

Stronger Together



2022 IN REVIEW

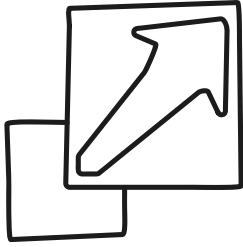
Maliasili exists to accelerate locally-led conservation. We find talented African organizations supporting community-led conservation and help them thrive.

In 2022, we saw even more evidence that global challenges require local action. Community stewardship and restoration of forests, fisheries, and rangelands is critical to addressing climate change, biodiversity loss, and creating livelihood opportunities. As consensus grows on the importance of supporting community-level action, there is also recognition that much more funding needs to be invested in indigenous and local community organizations to support their capacity and interests. In this context, the time is now for exceptional African conservation leaders and their organizations to drive a new era of locally-rooted practices on a growing scale.

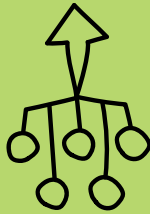


When organizations and leaders can realize their full potential, they'll have more resources and influence, allowing them to achieve even greater impact. Maliasili helps individual leaders and organizations unlock their potential. And together, they are helping people, our climate, and nature.

**Our highlights
in 2022!**



Our 2022 Annual Review shares progress against Maliasili's strategic goals: strengthening organizations, building outstanding leadership, amplifying local resources and influence, and growing our own organization so we can scale our impact. Ultimately, everything we do is about greater conservation impact, and throughout this review we highlight the excellent work our partners are doing to make a difference for people, climate change, and nature.



35
portfolio partners



115
African Conservation
leaders trained



\$2,650,000
raised for partners



\$1,667,000
grants awarded
to partners

1. Stronger Organizations

By 2025, we want to help even more great local organizations develop and grow to achieve increased impact for people and nature. Our goal is to triple the size of our portfolio.

Here we share highlights about our growing portfolio of partners, the work we're doing to help them develop and grow as organizations, and the work they're doing to help community conservation have an impact.



Expanded our reach to 7 new partners in 3 new countries in 2022:



Taita Taveta Wildlife Conservancies Association, Kenya | [TTWCA](#) is a membership organization uniting the conservation efforts of 33 conservancies and ranches spread across 1 million acres of land in the staggering Taita Taveta-Tsavo ecosystem in Kenya.



Community Wildlife Management Areas Consortium, Tanzania | [CWMAC](#) is an umbrella membership organization representing the associations that manage community Wildlife Management Areas (WMAs) in Tanzania.



Rwanda Wildlife Conservation Association | [RWCA](#) is dedicated to providing sustainable solutions to critical wildlife conservation issues in Rwanda.



Umoja Wildlife Conservancies Association, Uganda | As an umbrella organization for community conservancies, Umoja works to support the development and growth of strong community conservancies in Uganda.



Madagasikara Voakajy, Madagascar | Through livelihood development activities, applied research, education, and management, [MV](#) are helping conserve Madagascar's protected areas while helping communities benefit.



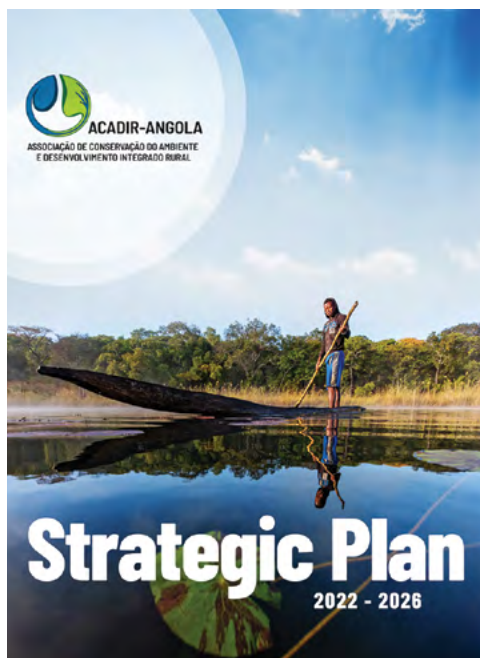
Rede para Gestão Comunitária de Recursos Naturais, Mozambique | [ReGeCom](#) is a national network organization seeking to harmonize and standardize ways to support communities engaging in conservation, especially focusing on the governance of natural resources.



