




Maliasili
INVESTING IN PEOPLE FOR NATURE

STRATEGIC PLAN
2026-2030





Executive Summary

Maliasili exists to strengthen and scale up community-led conservation efforts. We do this by supporting locally-led civil society organizations (CSOs) to become stronger so that they can achieve more in their efforts to catalyze and support community conservation actions. We focus on strengthening the key functions of local organizations, including strategy, communications, leadership and management, fundraising, planning, and monitoring and evaluation.

Since our founding 15 years ago, we have provided customized, multi-year organizational support to a portfolio of partners - now numbering nearly 60 African organizations working in 16 countries - and supported over 230 African conservation leaders through our cohort-based leadership programs. We have helped these organizations become stronger and more effective, have watched them grow their teams and budgets and expand into new communities and landscapes, while building a dynamic and growing community of rising African conservation leaders. We have mobilized millions of dollars in funding for our partners- often much-needed core or unrestricted funding that can be invested in organizational growth - while working to influence and improve the overall conservation funding ecosystem in Africa and beyond.

We fundamentally believe that stronger local organizations can drive expanded conservation impact that benefits people and nature.

Building on the work of the past 15 years, this strategic plan charts our path forward over the next five years, to 2030. Despite the many challenges of the present moment, we believe there is strong momentum behind the locally led conservation approaches our partners are pursuing and that Maliasili supports. We also see a relatively unique role for Maliasili in accelerating the growth and impact of local CSOs in our field. We will therefore continue to be ambitious in this next phase of our journey.

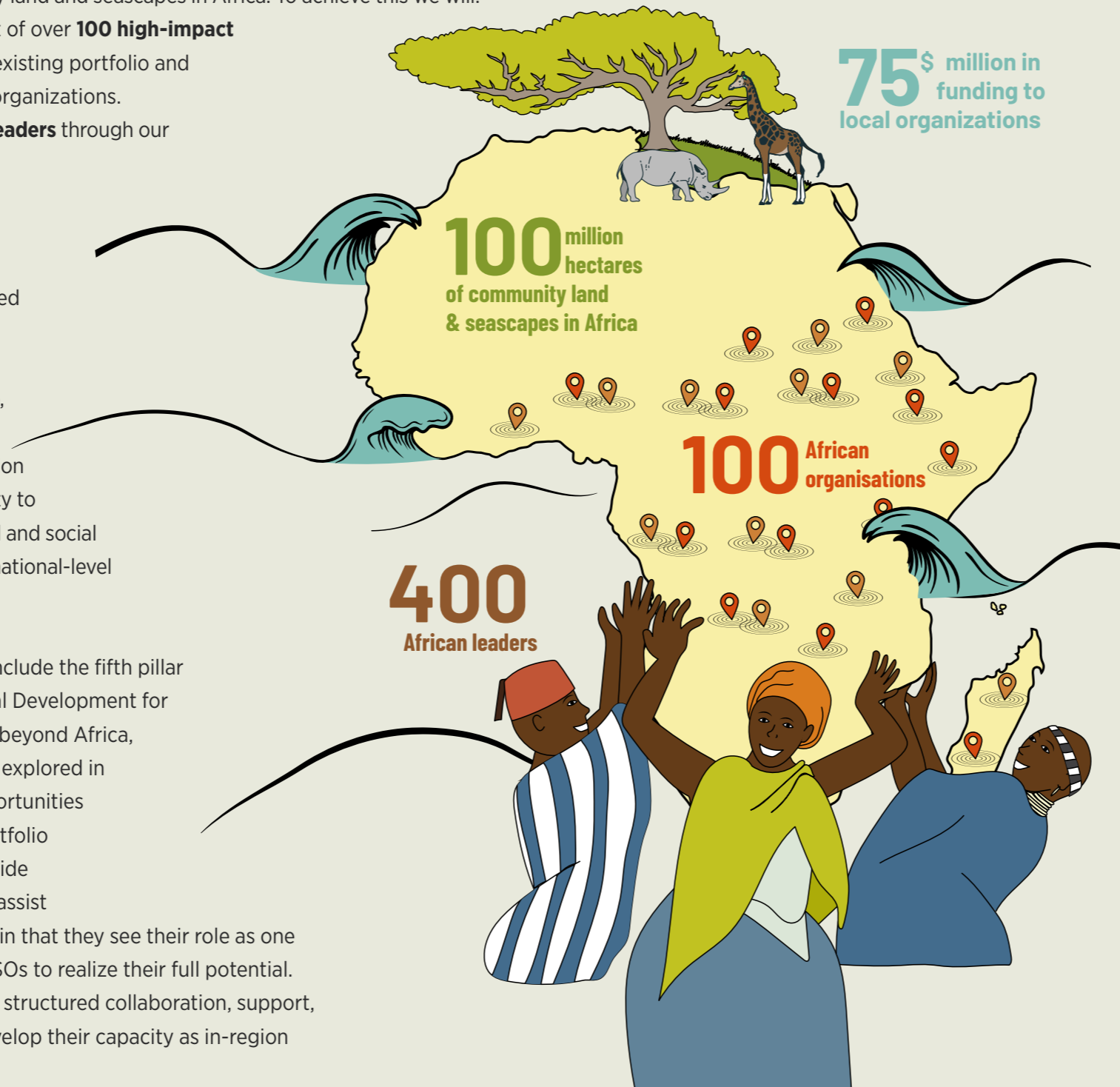
Vision for 2030

Over the next five years we aim to support improved local management and conservation impacts across at least 100 million hectares of community land and seascapes in Africa. To achieve this we will:

- Support the growth and development of over **100 high-impact African organisations**, including our existing portfolio and carefully selected additional partner organizations.
- Train over **400 African conservation leaders** through our cohort-based programs.
- Work to direct at least **\$75 million in funding** to our partners, including but not limited to funding that we manage and grant ourselves. We will use detailed country-level strategies to articulate the national community conservation outcomes that our work contributes to, based on our partners' own strategies, and that will guide our portfolio selection and support. We will improve our ability to document our partners' environmental and social impacts, and how those build up into national-level influence and change.

A notable decision in this strategy is to include the fifth pillar of work, "Scaling Effective Organizational Development for Conservation," which addresses our role beyond Africa, something we have long considered and explored in response to numerous inquiries and opportunities over the years. We will not develop a portfolio of direct local partner organizations outside of Africa, but instead will work to better assist organizations that are similar to Maliasili in that they see their role as one of supporting and strengthening local CSOs to realize their full potential. We will provide these organizations with structured collaboration, support, advice, and training, so that they can develop their capacity as in-region organizational development experts.

Lastly, as an organization, we will continue important internal efforts to develop our growing and predominantly African team, by continuing to prioritize and improve on our team's overall leadership and skills development. Our core organizational priority is to ensure that we remain ambitious in our pursuit of greater reach and impact, while also retaining our core culture and values- our organizational 'soul'- as this balance has been central to Maliasili's achievements, and not only the substance but the spirit of our work, over the previous 15 years.



THE DELIVERY OF OUR WORK IS ORGANIZED THROUGH FIVE KEY PILLARS:



1. Organizational Strengthening:

Supporting local organizations become more effective, with increased capacity to drive change and deliver impact in their communities, landscapes, and countries.



2. Leadership Development:

Helping leaders become better equipped to lead successful organizations.



3. Improved and Increased Funding:

Getting more and better funding to support the visions and growth of local organizations, including through launching a new pooled fund to provide direct core funding to a larger set of our partners working across Africa.



4. Collective Voice and Action:

Connecting and supporting organizations and leaders to advance a shared set of goals for improving community-led conservation at multiple scales, from national to global. This strategic plan will place greater emphasis on collective action and collaboration as a centerpiece of all our work, as our community of partners grows and their opportunity for systemic influence increases.



5. Scaling Effective Organizational Development for Conservation:

Creating new resources and tools that share and spread our approaches beyond Africa, contributing to more effective organizational development practices that support and strengthen local civil society groups around the world.

Introduction: Who We Are

Maliasili exists to accelerate community-led conservation efforts. We do this through providing long-term and customized support designed to strengthen and develop leading local organizations - African champions of community conservation and ecosystem restoration.

Our approach is grounded in four core areas that are highly interconnected and together enable local organizations to thrive, lead, and deliver on their ambitions.

Organizational Development: We find high-potential, locally-led African civil society organizations (CSOs) and help them develop clear strategies, track their impact, create compelling communications, raise more money, manage high performing teams, and ultimately, deliver on their missions and expand their impact. Today, we support a carefully-selected portfolio of nearly 60 local partner organizations, who are advancing community-led conservation and natural resource management across more than 70 million hectares of key landscapes and seascapes in 16 countries.

Leadership: In 2016, Maliasili piloted a leadership program aimed at equipping conservation leaders with the skills, knowledge and networks to strengthen their organizations. Since that initial experiment, which has evolved into the African Conservation Leadership Network (ACLN, now in its sixth cohort), Maliasili has trained 237 leaders from over 80 local organizations working in more than 20 African countries, including developing customized leadership programs in Madagascar and the Congo Basin (the latter in partnership with Well Grounded).



Collective Action: At a broader scale, we help amplify the collective voice and influence of our growing network of partner organizations, enabling them to work together to advance their grassroots, African-led visions for conservation and environmental stewardship. Specifically, we focus on improving funding practices, which in the African context means addressing long-standing issues related to power, access, partnerships, and communications. Our [Greening the Grassroots](#) report (2022) brought to the fore opportunities and challenges in African conservation funding, and convenings, such the 2022 African Protected Areas Congress and 2024 New York Climate Week, create opportunities for dialogue, visibility, and collaboration. Today, our partners are increasingly coming together as a more united community of African conservation leaders and grassroots catalysts who can influence conservation practice from local to global scale.

Funding: Beyond collective efforts to influence funders, we are also directly involved in improving funding flows to our partners through pooled funding and direct grantmaking. Our goal is to seek out core or unrestricted funding for our partners so that they can decide where and how to invest their money based on their strategic goals and priorities. In 2023, we launched the Maliasili Conservation Fund which has so far distributed over \$7.3M in grants to 26 partner organizations, and in 2025 we project making a total of about \$5 million in grants to our partners to directly support them.

As an organization, the steady current flowing through all we do - our soul - is a deep commitment to locally-led conservation and to doing meaningful and impactful work that is in service of our partners' needs and missions.

We believe the best solutions come from those organizations that are rooted in place, and our role is to walk alongside them - with trust, determination, adaptability, and mutual respect.



