



Maliasili
INVESTING IN PEOPLE FOR NATURE

ANNUAL REPORT 2017





We help outstanding African conservation organizations





become even better





Stepping up to the challenge in African conservation

I recently visited a set of local conservancies surrounding Kenya's Maasai Mara National Reserve with one of Maliasili's partners, the Maasai Mara Wildlife Conservancies Association (MMWCA). There I saw plains covered with wildebeest and zebra, and entire families of lions, all on conservancies that have been created only within the past decade. It was a shining example of African conservation innovation at work, and the critical role that organizations like MMWCA provide in driving the kind of change on the ground that gives us real hope for the future.

We need these bright spots right now because conservation in Africa is daunting. Population growth, economic transformation, cultural shifts, political conflicts, and expanding infrastructure are rapidly changing societies and landscapes across the region. In the face of these growing challenges, we need a compelling vision of the future, credible solutions, and the ability to deliver impact on the ground.

At Maliasili, we believe that the greatest reason for hope comes from the courageous and inspiring organizations that are delivering effective conservation solutions across the region.

While on my trip to the Mara I saw wide-open plains filled with wildlife, the landscape also faces growing threats from expanding fences and farms. Fortunately, MMWCA is finding creative ways to combat this, such as by helping to establish group conservancies where tour operators pay landowners to pool their land and keep it open and intact. It's working. Today, these conservancies cover over 125,000 hectares, or an area nearly as large as the Mara reserve itself. One landowner at a time, we're seeing impact that benefits both people and wildlife.

But even more inspiring is that MMWCA is just one organization in Kenya helping to drive a new national conservancies movement that is attracting both community and government support. A diverse range of conservancies are developing across over six million hectares around the country, as described in the first ever national 'State of Conservancies' report launched by another one of Maliasili's partners, the Kenya Wildlife Conservancies Association (KWCA) in December 2017.

These are some of the stories featured in this annual report. Maliasili's role is to enable these kinds of young, growing, high-potential organizations to achieve even more by helping them build,



sustain, and grow their organizations—the teams, the strategies, the systems and the funding—that they need in order to be successful. In 2017 we increased our own impact and capacity, working with more organizations; expanding our suite of tools, programs and service offerings; and developing new partnerships and networks.

As we look to the future, we will continue to push ourselves to do more so that our capacity can step up to the scope of challenges facing conservation in Africa, and indeed much of the world. Maliasili's focus on organizational performance has resulted in an increased level of interest even beyond Africa, and we are increasingly positioning ourselves to be able to respond to those needs and opportunities. We also recognize the critical role that the right kind of resources—long-term, responsive, mostly unrestricted funding—plays in the growth and performance of the local organizations that we support.

We are focused on improving our support to fundraising by our partners, as well as working more intentionally with funders to develop more effective ways of identifying and supporting strong local conservation organizations.

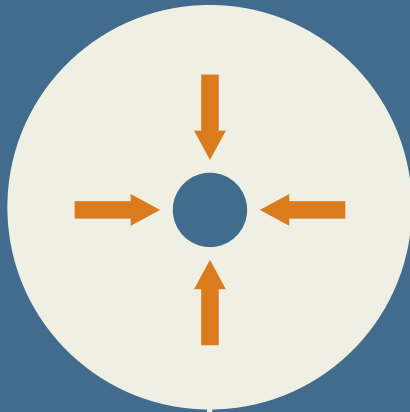
We need to build a conservation field that has strategies that address the scope of growing challenges and fundamental shifts in African societies; that directs resources to the most effective organizations; and that fosters the kinds of collaborations that enable large and lasting change to occur. Those elements lie at the heart of Maliasili's vision for transforming African conservation in ways that enable the best African organizations to deliver the most possible impact. All of our work is ultimately directed towards that fundamental aim.

We believe that Maliasili has an important role in fostering an African conservation field that can step up to meet today's challenges, and the following pages provide some important milestones and examples from the past year.

We thank all of our many partners, funders, and collaborators for their support, insight, and commitment in the changes we are trying to achieve together.