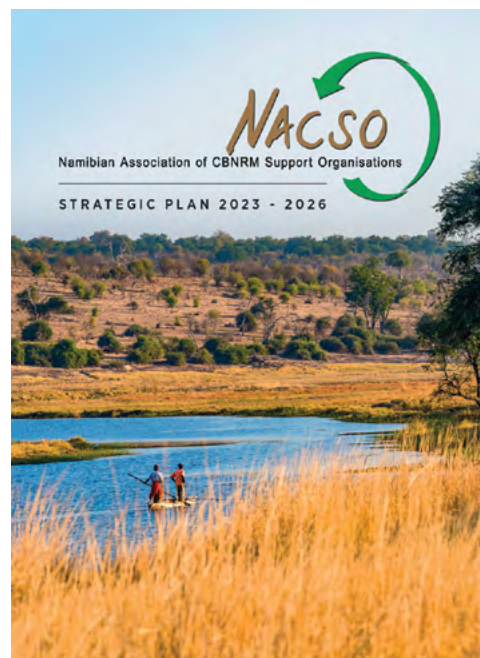
CLAWS - Communities Living Among Wildlife Sustainably, Botswana | [CLAWS](#) seeks to reduce human-wildlife conflict and promote human-lion coexistence by using technology and tradition.



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Gained focus →

14 partners received strategic planning support, clarifying their purpose and focusing their efforts.



Raised profiles →

10 partners received communications support, raising their profiles and abilities to influence and raise funds.



Improved team performance →

8 partners focused on strengthening their team's dynamics and performance through revised organizational structures, improved internal communications, and management plans.





*Stronger organizations
achieving greater
impact with people
at the core of their
conservation work*

1. Gaining Strategic Focus for Marine Conservation

Strong community institutions are critical to fisheries management in coastal East Africa. **COMRED** is a talented Kenyan marine-focused organization with deep roots in the communities it supports. Maliasili began working with COMRED in 2021, and helped it complete a strategic plan to guide the next phase of its growth and evolution.

“This strategic plan seeks to consolidate all the successful work COMRED has done over the last 16 years and create a unified vision and mission for the organisation to enable growth and incredible achievements.”

With greater focus, COMRED wants to diversify the livelihoods of those living by and depending on marine resources. It aims to take their new eco-credit program to 30 groups with a total of 1500 community beneficiaries by 2026.

2. Across the Kavango Zambezi Transfrontier Conservation Area (KAZA) Conservation is all about People

From Angola to Namibia to Botswana, Maliasili supported our partners working in Africa’s most important transboundary conservation landscape—KAZA—to develop and strengthen their strategies for conservation impact. While the organizations—**CLAWS**, **Associação de Conservação do Ambiente e Desenvolvimento Integrado Rural (ACADIR)**, **Integrated Rural Development and Nature Conservation (IRDNC)**, and **Namibia Nature Foundation (NNF)**—differ in what they do and where they work, they all share a very common guiding principle: conservation is all about people, thus there must be real benefits to living with wildlife.



3. Lions, Livestock and Livelihoods

CLAWS in Botswana works in the northern panhandle of the Okavango area, and finds ways to link lion conservation with improving the lives of livestock farmers. In 2022, CLAWS received government approval to operate mobile quarantine livestock enclosures for cattle that are part of communally-managed herds. These enclosures protect wildlife and livestock from transmitting diseases from one another. They will also help farmers increase the value of their cattle - potentially doubling their income - and allow wildlife to co-exist in these areas. Just across the border in the Zambezi area of Namibia, Maliasili's partner IRDNC is working with farmers to better manage their rangelands and reduce human-wildlife conflict so that wildlife and farming can co-exist. And NNF is connecting with CLAWS to learn about their livestock and rangelands management work.

4. Reviving freshwater fisheries

Two partners—**ACADIR** and **NNF**—are improving inland fisheries in the KAZA area. KAZA has a vast river network, but in the past decade freshwater fisheries have dropped significantly, leaving some areas almost entirely devoid of fish. NNF is supporting communities to find ways to regenerate fish stock, using no-fish zones and seasonal bans, which the Namibian government recently agreed to enforce. Over the border, NNF is collaborating with ACADIR by providing technical support on fisheries work. ACADIR is helping communities in southern Angola set up fisheries associations to help them access markets to benefit from improved fishing practices.



