2019 Key Achievements

26 African conservation leaders from 16 organizations came together in Tanzania to discuss conservation and organizational challenges and opportunities through the African Conservation Leadership Network forum.

Representatives from 8 organizations joined the African Conservation Leadership Network (ACLN), with a focus on southern African participants from Zambia, Mozambique and Namibia.

$2.6 million committed over three years to pilot the Maasai Landscape Conservation Fund as a new pooled funding vehicle to support local organizations’ impacts.

3 new strategic plans facilitated by Maliasili helped our partners zero in on their missions, goals, and impacts: Kenya Wildlife Conservancies Association, Community Health Africa Trust, Pastoral Women’s Council.

3 partners applied a new approach to Monitoring & Evaluation, which has helped them gain clarity and understanding of how they can deliver and track impact.

1 new country - Madagascar - with 2 new partners: Fanamby and MIHARI.
2019: Scaling impact for climate, conservation and communities

During our final Maliasili global team call of 2019 in December, colleagues in Kenya were experiencing severe flooding across the northern part of the country, while Namibia continued to experience a prolonged drought. Meanwhile I was looking out my office window into the forested hills around my home in the state of Vermont (USA). The snowfall had already melted, leaving roads and yards a muddy morass more typical of April than December.

Week to week, the effects of climate change are becoming more evident all around the world, from North America to Africa. 2019 was in many respects the year the world began to fully awake to the planet’s accelerating climate crisis. While political action continues to lag behind, there was unprecedented mass action and media attention as the social, economic and environmental impacts of climate change took on an ever greater sense of urgency.

A core belief at Maliasili is that local action is central to solving global problems like biodiversity loss, poverty, and climate change. Across our growing portfolio of outstanding local African conservation organizations, there are pioneering efforts to solve daunting problems that affect both people and nature, and are supporting efforts to combat climate change as well.

The community-based conservation models that our African partners are developing improve the health of the land and generate new economic opportunities for local people’s livelihoods. This helps local communities adapt to the impacts of climate change, as well as contributing to reductions of carbon emissions in a global context where land use activities, such as forest management or farming, account for about a quarter of total emissions.

- **In northern Tanzania, the Hadza hunter-gatherer community** of the Yaeda Valley received an Equator Prize from the United Nations in September, 2019, in recognition of their achievements integrating indigenous land rights and culture with efforts to combat climate change. With support from two pioneering local organizations, the Ujamaa Community Resource Team and Carbon Tanzania, the Hadza are managing their forests sustainably and earning roughly $60,000 annually from carbon credits for their efforts.

- **Carbon Tanzania and another Maliasili partner, Honeyguide**, are adapting the Hadza community model in the Makame Wildlife Management Area, a vast 400,000 hectare community managed area southeast of Tarangire National Park.

- **In Zambia, BioCarbon Partners (BCP)**, achieved a remarkable milestone in 2019 with the independent certification of one of Africa’s largest carbon crediting projects based on natural forest conservation (known as ‘REDD+’). Not only will this project reduce millions of tons of carbon emissions resulting from improved forest management, but it creates an extensive natural corridor of community-managed forests that will help protect elephants, lions, and other wildlife.

These kinds of locally-driven conservation and restoration measures are creating new opportunities and scalable solutions that deserve greater support and investment. They’re not just addressing our climate crisis, but are also creating jobs, protecting wildlife and ecosystems, and strengthening indigenous and community land rights.

Scaling the work of the best local organizations and finding new ways for them to secure the resources they need to grow and sustain their impact is critical. This is why Maliasili is also increasing our efforts to build collaboration with funders to help get resources to where they are most needed on the ground. In 2019 we worked closely with the BAND Foundation and Liz Claiborne & Art Ortenberg Foundation to create a new fund that will support key community conservation work in northern Tanzania and southern Kenya, and hopefully pilot a new model for funder collaboration and scaling up local impact.

As always, we thank you for your interest, engagement, and partnership in working to advance solutions on the ground for people and nature during these critical times.

