



HONEYGUIDE

2024 Targets

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



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(2023-2033)**

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Abbreviations

- AA - Authorized Association
- BEST - Business Enterprise Sustainability Tool
- BIOPAMA - Biodiversity and Protected Areas Management Programme
- CWMA - Community Wildlife Management Area Consortium
- GCBF - Governance Capacity Building Framework
- GIA - Governaince in Action
- HEC - Human Elephant Conflict
- HWC - Human Wildlife Conflict
- Ma&t - Management Assesment and Tools
- MNRT - Ministry of Tourism and Natural Resources
- P2P - Peer-to-peer
- STEP - Southern Tanzania Elephant Project
- WMA - Wildlife Management Areas

INTRODUCTION

As we enter the third year of our five-year strategy, this brief publication aims to facilitate the collaboration necessary to achieve our long-term goals and targets for 2024. It serves as a guide for our partners, stakeholders, and donors, offering a clear overview of our objectives for the year.

For each WMA, we provide detailed activities along with relevant activity numbers used by our programs team to engage with partners and monitor progress. Additionally, we offer general narratives on various departments and target areas, with detailed work plans accessible via a provided link.

We express our sincere gratitude for the support and commitment received over the past two years from our broad network of stakeholders and donors. We eagerly anticipate continued collaboration in 2024.

5 YEAR GOALS

Our overarching goal is to have a **proven and robust community-based conservation model working for both people and wildlife in Tanzania.**

To realise this larger ambition, we have two streams of work that are interdependent; where in 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.**

Supporting this effort, within Goal 2; we want **Tanzanian policymakers, media, conservation leaders, and the private sector to increasingly support community-based approaches to conservation, including WMAs.**

CONTEXT

In 2022, we set out on our new journey, having developed our new strategy that would guide the organisation's investments, resources and actions until 2026.

2022

This required us to establish and build an organization that was able to implement this strategy, in 2022, we set out to:

- Recruit partners in these new landscapes.
- Find the funding for this ambitious goal.
- Establish initial contact with the target WMAs.

2023

Having achieved what we set out to do in 2022, in 2023, we needed to:

- Recruit the team to achieve our objectives and long-term goal,
- Build internal systems to manage over twice the funding and activities
- Build a working partnership with CWMAC

Scan to view Honeyguide's
Strategic Plan (2022 - 2026)





WHAT WE DO

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

We do this using two key approaches we have developed, the Governance Capacity Building Framework (GCBF) that guides our investments and actions to making the governance effective in WMAs and the Management Assessment and Tools (Ma&t); a process that guides the management of the WMAs to become professional and achieve results.

Governance

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.