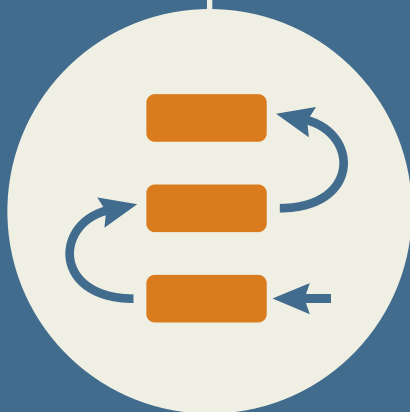
–Fred Nelson, Executive Director

WHAT WE DO



Portfolio Selection

We find outstanding, high-potential African conservation and natural resource organizations



Strengthening Organizations

We use a multi-year process to strengthen their organization so that they can increase their impact



Building a Network

We connect them to a growing network of peers to enable learning and collaboration, and to other organizations and funders in order to facilitate new partnerships

HOW WE WORK

We help our partners identify their organizational challenges and then we design a tailored package of support services to help them get there. From strategic planning, to leadership development, to communications strategies, to fundraising, to board development, we adapt our tools and methodologies to meet our partners' diverse needs.



Strategy: Setting a clear direction

Strategy is about understanding what needs to get done and designing the right path to do it. It involves big thinking yet practical solutions. We ask tough questions and help our partners find the right answers so they can gain focus and clarity on what they need to do to achieve their goals and create lasting change.



People: Providing the ideas and skills

An organization's most important resource is its people. They bring the ideas, skills, and energy to drive change. Whether visionaries, technicians, or work-horses, we help organizations get the most out of their teams, relationships, and networks to achieve optimal performance.



Action: Getting it Done

Action is how a team brings its strategy to life. It's how it raises money to make things happen, plans its activities to stay focused, measures its progress, or lets others know what its doing and why it matters. We help organizations design their systems and strategies so they can get things done.



Strategy + People + Action

= Impact

More land under conservation management
Increased community benefits from nature
Increased populations of key species

We are strengthening organisations

We help outstanding African conservation organizations become stronger so that they can achieve greater conservation impact.

16 African partners in our portfolio

6 new strategic plans facilitated for partners

26 leading African conservationists and funders

came together in April 2017 in Washington, DC, at a 'Forum on African Conservation Impact' to share insights from the region's most effective conservation models and discuss ways for strengthening the delivery of impact in African conservation.

Over \$2.1M in new funding that we helped to raise or leverage for our partners

10X increase in funding for Mwambao Coastal Conservation Network from 2013-2017

16 African conservation leaders

from eight organizations came together for 10 days in Namibia for the third gathering of a pilot leadership program. Now called the African Conservation Leadership Program, this emerging network is providing a unique new platform for peer learning, leadership development, and collaboration across the region.

20% increase in revenue secured by IRDNC (Namibia) in 2017 compared to 2016, with support from Maliasili staff

Our partners are achieving conservation outcomes

6.36 million Hectares in Kenya

11% of the country's total land area- that are now under established or developing conservancies, according to a new report on the '[State of Wildlife Conservancies in Kenya](#)' released by Kenya Wildlife Conservancies Association.

\$3.6 million

Revenue earned by landowners in the Maasai Mara from conservancy lease fees. Researchers have also found that lion densities in the conservancies are 14% higher than in the adjacent Maasai Mara National Reserve.

430,853 Hectares

Secured through community land titles (CCROs) by Ujamaa Community Resource Team across northern Tanzania over the past seven years.

\$35,270

Earnings from tourism and carbon offset payments in 2017 by Hadzabe indigenous communities in the Yaeda Valley, from traditional lands UCRT secured for the community.

\$140,000

Revenue generated from tourism ventures in Randilen Wildlife Management Area (WMA), on community lands adjacent to Tarangire National Park that protect key wildlife corridors. This is a 22% increase from revenue earned in 2016. [Honeyguide](#) works with the WMA on their business planning and enterprise development strategies and management.

