustainability education sectors. Over the years, **66 young people aged 18 to 28** have helped implement numerous projects in Italy and abroad—educational programmes in schools, awareness campaigns, and many other initiatives.

A special thank you goes to all the young people who have chosen to walk part of their journey with Oikos, and to those who will join us in the coming year to help secure a more sustainable future for everyone.

TESTIMONIALS



During my Civil Service experience, I had the opportunity to work with the Conservation Team in Arusha. I was able to apply my ecological knowledge in a completely new context and learn from experts in the field. The team was essential, both professionally and personally. The culture, warmth, and kindness of the local people are immense—it makes all the challenges of living in a very different country melt away. If I had to describe it in one word, it would be unique—because it’s truly rare to find an experience that allows you to grow from so many perspectives all at once.

Sabrina Muscolino

As soon as I joined Oikos’ Communication and Sustainability Education Office, I said I wanted to ‘do everything.’ And I think I really did a lot in a year: social media posts, newsletters, events, school activities, webinars. Every opportunity was a chance to challenge myself and grow both professionally and personally. Thanks to the trust and guidance of the team in my department, I was able to apply my skills and learn something new every day. Now I can say, without a doubt, it was the right choice.

Vanessa Levati



04



How we work

APPROACH

We have been working for over 20 years to protect natural resources through concrete and effective solutions that enhance and strengthen the role of local communities.

The areas where we operate are fragile natural environments, exposed to climate change and increasing pressure from human activities, yet they are ecologically valuable and provide crucial services to communities in terms of economic and social well-being, climate stability, and food security.

In these contexts, we develop integrated interventions based on innovation and scientific rigour, grounded in practical and sustainable actions, while applying the principles of equity, solidarity, and social inclusion

COHERENCE

We act in line with our vision and mission, following the strategies and priorities defined within our four key sectors of intervention: biodiversity, water, climate and energy, and people empowerment.



Biodiversity

Protection of endangered species and fragile ecosystems; strengthening ecological connectivity and ecosystem services.



Water

Conservation and fair distribution of water; use of sustainable technologies and water resource management practices, also in relation to climate change.



People empowerment

Protection of natural systems (soil, agro-ecosystems, aquatic environments) to improve food and water security, income generation, and social inclusion.



Climate and energy

Strategies and interventions for adaptation and mitigation.

RESEARCH AND ANALYSIS

Applied research and environmental data analysis are the foundation on which we design our interventions and evaluate their impact. We assess risks related to the unplanned use of natural resources, aiming to identify realistic and sustainable solutions.

PARTICIPATORY PLANNING AND RESOURCE MANAGEMENT

The strategies we propose are the result of processes that actively involve local communities, institutions, civil society representatives, the scientific community, and other local stakeholders.

TRAINING AND KNOWLEDGE SHARING

Every initiative is accompanied by training and knowledge exchange programmes. Strengthening the technical expertise of those who manage and live in the territories where we work is essential to generating lasting impact.

PARTNERSHIPS AND EXPERT NETWORKS

To carry out our work in analysis, research, and training, we build scientific partnerships with local and international universities, fostering synergies between faculty and students, research institutes, NGOs, and businesses.

VALUES

Our actions are guided by a system of values defined in our Charter of Values and shared throughout the organization. This framework shapes our activities and guides our professional conduct.

EVALUATION AND CAPITALIZATION

We evaluate our programmes by measuring their effectiveness, impact, and long-term sustainability. We identify and analyze good practices and lessons learned to build on past experiences and inform future planning.

FRAMEWORK OF INTERVENTIONS

All interventions align with international policies, principles, and strategies for environmental protection and sustainable development. These include the 2030 Agenda, the guidelines set by the International Union for Conservation of Nature (IUCN), and the EU Biodiversity Strategy for 2030.



STAKEHOLDERS

Oikos’ work is built upon a broad network of stakeholders: individuals, institutional partners, members of the scientific community, the third sector, media, and public and private donors. The ability to cultivate and enrich this network of relationships is essential to the effectiveness of our actions, in a long-term sustainability perspective.

In 2024, we strengthened and expanded our stakeholder network and formalized our partnership guidelines, which guide the selection, development, and monitoring of effective collaborations.

This process—tailored to the goals of each partnership and the specific type of partner—is based on the following principles:

> **SHARED VALUES**

Strong alignment on values, common goals, mutual responsibility, and a commitment to transparency

> **COMMON STANDARDS**

Use of, and regular monitoring of compliance with, shared reference standards and compatibility of organizational procedures

> **LOCAL ROOTS**

A solid understanding of and integration into the territory where joint operations are planned

> **KNOWLEDGE BASE**

Use of a sound scientific and knowledge base to design interventions and shape decision-making systems at project or programme level

> **LONG-TERM PERSPECTIVE**

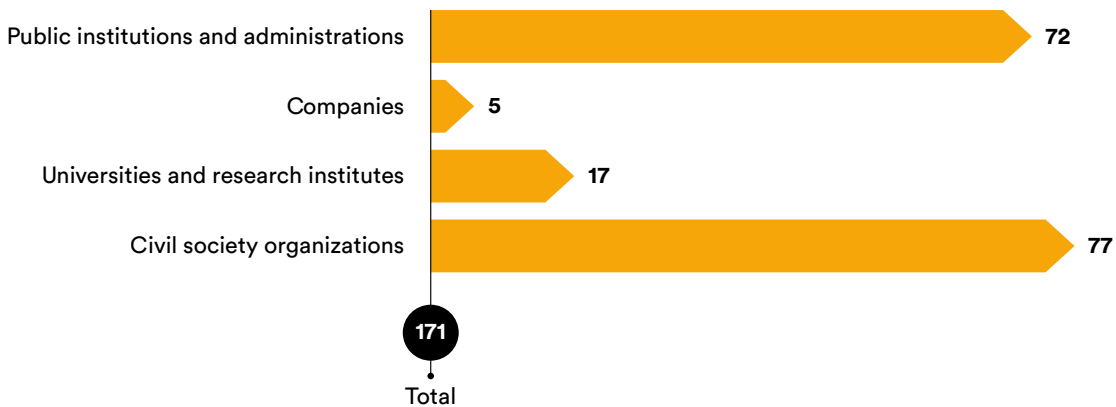
A commitment to strengthening and growing the partnership over the medium to long term

ONGOING PROJECTS IN 2024



- Total
- Projects in which Istituto Oikos is a partner

ONGOING PARTNERSHIP IN 2024



INSTITUTIONS AND PUBLIC AUTHORITIES

These are key stakeholders with whom we build strategic alliances, guided by principles of cooperation and co-design, to effectively influence regulatory and cultural change. The formalization of partnerships with public entities takes place through the signing of a Memorandum of Understanding (MoU) and mutual compliance with agreed 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
Manyara Regional Secretariat
Mbulu District and Town Councils
Meru District Council
Micheweni District (Pemba Island, Zanzibar)
Ministry of Agriculture, Irrigation, Natural Resources and Livestock (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)
President's Office for Regional Administration, Local Government and Special Departments (PO-RALGSD) - Zanzibar
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
Wete District (Pemba Island, Zanzibar)

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
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

MYANMAR

Ministry of Natural Resources and Environmental Conservation (MONREC)