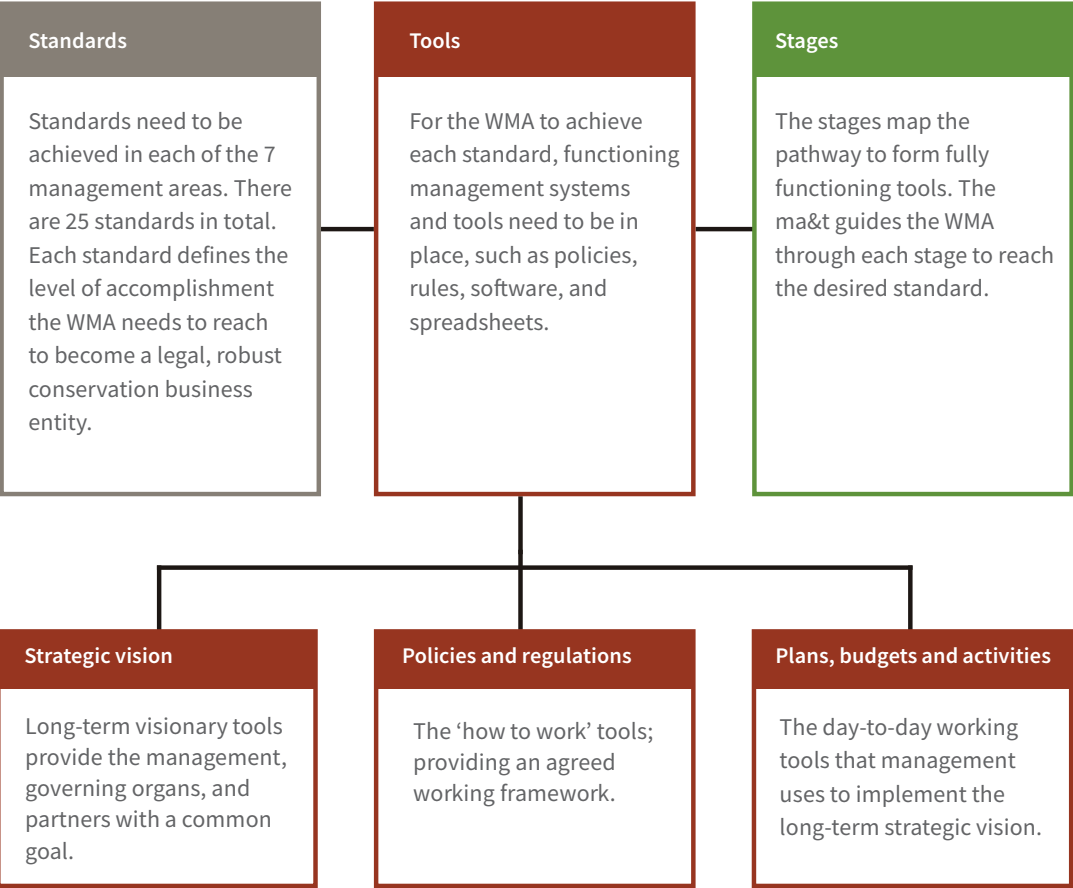
GOVERNANCE IN ACTION

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 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.



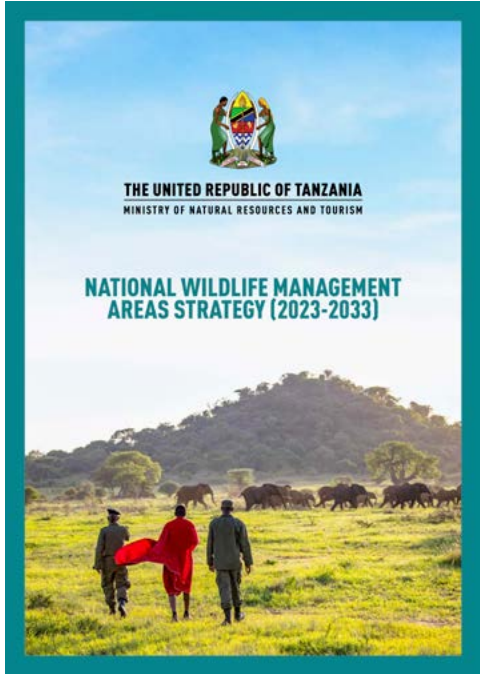
Development Stages

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.

NATIONAL WILDLIFE MANAGEMENT AREAS STRATEGY (2023-2033)

Our 2024 work and investments directly address the National Wildlife Management Areas Strategy (2023-2033)’s six strategic objectives (SO), each with their 5-7 strategic actions. Our investments will significantly advance certain objectives by fully supporting several key actions within them, while others will see valuable contributions that further those priorities.



Honeyguide’s Support on Strategic Objectives in the National Wildlife Management Areas Strategy (2023-2033)	
<div>Strategic Objective 1</div> <div>To scale up successful WMA model.</div> <div><div></div>100%</div>	<div>Strategic Objective 2</div> <div>To make CWMAC a stronger community-owned national body</div> <div><div></div>100%</div>
<div>Strategic Objective 3</div> <div>To develop and strengthen supportive policy and legislative frameworks.</div> <div><div></div>100%</div>	<div>Strategic Objective 4</div> <div>To introduce landscape conservation planning mechanisms that enhance ecological connectivity</div> <div><div></div>50%</div>
<div>Strategic Objective 5</div> <div>To enhance community engagement in conservation and improved livelihoods</div> <div><div></div>100%</div>	<div>Strategic Objective 6</div> <div>To mainstream in community conservation emerging and cross-cutting issues</div> <div><div></div>60%</div>
<div>Committed to partnerships and collaboration, we leverage the National WMA Strategy as a framework to unite diverse stakeholders, including government and WMAs. This collaborative approach amplifies our impact and strengthens the national strategy’s goals in Tanzania.</div>	

