Applicant: **Shaba, Sam**
Organisation: **Honeyguide Foundation**
Funding Sought: **£129,501.00**

DIR30CC\1179

Improving habitat and livelihoods through equitable governance and effective management.

Honeyguide Foundation will be working alongside Makao WMA, to enhance the robust capability and capacity of the WMA to protect the biodiversity and conservation of critical habitat and species located in a natural resource hotspot. This necessitates the need to improve the professional management and equitable governance of the WMA. The project aims to achieve significant outcomes in biodiversity conservation and multi-dimensional poverty reduction through activities surrounding training and coaching, communications, knowledge generation, and policies and strategies.

DIR30CC\1179

Improving habitat and livelihoods through equitable governance and effective management.

Section 1 - Contact Details

PRIMARY APPLICANT DETAILS

Title	Mr
Name	Damian
Surname	Bell
Organisation	Honeyguide Foundation
Website (Work)	www.honeyguide.org
Tel (Work)	███████████
Email (Work)	████████████████
Address	████████████
	███████████
	██████
	██████
	███
	████████████████

CONTACT DETAILS

Title	Mr
Name	Sam
Surname	Shaba
Organisation	Honeyguide Foundation
Tel (Mobile)	██████████
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	████
	████████████████

GMS ORGANISATION

Type	Organisation
Name	Honeyguide Foundation
Phone	██████████
Email	█████████
Website	█████████████
Address	██████████
	███
	████████████████

Section 2 - Title & Summary

Q3. Title:

Improving habitat and livelihoods through equitable governance and effective management.

Please attach a cover letter as a PDF document.

⤓ Darwin Cover Letter HONEYGUIDE
🗓 23/10/2023
🕐 11:30:34
📄 pdf 269.83 KB

Q4a. Is this a resubmission of a previously unsuccessful application?

⊙ No

Q5. Summary of project

Please provide a brief non-technical summary of your project: the capability and capacity problem/need it is trying to address, its aims, and the key activities you plan on undertaking.

Honeyguide Foundation will be working alongside Makao WMA, to enhance the robust capability and capacity of the WMA to protect the biodiversity and conservation of critical habitat and species located in a natural resource hotspot. This necessitates the need to improve the professional management and equitable governance of the WMA. The project aims to achieve significant outcomes in biodiversity conservation and multi-dimensional poverty reduction through activities surrounding training and coaching, communications, knowledge generation, and policies and strategies.

Section 3 - Title, Dates & Budget Summary

Q6. Country(ies)

Which eligible country(ies) will your project be working in? Where there are more than 4 countries that your project will be working in, please add more boxes using the selection option below.

Country 1	Tanzania	Country 2	*No Response*
Country 3	*No Response*	Country 4	*No Response*

Do you require more fields?

⊙ No

Q7. Project dates

Start date:	End date:	Duration (e.g. 1 years, 8 months):
01 April 2024	31 March 2026	2 years

Q8. Budget summary

Year:	2024/25	2025/26	Total request
Amount:	£72,168.00	£57,333.00	£ 129,501.00

Q9. Do you have proposed matched funding arrangements?

⊙ Yes

Please ensure you clearly outline your matched funding arrangement in the budget.

Q10. If you have a significant amount of unconfirmed matched funding, please clarify how you will fund the project if you don't manage to secure this?

We have unrestricted funding that has been allocated to this project.

Section 4 - Project need

Q12. The need that the project is trying to address

Please describe evidence of the <u>capability and capacity</u> need your project is trying to address with reference to <u>biodiversity conservation and poverty reduction challenges and opportunities</u>.

For example, how have you identified the need? Why should the need be addressed or what will be the value to the country? Please <u>cite the evidence</u> you are using to support your assessment of the need.

The Makao Wildlife Management Area (MWMA) in Meatu District, Northern Tanzania, is a pivotal community-owned and managed conservation area spanning 769 sq. km. MWMA plays a crucial role in ecological connectivity, linking the Maswa Game Reserve, Ngorongoro Conservation Area, and Serengeti National Park. MWMA generates revenue primarily from photographic and hunting tourism, with a portion allocated to member villages. MWMA encompasses seven villages housing approximately 33,000 residents from various tribes, including Sukuma, Datoga, Hadza, and Nyaturu. While the community values its tourism investor, a concerning issue has emerged - 60% of the hunting block allocated to the investor is facing encroachment. Additionally, two philanthropic investors, the Friedkin Conservation Fund and Frankfurt Zoological Society, support MWMA's conservation efforts.

