


# Strategic Plan 2017 – 2021

- 
- A young child is running across a field, captured with a motion blur effect. The child is wearing a light-colored, long-sleeved shirt and a patterned skirt. The background is a soft-focus landscape of green grass and trees under a bright sky. The child's face is lit up with a smile, and their arms are outstretched as they run.
- 1 Executive Summary
  - 2 Background
  - 3 Vision and Mission, Values and Theory of Change
  - 4 Our Strategy – Realizing Honeyguide’s Theory of Change
  - 5 Programs
  - 6 Geographic Focus and Future Investment Criteria
  - 7 Strengthening our Organization



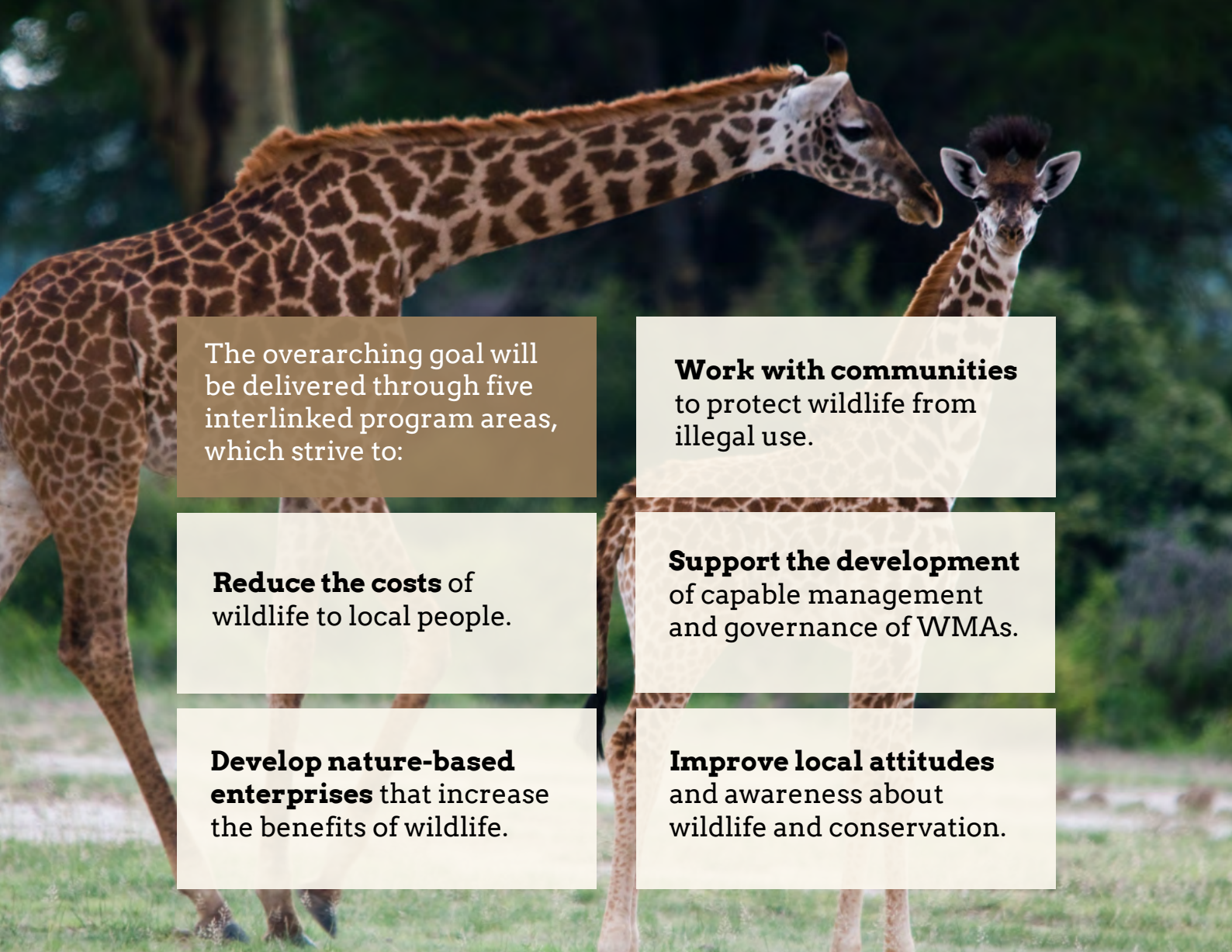
# 1 Executive Summary

In Tanzania, the rapidly growing human population continues to rely heavily on natural resources to support their livelihoods. These resources include the wildlife that is central to Tanzania's economy, with tourism generating more than \$2 billion in total revenue annually. Despite the importance of these resources to the economy, wildlife is under threat due to population growth, poaching and habitat loss, with 60% of Tanzania's elephants lost since 2009 alone.

In the 1990s, the Tanzanian government piloted Wildlife Management Areas (WMAs) as a national policy framework for community-based conservation, through which to involve local communities in wildlife management and to enable people to benefit from wildlife protection. To date, not one of the more than 20 WMAs in existence across Tanzania have generated adequate funds to cover management and wildlife protection costs, nor to sufficiently incentivize local conservation efforts.

For the last decade, Honeyguide has played a lead role in developing successful models of community-based conservation in Tanzania, based on communities valuing and protecting wildlife. Since its inception, Honeyguide has grown into a leading Tanzanian community-based conservation organization with an expanding reach and impact. Today Honeyguide operates a wide range of initiatives across 6 project sites covering nearly two million acres of key wildlife habitat in northern Tanzania, with 57,000 people impacted in its project areas, contributing to the protection of more than 5000 elephants across the Tarangire and Amboseli Ecosystems. Since Honeyguide has started working, not a single elephant has been killed for its tusks within Honeyguide's priority sites (Enduimet and Randilen WMAs), and crop damage has been reduced by 70%.

