

A person is silhouetted against a vibrant sunset sky, standing in shallow water and casting a fishing line. The foreground is dominated by a complex, dark, and textured rocky reef structure partially submerged in the water. The sky is filled with soft, colorful clouds in shades of orange, yellow, and blue.

ANNUAL REPORT

2012

CONSERVATION
INTERNATIONAL 



CONTENTS

Leadership Message	03
FY12 Highlights	05
Where We Work	18
Financials	21
Donors, Partners + Leadership	27
Dinner Committees	44
Board of Directors	48
Chairman's Council	50
Senior Leadership	52
Join Us	54

OUR VISION

We imagine a healthy, prosperous world in which societies are forever committed to caring for and valuing nature, our global biodiversity, for the long-term benefit of people and all life on Earth.

OUR MISSION

Building upon a strong foundation of science, partnership and field demonstration, CI empowers societies to responsibly and sustainably care for nature, our global biodiversity, for the well-being of humanity.

LEADERSHIP MESSAGE



**Fiscal year 2012 was a remarkable year—
and a sobering one.**

No nation on Earth was spared by the convergence of the two extraordinary forces shaping our planet: climate change and ecological loss. We saw these forces in a superstorm on the East Coast of the United States, in the continued devastation of our oceans, in water crises and droughts across Asia and Africa.

This is our reality. And if humanity is going to continue to thrive—if we are to create a habitable, just, prosperous world for our children and grandchildren—we must change.

That is why Conservation International works at every level—from remote villages to the offices of presidents and CEOs—to help societies understand, and act upon, the most important truth of our time: People need nature to thrive. Our approach is simple, yet transformative.

We are **protecting our natural wealth**—the essential places on Earth that provide our food, water and the very air we breathe—by ensuring that the most critical areas remain intact and capable of providing benefits to the communities that need them.

We are **fostering effective governance**. Working with governments and civil society, we provide tools, counsel and training that enable leaders to make better decisions for the long-term health and economic stability of their people.

And we are **working with businesses** that have big environmental impacts—like mining, energy and agricultural companies—to ensure that production does not destroy the ecological health and vitality of nations.

Throughout the year, we saw concrete evidence that our efforts are paying off. We launched Vital Signs, an ambitious scientific project that will help us answer the question of how we can feed 9 billion people by 2050 without destroying nature. We partnered with the Government of Botswana to convene a summit, where 10 African nations agreed to incorporate nature's value into their day-to-day decision-making and accounting. And around the world, we worked with communities, governments, businesses and foundations to safeguard the oceans, forests, rivers, savannas and wetlands that sustain and amaze us.

As you read about these and other successes, we encourage you to take special note of CI's organizational growth. Each year, more and more governments and businesses are joining us in the realization that it is in their enlightened self-interest to protect the planet.

Thanks to our many allies, our organization remains strong and on sound footing. In fiscal year 2012, our expenses totaled over \$150 million—the highest level of programmatic delivery in CI's history. And we saw significant growth in programs central to our mission—including our Ecosystem Finance and Markets Division and our field programs in Indonesia and Brazil.

We have much to be proud of. Yet we know that, in the words of the great poet Robert Frost, we have miles to go before we sleep. Ours is a tremendous challenge. With champions like you, however, we are as confident as we've ever been that we will rise to it.



Peter Seligmann

Peter A. Seligmann
Chairman and CEO



Russell A. Mittermeier

Russell A. Mittermeier
President



Niels Crone

Niels Crone
Chief Operating Officer





HIGHLIGHTS FROM A REMARKABLE YEAR

SUPPORTING THE STEWARDS OF OUR LANDS

Indigenous peoples—the stewards of our lands and waters—are key to protecting the planet. In July 2011, CI and our partners announced the first-ever trust fund dedicated to the long-term support of indigenous peoples in Brazil. Through funding and technical support from the Global Conservation Fund and CI-Brazil, the Kayapó Trust will support the Kayapó peoples in the protection of their rights and territory and, at the same time, will help prevent deforestation, one of the primary drivers of global climate change.