Track Record

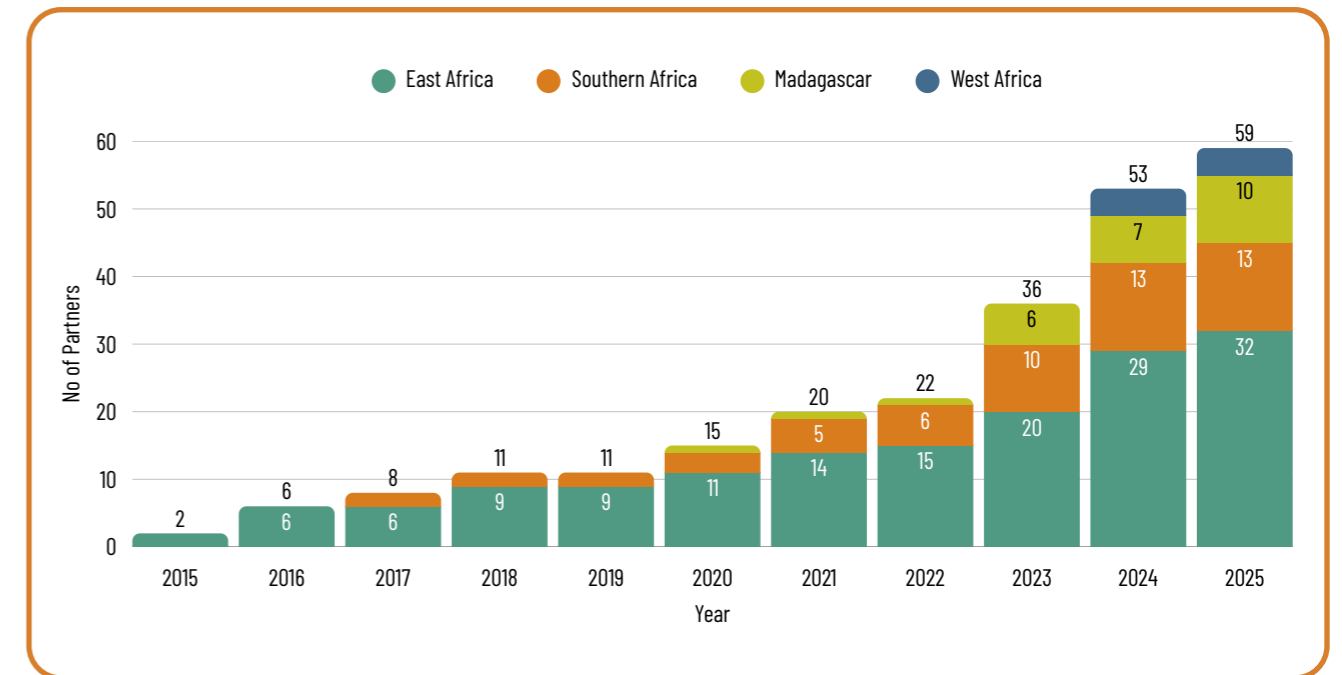
The backdrop to this strategy is Maliasili's organizational growth in response to the increasing demand for our work over the past 5-10 years. Our total budget has increased from \$3.5 million to \$10 million in just the past five years, and our team more than doubled in size over that same period, going from 20 to over 50 employees. This has enabled us to expand our portfolio of partner organizations from 20 in 2021 to 59 by 2025, while expanding to West and Central Africa.



Our growth is a product of generally increased recognition of 1) the key role that locally-led solutions and organizations play in tackling conservation challenges, in Africa and around the world; and 2) the importance of investing in local civil society organizations so they can realize their full potential.

We have experienced a surge in interest in the support that we provide local organizations, both from those organizations themselves all around Africa and beyond, and from funders and international NGOs that are supporting local groups.

Growth in Partners (2015-2025)



“Every grassroots conservation organization needs a partner like Maliasili.”

Jean Claude Dusabimana
Nature Rwanda



Our Partners

Mali
MALI ELEPHANT LANDSCAPES
For People And Nature

Ghana
HERP CONSERVATION GHANA

Zambia
Zambian CARNIVORE PROGRAMME

Angola
ACADIR-ANGOLA
ASSOCIAÇÃO DE CONSERVAÇÃO DO AMBIENTE E DESENVOLVIMENTO INTEGRADO RURAL

Namibia
IRDNC
Namibia Nature Foundation
NACSO
SAVE THE RHINO TRUST

Botswana
CLAWS

South Africa
environmental & rural solutions

Zimbabwe
Wildlife Conservation Action
SAFIRE
ZELO

Gabon
OELO

Kenya
KWCA
LEWA WILDLIFE CONSERVANCY
GREVY'S ZEBRA TRUST
CHAT
AKASAI MARA WILDLIFE CONSERVANCIES
TSAVO TRUST
SCOPE INTERVENTION
LION GUARDIANS
MOUNT KENYA TRUST
COMRED
TTWCA
SORALO
OGIEK PEOPLES' DEVELOPMENT PROGRAM
the green belt movement

Tanzania
Ujamaa Community Resource Team
PASTORAL WOMEN'S COUNCIL
WASIMA
HONEYGUIDE
AFO
MIWAMBAO COASTAL COMMUNITY NETWORK
carbondtanzania
KOPE LION
Sea Sense

Uganda
CONSERVATION PUBLIC HEALTH
UMOJA WILDLIFE CONSERVANCIES OF UGANDA

Rwanda
Nature Rwanda
RWANDA WILDLIFE CONSERVATION ASSOCIATION
REDO
Forest of Hope


Madagascar
FANAMBY
MADAGASIKARA VOAKAJY
GERP
TSIMKA
Association FAMELONA
INDRI
planet MADAGASCAR
IMPACT
FOSA

Comoros
Daharí

Mozambique
ReGeCom
OCEAN REVOLUTION MOÇAMBIQUE

Snapshot of our partner's growth and impact

The core measure of success for all of Maliasili's work is the organizational growth and expanded impact of our partners. Over the past four years, as a priority under our 2025 strategic plan, we have significantly improved our portfolio monitoring system and database; we supplement this data with a wide range of qualitative information. The core element of our track record over the past decade is the significant organizational growth and expanded reach and impact of many of our partners, which we support in many different ways.



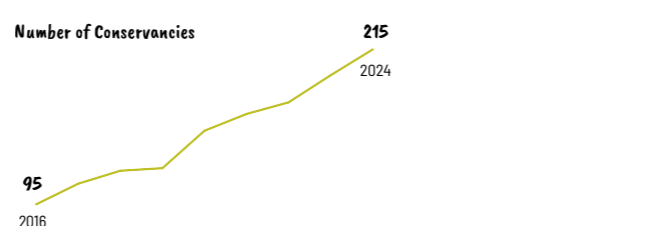
Partner since 2015

ABOUT | KWCA is reshaping conservation in Kenya by putting landowners and communities at the center. Today, 230 conservancies protect 10.1 million hectares—18% of the country's land—while creating jobs, securing wildlife corridors, and driving local development. As the national association for conservancies, KWCA unites the community led network, turning grassroots conservation into a national force for change. In 2024, KWCA was appointed as a working group member to review the Wildlife Act 2013.

From strategic planning to leadership support, communications, fundraising, and network building, Maliasili has supported KWCA over several years in its incredible growth journey.

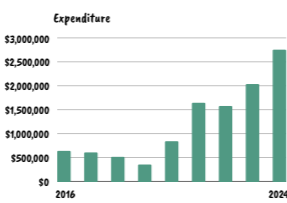
Organizational Growth

Number of Conservancies

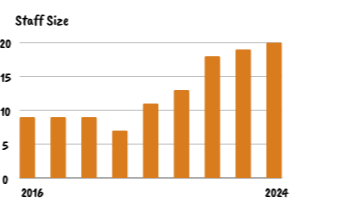



Organization Impact

Expenditure



Staff Size





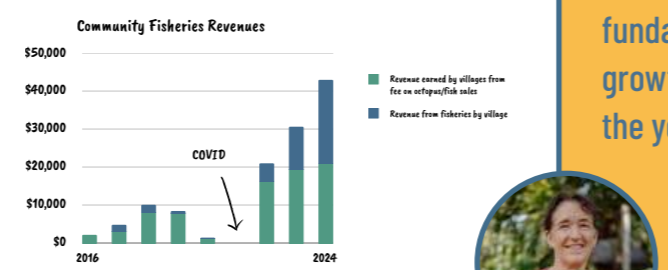
Partner since 2013

ABOUT | Mwambao partners with local communities to strengthen marine governance and restore critical coastal ecosystems in Tanzania. They've established over 3,500 hectares of temporary reef closures, which allows fisheries and ecosystems to recover, and 130 hectares of mangrove restoration plots. Since 2016, communities have earned more than \$43,000 in revenue through their management efforts, which they reinvest in management and also in community development.

Mwambao is Maliasili's longest-standing partner in the marine conservation and coastal management arena. We began supporting Mwambao in 2013 when they were a start-up with no permanent staff. Through strategic planning, communications and fundraising support, team and leadership development, MEL and more, we've walked a journey with Mwambao as they've evolved into one of East Africa's foremost local marine organizations.

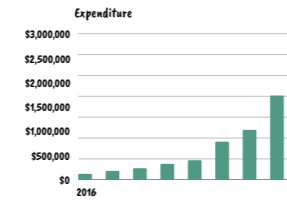
Organizational Growth

Community Fisheries Revenues

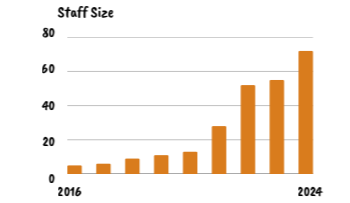


Organization Impact

Expenditure




Staff Size



"Our partnership with Maliasili has been fundamental to our growth and success over the years."



Lorna Slade, co-founder of Mwambao



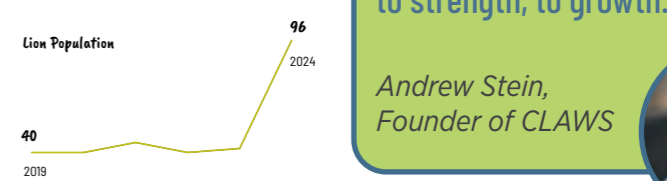
Partner since 2017

ABOUT | Through a new and sustainable livestock management technique, Communities Living Amongst Wildlife Sustainably (CLAWS), have helped facilitate the first sale of Certified Wildlife Friendly Beef in Africa providing a 10% premium to individual farmers. CLAWS has also helped see a 50% reduction in human-lion conflict through a Lion Alert System, with lion killings dropping from 25 in 2013 to zero recorded in 2024. With the expansion of their team, they have identified 99 individual lions in their study area which is more than double the number they knew in 2022 due to greater outreach and cub survivorship in more stable prides.

Over the past four years we've supported CLAWS' growth into one of southern Africa's foremost organizations working on human-wildlife co-existence. We've worked to strengthen their team and systems, monitoring and communication of their impact, and built their networks as they have tripled their funding.