This strategic plan focuses Honeyguide's efforts and investments over the next five years on achieving the ecological viability and financial independence of Enduimet WMA and Randilen WMAs by 2021, in order to establish these as strong models of Tanzanian community-based conservation.



The overarching goal will be delivered through five interlinked program areas, which strive to:

**Work with communities** to protect wildlife from illegal use.

**Reduce the costs** of wildlife to local people.

**Support the development** of capable management and governance of WMAs.

**Develop nature-based enterprises** that increase the benefits of wildlife.

**Improve local attitudes** and awareness about wildlife and conservation.

Honeyguide recognizes that delivering its overarching goal will require significant investment in its own institutional strengthening, and to this end will dedicate resources and funding over the next five years to building the capacity of its team, diversifying funding streams and solidifying its internal systems. Successful implementation of this strategy will be key to proving that WMAs can effectively deliver community-based conservation, which enables local communities to benefit from protecting wildlife and its habitats.

# 2

## Background

### The Context

Tanzania has placed more than a third of its lands under protected status in order to safeguard its extraordinary wildlife populations and natural landscapes. Some of northern Tanzania's parks and reserves, such as the Serengeti, Mount Kilimanjaro, and Ngorongoro Crater, have become international icons of African wildlife and wilderness. Indeed, Tanzania still has some of the greatest biodiversity in the world, and some of Africa's largest and most diverse wildlife populations.

Yet today, conservation efforts in Tanzania face growing challenges. At the time of the country's independence in 1961, the national population stood at just over 10 million people. That figure could soon eclipse 50 million, and, by 2050, it is expected to reach around 137 million. The vast majority of Tanzanians continue to rely on natural resources in rural areas to support their livelihoods. With new population pressures, such natural resources often fall under greater stress and can cause a range of conflicts.

In recent years, the poaching crisis has made headlines throughout the world, with Tanzania losing around 60% of its elephant population since 2009. The bushmeat trade has also expanded in many areas. Habitat is being lost primarily due to population growth, increasing human settlements, and the conversion of pastoral rangelands to farms. In the Tarangire-Manyara ecosystem, for example, habitat loss has been far more detrimental to wildlife than poaching over the past 30 years, revealing that wildlife depends on community lands for survival due to the seasonal nature of rains and grazing resources located across a mixture of community and state lands.

To respond to such challenges, Tanzania has developed measures to enable local communities to benefit from wildlife and grant them incentives to protect habitat and prevent poaching. It is clear that with a growing population and pressures to improve human well-being at the center of development concerns, wildlife must be a valued asset at the local scale if conservation efforts are to succeed. During the past 15 years, Tanzania has made considerable progress in developing Wildlife Management Areas (WMAs) as a national policy framework for community-based conservation, and today there are more than 20 WMAs across the country. However, these WMAs face significant challenges, particularly:

- WMAs and their leadership bodies have a low capacity to govern and manage their programs and initiatives.
- Transparency and accountability are pressing issues, in terms of the ability of communities to hold WMA managers and leadership accountable for the use of resources and decisions.
- WMAs have generally not generated sufficient revenue and other benefits from wildlife, and communities have limited capacity to develop enterprises that can increase the local economic value of wildlife.

**Honeyguide's programs are designed to overcome these challenges and deliver effective, impactful and viable WMAs as a foundation for community-based conservation in northern Tanzania. This is the central goal of this strategy.**

## Honeyguide's Progress and Achievements

**This time-line provides a summary of Honeyguide's progress and achievements since its founding in 2007**



# 3

## Vision and Mission, Values and Theory of Change

### Vision:

Communities and wildlife in northern Tanzania will benefit from each other's existence and thrive for generations to come.

### Mission:

To build and support robust and sustainable community-based conservation outcomes in northern Tanzania.

We focus on Wildlife Management Areas, and the village land areas bordering these, as key sites that we aim to develop as models of successful and durable community-based conservation.

**Our core purpose is to deliver effective, impactful and viable WMAs** in northern Tanzania, on a growing scale, as a foundation for successful community-based conservation in Tanzania. Effective management, governance, enterprise development and wildlife protection within the WMA, and human-wildlife conflict mitigation and building awareness in communities bordering the WMA, will result in people's willingness to continue to live with wildlife across large landscapes in the long-term.

