



ANNUAL REPORT 2016

We work with outstanding African conservation organizations
to help them become even more effective





Letter from our Executive Director

For Maliasili Initiatives, 2016 culminated on the shores of Lake Burunge, outside northern Tanzania's Tarangire National Park. There, at a lodge situated on community lands set aside for conservation, we gathered with eight of our partner organizations from Kenya, Tanzania, and Namibia. We were carrying out a unique leadership training that Maliasili developed in collaboration with [The Nature Conservancy](#) and [Reos Partners](#). The program was a grand experiment, designed to test out a customized leadership development curriculum built around the concept of 'systems leadership' and tapping into peer learning across the different participants, who comprised some of the most talented and accomplished conservationists from across the region. In the end, it was one of the most rewarding and inspiring initiatives that I've ever been a part of. It helped many of our partners enhance their individual leadership capabilities, while also planting the seeds for a regional network of African conservation organizations eager to learn and grow together.

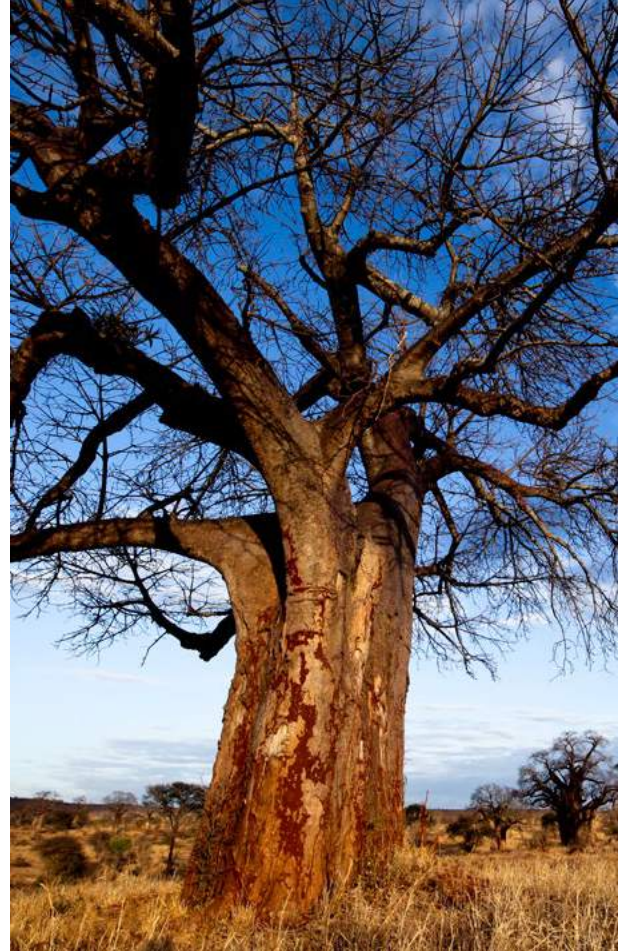


Letter from our Executive Director

A month before, I had been a part of a very different gathering, this time in the hills overlooking the Pacific Ocean in northern California, USA. In that case, I was a participant in the first conservation fellowship cohort convened by the [Mulago Foundation](#). The Conservation program is based on their prestigious Rainer Arnhold Fellows program. Mulago finds social entrepreneurs with transformative ideas and potential, they advise on how to design and scale impact models and provide the capital and support you need to thrive. The fellowship provided a unique opportunity to step away from day-to-day management of the organization and spend a week with the Mulago team and faculty to sharpen my own thinking around how Maliasili can maximize its impact and communicate about our work. It also helped me begin to explore alternative ways we can influence the wider conservation field to better support high-impact conservation organizations in Africa and beyond.

These two events, set in completely different parts of the world, with equally diverse and talented groups of conservation and social change leaders, encapsulate important features of Maliasili Initiatives as we continue to grow and evolve.

We often find ourselves standing between different worlds; Maliasili's day-to-day focus is working with outstanding African conservation groups to help them build their organizations and become even more effective. As such, in 2016, we branched out into new areas of support such as board development, budgeting, and leadership.



At the same time, one of our unique characteristics is our ability to use diverse and growing networks to tap into the best organizational management and business development thinking and tools, and adapt those to meet the needs of our African partners. In this way, we often serve as a bridge between grassroots organizations and activists in Africa and important skills, ideas, and resources drawn from around the world.