107 hectares

Of village coastal waters set aside by Kukuu village on Pemba Island as permanent and managed fishery closures in its community near-shore waters and reefs, establishing the first locally managed fisheries closure in coastal Tanzania and Zanzibar. This work is carried out by [Mwambao Coastal Community Network](#).

\$137,621

Revenue earned from communities in southern Tanzania from sustainable timber harvesting and sales in Village Forest Reserves covering 400,000 hectares. These areas were set up and developed by Mpingo Conservation & Development Initiative, working in partnerships with villages and district government.

30,000

Approximate number of elephants living in community lands and local conservation areas where Maliasili partners work.

Lewa: Regaining focus through strategy

Our belief at Maliasili is that even local conservation organizations that are achieving impact and leading new thinking and approaches can still do their work better. With some partners, especially younger organizations, the opportunities for growth and change can be easier to see than with more mature organizations. Yet over time, we've come to realize that a key to impact is an organization's openness to change, willingness to be reflective, and readiness to answer tough questions and make hard choices. This is what a strategic planning process is all about.

Just like no two organizations are the same, no two strategic planning processes are quite alike. Take, for example, our strategy work with Lewa Wildlife Conservancy, one of Maliasili's newest partners. Lewa is truly unique - its 25,000 hectares are home to 12% of Kenya's rhinos; 14% of the world's remaining Grevy's Zebra, a species only found in Kenya and Ethiopia; and it wears the badge of a UNESCO World Heritage Site. It's an internationally coveted tourist destination, with views of Mount Kenya, idyllic rolling hills, and wildlife at every turn. It's also a private land trust, and is managed by one of the most successful conservation teams in Kenya.

With a high-impact, well-established organization like Lewa, strategic planning can be challenging as mind-sets and ways of working can be more entrenched. Our goal with Lewa was to gain clarity around the organization's purpose - it's 'north star' - and to help it bring clear intentions to all its programs and work. Lewa is best-in-class in regards to operational excellence—they have an amazing team that gets things done- but they had lost some focus on why they were doing some of the things that they were doing.

Focusing on how their work seeks to bring about tangible changes in human behavior, we re-examined each of their programs, in order to clearly articulate the ultimate change they were seeking from each of their interventions.

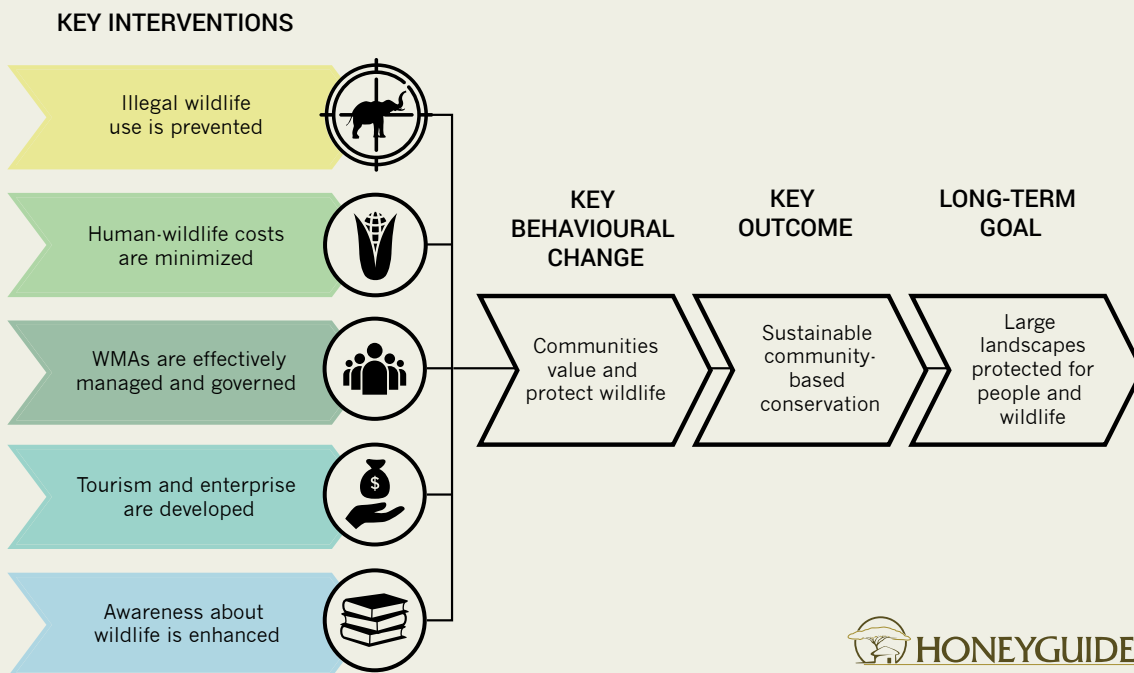
For example, thinking not just that 'supporting education is important', but focusing on education as a necessary step in creating alternative livelihoods and reducing pressure on natural resources. In 2018, we will continue this work with Lewa and then support them to put their strategy into action.