### Values:

#### RESPONSIBILITY

For everything we do, every dollar we spend, every initiative we take on

#### EMPOWERMENT

For those who seek to lead wisely and progressively by example

#### RESPECT

For communities, government, all stakeholders and the environment around us

#### PARTNERSHIP

For transformative positive impact across vast trans-boundary landscapes

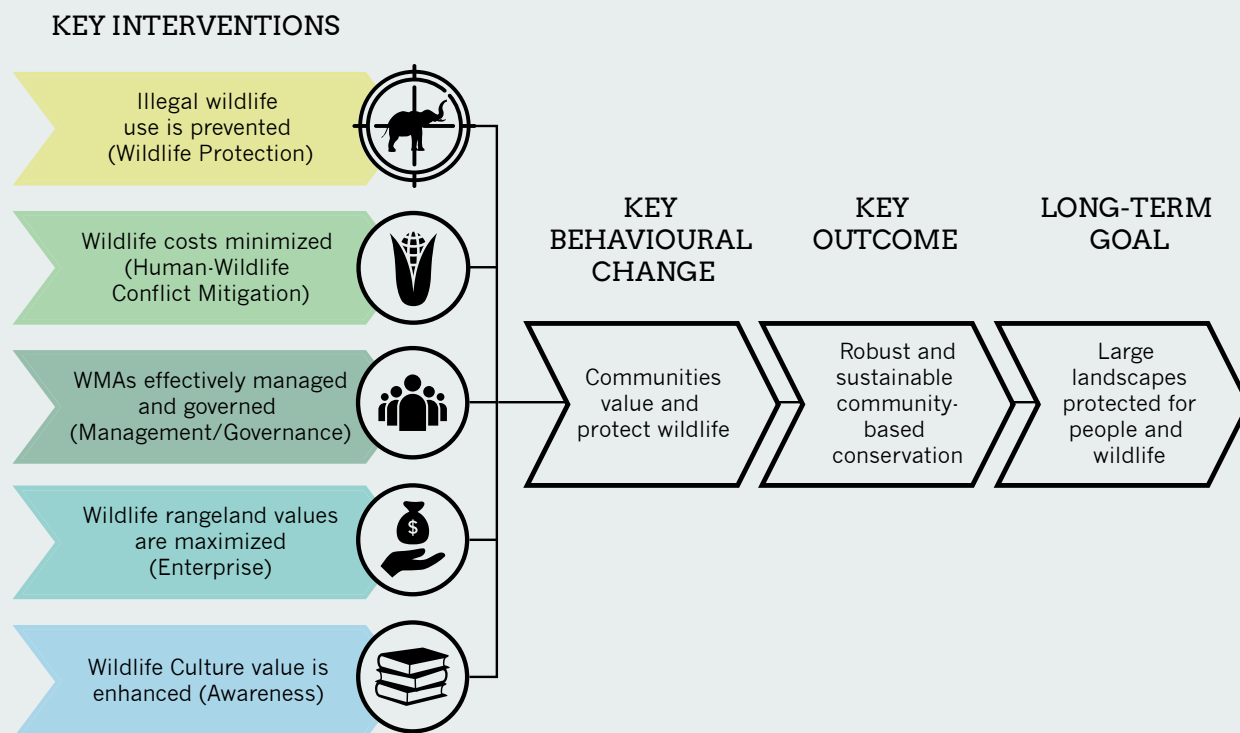
#### COMPASSION

For people and their livelihoods, for wildlife and their habitats

#### INNOVATION

For data-driven strategies, adaptive management, and sensible solutions

# Theory of Change: How We Achieve Impact



For wildlife to continue to thrive in northern Tanzania, wildlife migratory routes and dispersal areas on community lands must be protected. For this to happen, local communities must take the lead in managing and protecting wildlife and wildlife habitats.

Honeyguide works to bring about behavioral changes at the community level that result in communities protecting wildlife and rangeland habitats, based on their own social, economic, and cultural interests and values.

**We seek to achieve these behavioral changes through five basic areas of intervention:**

- **Working with communities** to protect wildlife from illegal use.
- **Reducing human-wildlife conflict** by preventing economic damage (crop destruction and livestock predation), in order to reduce the costs of wildlife to local people.
- **Supporting the development** of capable management and governance of Wildlife Management Areas (WMAs) and other local institutions.
- **Developing nature-based enterprises** such as tourism that increase the benefits and value of wildlife and rangelands to local people.
- **Improving local attitudes** and awareness about wildlife and conservation values through film and other educational measures.

We believe that these five key components, when integrated in the field, will result in durable and effective local conservation practices. A reduction in the costs and increase in benefits of living with wildlife will create resilient ecosystems, in which people are willing to continue to live with wildlife in the long term on community land.





## 4 Our Strategy – Realizing Honeyguide’s Theory of Change

Honeyguide has developed this strategy to provide a clear direction to guide its longer-term progress, vision and impacts, as well as our daily work, for the next 5 years.

### Overarching Goal (2017 – 2021)

Our major goal in the next 5 years is to achieve ecological viability and financial independence for our two priority sites, Enduimet WMA and Randilen WMA, by 2021, and to establish these as strong models of Tanzanian community-based conservation.

### Site Selection:

Enduimet and Randilen WMAs have been selected primarily because business plans and financial analyses indicate that both sites have the potential to become financially sustainable, and to produce a return on investment for the communities. Honeyguide thus sees investment in these sites as strategic and sustainable, and has built an exit strategy into the business model and partnership with each WMA. Both sites also have significant conservation value.

### Randilen WMA:

Randilen Wildlife Management Area (RWMA) covers 312 km<sup>2</sup> across eight villages in Monduli District, and is home to 16,000 residents who are mostly pastoralist and agro-pastoralists. Randilen borders Tarangire National Park, and is a key dispersal and migratory corridor for the large population of elephants that live in the northern part of the park. This makes the WMA a critical habitat for northern Tanzania’s largest elephant population, helping to attract tourists who pay more than \$4 million in park fees to Tarangire every year.

### Enduimet WMA:

The Enduimet Wildlife Management Area (EWMA) in Longido district is home to 30,000 people, and shares a border with Kenya. This area comprises the southern portion of the Greater Amboseli Ecosystem, an important trans-national migratory route and dispersal area for elephants and many other wildlife species.

Honeyguide aims to deliver this overarching strategic goal through five basic programs, each of which is a critical component in empowering and enabling successful community-based conservation.

Once Enduimet and Randilen WMAs become financially viable and ecologically sustainable by 2021, Honeyguide's efforts and focus will shift to supporting other WMAs in northern Tanzania to become effective, impactful and viable. These new WMAs where Honeyguide will intensify its efforts will be selected based on Honeyguide's Future Investment Criteria (see Section 6), or may be drawn from Honeyguide's list of service provision sites. Each of the programs is explained in further detail below.



