



**HONEYGUIDE**

Strategic Plan  
2022 - 2026

We build the governance and management of community-owned protected areas, so they thrive as social enterprises benefitting both people and wildlife.

[www.honeyguide.org](http://www.honeyguide.org)





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# EXECUTIVE SUMMARY

Honeyguide is a Tanzanian organization founded 15 years ago with the aim of advancing community-based and led approaches to conservation. Our reason for being is to make conservation deliver real benefits and be driven by local communities out of their own interest and motivation. We are the only organization in Tanzania that solely focuses all of its activities and investments on community-owned and managed Wildlife Management Areas (WMAs).

In 2017 we set out to learn what it would take to make three WMAs strong models of community-based conservation that are financially independent, socially valued, and ecologically sound. Over the past five years, we have achieved promising results. We have developed foundational approaches to building the capacity of WMA management and governance known as “ma&t” and our Governance Capacity-Building Framework. Through the implementation of these frameworks and tools, there was a marked increase in revenues in Makame and Randilen

WMAs; poaching was reduced by 94%, communities owned and managed their own successful human-wildlife conflict mitigation programs, and community support for WMAs has grown, whereas in Randilen 92% of the community felt that they were included in the WMA governance.

Building on our progress in northern Tanzania, we will now take our tools and methods for supporting WMAs to a wider national scale. We will work with communities and through strategic partnerships to strengthen and build the capacity of WMA management and governance.

Over the next five years, Honeyguide will support 10+ WMAs across Tanzania, covering at least 2,000,000 hectares of critical ecosystems. We plan to do this by continuing to learn from and support Burunge, Makame, and Randilen WMAs’ long-term performance and financial sustainability while using these WMAs as examples to inform and inspire other WMAs throughout the country. We will also work

with partner organizations to support a wider set of WMAs through Honeyguide’s unique set of services, capacity-building framework, management systems, and tools. Honeyguide will also work to become an agent for a positive Community-Based Natural Resource Management (CBNRM) narrative change where Tanzanian policymakers, media, conservation leaders, and the private sector increasingly support community-based approaches to conservation, including WMAs.

This will be done by; amplifying the voices of communities and WMAs to showcase their successes, impact, and model; by facilitating multi-stakeholder communication to promote investments in WMAs and strengthening the Community Wildlife Management Area Consortium (CWMAC) to generate public support and long-term capacity for WMAs.

Although partnerships will reduce the need for resources within our organization, we understand that as we expand our activities across Tanzania, we will need to grow

our team. We aim to carefully hire talent, promote from within, and build our team in synchronicity with the expansion of our work without radically expanding the size of our organization.

Our five-year strategy hinges on collaboration, a community-driven approach, and our exit; we are excited to share our journey with you to prove that community-driven solutions are the future for wildlife and valuable ecosystems in Tanzania.

We are committed to making community-led conservation work.

Join us on this journey.





## WHO WE ARE

The African Honeyguide (*Indicator, indicator*) is a bird that actively guides humans (and honey badgers) to beehives; as folklores go, you must share the honey that is harvested with the bird otherwise, next time it might lead you to danger. We chose it as our symbol as it is a beautiful example of the symbiotic relationship between humans and wildlife and of successful partnerships in general.

We at Honeyguide, are likewise committed to leading people towards a sustainable future.

Honeyguide is committed to making community conservation work, and we see community-managed areas as social enterprises that provide for both people and wildlife. Our primary focus is on developing effective governance and professional management of community-led conservation areas in Tanzania.

We are a team of 50+ individuals, connected by a core belief that conservation can, and should, benefit both people and wildlife. We empower communities by building up their in-house capabilities to run community-protected areas to achieve sustainability across three dimensions: financial, ecological, and social.

**Vision:** *Communities and wildlife in Tanzania benefit from each other's existence and thrive for generations to come.*

**Mission:** *To build and support successful sustainable community-based conservation outcomes in Tanzania.*

# Values

## Innovation

We welcome out-of-the-box ideas, explore unique solutions to challenges, and embrace information technology to streamline our work and community partners’ work. This requires a culture of calculated risk, balanced by an understanding that every failure is also an opportunity to learn.

## Sincerity

We are consistent and focused on our long-term goals and partnerships, which requires us as an organization to be sincere with our purpose, approach, and relationships with our community partners.

## Integrity

We have a moral responsibility to be honest with our intentions, relationships, actions, and expectations. We do not have all the solutions and will make mistakes, however, we are committed to giving our honest best in all we do.

## Focus

Every fiber of our collective energy, actions, and investments focuses on our intended outcomes and purpose. We are here only to serve that single purpose, undeterred and consistent.

## Adaptability

We embrace our ability to respond to the constantly shifting conditions that require us to be flexible, responsive, and resilient amidst an ever-changing social and political environment.

# Guiding Principles

## Community-driven conservation

We believe that the future of wild spaces in Africa hinges on community-driven solutions, where local communities are in the driver’s seat of conservation. When provided with the right tools, resources, and support, communities have the capacity, skills, relationships, and local knowledge to run conservation areas that safeguard their natural resources. For the community-driven model to succeed, initiatives must be locally owned and led to be sustainable.

## Sustainability

An exit strategy for conservation organizations is required for sustainable, community-driven conservation; without one, communities are vulnerable to dependence and are answerable to donors and their agendas. Sustainable conservation models strive for communities to have confident and competent governance and management, resulting in a financially independent, socially valued, and ecologically sound enterprise.

## Collaboration and partnerships

Building trust is critical to all of our partnerships. We respect each partner’s relationships, investments, skills, and contributions as we work towards a common goal of delivering sustainable, community-driven solutions. We do not control the areas, projects, and communities we work in; we are simply working alongside them as they achieve their livelihood and conservation goals.

# CONTEXT

The future of wildlife and landscapes in Tanzania depends on local communities. With over half of wildlife in Tanzania living outside of national parks and on community land at any given time, protection of this land (often designated as Wildlife Management Areas, or ‘WMA’s) is necessary for conserving Tanzania’s biodiversity, critical habitats, and migratory corridors. Established by the Tanzanian government in the early 2000s as a national strategy to address wildlife on community-owned and occupied land, WMAs gained

traction as a community-based conservation approach designed to enable communities to derive tangible social, ecological, and financial benefits from the protection of natural resources. WMAs are critical contributors to the economic value of national parks and wildlife, providing an investment solution that will support the Tanzanian Government Tourism Growth Strategy, which aims to grow the tourism sector over the course of the next ten years.

Despite significant investment in community-based conservation over the past 20 years in Tanzania, WMAs are not working because there has not been an adequate focus on making them work from a multifaceted and holistic approach. Currently, there are **21** active WMAs in Tanzania, covering **2,522,700** hectares of land, and less than 7 are professionally managed and in a financially positive position.

Without successful WMAs, ecosystems will become fragmented, protection costs will increase, continuous land-use change will occur, and competition for natural resources will escalate- accelerating the environmental degradation of critical landscapes. Lack of political will regarding underperforming WMAs and a scarcity of investment from the disheartened private sector risks the possible centralization of ecosystem management. Such a shift would alienate communities and restrict their access to their natural resources.

“Honeyguide is pioneering community conservation approaches based on real community ownership, local management institutions and business opportunities that enable people to benefit from their wildlife in new and critical ways. This strategic plan outlines a new growth phase as they scale up their model to communities and key landscapes across Tanzania.”

- Fred Nelson, CEO, Maliasili



## Key Trends

### Biodiversity and climate change agendas

Today, the urgency of addressing the biodiversity and climate change crises is of unparalleled importance. African countries disproportionately bear the brunt of these impacts, and across the world, substantial investment is being made to mitigate these issues.

### The impact of information technology and education

Information technology and education transform rural communities and human resources. The accessibility of information technology has enabled many people in rural communities to connect with the world and learn at a rapid pace, allowing them to invest in their education and professional futures. Now, many members of these communities have the education and passion for being a part of their community's conservation journey.

### Respect for local communities

Community-driven approaches and respect for local knowledge is now at the forefront of the global narrative surrounding conservation. There is a clear understanding that people are key to the long-term success of biodiversity conservation and climate change mitigation. Local communities play a critical role in protecting and managing their natural resources and the landscapes in which they live.

### Carbon market financing

The voluntary carbon market provides a nature-based solution for combating climate change and biodiversity loss that immediately pays for ecosystem services and the protection of forests. In Tanzania, carbon financing has become a prosperous product and financial resource for WMAs. This investment will work particularly well in southern Tanzania for WMAs with vast forests that are not suited for tourism.





# ACHIEVEMENTS & TRACK RECORD

Over the past five years, Honeyguide’s goal has been to provide clear evidence that WMAs can be successful nature-based enterprises where people and wildlife are interdependent, natural habitats and wildlife are sustained, and local communities benefit. We now have the resources, skills, team, and partners to focus on long-term goals collectively. Within our program areas, Honeyguide has delivered extraordinary results that we could never have anticipated five years ago.

“WildAid is proud to partner with Honeyguide to promote community-led conservation in Tanzania. We strongly believe that conservation needs to benefit local communities and be driven by their interests alongside those of wildlife. Together we look forward to changing the narrative from human-wildlife conflict into human-wildlife interdependence.”

-Simon Denyer,  
Africa Program Manager, WildAid

## Governance and Management

We created the Management Assessment and Tools index (ma&t) for developing professional WMA management with over 30 tools, guidelines, templates, and training videos.

ma&t

MANAGEMENT ASSESSMENT & TOOLS INDEX		
ma&t	30+	Management tools along with a Management Assessment Tool
GOVERNANCE CAPACITY-BUILDING FRAMEWORK		
06 Modules	15 Sub - modules	11 Technical Trainings

Honeyguide has developed a comprehensive Governance Capacity-Building Framework that includes various modules, training, and principles.

We have adopted the International Institute for Environment and Development (IIED) SAGE assessment tool for governance as part of our Governance Capacity-Building Framework.

## Protection

For many conservation areas across Africa, protection costs consume around 60% of their total operating budgets and can cost up to **800 USD per sq km annually**.