For several years, MWMA has grappled with power imbalances and unwarranted political influence in decision-making processes. In December 2022, Honeyguide stepped in to assist MWMA by conducting the IIED Site Level Assessment of Governance and Equity (SAGE). The complex governance structure and lack of professional management have posed significant challenges, to the ability of MWMA to conserve the area's biodiversity. Though MWMA has recently hired a professional manager and accountant, they have yet to establish proper finance and management systems. The Authorized Association, the governing body, comprises 21 young and enthusiastic members seeking to enact positive changes. However, the presence of politicians, district officials, and parliament members on the WMA board has fostered corruption and power imbalances, impeding effective decision-making and operations. Despite the willingness of WMA management, the Authorized Association, and

certain board members to improve the system, human-wildlife conflicts, particularly crop damage from elephants and predation challenges, persist, perpetuating community poverty.

The assessment pinpointed numerous challenges hindering MWMA's ability to conserve biodiversity and alleviate poverty effectively. Law enforcement within the WMA is nearly nonexistent, with only 33 seasonal game scouts and one operational ranger post. Corruption and illegal activities within the WMA, involving AA members, game scouts, and board members, further exacerbate the situation. Additionally, the assessment underscored the necessity for participatory decision-making and local community agency, as decisions are currently influenced by higher authorities with political affiliations, disrupting the WMA's structure and responsibilities. As a community-led conservation model, the WMA should uphold the community's rights.

The protection and biodiversity conservation of MWMA necessitates robust management and governance systems. The existing benefit-sharing mechanism allocates 50% of WMA revenue to neighboring communities, easing financial burdens and enabling crucial community services such as infrastructure, education, and healthcare. Improved management and governance also empowers MWMA to provide essential human-wildlife conflict mitigation services, addressing crop damage and livestock predation while safeguarding elephants and large carnivores. A well-functioning WMA translates to thriving communities and a flourishing landscape. Enhanced law enforcement would curtail encroachment, and illegal activities, protect wildlife, and mitigate land degradation in a vital biodiversity area, ensuring the preservation of the Ngorongoro Conservation Area, Maswa Game Reserve, and Serengeti National Park.

Section 5 - Darwin Objectives and Conventions

Q13. Biodiversity Conventions, Treaties and Agreements

Q13a. Your project must support the commitments of one or more of the agreements listed below.

Please indicate which agreement(s) will be supported.

☑ Convention on Biological Diversity (CBD)
☑ International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA)
☑ Convention on International Trade in Endangered Species (CITES)
☑ United Nations Framework Convention on Climate Change (UNFCCC)
☑ Global Goals for Sustainable Development (SDGs)

Q13b. National and International Policy Alignment

Using evidence where available, please detail how your capability and capacity project <u>will contribute to national policy</u> (including NBSAPs, NDCs, NAPs etc.) and in turn <u>international biodiversity and development conventions</u>, treaties and agreements that the country is a signatory of.

National Policies and Strategies:
Tanzania's National Biodiversity Strategy and Action Plan (NBSAP) serves as a comprehensive roadmap for conserving biodiversity, emphasizing sustainable resource use and equitable benefit-sharing. MWMA, with its unique biodiversity, aligns with this plan, serving as a crucial ecological corridor. The Wildlife Policy of 2007 in Tanzania forms the foundation for wildlife conservation efforts, particularly community-based approaches. This policy paved the way for the establishment of Wildlife Management Areas (WMAs) by promoting community involvement, sustainable resource management, and fair benefit-sharing. The Tanzanian government has

developed a National WMA strategy that is directly supported by this project.

International Conventions, Treaties, and Agreements:
The Convention on Biological Diversity (CBD) emphasizes biodiversity conservation and sustainable resource use, aligning with WMAs' objectives. The United Nations Framework Convention on Climate Change (UNFCCC) indirectly supports WMAs, showcasing role in climate change mitigation and community resilience. The United Nations Declaration on the Rights of Indigenous Peoples recognizes the rights of MWMA's indigenous residents, highlighting their involvement in conservation decisions.

Sustainable Development Goals (SDGs):
WMAs contribute to SDG 1 (No Poverty) by generating employment through wildlife management and tourism. SDG 2 (Zero Hunger) benefits from WMAs, promoting food security through sustainable agriculture and alternative livelihoods. WMAs empower women, aligning with SDG 5 (Gender Equality) by involving them in decision-making and income-generating activities. SDG 8 (Decent Work and Economic Growth) benefits from WMAs, driving economic growth and job creation, particularly in rural areas. Properly managed WMAs promote equity and align with SDG 10 (Reduced Inequalities) by ensuring fair distribution of benefits. WMAs contribute to responsible consumption (SDG 12) by promoting sustainable resource use. SDG 13 (Climate Action) is supported by WMAs as they preserve habitats and mitigate climate change impacts. SDG 16 +17(Peace, Justice, and Strong Institutions+Collaboration) benefits from well-governed WMAs, minimizing conflicts and empowering local communities.

