



**Stronger
Organizations:**



Greater Impact

CASE STUDY: HONEYGUIDE

This case study shares Honeyguide's journey in working with Maliasili over the past four years. Honeyguide is now a leading Tanzanian organization driving effective community conservation on a growing scale across northern Tanzania. Maliasili has helped bring strategy, systems, and enhanced leadership - which Honeyguide is translating into greater results for communities and conservation.

“

Honeyguide's approach is to make conservation a successful business proposition for rural communities.”

—Damian Bell, Founder and Executive Director, Honeyguide

ABOUT MALIASILI

Maliasili helps make outstanding African conservation organizations even better. We do that by working with a select portfolio of talented local organizations and providing them with customized, multi-year organizational support. Our goal is to help our partners become stronger and more effective organizations so that they can grow their impact and deliver on their missions.

HOW WE WORK



Strategy + People + Action = Impact

STRATEGY is about understanding what needs to get done and designing the right path to do it. It involves big thinking yet practical solutions.

- **Strategic Planning**
- **Impact Models**

PEOPLE in an organisation bring the ideas, skills, and energy to drive change. Whether visionaries, technicians, or work-horses, we help organizations get the most out of their teams.

- **Human Resources**
- **Leadership**
- **Board Governance**
- **Relationships**

ACTION is how a team brings a strategy to life. It's how it raises money to make things happen, plans its activities to stay focused, measures its progress, or lets others know what it is doing and why it matters.

- **Work Planning**
- **Budgeting**
- **Financial Management**
- **Monitoring & Evaluation**
- **Communications**
- **Fundraising**



ABOUT HONEYGUIDE

From the plains of the Serengeti to the foothills of Kilimanjaro, the savannahs, grasslands, and forests of northern Tanzania are home to an unmatched diversity and abundance of wildlife. This wildlife is a critical component of Tanzania's economy, supporting a national tourism industry that generates over \$2 billion in annual revenue, provides hundreds of thousands of jobs, and has been a key driver of foreign investment in the country for nearly three decades.

Although there are large national parks and other protected areas, wildlife moves widely according to seasonal conditions and depends heavily on habitat found on communities' lands. Thus, successful conservation in northern Tanzania depends on the willingness of local communities to co-exist with wildlife.

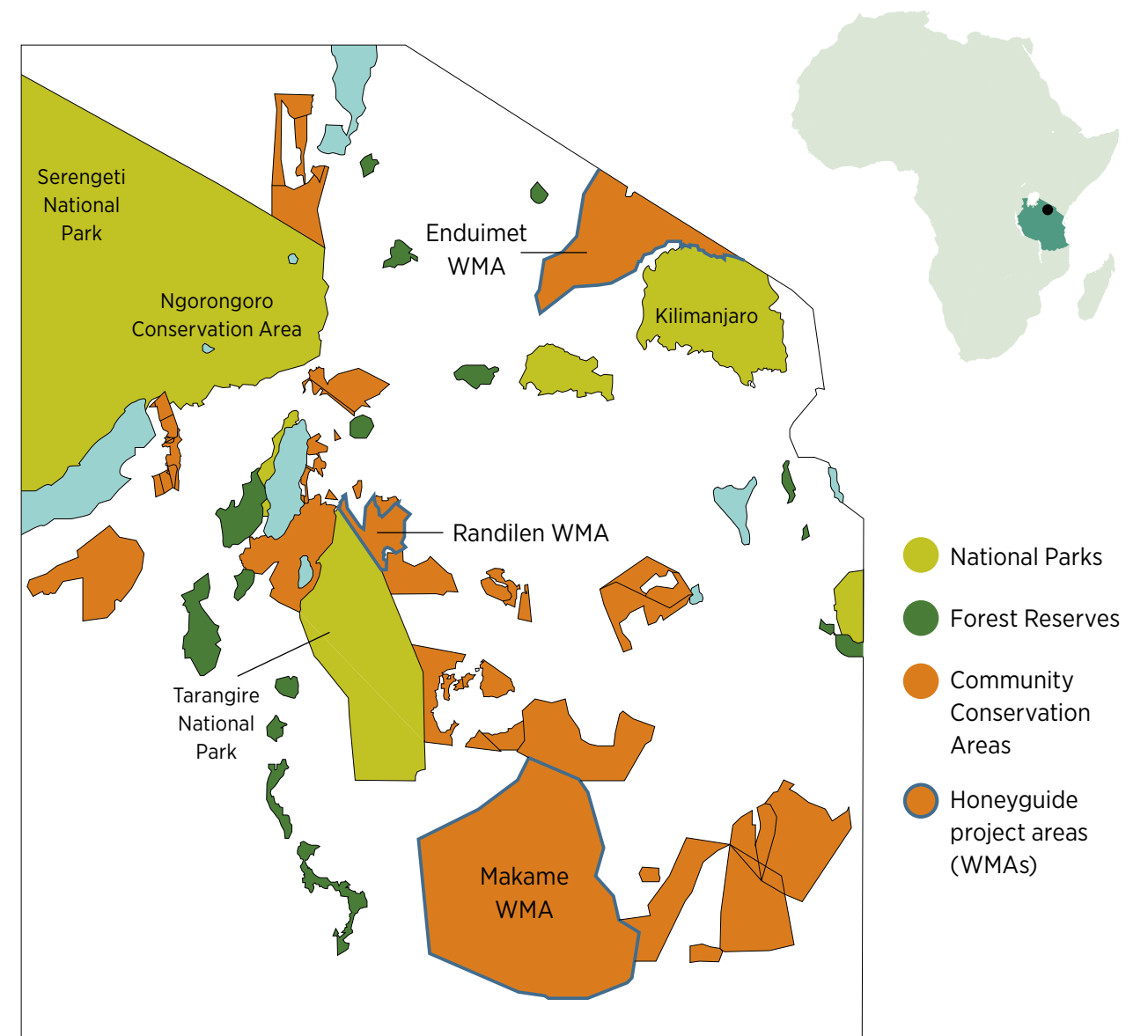
Honeyguide was established in 2007 to develop community-based conservation models that work for both people and wildlife. Honeyguide takes a business-oriented approach, focusing on enabling local communities in key sites to create strong wildlife management bodies, prevent conflicts between people and wildlife, and to earn revenue through professionally-run enterprises such as tourism. Their goal is to make community conservation initiatives such as 'Wildlife Management Areas' (WMAs) self-sufficient and productive for both wildlife and local people. This work is central to the future of wildlife in some of Tanzania's most spectacular landscapes and ecosystems.