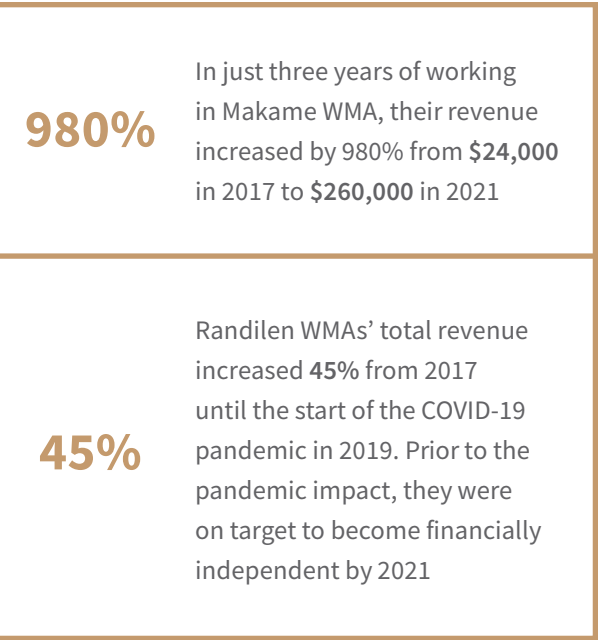
↓\$23 km <sup>2</sup> /year	Makame WMA has reduced this cost to 23 USD per sq km annually without sacrificing the quality of their work
↓94%	Makame WMA decreased poaching by 94% over the past 3 years

There have been no poaching incidents in Randilen WMA in recent years, and a scientific study<sup>1</sup> on the WMA has provided evidence that wildlife numbers have recovered over the past five years. Prior to the establishment of the WMA, annual densities of wildlife were similar inside and outside of the WMA. After implementing WMA management activities, Randilen WMA had significantly greater wildlife densities relative to the adjacent area<sup>1</sup>.

<sup>1</sup> Lee, D., & Bond, M. (2018). Quantifying the ecological success of a community-based wildlife conservation area in Tanzania. *Journal of Mammalogy*.



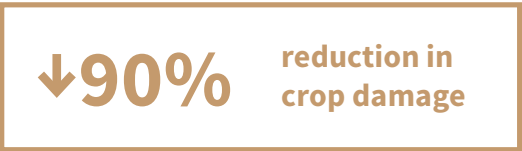
Enterprise Development



Both Randilen WMA and Makame WMA show clear signs of increased investor confidence. Randilen WMA has signed an agreement for the development of a new **16-bed tourism property**, and existing tourism investors have increased the number of beds, whilst Makame WMA has secured one **carbon financing** company and two additional tourism hunting partners.

Human-Wildlife Conflict

We have developed a working, community-run, low-cost toolkit for tackling Human-Elephant conflicts which has reduced crop damage in communities by 90%.



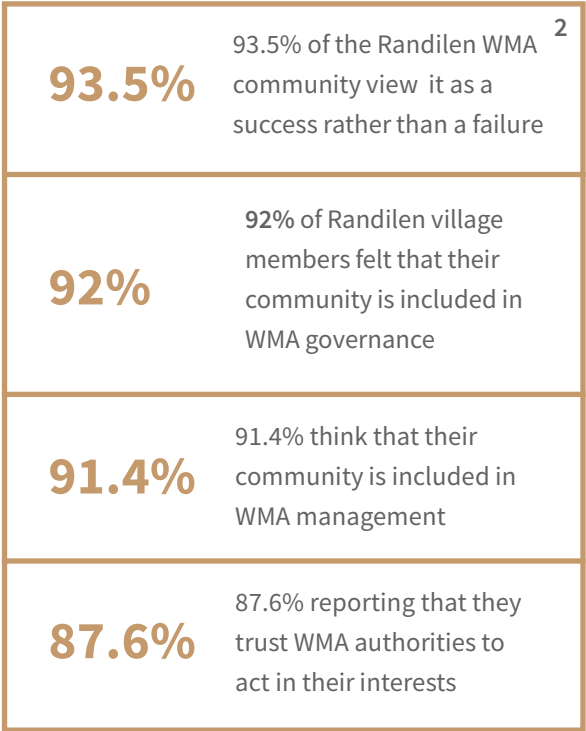
We have a continuous innovations team and over 6 years of HWC incident data to inform our progress and decisions. To date, 35 villages across 5 regions are utilizing the Honeyguide toolkits.

“Our trust in the vision and the ability of the Honeyguide to achieve a market-driven, financially self-sustainable community conservation, benefiting both communities and the environment, was a key factor in our decision to invest in Randilen WMA.”

-Hagai Zvulun,  
CEO, Entara

Awareness

The results of a recent survey<sup>2</sup> carried out in Randilen WMA suggest that over the past five years, there has been a positive change in how community members view the WMA, in contrast to 2014, when community-level discontent during the WMA planning process was first documented.



<sup>2</sup> Raycraft, J. (2022). Community Attitudes Towards Randilen Wildlife Management Area. In C. e. Kiffner, *Tarangire: Human-Wildlife Coexistence in a Fragmented Ecosystem* (pp. 109-122). Springer Nature Switzerland AG

**4 Films**  
**37,000**

4 films were produced and shown to residents of 51 sub-villages with a cumulative population of 37,000 people.

Organizational Growth

Today, we have higher-level professionals that have grown our team’s skills and capabilities immensely, allowing us to do more and drive more impact without drastically increasing our budgets. By developing the experience and tools necessary to maximize our organizational capacity, we have become more efficient and effective.







## WHERE WE ARE NOW

### Strengths

**Genuine priority of putting communities first**

Honeyguide’s first and foremost interest is seeing that communities manage their own natural resources. Honeyguide focuses on establishing sincere relationships based on respect for communities driving and owning this process. This results in trust, which allows Honeyguide to be more effective and create a more significant impact.

**Clear and innovative working approach**

Honeyguide encourages out-of-the-box thinking and constantly learns and evolves. We use clear frameworks, strategies, and plans to ensure that our innovative approaches reduce costs and maximize impact.

**Delivering successful results backed by data**

At Honeyguide, we aim to develop successful and sustainable WMAs. Our training, tools, coaching, and investments are informed by data and lessons learned. If something isn’t working, we make changes. We don’t do things for the sake of doing them but rather to achieve actual, tangible results for communities.



# Opportunities

## Providing solutions to the future of conservation in Tanzania

The future of Tanzanian national parks and game reserves depends on conserving critical migratory corridors and dispersal areas. Honeyguide is the only organization in Tanzania that primarily focuses on the governance and management of WMAs. Honeyguide’s approach delivers national goals and strategies, increases investor confidence that results in increased revenue, and improves livelihoods while positively impacting stakeholders at a national and local level. WMAs are in a unique position and have the potential to be a successful conservation enterprise model that provides nationwide social and economic development impacts.

## Global support for community conservation initiatives

Local communities in Tanzania hold invaluable knowledge and practices surrounding environmental sustainability. With widespread support and respect for local and indigenous

communities, along with an unprecedented amount of funding directed towards climate change and biodiversity agendas, opportunities for community conservation initiatives have considerably increased. There is now greater potential to secure multi-organization collaboration and funding.

## Community demand and the future generations

There is now widespread recognition that local communities' natural resources have significant value. Communities recognize the need and see value in improving their governance and management of natural resources. There is a sense of ownership and excitement which motivates communities to get their WMAs working. Approximately 70% of Tanzania’s population is under 30 years old<sup>3</sup>, and it is evident that this is the generation that wants to be involved with conservation and is taking environmental action, as seen in the number of youth elected to WMA Authorized Associations.

# Challenges and Threats

## Stakeholder and institutional support

There is a cyclical relationship regarding the success of CBNRM in Tanzania; when WMAs succeed, they inspire stakeholder and institutional support, including policy, but if WMAs are unable to prove they are a successful model, stakeholders and institutions will not provide this necessary additional support.

## Confidence in sustainability

A commonly held belief about community conservation areas is that not all of them can become financially sustainable. Each conservation area is different, and many may always require external funding. However, if there is potential for an area to become independent, it is critical that we invest in them. Sustainable financing ensures a long-term ability to contribute to ecosystems, wildlife, and people, thereby building the capacity of local community management to use their natural resources sustainably and safeguard their livelihoods. This is essential to

making them less dependent on, or even free from, donor funding.

## Conflicting interests amongst stakeholders

Conflicting interests exist at every level of stakeholders, including the WMAs, local, regional, and national governments, and donors. These include individual, institutional, and resource-based interests, leading to a lack of transparency and accountability, which poses a risk to the success of a WMA.

<sup>3</sup> UNICEF Tanzania (2022). *Young people engagement: A priority for Tanzania*. UNICEF United Republic of Tanzania. Retrieved September 6, 2022, from <https://www.unicef.org/tanzania/young-people-engagement-priority-tanzania>

## THEORY OF CHANGE

We believe that if you can strengthen internal WMA management and governance, you can generate long-term financing for the WMAs, including tourism, carbon, and hunting investors. The investment will lead to the development of external policy and political support for the WMAs as a strong approach to conservation in Tanzania. In result, WMAs will be successful and deliver social, economic, conservation outcomes for communities.