5. Baobab powder and vanilla for conservation

Our partners in Madagascar have innovative social enterprises designed to bring more money to local communities for their conservation efforts.

Fanamby, a leading Malagasy conservation NGO focused on supporting communities living around 500,000+ hectares of Protected Areas (PA) in Madagascar, completed their strategic plan this year. In their plan they set goals to make Category V PAs financially viable while offering better economic prospects to local communities through development. In 2010, Fanamby launched Sahanala, a successful social enterprise that through vanilla, rice, ginger, and other farming products has helped to improve the livelihoods of 50 community associations managed by Fanamby.

Inspired by and with support from Fanamby, Maliasili's newest Malagasy partner, **Madagasikara Voajaky** (MV) is also seeking innovative ways to help communities earn money to encourage conservation. MV, which works with more than 20 community associations around protected areas that contain highly endangered species, identified an opportunity to protect—and grow—the last remaining Perrier's baobabs among other endangered species. They worked with local communities to develop strategic action plans for the protection and reintroduction of these baobabs, which has included developing a seedbank to replant these baobabs, while also processing the highly-sought after baobab pulp and selling it at a high market value. Maliasili is supporting MV to develop a new strategic plan to grow and scale their work.

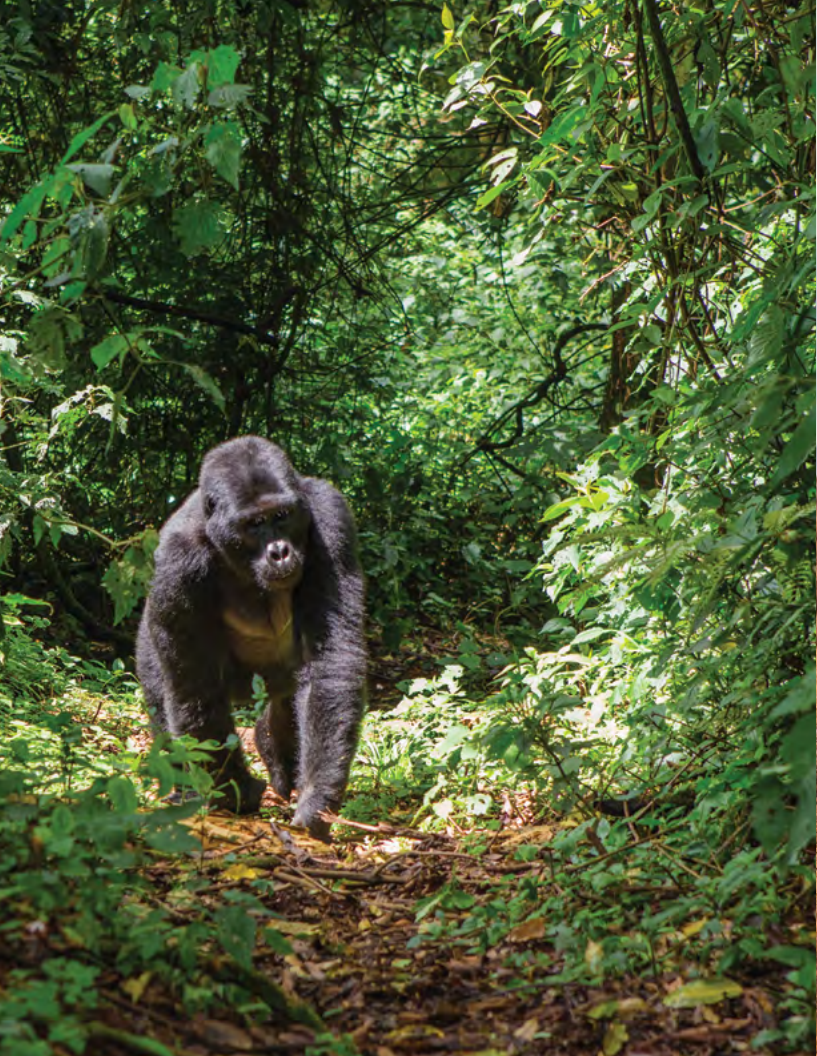


6. Uganda's community conservancy movement - learning from its neighbors



Can Uganda follow its neighbor Kenya's successes with its own homegrown, community-led conservancies movement? The future of Uganda's wildlife outside protected areas largely hinges on that question, and the **Umoja Wildlife Conservancies Association** is a new Ugandan organization that is trying to unite communities and land-owners behind that vision.

