

# OUR IMPACT 2020



HONEYGUIDE





## A WORD FROM DAMIAN

## (EXECUTIVE DIRECTOR)

This year was inspiring to watch our team grow, build relationships and gain the trust of our community partners. We have achieved this by ensuring that we remain sharp, strategic and focused, with an eye for details, investing and building a team that is motivated by achievement and success.

We began work in Makame in May 2019 and committed that Makame will be sustainable and donor-independent within 5 years. The initial stage of getting the wheels turning in relation to the new project area was an extremely delicate process requiring the fostering of trust and the building the foundations of a working relationship, as well as agreeing to the standards, culture and rules of the 5 years marriage between Honeyguide and Makame. And what a start it was - Makame has a culture of 'getting things done' and within a few months, with a small team of 14 rangers, a few bikes, and a patrol car, the team has been able to catch 34 poachers and retrieve 12 firearms. Makame is just another example of how our teamwork, engagement, and trust is the foundation of these relationships and this is a process that grows over time.

We strongly believe that community-driven conservation can work and flourish in Tanzania, and together with those communities, we intend to show how this can be achieved. Once communities value the protection of landscapes and wildlife and when they take the lead in conservation, our work is done. In spite of the hard work our team and the communities have put in on a daily basis, the successes of Randilen, Makame and Manyara Ranch make it look easy, and we hope that this report reflects the exceptional and inspiring work done by our team and partners.

We would like to extend a heartfelt thanks to all those who have supported us over the past year, through funding, training, mentoring and simply taking an interest and providing words of encouragement. We look forward to 2021 with positivity and excitement and we hope that you will join us through our journey into a thrilling new year and beyond.

Damian Bell





MAKING PEOPLE AND WILDLIFE INTERDEPENDENT





# MISSION

**Our Mission is to build and support robust and sustainable community-based conservation outcomes in northern Tanzania**



A silhouette of a ranger in a uniform, holding a microphone aloft, standing next to a dog that is jumping up. They are in a savanna landscape with acacia trees in the background under a dramatic, cloudy sunset sky.

# 2020 IMPACT

**100%**

OF THE RANGERS WERE  
ON ACTIVE DUTY  
DURING COVID

**0**

ELEPHANTS POACHED IN  
**500,000**  
HECTARES A OF  
COMMUNITY LAND

**6000**

LOCAL COMMUNITY  
MEMBERS WATCHED  
THE RANDILEN  
WILDLIFE MANAGEMENT  
AREA FILM

**350**

CROP PROTECTION  
VOLUNTEERS  
PATROLLED FOR 5  
MONTHS KEEPING  
ELEPHANTS OFF THEIR  
FARMS



## THIS YEAR

We have prioritized our resources this year by building the capacity of the management teams in the Wildlife Management Areas (WMAs) and the response has been particularly insightful. The WMAs are investing their time, quickly responding with the tools that we have developed, and even investing their own funds towards the programs; this is a clear sign how they value this support.

For the most part, the WMA managers have exceptional personal and politics skills however they have little experience developing financial, planning, administration and reporting systems. It is during these challenging times in the midst of the COVID-19 pandemic where they truly understand the value of these systems.

The initial months of the year were not particularly productive, with the pandemic shifting our attention, requiring re-budgeting and planning for Honeyguide, as well as supporting the WMAs. A short spell of voluntary lockdown also hindered progress in the field. By June, it was clear that isolation was not required in the Tanzanian context and that we were able to resume work as normal. This shift has enabled our work and productivity to speed up and our team has invested time with managers to develop their systems.

## SAM (PROGRAMS MANAGER)

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Honeyguide has witnessed a sharp decline in poaching in Makame in this period, which continues in Randilen and Manyara Ranch. The community has invested in these Wildlife Management Areas for the long term and has no intention to abandon this for short term gains.

Ensuring these Wildlife Management Areas are able to provide benefits is particularly important during these times. We have also seen a rise in elephant numbers spending time on community land this year, this has required Honeyguide to increase their efforts to aid the communities and Wildlife Management Areas to protect crops and reduce the stress on livelihoods by increasing the number of teams on the ground with the Human Wildlife Conflict toolkits. We continue to help people and wildlife live together, they become interdependent.