During 2016 we challenged ourselves to develop new skills, services, and initiatives, such as the leadership program that culminated at Lake Burunge. We stretched our small team thin by taking on five new outstanding partners based in three countries. As we have grown our portfolio, our methods and tools for supporting those partners has matured, and we find ourselves with a rapidly expanding pipeline of requests for support from organizations across the region.

Our challenge is to now build our human and financial resources so that we can meet those growing opportunities.

As such, as we move into 2017, our focus is on growing our own team, recruiting new talent, and building a funding portfolio that can enable us to do more to advance the best African conservation organizations and the solutions they are putting in place on the ground. We thank all our partners, collaborators and supporters for joining us and enabling us in our effort to achieve more, together.

A handwritten signature in black ink, appearing to read "Fred Nelson".

Fred Nelson, Executive Director



Impact

The solution to Africa's conservation challenges is high-impact local organizations that put people at the center of conservation. We work with these organizations to help them become even more effective – for people and nature.

Together, our partners:

Work across

roughly 200,000 km²
of critical conservation
landscapes in east and
southern Africa



Protect

more than 30,000
elephants and 1,000
lions residing in critical
ecosystems



Generate

roughly \$12 million
annually for communities
who are sustainably
managing their forests,
wildlife, rangelands,
and waters



Benefit

more than
1.5 million people



Our Work

Our partners excel in the field, yet often struggle in the office. That's where we come in.

2016 Highlights

-  **4** Strategic plans to help our partners focus on the right things and do them better
-  **3** Communications strategies to ensure stories are told and the right people are listening
-  **2** Performance management systems to optimize a team's talent
-  **2** Board strengthening training and restructuring processes to help organizations get the support they need from their boards
-  **1** New Leadership Program to enable the leaders of African organizations to learn from each other, improve their individual leadership skills, and forge a nascent network of leading regional organizations

“ We are much more focused on targets than we used to be. Our new strategy has helped me think and do things differently; now I do things in 3 or 4 months that before would have taken over a year.

- MAXI LOUIS, Executive Director of the Namibian Association of CBNRM Organizations (NACSO)

“ We're a young organization and at first we were just focused on our work – on helping conservancies and communities. We are technical not systems or management people, so that's been a gap. But our partnership with Maliasili has helped fill this gap and also helped us realize that in order to be effective we have to also turn inward and think more about ourselves as an organization.