Section 6 - Method, Change Expected, Gender & Exit Strategy

Q14. Methodology

Describe the methods and approach you will use to achieve your intended <u>capability and capacity</u> Outcome and contribute towards your Impact. Provide information on:

- how you have reflected on and incorporated **<u>evidence and lessons learnt</u>** from past and present similar activities and projects in the design of this project.
- the specific approach you are using, supported by **<u>evidence</u>** that it will be effective, and **<u>justifying why you expect it will be successful</u>** in this context.
- how you will undertake the work (activities, materials and methods).
- what the **<u>main activities</u>** will be and where these will take place.
- how you will **<u>manage the work</u>** (governance, roles and responsibilities, project management tools, risks etc.).
- what practical elements will be included to embed new capabilities.

Honeyguide is a Tanzanian conservation organization that focuses on the governance and management of WMAs. With an extensive track record of experience and success working with Burunge, Randilen, and Makame WMAs, Honeyguide is committed to making WMAs deliver for both wildlife and people by reaching ecological, economic, and social sustainability. We know that with equitable and transparent governance and professional management in place, the risk of corruption, poor management, and more elite capture is significantly reduced. Honeyguide has over 7 years of experience in Randilen WMA and has developed and successfully implemented management and governance training programs. Over the years, Honeyguide created a repository of 30+ customizable management tools and resources and is currently working in 12 WMAs across the country, protecting over 2,000,000 hectares of critical biodiversity and ecosystems. Honeyguide's frameworks are evidence-based and are continually evolving and improving based on feedback, trial, and error. Honeyguide will take its successful approach and apply it to MWMA.

The approach is inclusive of Honeyguide's 3 service offerings; training and coaching, customized tools, and

capital investment. The coaching and training are composed of Honeyguide's Governance Capacity-Building Framework and Management and the Management Assessment and Tools while custom tools supporting the management of the WMA include work plans, budgets, business plans, etc. We expect it to be successful in this context as these methods and approaches have been utilized and are being utilized in several WMAs across the country. Three WMAs in Northern Tanzania have successfully gone through the frameworks while nine other WMAs in the South and West of Tanzania are in the beginning and middle stages.

Governance and Management Training and Coaching: Honeyguide will provide these activities for the management and governance curriculums which result in good governance, effective management, transparency, increased skill sets, enhanced capacity, and accountability. Methods include technical training, workshops, and coaching sessions.

Communications: Development of communications strategy, and various informational publications that will improve transparency and accountability.

Knowledge Generating Activities: Developing systematic ways of transferring knowledge, including peer learning and exchange visits. This will be between Makao, Burunge, Randilen, Makame, and Mbomipa WMAs.

Policies and Strategies: Audits, engagement plans, conflict resolution financial management systems, and policies

Honeyguide will work with MWMA to establish a clear work plan with designated roles and responsibilities, timelines, and expectations. The project will be monitored using ZOHO project management software. All activities include practical elements intended to embed new capabilities. Workshops, training, coaching, and development of communications and knowledge generation activities are all for MWMA to gain capacity.

Q15. How will you identify participants?

How did/will you identify and select the participants (individuals and/or organisations) to directly benefit from the <u>capability and capacity building activities</u>? What makes these the most suitable participants? How will you ensure that the selection process is unbiased, fair and transparent? How have you incorporated GESI considerations in identifying participants?

Key participants identified include:

Makao WMA Communities: 7 member villages with a population of 33,000, these communities are directly involvement in wildlife resource management. The selection process is democratic, with representation through the Authorized Association (AA), consisting of 21 elected members chosen by their respective villages.

Serengeti National Park (SENAPA): SENAPA plays a crucial role by providing expert advice and support during workshops and meetings. Their participation in long-term goal-oriented workshops and Human-Wildlife Conflict (HWC) meetings ensures comprehensive input and collaborative efforts.

Tanzania Wildlife Authority (TAWA): As key participants in wildlife resource conservation and legislation enforcement, TAWA offers expert guidance on legal matters and reports progress to the government. Their active engagement in stakeholder meetings and communications is vital.

Private Sector Investor: The investor within the WMA is included due to their potential to generate revenues and collaborate on a joint long-term plan, aligning with sustainability and collaboration goals.

Meatu Local District Government: The district government's involvement ensures project oversight and reporting to the local government, bolstering transparency and accountability.

NGOs: Philanthropic supporters like the Friedkin Conservation Fund, Frankfurt Zoological Society, and NGO KopeLion are integral participants, contributing financial support and knowledge sharing crucial to project success.

To maintain an impartial selection process, community-elected AA members represent Makao WMA communities. Key stakeholders, including SENAPA, TAWA, and the private sector investors, are chosen based on their expertise and relevance to project objectives. Transparency is upheld through documented roles and collaboration modalities outlined in our project plan.

Our commitment to Gender Equality and Social Inclusion (GESI) is evident through the involvement of community representatives in the AA, ensuring diverse community representation. NGOs and government entities, such as the Meatu Local District Government, further our holistic approach, promoting equity and inclusivity across all project facets.