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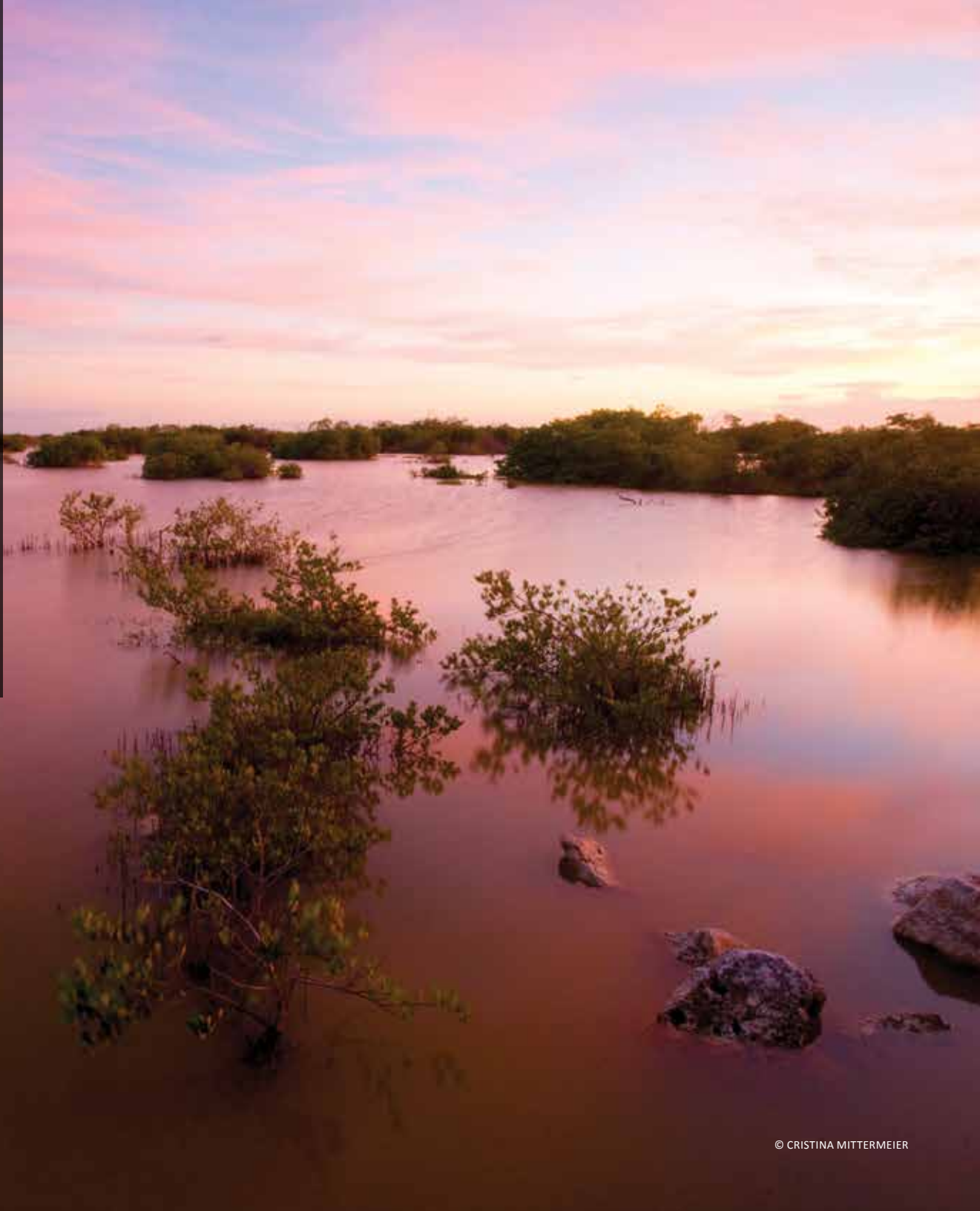
A low-angle photograph of two men in a coffee processing area. The man in the foreground, wearing a white t-shirt and a cap, is smiling and holding a large woven basket filled with green coffee cherries. The man in the background, wearing a light-colored shirt and dark pants, is looking towards the camera. The background shows a blue sky with clouds and some greenery.

BUILDING PARTNERSHIPS TO TACKLE GLOBAL CHALLENGES

From farmers to consumers, ethically sourced coffee is good for everyone. That's why CI helped our long-time partner, Starbucks Coffee Co., develop its responsible coffee-buying program, Coffee and Farmer Equity (C.A.F.E.) Practices, a decade ago. In 2012, we completed our most recent evaluation of the program, which found that, although changing social and environmental conditions is a long-term process, the sustainable practices encouraged by C.A.F.E. Practices is leading to improved conditions on the ground. Nearly 100 percent of farmers verified from 2008-2010 did not convert natural forests into agricultural land.

USING NATURE TO ADAPT TO A CHANGING CLIMATE

One of the best ways to adapt to a changing climate is to safeguard the natural buffers our planet already provides us. That's why CI offers technical expertise to policymakers who want to make their countries more resilient—an effort that paid off in November 2011, when Filipino President Benigno Aquino III signed off on a national roadmap for climate change adaptation and mitigation that includes plans for ecosystem-based adaptation.





