



Defending nature, empowering people

Annual Report

2025



ANNUAL REPORT
2025



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METHODOLOGICAL NOTE

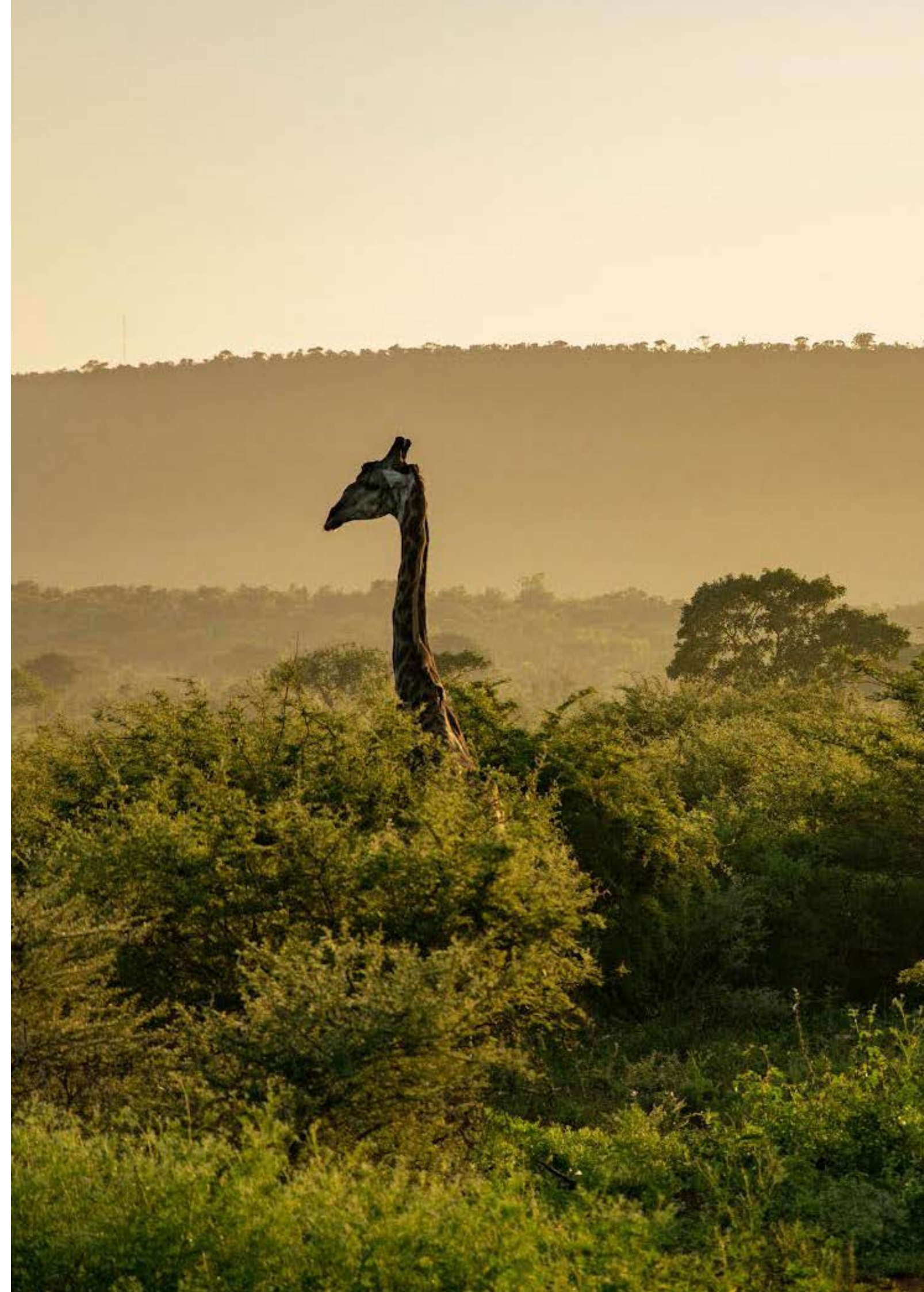
The Annual Report is the tool through which Istituto Oikos presents its work carried out in 2025. This document, prepared in accordance with the guidelines for social reporting by Third Sector organizations, aims to provide a space for transparency and dialogue, clearly presenting the activities implemented and the results achieved in line with the values and objectives of our 2024–2026 Strategic Plan.

In this edition, we prioritized clarity and readability by selecting the most significant data and presenting it in a concise format, while maintaining the completeness of the information. All data have been verified through internal audit processes and source checks. A comparative analysis with previous years, presented in Chapter 5, enables readers to observe progress and trends over time.

The document is organized into seven main chapters:

- **Who We Are** – An introduction to Istituto Oikos, the recognitions obtained, and memberships in sector networks and associations.
- **Organizational Structure** – An overview of statutory and supervisory bodies, and offices in Italy and abroad.
- **People Serving Nature** – Profiles of collaborators, types of contracts, roles in international offices, and investments in training and professional development.
- **How We Work** – Describes the organization's operational methods, relationships with stakeholders and key supporters, and explores the internal policies and procedures governing activities.
- **Our Work in 2025** – Dedicated to the main activities implemented and results achieved in different countries, with particular attention to performance indicators for each area of intervention.
- **Financial Statements and Economic Sustainability** – Presents revenues and the 2025 financial statements.
- **Supporting Oikos** – Explains practical ways to support our mission.

The Annual Report is available in digital format, in Italian, English, and French, on the Istituto Oikos website at: <https://www.istituto-oikos.org/en/statements/>. For the 2025 edition, we chose to print only a limited number of copies and focus primarily on online dissemination, in line with our commitment to sustainability.



**THIS ANNUAL REPORT
IS MORE THAN AN
ACCOUNTABILITY
EXERCISE: IT IS AN ACT
OF RESPONSIBILITY
AND AN OPEN
INVITATION TO DIALOGUE.
A DIALOGUE ON THE
CHOICES TO BE MADE,
THE PRIORITIES
TO BE SHARED, AND
THE RESPONSIBILITIES
TO BE UNDERTAKEN
TOGETHER TO MAKE
OUR COMMITMENT
INCREASINGLY
EFFECTIVE.**

LETTER FROM THE PRESIDENT

Dear members and collaborators,

It is with deep emotion that I present this first Social Report in my role as President. For me, it represents a significant milestone in a long professional and personal journey. I would like to express my deepest gratitude to Rossella Rossi, founder and President for thirty years, the driving force behind Istituto Oikos and its dedicated guide.

For Istituto Oikos, 2025 was a year of deep reflection. In many of the territories where we operate, the climate and environmental crisis have become an everyday reality, often exacerbated by political and economic instability and conflicts. In this complex scenario, our commitment is not only confirmed as necessary but is becoming increasingly urgent.

The results presented in this Report testify to a widespread and structured commitment: six countries, 70 active projects, and an extensive network of partners. Activities reached more than 730,000 people, contributing to the sustainable management of vast ecosystems, improved access to water, the spread of renewable energy, and the strengthening of local communities.

At the foundation of these achievements lies a clear vision and methodology: the belief that protecting nature is inseparable from social justice. Conserving biodiversity and natural resources requires action on the relationships between people, territories, and economies, through participatory processes capable of generating lasting change.

The year 2025 also highlighted the structural challenges facing the sector: the need for increasing resources, the speed with which strategies and interventions must adapt, and the continuous strengthening of organizational resilience. Oikos' financial stability, with a budget of €5.87 million, therefore represents a responsibility requiring careful planning and efficiency.

More than ever, people's contribution is essential. In 2025, Oikos relied on 110 collaborators with high levels of expertise, strong female representation, and continuous investment in professional growth.

Looking ahead to the 2026–2028 period, complex challenges intertwine with decisive opportunities. The goal is to strengthen an organization capable of connecting local and global dimensions, ecosystem protection and people's rights, transforming accumulated experience into replicable models and long-lasting alliances.

This Annual Report is more than an accountability exercise: it is an act of responsibility and an open invitation to dialogue. A dialogue on the choices to be made, the priorities to be shared, and the responsibilities to be undertaken together to make our commitment increasingly effective.

A special thanks goes to all staff members, partners, donors, institutions, and communities with whom we share our fieldwork every day. It is through the quality of these relationships and our shared commitment that our vision of the future takes shape.

Giuseppe Guida, President

Our Strategic Roadmap for 2024–2026

The activities of Istituto Oikos during the 2024–2026 period are guided by the Strategic Plan, developed through a participatory process involving staff, collaborators, and stakeholders. This process made it possible to define a shared tool aimed at strengthening organizational culture and aligning mission, vision, and actions.

The Plan places global change and the ecological transition at its core, with particular attention to climate, environmental, and social justice. Approved by the governing bodies, it serves as the reference framework for annual planning, translating objectives into concrete actions, responsibilities, and resources.