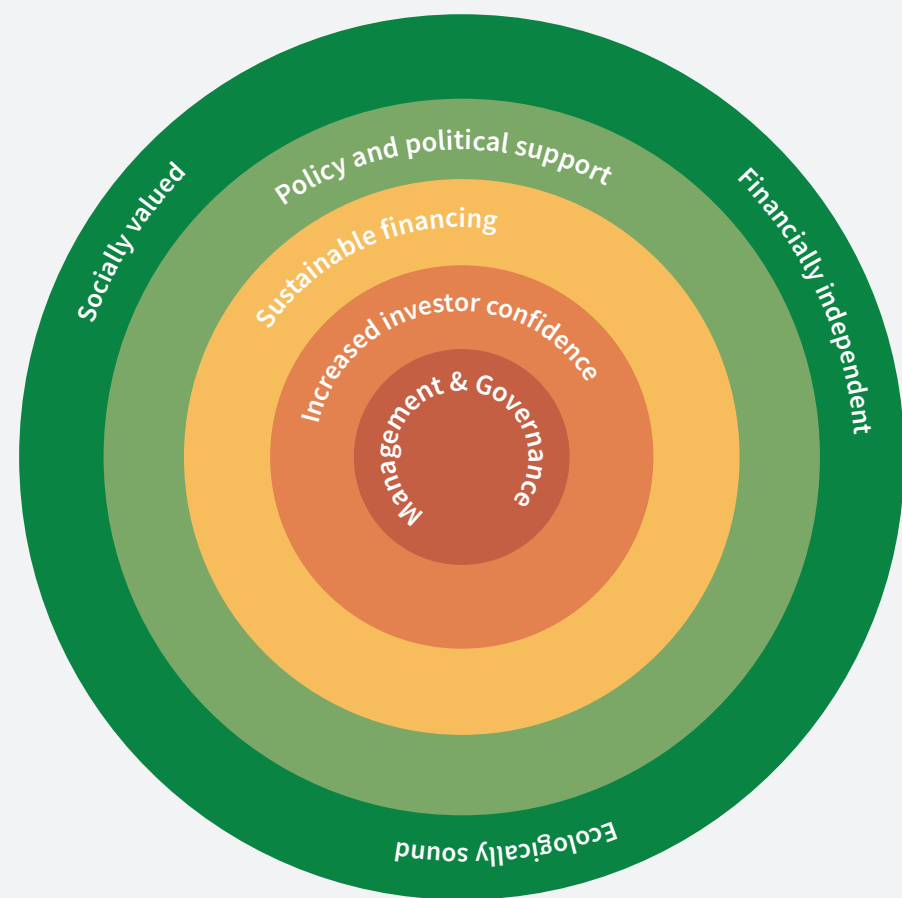
“As an investor in WMAs, having a partner like Honeyguide in the landscape ensures the WMA is able to manage the finance we provide according to the communities’ requirements.”

-Marc Baker,  
Founder & CEO, Carbon Tanzania





# Theory of Change



## Strengthened WMA governance and management

- Empowers and strengthens communities' involvement in the management of their own natural resources
- Builds equitable and transparent sharing of resources
- Increases communities' confidence in their ability to manage their own natural resources

## Increased investor confidence

- Attracts good investment opportunities for the private sector and donors
- Relieves tourism pressure of national parks (provides additional growth opportunities for tourism development)
- Creates a good story for investors

## Long-term financial stability for WMAs

- Builds resilience
- National economic and sector growth
- Allows communities to fund their development needs

## External policy and political support for WMAs

- Benefits national priorities by connecting ecosystems
- Secures a long-term vision of natural resources
- Reduces poverty
- Supports climate change commitments and environmental agendas
- Drives sustainable land and natural resource use

## Successful WMAs deliver social, economic, and conservation outcomes for communities

- Increases local development
- Improves livelihoods
- Creates stable ecosystems
- Results in resilient conservation models

# OUR APPROACH

Honeyguide’s approach focuses on **developing equitable local governance and management** of WMAs through the provision of 3 tangible services; training and coaching, capital investments, and customized tools. The functions and operations of the WMA are dependent on strong, well-functioning governance and management of the WMA. It is only through their successful functioning that long-term goals of protection, human-wildlife conflict mitigation, and enterprise development can be effectively and sustainably achieved.

“Honeyguide has helped us to reflect on our governance and management, to navigate our way forwards in developing a more inclusive and equitable governance framework.”

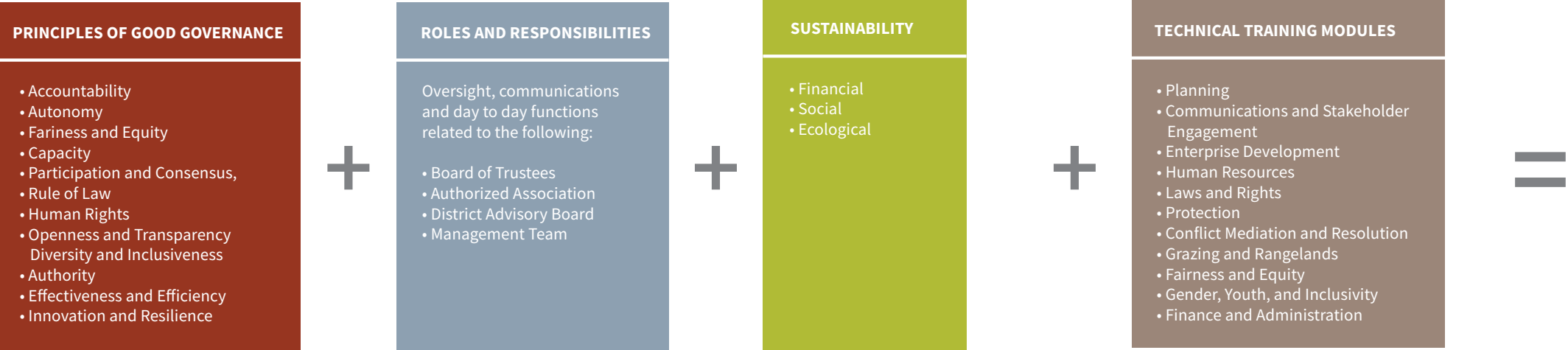
-Hamisi Juma,  
Chairman, Burunge WMA





# Governance in Action

Honeyguide has developed a Governance Capacity-Building Framework (GCBF) for WMAs that has been successfully tested and implemented in 3 WMAs. The framework is based on Honeyguide’s 12 Principles of Good Governance and includes 6 modules with 15 sub-modules that are supported by 11 Technical Trainings (TT). Modules are centred around environmental governance and community-based natural resource management and are upheld by a sustainability model that has 3 pillars; economic, social, and ecological that guide training sessions and objectives.



**GOVERNANCE IN ACTION**

Through training and coaching, an equitable WMA governing body should:

- Understand their role, and how it differs from the roles of WMA management.
- Value professional management, and be capable of holding management accountable for their responsibilities.
- Serve as a bridge between the WMA leadership and local communities (representation of community interests).
- Be committed to a common goal of a sustainable business (i.e. driving the WMA towards sustainable financial, social, and ecological performance).
- Secure good relationships with WMA stakeholders and external actors.

# Management Assessment and Tools (ma&t)

With over five years of evaluating the main functions of the management of WMAs, we understand the day-to-day requirements for management to perform and deliver the long-term goals of the WMA and community.

Honeyguide has developed an approach to building the capacity of WMA management known as “ma&t.” Through management assessment and tools (ma&t), Honeyguide has helped the management of WMAs and supporting organizations design a structured approach to strengthen its management through a suite of tools and approaches for best management practices.

The ma&t has two main components; the first is an assessment tool that provides an in-depth view of the status of management and a clear development path. The second is a suite of tools and systems to support the WMAs management development.

“Honeyguide have been so helpful to train our financial teams, building their capacity to develop detailed financial reports that are of the standards that are accepted by the international carbon verification organs and most importantly trusted by our community members.”

-Supuk Olekao,  
Manager of Makame WMA

## Management Areas

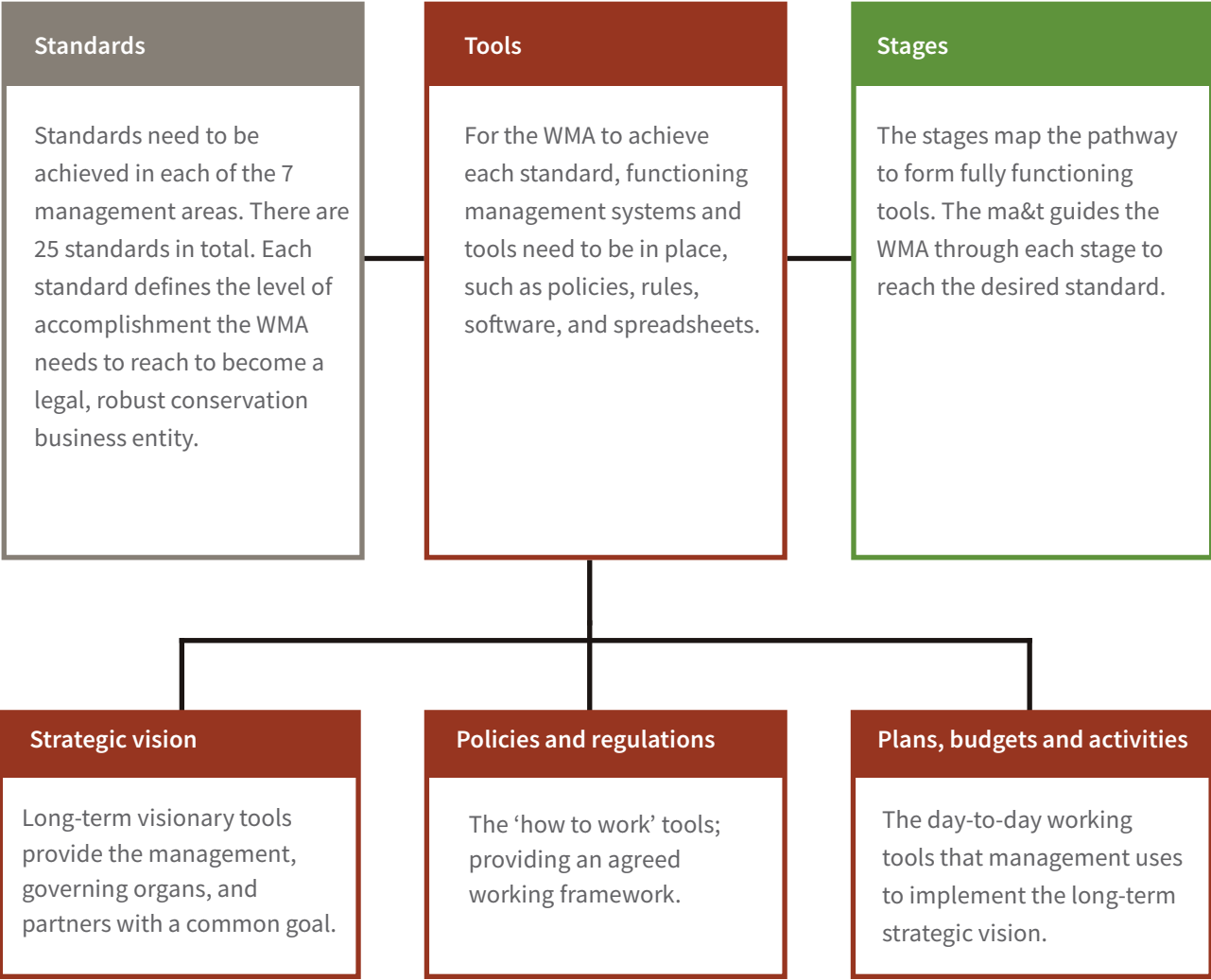
We have identified 7 management areas that are required for a WMA to function





Approach

The ma&t outlines the standard that the WMA has to reach, the tools needed, and a pathway of development stages required to attain the standard.