COLLABORATING ON LARGE-SCALE CONSERVATION PROJECTS

Bringing all relevant parties to the table can be critical for sustainability. That's the principle behind the November 2011 launch of the Chingaza-Sumapaz-Guerrero Conservation Corridor Initiative in Colombia. CI is working with the local and national governments, private business, NGOs and local stakeholders to create corridors between existing protected areas—impacting more than 10 million people by protecting the sources of fresh water for the city of Bogotá and its surroundings.

An aerial photograph of a lush, green tropical forest. A dark, winding river or stream flows through the lower half of the image, surrounded by dense, vibrant green trees and vegetation. The forest canopy is thick and textured, with varying shades of green indicating different tree species and sunlight filtering through the leaves.

TAKING A STEP FORWARD FOR FORESTS + CLIMATE

Finding innovative ways to keep forests standing is critical to fighting climate change. That was the message that 36 CI staff members from over 10 countries brought to the negotiations of the U.N. Framework Convention on Climate Change (UNFCCC) in December 2011 in Durban, South Africa. And the message was heard: The talks resulted in an agreement on standards for REDD+, a program that provides financial incentives to developing countries to keep their forests intact, thus reducing greenhouse gas emissions.



SPREADING THE WORD ABOUT THE IMPORTANCE OF FRESH WATER

Water, as the saying goes, is life. That's why, in January 2012, CI teamed up with Disney's Friends for Change and the Disney Worldwide Conservation Fund to help spread the word about why we need to protect the sources of our fresh water—everywhere on Earth. For several weeks, the millions of people who played Disney's mobile game *Where's My Water?*, one of the most popular mobile apps of 2012, saw messages from CI and Disney about freshwater conservation—helping to raise awareness of this critical issue.

DEMONSTRATING NATURE'S VALUE IN POVERTY ALLEVIATION

Can protecting nature alleviate poverty? In January 2012, researchers from CI, led by Dr. Will Turner, published a study that indicates a strong connection worldwide. The research shows that, every year, nature provides services like pollination and clean water that together have an estimated value of more than \$1 trillion to poor communities. The key—and central to CI's work—is sustaining these critical natural ecosystems and ensuring that people have access to the benefits they provide.



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MEASURING NATURE'S VITAL SIGNS + OUR OWN

In February 2012, with a grant from the Bill & Melinda Gates Foundation, CI launched Vital Signs—a groundbreaking system for monitoring ecosystem health, agricultural productivity and human well-being in Ghana, Tanzania, Uganda and other regions of sub-Saharan Africa. The raw data and decision-support tools produced by Vital Signs will provide policymakers with a better understanding of the opportunities and trade-offs that come with increased agricultural production—so that we can feed the world now, and for generations.

MAKING DISCOVERIES UNDER THE SEA

In March 2012, more than 60 scientists from CI-Brazil, local universities, Boston University and the New England Aquarium undertook the last leg of a three-legged expedition to explore Brazil's Abrolhos Bank. The study's findings—such as the discovery of the ecological functions of “buracas” (large shafts in the seafloor) that could help cycle critical nutrients through the ocean ecosystem—will give researchers and policymakers a deeper understanding of an area that supports vast fishing and tourism industries and more than 100,000 jobs.





PROTECTING INDIGENOUS PEOPLES' RIGHTS

In April 2012, Peru's National Congress approved legislation recognizing indigenous peoples' right to prior consultation on any legislative or administrative measures that would directly affect their physical existence, cultural identity, quality of life or development. CI, as part of the Peruvian civil society, was a contributor to the formulation of this new policy, reviewing and providing input to the document.

WORKING WITH BUSINESSES ON SMART DEVELOPMENT

Large infrastructure activities, such as those involving mining and energy, can be important tools for helping countries to grow and prosper. CI recognizes this fact—and the critical need to minimize the impact of these projects as they occur. That's why, in 2012, we worked with a subsidiary of ExxonMobil to assess ways in which a liquefied natural gas project in Papua New Guinea could reduce its impact on biodiversity. Where impact was unavoidable, CI worked with the company to develop a plan for conservation actions to ensure that this large economic development project ultimately leads to good environmental outcomes for biodiversity.



MAKING CONSERVATION HISTORY IN AFRICA

In order to properly care for nature, we must respect what it gives us. And when representatives from 10 nations agree, it's history in the making—as it was at the Summit for Sustainability in Africa, co-convened in May 2012 by CI and the Government of Botswana. There, 10 African nations stood alongside representatives of the private and public sectors and committed to valuing their “natural capital,” or the goods and services nature provides us—sending a powerful message to the rest of the world.