- DICKSON OLE KAELO, CEO Kenya Wildlife Conservancies Association





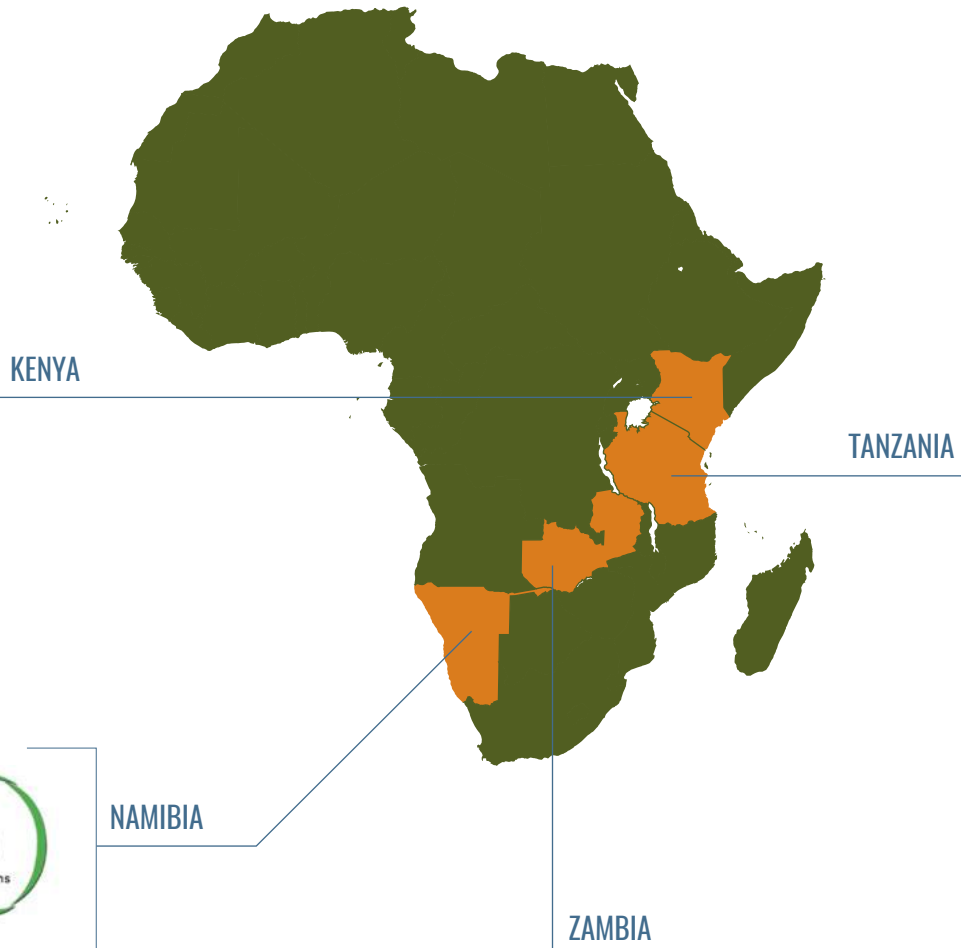
Our Portfolio

Maliasili's partners are local organizations that have the knowledge and skills, commitment, connections, local roots, and potential for growth to bring about positive changes across African landscapes.

We find organizations with excellent ideas and promising impact models; that think big, focus on results, and that are connected to their cause and constituents.



Our Portfolio





Wildlife Management Areas (WMAs) are a key to lasting conservation success in Tanzania. As the body representing WMAs, Community Wildlife Management Areas Consortium (CWMAC) was set up to make them effective by advocating for good policies and ensuring communities have the skills and resources they need to succeed.

2,125 km sq covered in 2016



2016 Highlights

CWMAC supported anti-poaching efforts in 5 Wildlife Management Areas covering approximately 2,125 km² in total. The result was an increase in the number of arrests of poachers in 2016.



Legal representation for Women's Rights

The Pastoral Women's Council helps Tanzania's most marginalized women gain money, an education, and rights to their land. In turn, more land is under community control, families are better off, and an emerging generation of activists is defending community rights.

2016 Highlights

Thanks to an increasingly strong relationship between PWC and local authorities, women in Ngorongoro District are for the first time receiving legal representation from government representatives who are assisting them to defend their individual rights, including their rights to land and resources.



440 Volunteers



Honeyguide is determined to make community conservation deliver in Tanzania. They bring sophisticated technical and management skills directly to local communities at key sites in northern Tanzania, designing and testing out a conservation model they hope can be replicated countrywide.

2016 Highlights

While keeping poaching levels at almost zero, Honeyguide-supported Randilen Wildlife Management Area doubled its number of Village Crop Protection teams (to 76) as well as its community volunteers (to 440) in 2016, helping reduce conflict between people and animals. At the same time, the wildlife area generated approximately \$13,000 more, all of which encourages community conservation efforts.



Ujamaa Community Resource Team (UCRT) is one of Africa's leading grassroots organizations working to secure community land rights. They are expanding a model to help vulnerable communities own, manage, and benefit from their land, and they've successfully used and replicated this approach across northern Tanzania.

2016 Highlights

Secured roughly 260,000 hectares of communal forests and rangelands through community land titles ('CCROs'), doubling the total area of communal land they've helped communities gain rights to in the last five years.

260,000 Ha of land secured



Mpingo Conservation & Development Initiative (MCDI) excels at establishing village forest reserves and helping communities to sustainably harvest and sell high value timber. They've successfully replicated their model across three districts and have the potential to scale across many more

151% increase in timber sales



2016 Highlights

MCDI helped communities earn more than \$266,800 from timber sales in 2016, a 151% increase from 2015 (\$106,500).



Carbon Tanzania has pioneered a forest carbon offset model that benefits people, land, and wildlife in Tanzania. Their 'product' protects indigenous rights and natural resources, and they've expanded their operations and increased their offset sales rapidly.

A new carbon project



2016 Highlights

In 2016 Carbon Tanzania advanced development of a major new carbon forestry project in Makame Wildlife Management Area, a that would be roughly 10X the size of their current one.

400 ha for fish recovery



2016 Highlights

Mwambao took a pilot octopus closure project covering 150 ha in 2015 to new sites covering more than 400 ha in 2016, with increasing demand for this fisheries management model in 2017. They also created Tanzania's first octopus data management system, which monitors growth and behavior, and also tracks the market for optimum sales.