A handwritten signature in dark ink, appearing to read 'Shaba', with a stylized, flowing script.

Samwel Shaba



A large, close-up photograph of a pangolin curled up in a muddy puddle. The pangolin's scales are a mix of brown and reddish-brown, and they are wet and glistening. The background is a blurred, muddy landscape with some water.

# A BLESSING FOR MAKAME

Maasai believe one is blessed with a long life if they are lucky enough to see a pangolin. This extraordinary creature—the only mammal covered with scales—is one of the most sought-after in the illicit wildlife trade. Recently following a tip-off, rangers in Makame rescued a pangolin from an unpleasant demise and released it back to the wilderness.

Makame's rangers have a huge challenge ahead. With a small, 28-member team of rangers, they are tasked with protecting over 370,000 hectares. This is dependent on two conditions:

first, that the community values the benefits of the WMA so that they volunteer information; and second, that the rangers are suitably equipped and trained to respond.

Makame believes a small protection team that is properly empowered will keep costs low without sacrificing performance. To be successful, the Wildlife management Area needs an affordable approach to conservation – this requires innovative thinking, community engagement, and effective management.

Sam Shaba, our programs manager, recently helped Makame develop a work-plan and annual budget. These tools provide management with a clearer sense of direction, while also serving as benchmarks that can then be used to report progress to stakeholders.





# TOP PRIORITY PLANNING

Honeyguide approached the 2020 taking into consideration the COVID-19 outbreak and where we responded to the crisis by ensuring that our budget and workplan provide for:

1. The continued protection of the wildlife and habitat of the areas where we work; where we will do what we can to ensure the management and rangers have the necessary resources to continue to provide for the protection of these key areas.
2. Protection of community crops and food; scaling up the crop protection to all our communities that we support is a high priority to ensure that food is secured during this crisis.
3. Ongoing maintenance and protection of all infrastructure in the Wildlife Management Areas to include both WMA owned and investor owned infrastructure.
4. To continue to strengthen management of the WMAs where they are able to respond to the crisis.



# RANDILEN

31,200 Ha

*By the end of 2019, Randilen was on track with tourism revenue increasing and the WMA taking on more responsibility for their operating costs and day-to-day management. Since the pandemic and near-zero tourism revenues, Randilen has been the most hard-hit financially of all our program areas. 2020 has seen a rise in the number of elephants venturing deep into the heart of Randilen's community land. On the one hand it is promising to see wildlife feeling safe in these areas; however, this comes the challenge of crop raids and people killed by elephants.*

- ▶ Coaching and advising the Randilen WMA management team, financial management, cash flow and donor reporting.
- ▶ Reached MAT level 4 ( see next page for details of MAT).
- ▶ An hour-long film screened to 35% of Randilen WMA population, with 6,355 people in 26 sub-villages and 10 schools.
- ▶ Develop a strategic protection plan for Randilen WMA.
- ▶ Intelligence and ranking training to Randilen.
- ▶ Develop HWC plan for Randilen which includes AA, villages and districts.





# What is the MAT?

Honeyguide have developed a method to assess the status of the management in any Wildlife Management Area (WMA); we call this the **Management Assessment Tool (MAT)**. This tool provides a quick snapshot of how management is performing and also provides the framework to develop and strengthen it.

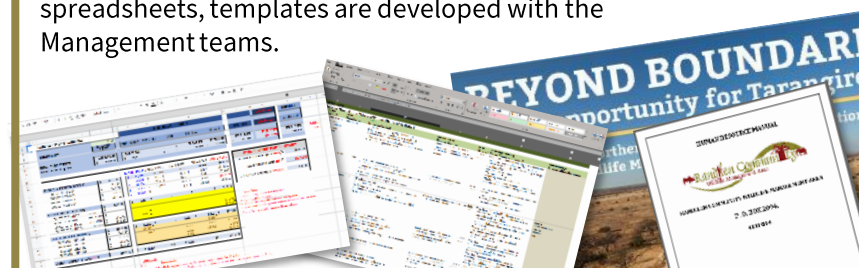
## MANAGEMENT AREAS



**7** We have identified 7 management areas or themes that are required for a WMA.

## MANAGEMENT TOOLS

The core of our work is to develop custom tools that enable the management to function. A range of policies, guidelines, spreadsheets, templates are developed with the Management teams.