ITALY

Municipality of Milan
Municipality of Origgio
Municipality of Varese
PLIS dei Mughetti (Local Park of Supra-municipal Interest)
Ticino Valley Lombardy Regional Park
Monte Barro Regional Park
Pineta di Appiano Gentile e Tradate Regional Park
Po Delta Veneto Regional Park
Province of Varese
UNESCO Man and the Biosphere (MAB) Reserve – Ticino Val Grande Verbano

EUROPE AND THE MEDITERRANEAN

Mont-Ventoux Regional Natural Park – France
Municipality of Kalundborg – Denmark
Municipality of Plovdiv – Bulgaria
Municipality of Sønderborg – Denmark
National Center for Forest Owners (CTFC) – France
Public Institution Galicica National Park – North Macedonia
Piano di Magadino Park – Switzerland
Public Institute Škocjan Caves Park – Slovenia
Royal Society for the Conservation of Nature – Jordan
Silva Mediterranea (FAO Committee on Mediterranean Forestry Questions)
Talasemtane National Park – Morocco

COMPANIES

They are a key driver for testing approaches focused on technological innovation and the implementation of processes aimed at environmental, social, and economic sustainability. In the future, we will be increasingly committed to co-designing initiatives with the private sector to support local communities and the territories we work in. This begins with the sharing of values and common goals — the first step toward building long-term partnerships.

TANZANIA

eWater Services
TIB Development Bank

ITALY

Idrogea Servizi srl
Studio FA Natura
Carbonsink

LEBANON

Mores

UNIVERSITIES AND RESEARCH INSTITUTES

This collaboration not only ensures the quality of our interventions but also lies at the heart of cultural, scientific, and social advancement for society at large. Over the years, Oikos has established several long-term agreements with prestigious Italian and international universities through projects and programmes across various areas of intervention. These partnerships are a priority for us: scientific rigour and excellence are fundamental values that underpin all of our work.

TANZANIA

IHE Delft Institute for Water Education
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

University of Insubria – Department of Theoretical and Applied Sciences
University of Padua
University of Pavia
University of Trento

EUROPE AND THE MEDITERRANEAN

Forest Science and Technology Centre of Catalonia (CTFC) – Spain
Mediterranean Agronomic Institute of Chania (CIHEAM–MAICH) – Greece
European Topic Centre – University of Malaga (ETC–UMA) – Spain
University of Jaén – Spain
University of Sarajevo – Faculty of Forestry – Bosnia and Herzegovina

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 of associations are the glue of social cohesion and a key driver in effectively addressing new challenges. Promoting real change is impossible without the active involvement of citizens and civil society organisations. In the coming years, we will continue to expand and strengthen the network of associations we work with to increase our impact on the ground by drawing on complementary skills and expertise.

TANZANIA

Empowerment of Marginalized Communities (E-MAC Tanzania)
Mara Women Empowerment Assistance (MWEA)
Oikos East Africa (OEA)
Southern Elephant Programme (STEP)
Tanzania People and Wildlife (TPW)
The Nature Conservancy (TNC)
Ujamaa Community Resource Team (UCRT)
World Wildlife Fund (WWF)

MOZAMBIQUE

Associazione dei Produttori del Caffè di Ibo
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)
IndyACT
Specialized Center for Accessible Learning and Education (SCALE)

MYANMAR

Foundation for Education and Development (FED)

THAILAND

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

ITALY

Archeologistics Social Enterprise
Associazione Fondiaria Valle del Lanza (AsFo Valle del Lanza)
Italian Association of Geography Teachers – AIIG
Association of Beekeepers of the Province of Varese (APAVA)
Proteus Association
Rondine Cittadella della Pace Association
Astronatura Social Cooperative
CeVI – International Volunteering Centre
CoLOMBA – Cooperation Lombardia
API Varese Cooperative
Eurafrica Conservation Project
La Monda Agricultural Social Cooperative
Incontra Social Cooperative
Italian Environmental Fund (FAI)
Gruppo Pleiadi scs
Legambiente Lombardia Onlus
Oikos Med
Palermo Urban Solutions Hub – PUSH
Rotary Club Tradate
Se.Mi Onlus

EUROPE AND THE MEDITERRANEAN

African Architecture Matters (AAM) – Netherlands
Alto Bernesga Biosphere Reserve Foundation – Spain
Association for the Protection of Jabal Moussa (APJM) – Lebanon
International Association for Mediterranean Forests (AIFM) – France
Association for the Protection of Mértola’s Heritage (ADPM) – Portugal
Brave Kids / Song of the Goat Theatre Association – Poland
Foundation for the Cultural Development and Economic Potential of Civil Society (FDCBPCS) – Bulgaria
Fundación IBO – Spain
Humanitas – Slovenia
Iles des Paix (IDP) – Belgium
Institute Equalita – Germany
National Agency for the Development of Oases and Argan Zones – Morocco
No Excuse – Slovenia
Organisation for the Defense and Management of AOC Ventoux – France
Save the Children Albania
Lower Secondary School of Langenlois – Austria
SMILO: Sustainable Islands – France
Society for the Protection of Prespa (SPP) – Greece
Spor Media – Denmark
Veterinarians without Borders / VSF – Belgium
WWF Bulgaria – Bulgaria

OTHER COUNTRIES

Arbeitskreis “Entwicklungshilfe” e.V. Dresden (AK”EH”) – Germany
African Architecture Matters Foundation – Netherlands
Community Forests International – Canada
Community Forests International – Pemba
EcoPeace Middle East – Israel/Palestine/Jordan
Environmental Justice Foundation – United Kingdom
Fauna & Flora International – United Kingdom
Global Water Centre – USA
Helvetas – Switzerland
Landesa – USA
RANAS Group – Switzerland
South Rift Association of Land Owners (SORALO) – Kenya
The Nature Conservancy – USA
Zambia COMPA Teatro Trono – Bolivia
Zoological Society of London – United Kingdom

OUR MAIN SUPPORTERS IN 2024

Everything we do is made 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), World Bank Group

Public Institutions: 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, Italian Agency for Development Cooperation (AICS), Swiss Agency for Development and Cooperation (SDC) – Switzerland, 8xmille – IRPEF

Private Entities: Audemars Piguet Foundation – Switzerland, Audemars-Watkins Foundation (FAW) – Switzerland, Critical Ecosystem Partnership Fund (CEPF), Ekoenergy – Finland, Fondazione Cariplo, Landesa – United States, NextEnergy Foundation, Stiftung Drittes Millennium – Switzerland, Svenska Postkod Stiftelsen – Sweden, The Nature Conservancy – USA, Waldensian Church.

POLICY AND PROCEDURES

As every year, significant efforts have been made to train our staff—both in Italy and abroad—for the proper implementation of our internal protocols. In 2024, these efforts mainly focused on accountability and internal control processes within the organization.

Istituto Oikos’ procedural framework includes:

- 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 protocols specific to the management of activities and safety in the countries where Istituto Oikos operates.



DUE DILIGENCE

In the 2024–2026 Strategic Plan, we chose to highlight the fundamental role our partners play in our work—not only to increase the effectiveness of our actions but also to open up new areas of intervention and to complement our skills and knowledge across different fields. For this reason, we have set a strategic objective to expand and strengthen our network of high-quality partners by 2026.