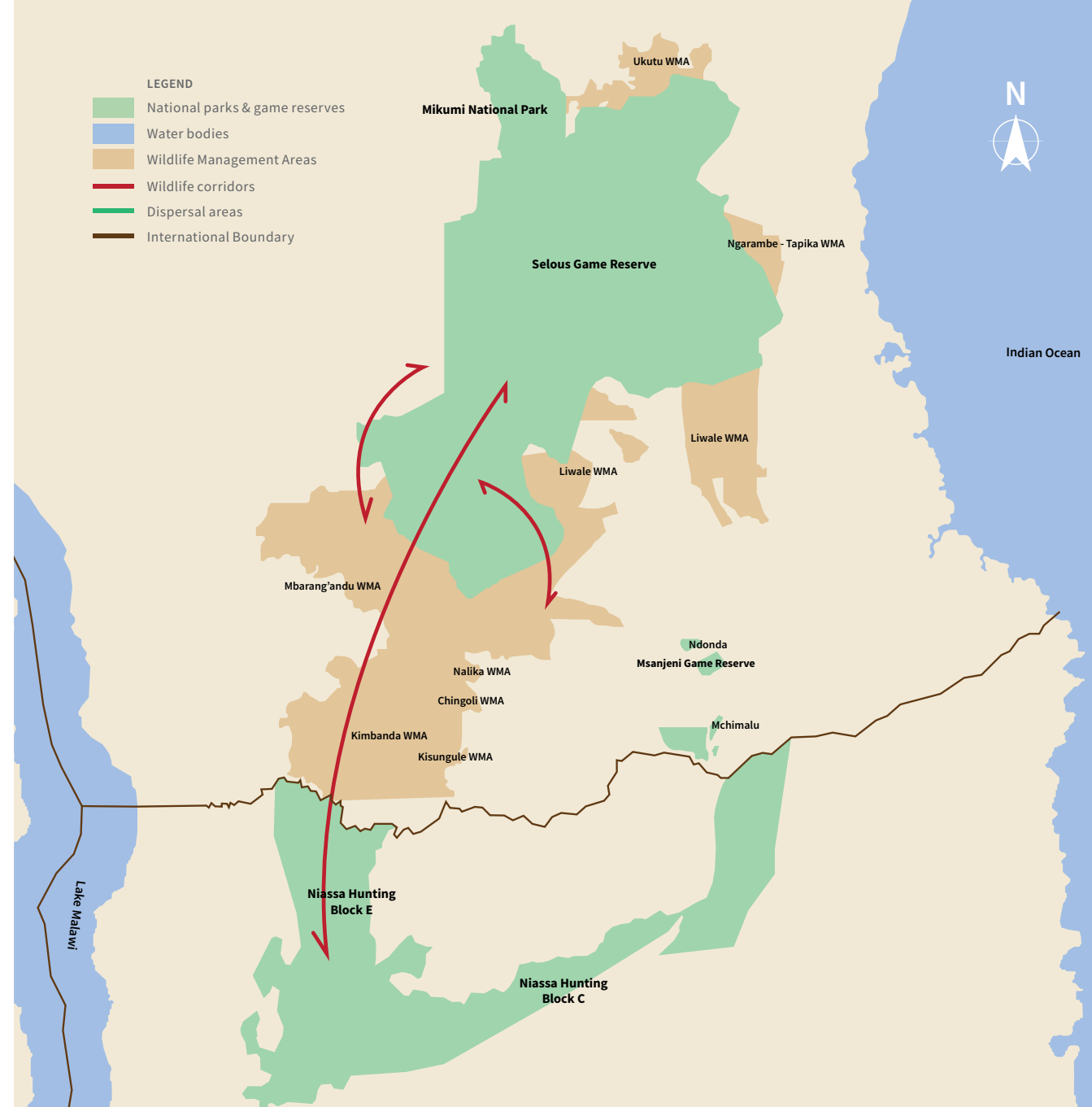
GOALS FOR 2024

Goal 1

Ruvuma Niassa Landscape

Building effective WMA governance and management procedures in 5 Ruvuma WMAs and Liwale WMA, using the Honeyguide's Governance Capacity Building Framework (GCBF) and the Management Assessment and Tools (Ma&t) approach.