—Fred Nelson, Executive Director
Our partners work with local communities to protect Africa’s endangered species—from elephants and rhinos to lemurs.
2,812 Grevy’s Zebra, a unique species found only in Kenya and southern Ethiopia, living in northern Kenya based on the analysis of the 2018 Great Grevy’s Rally, a rangewide collaborative monitoring survey that Grevy’s Zebra Trust plays a key role in organizing. This survey indicated that the Grevy’s Zebra population in northern Kenya is stable. Roughly 90% of all remaining Grevy’s Zebra live on private or communal lands, and the growing number of community and private conservancies of northern Kenya and Laikipia County are critical to their long-term survival.

64% increase in the population density of the critically endangered Perrier’s Sifaka—one of the world’s rarest lemur species—in the Andrafiamena forest in northern Madagascar between 2012 and 2019, as a result of reduced pressure on forests. Fanamby, Maliasili’s first partner in Madagascar, focuses on protecting these critical forest habitats in partnership with resident communities, and linking forest blocks to ensure genetic diversity of endangered species. In 2019, their Black Lemur Camp, established to help generate benefits and protect the Perrier’s Sifaka, was featured in the UK Telegraph newspaper, and won a award from the British Guild of Travel Writers.

28 rhino calves were born on Lewa Wildlife Conservancy during 2019, bringing the total rhino population of the conservancy, one of Kenya’s premier private conservation areas, to 177.

"With the involvement of Maliasili, we now have better goals set, better objectives set, better targets set, and that has really transformed the way we are working in our organization."

-Dr. Tuqa Jirmo, CEO, Lewa Wildlife Conservancy
3X increase of elephants in Namibia over the past 25 years, supported by the dramatic spread of communal conservancies across the country during that time.

0 elephants poached the last four years in community-managed conservation areas where Honeyguide works in northern Tanzania. Research released in late 2019 shows that elephants in Burunge WMA, adjacent to Tarangire National Park, increased substantially from 2011 to 2018, proving the effectiveness of these community conservation areas.

~800 lions living in landscapes where Maliasili partners are working in Kenya, Tanzania, Namibia and Zambia.
How do you know you are saving a species?

The Grevy’s Zebra Trust (GZT) is the only organization in the world focused on saving the endangered Grevy’s zebra. The pressures on the species are diverse, changing, and complex to solve. But there is good news—the population of Grevy’s zebra is rising! GZT has been supporting the establishment of a new population monitoring system that uses the stripes of the zebra as unique fingerprints to create a national database of the species. Using this, GZT and their partners know with a high degree of accuracy how many Grevy’s zebra there are in the population. The problem though, is that species population dynamics are complicated, so there are many reasons why a population may grow or contract. So how does GZT know that the work they are doing is actually impacting the Grevy’s zebra population?

In 2019 Maliasili worked with GZT to help them set up a Monitoring & Evaluation (M&E) system to answer this question. We started this M&E process by leading the GZT team through a theory of change procedure to map out the logic between what GZT is doing to protect Grevy’s zebra and how it will ultimately help to increase the population. By understanding the sequence of steps that connect activity to output to outcome, the organization can start to deliver data that directly links their work to changes in the Grevy’s zebra population.

While we started the work on mapping GZT’s theory of change to help design an effective M&E system, GZT has found the models useful for other areas of organizational development. The process of working through the logic of GZT’s work has helped their individual programs explain to the rest of the organization how each area of work contributes to the united vision of the organization. GZT has also used their theory of change to help their partners and funders understand how their programs will support the growth of Grevy’s zebra populations.

With their new M&E system in place, building on a strategic plan that Maliasili helped GZT to develop in 2018, GZT is set to confidently answer the question: THIS is how we save an endangered species.

“...The impact models have changed the way we operate. We know exactly how what we do will lead to our impact of conserving Grevy’s zebra populations.”

-Sheila Funnell, Research Manager, Grevy’s Zebra Trust
Our partners work with communities across landscapes where people and wildlife live side by side. They secure rights, plan resource use, and help them reap benefits from their conservation efforts.
Ujamaa Community Resource Team (UCRT) supported eleven communities to secure legal rights over 174,000 hectares of their communal grazing lands and forests in several critical corridors for wildlife and livestock. This increases the total area of community land that UCRT has helped pastoralist and indigenous hunter-gatherer communities secure through communal titles over the past decade to 806,757 hectares.

Maasai Mara Wildlife Conservancies Association (MMWCA) brings together 15 conservancies covering roughly 140,000 hectares of land in Kenya’s most important wildlife area. In 2019 they helped secure two new corridors for wildlife in this landscape, with three more conservancies under development.