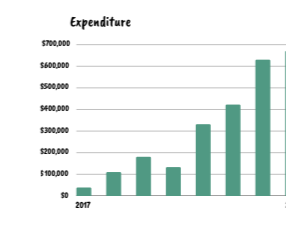
Organizational Growth

Lion Population

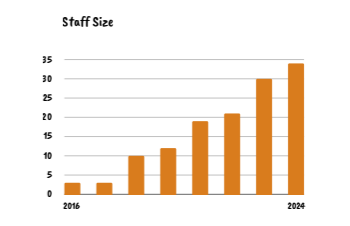


Organization Impact

Expenditure




Staff Size



"Five years ago, we had about 20 staff; today we have 48 full-time employees. In every conceivable way, Maliasili has been an incredible support - helping us move from stability, to strength, to growth."



Andrew Stein, Founder of CLAWS



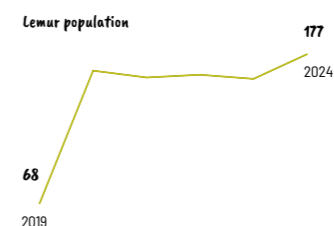
Partner since 2023

ABOUT | Tsimoka's agroforestry conservation approach in Madagascar has reduced forest loss by 90% and increased local incomes. They have regenerated 1,648 hectares and doubled lemur populations in one year. The organization focuses on sustainable agricultural systems that benefit biodiversity and communities through integrated programs like agroforestry development, forest restoration, and sustainable agriculture training. Tsimoka collaborates with local communities to create farming systems that improve environmental and economic outcomes, successfully establishing agroforestry systems and promoting sustainable agricultural practices.

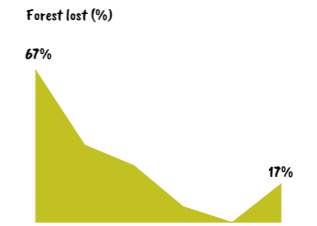
Through our leadership development program, facilitating a new strategic plan, and ongoing support to M&E and other internal processes, we're supporting Tsimoka's growth and the scaling of their innovative approach to community restoration and agroforestry through new partnerships.

Organizational Growth

Lemur population

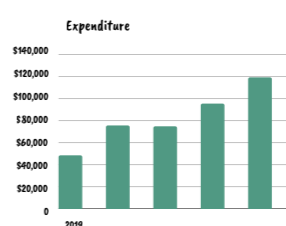


Forest lost (%)

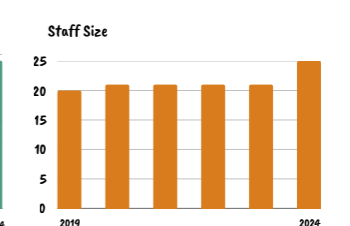


Organization Impact

Expenditure



Staff Size

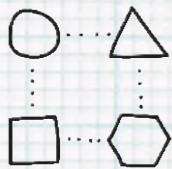


Value Proposition

Maliasili offers a unique combination of approaches and capabilities that underlie all of our work.



Strong **technical knowledge and practical experience with community-led conservation**, including in a wide diversity of contexts in Africa and beyond.



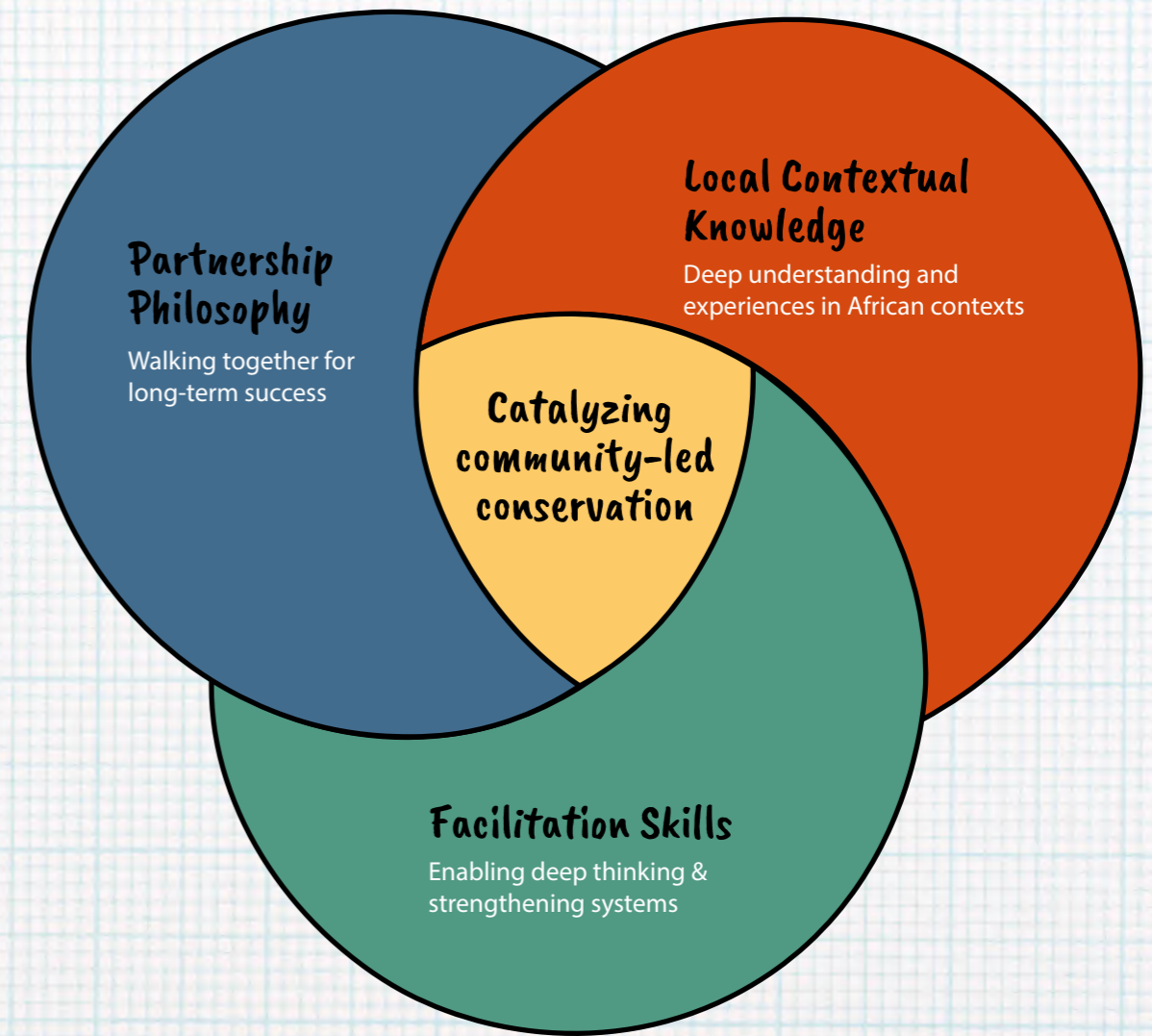
A comprehensive set of **methods, tools, and processes around organizational development**, all developed and adapted specifically for local and grassroots organizations. We have particularly strong skills, tools and methods around strategic planning, leadership development, and communications, and we are constantly working to refine and improve these tools to make them more relevant and useful to our partners.



An approach to delivery of our work through **long-term partnerships built on trust**, rather than short-term, transactional (i.e. 'consulting') ways of working.



Strong **skills and methods around facilitating group processes**, which shapes how we deliver our work and all our interactions with our partners and other collaborators.





Our Context



Community-led Conservation in Africa

Community-led conservation is increasingly recognized globally as a central solution at the intersection of biodiversity conservation, addressing climate change, and supporting rural livelihoods and poverty reduction.¹

- Roughly 80% of Africa's total land area – most of its forests, rangelands, and coastal areas – is community land subject to various forms of customary uses and tenure.
- 62% of rural Africans are directly dependent on natural resources (75% and more in some countries) for their livelihoods.
- 67% of Africans utilize non-timber forest products for subsistence or cash income.
- Wildlife-based tourism is a major economic force, directly dependent on conservation. It contributes to 7% of African GDP, generating \$29 billion annually and employing 3.6 million people.
- In countries such as Kenya, up to two-thirds of all wildlife are found outside protected areas on community and private lands.

Wildlife-based tourism is a major economic force, directly dependent on conservation

Key Trends

As we look to the next five years, our strategy is shaped by important external trends shaping conservation in Africa and globally, which generate both momentum for our work and mission, and important risks and challenges.

- **Continued momentum for community-led conservation in Africa and globally:** Global and regional frameworks now strongly recognize the role of Indigenous People and local communities (IPLCs) in climate resilience and biodiversity conservation. Increased investment and support to IPLCs is contributing to the overall momentum of important new locally-led models of conservation, such as Kenya's 200+ conservancies covering 9 million hectares (up from 6 million five years² ago), and 200+ community forest concessions covering 5.7 million hectares in the Democratic Republic of Congo³.
- **Increased funding for Indigenous and community-led conservation:** Financial support for Indigenous and community-led conservation has grown, e.g. the 2021 Glasgow Pledge committed \$1.7 billion by 2030; climate philanthropy reached \$15.8 billion in 2023⁴; and \$517 million in global funding was spent from 2020 - 2023 for work related to Indigenous and community land rights and forest governance (a 36% increase on the previous four years)⁵.
- **Momentum for 'localization':** Calls to drive funding and power closer to local actors doing development and conservation work on the ground, investing more in local and national civil society, are gaining traction. This trend is being amplified by broader global discussions around equity, justice, and power. The current aid funding crisis risks momentum in certain areas, but also may open up more opportunities for local actors to influence development processes.

"We call for support to Africa's Indigenous Peoples, local communities, women and youth, working in partnership with governments, civil society and private actors, to sustain the wisdom, traditions, scientific and traditional knowledge, and customary approaches that will result in effective conservation and the long-term resilience of nature, culture, livelihoods and human well-being."

Kigali Call to Action for People and Nature, Africa Protected Areas Congress, 2022



- **Ongoing conflict between conservation and community land rights:** Despite growing global support and momentum for community-led conservation, there are also intensifying conflicts around Indigenous communities' land rights in a number of countries, including Tanzania, Kenya, and the DRC.
- **Geopolitical instability and shrinking civic space:** Democratic setbacks and political instability in many parts of the world are increasingly a concern. Political instability remains a core challenge in many areas where Maliasili's partners work, and has increased recently in areas such as Mozambique and the Great Lakes region.
- **The decline of development aid:** 2025 has witnessed sudden shocks to the development aid arena, most notably the complete dissolution of USAID. As the largest funder of biodiversity conservation amongst bilateral development agencies, including a long-term funder of conservancies and related models in many African countries, USAID's demise will have significant impact. Some colleagues have termed the events of 2025 as 'the end of big aid.' It seems likely that bilateral aid funding of community forest and land tenure, as per the Glasgow Pledge, will decline.⁶

"Our global community can now retrench into a narrow, risk-averse mindset or invest in grassroots innovation – a strategic and overlooked tool in a world where challenges such as climate change and pandemics defy borders...Now is the moment to empower grassroots innovators with the tools, resources, and recognition they need to turn their sparks into flames of lasting change."