Development stages

The ma&t assesses what stage the WMA management has reached towards its attainment of the standard that develops a framework for improvement.

Stage 1	The WMA has only basic systems for management in place, they are not meeting legal requirements and are below the desired standard, however they can prove an intention to improve.
Stage 2	All legally required documents are in place for operation of the WMA. There is evidence of a structure and developing systems such as policies, regulation, plans and documents to guide the WMA day-to-day operations and are partly implemented or not implemented at all.
Stage 3	The WMA has professional management team in place. The structure and systems are being followed. However, there is still not sufficient historical evidence to show that these systems are embedded in the culture and way of doing things.
Stage 4	The WMA is managed to a standard where the systems and structures are embedded in the culture and day-to-day operations of the WMA is managed by a well equipped and experienced management team. Stakeholders and partners are able to understand the structure and systems. The WMA has transparent and accountable relationships with partners.
Stage 5	The WMA is professionally managed to the highest standard. The community understands and sees the full value of the WMA, and it is entirely sustainable. The WMA receives external recognition, and neighbouring WMAs or communities are interested in adopting it as an exemplary model.

## Partnership Model

Honeyguide's track record in Randilen and Makame WMAs shows what a successful WMA can look like. Amplifying Honeyguide's impact will require us to replicate years of experience and learning in many other WMAs across the country until they, too, reach a level that is considered financially independent, socially valued, and ecologically viable. In our strategic plan, Honeyguide targets 10+ WMAs, with a goal of reaching this same level of sustainability in 5 years. On our own, this goal would stretch Honeyguide's resources (both human and financial), as Honeyguide has only worked in 3 WMAs in the last five years. Thus there is a great need for partnership and teamwork, which extends beyond our organization alone.

Honeyguide plans to achieve our strategic goals by partnering with like-minded organizations which will replicate Honeyguide's approach in WMAs across the country. Such organizations are those which have existing relationships with the WMAs and are willing to work together to get these WMAs to a sustainable level. Honeyguide's goal is to build on the pre-existing relationships and knowledge of partners while expanding their capacities to utilize Honeyguide-developed methodologies in supporting their partner WMAs.

In these relationships, Honeyguide will provide its experience of working with WMAs, inclusive of capacity-building experts and trainers, templates, and tools that have been developed over the last five years that can be replicated into these WMAs (with customized modifications as needed). Our local partner organizations will provide their knowledge of the local contexts, existing relationships, on-the-ground coaching, and a long-term commitment to supporting the WMA. Once the partner is abled, and the WMA is sustainable, Honeyguide's job will be done.







## Community Wildlife Management Area Consortium (CWMAC)

CWMAC is the national umbrella body representing WMAs and their community constituents. The consortium provides services and representation of WMAs at a national policy and advocacy level. They drive awareness, participation, engagement, and collaboration across various stakeholder groups and institutions. CWMAC currently has a governing body consisting of elected representatives from member WMAs (council, executive committee, board of trustees) as well as full time staff including the CEO, Accountant, and Programs Manager.

Partnering with CWMAC will not only build strong capacity for long-term sustainability of the consortium but it will also drive success in lobby and advocating for WMAs at a national level across stakeholder groups. CWMAC will provide continuous capacity-building and support to member WMAs all across Tanzania and become a united voice that represents all WMAs.

“It is a pleasure to have a partnership with Honeyguide. It is an organization that is determined to contribute in building CWMAC as a vibrant national apex body for community Wildlife Management Areas in Tanzania by supporting strategic implementation of the goals and mission. We thank you very much.”

- Mohammed Kamuna,  
CEO, Community Wildlife Management Area Consortium

# OUR GOALS

## Overall Goal

A proven and robust community-based conservation model working for both people and wildlife exists in Tanzania.

### Goal 1

Honeyguide will support at least 10 WMAs across Tanzania, covering at least 2,000,000 hectares, working with them to deliver positive ecological, financial, and social impacts.

#### Objective 1.1

Continue to learn from and support Burunge, Makame and Randilen WMAs' long-term performance and financial sustainability, while using these as showcase models to inform and inspire WMAs throughout the country.

#### Objective 1.2

Work with partner organizations to support a wider set of WMAs through Honeyguide's unique set of services and tools.

### Goal 2

Tanzanian policymakers, media, conservation leaders, and the private sector increasingly support community-based approaches to conservation, including WMAs.

#### Objective 2.1

Amplify the voices of communities and WMAs to showcase their successes, impact, and model.

#### Objective 2.2

Facilitate multi-stakeholder communication to advocate for and promote the role of local community conservation investments in the landscapes.

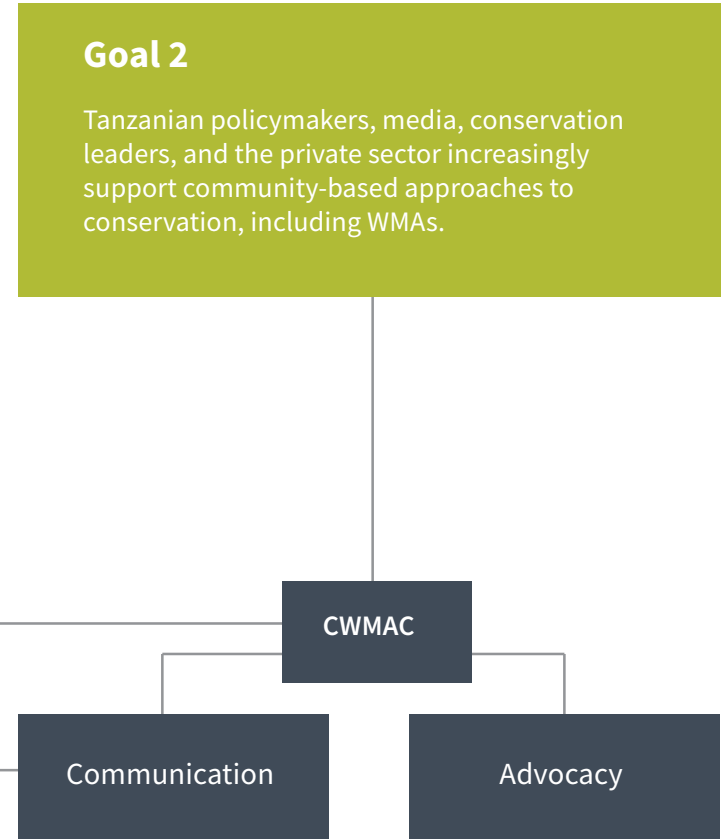
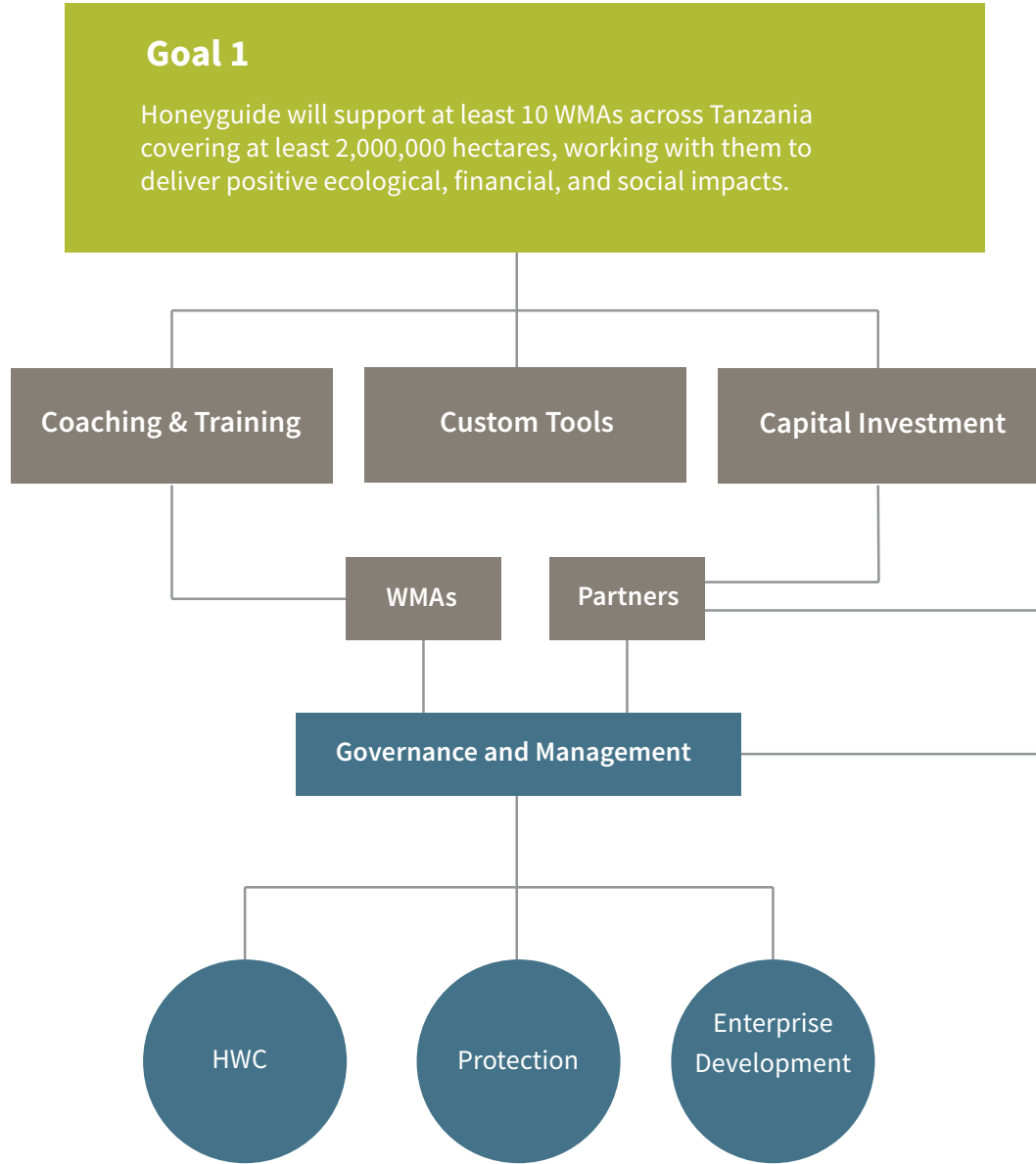
#### Objective 2.3

Strengthen the Community Wildlife Management Area Consortium to generate public support and long-term capacity for the WMAs.