- 1.1.1. GCBF Governance Technical Training is in the five Ruvuma WMAs, and GCBF Foundation Governance Training is in Liwale WMA. Piloting a governance assessment (GIA) tool in one of these WMAs.
- 1.1.2. Training the management teams with the initial stages of the Ma&t so they can reach 60% of Stage 2.
- 1.1.3. Exchange visits, study tours and Peer to Peer (P2P) for all 6 WMAs in this landscape for the leaders of the Authorized Association (AA) and management staff.
- 1.1.4. Development of communications strategies, stakeholder engagement strategies and the production of community awareness films of the WMA.
- 1.1.5. The development of the Business Enterprise Sustainability Tool (BEST) to provide financial and investment guidance for the next 5 years for each of the 6 WMAs.



Goal 1

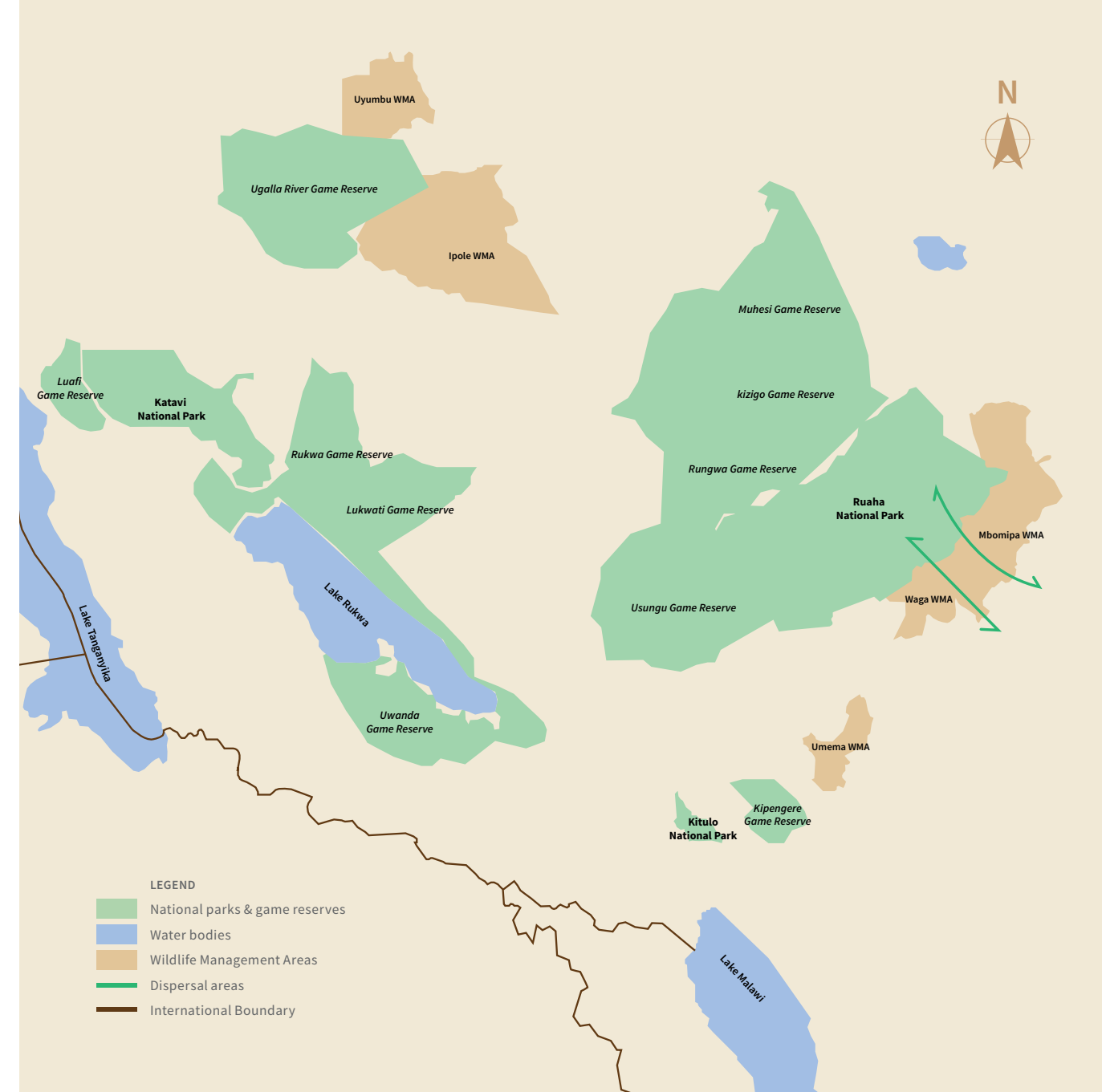
Ruaha-Rungwa Landscape

Community management, governance and sustainability of Mbomipa WMA is strengthened in the partnership with STEP. Initial governance and management capacity building in WAGA WMA and Chamwino WMA.

- 1.2.1. Completing BEST framework and sustainability plan.
- 1.2.2. Ongoing support and strengthening of the management (Ma&t) and making their governance effective (GCBF).
- 1.2.3. Explore strategic protection and HWC initiatives to be affordable and effective.
- 1.2.4. Explore the potential for carbon business.
- 1.2.5. Development of Communication strategy, stakeholder engagement plan and communication materials.

Start operations in WAGA WMA and potentially Chamwino WMA with initial governance and management capacity building.

- 1.3.1. Support management recruitments, initial MA&T and equipment for Waga WMA (Manager and accountant., office repairs, office equipment, internet, etc.).
- 1.3.2. GCBF Foundation Governance Training activities.
- 1.3.3. Support CWMAC and MNRT for Chamwino WMA establishment process.
- 1.3.4. Explore carbon business prospects for Wagaand Chamwino WMA's in Tanzania.