Mwambao Coastal Community Network helps coastal communities to address damaging fishing practices by assisting them to effectively manage their marine resources and connecting communities together so they can learn from each other.



Kenya Wildlife Conservancies Association (KWCA) is the key national organization supporting Kenya's growing conservancy movement, which provides the best hope for recovering wildlife populations on private and communal lands across the country. KWCA is a relatively young organization, but has more than 100 members and is growing into an influential national body.

2016 Highlights

KWCA Played a key role influencing major policy and legal reform measures, including the passage of the Community Land Act in 2016, which gives community landowners powers and rights to govern, manage, and make key decisions about the use of community lands.

Influenced policy and legal reform



Maasai Mara Wildlife Conservancies Association: The Maasai Mara is Kenya's most important wildlife and tourism area and one of Africa's iconic landscapes. MMWCA coordinates key stakeholders across the landscape and is the voice of its conservancy members.

650,000 Ha of land for conservation



2016 Highlights

MMWCA mapped out the entire Mara ecosystem in 2016, identifying key conservation areas of "immediate concern" where they can focus their efforts, and also identifying more than 650,000 hectares of land fit for conservation where conservancies can expand.



SORALO works to support and coordinate pastoralist landowners across Kenya's South Rift ecosystem, in order to ensure that livestock and wildlife can continue to co-exist in these communal landscapes.

USD \$81,000 in conservation fees



2016 Highlights

Through SORALO, the Shompole and Olkiramatian communities received roughly \$81,000 in 2016 thanks to conservation fees, fees to women's groups, donations to schools, and local employment. Over the last decade, wildlife populations have stabilized in many of SORALO's regions.

Trained park rangers in Rwanda



2016 Highlights

As part of their new training program, in 2015, Lion Guardians trained and coached African Parks' rangers in Rwanda's Akagera National Park after the reintroduction of lions to the park. And last year seven cubs were born, already doubling the population.



Lion Guardians has developed an effective model for lion conservation – turning lion killers into lion protectors. With a proven model in two countries, their work has great potential to scale up across lions' wider range and could be adapted to other threatened species.

SOUTHERN AFRICA



BioCarbon Partners: A for-profit social enterprise, BCP develops and sells forest carbon offsets generated by supporting communities to manage and protect key Zambian landscapes.



\$64,000 delivered to community members

2016 Highlights

BCP's Lower Zambezi REDD Project is VCS certified and Africa's first triple-gold CCBA validated project. In 2016, BCP delivered \$64,000 to community members for their efforts in helping to protect 40,000 ha of woodland adjacent to the Lower Zambezi National Park.



Namibian Association of CBNRM Support Organizations (NACSO) Namibia is Africa's leading example of how community-driven conservation can benefit both people and nature. And NACSO is the national coordinating body for the civil society organizations that are making community conservation work on the ground.



Generated \$7.5M for local communities

2016 Highlights

During 2015, community conservation generated about \$7.5 million for local communities, an increase of roughly \$2 million from the year before. 2016 figures are projected to see a continued increase.



Getting Community Conservation to Pay

2016 Highlights

IRDNC works with approximately 60% of Namibia's conservancies, which recently reported the highest proportion of increases in income and wildlife populations in the country.



Integrated Rural Development and Nature Conservation (IRDNC) has helped to design and shape community conservation in Namibia for decades, and it is one of the leading conservation organizations in all of Africa.



A closer look

What happens when you invest in organizations and people

'Mbuzi' day

Stepping back to build the team



We've never suggested "goat roast" feature in an organization's annual work plan, but after hearing Honeyguide's experience, we might start.

"After the strategic planning session with Maliasili, I was really surprised at what our own team didn't know or understand about Honeyguide, stuff that I thought they should have known," explained Damian Bell, the organization's founder and Executive Director. "When you're running an organization and trying to grow, you have so many balls in the air - you're thinking about your employees' needs and how to build them up, you're thinking about the communities and their needs, donors and their needs - all these things are going on and it's distracting."

But after the two-day strategic planning workshop that Maliasili facilitated in September 2016, Damian realized real success could only be achieved if the entire team understood - and owned - Honeyguide's overall vision and direction. As a strongly field-based organization, he told everyone to pack their bags and head to the bush for a two-day retreat. There was no set agenda, just the idea that the team would spend time together. In the end, even after enduring a bee attack, hospital visits, and several shots of hydrocortisone, the team concluded that they wanted more time like this for learning, sharing, and reflecting.