Integrated Rural Development and Nature Conservation (IRDNC) in Namibia worked with communities, traditional leaders and local government to build support for the Ombonde People’s Park; a proposed community-managed protected area spanning roughly 1 million hectares in northwestern Namibia, which will eventually include three tourism concession areas, as well as conservancy exclusive wildlife and tourism zones, to re-establish a wildlife corridor between the Skeleton Coast to Etosha National Park.
Mwambao Coastal Community Network has worked with 74 villages in the islands of Zanzibar off the coast of Tanzania during the past three years, helping communities to improve the management of 1,432 hectares of coastal seascapes and improve fisheries management through establishing closed fishing zones.

South Rift Association of Land Owners (SORALO) in Kenya secured significant new funding from the Lion Recovery Fund and National Geographic to expand their conservation work across over one million hectares of Maasai community lands in the South Rift Valley.

Amboseli Ecosystem Trust (AET) facilitated the completion of a new 10-year General Management Plan to coordinate land use and conservation efforts in Kenya’s Amboseli ecosystem, which spreads across 500,000 hectares around the foot of Mount Kilimanjaro.
Maintaining management systems and keeping funds flowing for over three decades was the last thing on the minds of Garth Owen-Smith and Dr. Margaret Jacobsohn, when they set up an informal project to involve rural communities in wildlife management in Namibia’s rugged Kunene Region in the 1980s. Two decades later, the once-small field project had become one of southern Africa’s most distinguished conservation organizations - now known as Integrated Rural Development and Nature Conservation (IRDNC); with several dozen staff, an office and administrative team in Windhoek and two regional programs comprising field teams and vehicle fleets in the most remote corners of the country, as well as a nascent transboundary initiative in the Kavango-Zambezi Trans-frontier Conservation Area. IRDNC’s long-term field presence and impressive results attracted the attention of international conservation groups keen to support this work, and the scope of IRDNC-supported areas mushroomed into more than 50 communal conservancies spread around nearly 50,000 km².

IRDNC’s resources came from a number of key early supporters such as WWF-UK and USAID, which invested over $30 million in the conservancies from the early 1990s to around 2010. But by the 2010s, Namibia had become a middle-income country, causing many donors to phase out their support to the country’s conservation sector. It was around this time (2015-2016), that IRDNC asked Maliasili to facilitate a strategic planning process that sought to review the organization’s overall portfolio of work and priorities, as well as address resourcing constraints in this new environment.

Over the past three years, at a time where most Namibian NGOs are increasingly feeling constrained by their funding environment, IRDNC has been able to grow its annual budget from roughly US $1.4 to $1.8 million, an increase of about 30%. Maliasili has sought to assist IRDNC to overcome the limitations of short-term, project-based funding frameworks by focusing on developing more strategic and ideally long-term funding partnerships. We supported, for example, the ongoing funding partnership that IRDNC has with Bread for the World (BfW), the relief and development agency of the German Protestant church, which renewed their support to IRDNC in 2018. Together with IRDNC, and other portfolio partners, we are continuing to explore ways of supporting fundraising that will increase the flow of the kinds of funding and long-term partnerships that enables groups like IRDNC to play their role as pioneers in African conservation.
Our partners are pioneering creative enterprises that are helping communities generate benefits from the wildlife, forests, fisheries and rangelands they live alongside.
$4.8 million earned annually by over 14,000 landowners in Kenya’s Maasai Mara from conservancy lease payments, with this wildlife and tourism income now comprising roughly 40% of household income in some conservancies. The Maasai Mara Wildlife Conservancy Association (MMWCA) was able to help negotiate new 25-year leases for three conservancies in 2019.

Namibia’s community conservancies generate roughly $10 million in total income from sustainable use of wildlife, and account for over 5,300 jobs. In the conservancies where IRDNC works, revenue increased from $2.4 million to $2.8 million between 2016 and 2018, and the number of people employed by conservancies more than doubled, to 1,313.