Achim Steiner, Administrator of the U.N. Development Programme (June 2025, Devex)

"A growing body of research suggests that, given the right incentives, indigenous populations are often the best custodians of the land on which they live. But that requires making the protection of African nature financially viable for them as well as for national governments."

The Economist

Our Outlook

Given the complex dynamics of the present global moment in the development and environment sectors, we highlight three core beliefs about what will shape the next five years and thus what should most critically inform Maliasili's strategic choices:

- **Community-led conservation will continue to spread in Africa and will become much more clearly shaped by African voices, interests, and organizations.** Community-led conservation will remain of central importance to local community livelihoods, lands, and cultures across Africa. The national economic importance of wildlife, fisheries, forests and rangelands will continue to grow across the region. Community-led conservation will increasingly be driven by African governments and civil society organizations, with less external influence on policy directions. Demonstrating the economic value of community-led conservation—through its contributions to investment, job creation, and local livelihoods—will be increasingly important to generate support and investment, including for the work of local organizations. African governments, philanthropy, and the private sector will play more influential roles in funding conservation, including local and national conservation organizations.
- **Global funding for environment and climate is likely to decline, but strong local organizations remain well-positioned to attract resources and drive impact.** There are important opportunities to improve funding practice and partnerships amidst the changes to global development financing. The current shocks to the sector could result in improvements in funding practices, such as longer-term partnerships, more core or unrestricted funding, and less transactional and project-based funding. We believe there is a reasonable chance that there will be more 'good' funding available to highly effective local organizations in coming years, even as the total amount of funding drops. We also believe that more private philanthropy- which is the primary source of funding for Maliasili and most of our partners- will increase as climate and conservation remain critical and growing areas of interest.
- **Indigenous People and local communities will continue to face strong headwinds in many countries in their struggle for rights and economic opportunity; in this context, local and national civil society will be more important than ever in facing current challenges.** The current geopolitical context, within the political trends of the past decade in many parts of the world, will continue to create barriers to local communities in securing rights over their lands and natural resources, despite the growing global policy support for Indigenous Peoples and local communities in conservation. In the face of interconnected challenges around rights, livelihoods, and the environment, the role of civil society in working towards solutions will be more important than ever. We believe this is a critical moment for sustained, strategic investment in local civil society, and even more so because of present crises.





Definitions & Guiding Principles

Key Terms and Phrases

Conservation

We know that from a social, historical, and political perspective, the term ‘conservation’ is contentious, and it’s something we discuss and interrogate often at Maliasili. However, ‘conservation’ remains the most widely used and most practical term related to efforts to sustain the diversity of the earth’s living systems and ecological functions. So, as we have done in the past, we elect not to avoid or reject the word itself, but to continue to work towards a better functional meaning and application of it. **Maliasili believes that conservation will be effective when it is just, when it enhances rather than undermines community rights and livelihoods and cultural values. This is the vision of conservation that we work towards on both moral and practical grounds.**

Community-led Conservation

Many organizations in Africa and beyond are calling for a shift from ‘community-based’ conservation to ‘community-led’ conservation. We endorse this shift, which generally revolves around practices that truly enhance community agency, ownership and leadership based on local rights, interests, institutions, and actions. Community-led conservation seeks to move beyond more passive forms of community involvement or generation of benefits for communities, to locally-rooted conservation that is driven and owned by local groups of people and their collective institutions.

Local Organizations

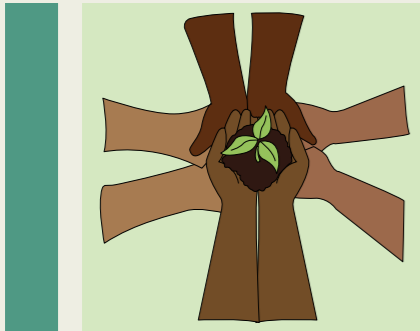
Maliasili uses “Local Organizations” as a shorthand for geographically proximate organizations that are rooted in their communities or in their countries’ civil society. We invest in these organizations because conservation is inherently place-based and “local.” We believe that those who are from the places they are trying to conserve and protect are best positioned to deliver lasting and effective change.

Organizational Development

To describe Maliasili’s core work of strengthening the effectiveness and resilience of our partner organizations, we use the term ‘organizational development’. ‘Capacity building’ or ‘capacity development’ are often used to describe the kind of work that Maliasili does. However, ‘capacity building’ is often associated with relatively top-down, short-term interventions, which often do not build organizational capacity, and are in fact often the opposite of the kind of work that Maliasili aspires to.



Our Values



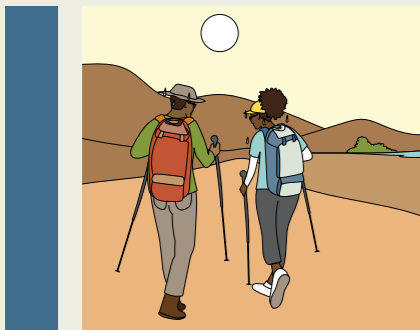
> Our Purpose is Our Partners' Success

We exist to serve our partners and are fully committed to their visions of change. The work they do is complex, urgent, and critical for people and the planet. We strive to meet the organizational needs and specific context of local and community-focused organizations, to strengthen them and to help them achieve even more.



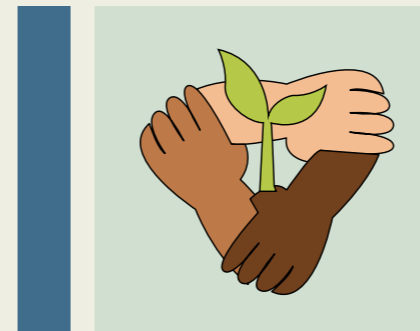
> Put People First

Our organization and work are relationship-driven and trust-based. When our team feels supported, valued and included, they are able to reach their full potential. Maliasili depends on dedicated, high-performing people working together towards collective achievement.



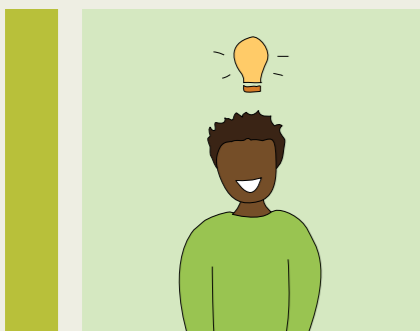
> The Path is Made by Walking

Our work is grounded in practical problem-solving and continuous improvement. We strive to be authentic and creative in developing effective and customized solutions to our partners' organizational challenges.



> Strength in Diversity

The inclusion of diverse backgrounds, perspectives, personalities and voices is essential to our success. Diversity is vital for Maliasili as an organization and for driving effective and sustainable conservation.



> Make the Complex Simple

In everything we do, we aim to generate clear understanding and facilitate practical actions. We keep things simple and clear, focusing on the most important elements and priorities.



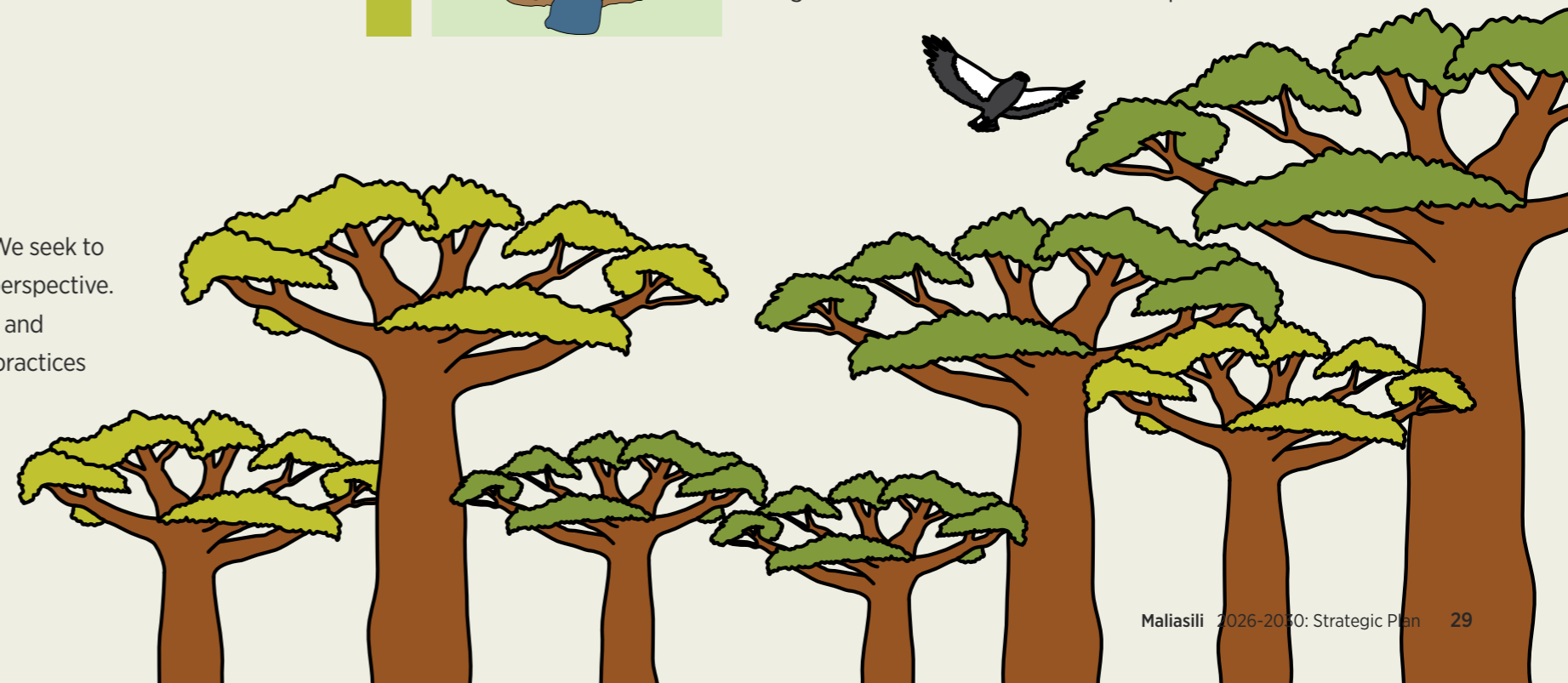
> Walk the Talk

We aim to align our words with actions. We understand the realities of building, leading, and growing strong, impactful organizations. We strive to embody effective management and teamwork for the well-being and success of our team and to inspire others.