Having clear strategic directions is essential to guide decision-making and ensure consistency between objectives and actions. A shared strategy facilitates internal coordination, improves operational effectiveness, and strengthens the ability to adapt to complex and evolving contexts. It also enables more efficient use of resources, monitoring of results, and increased impact of activities over the medium and long term.

2025 at a glance



* cumulative data

01

Identity

Defending nature, empowering people

Istituto Oikos is a non-profit organization founded by a group of biologists and naturalists on one firm belief:

PROTECTING THE ENVIRONMENT MEANS SUPPORTING THE COMMUNITIES THAT INHABIT IT.

This conviction has guided our work since 1996.

Since then, we have designed and implemented more than **400 projects in Italy and seventeen countries across Europe, Asia, and Africa.**

Every day, we work to protect biodiversity and promote sustainable lifestyles.



VISION

A future in which ecology, economy, and equity are integrated, reconciling human and environmental needs.



MISSION

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

Thirty years serving nature

We are a team of passionate and motivated environmental professionals working every day alongside the most vulnerable communities to promote sustainable and inclusive development and protect our common goods: forests, flora, fauna, soil, and water.

Restoring the relationship between people and the environment is our priority. We pursue this through concrete, often innovative initiatives that combine environmental protection, wellbeing, and social inclusion.

The work of our scientists and technicians, in synergy with academia and research centers, ensures that our interventions are grounded in solid scientific foundations and rigorous environmental data analysis.

We build stable alliances with public institutions, civil society organizations, and communities. We know that change takes time and that continuity is essential to achieve lasting and replicable results.

Protecting nature is a complex but essential task.

Recognitions and Memberships

Oikos' commitment and credibility at both national and international level are demonstrated by the many official recognitions and prestigious memberships of which the organization is part.

RECOGNITIONS

- Recognized association (Varese Chamber of Commerce, Industry, Crafts and Agriculture)
- Environmental protection association recognized pursuant to Article 13 of Law 349/86
- Recognized since 2022 as an Observer organization to the UNFCCC
- 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 3 July 2017 (Resolution No. 235 of 10/02/2023)

MEMBERSHIPS

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



02

Organizational Structure

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 the financial statements and defines the organization's strategic directions within the framework of the 2024–2026 Strategic Plan.

Profile of members

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

BOARD OF DIRECTORS

The Board serves a three-year term and may be re-elected. It guides and supervises the ordinary management of the organization. It is composed of a minimum of five and a maximum of seven members, including the President – the legal representative of the Association – and the Vice President, selected among the members.

Members' profile – appointed on 30/04/2025

GIUSEPPE GUIDA President

ROSSELLA ROSSI Vice President

ADRIANO MARTINOLI Member

ALESSANDRA GAGLIARDI Member

SERGIO VISMARA Member

VITTORIO RINALDI Member

FRANCESCA LUCCHI Member

STATUTORY AUDITOR (MONOCRATIC)

Oversees compliance with the Statute and the adequacy of the organizational, administrative, and accounting structure.

MARIA CLOTILDE CERMISONI

Sole Auditor, Chartered Accountant and Statutory Auditor. Appointed on 30/04/2025.

SUPERVISORY BODY (ODV)

Carries out periodic internal monitoring and verification activities, ensuring compliance with prevention regulations and privacy rules.

Members' profile – appointed on 10/02/2024

GIORGIO CANCELLIERE

SILVIA BERETTA

EUGENIO CARLINI

SCIENTIFIC COMMITTEE

Advisory body providing opinions and proposals regarding strategies, objectives, projects, studies, research, and other initiatives promoted by the organization, while ensuring the scientific soundness of its work.

ADRIANO MARTINOLI President, 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 - 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

Oikos International Alliance

Istituto Oikos coordinates a dynamic and informal network bringing together different organizations committed to addressing the world's most pressing environmental challenges. Built on solid scientific research foundations, the Alliance fosters a collaborative environment in which members share technical expertise and best practices with a view to mutual growth. The Alliance promotes innovation and offers cross-cutting training initiatives to ensure that each member organization is adequately prepared to address major ecological emergencies, both locally and globally.

The Alliance is composed of:



OIKOS EAST AFRICA – operating in Tanzania since 1999, with two offices today: one in Arusha and one in Wete (Pemba Island, Zanzibar Archipelago).

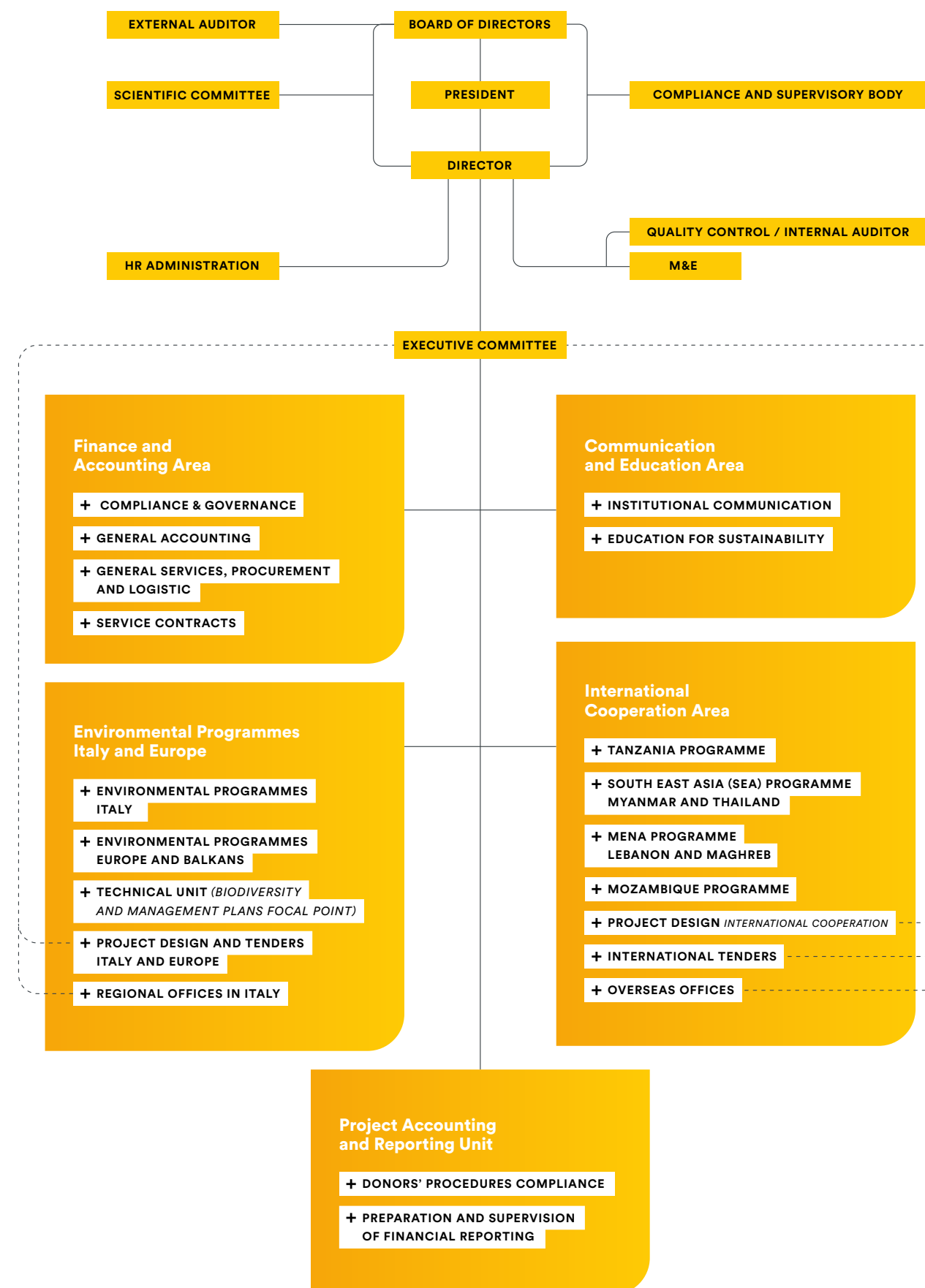


OIKOS MED – based in Catania, the organization works to protect Mediterranean marine and coastal ecosystems.



ISTITUTO OIKOS LTD – a non-profit social enterprise specializing in innovative environmental solutions and sustainability consultancy.