In 2022, a learning exchange visit by the **Kenya Wildlife Conservancies Association** to Umoja in Uganda helped Umoja better understand what to expect, plan for, avoid, and do as it sets out on its organizational journey. Like KWCA, Umoja is an umbrella organization, representing the interests and needs of its members. But unlike KWCA, which is a well established institution that has helped to grow a successful conservancy movement in Kenya, Umoja—and the conservancy movement in Uganda—is just gaining traction.





2. Amplifying Local Resources and Influence

A key pillar of our 2025 strategy is to support our growing network of African partners to step up their influence over funding and conservation decisions, so that they can better fund their work and expand their impact.

- ➔ **\$8 million** granted to Maliasili by Mackenzie Scott, which we will dedicate half to seeding a new pooled fund designed to accelerate community-led conservation - the Maliasili Conservation Fund. Targeting outstanding local organizations in three of Africa's most important landscapes for people, wildlife, and biodiversity, we aim to mobilize \$25 million to invest in approximately 40 leading local conservation organizations so that they can scale up their work and impact. The fund will invest in a portfolio of organizations in three key geographies: southern Kenya/northern Tanzania, The Kavango Zambezi Transfrontier Conservation Area (KAZA), and Madagascar.
- ➔ **\$4,465,550** funding granted to or raised for our partners.
- ➔ **1 influential report** on the need to rethink African conservation funding.

Proving the value of direct funding

Maliasili brought \$1.3 million in direct funding to 8 leading local organizations in southern Kenya and northern Tanzania this year as part of our pilot funding mechanism, the [Maasai Landscape Conservation Fund](#) (MLCF).

With MLCF funding partners achieved great impact:

- ➔ **Secured 120,000 hectares** of land across key wildlife landscapes through communal legal title (SORALO and UCRT).
- ➔ **Helped communities earn \$450,000** in carbon revenue while also reducing poaching by 94% from 2020 to 2021 (Honeyguide, working in collaboration with other key organizations, like Carbon Tanzania).
- ➔ **Strengthened the internal governance of six conservancies** around the Maasai Mara, keeping critical wildlife habitat intact and ensuring local landowners benefit from their conservation efforts (MMWCA).



Putting people on the African conservation map

In July, more than 2400 people from 53 African and 27 other countries joined together in Kigali, Rwanda for the first-ever IUCN Africa Protected and Conserved Areas Congress (APAC). Maliasili's partners used this space to put people at the center of the African conservation agenda. They succeeded.

The event concluded with the adoption of the '[Kigali Call to Action](#),' which emphasized the need to strengthen Indigenous peoples and local communities' (IPLC) rights as resource holders; ensure equitable and effective participation of all stakeholders; and provide fair and efficient funding to directly support IPLC-led efforts.

We started planning our APAC engagement and partner support in 2021. It was worth the effort:

- ➡ **20 partners** from 7 countries with 60+ staff at APAC - all equipped and prepared with advocacy and communications trainings prior to APAC.
- ➡ **50+ speaking opportunities** - from keynote addresses to panel discussions.
- ➡ **The Sustainability & Resilience Pavilion** - Maliasili coordinated this lively and vibrant space for community conservation discussions, action, and leadership.

Funding to the point of impact



Omagano Shooya, Maliasili's Southern African Portfolio Manager, begins this [opinion piece](#) sharing her own experience with climate change. She goes on to argue that a key strategy to addressing these challenges is *"by directly and fairly funding the people and local organisations that are driving change and finding solutions to problems such as accessing clean water."*

This message of getting more and better funding to the point of impact, i.e., to the local organizations and communities implementing climate and conservation solutions daily, is picking up momentum. Maliasili and our partners are working hard to spread this message.

[Greening the Grassroots](#), a study we conducted with [Synchronicity Earth](#) that surveyed and interviewed African conservation organizations and funders, was downloaded hundreds of times, garnering international attention and dialogue.