> Laugh, Learn, Grow

We are resilient and strive to do our best in any situation. We seek to have fun, as laughter helps us maintain commitment and perspective. We learn and adapt while being open about our successes and failures. We aim to continually improve ourselves and our practices with a mindset of humility and growth.



Our Foundations: Vision, Mission & Theory of Change

Vision

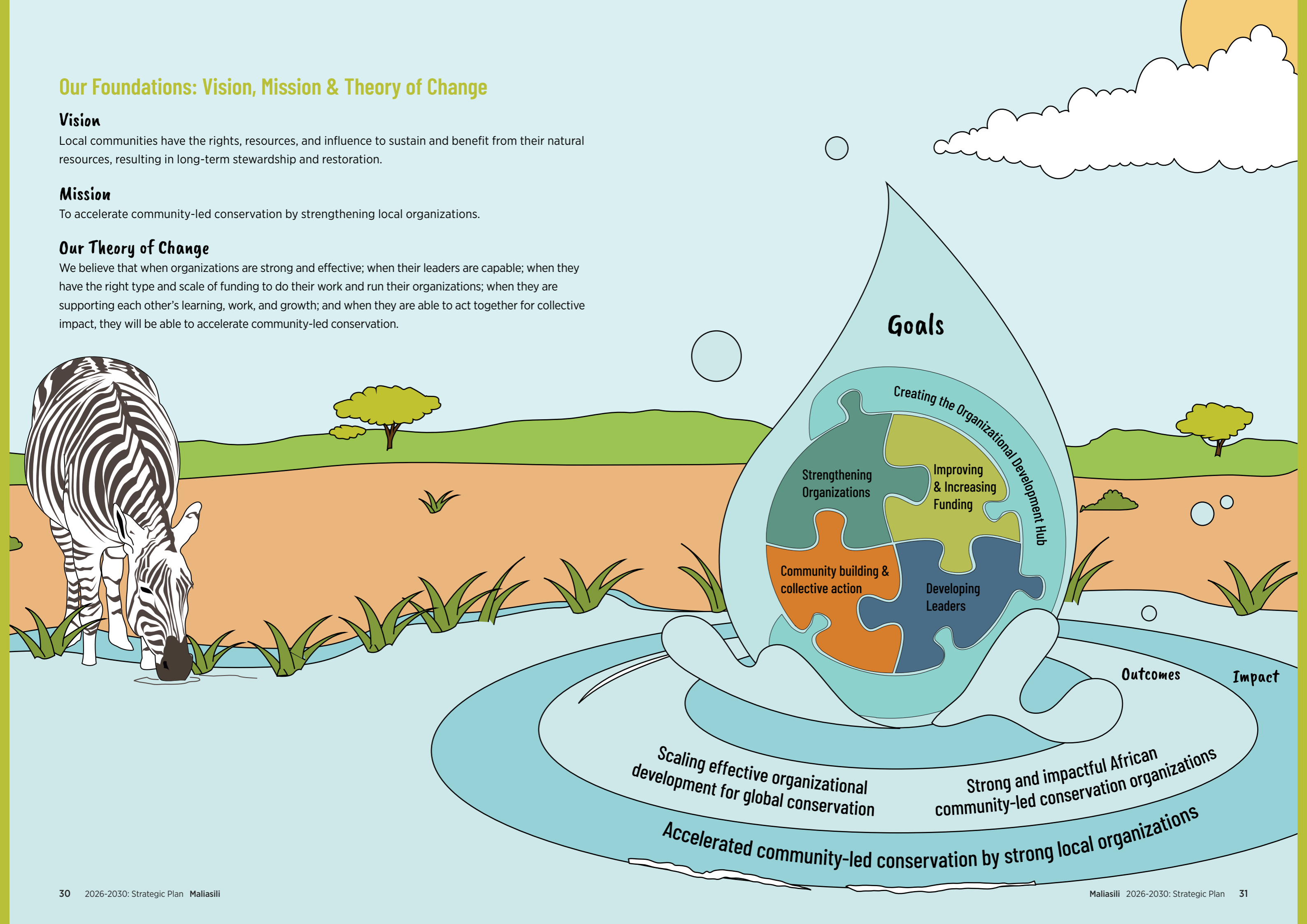
Local communities have the rights, resources, and influence to sustain and benefit from their natural resources, resulting in long-term stewardship and restoration.

Mission

To accelerate community-led conservation by strengthening local organizations.

Our Theory of Change

We believe that when organizations are strong and effective; when their leaders are capable; when they have the right type and scale of funding to do their work and run their organizations; when they are supporting each other's learning, work, and growth; and when they are able to act together for collective impact, they will be able to accelerate community-led conservation.



"Across Africa, Maliasili plays an essential role - not only in supporting the organisational development aspirations of African conservation organisations, but in helping to create networks of organisations so they can share knowledge and experience with each other, and ultimately support each other's needs so they can have even greater impact...together."



David Emmett, Hempel Foundation



Goals, Outcomes & Measures of Success

In order to deliver on our mission we will pursue two distinct approaches:

- **Partnering over the long-term to support local African organizations.** We will support the growth and development of a total of over 100 high-impact African organisations, over 400 African leaders, and influence or direct investments of at least \$75M USD in funding of local organizations, resulting in improved local management and conservation actions across at least 100 million hectares of community land and seascapes.
- **Training, collaborating with, and advising other organizational development institutions working beyond our direct support areas - including outside of Africa - to grow their reach and effectiveness in strengthening local organizations.** Over the next five years, we will directly support at least 20 peer organisations across the globe that are working with at least 100 more high-impact local civil society organisations to grow their reach and impact. This second approach represents a new way of working for us under this strategic plan.

Our first major outcome relates to our partnership-based approach, which is the core model of work, based on our portfolio of African partner organizations, that Maliasili has been refining for the last 15 years. Everything we do - from organizational strengthening to leadership to fundraising to community building - is ultimately about strengthening the abilities of organizations to do their work even better and more effectively for greater impact.

We will support the growth and development of over 100 high-impact African organisations

Outcome One: Strong and impactful African community-led conservation organizations

- Goal 1: Strengthening Organizations
- Goal 2: Developing Leaders
- Goal 3: Improving and Increasing Funding
- Goal 4: Collective Action and Collaboration

Outcome Two: Scaling Effective Organizational Development for Global Conservation

- Goal 5: Creating the Organizational Development Hub

Outcome One: Strong and impactful African community-led conservation organizations

Over the next five years, Maliasili will place greater emphasis on the overall **collective impact of our partners**—aiming to support measurable, lasting change across key landscapes and countries.

All of our partners are unique, rooted in the communities, ecosystems, and national contexts where they work. We will continue to support each individual organization to grow and strengthen their impact. But because we operate with diverse organizations across vast geographies, we're able to step back and see the broader picture: the potential for large-scale, community-driven conservation impact across landscapes, countries, regions, and the entire continent. We will center this larger vision and our ability to monitor its progress across all aspects of our work in Africa.

Our partners are unique, rooted in the communities, ecosystems, and national contexts where they work.

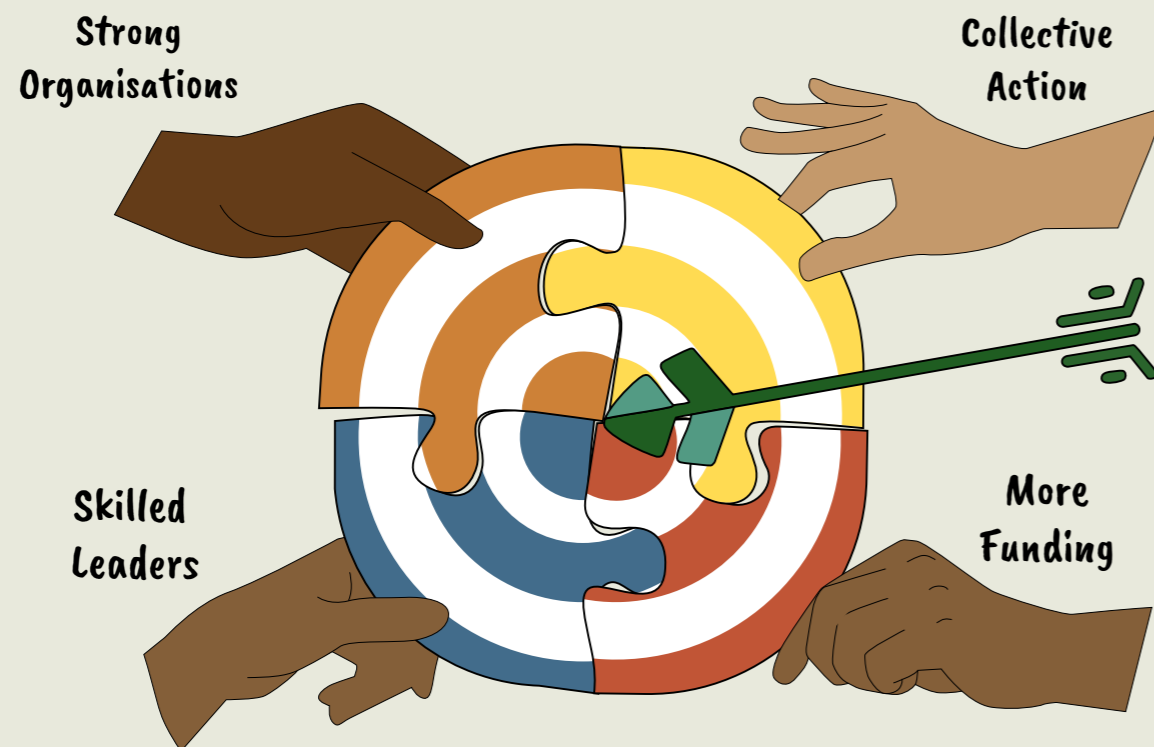


Country Strategies

With this in mind, **over the next five years we aim to not only continue to scale our reach to more partners and places, but to deepen our support in countries where we have the greatest existing investment (roughly 80% of our total portfolio today is in just three countries- Kenya, Tanzania and Madagascar).** We will use country-level strategies to clearly articulate the national-level outcomes that our partners are working towards through their collective efforts. These strategies will be developed with our partners and based on their visions of change and their own organizational ambitions and goals, as well as the specific context and opportunities as those evolve in a country. Our country strategies will become critical tools for clarifying the vision of impact of our portfolio, and for guiding partner selections, facilitating collective action and collaboration, and other aspects of our work in a given country.

Wherever we work, we use the same four key pillars of change as a framework to guide our actions and interventions.