OPERATIONAL STRUCTURE



Where we work

ITALY

Start of operations
1996

Headquarters
Milan (main office)

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



Beneficiaries
1,955



Staff
42



Sectors
**Biodiversity,
Sustainable
Communities**



Emergency
/development
Development



Projects
20



SDGs


LEBANON

Start of operations
2016

Main office
Beirut

Field office
Maasser el-Shouf

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



Beneficiaries
1,942**



Staff
11
(2 local)
(9 expat*)



Sectors
**Biodiversity,
Water,
Sustainable
Communities,
Climate
and Energy**



Emergency
/development
**Emergency,
Development**



Projects
15



SDGs


THAILAND

Start of operations
2023

Main office
Trang

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



Beneficiaries
6,261**



Staff
6
(3 local)
(3 expat*)



Sectors
**Sustainable
Communities**



Emergency
/development
Development



Projects
4



SDGs


TUNISIA

Start of operations
2025

Main office
Tunisi



Sectors
**Biodiversity,
Water,
Sustainable
Communities**



Emergency
/development
Development



Projects
2



SDGs


MOZAMBIQUE

Start of operations
2012

Main office
Pemba

Field offices
Ibo
Nacala



Beneficiaries
368,624**



Staff
35
(29 local)
(6 expat)



Sectors
**Water,
Sustainable
Communities,
Climate
and Energy**



Emergency
/development
**Emergency,
Development**



Projects
13



SDGs


TANZANIA

Start of operations
1996

Main office
Arusha

Field offices
Isola di Pemba
Zanzibar

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



Beneficiaries
351,296**



Staff
14
(1 local)
(13 expat*)



Sectors
**Biodiversity,
Water,
Sustainable
Communities,
Climate
and Energy**



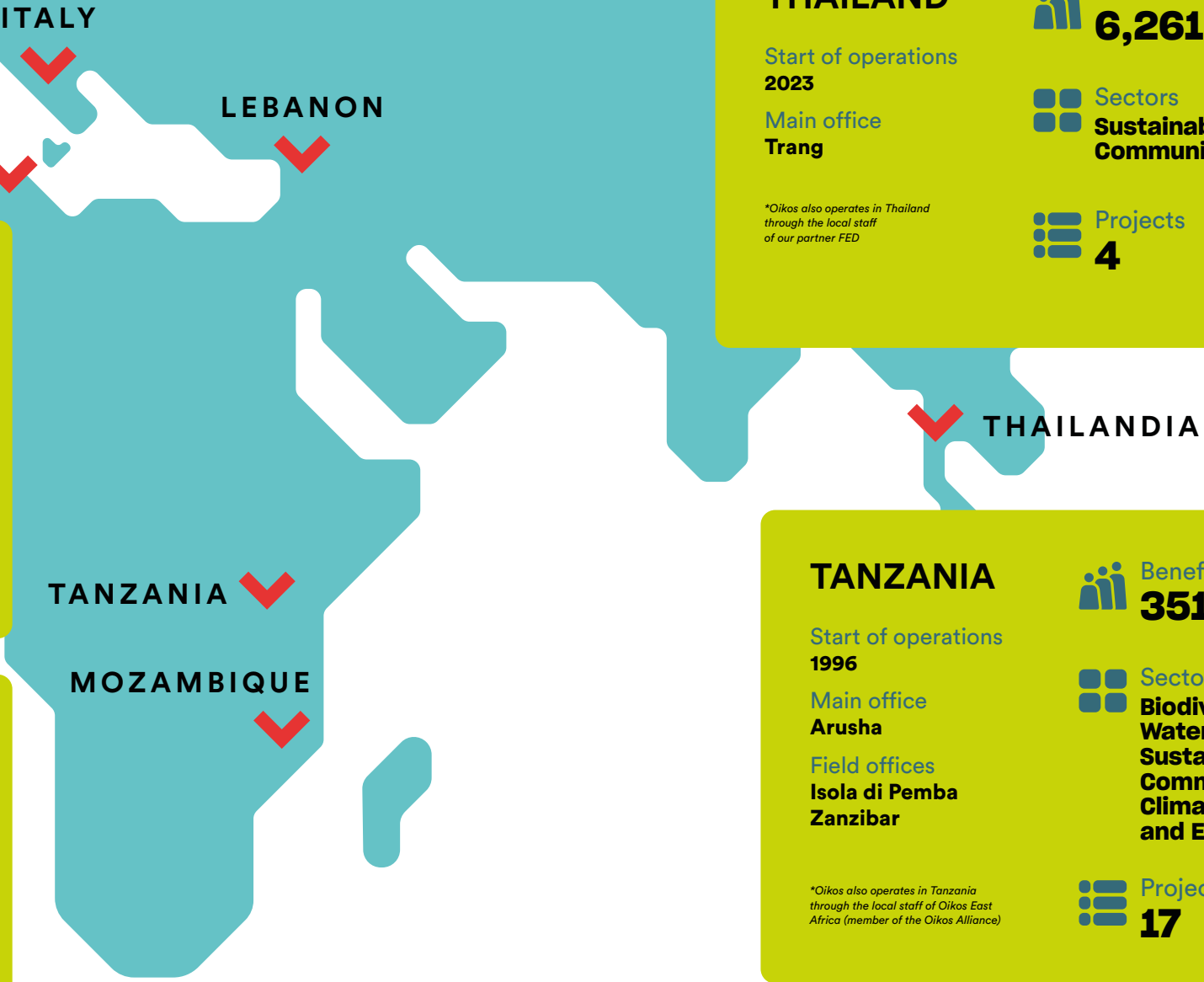
Emergency
/development
Development



Projects
17



SDGs

03

People Serving Nature



The value of people

For Istituto Oikos, **human capital** is the fundamental strategic pillar for achieving every goal. We believe that a highly qualified, motivated, and cohesive team is the cornerstone of effective biodiversity protection and inclusive development. For this reason, we continue to invest strongly in **the professional and personal growth** of our staff, both in Italy and abroad. Our commitment translates into specialized training programmes, the continuous strengthening of internal skills, and an organizational culture that values knowledge-sharing among colleagues and process optimization. We also pay particular attention to ensuring equal opportunities for women and young people, enabling every talent to fully express its potential.

Profile of Oikos Staff

As of 31 December 2025, Istituto Oikos employed a total of **110 collaborators**. The operational structure includes a strong presence in Italy, with **42 people** at headquarters (HQ), and extensive international operations involving **72 professionals abroad**, divided between **33 expatriates and 35 local staff members**.

STAFF DISTRIBUTION 2025	HEADQUARTERS (HQ)	EXPATRIATES	LOCAL STAFF	TOTAL
NUMBER OF PEOPLE	42	33	35*	110

*The number of local staff decreased significantly over the past year due to increased collaboration with local NGOs, especially in Tanzania and Mozambique, involving community facilitators and other less specialized personnel who previously represented the majority of local staff.

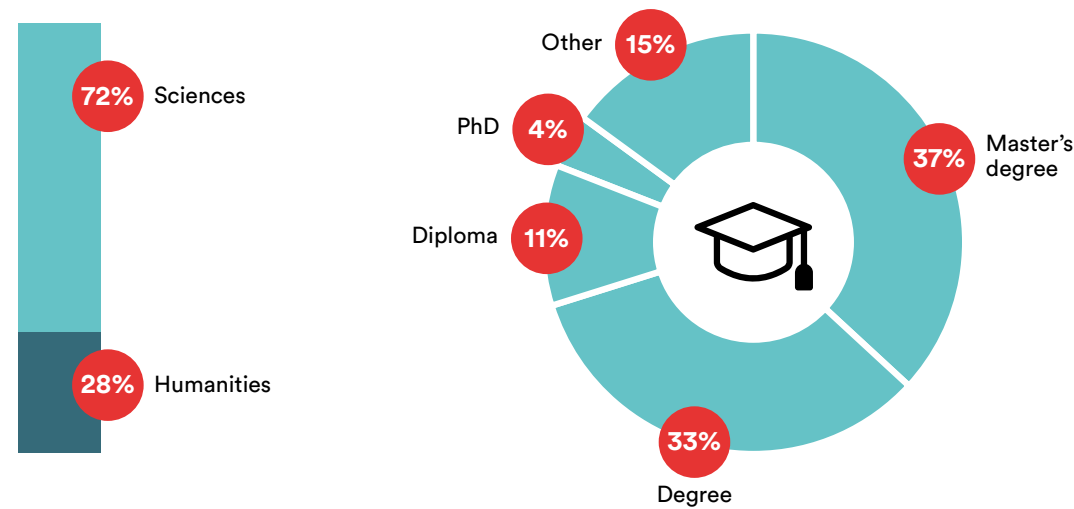
An analysis of workforce dynamics confirms the stability of the headquarters, where the average length of service reached 10.9 years, compared to an overall average of 7.9 years. Turnover reflects the project-based nature of overseas interventions: 26% for HQ staff (11 contracts ended), rising to 46% for expatriates and 43% for local staff. The overall average age is 41.

Oikos confirms its strong **female vocation**: women represent 61% of total staff (reaching 81% at HQ). Female representation is also predominant in managerial and technical roles.