#### Partnerships for Objective 2.3

It will be critical for the success of this strategy to build the capacity of the Community Wildlife Management Area Consortium to build the capacity and advocate for their member's interests. Honeyguide will partner with other organizations that have similar interests and skills; these will include WWF, Kenya Wildlife Conservancy Association, Maliasili, and WildAid.





# CHANGING THE NARRATIVE

## Changing the Community-Based Natural Resource Management Narrative in Tanzania

### Introduction to CBNRM

Community-Based Natural Resource Management (CBNRM) is based on the principle that land and natural resources should be managed by those who live with and depend on them. The governance of these resources at the community level allows for communities to have access to the benefits of the resource, resulting in improved livelihoods and stewardship of the natural resources. Many existing community-based conservation approaches fail to provide the communities with the skills, support, and autonomy to drive their own conservation agendas. Without support from key stakeholders, WMAs in Tanzania face a conflicting causality, where they lack the support to be successful. Yet, stakeholders need to see success in order to support them.

### The Narrative

A specific narrative accompanies the state of CBNRM in Tanzania, where currently the narrative surrounding WMAs is centered around the idea that communities cannot manage their natural resources and that the WMA structure has failed to deliver and prove they can be sustainably managed. The impact of this narrative prevents the surrounding legislation and coalition of stakeholders from supporting successful WMAs because it misconstrues the barriers to success for WMAs as a problem stemming from the community. Honeyguide’s work with WMAs addresses these barriers; reduces them and in turn, aims to generate a new narrative.

In parallel to more successful WMAs, Honeyguide aims to be a catalyst for changing the narrative around CBNRM and generating more positive support for them. Honeyguide's goal is that a new narrative emerges that shifts stakeholders to have confidence that communities can deliver

sustainable conservation solutions and manage themselves, viewing WMAs as an attractive investment and a necessary model for the future of Tanzanian wildlife and landscapes.

### Honeyguide’s Baseline Assessment

Honeyguide has developed and implemented an assessment to benchmark the current narrative that identifies key stakeholders and the commonly held narratives that will be the foundation for our strategy, tools, and monitoring. For the preliminary survey, questions have been asked of critical stakeholders in Tanzania.

Overall, we can conclude from our findings that stakeholders are supportive of communities in conservation but to what extent and degree varies. Several factors including financial, rights and recognition, capacity, and government hinder community conserved areas in Tanzania from thriving. When asked to rate the social, economic, and ecological benefits of community conserved areas in Tanzania, the majority of the participants reported ‘poor’. Many stakeholders face direct challenges working with community conserved areas but also indicate support and value of them, thus community conserved areas are being held in a very thin balance and without major changes to community conserved models, they have the potential to face great threats and challenges in the future.

“Narratives are commonly held ideas about people and society, which emerge due to the language, stories, and messages we hear from many different sources every day. We use narratives to make sense of the world: we rely on them as a means of ordering, simplifying, and attributing meaning to the information we receive and the events we experience.”

-ORS Impact, 2021



# POTENTIAL EXPANSION SITES

Our expansion will reach critical community-conserved areas across Tanzania, focusing our efforts on WMAs with high conservation value and economic opportunities. Honeyguide has worked with four core WMAs in the Tarangire-Manyara and Kilimanjaro-Amboseli ecosystems that have become flagship models, and we will continue supporting their path to sustainability over the next five years. Honeyguide plans to additionally partner with WMAs in the Ruvuma-Niassa, Ruaha-Rungwa, and Serengeti-Mara ecosystems, spreading Honeyguide’s reach to over 2,000,000 hectares of protected community land.

**For Honeyguide to invest in a WMA, it must meet the following criteria:**

1. It is of critical importance to conservation in Tanzania.
2. It has viable economic opportunities to generate revenue and secure funding.
3. It has community support and political will to conserve the protected area.
4. It is committed to reaching sustainability.



Ecosystem

# Tarangire-Manyara

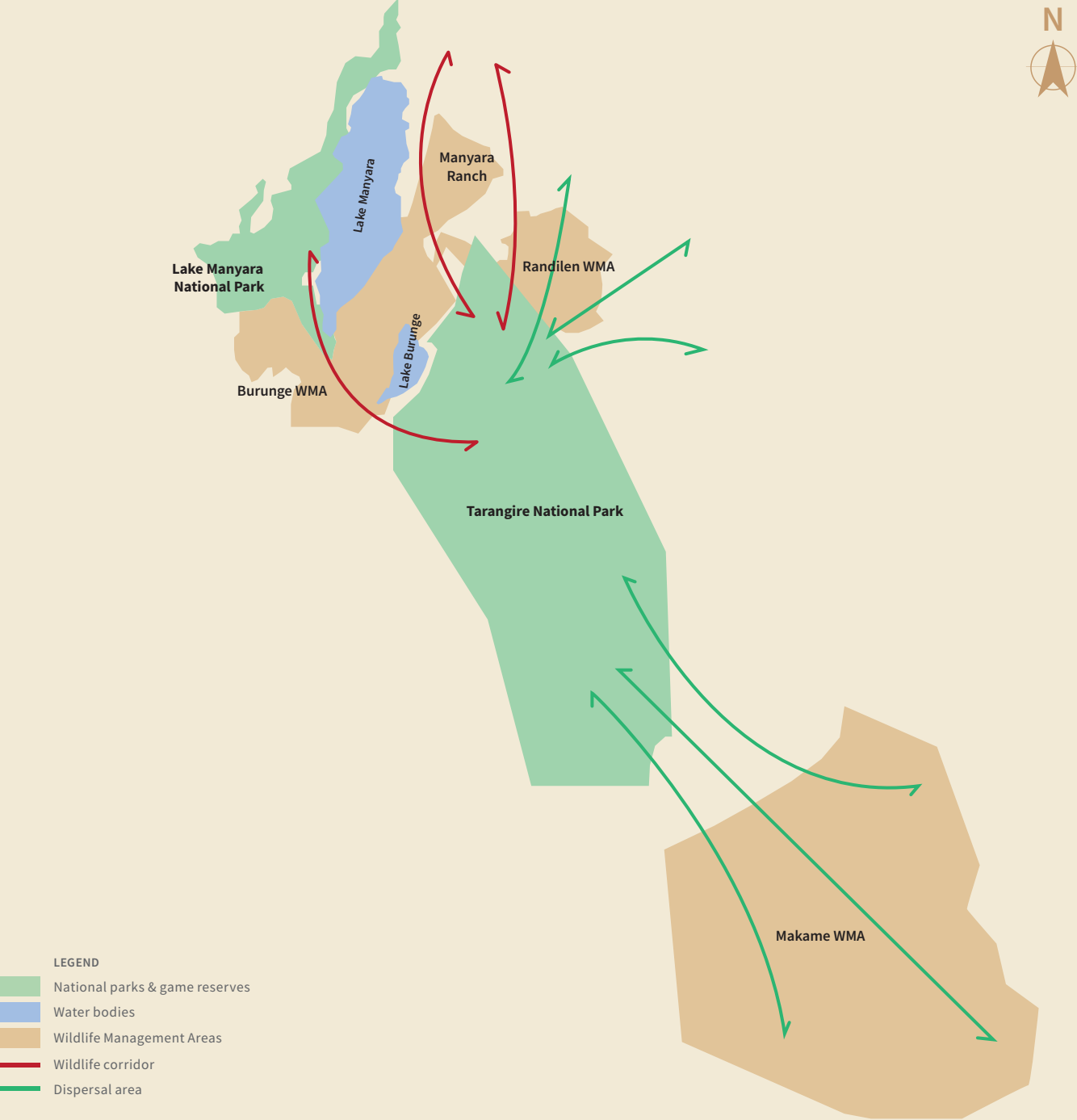
**WMAs:** Burunge, Makame, Randilen

**Total WMA Ha:** 431,100

**Conservation Value:** Within the heart of Tanzania’s Great Rift Valley, bordering Lake Manyara National Park and Tarangire National Park, these WMAs form-critical dispersal areas and migratory corridors containing the second-largest population of migratory wild ungulates in East Africa, as well as the largest population of elephants in northern Tanzania<sup>4</sup>.

**Economic Viability:** Burunge, Makame, and Randilen are three of the most financially successful WMAs in Tanzania. They generate significant revenue from tourism, hunting, and carbon investment. This investment is growing and has led to these WMAs being the most financially independent and sustainable WMAs in Tanzania.