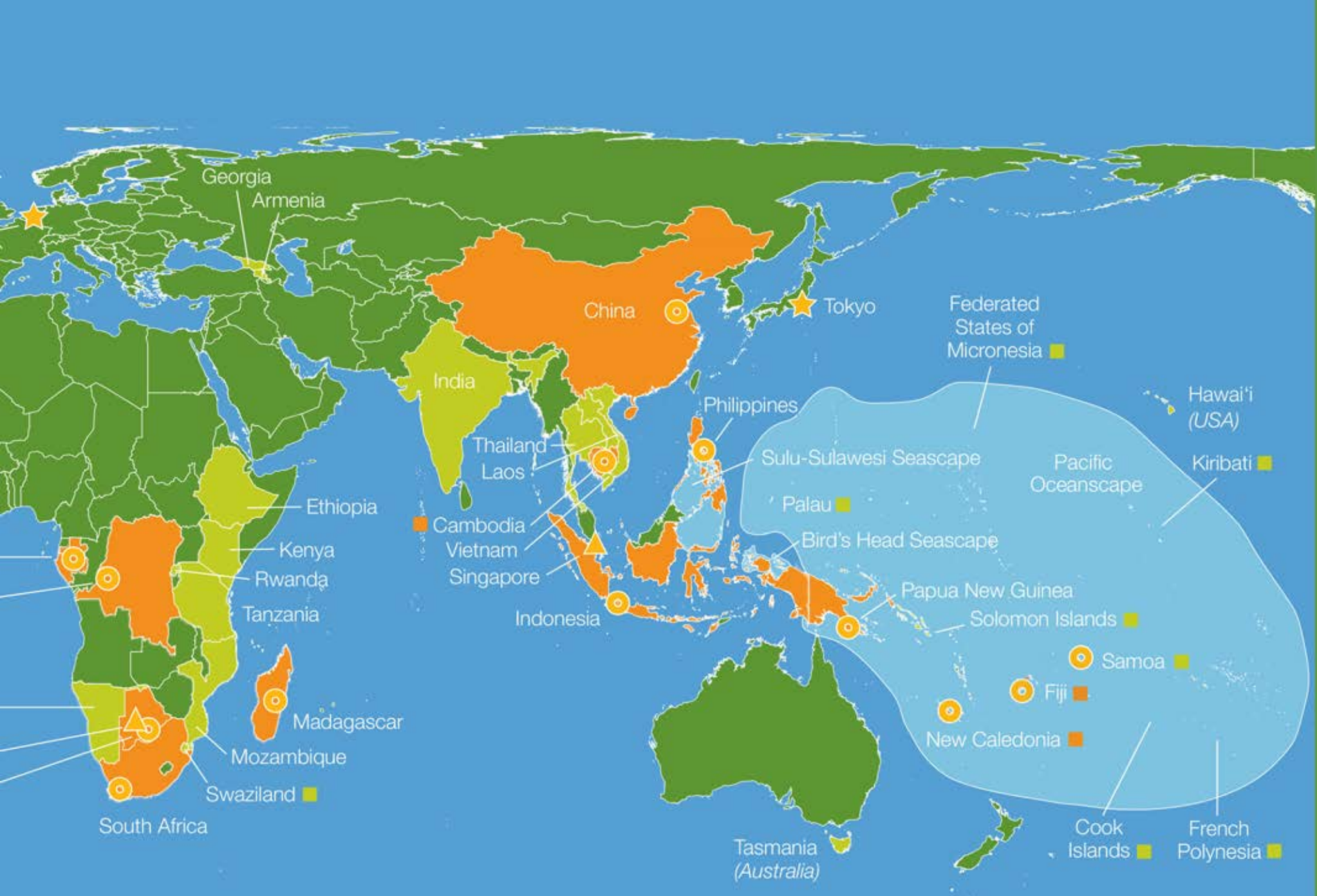
WHERE WE WORK

CI works in select geographies where we can make a substantial contribution to human well-being through our field work, our partnerships and our investments.

map key:

- ★ Global Office
- ▲ Regional Office
- National Office
- Country Programs
- Seascope/Oceanscope
- Investments Via Partners and Sub-National Projects







FINANCIALS

Conservation International is committed to improving human well-being through the care of nature, but we couldn't do this critical work without the generous support of our donors and partners.

In fiscal year 2012, CI developed several important new partnerships that will allow us to continue to build upon our work—developing innovative solutions; implementing field demonstrations that validate the effectiveness of our work; and amplifying our efforts to effect large-scale change.

REVENUE

CI reported total revenue of \$136.1 million, including several seminal grants that are uniquely aligned with our organizational mission.