Now every six weeks Honeyguide has "mbuzi" (goat) day. "We get a goat, sit around, and spend an entire day focusing just on ourselves - what we're doing, how we grow, etc. We're realizing the importance of these kinds of team building exercises, carving out time for learning and reflection, spending time on ourselves too. We never took the time to invest in our own organization - we were so busy investing in external needs and interests. So this has been the first time we invested in ourselves."

Our 2016 support to Honeyguide



Strategic Planning: Helped Honeyguide identify clear goals and clarify their theory of change



Leadership: Participated in both sessions of the African Leadership Network initiative



Human Resources: Started reviewing the skills and talent within the organizations and identify ways to structure it for maximum performance



Work Planning: Helped Honeyguide make sense of all their moving pieces, identify key programmatic goals, and develop a plan to guide implementation



For the good of the team

Embracing organizational change



“I give all the credit to John,” says Samantha Russell, Technical Advisor of the South Rift Association of Land Owners (SORALO). “He doesn’t like structure, but he saw that others wanted it.”

John Kamanga has led SORALO since it’s founding a decade ago. “There comes a time when what once worked well, no longer does. With new people and new ideas, there was a clear need for structure, something we had previously done fine without.”

Having participated in the African Leadership Network initiative, John and Samantha approached Maliasili and asked if we could help them apply some of the tools used during the training around team development and individual personality types. They felt this would help them to better understand and address entrenched questions around organizational roles and relationships. Maliasili then worked with SORALO to design a workshop to review and revise their organizational structure. Maliasili helped all SORALO team members identify their strengths, and then piece them together to see the sum of their parts. “The most striking thing about working with Maliasili is their adaptability - they listened to our ideas and designed the program for us.”

“It’s too early to say there has been a huge change,” Samantha explains. “But we have noticed less tension amongst team members - people who once maybe wouldn’t sit well together are doing so and are listening to each other.”

And as for John, “I’ve found my comfort zone,” he says. “This approach was completely participatory, we all contributed. I see this as a great opportunity for the team.”

Our 2016 support to SORALO



Board Governance: trained a revamped and more community-represented board on their roles and responsibilities and helped them identify skill gaps



Leadership: participated in both sessions of the African Leadership Network initiative



Human Resources: worked with the team to identify individuals’ strengths and functions and to establish clear roles and responsibilities, which included establishing a Senior Management Team for the first time



The beginning of something big in African conservation

“ We both feel that this is the first time in our professional lives where we have experienced such a huge level of growth and self-awareness, and where we've been able to step out of the day-to-day pressures of leading organizations to truly stop and think about how we lead, and how we can be more deliberate in improving the way that we lead. This matters for us, for our organizations, and for conservation. We feel like we're seeing the beginning of something very big happening in African conservation – a network that brings us together.

- Reflections on the African Leadership Network pilot initiative by MAXI LOUIS, Director of NACSO and KARINE NUULIMBA, Programme Director of IRDNC

Developing Systems Leaders

“ Lasting, effective conservation efforts need leaders who can address challenges spanning local to global levels; who can build collaborations and movements comprising different actors and interests; and who can build and manage outstanding teams of diverse and talented individuals across multiple organizations and sectors. Tomorrow's conservation leaders need to drive systemic change by building organizations and networks that are far greater than the sum of their parts. Within the wider social change arena, these types of individuals are increasingly termed 'systems leaders,' as a result of their ability to drive systemic change through collaboration and collective action. Conservation today needs to embrace, promote, and invest in systems leadership.

From 'Silverbacks' to Systems Leaders: Rethinking African conservation leadership, Mongabay.