FROM PROJECTS TO STRATEGY

By 2016, Honeyguide had achieved important conservation gains in the field, particularly by effectively addressing a spate of elephant poaching while also contributing to wildlife recoveries in several key sites. They were developing a range of creative approaches to address human-wildlife conflict in farms on community lands adjacent to Tarangire National Park, and supporting WMA management.

Through these achievements, they had started attracting significant funds to expand their work. But like many organizations that pass through an initial phase of experimenting with a range of different interventions and projects—doing different pieces of work across a patchwork of areas—Honeyguide was struggling to bring their work together into a coherent strategy to guide the organization going forward to achieve greater impact. That was the entry point for Maliasili to start working with Honeyguide on their strategic plan, and from 2016 to 2019 we worked through our entire spectrum of organizational support services. During this four-year period, Honeyguide was transformed as an organization.

THE LANDSCAPE WHERE HONEYGUIDE WORKS





“

I have watched Honeyguide going through challenging moments but I now see them transforming into a powerful and sustained organization.”

—Alphonse Mallya, Conservation Coordinator, Africa Program, The Nature Conservancy; Honeyguide Board Member

STRATEGY

Honeyguide’s 2017-2021 strategic plan marked a critical turning point for the organization. The strategy gave clear focus to Honeyguide’s core purpose of making community-based conservation in northern Tanzania deliver for both people and wildlife. It also gave clarity to the pathway to doing that: ensuring that key Wildlife Management Areas (WMAs) function as financially viable and effective community conservation bodies. An impact model (pictured on right) developed as part of the strategic plan shows how Honeyguide’s five programs work in synergy to produce community support for WMAs through local conservation actions.

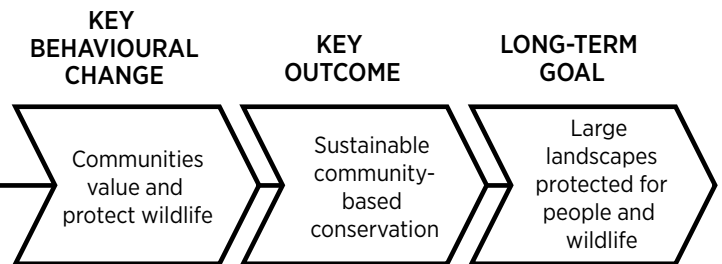
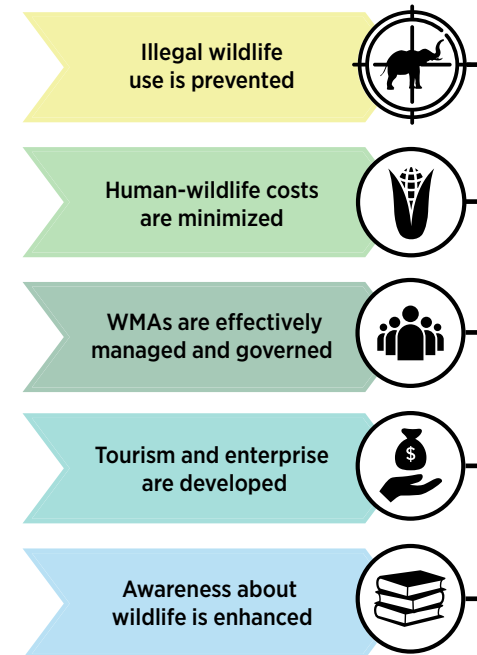
The strategic plan has become deeply embedded within the Honeyguide team- they even printed pocket-sized copies that staff regularly carry around with them and refer to.