<sup>4</sup>Kahuranga, J., Silkiluwasha, F. (1997). The migration of Zebra and wildebeest between Tarangire National Park and Simanjiro Plains, northern Tanzania, in 1972 and recent trends. *African Journal of Ecology*, 35(3), 179–185. <https://doi.org/10.1111/j.1365-2028.1997.071-89071>





Ecosystem

# Ruvuma-Niassa

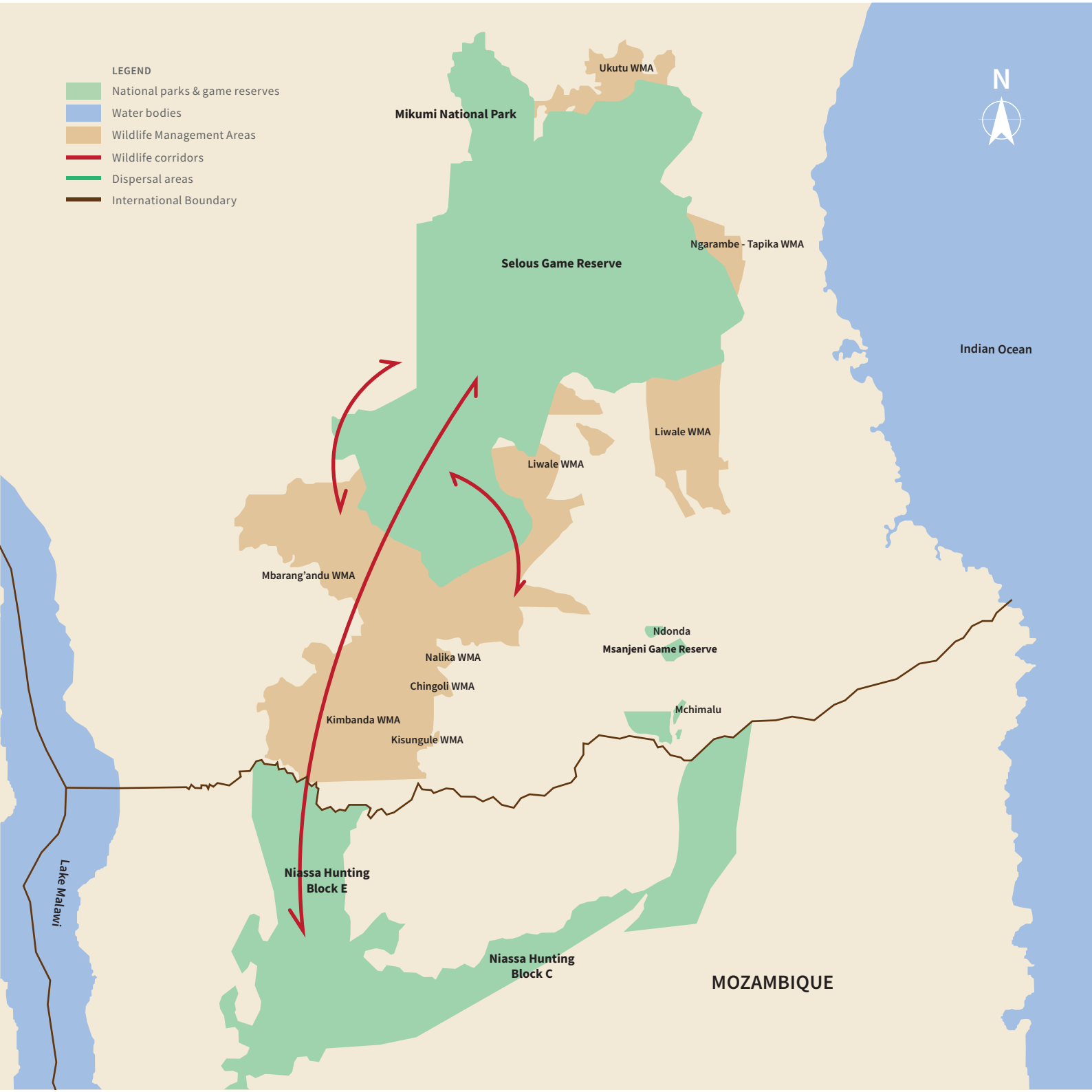
**WMAs:** Mbarang’andu, Chingoli, Kimbanda, Kisungule, Nalika, Liwale

**Total WMA Ha:** 1,158,400

**Conservation Value:** This transboundary landscape between Southern Tanzania and Northern Mozambique is an extensive area of woodlands and forests, harboring critical populations of elephant, wild dog, lion, buffalo, and other large carnivores. These five WMAs compose the critical Selous-Niassa Wildlife Corridor, linking Nyerere National Park (Africa’s largest protected area<sup>5</sup>) and Niassa National Reserve.

**Economic Viability:** This landscape is rich in forests and has secured large-scale investment through carbon financing.

<sup>5</sup> Nyerere National Park and selous game reserve. Frankfurt Zoological Society (2021, October 21). Retrieved from <https://fzs.org/en/projects/tanzania/nyerere-national-park-and-selous-game-reserve/>



Ecosystem

# Ruaha-Rungwa

**WMAs:** Mbomipa, Waga, Ipole

**Total WMA Ha:** 362,800

**Conservation Value:** These WMAs cover various habitats including grasslands, swamps, savannah, woodlands, and evergreen forests. This ecosystem has one of the largest elephant populations in East Africa<sup>6</sup>. Surrounding these WMAs are Ruaha National Park, three Game Reserves, numerous key wildlife corridors, and the Great Ruaha River - one of the most economically important water source in Tanzania.

**Economic Viability:** With the presence of the Ruaha National Park and the Great Ruaha River, this area has significant potential for tourism and hunting investment.

<sup>6</sup> Southern Tanzania Elephant Program. (2020, March 6). Retrieved from <https://stzelephants.or.tz/>





Ecosystem

# Serengeti-Mara

**WMAs:** Ikona, Makao

**Total WMA Ha:** 101,100

**Conservation Value:** Every year, over 1.5 million wildebeest, followed by zebra and gazelle, migrate from the Serengeti in Tanzania to the Maasai Mara in Kenya, searching for grazing land and water. As one of Africa’s most diverse and spectacular wildlife conservation areas, these WMAs compose some of the most critical migratory routes in the Serengeti-Mara ecosystem.

**Economic Viability:** As one of the most popular tourist destinations in the world, the Serengeti WMAs have high tourism investment opportunities. These WMAs have both hunting and tourism investors that generate revenue.

LEGEND

National parks & game reserves

Water bodies

Wildlife Management Areas

Wildlife corridors

Dispersal areas

International Boundary



Ecosystem

# Kilimanjaro - Amboseli

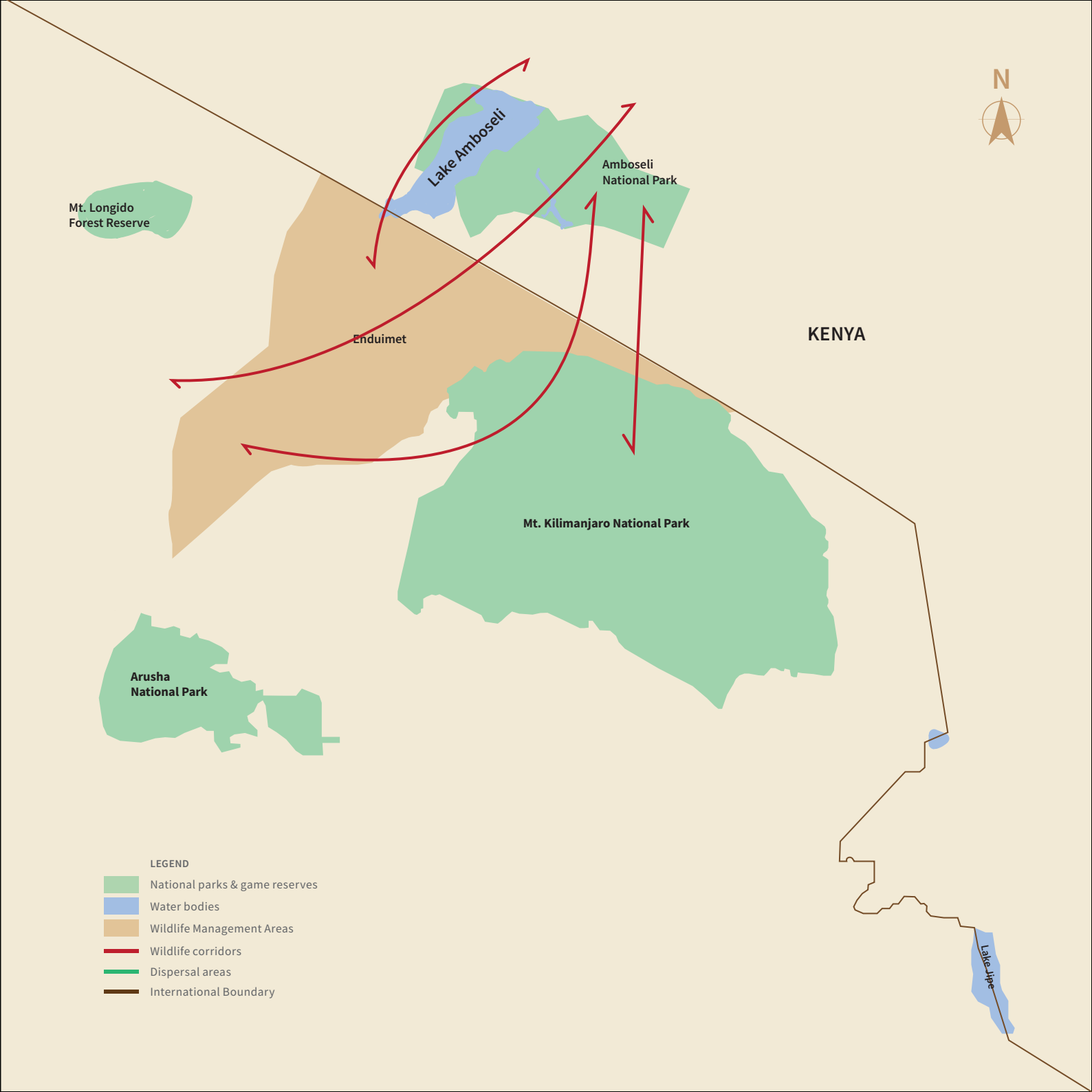
**WMAs:** Enduimet

**Total WMA Ha:** 75,200

**Conservation Value:** This area hosts seasonal migrations and free movement for wildlife through corridors and dispersal areas. This hot and dry ecosystem is home to over 1,800 elephants where pastoralists, their livestock, and wildlife have been coexisting for thousands of years<sup>7</sup>.

**Economic Viability:** Enduimet has great potential for photographic tourism and cultural tourism due to the abundance of wildlife and the presence of Maasai communities in the area.