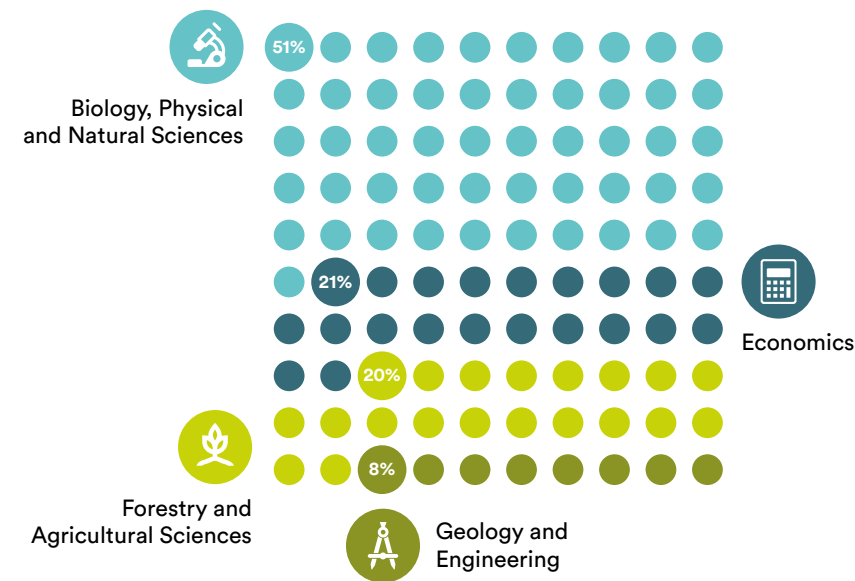
% OF WOMEN IN SENIOR ROLES 2025	HQ	EXPAT	LOCAL STAFF
Manager / Coordinator	78%	50%	-
Specialist / Assistant Manager	91%	91%	50%

EDUCATIONAL BACKGROUND AND AREAS OF EXPERTISE

Professional excellence is supported by an outstanding academic profile: more than 90% of staff hold higher education qualifications. **Seventy-two percent of employees have a background in scientific disciplines (STEM).**



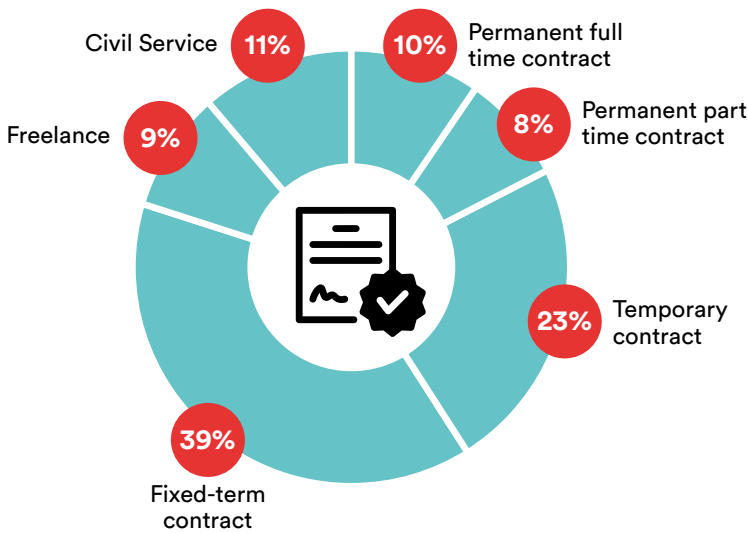
Among scientific disciplines, **biological, physical, and natural sciences** are the most represented (51%), followed by **economics** (21%) and **forestry and agricultural sciences** (20%).



A high percentage of qualified personnel is also visible among local staff.

CONTRACT TYPES

To respond to different project needs, Oikos adopts various contractual arrangements, with a prevalence of coordinated collaboration contracts.



In line with principles of equity, **the salary gap** among employees is maintained within a ratio of **one to five**, well below the one-to-eight limit established by Italian Third Sector regulations.

TRAINING

Continuous training is a key factor for Istituto Oikos in maintaining high standards of professional excellence and scientific rigour. In 2025, the organization delivered a total of 718 training hours, distributed between HQ staff and personnel working abroad.

The year’s training investment focused on five strategic areas, designed to respond both to regulatory obligations and internal growth needs:

- **Internal Procedures and Policies (259 hours):** The high number of training hours reflects the ongoing effort to optimize management processes, transparency, and organizational accountability.
- **Specialized Training (236 hours):** Programmes aimed at strengthening technical expertise essential to ensuring the effectiveness and quality of interventions.
- **Induction Training (106 hours):** Dedicated onboarding pathways designed to ensure rapid alignment with the vision, values, and operational culture of Istituto Oikos.
- **Occupational Health and Safety (85 hours):** Training and updates in compliance with Italian Law 81/08, ensuring the highest standards of worker protection and health in Italy and abroad.
- **Internal Policy – Due Diligence (32 hours):** A specific training module introduced to instruct staff on new partner assessment procedures (Due Diligence), essential for building secure and high-quality strategic partnerships.

Comparison with previous years confirms a solid and structured commitment, adapting to the team’s growth and consolidation needs:

YEAR	Total Hours	Safety (Law 81/08)	Procedures & Policies	Induction Training	Specialized Training	Due Diligence
2025	718	85	259	106	236	32
2024	918	65	398	97,5	357,5	-
2023	1357,5	427	230,5	160	540	-

Through this continuous learning pathway, Istituto Oikos ensures that its **human capital** is equipped with the tools needed to professionally address environmental and social challenges, promoting a stimulating working environment that enhances the potential of every collaborator.

Civil Service

For us, volunteering is a valuable tool for active citizenship and mutual growth. Through the Universal Civil Service programme, Oikos offers young people aged 18 to 28 every year the opportunity to immerse themselves in the world of international cooperation and environmental protection. In 2025, 13 young people (8 at headquarters and 5 abroad) chose to share part of their journey with us, bringing energy and new perspectives to our projects.

Testimonials



“It is not easy to find a technical position among all the opportunities offered through the Civil Service programme, but the WASH team in Arusha, Tanzania, allowed me to work as a support engineer in the implementation of water systems and solar installations for rural communities. I am satisfied with my professional experience because it enabled me to discover a way of working very different from what I had experienced in Europe. More importantly, I was able to directly experience the complexity and challenges of fieldwork compared to the theoretical idea of implementing a technical project.”

Giulia Giacomini



“When I chose to join the Civil Service with Istituto Oikos, I wanted to put my knowledge into practice in a context that genuinely cared about protecting both the environment and people — and that is exactly what I found. This experience represented growth on many levels for me: it allowed me to acquire new professional skills in communication, environmental education, and project design, while also teaching me the value of sharing spaces and goals every day. Working together toward a common purpose and helping educate more aware generations is an experience I will carry with me as a precious asset.”

Margot Tura

04

How We Work

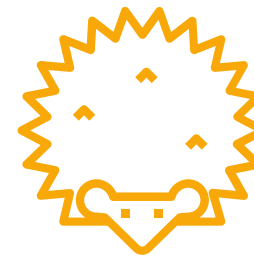
How We Work

SCIENCE IN THE SERVICE OF NATURE

We apply rigorous scientific methods and advanced analysis to address environmental challenges in fragile contexts. Every project is grounded in research, dialogue with local communities, and collaboration with universities and research institutes, with the goal of developing concrete and long-lasting solutions.

CONSISTENCY

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



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.



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.





190
PARTNERSHIPS
IN 2025

83
PUBLIC
INSTITUTIONS

11
PRIVATE
COMPANIES

18 **UNIVERSITIES AND**
RESEARCH INSTITUTES

78 **CIVIL SOCIETY**
ORGANIZATIONS

Partners

INSTITUTIONS AND PUBLIC AUTHORITIES

TANZANIA

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

Conselho Municipal de Maputo
Cooperativa de Educação Ambiental Repensar, Limitada
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
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 Atividades Econômicas, Infraestrutura, Saúde e Educação dos Distritos de Ibo, Metuge, Mecufi, Pemba, Mossuril

ITALY

Municipality of Castelnuovo Bozzente
Municipality of Castellamonte
Municipality of Milan
Municipality of Origgio
Municipality of Varese
Ticino and Lake Maggiore Protected Areas Management Authority

Regional Agency for Agriculture and Forestry Services
Mughetti Supra-municipal Local Park
Lombardy Ticino Valley Regional Park
Campo dei Fiori Regional Park
Monte Barro Regional Park
Appiano Gentile and Tradate Pinewood Regional Park
Po Delta Regional Park – Veneto
Province of Varese
Ticino Val Grande Verbano UNESCO Man and the Biosphere (MAB) Reserve

EUROPE AND THE MEDITERRANEAN

Cánovas del Castillo Secondary School – Spain
Canton Ticino, Department of Territory, Watercourses Office and Nature and Landscape Office – Switzerland
Fondazione Bolle di Magadino – Switzerland
General Directorate of Forests – Tunisia
General Directorate of Forests – Turkey
Gimnazija Ptuj – Slovenia
ISIS NEWTON – Italy
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
Piano di Magadino Park – Switzerland
Public Institution Galicica National Park – North Macedonia
Public Institute Škocjan Caves Park – Slovenia
Royal Society for the Conservation of Nature – Jordan
Second English Language School “Thomas Jefferson” – Bulgaria
Silva Mediterranea (FAO Committee on Mediterranean Forestry Questions)