The plan guides annual work plans and communications and fundraising priorities. The team has rallied around those priorities and become extremely focused on execution and delivery against their core goals.

HONEYGUIDE’S IMPACT MODEL

KEY INTERVENTIONS



“ *With the funding challenges we have faced, if we didn’t have the strategic plan right now, we’d be lost and we’d be finished. But today, we’re focused and we know what we’re doing.”*

—Meleck Laizer, Project Coordinator, Honeyguide



PEOPLE

In 2016-17, Honeyguide's founder and Executive Director, Damian Bell and another young staff member, Sam Shaba both participated in the first cohort of the African Conservation Leadership Network (ACLN), a leadership development program created by Maliasili and The Nature Conservancy (TNC). At the time, Damian was the organization's leader, while Sam was one of several younger and less experienced, but high-potential staff members.

Following the ACLN, Sam took on a much more prominent leadership role within Honeyguide, becoming a key leader of the team and even of the wider Tanzanian conservation community. He was promoted to a newly created position of Program Manager, with responsibility for overseeing Honeyguide's programmatic work. This role helped improve delivery and management, and an enlarged senior management team stepped up to play a more central role in Honeyguide's overall management. Damian was able to shift to focus more on his strengths of building networks and partnerships- including new fundraising efforts overseas- and guiding the overall vision of the organization.

“ One of the key things that Maliasili has helped us with is building our team. Understanding who we are, what we are and what we're going to do - and then we will do that.”

—Damian Bell, Director, Honeyguide



ACTION

With a clearer strategy and impact and a deeper leadership team, Honeyguide was able to focus on improving its internal systems, delivering impact on the ground, and improving communications and fundraising.

Key improvements to Honeyguide's management systems included development of new performance management practices, organization-wide work planning, and developing a sophisticated Monitoring & Evaluation system.

Honeyguide worked with Maliasili to develop a communications strategy and to articulate and define its brand and messaging.

Honeyguide's communications efforts became more targeted around key audiences, and generating a steady flow of compelling video, print, and online products.

In 2018, Honeyguide faced a significant funding crisis due to one major funder's abrupt change in priorities. With Maliasili's guidance, Honeyguide developed a new fundraising strategy, improved its communications materials, and carried out a US fundraising trip that helped bring in about \$350,000 of critical funding by the end of 2018. Despite the near-term crisis, within a year Honeyguide had diversified its funding portfolio, built a number of new partnerships, improved its funder networks, and achieved greater alignment between funding sources and its strategic priorities.

Organizational Change	2016	2019
Strategic Plan	X	A clear strategy that guides Honeyguide's day-to-day work
M&E System	X	Overarching
Communications Strategy	X	A clear strategy guiding daily communications efforts and messaging
Fundraising Strategy	X	A clear strategy identifying funding needs and funding targets
Senior Management Team	1 Member	3 Members
Organization-wide Team Meetings	2/year	6/year
Program Meetings	Ad-hoc	Weekly
Work Plan	Project-based	Organization wide



As a stronger organization, Honeyguide's impact in the field has increased. Honeyguide works in three key WMAs—Randilen, Makame and Enduimet—that are helping conserve nearly 500,000 hectares of critical wildlife habitat and communal rangelands.

In Randilen WMA, Honeyguide has helped the community set a new standard for WMAs in Tanzania. With good roads, an airstrip, and other tourism facilities, Honeyguide has helped the WMA develop a top notch tourism product along with a business plan and a management structure to guide and oversee its implementation. In turn, Randilen WMA increased total tourism revenue by over 40% from 2016 to 2018 (see fig 1). At the same time, communities are increasingly investing in wildlife protection as they see its worth - in 2019 communities contributed 75% of the costs associated with crop protection toolkits (see fig 3), significantly reducing the burden of living alongside wildlife. Crop protection teams (pictured on right) are trained on toolkits that consist of 4 items, including a flashlight and a horn. Each tool gradually increases the intensity and irritant level, changing the behavior of elephants when approaching farms.

Recent published research documents important wildlife recoveries in Randilen WMA following its establishment, including a more than doubling of giraffe population density (see fig 2).