Q16. Gender equality and social inclusion

All applicants must consider whether and how their project will contribute to promoting equality between persons of different gender and social characteristics. Explain your understanding of how individuals may be excluded from equal participation within the context of your project, and how you seek to address this. You should consider how your project will proactively contribute to ensuring individuals achieve equitable outcomes and how you will engage participants in a meaningful way.

In the context of our project, promoting equality between individuals of different genders and diverse social characteristics is a core commitment. We acknowledge that various factors can lead to the exclusion of certain individuals from equal participation, and it is our unwavering dedication to comprehensively address these challenges.

Embedded within our Governance Capacity Building Framework are technical training components specifically designed to emphasize the importance of Gender Equality and Social Inclusion (GESI). These training modules serve as a pivotal mechanism through which we ensure that the roles and contributions of women, youth, and socially marginalized groups are not only recognized but also actively valued, encouraged, and integrated into all aspects of our project.

By incorporating GESI considerations into our framework, we proactively work to create an environment where individuals of all genders and social backgrounds have equitable opportunities to participate meaningfully and influence project outcomes. This commitment extends to fostering a sense of belonging, empowerment, and inclusivity among women, youth, and socially marginalized communities, as their perspectives and contributions are vital for the success and sustainability of our project.

Q17. Change expected

Detail the expected changes to both biodiversity and multi-dimensional poverty reduction, and links between them, that this work will deliver. You should identify what will change and who exactly will benefit a) in the short-term (i.e. during the life of the project – including capability and capacity building benefits) and b) the potential changes in the long-term (after the project has ended).

When talking about how people will benefit, please remember to give details of who will benefit, differences in benefits by gender or other layers of diversity within stakeholders, and the number of beneficiaries expected. The number of communities is insufficient detail – number of households should be the largest unit used.

This project aims to achieve significant outcomes in biodiversity conservation and multi-dimensional poverty reduction, with clear links between the two. Below, we outline the anticipated changes and benefits, considering the diversity of stakeholders, both in the short-term (during project implementation) and the potential long-term impacts (after project conclusion).

Short-Term Changes (During Project Implementation):

1. Enhanced Biodiversity Protection: Protection teams will be established to enhance wildlife protection and prevent land degradation by patrolling the Wildlife Management Area (WMA) for illegal activities.

2. Governance and Management Capacity and Capability: Improved teamwork within Makao WMA will facilitate effective oversight of management, benefiting WMA management staff and the 7 villages within Makao WMA.

3. Financial Transparency: Enhanced capacity for transparent financial management will lead to accurate quarterly reports, benefiting approximately 20 WMA management staff and various stakeholders.

4. Common Goal and Direction: Collaborative efforts among all stakeholders will foster alignment and cooperation, benefiting an estimate 33,000 residents within the 7 villages.

5. Development of BEST: The Business Sustainability Enterprise Tool (BEST) will be developed in the project's early stages, engaging stakeholders, including donors and investors, in defining long-term goals and actions.

6. Regular Communication and Engagement: Trust and relationships will be built through regular meetings and engagement, benefiting all stakeholders involved.

7. Community Understanding and Appreciation: Communities in the 7 villages will gain a clear understanding of the WMA's goals, their rights, and the benefits it offers through film and publications, benefiting approximately 33,000 residents.

Long-Term Changes (After Project Conclusion):

1. Sustained Governance and Management: The project's focus on capacity building will ensure effective WMA management in the long term, continuing to benefit local communities and biodiversity conservation.

2. Enhanced Biodiversity Conservation: Efficient and transparent governance and management will strengthen biodiversity conservation efforts within Makao WMA, leading to long-term species and habitat preservation.

3. Improved Livelihoods: Long-term sustainable conservation will directly impact local communities by preserving natural resources, leading to improved livelihoods for households within Makao WMA.

4. Knowledge Transfer: Tools and systems developed during the project, like BEST, will continue to benefit Makao WMA and other WMAs in Tanzania through partnerships. This knowledge transfer has the potential to build future environmental leaders and promote sustainable conservation practices.

In summary, this project anticipates short-term changes in governance, financial transparency, stakeholder collaboration, and community understanding, benefiting a wide range of stakeholders, including local households. Long-term impacts are expected to include sustained governance and management improvements, enhanced biodiversity conservation, improved livelihoods, and knowledge transfer to other WMAs, furthering the project's objectives of both biodiversity preservation and poverty reduction.

Q18. Sustainable benefits and scaling potential

How will the project reach a point where the benefits of strengthened capability and capacity can be sustained post-funding?

How will the capability and capacity be retained and remain available to deliver benefits in-country after the project? Is there potential for the new capability and capacity to renew itself or deliver additional capability and capacity, for example by building future environmental leaders beyond the project?