With a generous \$25 million grant from the Arnhold Foundation, CI announced the launch of the Center for Environment and Peace. In addition, the Bill & Melinda Gates Foundation contributed \$10 million to support the creation of Vital Signs, a gold-standard environmental monitoring system that aims to improve food production and also support healthy natural systems and robust livelihoods for smallholder farmers with an initial focus on Africa. We also continued our partnership with BHP Billiton, which contributed \$4.8 million in fiscal year 2012 to improve land management practices and protect landscapes of high conservation value.

Non-U.S. government and multilateral funding increased over fiscal year 2011 levels, with the Government of Japan and the World Bank renewing support to the Critical Ecosystem

Partnership Fund (CEPF) with a \$9.9 million grant and a \$3 million grant, respectively.

EXPENSES

With expenses totaling more than \$150 million in fiscal year 2012, CI reported the highest level of programmatic delivery in the organization's 25-year history. Programmatic services were \$127.2 million, up by almost 30 percent over fiscal year 2011 levels. At the same time, supporting service costs remained relatively constant, resulting in a reduction of our overhead rate from 19.1 percent in fiscal year 2011 to 15.5 percent for fiscal year 2012. Much of the increase in programmatic spending in fiscal year 2012 was driven by increased grant making in our Ecosystem Finance and Markets Division (EFM) as we continue working to empower local communities to successfully steward their natural resources. Notably, this division established several new trust funds that will finance the long-term management of priority conservation areas, including Guyana, the Osa Corridor in Costa Rica, the Kayapó Indigenous Territories in Brazil and the YUS Conservation Area in Papua New Guinea, named after the Yopno, Uruwa and Som Rivers of the Huon Peninsula.

In addition, more than \$12 million was awarded to our partners through CEPF—a joint initiative of the World Bank, the MacArthur Foundation, the Global Environmental Facility, L'Agence Française de Développement and the Government of Japan—that provides grants to non-governmental and private sector organizations to promote the conservation of critical ecosystems and ensure that civil society is engaged in biodiversity conservation.

Country and regional program expenditures increased substantially from fiscal year 2011 to fiscal year 2012, largely due to the launch

of the third phase of our highly successful seascapes program. With generous support from the Walton Family Foundation, this project supports improved marine management and establishment of networks of marine protected areas in the Bird's Head and Eastern Tropical Pacific Seascapes in Indonesia and South and Central America.

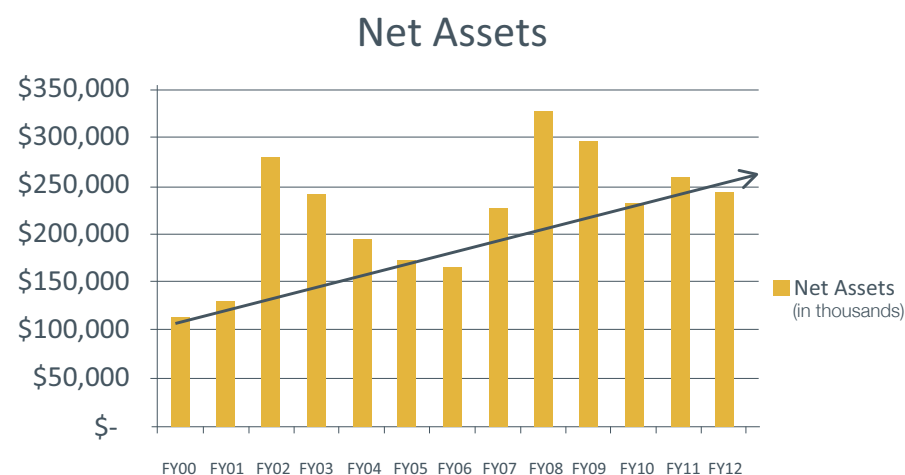
Recognizing the importance and efficacy of CI's work to reduce atmospheric carbon dioxide levels by preventing tropical forest destruction, the Governments of Germany and Norway, along with Dell Inc., The Walt Disney Company and the FIJI Water Company LLC, supported increased investments in carbon projects in South America, Africa and the Asia Pacific region.

And finally, spending in the Global Marine Division increased in fiscal year 2012 as a result of our investment in two key initiatives—the Coral Triangle Initiative and the Ocean Health Index. The Coral Triangle Initiative is an agreement between six countries in Southeast Asia and the Western Pacific to conserve coral reefs, improve fisheries and increase food security for current and future generations. The Ocean Health Index, which provides the first annual global benchmark of ocean health that considers humans to be part of the ocean ecosystem, serves as an important tool to inform policymakers on resource management decisions.