## REPORTS

WMA MANAGEMENT INDEX.		15%
Standard	Score	
A. Separate WMA governance and management	13%	
B. Finance and administration practices	13%	
C. Human resources management	7%	
D. Tourism and enterprise development	20%	
E. Protection of natural resources	15%	
F. Community and Stakeholders engagement	10%	
G. Infrastructure management	20%	

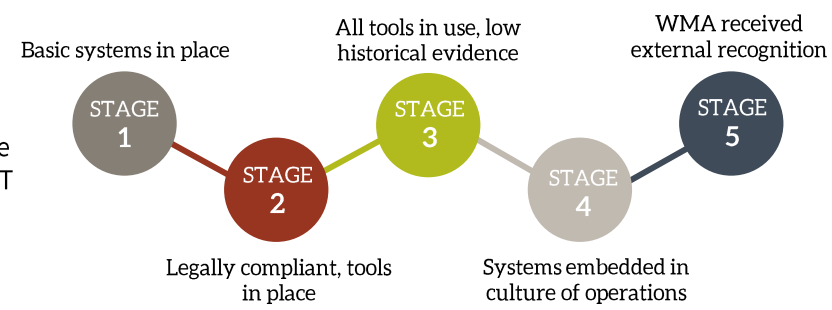
A MAT has been developed to assess and report on the status of the management of the WMA, this is in the form of a scoring method. Each theme contributes a total of 14.3% to the total score in the audit.

## APPROACH



## DEVELOPMENT STAGES

There are 5 stages of development for each function and over 150 criteria that define these stages to enable the MAT to assess the developmental level of each function and standard.







# MAKAME 375,000 Ha

*Ongoing protection of natural resources by experienced rangers is impressive; they maintain the community's trust and have the will to stop poaching. Thus far, they are achieving tangible results deterring poachers from Makame – there have been only two poaching incidents this year compared to a poaching incident about every ten days last year. The community is onboard - voluntarily offering intelligence and supporting the eviction of farmers who had illegally encroached. Our team has invested in on-the-job strategic planning for all operations as well as introducing a SOP and monitoring anti-poaching efforts using SMART conservation software. The WMA is now recording all their patrols on SMART and engaged in quick, professional, evidence based anti-poaching.*

- ▶ Assisted Makame to develop a finance and administration policy, human resource policy
- ▶ Strengthened financial controls by developing a QuickBooks template, chart of accounts and QuickBooks training.
- ▶ Film of Makame for community started production with first draft edit complete.
- ▶ Makame anti-poaching plan was developed.
- ▶ The airfield was renovated and mapped.
- ▶ Intelligence training for Makame rangers.
- ▶ Developed and implemented Standards of Operating Procedures (SOP) for the protection unit.