The World Bank released a new report, *When Conservation Becomes Good Economics*, that highlights the economic importance of the more than 160 conservancies now established in Kenya, and recommends increased investment in conservancies as a key strategy “to boost and diversify economic activities in some of the most remote parts of the country.” The report draws heavily on data compiled on conservancies by the Kenya Wildlife Conservancies Association.
An estimated 40,000 women received contraception through Community Health Africa Trust’s (CHAT)’s initiatives and almost 140,000 people were engaged in family planning information and learning dialogues. CHAT’s focus on reproductive health is a key component of efforts to empower women and integrate health and women’s development into wider conservation and environmental initiatives in northern Kenya.

$209,000 in revenue generated from wildlife tourism by Randilen Wildlife Management Area in their most recent fiscal year, a 43% increase from two years prior, thanks to Honeyguide’s ongoing support of this community area’s management and business development strategy. Honeyguide also launched a new website for Enduimet WMA that is designed to help this community conservation area improve its marketing and attract more visitors.
Maliasili staff love sharing pictures of visits to the Honeyguide office in Arusha, which illustrate Honeyguide’s growth over the past few years into a regional leader in community conservation. Some of our favorite images include: a tattered and worn passport-size Honeyguide strategic plan getting pulled from a backpack to help guide decision-making; summaries of individual work priorities pasted on every team members’ office wall; white boards filled with program reflections, monthly work plans, and fundraising strategies; senior management team meetings featuring youthful, energized Tanzanian faces. Of course, the elephant herds and green landscape photos from the community conservation areas in northern Tanzania where Honeyguide works are also great, but Honeyguide seems to have fully internalized the way that performance in the office translates into impact in the field.

Back in 2016, when we first started working with Honeyguide they had achieved important conservation gains in the field, particularly by addressing a spate of elephant poaching in northern Tanzania. They were developing a range of creative and low-cost approaches to address human-wildlife conflict in farms on community lands adjacent to Tarangire National Park. But, like many young organizations, Honeyguide was struggling to bring their work together into a coherent strategy to guide the organization to achieve greater impact and articulate why they were doing what they were doing. That’s when we began working together.

Over the course of the past three years Honeyguide has transformed as an organization. We began by helping them refine their core impact model and develop a 2017-2021 strategic plan, which brought clear focus to the team on their core purpose: making community-based conservation in northern Tanzania deliver tangible results for both people and wildlife. From there we focused on leadership development, with two of their team members participating in the African Conservation Leadership Network. The result was not only stronger and more equipped leaders, but the creation of a new Program Manager position and the establishment of a Senior Management Team to guide and support the organization.

When Honeyguide faced a serious funding crisis midway through our partnership, they used their strategic plan to help weather the storm. They made tough but strategic budget and staffing cuts; and with our help, they buckled down on their communications and fundraising efforts, developing strategies to guide their approach and make best use of their limited resources in both areas. They rebounded and raised more than $350,000 in new funds and developed new relationships and opportunities—all the while, continuing to achieve results on the ground.

Today, Honeyguide is driving their own organizational growth—from work planning, to team building, to new film products, to reviewing and revising their strategic plan—all on their own. What guides them? Results and impact, which they continue to achieve.

"[Maliasili] helped us build our team together, that has been one of the key things that Maliasili has helped us at Honeyguide. Understanding who we are, what we are and what we’re going to do - and we will do that."

-Damian Bell, Executive Director, Honeyguide
ACCELERATING IMPACT:
COMBATING CLIMATE CHANGE

By promoting communities as effective stewards of rangelands, forests, and mangroves, our partners are helping to reduce carbon emissions from land use change, playing an important role in climate change mitigation.

BioCarbcon Partner’s (BCP) Luangwa Community Forests Project, which was verified by leading international carbon credit certification bodies in late 2019 and is now Africa’s largest REDD+ project, will result in annual savings of 2.9 million tonnes of CO₂ emissions, equivalent to the annual greenhouse gas emissions of driving over 600,000 cars.

Carbon Tanzania, has established a partnership with Makame WMA in northern Tanzania, that will help protect this vast 400,000 hectare WMA, an area larger than all of nearby Tarangire National Park, while preventing the loss of 268,000 trees every year through improved protection and land management. This project is being carried out in close collaboration with Honeyguide and UCRT.

The Maasai Mara Wildlife Conservancies Association began work on a 2-year grant from the Climate Justice Resilience Fund, intended to “amplify the voices and build the leadership of women and youth as MMWCA pioneers new approaches to management of land and natural resources.”
Imagine if an organization with a diverse range of cultural backgrounds and native languages could share a common language about their personalities and what makes them tick as a team? How much more effective would their team be?