# 5 Programs



## 1. Wildlife Protection

The success of any conservation system, including WMAs, depends on effective management and enforcement so that wildlife and other resources are protected. This is also critical to communities' abilities to develop tourism and increase returns from wildlife. The main objective of our Wildlife Protection Program is to elevate and strengthen the protection of wildlife and their habitats, both within the WMA and in the surrounding village land.

**As of 2015, Honeyguide assists in guiding, training, equipping, and incentivizing nearly 130 village game scouts across 6 project sites covering more than 5,000 km<sup>2</sup> of critical habitats.**

Honeyguide's basic model for wildlife protection is to raise awareness among communities about the benefits of anti-poaching, and to train the Village Game Scouts (VGS) on anti-poaching techniques. A key philosophy of Honeyguide's protection work is to help the WMAs to reduce the costs of this protection, which accounts for 60 – 75% of WMA management expenditures, by building a foundation in local intelligence and a network of community informants. VGS rangers are rewarded for carrying out successful arrests, while community informants are incentivized to provide information that leads to arrests. Tracker dogs are another inexpensive and highly effective part of Honeyguide's model for wildlife protection, and these tracker dogs have assisted in catching almost all poachers that have shot elephants in the WMAs which we support. Another key element of Honeyguide's wildlife protection approach involves liaising with government departments such as the Tanzania National Parks Authority (TANAPA) and Wildlife Division (WD) regarding anti-poaching activities.

### **Key Results for Enduimet and Randilen WMAs (by 2021)**

- Zero elephant poaching maintained
- Elephant populations are stable or rising, with an increase in herds with calves as a result of low poaching pressure and strong security.
- Reduced bushmeat poaching
- Increased community participation in protection
- WMA taking full control of protection by covering 100% of planning, resources and implementation costs.

**Track Record:** Honeyguide's protection program has shown significant impact, with this community-based anti-poaching model leading to a reduction of elephant poaching by an average of 90% in Enduimet and Randilen WMAs since 2012.



## 2. Human-Wildlife Conflict Mitigation (HWC)

Our HWC program's main objective is to reduce economic damage caused by wildlife to farms and other local properties.

Conflict between people and wildlife is a major challenge for conservation efforts on community lands around protected areas. The costs of wildlife damage to local people must be reduced so that local communities will be willing to continue to live with wildlife over the long term. Our approach to human-wildlife conflict is to develop cheap, practical, and locally owned conflict mitigation systems, as key ingredients to the sustainability and scalability of HWC systems. The result is that communities who live with wildlife incur fewer costs, which increases their willingness to continue to live with wildlife. In order for communities to accept wildlife on their community land, communities need WMAs to help keep wildlife off peoples' farms.

Honeyguide's basic methodology for HWC is to train Village Crop Protection (VCP) teams in using HWC toolkits. These comprise four pieces of equipment, which are deployed sequentially based on escalating need:

- **Torch:** to chase wildlife away by using light;
- **Horn:** to chase wildlife away by using noise;
- **Chilli Cloud:** to chase away elephants by distracting the elephant's sense of smell with chilli powder;
- **Roman Candle:** to chase away aggressive elephants with the sound and colours of these mini-fireworks.

Honeyguide's HWC model uses a "training of trainers" approach. Once the VCP team is trained, they train other community members in these crop protection methods. Communities have high demand for successful HWC mitigation – in some villages, the number of individuals trained in these methods has increased by as much as 15-20 times through VCP trainings. A key objective for Honeyguide in terms of its crop protection work is for communities to take over ownership and funding of these programs in Randilen and Enduimet WMAs during the next 5 years. Communities' willingness to do so is an indicator that village crop protection is having significant impact, as seen through improved harvests, less elephants entering farms and increased revenue from crop sales.

In addition to the crop protection work delivered by Honeyguide village crop protection teams, another key HWC cost incurred by communities surrounding WMAs is predators killing livestock. Honeyguide will address this challenge by working to identify an organization with expertise in livestock predation with which to develop a partnership.

### **Key Results for Enduimet and Randilen WMAs (by 2021)**

- Communities have the tools and knowledge to protect their farms against wildlife damage
- Communities are funding 100% of the ongoing day-to-day costs of all crop protection activities
- Reduced number of HWC retaliation incidents, year on year.

**Track Record:** After Honeyguide started working in Burunge WMA, communities reported that 70% of the crops previously lost per year to HWC had been largely prevented through Honeyguide's capacity building of the VCP teams.



### 3. Management and Governance

The main objective of Honeyguide's Management and Governance program is to ensure WMAs are well-managed, transparent and viable operations capable of standing on their own.

Honeyguide takes the lead in strengthening management systems, through a business-based approach that helps communities to put in place capable management systems and personnel, and to become more efficient in their planning and expenditure. When managed efficiently, WMAs will run at a lower cost and generate more revenue. Honeyguide will work with a partner with expertise in governance strengthening to train the leaders of WMAs (Authorised Associations) on their roles, responsibilities and functions. In the long-term, better managed and governed WMAs will give leaders more ownership in terms of managing their land and resources, and result in communities which have more trust in the capacity and transparency of their leaders. Ultimately, it is Honeyguide's goal to incrementally raise the capacity of WMA leaders and managers so that our role in supporting them is minimal and only technical in nature.

To achieve this Honeyguide supports WMAs to establish clear management and governance structures; provides capacity building support to WMA managers and leaders; implements accountability and monitoring systems; and provides management tools and trainings. Honeyguide is developing a Management index to measure improvements across these areas.