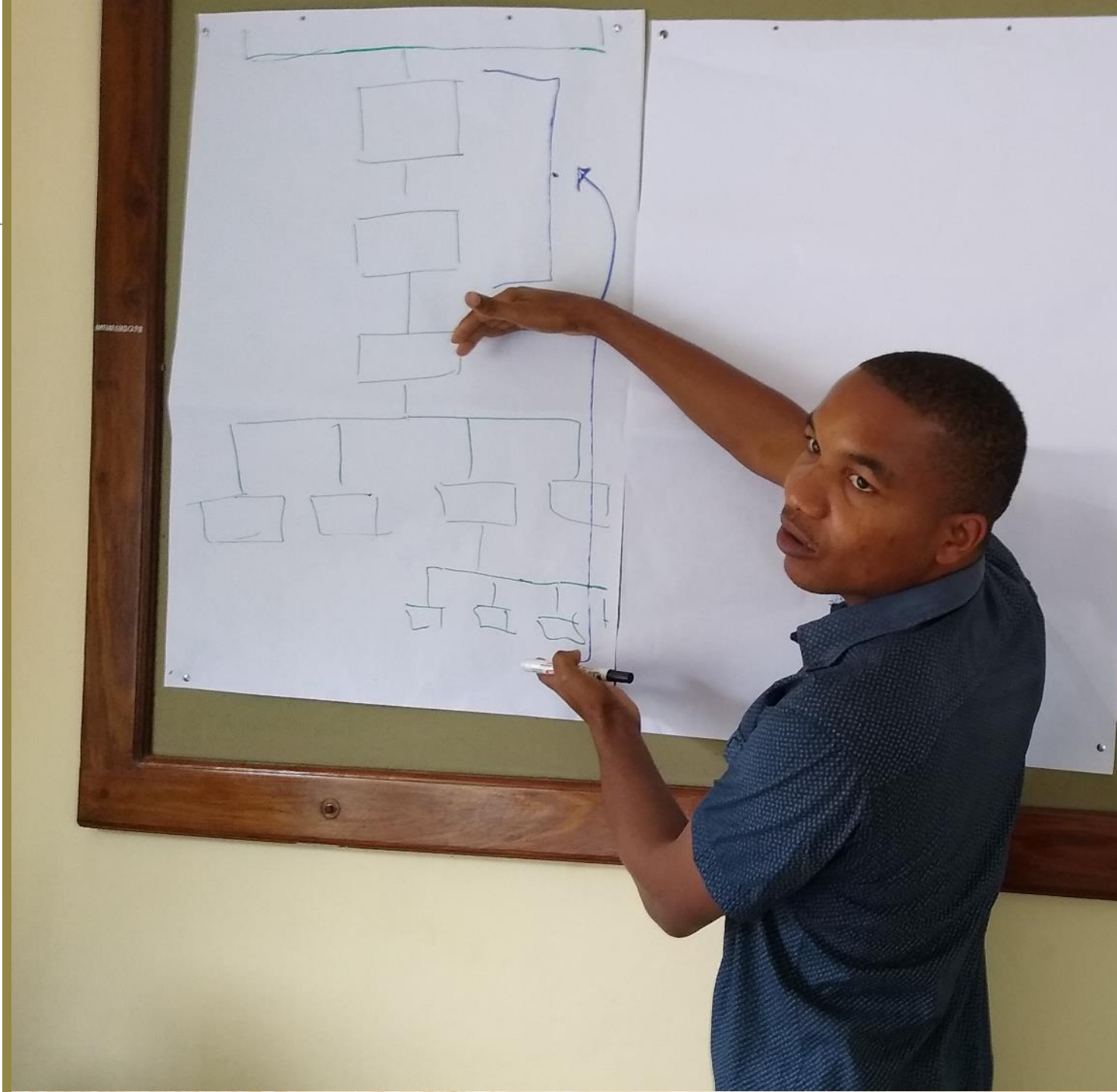


# BURUNGE

## 28,300 Ha

*When communities approach Honeyguide to asking for guidance while committing to covering the costs of workshops and training sessions, we know we are doing something right. Burunge Wildlife Management Area approached Honeyguide last year, seeking help to build the capacity of their management and governance organs. For the past several years, Burunge has been generating \$1 million USD annually; however, with weak leadership and unclear strategies the Wildlife Management Area was far from social and environmental sustainability. The new leadership elected in 2018 recognised these weaknesses and need and had the willingness to change.*

- ▶ Procurement policy developed.
- ▶ Human resource, finance and administration policy developed and approved.
- ▶ Coaching and training provided to improve both donor reporting and use of QuickBooks.
- ▶ SMART training for the management team and VGS.
- ▶ KoboCollect app for HWC data collection introduced.
- ▶ Coaching management and board on the roles and responsibility of the governing organs and management team.







# MAGIC OF FILM

Honeyguide approaches Wildlife management team, board members, and the Management Areas as community community.

businesses. The communities are the shareholders who have invested land and natural resources and expect a return on their investment, the same as any shareholder who invests in a business.