NET ASSETS

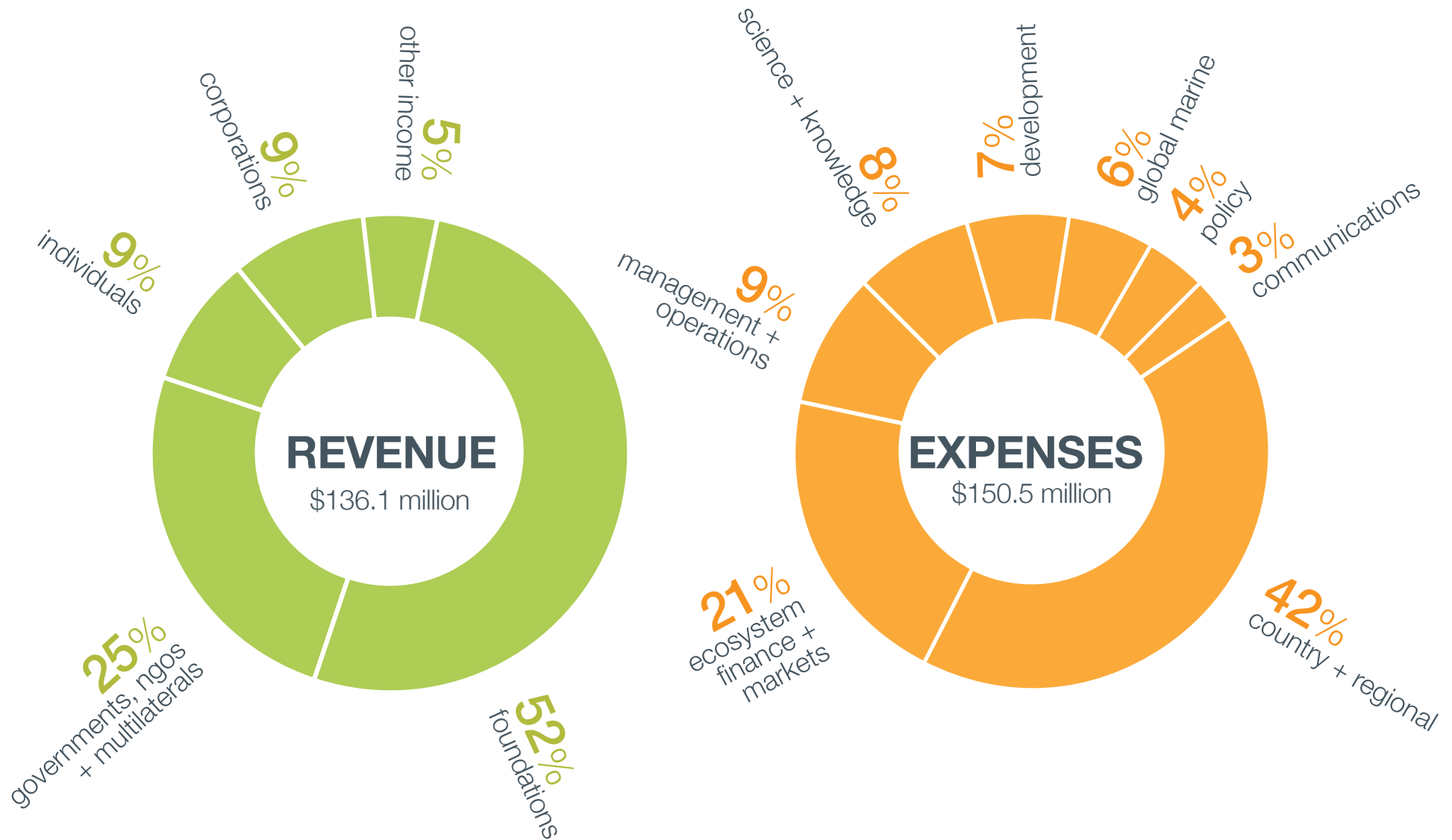
An important indicator of CI's financial health and sustainability, net assets represent the cumulative revenue that CI has raised in excess of expenditures since the founding of the organization. As shown in the chart to the right, CI has enjoyed consistent growth over the past 25 years.

While we ended fiscal year 2012 with a modest reduction of \$16.5 million in net assets, this was primarily attributable to the ongoing implementation of multi-year grants that were received in prior fiscal years. Fluctuations in revenue often arise because large multi-year grants must be reported as revenue in the year they are received, while associated expenses are reported over the duration of the award period, as program activities are carried out. Therefore, intermittent decreases are not a cause for concern, provided that the historic trend maintains or increases net assets, as is the case for CI.



FISCAL YEAR 2012 REVENUE + EXPENSES

CI demonstrates good stewardship of donor contributions by working strategically—selecting the geographies, partnerships and fora where our efforts can have the greatest impact. We are grateful for the generosity and continued support of our donors.