OTHER COUNTRIES

Talassemtane National Park – Morocco

COMPANIES

TANZANIA

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
TIB Development Bank
eWater Services

ITALY

ELEADE Coop. Soc.
GRAIA s.r.l.
Gruppo Pleiadi scs
Idrogea Servizi srl
Studio FA Natura
Società Agricola Borgo Casa al Vento srl

LEBANON

Skaff Estate

TUNISIA

HaloNursery (start-up)

UNIVERSITIES AND RESEARCH INSTITUTES

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

EUROPE AND 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

TUNISIA

Centre de Recherches et des Technologies des Eaux (CERTE)

ALTRI PAESI

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

CIVIL SOCIETY

TANZANIA

Empowerment of Marginalized Communities (E-MAC Tanzania)
Eurafrica Conservation Project
Mara Women Empowerment Assistance (MWEA)
Oikos East Africa (OEA)
Orkonerei Maasai Social Initiatives (OMASI)
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)
Chaldean Charitable Society in Lebanon (CCSL)
Farah Social Foundation (FSF)
IndyACT
Specialized Center for Accessible Learning and Education (SCALE)

THAILAND

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

ITALY

Archeologistics Social Enterprise
Valle del Lanza Land Association (AsFo Valle del Lanza)
Italian Association of Geography Teachers (AIIG)
Varese Province Beekeepers Association (APAVA)
Proteus Association
Rondine Cittadella della Pace Association
Astronatura Social Cooperative
CeVI – International Volunteer Centre
Italian Centre for River Restoration
CoLOMBA – Lombardy Cooperation
API Varese Cooperative
La Monda Social Agricultural Cooperative
Incontra Social Cooperative
Microfinance and Community Foundation
FAI – Italian National Trust (Fondo per l’Ambiente Italiano ETS)
Legambiente Lombardy Onlus
Palermo Urban Solutions Hub – PUSH
Rotary Club Tradate

EUROPE AND THE MEDITERRANEAN

African Architecture Matters (AAM) – Netherlands
Alto Bernesga Biosphere Reserve Foundation – Spain
Association Internationale Forêts Méditerranéennes (AIFM) – France
Associação de Defesa do Património de Mértola (ADPM) – Portugal
Brave Kids / Song of the Goat Theatre Association – Poland
Consortium Local Global – Spain
DRUSTVO ZA OSVESCANJE IN VARSTVO – CENTER
ANTIDISKRIMINA – Slovenia
Fauna & Flora International – United Kingdom
Foundation for the Development of Cultural and Socio-Economic Potential of Civil Society (FDCBPCS) – Bulgaria
FICEDULA – Association for the Study and Conservation of Birds of Italian-speaking Switzerland
Humanitas – Slovenia
Iles de 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 the Ventoux AOC – France
ProLutra Foundation – Switzerland
Save the Children Albania
Lower Secondary School of Langenlois – Austria
Society for the Protection of Prespa (SPP) – Greece
Spor Media – Denmark
Veterinarians Without Borders / VSF – Belgium
WWF Bulgaria – Bulgaria
WWF Turkey – Turkey

TUNISIA

Association de l’environnement et du développement à Soliman (AEDS)
WWF North Africa

OTHER COUNTRIES

Arbeitskreis “Entwicklungshilfe” e.V. Dresden (AK”EH”)
African Architecture Matters Stichting - Netherlands
EcoPeace MiddleEast – Israele/Palestina/Jordan
Environmental Justice Foundation - UK
Global Water Centre - USA
Helvetas – Switzerland
Landesa - USA
RANAS Group – Switzerland
South Rift Association of Land Owners (SORALO) – Kenya
The Nature Conservancy – United States
Zambia COMPA Teatro Trono – Bolivia
Zoological Society of London –United Kingdom

Our main supporters in 2025

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

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

Public Institutions: Italian Agency for Development Cooperation (AICS), EuropeAid, Italian Ministry of the Interior, UK Aid, 8x1000 – IRPEF allocation scheme.

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

Policy e procedure

Istituto Oikos has developed and continuously updates a comprehensive set of internal policies and procedures.

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.

05

Our Work in 2025

In 2025, Istituto Oikos implemented **70 projects**, addressing some of the most urgent environmental challenges. In the countries where we operate, the climate crisis, ecosystem degradation, and pressure on natural resources are increasingly threatening fragile environments such as savannas and forests, on which water, food, and livelihoods depend for millions of people. Together with our partners and thanks to the support of public and private donors, we promoted interventions that integrate biodiversity conservation, sustainable natural resource management, and community engagement. **The goal is to strengthen the resilience of territories and develop long-term solutions for the future.**

PERFORMANCE INDICATORS BY SECTOR OF INTERVENTION

BIODIVERSITY			
KPI DESCRIPTION	2023	2024	2025
Area of terrestrial or coastal ecosystems under sustainable management regimes (hectares per year)	Terrestrial ecosystems: 6,401 ha	197,087.41 ha (terrestrial: 185,919.77 ha; marine & coastal: 11,167.64 ha)	68,569.77 ha (terrestrial: 41,076 ha; marine & coastal: 27,493.77 ha)

WATER			
KPI DESCRIPTION	2023	2024	2025
Number of people with access to clean water from safe sources	278,120	92,132	383,552
Number of people with access to new or improved latrines equipped with handwashing facilities	5,423	0	10,064

CLIMATE AND ENERGY			
KPI DESCRIPTION	2023	2024	2025
Area of agro-pastoral land where sustainable management practices were introduced (hectares per year)	66.3 ha (29 ha with water-efficiency practices)	15,276.17 ha (41.12 ha with energy-efficiency practices)	81 ha (12 ha with water-efficiency practices)
Number of small-scale renewable energy systems installed or improved	NA	20 systems installed	44 systems installed

PEOPLE EMPOWERMENT			
KPI DESCRIPTION	2023	2024	2025
Number of people trained on sustainable production models	2,317	3,428	5,160
Number of micro and small businesses supported or started	165	419	55



START
OF OPERATIONS
1996



BENEFICIARIES
351.296*



HEADQUARTERS
ARUSHA



AREAS
OF INTERVENTION

Regions of
Arusha, Manyara,
Kilimanjaro, and
Pemba Island
(Zanzibar)



PROJECTS
17



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

(*cumulative data)

TANZANIA

RESTORING ECOSYSTEMS AND EMPOWERING COMMUNITIES

OUR COMMITMENT IN TANZANIA

■ ACCESS TO SAFE DRINKING WATER AND BASIC SANITATION SERVICES IN THE MOST REMOTE COMMUNITIES

Water supply systems and sanitation infrastructure using local materials and sustainable techniques.

■ PROMOTION OF SMALL-SCALE ENTREPRENEURSHIP with a special focus on the most vulnerable women.

■ HUMAN-WILDLIFE CONFLICT MITIGATION through training, sharing of best practices, and distribution of kits to support peaceful coexistence.

■ BIODIVERSITY CONSERVATION with savannas and forests at the centre of monitoring plans, protection initiatives, and restoration activities.

■ EDUCATION AND AWARENESS-RAISING PROGRAMMES targeting schools and local communities to foster long-term behavioural change.

SUCCESS STORIES OF 2025

The revival of savannas led by women – Arusha Region

In the heart of northern Tanzania's savanna, **482 women have become rangeland guardians**. In 2025 alone, they restored **178 hectares of degraded land**, transforming dry grasslands into thriving pastures. Over four years, areas classified as “very poor condition” dropped from 57% to 0%, while 30% of the territory reached a good ecological condition. Vegetation has become denser and more productive: **927 bundles of harvested grass** generated income for the women involved in the project.

This is not only an environmental achievement, but also a social transformation. The women received training in entrepreneurship and financial literacy, and **95% of them started income-generating activities**, many of them entirely new. In addition, **24 community savings groups** were established, with funds ranging from €1,400 to over €6,400 per group, supporting households and micro-enterprises.

Sustainable solutions for schools and healthcare facilities – Pemba Island, Zanzibar

In Wete (Pemba, Zanzibar), solar energy now powers pumps and storage tanks delivering clean water to homes and schools: two hybrid solar pumping systems ensure sustainable access to water for thousands of people. New or rehabilitated sanitation facilities in 11 schools now provide **adequate hygiene conditions for 8,631 students**.

Environmental education has become an integral part of school life: 17 schools have introduced waste separation and awareness campaigns, engaging 15,694 students, teachers, and community members. **Two healthcare facilities** have also benefited from improvements in water supply and biomedical waste management, enhancing service quality for **16,255 patients and healthcare workers**.