Our strategic pillars of change:



Accelerating Community-led Conservation at the National Scale

Central to this strategy is a commitment to tracking the overall impact of our portfolio in advancing community-led conservation practice at the national scale. While national contexts vary, and our strategies will be refined accordingly and as contexts evolve, we will orient around the following high-level outcomes as key measures of success and delivery on our mission at the national scale, and will build out our ability to regularly track these national-level shifts as a part of our MEL systems.

Central to this strategy is a commitment to tracking the overall impact of our portfolio



Increased spatial reach of community conservation areas at national and landscape level



Growing evidence of the positive socioeconomic and conservation impacts of community-led conservation



Increasing and better financing for community conservation



More favorable government policy and institutional support for community conservation



Stronger, more diverse, and connected national civil society ecosystems advancing community conservation in the country

Select Country Strategy 2030 Visions:

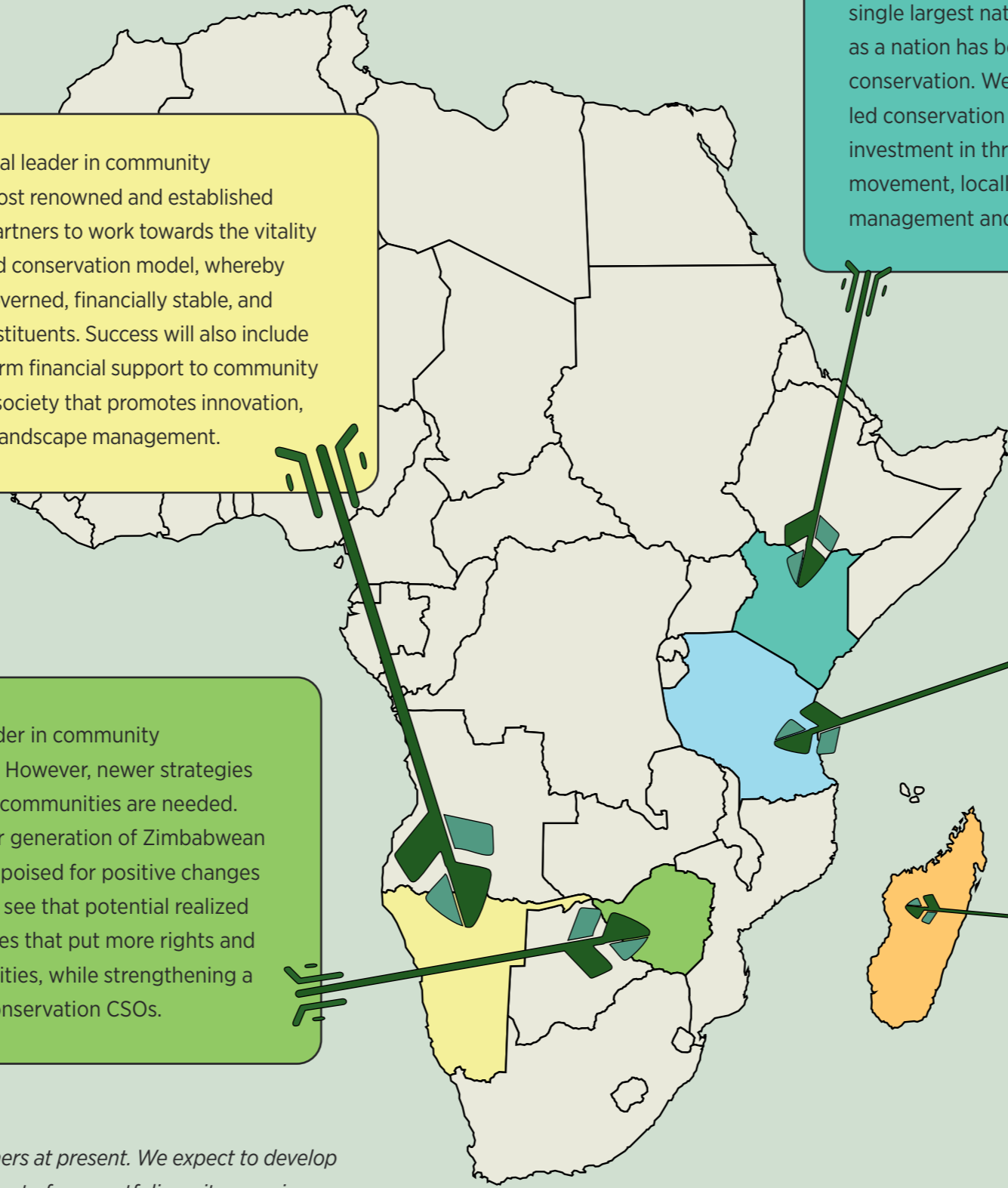
Namibia: Namibia is an African and a global leader in community conservation, with some of the region’s most renowned and established local organizations. We will support our partners to work towards the vitality of the country’s pioneering community-led conservation model, whereby community conservation areas are well governed, financially stable, and effectively delivering benefits to local constituents. Success will also include stronger government support and long-term financial support to community conservation, and a more connected civil society that promotes innovation, equitable benefit sharing, and integrated landscape management.

Kenya: We support 14 organizations working across Kenya (our single largest national portfolio of partner organizations), which as a nation has become a critical leader in African community conservation. We will support the advancement of community-led conservation across key ecosystems in Kenya through deeper investment in three interlinked areas: Kenya’s conservancies movement, locally-led marine conservation, and community forest management and restoration.

Tanzania: Tanzania’s conservation potential is immense, and its evolving civil society presents new opportunities for impact. Our long-standing partners are entering new phases, with founding leaders passing leadership to the next generation, while a newer cohort of dynamic organizations is testing innovative approaches. This mix of experience and energy creates strong opportunities for peer learning, joint problem-solving, and strategic collaboration. We will focus on supporting collective action and influence, helping Tanzanian organizations work together to grow and achieve greater impact.

Zimbabwe: Zimbabwe has been a leader in community conservation in Africa since the 1980s. However, newer strategies to devolve rights and benefits to rural communities are needed. With new organizations and a younger generation of Zimbabwean conservation leadership, Zimbabwe is poised for positive changes in the conservation space. We want to see that potential realized through improved policies and practices that put more rights and benefits in the hands of local communities, while strengthening a revitalized network of Zimbabwean conservation CSOs.

Madagascar: Madagascar is one of the world’s most important biodiversity hotspots, where increasingly fragmented forests support rare wildlife and vulnerable communities. Since 2018 we have built a dynamic portfolio of nine partner organizations working across a diverse set of multi-use protected area landscapes managed in partnership with local communities. Lasting conservation impact depends on successful integration of conservation and livelihoods; stronger community governance institutions; and a more connected and influential civil society that can shape policy at the national scale. Our work will support our Malagasy partners to strengthen and scale their conservation models across over 2M+ hectares of critical landscapes, working to bring down deforestation rates and recover endangered species, but to also help them come together so they can better influence policies that improve resource governance and practice nationally.



The above countries hold the majority of Maliasili’s partners at present. We expect to develop more detailed country strategies to guide the development of our portfolio as it grows in countries such as Mozambique (2 partners), Botswana (1 partner), Uganda (2 partners), Rwanda (4 partners), as well as in West Africa (Ghana, Liberia, Sierra Leone) and Central Africa (Gabon, DRC). We will continue to scope additional opportunities in new countries, but ensure that any partners in new countries are guided by careful analysis of the national context and our value-add.

Focal Areas

In addition to deepening our engagement at the country-level, we will also place an emphasis on our work and efforts in the following three cross-cutting areas, which we will incorporate into country strategies and portfolio decisions:



Focal Land(sea)scape: The Western Indian Ocean Coastline

Over the past five years, Maliasili has grown our support for marine conservation in eastern Africa, expanding our partner portfolio from two to six and completing a second cohort of our African Marine Conservation Leadership Program. Partners like Mwambao (Tanzania) and COMRED (Kenya) have more than doubled their budgets and significantly increased their impact, establishing themselves as key regional leaders in marine conservation.

Looking ahead, we will deepen our investment in African marine CSOs—expanding our portfolio in Kenya, Tanzania, and Mozambique, launching new partnerships in West Africa, and fostering greater collaboration among marine organizations across the continent. We will also work with funders to increase long-term, flexible support for locally led marine conservation in the region.



Focal Landscape: The Kavango-Zambezi Transfrontier Conservation Area (KAZA)

KAZA spans five countries (Angola, Botswana, Namibia, Zambia and Zimbabwe) and over 250,000 km², making it one of Africa's most vital conservation landscapes. It is home to half of the continent's elephants, iconic sites like the Okavango Delta, and is a major driver of southern Africa's tourism economy.

Maliasili is committed to building a strong, connected network of local organizations advancing community-led conservation across KAZA. Our goal is to support at least 15 partners by 2030, working across all five countries and influencing over 2.5 million hectares of community-managed land. We will strengthen collaboration among partners, foster regional peer learning, and grow strategic alliances with international organizations and funders to amplify African civil society leadership across the landscape.

Focal Area: Supporting Indigenous-led Organizations

Supporting Indigenous-led organizations is central to Maliasili's mission to advance community-led conservation grounded in rights, justice, and local self-determination. Indigenous organizations play an important role in securing land rights, protecting biodiversity, and driving conservation approaches rooted in cultural values and social equity. We have long-standing partnerships with Indigenous organizations in Tanzania, which have shaped our approach to organizational strengthening and rights-based conservation. Today, as Indigenous land rights face growing threats—especially in East Africa—we are deepening our commitment to this work. Over the next five years, we will expand our support to Indigenous-led organizations advancing land and natural resource rights, while fostering peer learning, leadership development, locally owned funding mechanisms, and collective action across networks in East Africa and beyond.

Maliasili is committed to building a strong, connected network of local organizations

GOAL 1: Strengthening Organizations

Local organizations are more efficient, effective, and have increased capacity to drive change and deliver impact in their communities, landscapes, and countries.

When organizations have the right strategies, systems, people, communications, and money in place, they are better able to deliver results and achieve even greater impact. Central to Maliasili's Theory of Change is our core work to support local organizations to design their strategies, and develop the teams, systems, capabilities and resources needed to deliver. Over the next five years we will place more emphasis on improving our methodologies and support to partners on board governance, strategic financial management, and measuring livelihood impact.

Central to Maliasili's Theory of Change is our core work to support local organizations

We will continue to improve our organizational development tools and practices



What success will look like

100 organizations improving local management and conservation actions across at least 100 million hectares of critical community land and seascapes across Africa.

The core measure of success for Maliasili is if our partners are becoming stronger as organizations and achieving the change and impact that they seek through their own missions, goals, and strategies. Under this strategic plan, we aim to ensure we are clearly focused on advancing community-led conservation in Africa on a growing scale, with clear results being delivered for human livelihoods and stewardship of nature.