We all know that there are important character and personality differences between people, but we don’t always understand, or have a comfortable way of talking about how those differences can affect our working relationships—in both good and bad ways. At Maliasili, we use the Myers Briggs Type Indicator (MBTI) tool to help our partners find that common language that makes uncomfortable conversations a little easier, more productive and maybe even enjoyable. Originally we were skeptical of the utility of the MBTI framework—Maliasili works in five countries with more than 16 partners that together have more than 500 employees, all of whom have different backgrounds, ethnicities and native languages. Could this western personality tool really resonate in such diverse settings? But it has proven to be one of our most valuable and sought after tools, working across borders, cultures, and boardrooms, to help teams enhance their organizational strengths and improve team relationships and performance.

In September 2019, Maliasili joined the Maasai Mara Wildlife Conservancies Association (MMWCA) at their newly built headquarters in the heart of the Maasai Mara ecosystem. MMWCA already had a high-performing team, but they saw that MBTI could be a useful tool to enhance their teamwork even further, while also giving them space to reflect on their individual and organizational work styles. While looking out over the spectacular landscape, the MMWCA team explored their own and their teammates’ personality preferences and natural tendencies, and how those can shape the way people interact and work effectively together.

In looking at how their personalities and preferences impact how they approach issues such as communicating with colleagues, executing assignments, and managing change, the team was able to see how individuals could utilize and complement each other’s strengths even more productively. One of the main learnings from the session was that their drive to execute their work quickly and efficiently can sometimes lead to people within the team feeling unable to offer a different perspective or innovative new thinking. Team members were also able to understand the different behaviors and preferences that introverted and extroverted personalities often have and which can create tension in the workplace—imagine a colleague who really wants to talk through a problem versus someone who wants to think and reflect on their own. We have seen this play out across the many nationalities and cultures with which we have used the MBTI tool.

One of MMWCA’s senior team members, Daniel Muli, gave the session his blessing, saying, “I am happy to have learnt who I am and I can say it is true!” High praise from a Maasai leader and an example of the cross-cultural relevance and enthusiastic uptake that has made MBTI such a popular part of our team development support services.
We believe the effectiveness and sustainability of conservation depends on local and national leadership. Our partners represent a vibrant range of civil society organizations, networks, and community associations helping to drive conservation practices that are by and for the people.
The Kenya Wildlife Conservancies Association (KWCA) now stands at 121 conservancy members, accounting for over 4.6 million hectares of conservancies around the country. In early 2019, KWCA convened over 120 conservancy leaders from 28 counties at the 4th Annual National Conservancies Leaders Conference, as it continues to provide the key connective tissue for Kenya’s increasingly important national conservancies movement.

Maanda Ngoitiko, the founder and Executive Director of Pastoral Women’s Council (PWC) in northern Tanzania, was honored by the Segal Family Foundation as their 2019 Grassroots Champion. PWC is a unique membership-based women’s organization comprised of over 6,000 women from 96 villages in some of the remotest areas of northern Tanzania.

“Through working with Maliasili our organization has become a lot more focused, a lot more strategic, and as a result we see ourselves achieving more with less resources and less time.”

-Dickson Ole Kaelo, CEO, Kenya Wildlife Conservancies Association
14 Tanzanian civil society organizations constitute the Tanzania Land Alliance (TALA), which is the country’s leading network on land tenure issues. In 2019 Maliasili worked with the alliance and its members to help them identify key policy priorities for engagement and influence, in order to implement a strategic plan developed in 2018.

NACSO, the key convening body for civil society collaboration on CBNRM in Namibia, launched a new web portal on Namibia’s communal conservancies that greatly improves the communication of the economic and conservation impacts of community conservation in the country. Go to: communityconservationnamibia.com
It was the most entertaining game of musical chairs. There were quick sprints, people pushed to the floor, and shrieks of both laughter and indignation—the competition to hold the final chair was fierce. But when the music was going, the dancing was phenomenal, with each individual gliding happily and rhythmically. While this was meant to be just a quick exercise in the midst of an intense strategic planning workshop, it also provided a window into the Kenya Wildlife Conservancies Association’s (KWCA) organizational culture, one that is just as driven by results as it is by passion. That passion is a desire to see more Kenyans as conservation leaders.