OVER
1.8 billion
LITRES OF WATER PRODUCED
FROM SPRINGS AND WELLS

85%
GENERATED BY
ZERO-EMISSION
SYSTEMS

OVER
500

PLANT SPECIES IDENTIFIED
IN THE NGEZI FOREST

(INCLUDING AT LEAST 150 NEW RECORDS FOR PEMBA
AND 20 POTENTIAL NEW SPECIES FOR SCIENCE)

12 SOLAR ENERGY
SYSTEMS INSTALLED

10,603
STUDENTS ENGAGED
IN EDUCATION AND
AWARENESS ACTIVITIES

6 LOCAL ASSOCIATIONS
SUPPORTED IN WASTE
MANAGEMENT, WILDLIFE
PROTECTION, AND COASTAL
EROSION CONTROL



START
OF OPERATIONS
2012



BENEFICIARIES
368.624*



HEADQUARTERS
PEMBA



AREAS
OF INTERVENTION

Quirimbas
Archipelago and
coastal districts
of Cabo Delgado
Province, Nampula
Province, Maputo
Municipality



PROJECTS
13



SDGs

1, 2, 5, 13 14, 15

(*cumulative data)

MOZAMBIQUE

BUILDING RESILIENCE IN COASTAL AND RURAL COMMUNITIES

OUR COMMITMENT IN MOZAMBIQUE

■ SUSTAINABLE WASTE MANAGEMENT

through recycling and disposal systems, with active community involvement.

■ TRAINING ON SUSTAINABLE FISHING PRACTICES

enabling local fishers to adopt innovative techniques that preserve marine resources and ensure long-term livelihoods.

■ CLIMATE-SMART AGRICULTURE INTERVENTIONS

to improve yields, protect soil health, and reduce carbon emissions.

■ MANGROVE FOREST RESTORATION

with local communities actively involved in all phases of the process.

■ EMERGENCY AND POST-EMERGENCY INTERVENTIONS

to respond to increasing climate and humanitarian crises: construction of shelters for displaced people, rehabilitation of wells and health centres, and provision of basic water, sanitation, and hygiene (WASH) services.



SUCCESS STORIES OF 2025

Stable homes for new beginnings – Corrane, Nampula

Hundreds of displaced families in Corrane, fleeing conflict in northern Mozambique, live in temporary shelters exposed to heat, rain, and precarious conditions. In 2025, Instituto Oikos helped change this reality by constructing **50 permanent houses**. Simple yet durable structures were co-designed with the community, using building techniques adapted to increasingly extreme weather events.

Construction also became an opportunity for employment and skills development. **More than 140 local workers**—masons, carpenters, and camp residents—took part in the building process, gaining technical skills that can open new income opportunities.

Despite cyclones, post-election tensions, and logistical constraints, the houses were completed successfully thanks to continuous collaboration with community leaders and local authorities. For the families now living in them, these homes represent far more than shelter: they are safe spaces to rebuild daily life and plan for the future.

Water for more resilient communities – Mecúfi, Cabo Delgado

Access to safe drinking water remains a daily challenge for hundreds of thousands of people. In Mecúfi, recurring droughts, population growth, and fragile infrastructure have forced many families to walk long distances to collect water or rely on overcrowded sources.

In recent months, we have worked alongside communities to change this reality. We built or rehabilitated **15 wells**, ensuring access to safe water for **over 37,000 people**. In schools, new water points and sanitation blocks have improved hygiene conditions for thousands of students.

Infrastructure was only the starting point. Sixteen water management committees, involving nearly 200 members (45% women), were trained to operate and maintain the systems over time. Awareness activities on hygiene, water treatment, and healthy nutrition reached **more than 5,500 students and 2,000 mothers**.

The process was not without challenges: geological constraints, insecurity, and the passage of Cyclone Chido tested both infrastructure and communities. Yet work continued. Today, in many villages in Mecúfi, water is not only safer and more accessible—it is also a shared responsibility. Less time spent collecting water means more time for education, work, and family life.



2,737

SMALL-SCALE
PRODUCERS
SUPPORTED



190

NEW MASONRY HOUSES
BUILT FOR INTERNALLY
DISPLACED PEOPLE

760

WOMEN SUPPORTED
IN PROMOTING
BALANCED
NUTRITION

NUTRITIONAL
SCREENINGS
CONDUCTED FOR

500
CHILDREN

ACCESS TO CLEAN
WATER ENSURED FOR

350,369
PEOPLE



START
OF OPERATIONS
2023



BENEFICIARIES
6.261*



HEADQUARTERS
TRANG
(THAILANDIA)



AREAS
OF INTERVENTION

Andaman coast,
provinces of
Krabi, Trang, and
Satun



PROJECTS
4



SDGs
1, 2, 3, 14, 15

(*cumulative data)

THAILAND

COMMUNITY-BASED CONSERVATION ALONG THAILAND'S ANDAMAN COAST

OUR COMMITMENT IN THAILAND

Oikos has been present in Thailand since 2023, after working for more than 15 years in Myanmar. What initially began as a temporary response to the conflict in Myanmar has evolved into a rooted presence in Thailand, where over the past two years, thanks to collaboration with local partners, we have adapted technical expertise and started generating tangible impact in a territory characterized by highly valuable ecosystems. Women's active participation plays a key role in this process.

■ COMMUNITY FOREST MANAGEMENT AND MARINE PROTECTED AREAS

Management plans, coastal erosion mitigation measures, strengthening of local governance, and diversification of income sources.

■ ENVIRONMENTAL EDUCATION AND TEACHER TRAINING

Participatory development of environmental education curricula within Migrant Learning Centers.

SUCCESS STORIES OF 2025

New economies from nature – Trang Province

Along the Andaman coast, fishing is becoming increasingly uncertain. Over the past fifty years, fish stocks have declined by up to 75% (FAO/SEAFDEC estimates), forcing many coastal communities to seek alternative livelihoods.

During the year, Oikos supported **several concrete local solutions**. Among the most promising: black soldier fly farming to convert organic waste into animal feed, community-based plastic reduction and recycling systems, and interventions to combat coastal erosion through bamboo barriers and mangrove reforestation. Not all of these activities generate immediate income, but they reduce household costs, improve resource management, and strengthen the protection of the ecosystems on which communities depend.

Small grants played a key role: **four calls for proposals generated 20 submissions**, of which 6 were funded. These sub-grants enabled local organizations to test practical solutions and exchange knowledge across territories. Some models, such as beekeeping, are already showing tangible results and strong potential for replication.

Environmental education without borders – Phuket, Phang Nga and Ranong Provinces

In 2025, we introduced for the first time **an environmental education curriculum in Migrant Learning Centres**, valuable spaces for the most vulnerable communities often excluded from formal education systems, where thousands of migrant children are currently enrolled.

Following a participatory process involving 14 centres, **200 teacher manuals** were distributed in bilingual formats (Burmese–English and Thai–English), along with educational materials on biodiversity, climate change, waste management, and marine conservation. In parallel, six Training of Trainers sessions equipped 174 teachers and community leaders—78% of whom are women—strengthening both pedagogical skills and environmental content.

Within a few months, activities reached classrooms and communities. **Over 3,500 students** took part in lessons, workshops, and hands-on initiatives such as mangrove clean-ups and waste management, strengthening the link between schools, families, and territory. Assessment tests show a clear improvement in students' knowledge, but the most visible change is outside the classroom: many students have begun bringing these practices into their communities. These young environmental ambassadors demonstrate how **education can become a powerful tool** for linking social inclusion and coastal ecosystem protection.

SUSTAINABLE MANAGEMENT
TOOLS INTRODUCED ACROSS

266 km²

OF COASTAL AND MARINE
AREAS THROUGH
PARTICIPATORY PROCESSES



370
SMALL-SCALE
PRODUCERS
SUPPORTED

SUPPORT
PROVIDED TO

813

COMMUNITY FOREST MANAGERS
FOR BIODIVERSITY SURVEYS
AND GROUP STRENGTHENING

93 YOUNG JOURNALISTS
TRAINED IN REPORTING
ON ENVIRONMENTAL
INITIATIVES



START
OF OPERATIONS
2017



BENEFICIARIES
1.942*



HEADQUARTERS
BEIRUT



AREAS
OF INTERVENTION

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



PROJECTS
15



SDGs

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

(*cumulative data)

LEBANON

ENVIRONMENTAL AND HUMANITARIAN ACTION IN A FRAGILE CONTEXT

OUR COMMITMENT IN LEBANON

■ CONSERVATION OF NATURAL ECOSYSTEMS

Promotion of regenerative and non-polluting practices, and adoption of renewable energy sources to power irrigation systems.

■ SUSTAINABLE MANAGEMENT OF PROTECTED AREAS

Development and improvement of land-use planning and management tools.

■ EDUCATION FOR SUSTAINABILITY

Integration of environmental activities into school curricula.

■ HUMANITARIAN INTERVENTIONS

Response to the country's social and economic crisis.

■ INCLUSION AND PEACE EDUCATION PATHWAYS

Fostering integration between religious minorities and host communities through education and dialogue initiatives.

SUCCESS STORIES OF 2025

A new horizon: archaeology in Lebanon – Shouf Biosphere Reserve

Oikos has taken an unprecedented step into research: in Lebanon, we entered the fields of archaeology and palaeontology for the first time, integrating scientific research, resource protection, and community engagement.