#### Key Results for Enduimet and Randilen WMAs (by 2021)

- Management of WMAs is transparent, accountable and financially sound, scoring at least 70% according to Honeyguide's Management Index
- WMA gross income exceed operational costs

**Track Record:** Through Honeyguide's efforts, Randilen WMA has recruited a professional WMA manager and professional accountant who is managing Randilen WMA's accounts using professional accounting software (QuickBooks). This represents the first time that a WMA in Tanzania has professional management in place.





## 4. Enterprise

A pillar of WMA sustainability is developing nature-based enterprises, such as tourism, that provide income for the running of the WMA and revenue that can be invested in community services and benefits. Nature-based enterprises are therefore the key to creating value for local people from wildlife and protected habitat.

**Honeyguide has a unique capacity to help communities plan and develop these enterprises due to its staff and leadership's expertise in tourism and business development in Tanzania (more than 70 years collectively, including many years working within some of Tanzania's leading ecotourism companies).**

Honeyguide's enterprise program focuses on supporting communities to identify, develop, and sustain tourism and other business opportunities in Wildlife Management Areas (WMAs). In addition to traditional tourism enterprises such as wildlife lodges, we work with communities to explore other revenue generation opportunities, such as livestock products, adventure tourism and carbon credit schemes.

Honeyguide depends on its expertise in public-private partnerships to support community-owned, responsible tourism ventures within WMAs and related community conservation areas. The model involves building the capacity of WMA leadership around tourism business opportunities and planning, and then providing ongoing coaching and guidance as business endeavors take shape.

### **Key Results for Enduimet and Randilen WMAs (by 2021)**

- At least 70% of contracts with tourism operators are incentive-based to encourage compliance with responsible tourism best practices.
- Employment increases by at least 100% (28 more people employed in Randilen and 13 more in Enduimet).
- At least 80% of Business Plans implemented.
- 20% increase in tourism occupancy rates.
- Establishment of locally owned and managed tourism businesses (at least 1 in Randilen and 3 in Enduimet).

**Track Record:** Honeyguide's support, including assistance in introducing the cycling and volunteer program tourism products in Enduimet WMA, has contributed to an increase in revenue generated by the WMA year-on-year from **US\$66,000 in 2012 to US\$145,715 in 2016.**





## 5. Awareness

Honeyguide's Awareness Program strives to improve communities' understanding of the importance of the WMA, and to enhance their appreciation of the value of wildlife.

Our main approach is to use films about local issues pertinent to that particular WMA. We use film because it is an attractive and compelling medium; it is effective in communities with high levels of illiteracy; works across age groups; and conveys messages in a memorable way.

As people become more educated about environmental issues and the value of wildlife, they may become more willing to engage in conservation, either by working in conservation-related fields as a guide or researcher, by acting as a community informer against poachers, or by becoming a Village Game Scout, Crop Protection Team member or involved in a nature-based enterprise.

We begin by working with village members from communities bordering the WMA to identify issues to be filmed and key messages to promote, after which films are developed with professionals. During the screening of the films there is a facilitated discussion and feedback is collected during and after.

This approach has been effective because Honeyguide makes sure to root it in the local area (so that people see their villages in the film), and because the message and method of delivery does not discriminate – all gender and age groups watch the film at the same time, and are encouraged to collaboratively recognize and discuss the environmental issues, problems and solutions experienced in their WMA.

### **Key Results for Enduimet and Randilen WMAs (by 2021)**

- At least 50% of people in attendance at the film screening report an increased understanding about the WMA due to the awareness program
- WMA covering 100% of the costs of the awareness program
- At least 50% of people report benefitting from the WMA



# 6

## Geographic Focus and Future Investment Criteria

As described above, Enduimet and Randilen WMAs have been selected as priority sites for Honeyguide for the next 5 years due to their potential for financial viability and their important ecological value.

For any future investments in sites, Honeyguide will deliver all five of its programs, with the goal of developing the site as a local and national model of a viable, successful WMA that delivers local benefits and conservation outcomes. As Honeyguide considers expansion to new geographic areas, the following screening criteria will be used to assess whether Honeyguide will invest its time and resources in a site.

### **Location**

- Is it in northern Tanzania?
- Is it accessible?
- Is it a manageable size?

### **Conservation Value**

- Is it critical to conservation – an important dispersal area or corridor for any key ecosystem?
- Is it under immediate threat?

### **Economic Viability**

- Does the site have the potential for long-term financial sustainability?
- Is there tourism enterprise potential?

### **Institutional Viability**

- Is there an institution to engage with at the site (e.g. WMA)?
- Will working at this site create potential for effective collaborations?
- Will engaging in this WMA negatively affect relationships?

### **Community Demand**

- Is there community demand for Honeyguide's programs and support?
- Is there political will from communities in the WMA?

### **Internal Capacity**

- Does Honeyguide have adequate human resources available to deliver this work to a high standard?