Ensuring the long-term sustainability of the enhanced capability and capacity developed in this project is of paramount importance for sustained benefits in-country beyond the funding period. The project aims to fortify the Makao Wildlife Management Area (WMA) against risks and shocks, and the strategy for ensuring sustainability and resource retention is as follows:

Integration of Skills and Tools: Our project will equip Makao WMA with essential skills, tools, and control systems. The development of the Business Sustainability Enterprise Tool (BEST) is pivotal. BEST guides WMA toward long-term sustainability, comprehensively addressing governance and management challenges. These tools will seamlessly integrate into WMA operations, continuing to be used and refined even after the project's conclusion.

Policy Development: The project will facilitate the creation of policies, long-term plans, and systems to address issues identified in the SAGE Assessment. Once approved by governing bodies, these policies will form a foundational component of WMA operations and stakeholder relations. Post-project, their implementation and adherence will persist, ensuring the sustainability of enhanced governance and management practices.

Capacity Building: The project's capacity-building activities empower local stakeholders, including community representatives, to assume leadership roles and actively engage in WMA management. This ensures the retention of capacity and offers the potential for future environmental leaders to emerge from the local community. These emerging leaders can play a pivotal role in sustaining and further advancing the WMA's capabilities.

By seamlessly integrating skills and tools, fostering policy development, enhancing capacity, and promoting knowledge sharing, we are committed to ensuring that the strengthened capability and capacity achieved through this project endure and continue to benefit the community and environment long after the project's conclusion.

If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File Upload below:

No Response

Section 7 - Risk Management

Q19. Risk Management

Please outline the <u>6 key risks</u> to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the Risk Guidance. This should include at least one Fiduciary, one Safeguarding, and one Delivery Chain Risk.

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk

Fiduciary (financial) The government of Tanzania changes policies and regulations that have a negative impact on the WMAs in Tanzania.	Major	Possible	Major	Continue to engage with the Ministry of Tourism and Wildlife through the Community Wildlife Management Areas Consortium to listen to WMAs and develop policies favorably.	Minor
Safeguarding Mistrust and poor relationship between Makao WMA leadership and its stakeholders (including board, AA, and other political influencers)	Major	Unliley	Major	Developing stakeholder forums, providing long-term plans, and providing transparent and regular communications.	Major
Delivery Chain While no long-term plans are available, NGOs and donors develop projects with the WMA that distract the MWMA or divert their resources and focus from the governance and sustainability agenda.	Moderate	Unlikely	Moderate	Collaboratively develop long-term plans for the WMA that provide a framework for development and guidance for NGOs and donors to support and fund.	Moderate
Risk 4 Makao WMA fails to separate their management and governance functions leading to a continued lack of oversight and accountability.	Major	Possible	Major	Customized training and continued coaching in principles of good governance, roles and responsibilities, and setting up a working organization structure for Makao WMA, showing how they will work as a team to achieve their long-term goals	Major
Risk 5 Growing costs in governance in Makao WMA; particularly meeting costs escalate resulting in reduced funds for community services and causing partners' disinterest in supporting the WMA.	Major	Possible	Major	Putting in place long-term plans and policies, with inputs from other partners and stakeholders, ensures the WMA leadership has constraints within which they can work.	Moderate

Risk 6

If the Makao WMA leadership and management have an interest in extending the time limit of each activity to benefit from more per diems, and the project activities are not completed on time.	Moderate	Unlikely	Moderate	The lead partner will meet the MWMA leadership and management teams and develop a timeline and milestones for both partners to adhere to the terms of engagement.	Minor

Q20. Project sensitivities

Please indicate whether there are sensitivities associated with this project that need to be considered if details are published (detailed species location data that would increase threats, political sensitivities, prosecutions for illegal activities, security of staff etc.).

⦿ No

Section 8 - Workplan

Q21. Workplan

Provide a project workplan that shows the key milestones in project activities.

⎙ BCF-Workplan-Template_FINALIZED
📅 19/10/2023
🕐 09:20:30
📄 pdf 53.98 KB

Section 9 - Monitoring and Evaluation

Q22. Monitoring and evaluation (M&E)

Describe how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.

Darwin Initiative projects are expected to be adaptive, and you should detail how the monitoring and evaluation will feed into the improved delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see Finance Guidance).

Honeyguide will coordinate the project M&E but the partner WMA will contribute and Honeyguide will provide mentoring to support this.
We will use our project log frame as our overall framework for monitoring progress against the project objectives. At the start of the project, we will hold an inception meeting to review the log frame and assign responsibility to each team member and partner for delivery against each indicator. We will hold bi-monthly

project team meetings involving Honeyguide and Makao WMA and include a standing agenda item to review progress against log frame indicators. In terms of monitoring the effectiveness of the training, we will assess changes in MA&T and Governance Capacity Building Framework scoring. We will monitor the dissemination of training materials through distribution lists and web statistics. The monitoring of progress is already built into our frameworks.

Total project budget for M&E (£): **(this may include Staff and Travel and Subsistence Costs)**	£▉
Total project budget for M&E (%): **(this may include Staff and Travel and Subsistence Costs)**	▉
Number of days planned for M&E	63

Section 10 - Indicators of Success

Q23. Indicators of success

Please outline the Outcome and Outputs of the project and how you will show that they have been achieved by using SMART indicators and milestones.