In September 2025, the Directorate General of Antiquities (DGA) of Lebanon and a team of experts reopened excavations at the Qalaat el-Hosn site in the heart of Mount Lebanon. What is emerging is a stratified monumental complex, whose architecture tells the story of centuries of construction, reuse, and transformation.

A team of Italian and Lebanese archaeologists conducted **systematic investigations using advanced technologies**. After securing the site, excavations and stratigraphic analysis began. Local communities also actively contributed with skills and labour, strengthening the link between research and territory.

Our role in this project is key: we integrate archaeology and environmental protection. Alongside excavations, we are developing **awareness-raising activities for schools and communities**, as the protection of cultural and natural heritage is a shared responsibility.

This initiative once again shows that science continuously opens new paths—not only to study the past, but to build more aware communities and more sustainable territories.

Energy solutions for resilient communities – Shouf Biosphere Reserve and Jabal Moussa Biosphere Reserve

Many rural areas and protected reserves in Lebanon still rely on diesel generators: a costly, highly polluting, and unsustainable solution in the long term. In 2025, we installed **two new biomass heating systems** with high-efficiency stoves: one in the municipal building of Batloun in the Shouf protected area, and the other in the visitor centre of the Jabal Moussa Reserve.

These are not just stoves: we are working with communities to **valorise local biomass** derived from agricultural waste and vegetation management activities aimed at reducing wildfire risks. These materials are transformed into biofuel in the form of wood chips and eco-briquettes, creating a circular and sustainable local energy chain. The benefits extend beyond the environment, empowering communities with practical tools to manage natural resources more responsibly and profitably.



375
STUDENTS ENGAGED
IN PEACE EDUCATION
PROGRAMMES

1,000
FOOD PACKAGES
DISTRIBUTED

289 SMALL-SCALE
PRODUCERS
SUPPORTED

VOCATIONAL
TRAINING FOR

60 AND **158**
YOUNG
PEOPLE WOMEN

32 NEW RENEWABLE
ENERGY SYSTEMS
INSTALLED

3 NEW MANAGEMENT PLANS COVERING
394 KM² OF PROTECTED AREAS



START
OF OPERATIONS
2025



HEADQUARTERS
TUNISI



AREAS
OF INTERVENTION

El Feija National
Park (Governorate of
Jendouba), Soliman
(Governorate of
Nabeul)



PROJECTS
2



SDGs

4, 8, 11, 12, 13, 15

TUNISIA

OIKOS IN TUNISIA: A NEW CHAPTER IN THE FIGHT FOR THE ENVIRONMENT

The Mediterranean is one of the world's biodiversity hotspots, but also a fragile ecosystem, increasingly exposed to the overexploitation of natural resources and the impacts of the climate crisis. In this context, Tunisia represents a strategic laboratory for developing and testing innovative solutions for environmental protection, particularly in coastal areas, which are especially vulnerable.

In 2025, we therefore decided to embark on a new mission, expanding our programme for the Middle East and North Africa. Tunisia is a key ally in the global fight against climate change: in recent years, it has implemented strong policies to address environmental risks, particularly in coastal zones.

We work in the north-east of the country, an area where water and forest resources are becoming increasingly scarce and where agriculture, a cornerstone of the local economy, is under severe pressure from extreme climate events and resource overexploitation.

Thanks to collaboration with Tunisian universities and research centres, we have been able to adapt and enhance the expertise developed by Oikos in Italy and Lebanon to the local context. With the support of private foundations and the Ministry of the Interior, a programme structured around two main areas of intervention was launched in 2025.

We are committed to protecting the Sebket Soliman wetland, a unique and invaluable biodiversity hotspot, and the surrounding agricultural land. This is an integrated approach combining technological innovation and local participation: nature-based solutions for wastewater treatment, regenerative agricultural practices, and active community engagement.

In parallel, we are strengthening forest resilience to wildfires, particularly in El Feija National Park. Through GIS analysis and satellite data, we identify high-risk areas and support prevention actions, while also promoting cooperation between Tunisia and Algeria.

Our work in the country follows a medium to long-term perspective, with the aim of consolidating partnerships, strengthening local capacities, and contributing to biodiversity conservation through replicable models of sustainable management.





START
OF OPERATIONS
1996



BENEFICIARIES
1.955*



HEADQUARTERS
MILAN



AREAS
OF INTERVENTION

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



PROGETTI
20



SDGs

4, 8, 11, 12, 13, 15

(*cumulative data)

ITALY

FROM LOCAL ACTION TO CROSS-BORDER CONSERVATION NETWORKS

OUR WORK IN ITALY

■ SUSTAINABLE TERRITORIAL MANAGEMENT

Through environmental planning, training of technical experts, and co-design processes.

■ PROTECTION OF THE MOST FRAGILE NATURAL ENVIRONMENTS

Monitoring habitat and species conservation status, environmental restoration, and recovery of ecological corridors.

■ ENVIRONMENTAL SUSTAINABILITY IN SCHOOLS AND COMMUNITIES

Workshops for students, teacher training, and active citizen engagement.

SUCCESS STORIES OF 2025

One corridor, two countries, one shared vision – Italy and Switzerland

The Ticino River is not just a river: it is a layered landscape, an ecological, historical, and cultural axis connecting mountains, springs, plains, and lakes. A complexity we aim to protect and enhance.

In 2025, we laid the foundations for **concrete cross-border cooperation** between Italy and Switzerland to protect one of Europe's most valuable biodiversity corridors.

At the heart of this programme lies **the Ticino Initiative**: a network of Italian and Swiss partners who, through cross-border thematic working groups on governance, habitats, species, and communication, shared expertise and strategies. Not a formal coordination structure, but a living partnership united by shared territorial goals.

On the ground, the first restoration interventions are already visible: from pilot sites in Sabbie d'Oro, to the Rio Capricciosa, and the Isola Mandelli pond, where perimeter barriers are preparing the reintroduction of the European pond turtle.

Species monitoring also reflects progress: **50 monitoring stations** for the white-clawed crayfish, swallows surveyed on both sides of the border, and the first concrete steps towards an integrated strategy for the return of the Eurasian otter in the Ticino basin.

Concrete figures that tell the story of the Ticino as an ecosystem, a community, and a shared initiative.

From school to work: STEM skills for sustainability – Varese Province

Addressing environmental challenges requires new, cross-cutting, and practical skills. In 2025, for the first time, we integrated environmental education into STEM disciplines, engaging **over 200 secondary school students** in the use of tools such as GIS, GPS, and data science software to learn how to study and protect the environment.

Through workshops, field activities, and sessions with researchers and professionals, students experienced how scientific disciplines can address real-world problems, gaining insight into ecological dynamics and green career opportunities. More than 25 students completed **40-hour School-to-Work pathways**, combining theoretical training, practical activities, and citizen science. This offered a unique opportunity to develop specific skills such as environmental data analysis, teamwork, and problem-solving.

The initiatives are designed for the wider community as well: **200 citizens took part in 10 events**, including science theatre performances and nature walks, helping to spread scientific culture and environmental awareness.