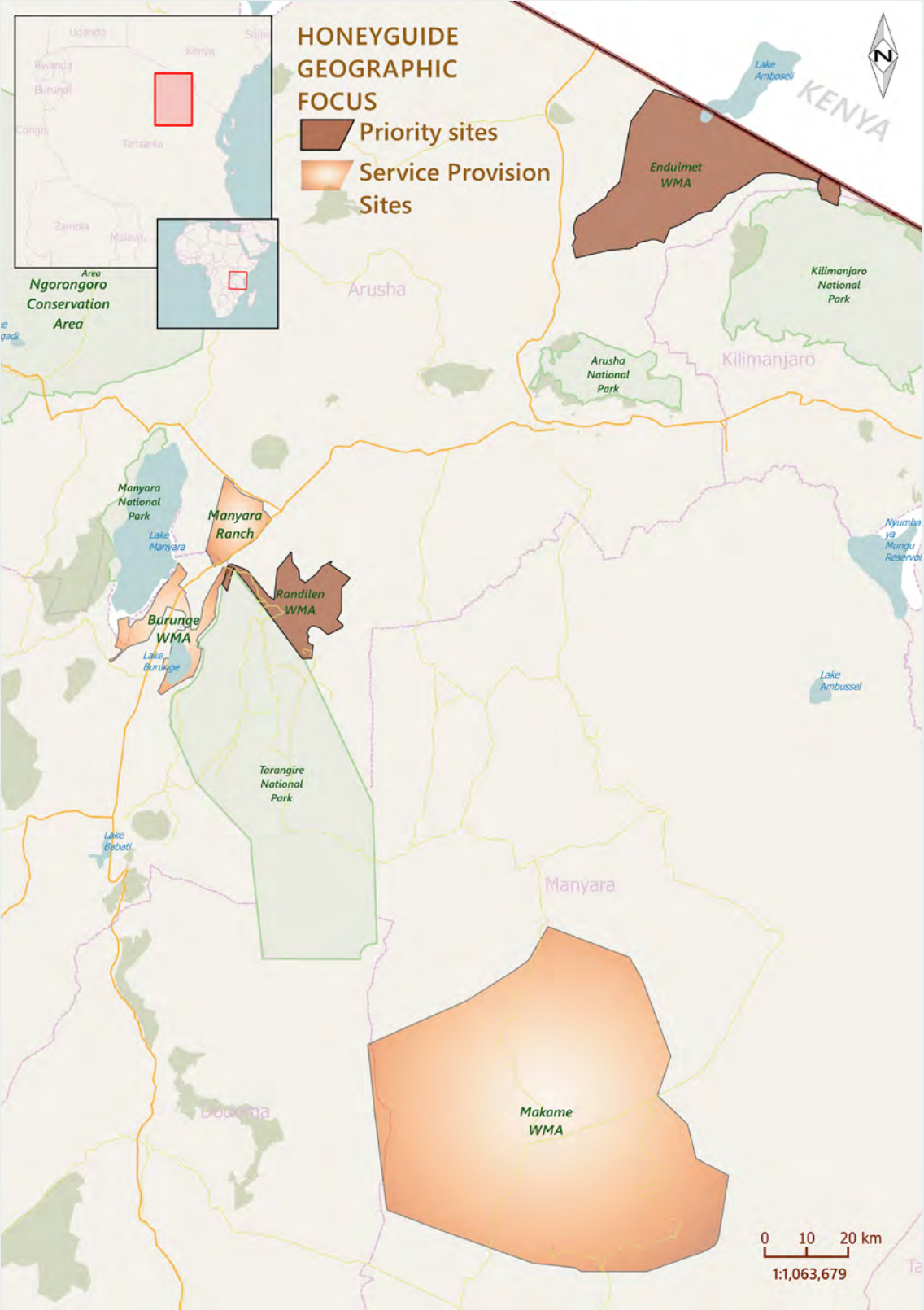
In addition to Enduimet and Randilen WMAs as priority sites, Honeyguide is currently working with a number of other service provision sites which have been selected based on the site selection criteria above. Honeyguide is not providing support across all five programs in these service provision sites for various reasons, however if opportunities and conditions change to allow them to do so, Honeyguide would consider upgrading these to priority sites.

### **Current service provision sites include:**

- Makame WMA
- Burunge WMA
- Manyara Ranch



# Map: Where We Work



# 7 Strengthening our Organization

In order to deliver effective community-based conservation on a growing scale in northern Tanzania and to successfully implement its strategy, Honeyguide needs to build an organization that can enable and sustain our growth. This includes improving our internal planning and communications, building the capacity of our team, strengthening and expanding our strategic partnerships and growing and diversifying our funding sources.

## Building our Team – Human Resources

Our goal is to build a strong, diverse, and growing team that ensures Honeyguide is effectively and efficiently managed for many years to come. The focus of human resource strengthening will be to build strong Tanzanian conservation leaders, and to build the capacity and autonomy of the different teams within Honeyguide, which will enable the Executive Director to spend more time on fundraising and partnership development.

**We will deliver this goal by optimizing available human resources and improving efficiency and human resource dynamics:**

- **Leadership** Capacity Development for middle management, through individual development plans and selected training courses with external facilitators.
- **Building** the professional capacity and skills of the team, as captured in a professional development plan that Honeyguide will use to monitor the development of the team.
- **Strengthening** clarity around roles and responsibilities and core management functions to meet the needs of a growing organization.
- **Improving** the systems in place for each department to ensure they are effectively run, and increasing clarity and capacity regarding the systems and software required for the whole organization to work together optimally.
- **Investments** in team-building and improved internal communications.

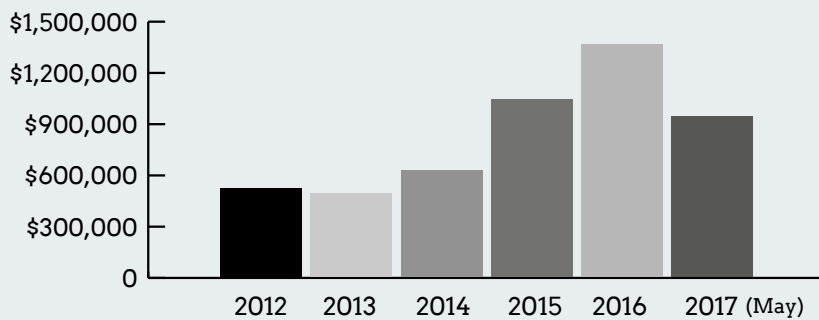


Honeyguide also recently identified the need for a Program Manager in order to coordinate all programs and staff, and to support the Executive Director in ensuring the delivery of Honeyguide’s 2017 – 2021 strategy. The position was recently filled from within Honeyguide’s own staff, but going forward funding for this position will need to be prioritized in the overall budget and factored into fundraising.