During the next five years, we will continue to improve our organizational development tools and practices so that we continue to provide better support to our partners. We will place greater emphasis and internal investment on areas such as board governance, strategic financial management, and continue to improve our partners' Monitoring and Evaluation systems.



GOAL 2: Developing Leaders

Leaders are better equipped to lead and grow their organizations.

An essential element of organizational success is having effective leadership. Organizational leaders play key roles in setting the direction and culture of an organization and building effective teams. In addition, when leaders reach beyond their organizations to forge strong partnerships, and when they have a network of peers to learn from and receive support from, they can achieve more. Over the next five years, we will evolve leadership programming beyond program cohorts by adding leadership symposiums, integrating more leadership content into our organizational strengthening support to partners, and through formal coaching and mentoring. We want to support and take advantage of the incredible alumni network that can help grow others and multiply impact.

“On 4th August, I checked in as a boss.
On 8th August, I checked out as a leader.

Here’s how that transformation happened...
The African Conservation Leadership Network under Maliasili was more than just a training. It was a mirror—showing me who I am as a leader. A compass—pointing me toward where I need to go. A challenge—pushing me to step up and lead differently.”

Andrew Mariki, Community
Wildlife Management Areas
Consortium (Tanzania)



What success will look like

400 leaders who enhance their capabilities through our leadership programs in the following areas:

- **Self-awareness**, with strong listening, empathy, emotional intelligence and humility.
- **Strategic and action-oriented**, demonstrating systemic thinking, clear direction-setting, and the ability to execute.
- **Resilient and values-driven**, guided by integrity, optimism, and a deep commitment to continuous learning.
- **Effective team builders**, able to foster trust, shape positive organizational cultures, and manage conflict with confidence.
- **Collaborative changemakers**, skilled at coaching, mentoring, and leading across boundaries with creativity and clarity.
- **Champions of inclusion**, uplifting Indigenous leaders and diverse leadership models across contexts.

These leaders will drive transformation by bringing these competencies to their organizations, landscapes, and the broader conservation system.



GOAL 3: Improving and Increasing Funding

There is more (good) funding that supports the visions of local organizations.

What is 'Good' funding?

Good funding is funding that is based on a trusting, long-term partnership. It's often unrestricted, secured for multiple years, supports grantees' strategies and plans, has practical reporting requirements, so that local organizations can focus on what matters most: impact.

Organizations need the right *amount* and the right *type* of funding to thrive. We support our partners to access better funding and external support through:

- **Providing direct grants to partners**, including through pooled funding mechanisms that are designed to reduce transaction costs while enabling more funders to support local organizations.
- **Helping partners with their fundraising efforts**, including strengthening their own fundraising skills, developing new funding mechanisms to make it easier for them to access funds, brokering new relationships, and raising their profiles.
- **Influencing funding practices**, through collective action with our partners and through building relationships with funders to transform how philanthropy engages with African conservation organizations.
- **Diversifying funding options**, through exploring sustainable finance mechanisms to looking beyond just "traditional" conservation. Our partners strengthen democratic systems, support climate mitigation and adaptation, empower women and youth, and enhance livelihoods, and we will seek opportunities for funding that aligns with this work.



Scaling Up Core Funding: A Collective Vision

Together with our partners, we are co-developing a new pooled fund, which will be a major focus and priority for us over this next strategic plan. This will be a new pooled fund designed to channel flexible, long-term, and fit-for-purpose funding to a larger number of high-impact, community-led conservation organizations in Africa. Building on the Maliasili Conservation Fund (2023-2026), this collaborative effort will develop a new mechanism that accelerates impact and shifts funding power to those closest to the ground. We aim to mobilize roughly \$60 million over the next five years to deploy through this new, collective mechanism.

What success will look like

- \$60M+ in direct grants through pooled and other funding mechanisms
- \$15M+ in additional brokered/influenced funding
- A 'Collective Vision Fund' launched and resourced with partner co-design and collaboration
- Additional partner-owned funding structures established and supported
- More multi-year, core investments flow to African CSOs from more funders committed to providing core, multi-year funding for community-led conservation
- Partnerships and funding flows are more equitable, long-term, and community-led



GOAL 4: Collective Voice and Action

Local organizations working to advance community-led conservation are able to achieve more through connections, relationships, collaborations, and shared voice and action.

Building on 15 years of work where we've always placed an emphasis on collaboration and connection, Maliasili is positioned to play an important catalytic role in supporting a growing community of like-minded African conservation organizations to achieve more together than on their own. We help connect partners, build relationships, and facilitate interactions that ignite learning and spark ideas, opportunities, and momentum for community-led conservation.

We call it a community rather than a network because it is defined not only by connections, but by trust and shared purpose. At its core are Maliasili's partner organizations and leaders, surrounded by strategic and supportive collaborators like funders, NGOs, and individuals whose values and work align. Through the community we aim to foster:

- **Peer learning and support** – A safe space for leaders to exchange knowledge, share challenges, and learn from each other.
- **Collaboration** – A place where ideas spark joint initiatives and collective solutions.
- **Collective Action** – A platform for a united voice on shared priorities to influence policy, practice, and funding.

Our role is to **ignite, cultivate, connect, catalyze, and convene**—planting seeds, nurturing relationships, and creating conditions for the community to flourish, always with the mandate of its members.



What success will look like

The result of greater investment in the connections and collaborations within this community will be:

- A more unified and diverse voice driving collective efforts that increase community-led conservation impact, with local leaders shaping conservation agendas and initiatives on their own terms, in key national and global arenas.
- Partners with greater visibility and influence, shaping global conservation agendas, setting funding terms, and engaging as peers with INGOs and donors.
- Collaboration, peer support, and learning that enhances organizational resilience and efficiency.

“Being part of this community has shown me the power of connection and the strength that comes from the collective. It brings us together as leaders walking similar paths in community conservation, sharing knowledge, challenges, and victories without competition. I have met and learned from people I would never have had the chance to engage with, gaining insight into leadership and community conservation impacts across different African landscapes. For a rural Namibian-raised person who has had the privilege of being exposed to community conservation over the past 22 years, this network is invaluable for IRDNC—not only as a platform to showcase our community conservation model and impact, but also to learn and strengthen areas such as communication, fundraising, monitoring and evaluation, and leadership development.”



Basilia Shivute, Operations Manager of Integrated Rural Development and Nature Conservation (IRDNC)

Outcome Two: Scaling Effective Organizational Development for Conservation at a Global Scale

A key new element of this strategy is to grow our role and influence beyond Africa. We will not provide direct long-term, partnership-based support to local organizations outside of Africa. Rather, we will seek to share our tools, processes, and insights with other locally-based organizations that seek to do the kind of work that we do in strengthening local CSOs. We will support the growth and development of locally-rooted actors that, like Maliasili, seek to strengthen community-led conservation organizations to help them grow and achieve their missions.

GOAL 5: Build a new Maliasili Organizational Development Learning Hub

A key platform for collectively advancing locally-driven organizational development.

The core to delivering on this new area of our strategy is to develop, initially through a prototyping and co-design process, a new support program we are calling the Organizational Development Learning Hub. The Hub will include a digital platform with our tools and approaches, a long-term cohort-based program to support OD practitioners, and a global community of practice. These three streams will work together to expand access to Maliasili's OD methodologies, build the capacity of OD actors globally, and transform field-wide practice.

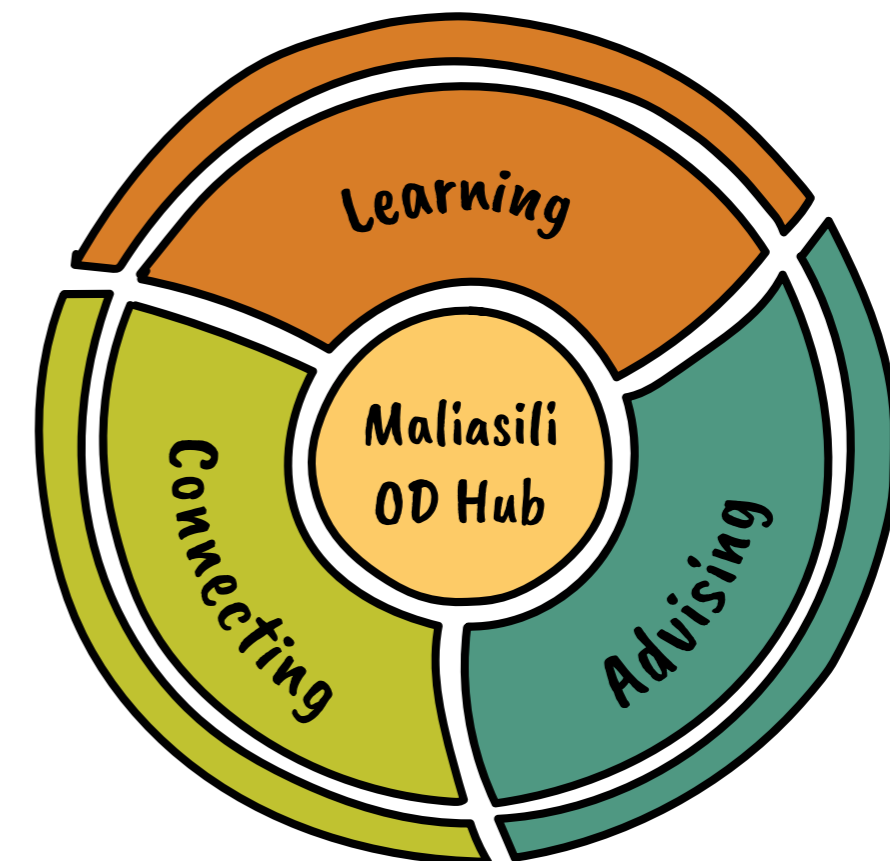
In parallel, we will continue to invest in the development of practical tools and guides that document our approaches and ongoing learning. These tools will be designed for wider usability, translated into multiple languages, and adapted for different contexts. We will also explore new technologies, including AI-based learning and support tools, to enhance accessibility and contextual relevance.

This approach will allow Maliasili's impact to scale globally—not through direct delivery, but by supporting and connecting others to lead organizational development efforts where they are most needed. It positions us as a catalyst for strengthening the wider field of OD in conservation, while continuing to learn from and adapt to new contexts and approaches.

Vision of Success

Maliasili's approach is being adopted and adapted by other CSO-support organisations and practitioners in various geographies outside of Africa. A growing informal community of organizational development practitioners and support organizations is adapting aspects of our model to enable themselves to do their work and support local CSOs effectively. These actors are supporting local organizations to grow and improve their performance and impact, resulting in improved conservation and social impact.