In 2024, we took the first steps toward this goal by developing a Due Diligence system that allows us to gain a deep understanding of the partners with whom we plan and implement new interventions.

This Due Diligence system consists of multiple phases and various tools for information gathering (such as questionnaires, interviews, and site visits). These help us gain deeper insight into potential partners and assess associated risks and opportunities. In specific cases, the Due Diligence process also allows us to identify necessary capacity-building actions to strengthen certain areas—such as project monitoring.

We designed a partner database (DB) that organizes the main information collected during the Due Diligence process. This database is accessible to all Istituto Oikos staff, enabling them to access relevant data on qualified partners and to build long-lasting and effective collaborations.

Finally, we developed a classification system based on five selected objective criteria to assess partnership performance at the end of a project or programme.

05

Our work
in 2024

In 2024, we carried out 79 projects in response to the major challenges affecting the areas where we operate. The climate crisis, ecosystem degradation and the unsustainable use of natural resources continue to threaten the balance of fragile environments - such as savannahs and forests – putting at risk access to clean water and the quality of life for the communities that depend on these ecosystems. With the support of public and private donors, and through close collaboration with our partners, we worked on multiple levels to generate lasting change and strengthen the resilience of both ecosystems and communities.

PERFORMANCE INDICATORS BY SECTOR OF INTERVENTION

| BIODIVERSITY | | | |
|---|--|---|---|
| KPI DESCRIPTION | 2022 | 2023 | 2024 |
| Extension of terrestrial or coastal landscapes, where sustainable management schemes have been adopted (value in hectares per year) | Area of terrestrial ecosystems: 164,929.5 ha | Area of terrestrial ecosystems: 6401 ha | Area of terrestrial ecosystems: 6401 ha |

| WATER | | | |
|---|---------|---------|--------|
| KPI DESCRIPTION | 2022 | 2023 | 2024 |
| Number of people with access to clean water from safe sources | 46,442 | 278,120 | 92,132 |
| Number of people with access to new or improved latrines equipped with handwashing facilities | 116,645 | 5,423 | 0 |

| CLIMATE AND ENERGY | | | |
|---|---------|--|---|
| KPI DESCRIPTION | 2022 | 2023 | 2024 |
| Extension of agro-pastoral land in which sustainable management practices have been introduced (value in hectares per year) | 44.8 ha | 66.3 ha (29 of which involved in practices/ activities for water efficiency) | 15276.17 ha (41.12ha of which are involved in water efficiency practices) |
| Number of farmers applying at least one promoted agricultural practice | 1,247 | 567 | 567 |

| PEOPLE EMPOWERMENT | | | |
|--|-------|--------|--------|
| KPI DESCRIPTION | 2022 | 2023 | 2024 |
| Number of school staff and students involved in educational initiatives for environmental sustainability | 4,954 | 17,480 | 10,438 |
| Number of people trained on sustainable production models | 1,902 | 2,317 | 3,428 |
| Number of micro and small businesses supported or started | 41 | 165 | 419 |



START OF
ACTIVITIES

1996



BENEFICIARIES

174.666*



HEAD OFFICE

ARUSHA



AREAS OF
INTERVENTION

active in
11 regions,
particularly in
Arusha, Manyara,
Kilimanjaro and
on Pemba Island
(Zanzibar)



PROJECTS

93



SDGs

1, 2, 6, 8, 12,
13, 14, 15

(*cumulative figure)

TANZANIA

COMMUNITIES ON THE FRONTLINES OF CONSERVATION

Despite steady economic growth in recent years, Tanzania remains marked by deep inequalities. Today, 28% of the population still lives below the poverty line. Population growth, the intensive exploitation of natural resources, and the increasingly visible effects of the climate crisis are placing growing pressure on ecosystems and undermining the quality of life in many communities, especially in rural areas. These pressures pose a real threat not only to the survival of local communities, but also to several large mammal species now at risk of extinction.

OUR COMMITMENT IN TANZANIA

Oikos has been operating in the northern savannahs of Tanzania since 1996. Here, we implement programmes focused on biodiversity and cross-border ecosystem conservation, sustainable natural resource management and community development.

- **We work to ensure access to clean water** and basic health services in the most remote communities, in close partnership with local communities and institutions. We construct water supply and sanitation systems using local materials and sustainable technologies.
- **We support small-scale entrepreneurship**, with a special focus on vulnerable women, helping them on their paths toward empowerment and autonomy.
- **We work to reduce human–wildlife conflict** in areas where the coexistence between large mammals and pastoral or farming communities is especially difficult. We do this through training, the sharing of good practices and the distribution of kits to support peaceful coexistence.
- **We develop education and awareness programmes** that complement all our initiatives, with the goal of fostering lasting change.

Since 2023, we have also been present in the Zanzibar archipelago. On the island of Pemba, we have launched initiatives to conserve local biodiversity and to support communities in waste management, access to clean water and improved sanitation. We work closely with the most vulnerable groups, especially women, to promote the development of sustainable livelihoods.





SUCCESS STORIES FROM 2024

Clean water for those without: the beating heart of Oikos' work in Tanzania

In 2024, Oikos reinforced its commitment to ensuring sustainable access to clean water in the rural areas of Manyara Region, in partnership with RUWASA and local authorities.

A total of **56 solar-powered systems** were installed across five districts. These systems drive pumping stations capable of supplying **over 1.75 billion litres of water per year. More than 90% of this water is produced with zero emissions, thanks to 840 kW of installed solar panels.** For the community-based organisations that manage these water systems, this represents a saving of **more than 220,000 euros.**

Thanks to this solarisation effort, over 300,000 people now have access to safe and sustainable water sources.

The systems are managed by Community-Based Water Supply Organisations (CBWSOs), which Oikos supports through training and tools for sustainable, long-term maintenance.

An innovative financing mechanism is currently under development to generate additional financial flows for CBWSOs through certified carbon credits—unlocking new resources to expand services and cover future costs.

Pemba: new horizons for conservation and rights

Despite considerable logistical challenges, in our first year of activity on Pemba Island (Zanzibar) we completed baseline studies that confirmed the urgency of intervention: severe water shortages, inadequate sanitation infrastructure and urgent environmental needs.

We finalised the technical designs and launched the procurement processes to install solar systems and upgrade sanitation facilities in schools and health centres, which will benefit **over 50,000 people.** The local population was actively involved in participatory urban planning processes to revitalise sports fields, markets, green areas and other public spaces. **More than 600 women participated in financial literacy programmes, and over 20 local micro-projects were selected focusing on waste management and environmental education.**

At the same time, we launched an ambitious initiative to protect the island's most valuable green heart: the Ngezi-Vumawimbi Forest. In collaboration with the Department of Forestry, four new rangers were recruited to prevent illegal activities. A team of international experts conducted a scientific survey confirming the area's exceptional biodiversity: 325 plant species, 20% of which had never been recorded before, along with numerous rare, endemic and threatened species. But alongside this richness, major threats were also identified: poaching, fires and deforestation. Efforts are underway to have the reserve officially designated as a National Park, in order to strengthen its protection through the active involvement of local communities.