- FRED NELSON and ERIN MYERS MADEIRA, The Nature Conservancy

▶ [View article here](#)



SYSTEMS LEADERS

driving systemic change through
collaboration and collective action



Resource Highlights



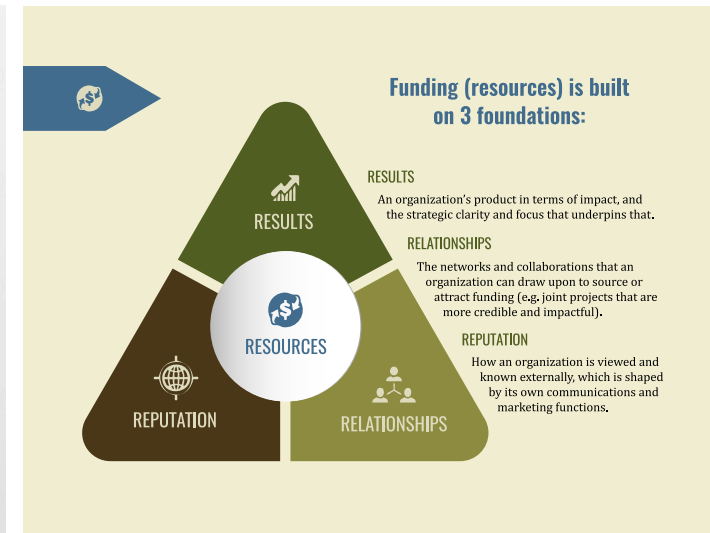
Five Critical Questions for Every Organization: Reflecting upon and trying to answer these five questions will help organizations stay focused on what really matters – their purpose and approach.

- ▶ [Read blog post](#)
- ▶ [Download PDF](#)



The Backbone of Strategy: A good strategic plan doesn't need to follow a formula or template, but instead must clearly articulate what an organization does, where it is going, and how it is going to get there. This graphic shares five simple questions that will help you form the backbone of any strategy or strategic plan.

- ▶ [Read blog post](#)
- ▶ [Download PDF](#)



Foundations of Fundraising: While there isn't a simple solution to fundraising – unfortunately, it's always going to be a challenging part of the job – there are ways to approach it to be more effective, efficient, and successful.

- ▶ [Read blog post](#)
- ▶ [Download PDF](#)



What's next

We want to transform the African Conservation Field.
Here's how we plan to do it

In 2017, we will continue to grow our portfolio and reach, and work towards supporting comprehensive ‘ecosystems’ of organizations that are working together to achieve shared goals at the national scale.

For example, in Kenya the growing conservancies movement holds the best opportunity for reversing wildlife declines and protecting rangelands. After working with the country’s national umbrella organization, the Kenya Wildlife Conservancies Association over the past 18 months, as well as a number of regional conservancy organizations, we see increasing opportunity to scale our impact nationally by supporting more emergent regional conservancy associations and supporting the development of this crucial national movement.

We will continue to invest in deepening our service offerings as well, putting particular emphasis in 2017 on developing tools to optimize a team’s performance. We will also focus on key partner concerns around organizational funding and financing models, and leverage external partnerships and networks to apply new ideas on developing business models that can unlock more of natural resources’ values to create lasting incentives for local conservation measures.

Our 2020 vision is to transform African conservation through a growing portfolio of high-performing African organizations that are achieving more impacts on a wider scale, and increasingly networked to share experiences, learn from each other, and provide overall collective leadership.

We will work with them, international collaborators, and funders to encourage healthy global-local partnerships that direct resources to the most effective African organizations and enable them to achieve more. With pressures on the ecosystems that sustain people and biodiversity growing daily across Africa, we urgently need conservation practices, strategies, and investments that channel resources to the best locally-led solutions. We believe we are on the path to making that more of a reality.