## Financing

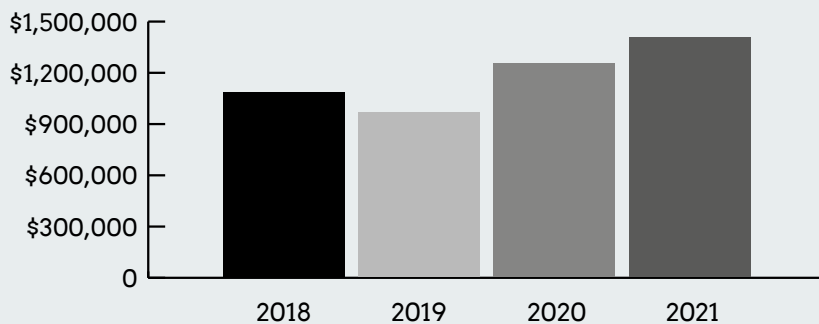
In the previous five years, Honeyguide’s funding has grown steadily, reaching more than \$1 million for the first time in 2015 (see table below).

**Graph 1: 2012 – 2017 Expenditure Growth**



During 2016, Honeyguide’s total expenditure was \$1.2 million, and going forward the organization will require an annual budget of approximately \$1.4 to implement this strategy.

**Graph 2: Presents Honeyguide’s budget projections required to deliver its 2021 overarching goal.**



A key philosophy of Honeyguide's approach to working with WMAs is that WMAs become more sustainable and able to fund their own internal operational and management costs, resulting in reduced investment from Honeyguide year on year. During the next 5-year period, Honeyguide's internal management costs will increase as the team becomes more skilled and their professional capacity is enhanced. Additionally, during this same period, as Enduimet and Randilen WMAs progress towards financial sustainability, Honeyguide anticipates starting to work with one or more new priority sites. The initial program support costs for working with new sites will be high, thereby justifying the need for an annual budget of \$1.4 million. Honeyguide believes in a diverse selection of funding arrangements, which will be selected to match the investor's prerequisites and aspirations, as well as the project's needs and objectives. Bilateral and multilateral agencies, foundations, and individual philanthropists or private donors all play a role and have a certain niche where their funding is most suited. In order to achieve its strategic goals over the next five years, Honeyguide will need to grow its resourcing. A key priority will be diversifying fundraising through improved communications, articulation of results, and a greater focus on fundraising for the Executive Director.

**Honeyguide will attempt to diversify its revenue streams through the following specific initiatives:**

- **Earned Income: Arusha Conservation Centre** – an interpretive and information centre targeting tourists, local Tanzanians and Tanzanian residents. The Conservation Centre will charge an entrance fee, and the surplus for the management of this centre will be directed towards covering the core expenses for Honeyguide and other community-based conservation organizations. The project is in the planning stages, with possible revenue expected to come online from 2020. Earned income will be used to cover internal core and management costs.
- **Growth of network of private funders** – participation in networking events which provide exposure to private donors who share similar views to those of Honeyguide, and would like to invest in the organization to support its delivery of the key impacts laid out in this strategic plan.

**Major donors which have committed funding for work into 2017 and beyond include:**

- USAID Endangered Ecosystems Northern Tanzania (in partnership with NTRI and TNC) – HWC, Protection, Management;
- TNC Elephant Protection Initiative (EPI) - HWC, Protection, Management;
- KDDF – Drollinger Dial Family Foundation - Management, Enterprise;
- African Wildlife Foundation – Protection;
- Asilia Africa – various;
- Wildlife Conservation Society – HWC; and
- Land and Life – HWC.

**Over the next five years Honeyguide will strive to diversify the sources and type of funding it is receiving, and will only engage in funding partnerships with donors that are aligned with helping the organization to address its core strategic goals and objectives.**

## Key Partnerships

At Honeyguide, we believe deeply in the power of partnerships. Successful partnerships are a key characteristic of the way we work, and are important in enabling us to achieve impact over vast landscapes. We believe that a partnership approach leads to more success in reaching goals than when we carry out projects alone. Partnerships should be based on trust and mutual respect, and we value formal partnerships where both partners agree roles, responsibilities and goals.

Our partners are those organizations, government, private sector and communities (primarily working through the WMAs) that work together to achieve a shared goal or objective. Our primary partners are the WMAs in Randilen and Enduimet, and we dedicate significant time and energy to building trust and mutually beneficial relationships with these institutions. Local community leaders and district authorities within Honeyguide's areas of operation are also key partners, and Honeyguide works closely with the Monduli and Longido District Game Officers (DGOs). We also work in good collaboration with national government institutions such as Tanzania National Parks Authority (TANAPA) and the Wildlife Division (WD).

Delivering Honeyguide's Theory of Change through its five interlinked programs requires a comprehensive set of skills and strengths. Where Honeyguide does not possess all of these skills internally, it delivers these programs through key strategic partnerships. In particular, Honeyguide is currently working to develop partnerships with organizations with an expertise in governance strengthening and livestock predation.

Big Life Foundation became Honeyguide's first long-term partner and donor in 2010, and this partnership was key in contributing to our growth and success during the previous decade.