	SMART Indicator	Means of Verification
Outcome Outcome: Makao WMA is professionally managed, equitably governed, has secured long-term financial resilience and providing valuable social services to its community.	DIA03 Makao WMA (1 organization) has improved capability and capacity as a result of the project. At least 20% increase of revenues genarated by Makao WMA for WMA operations as well as distribution to community livelihood projects (from a baseline of $80,000 in 2022) DID01 50,900 Hectares of habitat under sustainable management practices	DIA03 Completion of project activities.Bi-annual management assessment and audit reports showing continuous improvement of WMA management practices from cuurent Level 2 to Level 4 (using Honeyguide's WMA management assessment tool) WMA annual financial reports showing annual revenue increase due to project interventions. DID01 Protection reports using SMART conservation software, showing the area in hectares covered by Makao WMA protection operations.

Output 1 Makao WMA is professionally managed with all necessary control systems and customized management tools and is exercising best management practices.	[DI-B04] 1 new sustainable livelihoods/ poverty reduction management plans developed and endorsed. [DI-C01] 3 new best practice guides, policies and knowledge products published and endorsed.	[DI-B04] 1 business sustainability plan developed and approved by Makao WMA. [DI-C01] At least 3 new management policies developed and approved by Makao WMA board, pdf copies available for use.
Output 2 Information is equitably shared and communicated amongst all Makao WMA stakeholders so that they are aware of the role of the WMA and their rights to decision-making and resource access.	DIB05 30 AA members + Board of Trustees with increased participation in local communities / local management organizations (i.e., participation in Governance/citizen engagement). DI-C19 3 new methods of communication developed in line with WMA communications strategy.	DI-C19 At least 3 Publications developed (eg. Newsletter, Stakeholder rights posters, WMA goals posters) in response to WMA communications strategy, in order to enhance Makao WMA communications with its stakeholders. DIB05 WMA governance assessment reports.
Output 3 Makao WMA has equitable, transparent, and participatory governance and conflict resolution mechanisms in place.	[DI-A01] At least 50 people from key national and local stakeholders completing structured and relevant training on best practices of governance and management of natural resources. [DI-A04] (Governance) 30 AA members reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training. .	[DI-A01 Training reports (with participant lists, topics covered, pre-post evaluations). [DI-A04] 6 month post training evaluation reports.
Output 4 Small-scale farmer livelihoods are improved due to reduced elephant crop damage.	[DI-A05] At least 20 trainers trained on Human-Wildlife Conflicts mitigation and reporting to have delivered further training by the end of the project. [DI-D15] At least 50% decrease in damages caused by incidences of human wildlife conflict	[DI-A05] 6 month post training evaluation reports. [DI-D15] Monthly Human-Wildlife Conflicts incidences reports.

Activities

Each activity is numbered according to the Output that it will contribute towards, for example, 1.1, 1.2, 1.3 are contributing to Output 1.

1.1 Provide the Makao WMA management with training and coaching services on leadership, conflict management, stakeholder relations, work plans, and budget implementation and reporting.
1.2 Conduct exchange visits and peer-to-peer learning sessions between Makao leadership teams from other WMAs in Northern Tanzania.
1.3 Strengthen financial management systems and develop policies, including youth and women's empowerment,
stakeholders' engagement and procurement policies customized for Makao WMA
1.4 Develop, implement, and monitor Makao
WMA communications strategy that will inform the stakeholders of the activities and progress of the WMA and increase the flow of information.
1.5 Optimize Makao WMA human resources (HR) through a clear WMA management structure, HR manual, and training of the roles of the team to implement the Makao WMA work plan
1.6 Conduct annual audits to ensure compliance with the policies, regulations, and guidelines that have been approved by the board.
2.1 Develop a stakeholder engagement plan to provide equal opportunities to all stakeholders and mitigate risks and conflict.
2.2 Develop various publications that communicate the rights of the citizens, the land and resource use zones within the WMA, and the purpose of WMA laws and policies.
2.3 Produce quarterly and annual reports that communicate the goals, plans, and achievements of the WMA to their
stakeholders.
2.4 Produce an awareness film to ensure communities are aware of WMA goals and achievements. Monitor community feedback and debates triggered by the film content.
3.1 Conduct workshops with WMA leadership and community representatives on the role of women and youth participation in governance structures.
3.2 Develop a conflict resolution mechanism for the board of trustees
3.3 Hold quarterly governance meetings with the WMA management team to approve budgets, plans, and reports.
3.4 Hold quarterly stakeholder meetings that allow for regular
information sharing and opportunities for conflict mitigation.
4.1 Produce and distribute the crop protection toolkits that are approved by the National HWC strategy reducing pressures on small-scale farmers
4.2 Develop village crop protection teams (VCPT) and train on elephant behavior, the use of the crop protection toolkits, and monitoring the impact of the toolkit and HWC.
4.3 Hold annual meetings with the VCPT leaders, village leaders, and WMA management to develop a human-wildlife conflict mitigation strategy.
4.4 Conduct peer-to-peer human-wildlife conflict learning sessions with Randilen WMA.