Using that core belief to guide thinking about its future as the lynchpin in the country’s national conservancies movement, KWCA set out to develop a new five-year strategic plan with Maliasili’s support in 2019. The process, which took nearly a year, involved engaging with more than 100 of Kenya’s conservancy leaders hailing from 11 different regions; interviewing 25 key stakeholders and partners; and holding multiple workshops with KWCA’s board and secretariat. With so many different individuals and interests involved, there were of course many different ideas about KWCA’s future.

This points to what is always one of the core challenges in strategic planning: making tough choices that drive focus but also create boundaries to one’s work. Having facilitated more than a dozen strategic plans with leading conservation organizations during the past few years, we understand that there are always more options than there are resources and capacity. Thus, our strategic planning process is premised on the belief that effective organizational strategy is about identifying the most important priorities for a particular organization, including understanding what they are uniquely positioned to accomplish and designing the right actions to deliver.

For KWCA, the major breakthrough during the strategic planning process was their recognition that as a national umbrella body representing all of Kenya’s conservancies, they need to be an ‘enabler’ rather than an ‘implementer,’ which was a role they often played as a young organization trying to get off the ground. It wasn’t an easy decision for a team that loves action and to get things done, but when they stepped back and looked at their role in the Kenya conservancy movement—a space with more than 700,000 people living across 6.3 million hectares around the country—they accepted that this was the right role for them going forward.

Thus, for the next five years KWCA will focus on building the capacity of others, such as the Regional Associations that represent conservancies; serving as an information hub for the conservancy movement; and ensuring national policies and practices are supportive and favorable to communities and conservation.

With government, local communities and a wide array of conservation partners behind them, KWCA is poised to continue to catalyze one of Africa’s most important national conservation movements.

Growing Kenya’s conservancies movement

Growth of KWCA Member conservancies

Area covered by KWCA conservancies (Ha)
In order to support more partners and help them achieve greater impact, a key priority for Maliasili in 2019 was continuing to increase our financial and human resources capacity.

Our 2019 overall expenditure budget grew to $2,158,132, including $778,500 in grants to our partners. We worked closely with two key partners, the BAND Foundation and Liz Claiborne & Art Ortenberg Foundation, to design a new pooled fund that will invest in the work of local organizations in northern Tanzania and southern Kenya and serve as a prototype for getting enabling funding to leading local organizations; by the end of 2019 we had raised $2.6 million for this fund and aim to launch it in 2020.

Maasai Landscape Conservation Fund | $668,333
Private Foundations | $1,723,500
Individual Contributions | $376,023
Partner Cost-Share | $81,247
Leadership Programs | $206,342
Consulting | $45,765

Full copies of the 2019 Audited Financials are available upon request

"Maliasili is unusually skilled at identifying the most effective emerging local conservation leaders and helping them reach their full potential. The dramatic increase in conservation impact by their partners is a testament to the effectiveness of their approach."

-Kent Wommack, Executive Director, Liz Claiborne & Art Ortenberg Foundation
Thank you to our Funders and Partners

Key Funding Partners

Acacia Conservation Fund
BAND Foundation
Bright Horizon Fund
Liz Claiborne & Art Ortenberg Foundation
MacArthur Foundation
Mulago Foundation
The Nature Conservancy

Supporters

Individuals and organizations providing at least $500 in support of our work in 2019.

Anonymous (5)
Kel Campbell
Carla and David Crane Foundation
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Catherine Durand-Brault and Markus Kant
Charles Fritz III
Goldman Sachs Matching Gift Program
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Kim Stewart
Jane and William Stocklin
Emma Wypkema

“Maliasili has created a unique suite of organizational development services tailored to the operating context of local conservation organizations. MacArthur is supporting Maliasili because its work is well-suited for application in Madagascar where there is a need to create a durable and effective civil society to drive local conservation and community development efforts and sustain just environmental outcomes.”

-Kate Barnes, Senior Program Officer, MacArthur Foundation

“Our investment in Maliasili is an investment in a new paradigm for community-led conservation - one where resources and influence flow to local organizations that deliver results for people and critical landscapes across Africa.”

-Kristin Gilliss Moyer, Senior Investment Partner, Mulago Foundation

INVEST IN US
When you invest in Maliasili, you invest in our entire conservation portfolio.

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