Goal 1

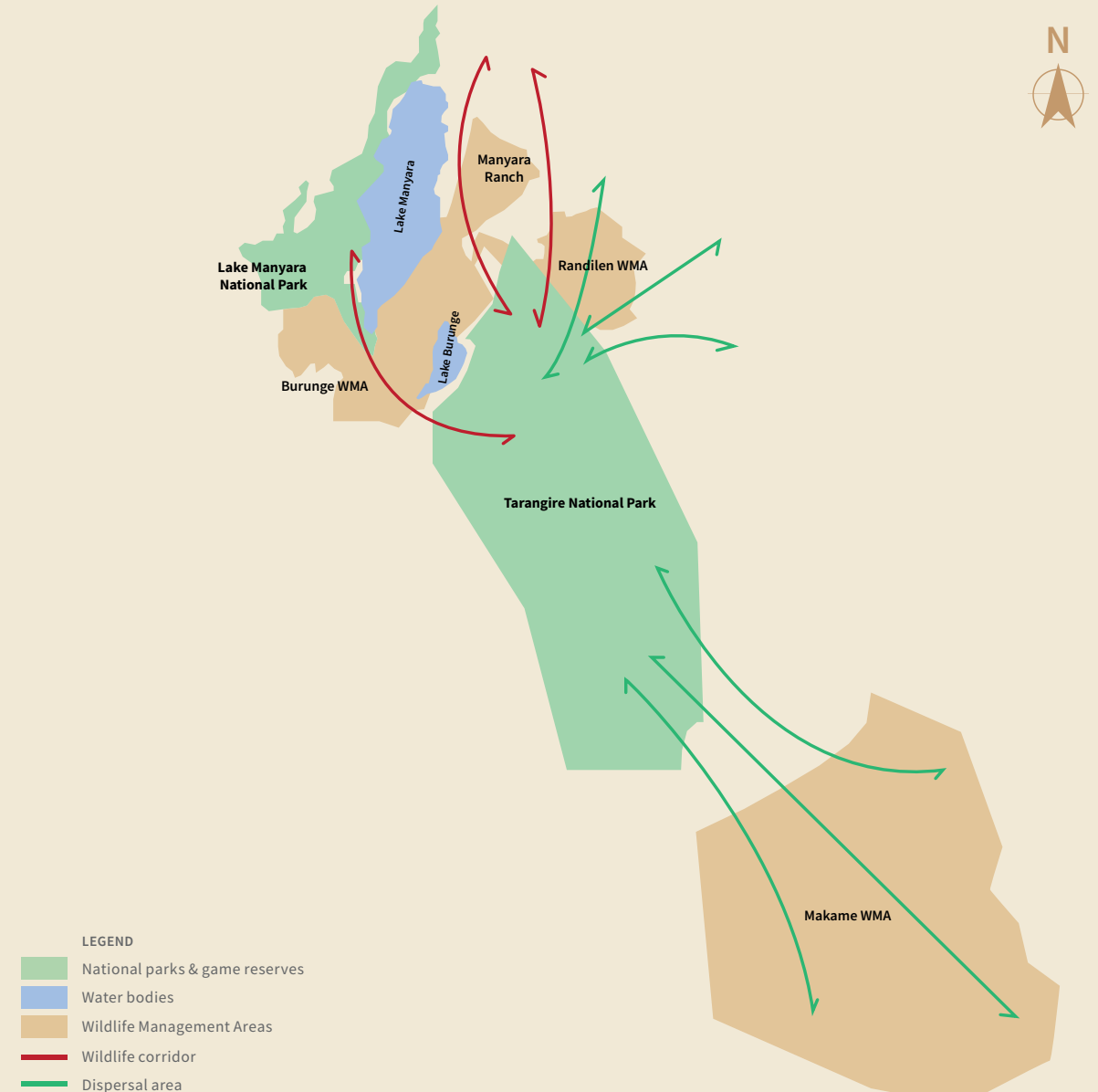
Tarangire Landscape

Deliver Burunge WMA's commitment to achieving sustainability. Develop systems and the formulation of sustainable strategies and the long-term prospects.

- 1.4.1. Ongoing support and strengthening of their governance to make it effective (GCBF).
- 1.4.2. Management capacity-building activities to reach 50% Ma&t Stage 4 with robust financial management and reporting.
- 1.4.3. Develop and start implementing a communications strategy.
- 1.4.4. Pilot valued social services to local communities, including HWC mitigation actions.
- 1.4.5. Develop the BEST to guide the WMA towards sustainability.
- 1.4.6. Develop a strategic protection plan and SOP for the protection team and introduce SMART monitoring.

Makame WMA achieves sustainability by successfully implementing a comprehensive sustainability strategy.

- 1.5.1. On-demand continuous support and capacity building for their governance body and management team.
- 1.5.2. Complete GCBF Technical Governance Training (incl. training recaps and basic/ foundational training).
- 1.5.3. Continuously coordinating with external partners to provide social services valued by the community (such as education with Kamitei and exploring opportunities for community health).
- 1.5.4. Conduct a governance assessment using the GIA tool.
- 1.5.5. Complete and implement communications strategy, including awareness films.



Randilen WMA has successfully completed Honeyguide's sustainability plan, emerging as the pioneering WMA to endure the transition and sustain its exemplary status as a learning centre for others.

- 1.6.1.** Develop a framework for Randilen to become the best host for the CNBNRM learning center (learning visit program, facilities and service offering).
- 1.6.2.** Support the implementation of the Tourism Development Plan.
- 1.6.3.** On-demand interaction with management for capacity building and coaching i.e governance, staff capacity building and policy review.
- 1.6.4.** Review and implement a communication strategy, including key communication tools (Website, social media).
- 1.6.5.** Develop a General Management Plan (GMP) to pave the way for new investment sites.