Partnerships continue to be fundamental to our approach, and as a result we have also teamed up with the Northern Tanzania Rangelands Initiative (NTRI), a coalition of seven core partners working on a diverse set of interrelated objectives to improve the management of natural resources and rangeland habitats as well as the livelihoods and wellbeing of communities. NTRI's other partners include The Nature Conservancy, Tanzania People & Wildlife Fund, Ujamaa Community Resource Team (UCRT), Dorobo Fund, Maliasili Initiatives, Carbon Tanzania, and the Wildlife Conservation Society. Among these partners, The Nature Conservancy also started funding Honeyguide for the first time in 2014. In addition to the partnership through NTRI, during 2016 Honeyguide started a direct partnership with Maliasili Initiatives, through which Maliasili is supporting Honeyguide's organizational strengthening and the development of the organization.



## Annex I – Senior Management Team and Board

### Honeyguide: Senior Management Team

Honeyguide's Senior Management Team have played a key role in the development of the organization's 2017 – 2021 Strategic Plan, through a comprehensive and fully inclusive process. Key members who have contributed are:

**Damian Bell, EXECUTIVE DIRECTOR** – Born in Tanzania, Damian began working in community-based tourism and conservation before such terms even existed. Damian worked in tourism from 1990, and was the founder of the Sokwe Limited Company, which offered luxury camps and transport services to photographic tours. An entrepreneur and visionary at heart, Damian constantly strives for new ways of overcoming challenges and increasing the capacity of our organization. He, along with Ole Kirimbai, founded Honeyguide in 2007.

**Sam Shaba, PROGRAMS MANAGER** – Sam has been with Honeyguide since 2014, where he was originally recruited to start Honeyguide's monitoring department. Sam is responsible for overall program management, planning, monitoring and evaluation. A graduate of Sokoine University of Agriculture, Sam is also a rising software developer and inventive thinker in supporting our strategies.

**Ken Macha, HWC PROGRAM COORDINATOR** – Kenneth Macha has been working with Honeyguide since 2015 as the HWC Manager, where he is responsible for developing innovative HWC mitigation strategies and for strategizing with community teams in mitigating HWC.

**Belinda Mullo, FINANCIAL MANAGER** – Belinda Mullo started working with Honeyguide in 2013, where she is responsible for managing the cash controls, banking matters, procurement issues, creditors, budget development, payroll and HR payments, filing and book keeping and store management. Prior to this she worked for a year as a Finance administrator for the Building Management Services of the United Nations International Criminal Tribunal for Rwanda.

**Keko Orkijape, COMMUNITY LIAISON OFFICER** – Keko He joined Honeyguide in 2014 as a volunteer, but he was quickly promoted to supervisor of a donor project, and later to Community liaison officer. In this role, he is responsible for developing operations with the task teams from both communities, government and Honeyguide. Keko ensures that Honeyguide has a line of communication to the communities and local government to ensure shared goals are implemented.

**Fadhili Madava, PROTECTION PROGRAM COORDINATOR** – Fadhili joined Honeyguide in 2012 as a Monitoring officer and storyteller in west Kilimanjaro-Amboseli ecosystem, after which he was quickly promoted to be Project coordinator in Tarangire Manyara ecosystem. In 2015, he became Field operation administrator, and in 2017 protection/ Anti-poaching manager. In this role, he is responsible for overseeing all anti-poaching operations in Honeyguide project areas.

**Ng'orongo Nyamoni, COMMUNICATIONS MANAGER** – For six years prior to joining Honeyguide, Ng'orongo worked for several NGOs as a Social Behavior Changing Communication Officer. Ng'orongo joined Honeyguide in 2016, where he is responsible for managing and implementing Honeyguide's communications activities, building the organization's profile and brand, and members' relations.

**Elizabeth Minto, AWARENESS PROGRAM COORDINATOR** – Lizy’s passion is in conveying messages to communities in an easily accessible format, and she has the opportunity to do this through wearing two different hats at Honeyguide - communication officer and awareness manager. In addition to responsibility for all external and internal communication, reporting and liaison with assigned donors, she also researches awareness ideas, develops film content and coordinates production and screening of the films.

**Meleck Zedeck Laizer, PROJECT COORDINATOR** – Meleck started working with Honeyguide in 2012 as Monitoring officer in the field in west Kilimanjaro-Amboseli Ecosystem. For the previous 4 years he has worked as project coordinator in charge of project coordination, monitoring project performance, organizing project meetings and ensuring that organizational plans are implemented. Meleck is the liaison between the staff and the Executive Director, and he works to ensure each project is delivered optimally.

**Lomayani Komolo Simel, ENTERPRISE AND TOURISM PROGRAM COORDINATOR** – Komolo spent a year working for the Lion Guardians on wildlife community projects in the Amboseli Ecosystem, before joining Honeyguide in 2013. After spending two years as a mobile cinema operator in Enduimet WMA, he was promoted to enterprise development manager. Komolo’s future goal is to work with communities on sustainable and responsible tourism, which will help to ensure conservation of the natural resources forever.

### Honeyguide: Board

Honeyguide’s Board is comprised of leading business people in Tanzania with experience in tourism and working with communities, or long term experience working with NGOs. These board members have played a key role in the development of Honeyguide’s Strategic Plan, and Honeyguide would like to acknowledge its board for their role in shaping the organization’s strategy for the forthcoming period.

Name and board position	Institution	Designation
Ole Kirimbai (Chairman)	Honeyguide	Board Chairman
Jeroen Harderwijk (Vice chairman)	Asilia Africa	Managing Director
John Bearcroft (Treasurer)	Thomson Safaris	General Manager
Alphonse Mallya (member)	The Nature Conservancy	Conservation Coordinator
Andrew Williams (member)	Independent community-based conservation consultant	
Ramadhani Kupaza (member)	Instituto Oikos	Executive Director



 HONEYGUIDE