African CSOs perspectives



Improve Funding Policies & Practices

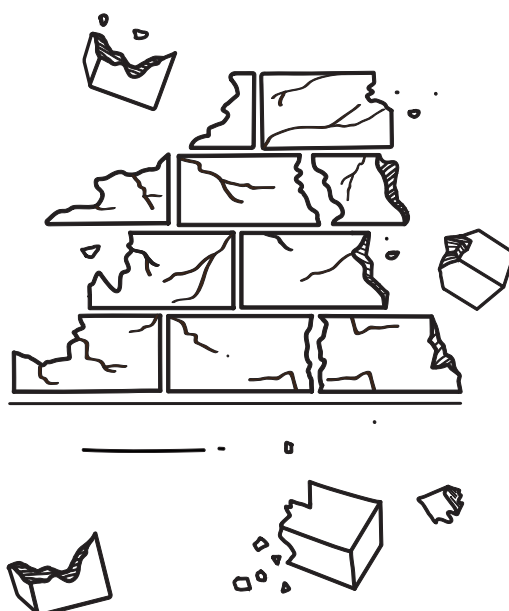
Make Funding Processes Easier and More Accessible

Increase Direct Funding of African CSOs

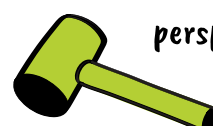
Improving funder-CSO relationships- building trust and sharing risk

Strengthen CSOs' fundraising capacity and networks

Breaking down barriers



Funders perspectives



Invest in more re-granters, pooled funds, and funder collectives, ideally locally-based ones

Take on greater transaction (and other) costs

Include those with local experience in decision-making

Fund organizational development and capacity

Utilize available mechanisms to address legal barriers

Adopt user-friendly processes

Treat CSOs and larger organizations equitably



[READ](#) | African civil society organizations are being locked out of conservation funding - Quartz Africa

[WATCH](#) | Grassroots African conservation groups struggle to raise funding - CNBC Africa



We took this same message to the UN Climate Week:

"I'm a Himba, living in a desert environment, together with desert adapted elephants...To us Himba wildlife means many things... If you see an elephant you are blessed...For us, as communities, and local consevation NGOs, we have done a lot in terms of conserving biodiversity, saving our planet... We have done a lot in Namibia. But there is one impediment.

It is very difficult for conservation NGOs, let alone for community institutions, to raise funding. It is very difficult to even come to Europe and the States to meet the right donors that want to support the right groundbreaking conservation initiatives... Yet, we are saving the world, we are saving wildlife... And therefore we really need a paradigm shift in the way funding is carried out."

-John Kasaona (pictured above), Executive Director, Integrated Rural Development and Nature Conservation (IRDNC)



"Getting conservation funding to effectively support local conservation efforts and interests requires rethinking how conservation funding gets managed, disbursed, and allocated, with new models and practices that can get funding closer to the **point of impact.**"



[READ the article](#) by Fred Nelson and John Kamanga

3. Developing Outstanding Leaders

By 2025, we aim to have a developed and growing community of outstanding leaders that have greater self-awareness and a leader's mindset, and are better able to run high-impact organizations.



50 leaders trained in 2022 from **25** organizations across **11** countries, including 7 organizations in Madagascar.

1 cohort-based program launched in Madagascar, delivered in French, and linking leaders and organizations together from across the country.

1 new leadership program designed and recruited, which will kick off next year as an initiative to train and strengthen mid-level leaders.

10 interns placed with Maliasili and our partners, providing professional learning opportunities while also offering support to these organizations.

954 online learning hours, covering topics from fundraising and strategy to well-being, strengths, and self-awareness.

163 coaching hours.

5 in person workshops held in Namibia, South Africa, Kenya and Madagascar.



Leadership Case Study: COMRED

Patrick Kimani (pictured above) is a natural resource management expert. He has passion for coastal and marine resource management, specifically for fisheries management. Patrick holds multiple degrees and has years of experience in the fisheries space. However, as Director of the [Coastal and Marine Resource Development](#) (COMRED), Patrick recognized that his academic training and technical experience didn't provide him with all the skills he needed to be a successful leader.

He joined the African Marine Leadership Program, co-led by Maliasili and Blue Ventures, with 16 other conservation leaders, and through this he feels better equipped to take community marine conservation to a new level in Kenya.

"My style has evolved, and I connect more deeply with my team and the community members. Throughout the training and interactions with fellow leaders, I became more self-aware, understanding myself and others close to me more intimately."