START OF
ACTIVITIES
2012



BENEFICIARIES
32.583*



HEAD OFFICE
PEMBA



AREAS OF
INTERVENTION

Quirimbas
Archipelago
and Coastal
Districts of Cabo
Delgado Province,
Nampula Province



PROJECTS
70



SDGs

1, 2, 5, 13 14, 15

(*cumulative figure)

MOZAMBIQUE

RESILIENCE TO HUMANITARIAN AND CLIMATE CRISES

Northern Mozambique is home to extraordinary natural heritage. Mangroves, coral reefs and seagrass meadows are vital ecosystems for marine and terrestrial species alike, as well as for local communities that depend on fishing, aquaculture and tourism. But this delicate balance is under threat. Climate change, deforestation, pollution and uncontrolled coastal development are endangering biodiversity and the livelihoods of thousands of families.

To this environmental emergency, we must add a challenging socio-economic context. Cabo Delgado and Nampula Provinces, where Oikos operates, are among the poorest in the country: half the population lives below the poverty line and malnutrition rates are among the highest. Armed conflict between insurgent groups and military forces has also forced tens of thousands of people to flee to safer areas.

OUR COMMITMENT IN MOZAMBIQUE

Our daily work in Mozambique focuses on environmental conservation and sustainable development. We are engaged in:

- **Sustainable waste management:** We work with communities to adopt disposal systems and recycling practices that reduce environmental impact.
 - **Training in sustainable fishing:** We train local fishers in techniques that preserve marine resources and ensure long-term livelihoods.
 - **Climate-smart agriculture:** We promote farming practices that improve yields while protecting soil health and reducing carbon emissions.
 - **Mangrove forest restoration:** We help restore these essential coastal ecosystems with full community involvement at every stage of the process.
- In recent years, we have also focused on emergency and post-emergency interventions in response to growing climate and humanitarian crises. We are on the ground every day to:
- **Provide support to displaced communities:** we build temporary shelters for those who have lost their homes, using sustainable materials and local techniques. We also train young people in this field to promote job inclusion.
 - **Rehabilitate essential infrastructure:** we repair wells, water distribution systems and health centres to ensure access to basic services, especially for the most vulnerable.
 - **Ensure access to basic sanitation:** we implement solutions to improve hygiene and reduce disease risks, with special focus on women, children and the elderly.



SUCCESS STORIES OF 2024

From shelter to home: building resilience in Ibo

In the heart of the Quirimbas Archipelago, Instituto Oikos continues to restore safe and dignified living conditions for vulnerable communities in Ibo District.

Displaced by armed conflict and climate crises, thousands of people found themselves without secure shelter. Oikos responded by building [1,150 emergency shelters](#): simple yet sturdy structures designed to gradually evolve into permanent homes. Made from local materials—bamboo, wood, rope, waterproof sheeting—they are adapted to the tropical climate and offer proper ventilation. Traditional *pau-a-pique* walls can be added over time.

The strength of the project lies in participation: [125 young carpenters](#), trained by experienced artisans, worked hand-in-hand with the families. This collaborative approach accelerated construction, enhanced local skills, and fostered a sense of community.

On each island involved—Ibo, Matemo, Quirambo, Quirimba—[Oikos built 11 permanent houses in each bairro](#), serving as models of what these shelters can become: safe, durable, co-designed homes.

Roots that regenerate: mangroves revive from Chicoma to Cabo Delgado

In 2024, Instituto Oikos intensified its commitment to coastal ecosystem conservation by promoting mangrove reforestation in four coastal communities: Chicoma, Mueve, Nangua, and Bandar.

[In Chicoma, a community nursery now hosts over 4,500 native seedlings](#). Ten local growers planted more than 2,300 mangroves across 0.7 hectares. At the same time, hydrological restoration over 1.66 hectares revived the ecosystem: the return of crabs, molluscs and organic debris signals a flourishing habitat.

[In Mueve, Nangua and Bandar, over 53,000 seedlings were cultivated in community nurseries](#).

Replanted areas now show survival rates above 75%, with peaks of 96% for native species like *Ceriops tagal* and *Rhizophora mucronata*.

Our approach combines assisted natural regeneration, community training and participatory monitoring. Women and youth play a key role in nursery care, data collection via mobile apps, and landscape monitoring.

In some areas, mangroves are even regenerating spontaneously: a clear sign that our efforts are bearing fruit, thanks to a deeply participatory and ecologically respectful approach.





START OF AC-
TIVITIES

2007



BENEFICIARIES

10.519*



HEAD OFFICE

TRANG
(THAILAND)



AREAS OF
INTERVENTION

Andaman Coast



PROJECTS
57



SDGs

1, 2, 3, 14, 15

(*cumulative figure)

SOUTHEAST ASIA

COASTAL ECOSYSTEMS AND LOCAL COMMUNITIES: A DELICATE BALANCE TO PROTECT

The coastal ecosystems of Southeast Asia are of immense value: they are home to extraordinary biodiversity and support the livelihoods of local populations. Yet, especially along the Andaman Coast, they are seriously threatened by climate change and overexploitation. In this context, it is urgent to adopt innovative, nature-based solutions to protect both environmental resources and local economies.

OUR COMMITMENT IN SOUTHEAST ASIA

Oikos has been active in the region since 2007. For more than 15 years, we worked in the coastal areas of northern and southern Myanmar on habitat and endangered species conservation, environmental education, ecotourism, and the creation of community forests.

Following the political and humanitarian crisis in Myanmar, since 2021 our operations have shifted to Thailand. This challenge became an opportunity to make a difference in a new setting. We studied local context, built alliances with territorial actors, and laid the foundations for a new environmental programme in Thailand. Since 2023, we have supported the effective management of coastal ecosystems in the provinces of Krabi and Trang, applying community forest management best practices successfully tested in Myanmar.

We support communities living in mangrove forests and promote the establishment of community forests to ensure sustainable, biodiversity-friendly management. In this process, we also encourage women's leadership: we support them in launching sustainable economic activities such as beekeeping, natural textile production and medicinal herb cultivation.

SUCCESS STORIES 2024

Protecting nature as a driver of local development

Along the Andaman coast, we are building strong alliances to protect coastal ecosystems, starting from the heart of the communities: the local organisations. Our approach is simple yet effective: train, engage, act together.

Over 1,700 people - including fishers, local associations and residents - took part in trainings on climate change, marine pollution, and sustainable resource management. This process has already reinforced the protection of nine community-managed mangrove forests and five marine protected areas. It has also promoted the adoption of sustainable fishing practices among 139 fishers.

Thanks to small-scale funding, four local organisations have launched new conservation initiatives, while 315 people participated in a pilot project to restore seagrass meadows – key habitats that help prevent coastal erosion.

Environmental stories are gaining visibility through new platforms: thanks to our partners, a network has been established that brings together 13 media outlets and academic institutions. This alliance shares environmental stories and trains a new generation of skilled, passionate reporters. When more than 580 people join forces to clean beaches and villages, it becomes clear that environmental protection is not just an ecological challenge - it's also a way to bring communities together and inspire civic action.

Community forests as a solution

Much of our work in the country focuses on establishing community forests, a key tool for protecting biodiversity and securing sustainable livelihoods for local populations.