"As we embarked on the development of our strategic planning for the next 5 years with the Maliasili team, it became increasingly apparent to the Lewa staff that Maliasili would ensure that, whilst acknowledging and respecting Lewa's successes and resonating with our philosophies, they would not shy away from asking the difficult questions and probing our sometimes worn responses, in an effort to help us frame a credible and achievable strategy for the future.

The renewed energy, enthusiasm and focus with which we are now engaging in our conservation and development centric work in northern Kenya is a testament to Maliasili's ability to facilitate an effective process...we look forward to continuing to work with Maliasili in the future to strengthen Lewa as an organisation, positioning it for further success."

–Mike Watson, CEO, Lewa Wildlife Conservancy



Honeyguide: A powerful yet simple Theory of Change

A good Theory of Change should be relatively simple and exhibit clear logic (one wise colleague once memorably said, “If your theory of change looks like an anatomical diagram, you’ve got a problem.”) It’s a tool to help an organization unpack its core beliefs and assumptions—the ‘theory’—of how it brings about the changes that its mission is aimed at delivering. Ultimately, it is central to articulating how an organization achieves impact and delivers results.

For almost a year we worked with Honeyguide, which operates in northern Tanzania, to develop a new strategic plan. A key part of that process was clarifying their core Theory of Change. This basically boiled down to articulating the core components of their programming, and why those elements were critical to delivering on their overall mission.

Honeyguide’s purpose as an organization is to deliver effective models of community-driven conservation in northern Tanzania, working with communities in key landscapes for wildlife and people.

The core behavioral change they need to bring about at the local level is to get local communities in these landscapes to actively value and support conservation measures on their lands, by protecting key habitats and supporting anti-poaching work. How they do that is captured in this simple diagram representing their Theory of Change.

“The strategic plan has really helped us focus as a team, communicate to all stakeholders exactly what we do and ultimately enabled us to direct our energy to achieve the results on the ground.”

–Damian Bell, Executive Director, Honeyguide

Mwambao: Making Leaps

Mwambao Coastal Community Network was established in 2010 to help local communities in mainland Tanzania and the islands of Zanzibar to improve management of fisheries and other key coastal resources. This coastal region has extensive coral reefs, mangroves, rich ecosystems that support the livelihoods of millions of people.

When we began working with Mwambao five years ago, they were a two-person operation with a budget of only about \$30,000 a year. However, we recognised their vision and talent and saw the potential for them to fill a key niche in the region as an organization with strong community-level facilitation skills that could work with communities to address local overfishing problems. Five years later, our investment has paid off and Mwambao is established as a leading regional marine conservation organization.

New partnerships with Fauna and Flora International and Blue Ventures have been key to developing access to both technical expertise and financial resources- such as a UK government Darwin Initiative grant Mwambao received in partnership with FFI in 2016- and increasing their impact on the ground. Since 2014, they have worked with communities to implement temporary ‘closures’- where fishing is prohibited by the community- for key fisheries such as octopus. Some communities on Pemba island, a key marine biodiversity site off the Tanzanian coast, have expanded these into broader local marine management plans that regulate fishing in their near-shore coral reefs, and Mwambao is now aiming to improve co-management between communities and the government on over 10,000 hectares of marine reserve around Pemba.