The success of conservation requires us to connect deeply with people if we are to solve issues. I can now tap into my team's different traits as we implement projects at COMRED. After completing the leadership training, I have used my skills to interact more with communities and appreciate their abilities. The well-curated courses on leadership and problem solving have allowed me to discover and explore my strengths while also exposing areas I can improve to become a better leader."

Journeys from the Africa Protected Areas Congress



[A new generation of African leaders](#)

"If you think there is something you want to do, go ahead and do it. Be open minded, learn from others along the way, and be ready to teach others along the way. It's been amazing being along this journey and it's inspiring that there are so many more African leaders coming along in conservation, this wasn't the case when I started my journey 30 years ago."

-Dr. Gladys Kalema-Zikusoka, Executive Director, **Conservation Through Public Health (CTPH)**, Uganda

ABOUT | CTPH approaches conservation through the lens of human health and livelihoods and the way local people interact with endangered wildlife. CTPH has pioneered a leading African model of endangered species conservation, focusing on Uganda's iconic mountain gorillas and based on the integration of wildlife health, human health, and human-wildlife coexistence.

➡ ctph.org



[Leadership is hard](#)

"I joined Mwambao as program support and I was supporting the program manager. Then after 6 months..I was offered a job to be a program manager and I was like, 'woah... I've never even managed myself and now I'm supposed to manage other people?'...At first it was very hard...I didn't realize that I was actually a leader. But the [marine leadership] program actually shaped me in my behaviors and how I communicate with my fellow colleagues."

-Juma Mohamed, Program Manager, **Mwambao Coastal Community Network**, Tanzania

ABOUT | Tanzania's rich tropical marine environment provides a key source of food and income that supports millions of people, yet is often overlooked in comparison to the country's terrestrial wildlife areas. Mwambao is one of the few local organizations working to protect Tanzania's coastal resources.

➡ mwambao.or.tz



Embracing leadership

"I grew up a reluctant leader...I denied all attempts of being in charge since my very early childhood...I joined Honeyguide in 2014 and coming from a technical background, I took technical positions...computers were easier than people...In 2016 I was invited to the African Conservation Leadership Network...for me this was a game changer for my attitude in embracing leadership."

-Sam Shaba, Program Manager,
Honeyguide, Tanzania

ABOUT | Honeyguide's mission is to make community-based conservation deliver in northern Tanzania. It brings sophisticated technical, management, and business skills directly to local communities at key sites, designing and testing a conservation model that can be replicated countrywide.

➡ honeyguide.org



No one teaches you to be a leader

"If you really want to keep trees alive, you really need to work with people...But throughout my [career], nobody taught me how to be a coordinator, how to be an outreach or a knowledge manager...and I think I only understood what it means to deal with and lead people when I did the training with the [African Conservation Leadership Network]. I think that was my first official training on leadership and I realized that this is more complicated than I thought."

-Jose Monteiro, Executive Director,
ReGeCom, Mozambique

ABOUT | ReGeCom is a national network organization seeking to harmonize and standardize ways to support communities engaging in conservation, especially around the governance of natural resources. Its members include 21 local NGOs and CSOs, foundation and academic institutions, and 5 government agencies.

➡ regecom.org



Watch all leadership stories
youtube.com/maliasili



Our Growing Team

We need an outstanding team if we're going to achieve our ambitious goals set out in our 2022-2025 strategy. In 2022, we increased our staff by 64% from the previous year, from 22 to 35. Meet some of our awesome new [team members](#).