<sup>7</sup> *Ecosystem overview*. Amboseli Ecosystem Trust. (n.d.). Retrieved from <https://amboseliecosystem.org/ecosystem-overview/>

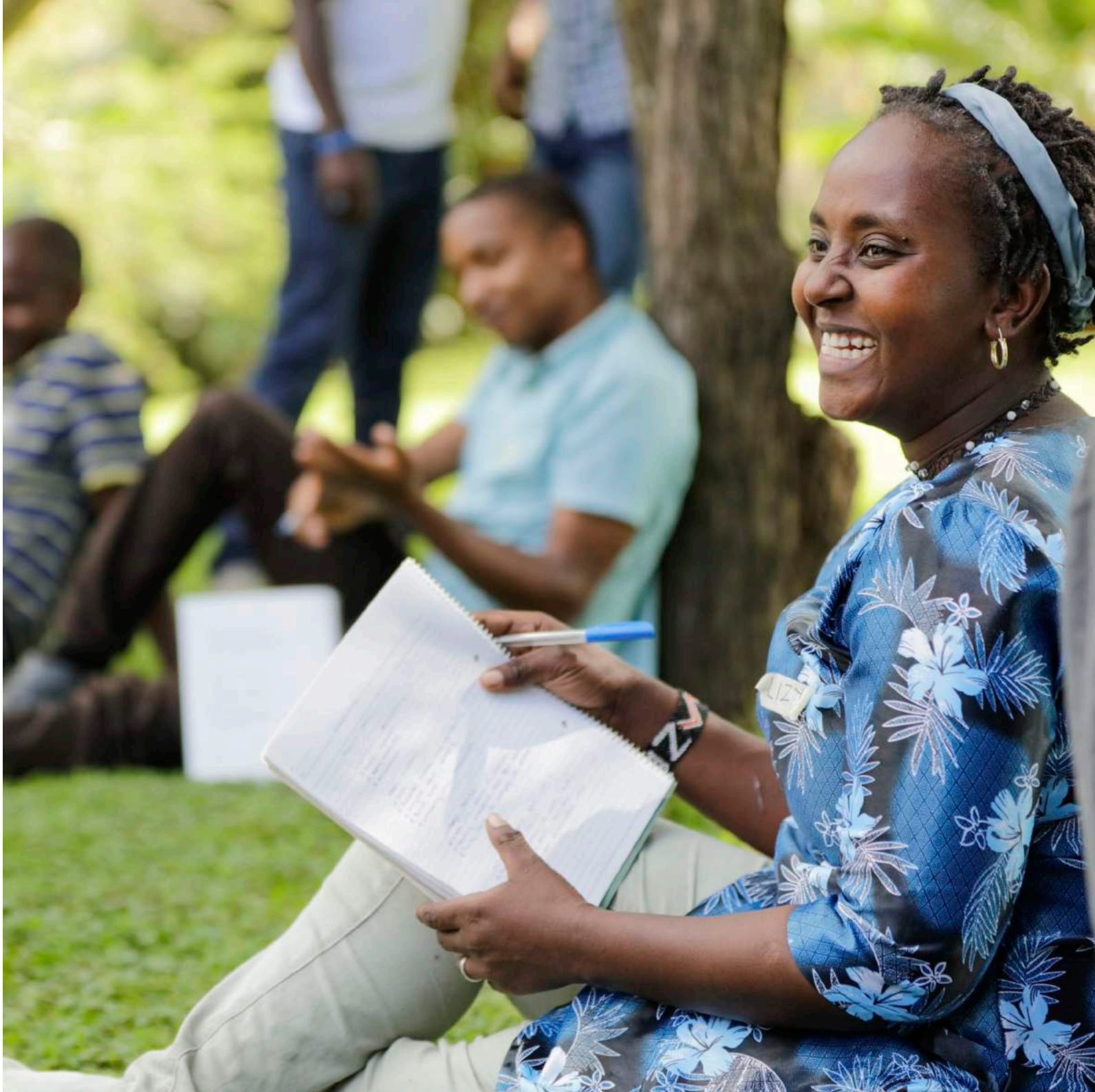




# ORGANIZATIONAL GROWTH

As Honeyguide expands its activities across Tanzania, we will need to grow our team. We aim to carefully hire talent, promote from within, and build our team in synchronicity with the expansion of our work without radically expanding the size of our organization. We know that growth is challenging and we will manage it.

Our goal is to  
become *better*,  
not bigger.







90% of our staff are young conservation leaders under the age of 35 and 12% are women. We are committed to continuing to build an organization that values age and gender diversity.

## Growing our team

While growth can be challenging, our goal is to become better, not bigger. Nevertheless, as the work scales up, Honeyguide will meet the increased workload through strategically building our team, with plans to increase the total number of skilled senior staff by 50% by the end of 2024.

**Promote from within.** Apart from a great motivational strategy, promoting from within our organization saves both time and money. Hiring can be costly and can strain the organization, whereas promoting from within reduces the risk of hiring someone who is not a good organizational fit.

**Motivate and nurture our culture.** We will continue cultivating our working culture, where our values and principles define who we are and how we work together; this will be central to our team-building efforts.

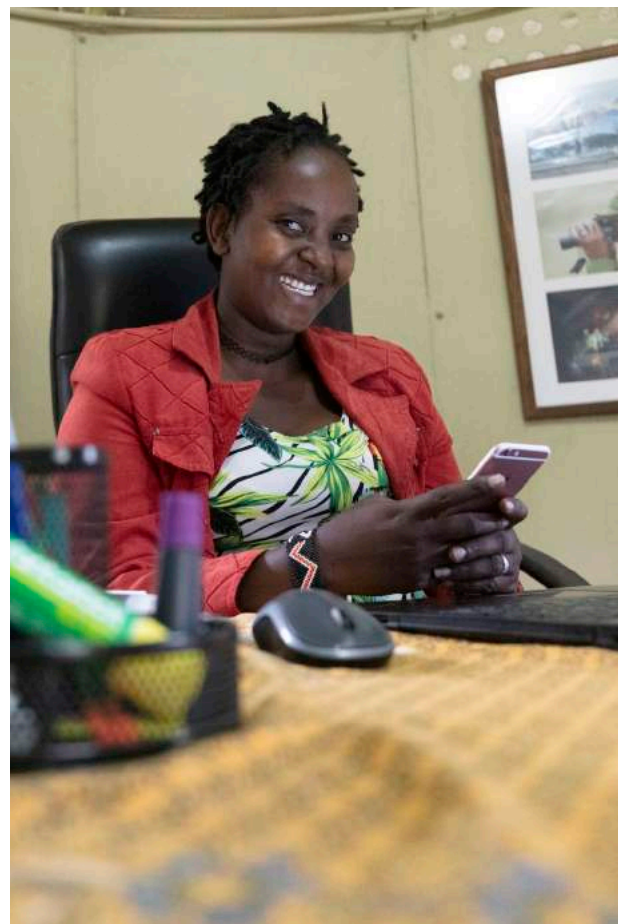
**Hire the best.** Hiring good people will require our continued efforts and innovative approaches to attract the best candidates, casting the net into strategic pools of talent to recruit committed candidates who are oriented toward our culture.

**Manage change.** To maintain critical momentum for change, we will need a team that is able to communicate the change imperative effectively, foster buy-in across the organization, and have the authority to drive the change initiative.





“I love the small team, and the spontaneous way of doing things, I love the people, they are friendly and fun, I love the way we work, we are so relaxed, we don’t worry about the hierarchy, who is the boss, we just do what we are best at doing”  
- Sam Shaba, Programs Manager



“I am very proud that we have an exit strategy that leaves WMAs with the capacity and confidence to independently manage their resources and benefit their communities and future generations”  
- Liz Minto, Communications and Fundraising Coordinator



“Aside from our work, Honeyguide is like a school, when we came, we did not know much, but we have now learned a lot and continue to learn”  
- Eliud Kephas, Technical Assistant



“I love the culture, I love the flexibility of our team and you can count on them at any time”  
- Belinda Mullo, Finance Manager

## Restructuring how we work

**New positions:** There will be significant changes to our organizational structure. The new structure introduces the Regional Program Coordinators, who will oversee all activity implementation and partner coordination in the northern and southern WMAs. Our technical team of trainers will also be led by a Technical Program Coordinator who will be responsible for training and dispersing the technical trainers to the various WMAs across the country. In alignment with our financial goals, we will build the capacity of our Fundraising and Communications Department and our Finance and Administration Department by introducing 4 new positions.

**Team connection:** To ensure senior management can invest time in their teams, interact directly, and coach their subordinates, we will limit the number of subordinates to a maximum of 4 per lead position.

**Capacity building:** Over the next five years, Honeyguide’s growth will require significant investment in capacity building. To do this, we will bring on an HR professional dedicated to managing our growth and change, with the additional implementation of retreats, leadership training, and purposeful coaching.

**Founder transition:** Honeyguide has to move away from a founder-led organization as we pursue our vision of a sustainable, locally-led conservation organization. Over the next three years, Honeyguide will transition the current Executive Director (ED) and founder to a new candidate that is recruited from within our organization. The current ED will then transfer to the Fundraising and Communications Department and remain an advisor to the incoming ED.

**New board members and structure:** Honeyguide will continue to develop its internal governance by recruiting diverse and gender-balanced board members from different sectors who will bring business skills, research, conservation, and non-profit experience. We will develop our board to be the driving force in the planning of Honeyguides’ future and provide the necessary oversight and guidance to support the organization's leadership.

Honeyguide will review its constitution and redesign the organization's governance structure to clarify the membership, roles, and responsibilities and review the needs for technical committees within the board. Furthermore, to retain the historical context of the organization, board members that retire will have the option to join a new advisory organ; that will be able to advise the board going forwards.

**Investment in resources:** For Honeyguide to execute our work effectively and efficiently, we need to acquire the tools and resources necessary to implement our plans and support the organization's growth. This includes investment in but is not limited to, vehicles, computers, and office space equipment. Emphasis will also be placed on information technology (IT) investment in order to produce collaborative tools that will be utilized amongst our partners, which will streamline our work and improve communications across the many regions and WMAs.

“You cannot work as a team if you cannot speak the same language. WMA cannot prosper if everyone is doing everything. If there are no clear roles and responsibilities, if there is no driver in the driver seat, then the car can not move in the right direction.”