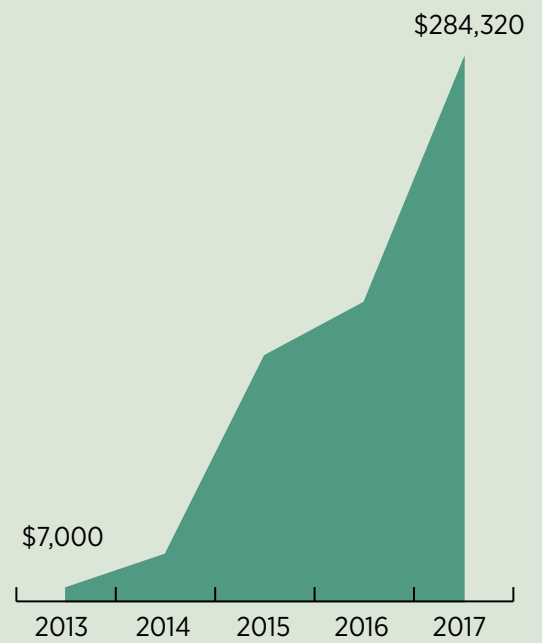
Over the past five years, Mwambao’s ambitions and scope of impact have grown rapidly, as have their resources. Their staff has more than tripled while their budget has increased over 10-fold.

Now that they are increasingly established with government, international conservation groups, and local communities as a key facilitator of community resource management in Tanzania’s coastal areas, Mwambao is looking to the next phase of their organizational journey. To help chart this path, Maliasili facilitated a strategic planning process with Mwambao in 2017 to identify clear goals and priorities to guide their growth and impact over the next three years.





Expenditure Growth 2013 - 2017



Since developing key partnerships starting in late 2014, Mwambao has grown steadily, to US\$129,000 in 2015, US\$ 159,000 in 2016 and US\$284,320 in 2017.



African Conservation Leadership Network

Organizations are only as effective as their leadership. Starting in 2016, Maliasili began working with The Nature Conservancy’s Africa program, Reos Partners, and a group of our African partner organizations to develop a new leadership development program based on peer learning. A new generation of African conservation leaders, rooted in their communities, landscapes, and social and political contexts, are developing new solutions, locally-based conservation models, and national movements that collectively have the potential to transform conservation in Africa. The program’s premise has been to promote ‘systems leadership’ by helping emerging African conservation leaders improve their personal approach and understanding of leadership; their leadership and management within their organizations; and their ability to

build and facilitate collaborations with other actors beyond their own organization.

In 2017, the inaugural cohort of this program came together for a 10-day field exchange and leadership workshop in Namibia. The new curriculum in this third and final meeting of the first cohort worked through issues including building and managing teams, communications, and fundraising.

The participants agreed to take the network forward as an ‘African Conservation Leadership Network’ and to add a second new cohort in 2018. The hope is that building this new peer support network made up of the most talented African conservation leaders can help foster a critical mass of organizations and individuals that are helping each other in their work and in their careers.





“The three ACLN sessions have shifted my view of leadership. I’ve taken more leadership roles in my organization. I’ve learned enough to give me confidence in guiding others, at the same time embracing my new role as a manager. The trust that’s been built over the ACLN sessions formed a strong foundation for deep collaborations and partnerships going forward.”

–Sam Shaba, Program Manager, Honeyguide

“ACLN provided the right platform and trusting environment to develop meaningful collaboration and exchanges of ideas. We are very excited about the high-level conversations we have started with other ACLN participants, which could potentially result in immense impacts for conservation. ACLN made this collaboration possible.”