Honeyguide believes that film is the most accessible medium for the Wildlife Management Area to communicate to their community and report on their investment. Film communicates to everyone – families, the elderly, children, those who cannot read – and it is an effective means to deliver our message. Jamal, our in-house cameraman and producer, has helped Randilen produce a film about what the Wildlife Management Area does, its goals, achievements, challenges, and supporters. The WMA scripted their own message, acted as film crew and interviewed the rangers,

They produced an hour-long film and have recently finished a roadshow screening to 35% of the population, with 6,355 people in 26 sub-villages and 10 schools in Randilen's 8 villages. Most of the screenings took place under the stars with the sounds of hyena or elephant in the distance. The audience gathers as the team sets up the screen and the projector. After the film, the audience is offered the opportunity to discuss the film and to air their opinions about the challenges and ask their leaders questions. This offers an opportunity to record the community's viewpoint and their concerns and to address them. We will be producing films annually to enable the community and the Wildlife Management Area communicate.





Enterprise Development



Management & Governance



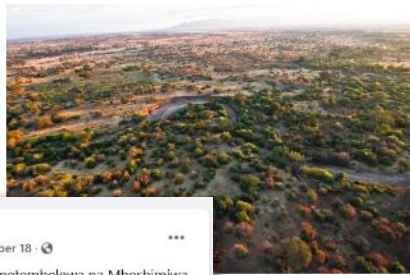
Communications



Human-Wildlife Conflict Prevention



Wildlife & Habitat Protection



### Where we work

Honeyguide focuses on large landscapes that serve as dispersal areas and critical migratory routes for wildlife in northern Tanzania. With 60 percent of wildlife in Tanzania living outside of national parks at any given time, protection of community lands, which are increasingly being designated as Wildlife Management Areas, is necessary and pressing for protecting Tanzania's breathtaking biodiversity. It is in these community conservation areas where Honeyguide, in partnership with the Tanzanian government and other like-minded organizations, supports initiatives that will result in sustainable outcomes.



# OUR COMMUNICATIONS

Lockdown and remote-working has shaped our lives this year and that has presented several different challenges to our team here in Arusha. Suddenly there was no face-to-face contact, we had few chances to meet, chat in the corridors or in the office and this led to many members of the team feeling isolated and distanced from the organization, our goals and culture. Our partners and donors also felt distanced from our achievements.

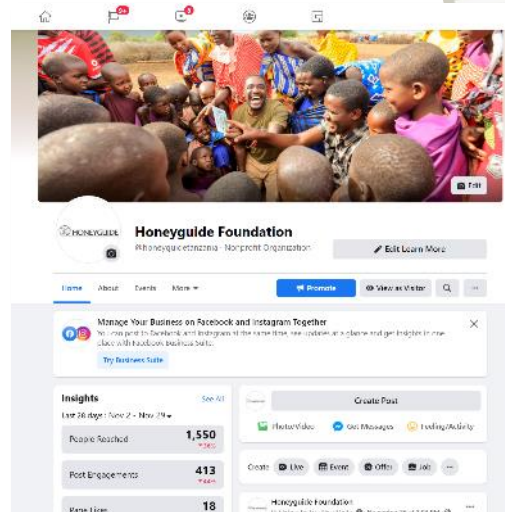
By early May, we decided to step-up our communications, with bi-monthly newsletters to our team members, monthly

emails to our key partners, donors and stakeholders. We have increased our Facebook posts, with at least one per week with posts in English and Swahili.

The evolution of Honeyguide was the result of a number of years of experience and exploration. Today, our goals are to deliver community conservation models as sustainable businesses. This is in contrast to when we first started, and our goals and work were broader and less defined. With this clarity, which came with age; we realized the need to update our website. We launched our new website with fresh content, design and information in the first quarter of 2020, with more video content, links and downloads.