- Mr. Khaifan,  
District Administrative Secretary, Babati District





## MONITORING AND EVALUATION

In order to monitor and evaluate our progress towards our goals, we have outlined general objectives and targets that will guide our results.

### Governance:

At least 10 WMAs in Tanzania have strong governance that understand their role, value professional management, and serve as a bridge between the WMA leadership, local communities and stakeholders.

**Target:** At least 80% compliance with Honeyguide's WMA-governance best practices standards with separate management and governance functions.

### Management:

At least 10 WMAs in Tanzania reach stage 4 of Honeyguide's Ma&T framework, with well-equipped and experienced management team, using professional business management systems and structures that are embedded in the culture of WMA day-to-day operations.

**Target:** At 80% compliance to Honeyguide's WMA MAT level 4 in at least 8 WMA



Learn more about ma&t, scan this QR code.



**Enterprise Development:**

10+ WMAs with Sustainable financing as a result of an increase in investors' confidence (private and donors). The WMAs are following their long-term sustainability plans, engaging and communicating progress with their stakeholders; WMAs balance sheets moving towards a positive figure;

**Target:** >\$1m increase in total WMA revenues (Country-wide targetted WMA annual revenues from tourism, hunting, carbon, and others)

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**Strategic Protection:**

10+ WMAs developed and are implementing protection strategies that are designed to reduce costs and capitalize on community good will as a result of local development+community services

**Target:** 7+ strategic protection teams established, equipped and supported in WMAs

**WMA Capacity Building Methodology:**

A repository of over 30 open-source WMA Tools, systems, and approaches that incorporate the 6 program areas for advancing WMAs performance within Tanzania that have been co-created, designed, and collectively used by partners beyond Honeyguide and CWMAC.

**Target:** >30 documented WMA development tools, systems, and approaches published online on open-source platform where anyone can access, use, contribute to the improvement and share with others.

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**Organizational Strength:**

Honeyguide has the required personnel, who are well trained, well equipped and motivated to deliver SP26, with 10 to 12 new staff recruited to fill strategic positions within Honeyguide in order to successfully deliver the strategic plan.

**Target:** >10 new staff positions filled by senior experienced managers and technical persons or by staff promoted internally.

**Strengthening CWMAC:**

There is a functional and operational national umbrella organization that represents WMAs, with a clear strategic plan CWMAC becomes a self-sustaining organization supporting WMAs across the country with long-term plans, building the capacity of WMAs, playing an advocacy role by engaging both parliamentary and government organs on behalf of the WMAs; and providing services, tools and approaches valued by its members.

**Target:** A new CWMAC Strategic Plan in place and operational, guiding their actions and service offering.

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**Changing the CBNRM Narrative:**

WMAs are communicating and engaging with the stakeholders and local communities who are confident that the Tanzania CBNRM model is delivering for both people and wildlife.

**Target:** >60% of CBNRM assessment respondents demonstrate a change in attitude leaning towards a positive stance toward CBNRM (assessment results by 2026).



For a conclusive view of our M&E plan, please scan the QR code.

FINANCING

Honeyguide will need to raise a total of \$10,326,765 to implement this five-year strategic plan.

To implement our strategic goals over the next five years, our financial projection indicates that a total of \$12,613,758 is required to complete this work. As many of these WMAs have their long-term partners who are also investing in these areas, it is assumed that these partners will raise funds directly and contribute to our overall goals of sustainable WMAs.

**Capital investments in community WMAs:** 51% of the total funds are direct investments in the WMAs supporting their long-term goals of sustainability. These investments cover capital assets such as the purchase of vehicles, equipment, buildings, and critical operating funds such as salaries for staff, fuel, and other costs to support the WMAs before they generate sufficient revenues to fund their operations expenses.

**Coaching and training in WMAs:** A significant portion of funds are to support the coaching and training costs of WMA governing and management teams as well as their protection units.


**Goal 2 and CWMAC support:** We will raise funds to support the growth of CWMAC and their communications activities that are to be carried out for Goal 2. These are additional funds beyond the direct investments by supporters of CWMAC.

**Honeyguide core costs:** To ensure that the organization can deliver to our partners and stakeholders, we will need an efficient and professional team. Our core team expenses are 15% of the total Honeyguide budget.

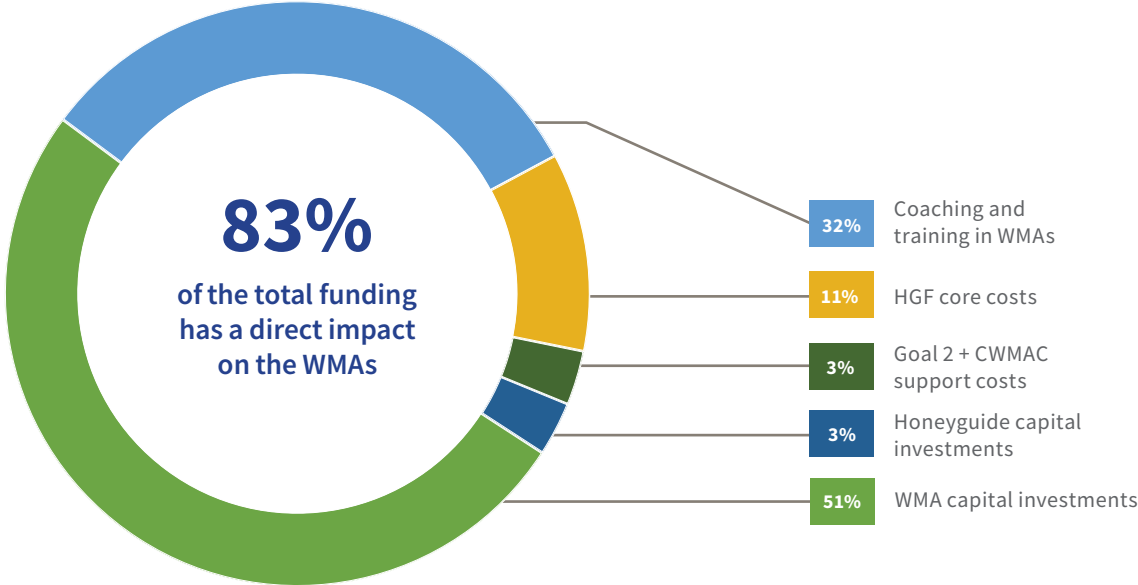
**Honeyguide capital investments:** As we grow and expand into new areas, we will invest in a regional office in southern Tanzania and additional equipment for all program areas (including IT, office and transport needs) for this expansion of our work.

A recent publication by Maliasili reveals that African organizations receive only 5% to 10% of private philanthropic funding invested in the continent and that major changes to funding practices must happen to get significantly more funding to the point of impact at the local scale<sup>8</sup>.

Scan To Download Report



FUNDING BREAKDOWN OF STRATEGIC PLAN



<sup>8</sup>Greening the Grassroots: A Survey of Environmental Actions by US Local Governments. (2022, July). Retrieved March 14, 2023, from <https://www.maliasili.org/greeningthegrassroots>

All costs in USD	2022	2023	2024	2025	2026	Total
Capital investments into WMAs	188,200	1,351,034	1,583,561	1,280,400	827,390	5,230,585
Coaching and training in WMAs	476,020	618,826	711,650	747,232	784,594	3,338,322
Goal 2 + CWMAC support costs	10,000	108,072	94,545	64,773	54,818	332,208
HGF core costs (15%)	53,317	260,478	314,338	282,049	218,682	1,128,865
Honeyguide capital investments	0	142,600	114,400	21,900	9,700	288,600
Total	894,785	2,866,497	3,330,521	2,996,278	2,525,676	12,613,758
Partner funding contributing to our goals <sup>9</sup>	144,800	320,802	757,038	627,205	437,148	2,286,993
Total funds to raise	749,985	2,545,696	2,573,482	2,369,073	2,088,528	10,326,765

<sup>9</sup>We have assumed that our partners will raise at least \$2,286,993 over the next five year period (approx \$457,399 per year) and that Honeyguide will not need to raise the full \$12+ million.

## Fundraising

To fundraise for this ambitious plan, we will:

- Build the capacity of the fundraising and communications department so that they are able to respond to grant calls, and maintain a repository of relevant research papers and data to support our evidence-based approach.
- Collaborate and fundraise with our partners in various geographical areas to jointly apply for funding.
- Advocate for long-term funding, ranging from 3 to 5 years.
- Seek unrestricted funds that can absorb risk and support long-term restricted funds to respond to the unpredictable nature of community-led conservation enterprises.
- Generate inspiring and positive communications, using innovative communication tools and approaches to support our donor partners’ fundraising efforts.
- Expand our donor base with a focus on impact investments, bilateral donors, conservation foundations, and institutional donors.



## ACKNOWLEDGEMENTS

We would like to thank all our partners and supporters who have been with us over the past five years, helping and working with us, investing in our skills, and developing the tools and know-how. In particular, we would like to acknowledge the support and investments from The Nature Conservancy, Maliasili, DashLight Foundation, Drollinger Family Charitable Foundation, Lion Recovery Fund, Liz Clairborne Art Ortenberg Foundation, and Tusk Trust. We also are grateful to our WMA community partners, including Randilen, Makame, and Burunge WMAs, for their trust and partnership in developing a proven model of community-led conservation that we can expand with across other WMAs in Tanzania. We would like to thank the following for their photographs: Felipe Rodrigues, Monica Dalmasso, Mauro Scattolini.

Setting out to develop this strategic plan for these next 5 years could not have been possible without the work accomplished over the past five years. However, the past year have been a journey of collating the information, ideas, and opinions and engaging with partners and WMAs across Tanzania to learn about the needs, gaps, and opportunities where Honeyguide can invest their skills and funds. In particular, we would like to thank the support of Maliasili and their coaching, frank advice, and patience as they have helped us think out this plan. The Community Wildlife Management Area Consortium (CWMAC) for their input, enthusiasm, and commitment to working together, and the Ministry of Natural Resources and Tourism for their valued advice and support. We also have had numerous volunteers and our Honeyguide team spending hours collecting information, exploring ideas, and helping us write this plan. We would like to thank you all.



## HONEYGUIDE Field Notes

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## Talk to Us

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