–Leela Hazzah, Executive Director, Lion Guardians on left (with colleague Salisha Chandra) at the ACLN workshop in Namibia

NEW TOOLS FOR TEAMS



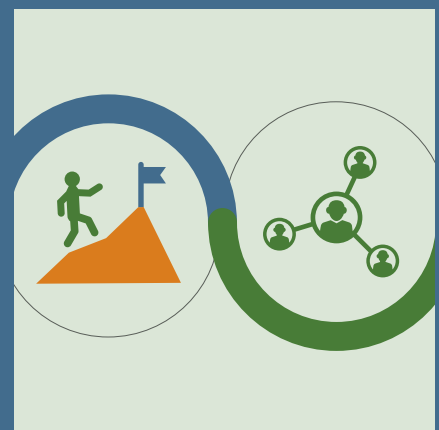
Board Methodology

[Download](#)



Partnerships Publication

[Download](#)



Management tips

[Download](#)



Helping growing teams deliver in the Maasai Mara

The Maasai Mara Wildlife Conservancies Association (MMWCA) works across over 125,000 hectares of private land owned by thousands of local Maasai landowners adjacent to Kenya's Maasai Mara National Reserve, one of Africa's most important conservation areas. Over the past decade, these landowners have formed 'conservancies' where they set aside land for wildlife in return for annual lease payments from tourism operators. These payments now generate about \$3.6 million in annual returns to local landowners from wildlife tourism in these conservancies, leading to the conservation of a total area roughly equivalent to the reserve itself. Protection of these private lands around the reserve is critical to the future of the wider Serengeti ecosystem, and its unmatched abundance of wildlife, which this area forms the northernmost portion of.

MMWCA is a young organization, established in 2013, with the challenging mandate to get these conservancies to deliver sufficient returns to landowners so that they will keep supporting this conservation model. This involves ensuring the vitality of partnerships between local Maasai, tour operators, conservation groups, and government agencies. Maliasili began supporting MMWCA's organizational development in 2015, first with a strategic plan that pulled together all the work that MMWCA was doing into a clear set of priorities and goals for the next three years.

Last year the focus shifted to strengthening MMWCA's management systems and implementation. Working closely with Daniel Sopia, MMWCA's new CEO and a Maasai community leader from

the Mara, we have been working to optimize the effectiveness of the team, honing Daniel's natural leadership instincts into someone who can provide visionary leadership as well as build cohesion and coordination among a team trying to tackle a daunting scope of work.

Many leaders are never instructed in how to manage people; Maliasili has been equipping Daniel with management tools to create structure and systems that keep work plans moving forward, hold team members accountable, and create a flow of information to the right people.

Our work with MMWCA embodies Maliasili's mission and purpose: to help highly motivated and committed emerging African conservation leaders working in some of the world's most important landscapes for wildlife and biodiversity. We are helping MMWCA to establish themselves as part of a new generation of conservation leaders in Kenya, and in Africa.

"Working with Maliasili, and through my participation in the African Conservation Leadership Network, I've been able to recognize my own strengths and weaknesses as a leader, which has helped strengthen my management capacity. As I took on the new role of CEO of MMWCA, Maliasili was there for me, supporting me to manage the transition smoothly."

–Daniel Sopia, CEO, MMWCA

Leading Kenya's Conservancies Movement

The Kenya Wildlife Conservancies Association (KWCA) was created five years ago as a national umbrella body for the different local community and private conservancies emerging across the country. From the Maasai Mara to northern Kenya, to the coast, conservancies are catalyzing new models of community-driven conservation and garnering support from the government, tourism investors, and scientists.

In December 2017, KWCA launched the first ever national inventory of conservancies across Kenya, describing their impacts, design, and evolution. Maliasili helped KWCA develop some of the communications materials to support the launch of the report.

In 2018, we will work with KWCA to carry out a review of the different regional associations that are supporting conservancies in different parts of the country, as well as facilitating a new strategic plan to guide the next evolution in KWCA's development.