FISCAL YEAR 2012 STATEMENT OF ACTIVITIES

(Balances are in the thousands)					
	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2012 TOTAL	2011 TOTAL
REVENUE					
Grants and Contributions					
Foundations	\$6,368	\$65,673	\$60	\$72,101	\$79,167
Non-U.S. Government	—	20,493	—	20,493	13,367
Individuals	6,251	6,221	—	12,472	16,505
Corporations	1,873	10,275	—	12,148	14,971
NGO/multilaterals	572	8,737	—	9,309	5,760
U.S. Government	—	5,036	—	5,036	10,203
Cancellations and Deobligations	—	(1,733)	—	(1,733)	(1,941)
Licensing Agreements, Product Sales, and Other Income	6,096	223	—	6,319	3,388
Investment Income	—	3	—	3	5,739
Net Assets Released from Donor Restrictions	128,871	(128,871)	—	—	—
TOTAL REVENUE	150,031	(13,943)	60	136,148	147,159
EXPENSES					
Program Services					
Country and Regional	63,718	—	—	63,718	48,526
Ecosystem Finance and Markets	32,123	—	—	32,123	21,136
Science and Knowledge	11,583	—	—	11,583	11,371
Global Marine	8,820	—	—	8,820	5,011
Policy	6,976	—	—	6,976	7,738
Communications	3,969	—	—	3,969	4,611
TOTAL PROGRAM SERVICES	127,189	—	—	127,189	98,393
Supporting Services					
Management and Operations	13,146	—	—	13,146	13,232
Development	10,193	—	—	10,193	9,928
TOTAL SUPPORTING SERVICES	23,339	—	—	23,339	23,160
TOTAL EXPENSES	150,528	—	—	150,528	121,553
Changes in Net Assets Before Non-Operating Activity	(497)	(13,943)	60	(14,380)	25,606
Gain (Loss) on Foreign Currency Translation	—	(2,098)	—	(2,098)	2,881
CHANGES IN NET ASSETS	(497)	(16,041)	60	(16,478)	28,487
Net Assets at Beginning of Year	19,199	226,381	13,255	258,835	230,348
Changes in Net Assets	(497)	(16,041)	60	(16,478)	28,487
NET ASSETS AT END OF YEAR	\$18,702	\$210,340	\$13,315	\$242,357	\$258,835





DONORS, PARTNERS+ LEADERSHIP

EMERALD CIRCLE

The remarkable individuals in CI's Emerald Circle have generously contributed \$1,000 or more in FY12 to support our vision of a more prosperous future for the planet and its people. We are also grateful to the many donors who have made Emerald Circle contributions but wish to remain anonymous.



Jeffrey and Rona Abramson	Hank Bannister	Kristina Brittenham and Jesse Sisgold	Sally Conyne and Frank Gill
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Chad Heaton
Michele and Steven Heller
Steven Heller
Lucy Helm
Robin Henagulph

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Matthew Inkeles
Robert and Shellan Isackson
Alexandria Jackson
Christine Jacobs and Hank Webber
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 Norman and Lyn Lear

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 Darlene Malik
 Gary and Cydney Mandel
 Stephen Manlove
 Saif Mansour
 George and Judy Marcus



LEE BRALY, LOS ANGELES, CA
 EMERALD CIRCLE MEMBER

In 2000, a trip coordinated by CI to Machu Picchu and the famed Inca Trail inspired Lee Braly to join the Emerald Circle. Since then, for more than a decade, Lee has remained steadfast in her support.

“The organization is unique in conservation,” Lee explains, “in that it considers humans to be a part of the ecosystem and therefore part of the solution. CI doesn’t try to save places by eliminating people from them, it encourages people to act in ways that benefit themselves and their environment. We are part of nature and the planet. For people to thrive, so must the planet of which we are a part.”

We are thankful to count Lee among our Emerald Circle members. Joining the Emerald Circle is a sign that you understand how important it is that we ensure a healthy and productive planet, and we at CI could not be more grateful for our members’ support and their willingness to engage in our efforts.

James Marden
Thais Elita Vasconcellos Marques
Jacquie Mars
Valerie Mars
Kirk Marsh
Jeff Marshall and Elizabeth Fisher
Marshall
Francis Martin
Redge and Carole Martin
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STEFAN WEITZ, SEATTLE, WA CI SUPPORTER

Stefan Weitz, in his own words, is a “geek.” And that’s why CI—and its science-based approach—has appealed to him ever since he first learned about the organization at an eco-resort in Playa Viva, Mexico.