Important Assumptions:

Please describe up to 6 key assumptions that, if held true, will enable you to deliver your Outputs and Outcome.

Assumption 1: WMA management utilizes and implements the customized tools, training, coaching, and policies received and developed. The WMA values the learning, coaching, and mentoring received from Honeyguide and other WMAs.
Assumption 2: The WMA successfully separates governance and management bodies with clear practical differences in roles and authority.

Assumption 3: WMA has a positive relationship and communications with communities and stakeholders.
Assumption 4: WMA Authorized Association and management implement good governance practices learned.
Assumption 5: Communities actively defend their crops and act to reduce conflict.
Assumption 6: WMA secures long-term business investor(s) willing to work with the WMA.

Section 11 - Budget and Funding

Q24. Budget

Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet.

⤓ BCF-Budget-over-£100k-MASTER-Jul23 (Honeyguide)

📅 23/10/2023

🕐 13:34:24

📄 xlsx 99.05 KB

Q25. Alignment with other funding and activities

This question aims to help us understand how familiar you are with other work in the geographic/thematic area, and how this proposed project will build on or align with this to avoid any risks of duplicating or conflicting activities.

Q25a. Is this new work or does it build on existing/past activities (delivered by anyone and funded through any source)?

◉ Development of existing/past activities

Please provide details:

This project is an extension of Honeyguide's successful approach in WMAs across Tanzania. This project would advance Honeyguide's work in Makao WMA. The Governance Capacity Building Framework and Management Assessment and Tools approach has been successfully implemented in other WMAs therefore it is not a new initiative but rather a tested model that will be done in a new area. This builds upon Honeyguides 2022- 2026 Strategic Plan.

Q25b. Are you aware of any current or future plans for work in the geographic/thematic area to the proposed project?

◉ No

Q26. Value for Money

Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity). Why is it the best feasible project for the amount of money to be spent?

Honeyguide's model and approach is built upon the focus on quality over quantity. We are focused on being cost-effective and delivering maximum results within a reasonable working budget. Our training and coaching methodology is about maximizing efficiency and effectiveness and eliminating unnecessary costs. The money invested in this project is investing in long-term sustainability. Few costs are reoccurring, and instead are allocated towards coaching and training-related expenses.

Q27. Capital items

If you plan to purchase capital items with Darwin funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.

N/A

Section 12 - Safeguarding and Ethics

Q28. Safeguarding

All projects funded under the Biodiversity Challenge Funds must ensure proactive action is taken to promote the welfare and protect all individuals involved in the project (staff, implementing partners, the public and beneficiaries) from harm. In order to provide assurance of this, projects are required to have specific procedures and policies in place.

Please upload the following required policies:

- **Safeguarding Policy**: including a statement of commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse.
- **Whistleblowing Policy**: which details a clear process for dealing with concerns raised and protects whistle blowers from reprisals.
- **Code of Conduct**: which sets out clear expectations of behaviours – inside and outside the workplace – for all involved in the project and makes clear what will happen in the event of non-compliance or breach of these standards, including compliance with IASC 6 Principles.

If any of these policies are integrated into a broader policy document or handbook, please upload just the relevant or equivalent sub-sections to the above policies, with (unofficial) English translations where needed.

Please outline how (a) beneficiaries, the public, implementing partners, and staff are made aware of your safeguarding commitment and how to confidentially raise a concern, (b) safeguarding issues are investigated, recorded and what disciplinary procedures are in place when allegations and complaints are upheld, (c) you will ensure project partners uphold these policies.

If your approach is currently limited or in the early stages of development, please clearly set out your plans address this.

Honeyguide is committed to a robust safeguarding framework that prioritizes the well-being of all stakeholders. To ensure awareness and reporting mechanisms are well-established beneficiaries are informed through community meetings and we maintain open channels for confidentially raising concerns. For the public, our safeguarding commitment is communicated directly. Implementing partners are made aware of safeguarding expectations through partnership agreements. Our disciplinary procedures, guided by principles of fairness and legal compliance, are applied if allegations and complaints are upheld.

Safeguarding and whistleblowing policies are found throughout the Code of Conduct. Therefore, we have

uploaded the Code of Conduct that touches on the policies required and have uploaded the whole Code of Conduct since it is a required document.

Section 13 - British Embassy or High Commission Engagement

Q29. British embassy or high commission engagement

It is important for UK Government representatives to understand if UK funding might be spent in the project country/ies. Please indicate if you have contacted the relevant British embassy or high commission to discuss the project and attach details of any advice you have received from them.

⊙ Yes

Please attach evidence of request or advice if received.