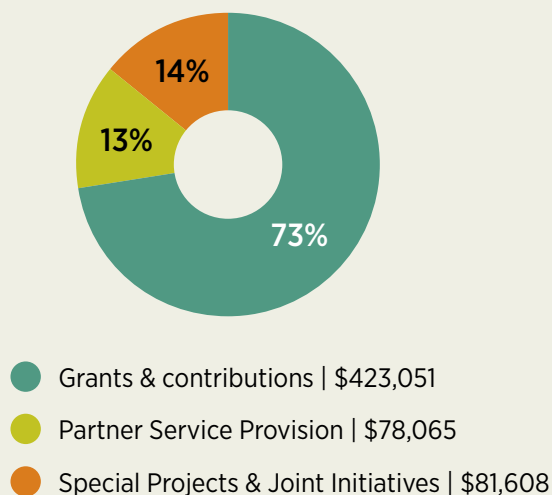
"KWCA's engagement with Maliasili has seen us become a recognized brand. We are now more focused on our key priorities, able to clearly select engagements that advance our mission and to let go of those that look exciting but don't add enough value.

Personally, the African Conservation Leadership Network allowed me to access like-minded professional colleagues, and it is so empowering to know that you are not alone and have support from other skilled people outside one's work realm. I feel I am really growing as a conservation leader, and I am even more optimistic on the impact that I and my organization will be making in the future."

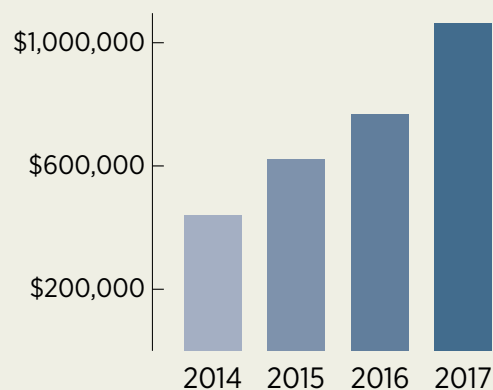
–Dickson Ole Kaelo, CEO, Kenya Wildlife Conservancies Association

2017 was another year of significant financial growth for Maliasili, with our overall expenditure exceeding \$1 million for the first time, a 38% increase on our budget from the previous year. We continued to receive vital core support from our long-standing partnership with Acacia Conservation Fund, while receiving first-time support from the BAND Foundation, Sall Family Foundation, and Carla and David Crane Foundation. Key institutional collaborations continued or were initiated with The Nature Conservancy and International Land Coalition.

2017 revenue by source



Expenses 2014 - 2017



Balance sheet 12/31/2017

Assets

Cash	247,331
Contributions & Other Receivables	15,264
Other Current Assets	20,907
Total Current Assets	283,502
Total Assets	\$283,502

Liabilities & Net Assets

Liabilities	
Note Payable	75,000
Accounts Payable & Accrued Expenses	76,021
Deferred Revenue	10,929
Total Current Liabilities	161,950
Net Assets	
Total Net Assets	121,552
Total Liabilities & Net Assets	\$283,502

Income Statement Year End 12/31/2017

Revenue

Grants & Contributions	423,051
Partner Service Provision	78,065
Special Projects & Joint Initiatives	81,608
Interest & Other Income	3,707
Total Revenue	\$586,431

Expenses

Program Services	819,006
General & Administrative	173,709
Fundraising	68,939
Total Expenses	\$1,061,654

Increase in Net Assets (\$475,223)

Full copies of the 2017 Audited Financials are available upon request

*A note on 2017 Revenue: The large discrepancy between Maliasili's revenue and expenditure in 2017 is a result of several large grants being received at the end of 2016 and beginning of 2018, and therefore not being recorded during the 2017 financial year. Our actual fundraising revenue for work in 2017 roughly equalled our expenditures and enabled the growth in our expenditure.

Thank you to our funders and partners

Institutions

Acacia Conservation Fund
BAND Foundation
Carla and David Crane Foundation
Dorobo Fund for Tanzania
Flora Family Foundation
International Land Coalition
Linden Trust for Conservation
Mulago Foundation
The Nature Conservancy
Sall Family Foundation

Individuals

Jill Nelson
Martha Nelson
Sarah and Jed Nussdorf
James Robertson Safaris
Winnie Wechsler

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