“As a person who is obsessed with science, engineering and pesky ‘facts,’ CI’s approach to analyzing issues and building solutions that can be proven and scaled is paramount to me,” Stefan says. “There is simply no question that our current global development path ... will result in a planet on which few will wish to live. Working with stakeholders in both developed and emerging markets to provide a durable quality of life for all of us on this blue dot isn’t just nice, it’s necessary.”

Earlier this summer, Stefan travelled to Fiji, where he was able to see CI’s impact firsthand. There, he visited Votua Village, a community with which CI shares scientific knowledge and training. The community, on its own initiative, has developed a state-of-the-art waste treatment system that uses plants and soil to help filter dirty water before it’s released back into the ocean.

“The pride this village felt in their project, and the real impact it had on their ocean front yard, was humbling to me,” Stefan says.

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List is as of June 2012.



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The steadfast conservationists in CI's Future of Life Society are leaving a legacy of stewardship by including CI in their estate plans. We gratefully acknowledge the commitment of these individuals and the members of the Future of Life Society who wish to remain anonymous.



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The success of CI's events is made possible only by the extraordinary group of supporters and volunteers who give us their time, their energy and their ideas. We're grateful for their commitments—and for their efforts, which enabled spectacular celebrations of CI's 25th anniversary, helped us raise millions to secure human well-being around the world and gave us a platform to honor some of CI's most steadfast supporters: Betty Moore, Gordon Moore and Henry Arnhold.



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WASHINGTON, DC 2011 DINNER

OCTOBER 20, 2011

Hosting a discussion about the direct connection between international conservation and America's national security and economic interests

FEATURING:

Rob Walton, Chairman of the Board, Wal-Mart Stores Inc.
Wes Bush, Chairman, CEO & President, Northrop Grumman Corp.
Harrison Ford, Vice Chairman, Conservation International
Nora O'Donnell, Chief White House Correspondent, CBS News

HOST COMMITTEE:

Diane and Sam Bodman • Carolyn Brody
Ann and Tom Friedman • Maria and Andy Karsner
Sara and Jeffrey Lesk • Donna and Mack McLarty



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SAN FRANCISCO 2012 DINNER

MAY 11, 2012

Celebrating CI's 25th anniversary, honoring Betty and Gordon Moore

FEATURING:

George Shultz, former U.S. Secretary of State
Ambassador Tom Stephenson
Tom Steyer, founder of the TomKat Center for Sustainable Energy at Stanford University

HOST COMMITTEE:

Sybilla and Alex Balkanski • Randi and Bob Fisher • Harrison Ford
Mary C. Gallo • Maria and Andy Karsner • Betty and Gordon Moore
Kathleen Justice-Moore and Steve Moore • Kris and Ken Moore
Jennifer Siebel Newsom and Gavin Newsom • Claire Perry
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Barbara and Tom Stephenson





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NEW YORK 2012 DINNER

MAY 30, 2012

Celebrating CI's 25th anniversary, honoring Henry Arnhold

FEATURING:

James Wolfensohn, former President of the World Bank
Roger Altman, Founder & Chairman, Evercore Partners
Heidi Miller, President of International (retired), JPMorgan Chase

HOST COMMITTEE:

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LOS ANGELES 2012 DINNER

JUNE 14, 2012

Celebrating CI's 25th anniversary

FEATURING:

Brian Skerry, Award-winning Marine Photojournalist
Beau Wrigley, CI Board Member and founder of the Ocean Health Index
Greg Stone, Chief Oceans Scientist, Conservation International

HOST COMMITTEE:

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MAUREEN SCHAFFER, LAS VEGAS, NV CHAIR, CI'S CHAIRMAN'S COUNCIL

Maureen Schafer was first introduced to CI at a San Francisco board meeting—and she knew it was a special and unique organization from the start. CI was the first conservation organization she'd ever seen with such a broad range of work, from science to public policy to global partnerships.

Seven years later, Maureen is chair of CI's Chairman's Council. And she's still drawn to CI's innovation, its ability to create change on a massive scale and its willingness to take risks. "We are all believers," Maureen says. "... I find this facet most inspiring about CI. We create realities people say only exist in ideas." Maureen is also instilling her passion for conservation in her seven year-old daughter, Shea, who, she says, is currently infatuated with spiders.

"She wants to go to Kenya and bring back a giraffe," Maureen adds. "I told her it's against our (homeowners association) rules, but she's having none of that. It is Vegas, after all."

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CI is working to improve and sustain human well-being by making nature the foundation of development. We invite you to join us. Visit our website at www.conservation.org to sign up for our eNewsletter and take action to help conserve our planet. You can also make a donation to CI. Every gift counts.

Go to www.conservation.org/give or contact us at:

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