In Enduimet WMA, Honeyguide is helping increase tourism revenue through improving the tourism experience and marketing, such as through new campground and a website. Expanding work to the vast **Makame WMA** located to the south of Tarangire National Park has been a key move by Honeyguide over the past two years. They secured funding from the Lion Recovery Fund and have already supported wildlife law enforcement and monitoring, started to professionalize the WMA's staffing, and are collaborating with a carbon offset company, Carbon Tanzania, to develop the long-term financing that the WMA needs to be sustainable.

Across all Honeyguide's sites:

0 ELEPHANTS
killed or poached in the past 4 years




Fig 1 | Randilen WMA Total Revenue

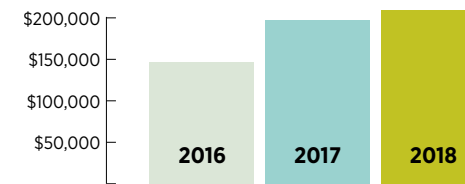
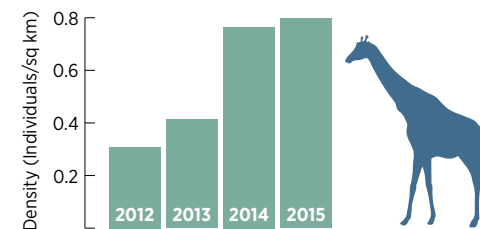


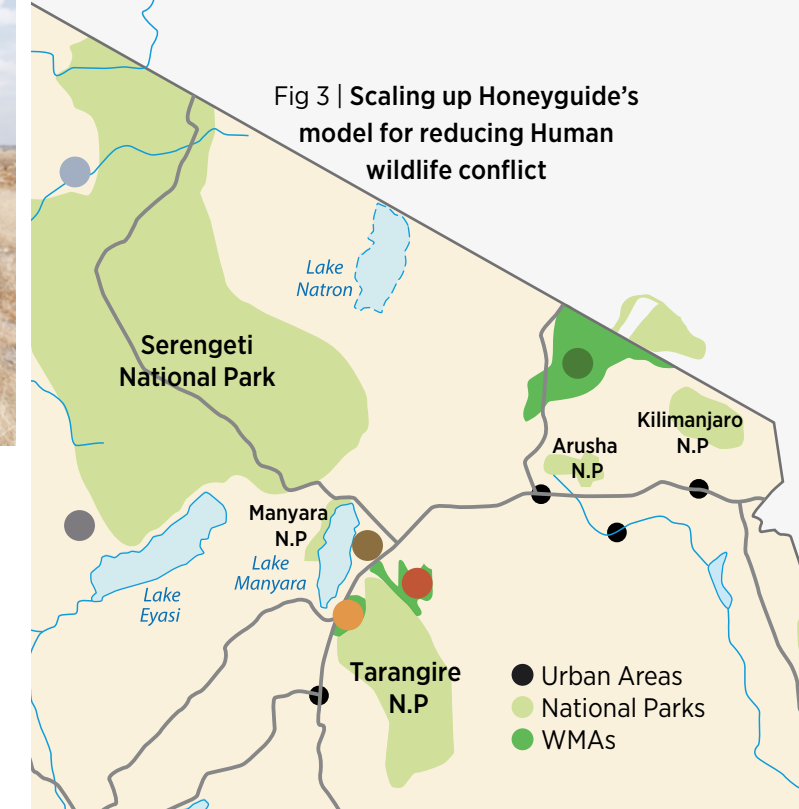
Fig 2 | Giraffe numbers in Randilen WMA



"The apparent positive ecological effects we found in Randilen WMA should provide evidence that...WMA establishment likely compliments the conservation value of national parks."

Source: Lee, D. E., & Bond, M. L. (2018). Quantifying the ecological success of a community-based wildlife conservation area in Tanzania. *Journal of Mammalogy*.

Fig 3 | Scaling up Honeyguide's model for reducing Human wildlife conflict



Honeyguide Projects

- | | |
|---|--|
| <ul style="list-style-type: none"> Enduimet WMA
450 Toolkits
2013 - 2018
11 villages | <ul style="list-style-type: none"> Randilen WMA
415 Toolkits
2018 - 2019
8 villages |
| <ul style="list-style-type: none"> Burunge WMA
260 Toolkits
2013 - 2019
5 villages | <ul style="list-style-type: none"> Manyara Ranch
50 Toolkits
2018 - 2019
2 villages |

Other Projects

- | | |
|--|---|
| <ul style="list-style-type: none"> Makao WMA
15 Toolkits & 23 persons
trained in 2019
11 villages | <ul style="list-style-type: none"> Ikona WMA
25 Toolkits & 16 persons
trained in 2018
5 villages |
|--|---|



Photos by Felipe Rodriguez, Roshni Lodhia (pg 5) and Jessie Davie (pg 6)



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