*"I think it is one of the best, most compelling, visually stunning, and succinct websites for a non-profit I have ever seen. It truly grabs your interest; lets you know what the issues are and how Honeyguide is making an impact".*  
Ellen O'Connell

[CLICK HERE TO VISIT OUR WEBSITE](#)





# COMMUNITY CCTV

This is an extraordinary photograph of an elephant skull, which still has its tusks despite having been in a deep thicket for at least two years. Tusks are usually removed in minutes from any dead elephant long before it has had time to decay, yet this elephant was never found in the community conservation area, which has 20 to 40 herds of livestock searching for grass daily. This vividly illustrates the fundamental connection between our model and the herders - they only come in search of grass and nothing else and in return, they act like the surveillance cameras or the CCTV (Closed Circuit Television) for this community-based protection model. The herders and their livestock are the reason why Manyara Ranch has become such a successful conservation model; they report any signs of poachers to their community rangers. There are only 10 rangers protecting this area, so the herders and their livestock are part of the solution-while herding their cattle they are also on patrol, a mobile CCTV. Wildlife populations are flourishing in Manyara Ranch according to a recent scientific research: (Long-term persistence of Wildlife Populations in a

Pastoral Area; Christian Kiffner et al; 2000)

“wildlife population densities either remained constant or increased over the 17-year period, and that herbivorous livestock species remained constant”

“overall, cattle and sheep and goat reached the greatest densities and several wildlife species occurred at densities similar (zebra, wildebeest, waterbuck, Kirk's dik-dik) or possibly even greater (giraffe, eland, lesser kudu, Grant's gazelle, Thomson's gazelle) than in adjacent national parks in the same ecosystem”.

After two years lying in the bush, the skull was discovered by local children playing in the thickets and the tusks were removed by rangers. This demonstrates the simplicity of the model - wildlife needs community protection and communities need incentives. Manyara Ranch proves that community-based conservation works.



[CLICK HERE TO DOWNLOAD  
REPORT](#)

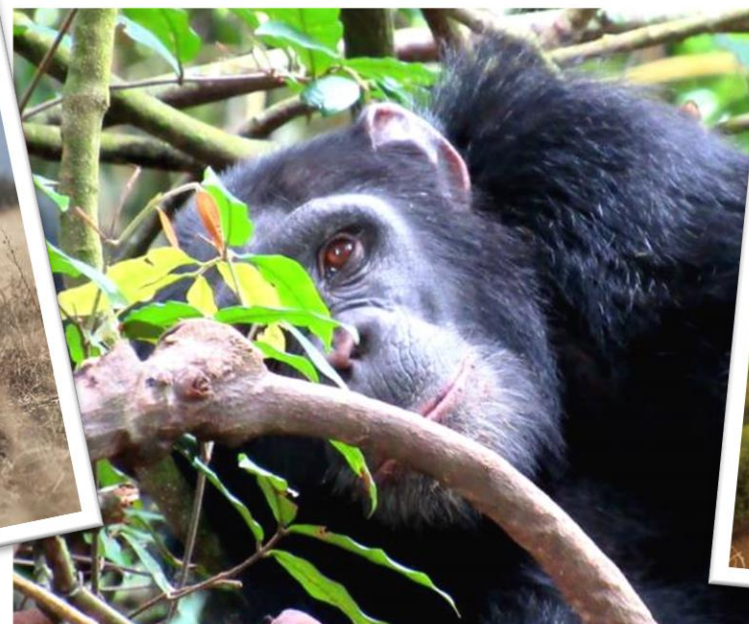




## K9 UNIT

Honeyguide established a K9 unit in October 2011 to provide operational assistance to multiple anti-poaching teams. Since then, these 'dog detectives' have helped lead countless anti-poaching investigations in northern Tanzania, leading to arrests nearly every month. The dogs have gained such a formidable reputation that Tanzania National Parks (TANAPA), the Wildlife Division, the police and other agencies have requested their assistance.

- ▶ K9 units responded to 5 wildlife poaching cases.
- ▶ 4 poachers arrested and detained
- ▶ 1 tracker dog retired 3 new recruits.
- ▶ 143 rangers trained on the use of the K9 unit in conservation.