To this end, we are currently supporting coastal communities in southern Thailand in obtaining legal recognition and implementing sustainable mangrove forest management. In 2024, three areas were officially recognised as "Community Forests", and the process is underway for three more—protecting over 2,600 hectares in total.

Participation is growing: new communities are getting involved, and nine additional forests have been identified for future registration. Six new communities have also requested support.

In parallel, we are promoting economic self-reliance—especially for women—through training in honey processing, eco-printing on fabrics, the renovation of workspaces, and the establishment of a Halal kitchen to support local food production.

Through tree planting activities and the release of marine species, we actively involve children, families and entire communities in protecting their natural resources. This work continues, expanding these results to even more communities along the Andaman coast.





START OF
ACTIVITIES

2017



BENEFICIARIES

2.645*



HEAD OFFICE

BEIRUT



AREAS OF
INTERVENTION

Beirut Province,
Shouf Biosphere
Reserve, Jabal
Moussa Biosphere
Reserve, Mount
Hermon Protected
Area



PROJECTS

23



SDGs

1, 2, 4, 8, 10, 5, 6,
7, 12, 13, 15, 16

(*cumulative figure)

LEBANON

ENVIRONMENTAL PROTECTION AND HU- MANITARIAN PROGRAMMES

Lebanon hosts some of the richest biodiversity in the Mediterranean region. This natural heritage plays a vital role in providing essential services and economic benefits to the local population, which depends largely on agriculture. Healthy ecosystems regulate the climate, preserve water supplies, and maintain soil fertility. Yet this valuable heritage is under growing threat from climate change and unsustainable resource use.

To this complex environmental situation, we must add a critical socio-economic context: endemic political instability has led to soaring levels of poverty and unemployment. The widespread presence of Syrian refugees, often perceived

OUR COMMITMENT IN LEBANON

Oikos began its work in Lebanon in 2017 in the Shouf Biosphere Reserve, the largest protected area in the country and in the entire Middle East. Since then, we have extended our efforts to other key protected areas, including the Jabal Moussa Biosphere Reserve and various biodiversity hotspots. These areas provide crucial ecosystem services as agricultural production, water storage, forest resources, but current management practices are not adequate to ensure their long-term preservation.



Our activities focus on:

- **restoring and conserving natural ecosystems to protect biodiversity:** in an area where water scarcity challenges the livelihoods of farming communities, we promote regenerative, low-impact farming methods that minimise water use and avoid chemical inputs. We also support the use of renewable energy to power irrigation systems.
- **sustainable management of protected areas:** we develop and refine land-use planning and resource management tools to enhance the value of ecosystem services for local communities.
- **promoting sustainability education:** working alongside teachers in Beirut and the Shouf, we have developed a new educational pathway that finally integrates environmental issues into school curricula.

Since 2022, we have complemented our environmental efforts with a humanitarian programme aimed at responding to Lebanon's social and economic crisis. We provide aid in areas around Beirut that have been hardest hit by the crisis, with a focus on the most vulnerable: women, children, older people, the unemployed and refugees. In a country where religious identity plays a key role in daily life, we promote inclusion and peaceful coexistence among religious minorities and host communities, particularly through schools.

SUCCESS STORIES OF 2024

The value of inclusion

Despite the impact of the conflict between Lebanon and Israel, in 2024 we successfully concluded a key project to promote the integration of the Chaldean community: a two-year effort carried out in schools and among refugee and host populations.

We trained 40 unemployed youth and 48 refugee women in soap-making and solar food drying: practical skills that support economic self-reliance and reduce social isolation. A campaign promoting peace and environmental awareness in 10 schools fostered dialogue and cohesion among students, teachers and families from different religious backgrounds.

We also addressed food insecurity, delivering 2,250 aid packages to 150 vulnerable families.

We are now expanding our efforts to include the Syriac community, with new initiatives in education, basic healthcare access, and vocational training, empowering their rights and helping to build new opportunities.

Safeguarding protected areas in a time of climate crisis

Over the past year, we focused on protecting and managing Lebanon's mountain ecosystems, which are among the most vulnerable to climate change and overuse.

We finalised Management Plans for three reserves: Shouf, Mount Hermon, and Jabal Moussa. In parallel, we trained 21 managers and technical staff from 18 protected areas in the use of the IMET tool, an innovative method for assessing the effectiveness of protected area management. It supports evidence-based decision-making to improve conservation results.





START OF
ACTIVITIES

1996



BENEFICIARIES

3.146*



HEAD OFFICE

MILANO



AREAS OF
INTERVENTION

Lombardy,
Piedmont,
Umbria, Tuscany,
Trentino,
Emilia-Romagna



PROJECTS

23



SDGs

4, 8, 11, 12, 13, 15

(*cumulative figure)

ITALY

A COLLECTIVE EFFORT TO PROTECT ECOSYSTEMS

Italy is home to one of the richest biodiversities in Europe: over 9 thousand plant species, more than 60 thousand animal species, and an exceptionally high rate of endemism. This places a significant responsibility on the country in terms of conservation.

However, human activities, combined with the impacts of the climate crisis, pose a serious threat to this natural heritage. Today, 30% of vertebrate species and 25% of marine species in Italy are at risk of extinction, 80% of lakes and 57% of rivers are in an unfavourable conservation status. Reversing this trend is an urgent priority that concerns us all.

OUR COMMITMENT IN ITALY

Oikos has been working daily to protect biodiversity for almost thirty years. We collaborate closely with public authorities, universities and protected areas to promote shared environmental conservation strategies. We apply a Nature-Based Solutions (NBS) approach to tackle the interconnected sustainability crises we face today: climate change, water security, land degradation and biodiversity loss.

In particular:

- **We support sustainable land management** by helping protected areas and local administrations with environmental planning, technical training, and the development of operational guidelines. We foster cooperation among all local stakeholders to achieve common goals in nature protection, sustainable management and environmental enhancement.
- **We protect fragile ecosystems**, such as wetlands and heathlands, through concrete actions like habitat and species monitoring, environmental restoration and the re-establishment of ecological corridors.
- **We bring sustainability to schools and communities.** In recent years, our commitment to promote responsible lifestyles has grown into a structured educational programme now active in many Italian regions, thanks to partnerships with local institutions. We offer student workshops, teacher training and community engagement initiatives aimed at sparking collective action to protect nature.



SUCCESS STORIES OF 2024

Farming biodiversity, promoting employment

In 2024, we strengthened our efforts to protect biodiversity in the rural landscape of the Insubria-Olona Ecosystem Territorial Area (ATE), while also promoting employment in agriculture and social inclusion. How? By creating production chains that complement traditional farming, with a special focus on a seed mix rich in native plant species that is essential for environmental restoration and pollinator support.

At the heart of the process was [a training programme for 30 technicians and farmers](#) to spread sustainable farming practices.

[Eight farms made 17 hectares of land available and harvested 1,000 kg of seed mix.](#) Of this, 290 kg will be used for restoration work in the Parco dei Mughetti, 120 kg in the Parco Pineta, and the rest will be available for sale: a concrete opportunity [to boost the local rural economy](#) while enhancing the region's natural resources.