Finances

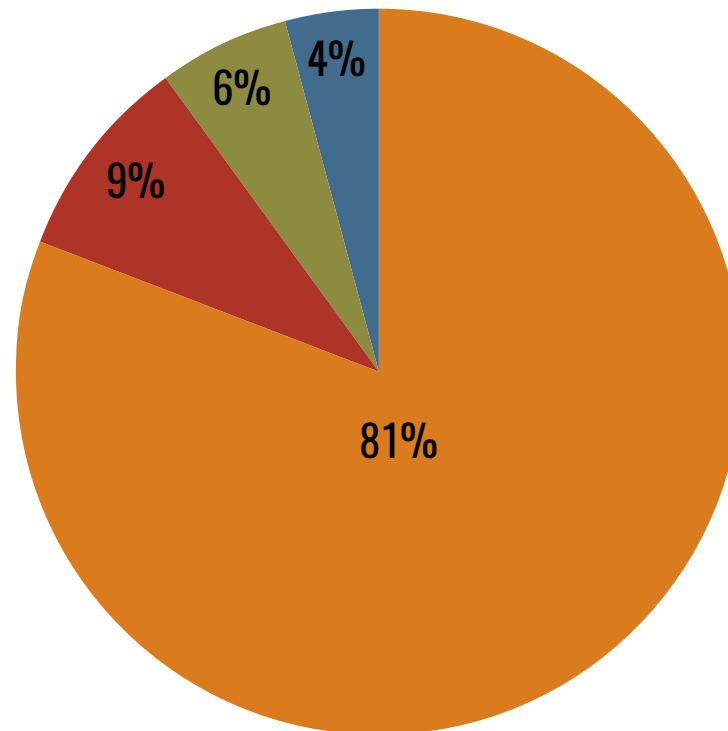
Thank you to our funders and partners

Institutions

Alexander Foundation
Dorobo Fund for Tanzania
Flora Family Foundation
Linden Trust for Conservation
Mulago Foundation
The Nature Conservancy

Individuals

Ben Gallant
Robert Nelson
Sarah and Jed Nussdorf



2016 revenue by source

- Grants and Contributions
- Partner Service Provision
- Special projects and Joint Initiatives
- Consulting Services

“

For conservation efforts to yield lasting results, we need strong, durable local organizations that can deliver great outcomes today and long into the future. Supporting our partner organizations to grow, thrive and sustain themselves is a key part of our conservation strategy. Building strong organizations together is the basis of our collaboration with Maliasili Initiatives.”

- MATT BROWN, African Conservation Director of The Nature Conservancy

“

What Maliasili does with local organizations in Africa is much like what Mulago does with high-impact organizations throughout the world. We are eager to see how the methods that have worked well in our efforts with social entrepreneurs will translate into a next iteration of Maliasili’s work with grassroots organizations in Africa. The model is cheap and we believe will achieve critical conservation outcomes across the most important parts of Africa.

- MULAGO FOUNDATION

Finances

Balance sheet, 12/31/2016

Assets

Cash & Receivables	672,382
Other Current Assets	65,540
Total current Assets	737,922
Property & Equipment	730
Total Assets	\$738,652

Liabilities & Net Assets

Liabilities	
Accounts Payable & Accrued Expenses	38,397
Deferred Revenue	103,480
Total Current Liabilities	141,877
Net Assets	
Total Net Assets	596,775
Total Liabilities & Net Assets	\$738,652

Income Statement Year End 12/31/2016

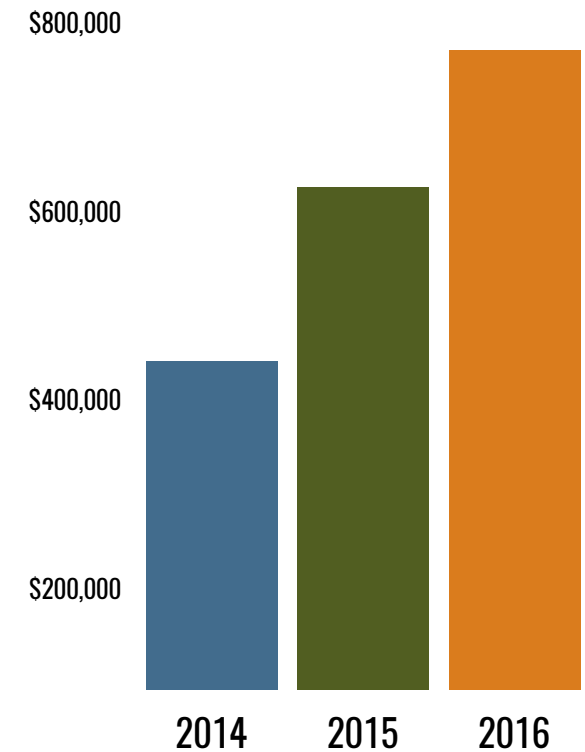
Revenue

Grants & Contributions	723,103
Partner Service Provision	82,439
Special Projects & Joint Initiatives	55,841
Consulting Services	30,824
Interest & Other Income	3,643
Total Revenue	\$895,850

Expenses

Programs Services	607,561
General & Administrative	149,448
Fundraising	11,554
Total Expenses	\$768,563
Increase in Net Assets	\$127,287

Expenses 2014 - 2016



Full copies of the 2016 Audited Financials are available upon request




MALIASILI INITIATIVES
INVESTING IN PEOPLE FOR NATURE

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Page 16: (top) Trude Peterson, Page 18: HoneyGuide, Tarangire National Park, Page 19 (top) and 21: HoneyGuide