## RUBONDO

*The Rubondo Island habituation program was set up to involve local communities in conservation by training young people as guides and trackers on Rubondo Island National Park.*

- ▶ 8 community trackers have been trained on the Rubondo team on SMART conservation software.
- ▶ Trackers continue conducting Chimpanzees Habituation during COVID crisis.
- ▶ 2 Smartphones and 1 laptop have been provided to the Rubondo team for data collection.
- ▶ 55km trails networks have been mapped.

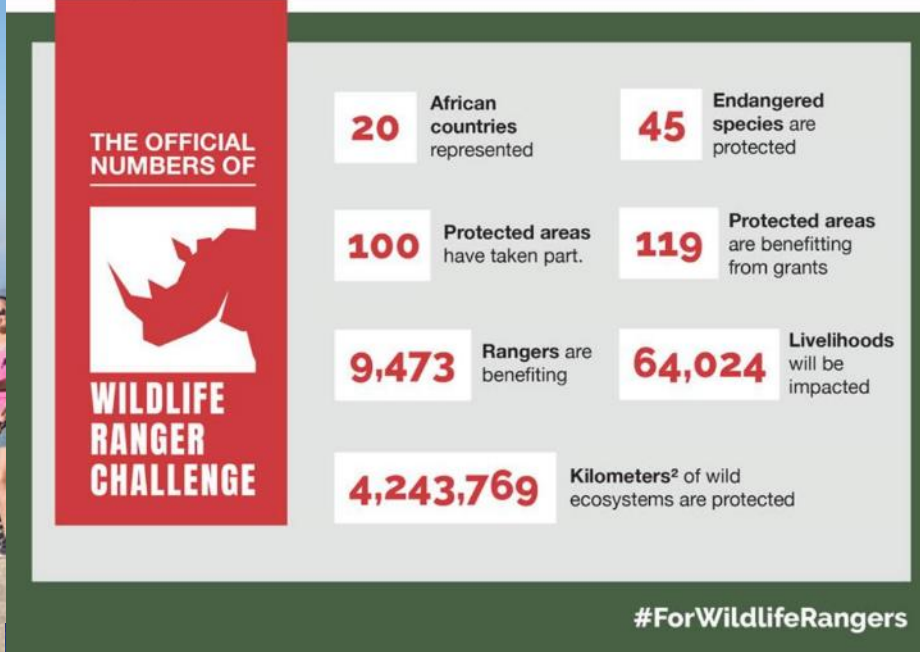


## MANYARA RANCH

*Manyara Ranch is the only mixed-use cattle ranch and wildlife protected area in Tanzania. Its importance to the Tarangire-Manyara ecosystem cannot be overstated, as it is a critical bottleneck in the second-largest migration of ungulates in East Africa.*

- ▶ 28 rangers from Makame WMA had a learning exchange visit to Randilen and Manyara ranch to be trained on protection techniques.
- ▶ Zero elephant poaching reported in Randilen and Manyara ranch.
- ▶ First aid training for 10 rangers of Manyara Ranch
- ▶ Developed SOP for handling Anthrax cases for the safety of both humans and wildlife in the area.





# WILDLIFE RANGER CHALLENGE

On the 3rd of October, community rangers participated in the [Wildlife Ranger Challenge](#) to raise funds to allow them remain in the field protecting both wildlife and people. Due to the pandemic, tourism revenues have dried-up leaving community rangers at risk of losing their critical jobs protecting wildlife. Randilen, Manyara Ranch, and Makame entered teams into the Wildlife Ranger Challenge this October. The Challenge, which took place across the continent, raised money to put thousands of rangers back to work. Randilen entered a team of female rangers to complete the Challenge's 21km marathon. Funds from the WRC will support rangers' salaries and the protection cost for wildlife in these areas in 2021.





# THANKS FROM THE TEAM



**Lion  
Recovery  
Fund**



**DROLLINGER DIAL  
FAMILY  
FOUNDATION**

**ASILIA GIVING**

Thanks to Monica Dalmasso and Felipe Rodriguez for the photographs