Makao WMAs possess the fundamental elements of professionally managed and resilient WMA.

- 1.7.1.** Review the partnership with stakeholders and NGOs working with Makao, set priorities and establish clear roles for all partners.
- 1.7.2.** GCBF Technical Governance Training and pilot ongoing government assessments.
- 1.7.3.** Complete the BEST.
- 1.7.4.** Development of WMA management manuals/guidelines and policies enabling the WMA to reach MAT 85% Stage 4.
- 1.7.5.** Introduce strategic protection and HWC operations.
- 1.7.6.** Develop and show community awareness films of the WMA in villages.
- 1.7.7.** Pilot the WMA's rescue fund with Makao WMA.

Initial operations in Western Tanzania WMAs in partnership with Wasima.

- 1.8.1.** Exploration and feasibility assessment of Uyumbu WMA (incl. partnership MoU with Wasima and Uyumbu).
- 1.8.2.** GCBF Foundation Governance Training activities.
- 1.8.3.** Support management recruitments, MAT tools and equipment (Manager and accountant., office repairs, office equipment, internet, etc.).
- 1.8.4.** Introduce strategic protection and HWC operations in Uyumbu WMA.
- 1.8.5.** Support learning visits and peer-to-peer between Uyumbu WMA to other WMAs.

Explore and capitalize on potential partnership opportunities to work in other WMAs in Tanzania.

- 1.9.1.** Feasibility assessments of all remaining WMAs to determine potential expansion sites, partners and engagement plan.
- 1.9.2.** Initial light engagement in potential WMAs.

Goal 1

Technical Development

Serving as the Honeyguide's innovation lab, the technical programs department develops and pilots replicable tools, frameworks, and strategies to empower communities, strengthen governance, and mitigate human-wildlife conflict, paving the way for sustainable conservation solutions across diverse contexts.

Collaboratively develop replicable governance training programs, monitoring frameworks, and tools with partners to enhance the strength and effectiveness of WMA governance. We will package and share the initial governance capacity-building framework with partners for input. Develop governance-in-action best practices tools and guidelines. Simplify WMA governance monitoring and assessment, including result reporting tools. Pilot awareness-raising materials and events in WMAs.

Create tools and frameworks for professional WMA management that are replicable and can be utilized across various contexts. This will require us to revise and enhance the Management and Assessment Tools (Ma&t) to create MAT v2.0, incorporating new insights and improving design clarity. Fully package the management toolbox and publish at least 5 additional complete tools online for sharing and integrating partner feedback. Create a WMA financial coaching pack, including monitoring tools. Aim to have at least 2 core WMA management tools endorsed by CWMAC and MNRT.

Formulating strategies for community-led protection initiatives that prioritise cost sensitivity. We will achieve this by developing the WMA antipoaching engagement strategy

for WMA managers to reduce operation costs by increasing community participation in anti-poaching efforts; we will test the antipoaching engagement strategy in at least 1 WMA . We will develop a protection best practices guide for WMA managers, NGOs and stakeholders investing in protection in the WMAs.

Developing innovative, low-cost yet effective solutions for WMAs to mitigate HWC while providing valued social services such as health and education to the local communities. This will require us to continue exploring additional tools and methods to be included in the existing Human-elephant conflict pack. We will revise the HWC training manual to incorporate new learnings and new tools. We will also develop a methodology and predation programs customized for WMAs.

Establishing partnerships to support WMAs in delivering vital social services such as education and health, which are crucial for local communities. This entails maintaining our partnership with the education partner Kamitei Foundation, exploring opportunities for expansion, and seeking partnerships to implement strategic health programs within WMAs.

Create IT tools and systems designed to facilitate the implementation of Honeyguide's Strategic Plan (SP26), focusing on smarter and remote collaboration. This entails the development of M&E dashboards to track SP 26, the National WMA SP, CWMAC, and WMA data, and creating GIS maps and tools for all project areas, incorporating comprehensive information for investment and protection purposes.