A community-driven model to revive abandoned land

In 2024, to counter land abandonment and degradation, we focused on promoting community-based land management. A key milestone was supporting the launch of the Valle del Lanza Landowners' Association, now counting **29 members and 37 hectares of land** under management. This participatory process involved local councils, businesses and residents. We organised **8 public meetings attended by 90 people and seven training sessions for 160 representatives of local authorities**. The goal: to restore the value of abandoned land and create a development model that respects and revitalises the rural landscape.

Beyond the Classroom: Outdoor Education for Transformative Learning

Nature is our greatest teacher: it teaches balance, well-being, respect and creativity. In 2024, we embraced this principle to guide teachers, children and young people along paths of personal development and meaningful learning. Whenever possible, we took learning outside: an effective way to build knowledge, but also to spark a deeper connection with nature and a desire to protect it.

We involved 1,437 teachers and educators through online courses, in-person training and outdoor workshops on biodiversity, outdoor education, and transformative teaching methods. In collaboration with a group of 62 teachers, we co-designed the National Forum on Civic Education, creating a valuable space for dialogue on innovative pedagogy, civic engagement and the integration of sustainability into school programmes.

From ideas to action: civic mobilisation in practice

With 2,890 students across 7 Italian regions, we carried out hands-on workshops, nature excursions, project-based learning and idea competitions to encourage creative solutions to the climate crisis. One highlight: 33 high school classes developed proposals to protect local biodiversity, involving their communities in the process. The 12 most promising ideas received funding and materials to put them into action, empowering young people to take a leading role in the ecological transition.

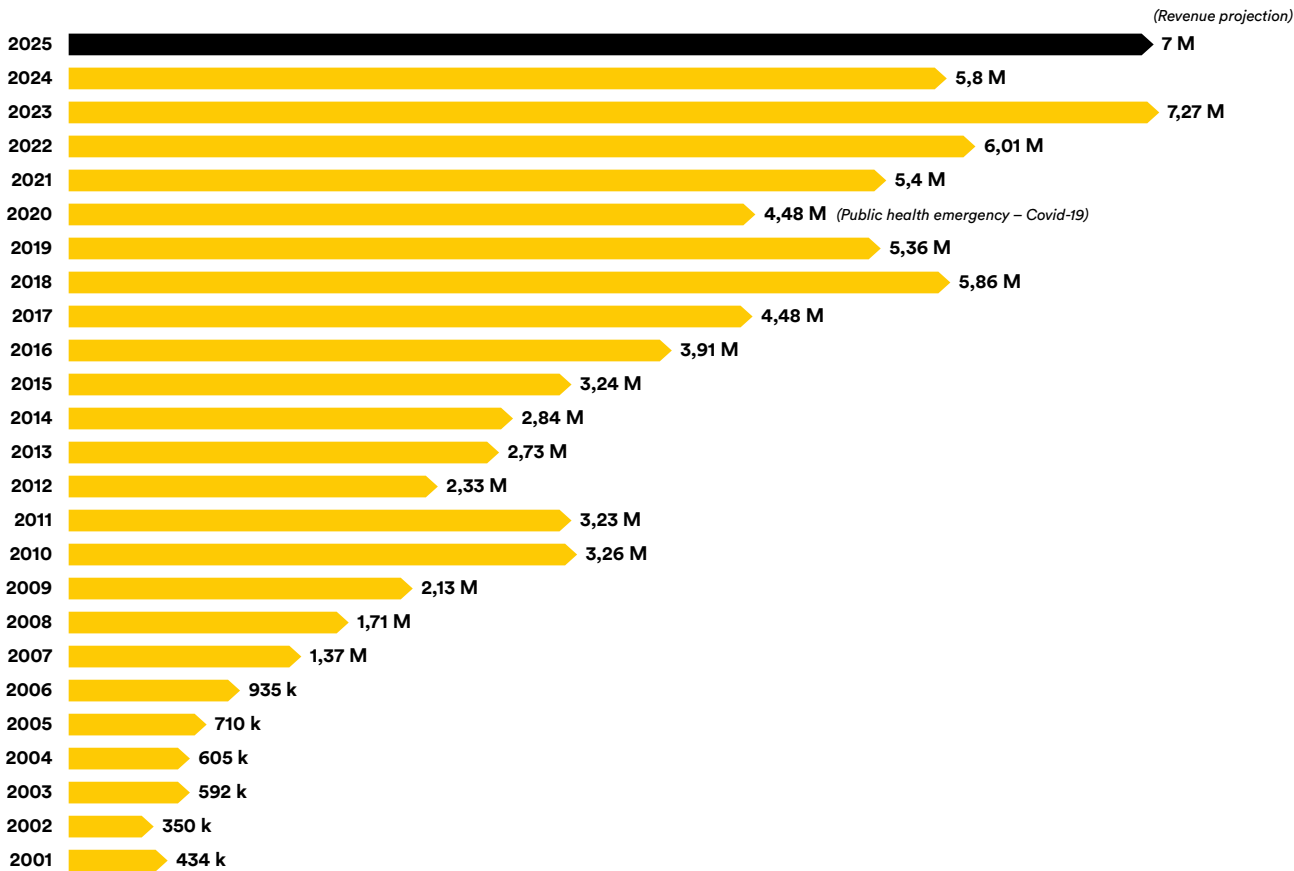
Every citizen has the power to drive change: our goal is to equip them with the motivation and tools to do so. That's why we also engaged hundreds of people in outdoor events, walks, talks and citizen science activities. Because protecting nature is not just a civic duty, it's also a chance to connect, participate, and enjoy.



Financial and economic sustainability

AN OVERALL LOOK AT EARNINGS IN 2024

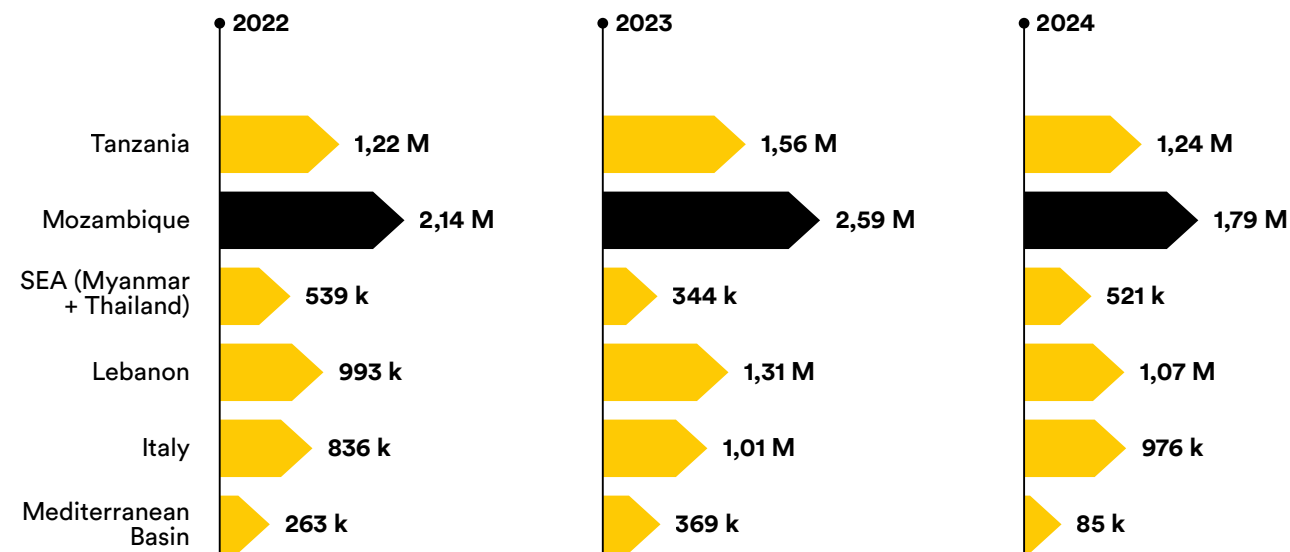
HISTORICAL REVENUE



In the 2024 financial year, revenues fell short of the projections outlined in the previous year. This decline is mainly due to two external factors that affected the volume of activities and, consequently, the level of operating expenditure: the geopolitical crisis in the Middle East and the electoral context in Mozambique.