Ultimately, this strategy positions Maliasili as a catalyst—not just for CSO development, but for the wider role of organizational development in the conservation field as a whole.



Supported and supplemented by a technological solution that helps us share our tools and knowledge more widely



+
CONSERVATION

REAFFIRMING
THE
SOCIAL
CONTRACT.

STRENGTHENING
GOVERNANCE

WE NEED ONE
ANOTHER!
RELATIONSHIPS BASED
ON MUTUAL RESPECT,
DEFINED ROLES, IK,
+ COMMUNITY RIGHTS.

CONSERVATION
INITIATIVES SHOULD
SUPPORT STRONG
GOVERNANCE
INSTITUTIONS AT THE
COMMUNITY LEVEL.

BY
EXPE
DESIR

EQUAL
PARTNERSHIPS

...TIES ARE
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...+ EQUAL SH
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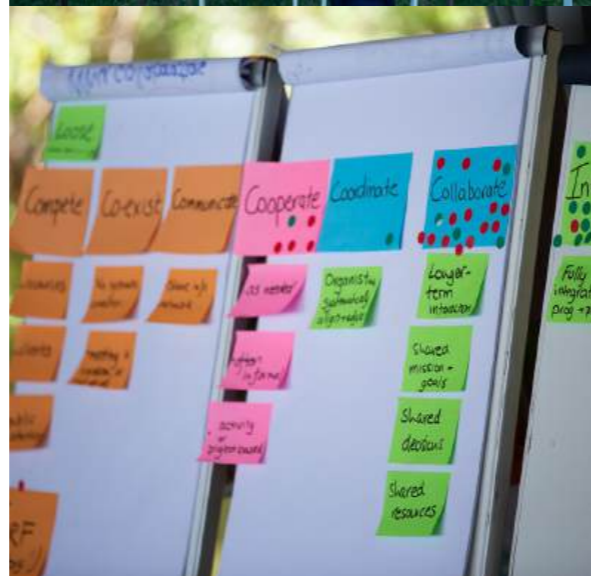
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HUMAN

Maliasili's Growth and Development

Meeting the moment as an organization

We have grown and changed significantly over the past five years. Over the past several years we have carried out a range of internal structural changes, including to our organizational leadership and the evolution of our board. We shifted more executive roles to Africa (from the US), decentralized our overall management and decision-making systems, and deepened our capacity in many key functions including our Finance and Administration and Monitoring, Evaluation and Learning (MEL) teams. We have had to build new skills, systems, and structures to support a larger and more diverse team.

What has remained central throughout all of this change is our focus on our values and our organizational 'soul,' which is rooted in a shared commitment to locally led conservation. To meet the opportunities and challenges ahead, we must continue to grow in strategic ways by investing intentionally in strengthening our internal capacity, ensuring we have the right people in the right roles, and embedding robust monitoring, evaluation, and learning (MEL) across everything we do. But most importantly, we must remain deeply committed to who we are, why we exist, and how we work.



Retaining our Values, Culture, and Organizational Soul

Our work and ways of working - and most crucially, our trust-based and relationship-driven work with our partners and leadership cohorts- are deeply rooted in our values and in the ways that we work and operate as an organization. We refer to this as our soul and remaining soul-centered in our approach going forward is a top priority. Key elements of this include:

- **Stay People-Centered** - We are rooted in an unwavering commitment to locally-led conservation, prioritizing people—communities, partners, and our team—as the foundation of our mission.
- **Uphold Humility and Authenticity** - We value rigorous honesty, accountability, and humility. We strive to operate in ways that openly acknowledge our limitations while striving to deliver effective support.
- **Embrace Courage and Adaptability** - Change requires taking risks and being bold. It requires challenging existing norms with courageous perspectives, finding practical solutions, and learning from failures.
- **Be Purpose-Driven and Impact-Oriented** - We are obsessed with meaningful, lasting change. We envision a world where empowered local organizations drive environmental and social solutions, measuring success not by deliverables but by legacy.
- **Embody Dignity in Service** - We embrace Ubuntu—"I am because we are"—and always prioritize collaboration. We serve our partners and communities with deep care, upholding the beauty and value of all life while fostering harmonious coexistence between people and nature.

We grew from 30 to over 50 staff between early 2022 and 2025



Developing our Team

The most important factor in Maliasili's success, growth, and delivery on our mission is our team. We have recruited and developed outstanding talent, while greatly increasing the diversity of our team over the past five years. Going forward, we will prioritize continuing to recruit for talent and values alignment, fostering internal career growth, and investing in professional development—particularly through quality management, leadership development, and on-the-job learning—so that our team is equipped, committed, and supported to excel over the long term. We will increase our investment in internal learning processes, as a key investment in both our practice and our people.

Strengthening Data Systems, Monitoring and Learning, and Technology

Central to our work is a commitment to supporting our partners to expand their impact in ways that deliver tangible improvements in ecological health and on human livelihoods related to natural resource use. Over the past five years we significantly strengthened our Monitoring, Evaluation and Learning (MEL) functions to help us better track and document our own and our partner's organizational growth and development, building an impressive set of data collection and analysis tools that now deeply inform our work and practice. Further investing in our MEL capacity remains a top priority under this new strategy. We need to continue to increase our capacity to support the critical MEL functions of a growing suite of partners, helping them better document and communicate their impact on both nature and on community livelihoods and well-being. We will also work to generate new external learning products and publications that document both our partners' impacts and our overall organizational development approaches and outcomes.



Financial Health and Resilience

Building on Our Successful Revenue Model

Over the past five years, Maliasili has significantly improved our financial health, resilience, systems, and staffing. We succeeded in raising the funds necessary to grow our team and expand our reach during the current strategy. Our fundraising efforts and proactive financial management:

- **Tripled our team and operating budget**, increasing our annual expenses from \$2.1 million in 2021 to \$6.4 million in 2025
- Provided over **\$13 million in grants** to partners
- **Fully funded our operating reserves** and maintained six months of operating cash with investment gains

We have provided over \$13 million in grants to partners

Our revenue model changed in important ways to fund this growth. Between 2021 and what we estimate for 2025, our:

- **Total revenue grew** by an average of 26% per year or from \$4.5 million to \$11.1 million.
- **Revenue diversity increased** as the portion of total revenue from our Top 5 funders decreased from 70% to 31%.
 - The number of different funders who contribute \$100,000 or more to our annual revenue more than doubled, increasing from 11 to 26.
 - The Top 5 funders who contribute the most toward our total revenue (including revenue for grants to partners) is different than the Top 5 funders who contribute the most toward our operating revenue, meaning that we have engaged new funders who support us with significant revenue toward our OD support and leadership programs separate from grantmaking, providing financial stability for our core area of work.
- **Funding opportunities increased** as we cultivated relationships with five new funders in Europe and secured large, multi-year commitments. European funders now provide 24% of all revenue from funders who give Maliasili at or above \$250,000/year. Two of these new funders are now in our Top 10 funders for total revenue each year.

Fundraising is increasingly decentralized, with more team members building funder relationships linked to their area of work, supported by recent investments in staff, functions, and systems such as Salesforce, that have boosted our efficiency and collaboration.

Financial Implications of 2030 Strategy

We anticipate our operating budget to grow at a slightly lower rate of 10%-12% between 2026-2030, projecting to an annual operating budget of roughly \$10.5 million by 2030. Our new strategy will require additional costs for specific new hires and expanded operations for three strategic priority areas. We expect the additional positions to be hired during 2026 and most of the other expenses to be realized in following years. We estimate additional costs related to:

- **Collective Action and Funding:**
 - 2-3 mid-level/entry-level positions
 - Additional travel expenses
- **OD Hub Learning:**
 - 1-2 positions
 - Costs related to new technology, curriculum development, translation, and associated travel expenses
- **Impact Research and Methodologies:**
 - 1-2 positions and relevant consultant fees
 - Additional travel expenses

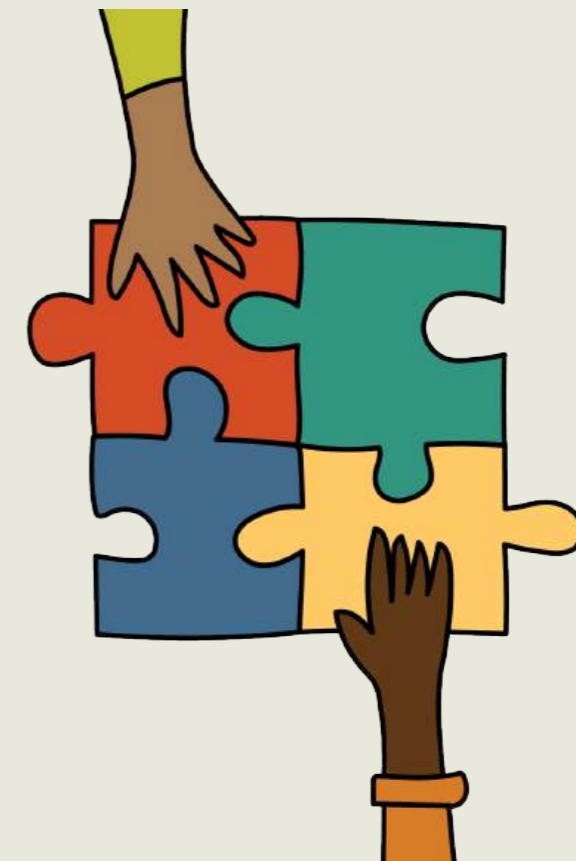
We will also maintain **growth of the Finance & Admin Team at 20% of the organization** to ensure robust internal operations, and we will **maintain six months operating cash** in our invested reserves through gains and contributions, as needed.



Budget Projections 2026-2030

Operating Budget	FY2025 Budget	FY2026 Projections	FY2027 Projections	FY2028 Projections	FY2029 Projections	FY2030 Projections
Annual Growth Rate	-	10%	12%	10%	10%	10%
Core	1,187,605	1,306,366	1,463,129	1,609,442	1,770,387	1,947,425
General Programs	1,974,174	1,971,591	2,208,182	2,429,001	2,671,901	2,939,091
OD Portfolio Services	2,801,189	3,081,308	3,451,065	3,796,171	4,175,788	4,593,367
Collective Vision	319,278	351,206	393,350	432,686	475,954	523,550
OD Hub	88,215	300,000	336,000	369,600	406,460	447,216
Operating Expenses	6,370,461	7,010,471	7,851,727	8,636,900	9,500,590	10,450,649

In order to continue to increase our capacity and ability to invest in our expanded reach, we will build on the successful fundraising and partnership development of the past four years. We will continue to prioritize long-term partnerships with philanthropies and foundations that align with our mission and track record in locally-led conservation, and are investing in the nature-climate-livelihoods nexus. We will continue to work closely with our existing funding partners to expand our networks and visibility.



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