Goal 2

Changing the Narrative

Our overarching goal is to garner increasing support for WMAs from policymakers, media, conservation leaders, and the private sector. This hinges on the Community Wildlife Management Area Consortium (CWMAC) effectively communicating and advocating for legal framework changes that bolster WMA resilience.

To achieve this, we will enhance CWMAC's capacity by providing resources and guidance to implement their strategic plan, facilitating regular engagements with stakeholders, and offering ongoing coaching and systems development in leadership and financial management.

We will conduct outreach workshops to raise awareness among CWMAC members about WMA policies, the importance of communication roles, and strategic planning for advocacy. Success will be measured by a 20% increase in member knowledge and a 15% improvement in the organisation's ability to campaign strategically for change.

Additionally, we will update CWMAC's advocacy strategy to address current policy challenges, develop fact-based recommendations for policy alignment, engage in policy dialogues, and launch at least one campaign advocating for fair, transparent, and equitable revenue distribution.

To amplify the voice of WMAs in media, we'll support at least six WMAs with communication personnel and tools to implement their communication plans that influence CWMAC's policy campaign.



Goal 2

Organisational Strengthening

In 2023, the increasing demand for support from additional WMAs and partners prompted Honeyguide to ramp up its growth and capacity to meet future goals. We remain committed to investing in these three strategic areas.

Finance and admin

To improve the finance team's capacity to manage increased funds and transactions, we will review the department structure and the roles for CFO, FM, HRM, and others. We will also upgrade financial systems and reporting to boost data collection speed and accuracy, transitioning to QuickBooks Online from the southern regional office for real-time data access. Additionally, we will invest in our team, aligning with the new organisational structure and enhancing HR services.

Communications and fundraising

Our Communications Department will generate fact-based communications regularly to engage current and potential donors, partners, and stakeholders, ensuring they are informed and inspired by HGF's progress and achievements. By establishing a repository of data using the Microsoft Power BI data visualisation and reporting platform, our communications will stay current with the organisation's programmatic actions and advancements.

The Fundraising Department is integral to Communications, with targets set for 2024 to raise the necessary funds to support our strategic plan and propel us through to 2026.

Governance

Honeyguide will continue to develop its internal governance by recruiting diverse and gender-balanced board members from different sectors who 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 organisation's leadership. Honeyguide will review its constitution and redesign the organisation's governance structure to clarify the membership, roles, and responsibilities and review the needs for technical committees within the board.



SPECIAL PROGRAMS

Our Special Programs Department oversees projects that fall outside our Strategic Goals. These projects have been running for over ten years, and we are committed to maintaining our partnerships within them.

K9 Unit

Develop an exemplary K9 training center and response unit which is ready to respond whenever required. This will require us to maintain a standby canine unit that is 24/7 ready to respond to all calls in Mkomazi, Serengeti and Tarangire landscapes. We will also continue to develop Manyara K9 unit as a training center for dogs and dog handlers.

Chimpanzee Habituation

Enhance Rubondo Island National Park's ability to facilitate chimpanzee habituation and deliver exceptional visitor and researcher experiences with chimpanzees. Focus on continued activities habituating the northern chimpanzee subgroup while initiating the habituation of the southern subgroup.

Human-elephant Conflict

Utilizing Honeyguide's expertise in human-elephant mitigation, we aim to support additional landscapes and communities beyond the core WMAs in exploring opportunities to decrease the expenses associated with living with elephants. We will collaborate with partners in these areas to achieve this goal.

YOUTH FOR NATURE CONFERENCE

Empowering Tomorrow's
Conservation Leaders

We're thrilled to bring back the Youth for Nature (Y4N) conference, dedicated to youth and conservation. Held biennially in Arusha, this event unites young individuals from diverse landscapes and backgrounds in the conservation sphere.

Y4N serves as a platform for networking, learning, and exchanging ideas and experiences about the myriad opportunities and approaches in conservation careers.

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YOUTH
NATURE 4

8TH & 9TH JUNE 2024

Scan for our detailed Work
Plan and deliverables.



HONEYGUIDE



Stronger together: Partnering for conservation and livelihoods.