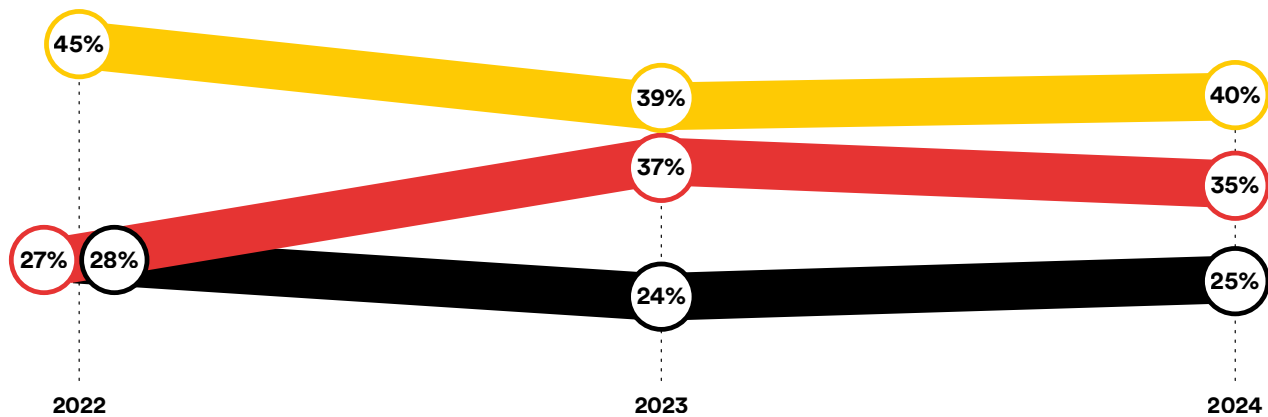
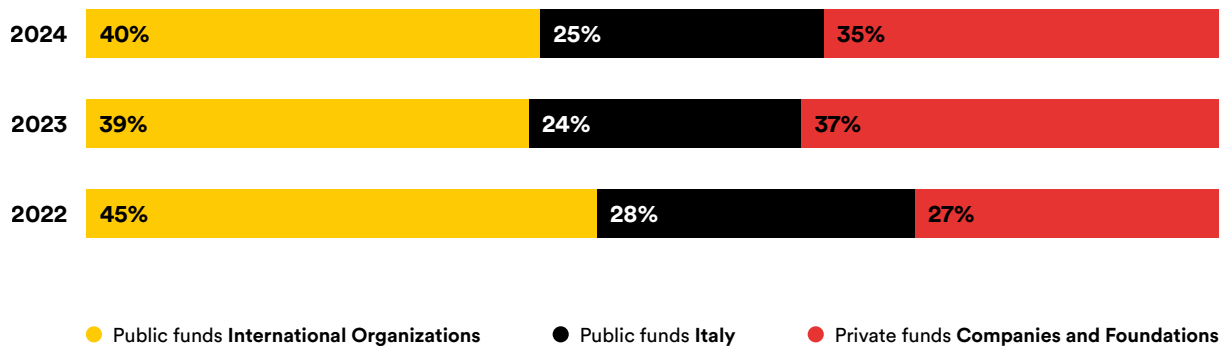
Despite the drop in total revenue, the overall analysis confirms a structurally positive trend, with a recovery in operations expected starting in 2025.

REVENUE BY COUNTRY



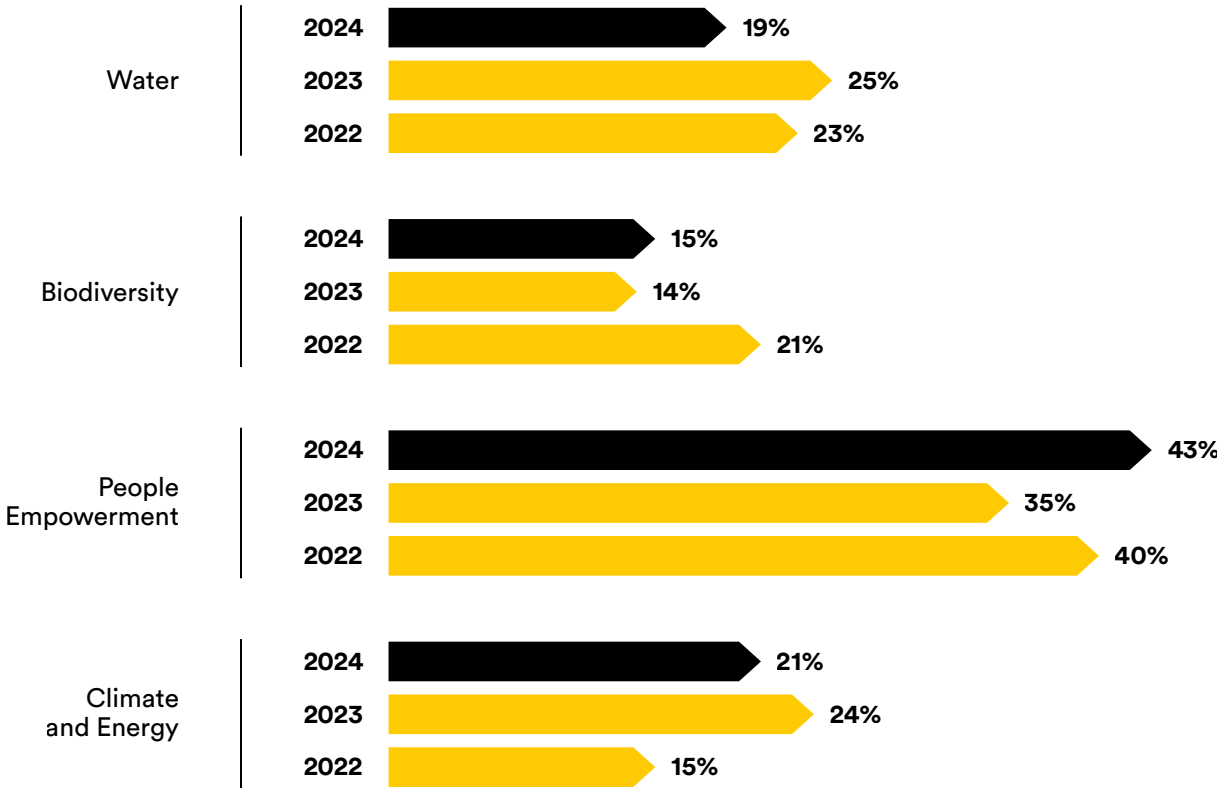
A breakdown of earnings by geographic area reveals a general decline across all countries of operation, with particularly significant contractions in Mozambique, Lebanon and the non-EU Mediterranean Basin.