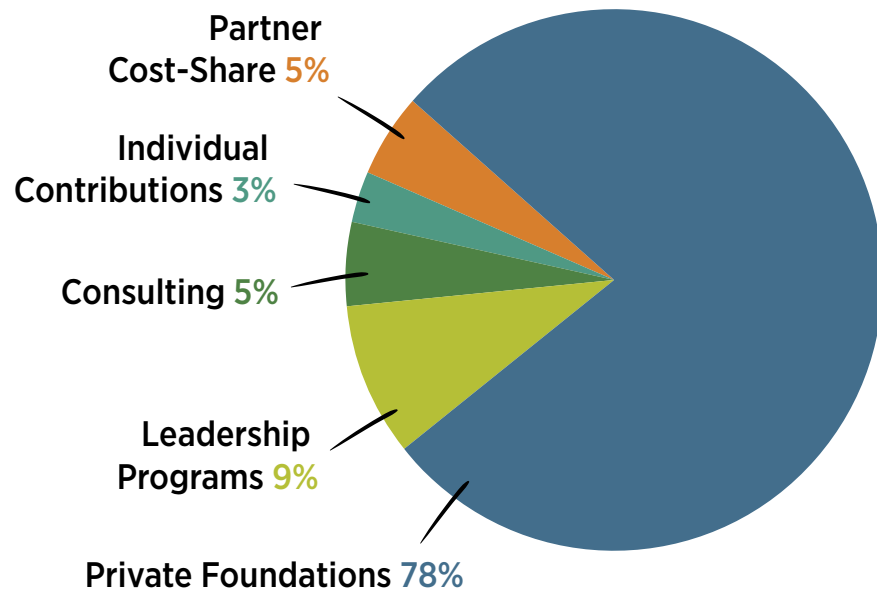
What's next

These are urgent times for people and the planet and at Maliasili we are constantly pushing ourselves to provide better support to a growing suite of partners so that they can achieve more. Priorities for 2023 are:

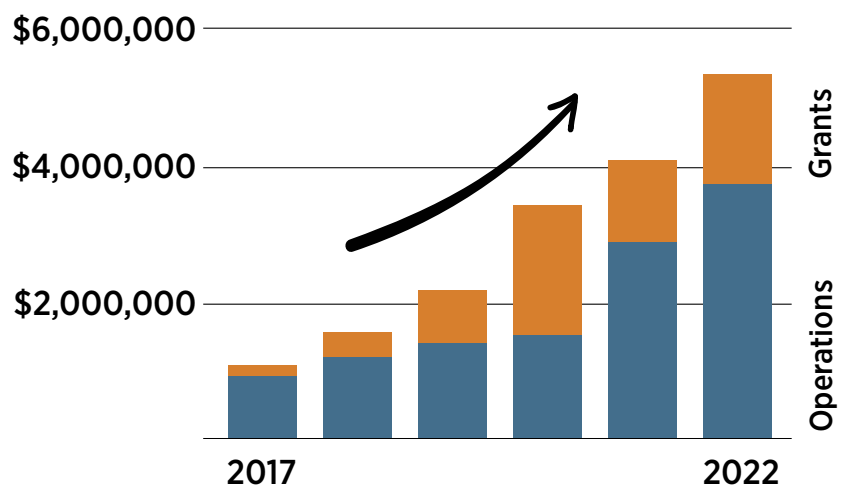
- ➔ **Support new partners** in Uganda, Mozambique, Rwanda, and Botswana to develop their strategies for advancing community-led conservation approaches at the national and landscape scale.
- ➔ **Deepen our strategy** for supporting key local organizations in Madagascar, through a range of new partnerships that builds on our Madagascar Environmental Leadership Program.
- ➔ **Significantly scale up our mobilization of funding** for our portfolio through a new \$25 million, four-year Maliasili Conservation Fund.
- ➔ **Work with a range of like-minded organizations** and our partners in Africa to influence funding practices so that more and better funding is directed to high-impact local organizations in Africa and beyond.
- ➔ **Support the next generation of African conservation leaders** through a new leadership program, increasing investment in marine conservation leaders in East Africa; collaborating with Well Grounded to provide leadership support for organizations in the Congo Basin; and expanding our internship program.

Finances

2022 Revenue by source



Budget Growth



Full copies of the 2022 Audited Financials are available upon request

Giving Thanks

When Maliasili was first established back in 2010, Kipp Baratoff played an instrumental role as the founding board chair, providing critical leadership and guidance in that role for nine years. Many of the organizational development tools and insights that have informed Maliasili's work and support to partners over the years, were derived from conversations with Kipp or advice he gave to the leadership team. He pushed us early on to focus our strategy, clarify our own offer (advice we now give so routinely to a growing portfolio of partners) and to dream bigger in our ambitions. In 2019, Kipp stepped down from his chair role and in October he finally stepped off the board after 12 years, though he will remain close to Maliasili in a Chair Emeritus position and continue to be a source of trusted advice. Thank you Kipp for your many years of dedication and contributions to all of Maliasili's work and growth.



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INVESTING IN PEOPLE FOR NATURE