788 CITIZENS ENGAGED
IN ENVIRONMENTAL
AWARENESS ACTIVITIES
IN PIEDMONT
AND LOMBARDY

301
TEACHERS
TRAINED

150

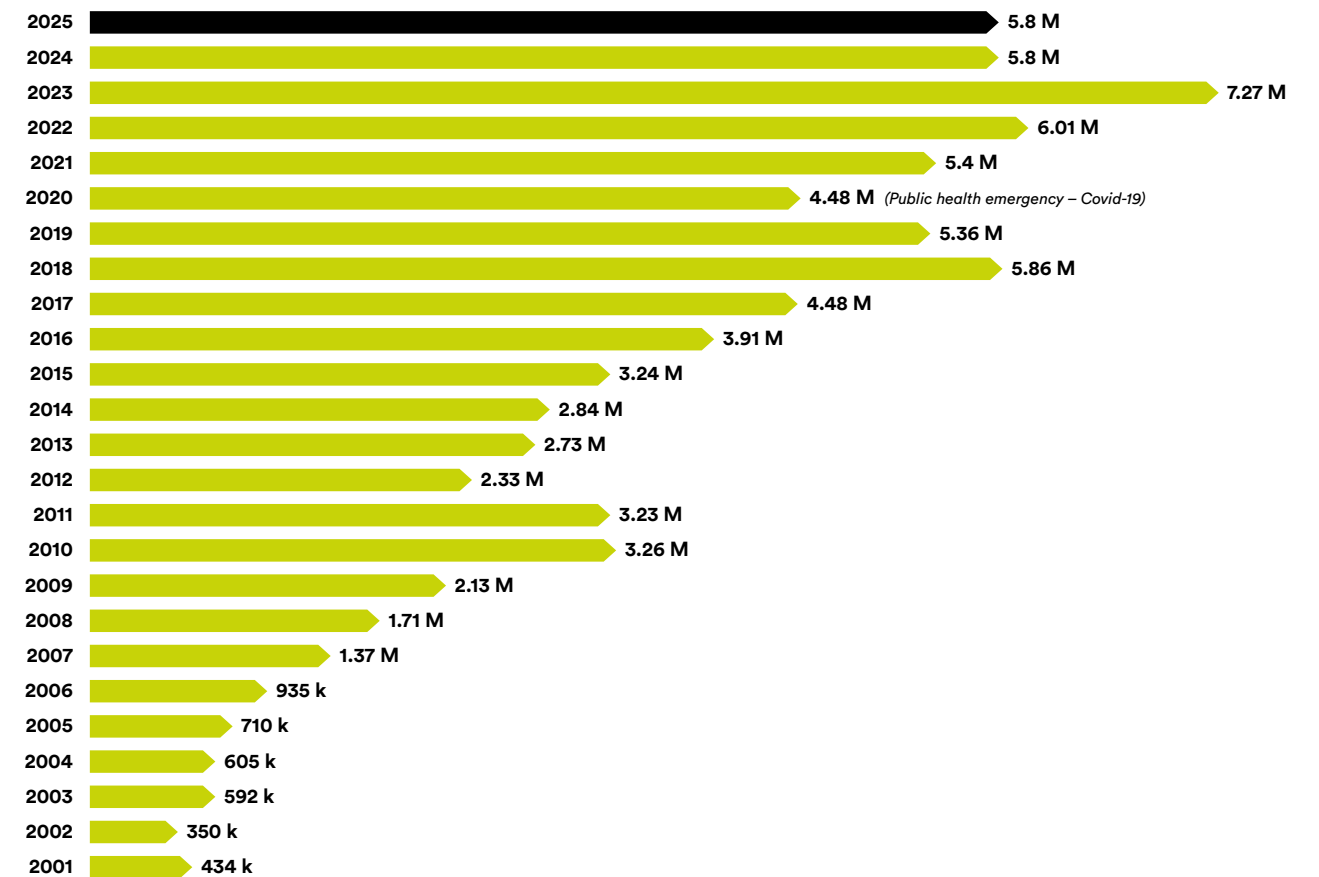
PUBLIC INSTITUTION REPRESENTATIVES
INVOLVED IN WORKSHOPS

4 MICRO-ENTERPRISES
SUPPORTED

06

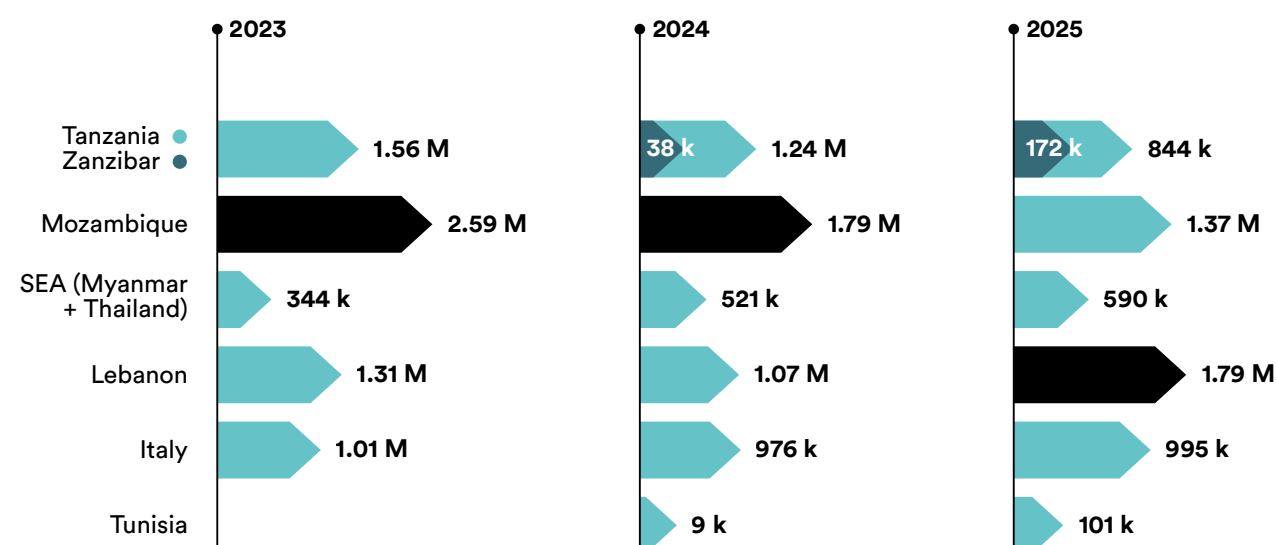
Financial Statements and Economic Sustainability

Overview of revenues in 2025

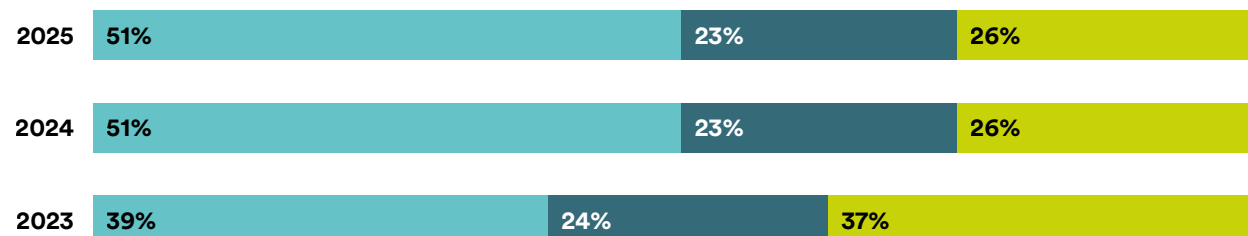


The total closing value of the 2025 financial statements amounts to €5,870,825, in line with the previous year (€5,849,686).

Oikos' financial position remains solid and well managed; this is also reflected in the analysis of costs and revenues by geographic area and by funding source (donors).



Compared with 2024, revenue increased in two recently established geographical areas—Tunisia and Zanzibar—where operations reached full capacity. Revenue also grew in Lebanon despite ongoing security challenges. By contrast, results declined in Mainland Tanzania (–35%) and Mozambique (–23%).



● Public funds International Organizations ● Public funds Italy ● Private funds Companies and Foundations

The weight of Istituto Oikos' main funding sources remains unchanged compared to 2024: the primary donors continue to be international agencies and private foundations.

Annual financial report

BALANCE SHEET

	ASSETS	2023	2024	2025
FIXED ASSETS	Tangible fixed assets	18,913	7,910,00	6,810
	Financial fixed assets (shares)	75,000	75,000	75,000
	Financial fixed assets (other titles)	150,000		
	Total fixed assets	243,913,00	82,910	81,810
	Receivables	3,618,653	6,008,917	9,710,328
WORKING CAPITAL	Activities that do not constitute fixed assets	860,000	1,010,000	1,010,000
	Liquid financial resources	1,985,535	1,544,416	4,556,583
	Total working capital	6,464,188	8,563,333	15,276,911
	Accrued income and prepaid expenses	47,447	32,575	6,973
	TOTAL ASSETS	6,755,548	8,678,818	15,365,694

	LIABILITIES	2023	2024	2025
	Reserves	912,519	914,660	916,273
	Staff severance indemnity fund	269,096	310,301	310,342
	Debits	5,257,321	7,013,134	13,843,684
	Accrued expenses and deferred income	316,612	440,723	295,395
	TOTAL LIABILITIES	6,755,548	8,678,818	15,365,694

INCOME STATEMENT

	REVENUES	2023	2024	2025
	Revenue for institutional projects from Private Entities	2,682,260	1,941,438	1,525,134
	Revenue for institutional project from Public Entities	4,064,708	3,306,928	3,886,584
	Revenue from fund-raising from individuals	14,163	5,958	7,952
	"5 per mille" Contributions	6,225	6,088	5,436
	Other revenues	119,216	142,151	27,182
	Total institutional income	6,886,572	5,402,563	5,452,288
	Revenue from secondary activities	392,351	447,125	418,536
	TOTAL INCOME	7,278,923	5,849,688	5,870,825

	EXPENSES	2023	2024	2025
	Institutional activities expenses	6,706,918	5,294,769	5,399,789
	Promotional and fund raising expenses	4,797	18,489,00	-
	Secondary activities expenses	420,080	445,153,00	424,979
	Financial and asset expenses	122,674	63,299,00	40,626
	Depreciations	13,113	11,497	3,817
	TOTAL EXPENSES	7,267,582	5,833,207	5,869,211

	Financial year surplus	11,341	16,481	1,614
	BALANCE	7,278,923	5,849,688	5,870,825

The approved 2025 financial statements are available on the Oikos website in the Financial Reports section.

07

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In memory of Fridolin, Haikasia and Tumaini, whose lives were cut short far too soon. Their contribution will always remain part of our story.

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