REVENUE BY SOURCE OF FUNDING



The organisation continues to maintain a high level of funding diversification, with international funds and contributions from private foundations making up the largest share of income.

REVENUE BY SECTOR OF INTERVENTION



In 2024, revenue was concentrated primarily in projects under the *People Empowerment* sector, while income from *Water* sector showed a slight decline.



ANNUAL FINANCIAL REPORT

BALANCE SHEET

| FIXED ASSETS | ASSETS | 2022 | 2023 | 2024 | |
|--------------|---------------------------------------|--|--------------|--------------|--------------|
| | Tangible fixed assets | 24,151,00 | 18,913,00 | 7.910,00 | |
| | Financial fixed assets (shares) | 75,000,00 | 75,000,00 | 75.000,00 | |
| | Financial fixed assets (other titles) | 150,000,00 | 150,000,00 | | |
| | Total fixed assets | 249,151,00 | 243,913,00 | 82.910,00 | |
| | WORKING CAPITAL | Receivables | 4,936,211,00 | 3,618,653,00 | 6.008.917,00 |
| | | Activities that do not constitute fixed assets | 860,000,00 | 860,000,00 | 1.010.000,00 |
| | | Liquid financial resources | 3,252,231,00 | 1,985,535,00 | 1.544.416,00 |
| | | Total working capital | 9,048,442,00 | 6,464,188,00 | 8.563.333,00 |
| | | Accrued income and prepaid expenses | 4,092,00 | 47,447,00 | 32.575,00 |
| TOTAL ASSETS | | 9,301,685,00 | 6,755,548,00 | 8.678.818,00 | |

| LIABILITIES | 2022 | 2023 | 2024 |
|--------------------------------------|---------------------|---------------------|---------------------|
| Reserves | 901,179,00 | 912,519,00 | 914.660,00 |
| Staff severance indemnity fund | 238,080,00 | 269,096,00 | 310.301,00 |
| Debits | 7,879,753,00 | 5,257,321,00 | 7.013.134,00 |
| Accrued expenses and deferred income | 282,673,00 | 316,612,00 | 440.723,00 |
| TOTAL LIABILITIES | 9,301,685,00 | 6,755,548,00 | 8.678.818,00 |

INCOME STATEMENT

| REVENUES | 2022 | 2023 | 2024 |
|--|---------------------|---------------------|---------------------|
| Revenue for institutional projects from Private Entities | 1,564,015,00 | 2,682,260,00 | 1.941.438,00 |
| Revenue for institutional project from Public Entities | 3,960,932,00 | 4,064,708,00 | 3.306.928,00 |
| Revenue from fund-raising from individuals | 62,009,00 | 14,163,00 | 5.958,00 |
| "5 per mille" Contributions | 6,108,00 | 6,225,00 | 6.088,00 |
| Other revenues | 52,909,00 | 119,216,00 | 142.151,00 |
| Total institutional income | 5,645,973,00 | 6,886,572,00 | 5.402.563,00 |
| Revenue from secondary activities | 368,624,00 | 392,351,00 | 447.125,00 |
| TOTAL INCOME | 6,014,597,00 | 7,278,923,00 | 5.849.688,00 |

| EXPENSES | 2022 | 2023 | 2024 |
|---------------------------------------|---------------------|---------------------|---------------------|
| Institutional activities expenses | 5,517,821,00 | 6,706,918,00 | 5.294.769,00 |
| Promotional and fund raising expenses | 7,033,00 | 4,797,00 | 18.489,00 |
| Secondary activities expenses | 390,559,00 | 420,080,00 | 445.153,00 |
| Financial and asset expenses | 56,340,00 | 122,674,00 | 63.299,00 |
| Depreciations | 19,693,00 | 13,113,00 | 11.497,00 |
| TOTAL EXPENSES | 5,991,446,00 | 7,267,582,00 | 5.833.207,00 |

| | | | |
|------------------------|---------------------|---------------------|---------------------|
| Financial year surplus | 23,151,00 | 11,341,00 | 16.481,00 |
| BALANCE | 6,014,597,00 | 7,278,923,00 | 5.849.688,00 |

The approved 2024 financial statements are available on the Oikos website in the Financial Reports section.



07

Vision for the future

VISION FOR THE FUTURE, OVERALL ASSESSMENT AND IMPROVEMENT GOALS

The financial statements for 2024, though framed within a global context of growing socio-economic complexity, highlight positive outcomes, both in terms of goals achieved and new opportunities for action. Despite a contraction in income, the strength of the organisation and the resilience of our operating model allow us to look to the future with confidence.

In 2025, we will continue working in line with the strategic directions outlined in our **2024–2026 Strategic Plan**, which provides the framework for all our activities in Italy and across our countries of intervention. The founding values of **Istituto Oikos**, focused on **environmental conservation** and the **promotion of socio-economic sustainability**, will continue to guide every one of our actions.

OVERALL ASSESSMENT

The international landscape for development cooperation is evolving rapidly: **aid localisation processes**, the growing focus on **quality and accountability standards**, and the global agenda shaped by the **Sustainable Development Goals (SDGs)** demand that organisations be increasingly competent, flexible and impact-oriented.

In response to these dynamics, Istituto Oikos has launched targeted investments along two key strategic lines:

- > **Organisational strengthening**, through ongoing staff training, the introduction of **Performance Management** practices, and initiatives aimed at staff well-being and the development of individual potential.

- > **Building strategic alliances**, by consolidating high-quality partnerships at both national and international levels, with a strong focus on scientific and academic collaboration.

Geographically, we will strengthen our presence in **Tunisia** and continue to scale up our work in the **Mediterranean Basin**, supported by our collaboration with **Oikos Med**, a new Sicily-based association that is part of the **Oikos Alliance**.

IMPROVEMENT GOALS

For 2025, we have set clear improvement objectives:

- > **Systematic application of Results-Based Management (RBM)** across all projects, to more effectively measure the impact of our actions and support ongoing organisational learning.

- > **Strengthening our presence in newly expanded areas** (the Mediterranean Basin and the coastal regions of Tanzania) by increasing our capacity to address emerging environmental and social challenges using participatory approaches.

- > **Promoting a work environment focused on holistic well-being**, through the implementation of managerial tools designed to support professional development, work–life balance, and staff psychosocial health.

- > **Responding to the changing landscape of international aid**, particularly the reduction of US investment in environmental and health sectors, with strategies aimed at enhancing the scientific quality of our projects, the transparency of results, and the building of robust and innovative partnerships.

In an uncertain and ever-changing global context, **adaptability**, **scientific rigour** and **mission alignment** remain the essential pillars for generating real and lasting impact.

08

Protecting Nature means protecting ourselves

Join our community by making an annual donation.
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BANK TRANSFER

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

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