⤓ <u>BHC Email Exchange</u>
🗓 23/10/2023
🕐 11:26:52
📄 pdf 278.44 KB

Section 14 - Project Staff

Q30. Project staff

Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Samwel Shaba	**Project Leader**	5	Checked
Angelo KIHAGA	Technical Programs Manager	30	Checked
Jeremia Opudo	Makao WMA	100	Checked
Fatma Kitne	Goverance and communications program coordinator	30	Checked

Do you require more fields?

⊙ Yes

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
PATRICK DAVID MACHARI	Monitoring officer	30	Checked

Lemuta MENG'ORU	HWC trainer and programs coordinator	30	Checked
Namnyaki MATTASIA	Finance and administration programs coordinator	30	Checked
Danny Loiruku	Governance training assistant	30	Checked
Jamal Fadhil	Film production officer salary	25	Checked
No Response	*No Response*	0	Unchecked
No Response	*No Response*	0	Unchecked
No Response	*No Response*	0	Unchecked

Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.

⤓ <u>cv's final (2)</u>
🗓 23/10/2023
🕐 14:34:07
📄 pdf 1.05 MB

Have you attached all project staff CVs?

⦿ Yes

Section 15 - Project Partners

Q31. Project Partners

Please list all the Project Partners (including the Lead Partner who will administer the grant and coordinate delivery of the project), clearly setting out their roles and responsibilities in the project including the <u>extent of their engagement so far</u>.

Lead Partner name:	Honeyguide Foundation
Website address:	https://www.honeyguide.org/

Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):	Honeyguide assumes the role of lead partner in this collaborative initiative and shoulders the primary responsibility for the comprehensive implementation of project activities. As the lead partner, Honeyguide spearheads the planning, execution, and oversight of all project endeavors. This includes the coordination of various activities, as well as the collection and analysis of critical data for monitoring and evaluation purposes. Additionally, Honeyguide is entrusted with the task of preparing regular progress reports that serve as a vital communication channel to stakeholders, demonstrating the project's impact and achievements. Their leadership extends to governance, risk management, and the allocation of roles and responsibilities within the project team, ensuring a cohesive and efficient approach to project implementation. In this capacity, Honeyguide plays a central role in driving the project towards its intended goals and ensuring its successful realization. Honeyguide has a wealth of experience and evidence of success of the intended activities.
International/In-country Partner	⊙ In-country
Allocated budget (proportion or value):	£█████████
Represented on the Project Board (or other management structure)	⊙ Yes
Have you included a Letter of Support from this partner?	⊙ No
If no, please provide details	We are the lead applicant but have included our cover letter.

Do you have partners involved in the Project?

   ⊙ Yes

1. Partner Name:	Makao WMA
Website address:	N/A
What value does this Partner bring to the project? **(including roles, responsibilities and capabilities and capacity):**	Makao WMA is a valued partner in the project as the main beneficiary and plays a crucial role in the execution of project activities. Their responsibilities include actively engaging in the implementation of various project initiatives, contributing vital data for monitoring and evaluation purposes, and fostering collaborative relationships with a wide spectrum of stakeholders, including governance structures and district government authorities. Through their active involvement, Makao WMA ensures that the project aligns with local needs and priorities, helping to create a more contextually relevant and effective initiative. Their close interactions with key stakeholders facilitate the harmonious integration of the project within the broader community and governance framework, ultimately contributing to its success. They have a professional management team and governing organ in place (Authorized Association).

International/In-country Partner	⊙ In-country
Allocated budget:	£████████
Representation on the Project Board (or other management structure)	⊙ Yes
Have you included a Letter of Support from this partner?	⊙ Yes

2. Partner Name:	*No Response*
Website address:	*No Response*
What value does this Partner bring to the project?	
	No Response
(including roles, responsibilities and capabilities and capacity):	
International/In-country Partner	○ International ○ In-country
Allocated budget:	£0.00
Representation on the Project Board (or other management structure)	○ Yes ○ No
Have you included a Letter of Support from this partner?	○ Yes ○ No

3. Partner Name:	*No Response*
Website address:	*No Response*
What value does this Partner bring to the project?	
	No Response
(including roles, responsibilities and capabilities and capacity):	
International/In-country Partner	○ International ○ In-country
Allocated budget:	£0.00

Representation on the Project Board (or other management structure)	○ Yes ○ No
Have you included a Letter of Support from this partner?	○ Yes ○ No

4. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	*No Response*
International/In-country Partner	○ International ○ In-country
Allocated budget:	£0.00
Representation on the Project Board (or other management structure)	○ Yes ○ No
Have you included a Letter of Support from this partner?	○ Yes ○ No

5. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	*No Response*
International/In-country Partner	○ International ○ In-country
Allocated budget:	£0.00
Representation on the Project Board (or other management structure)	○ Yes ○ No
Have you included a Letter of Support from this partner?	○ Yes ○ No

| **6. Partner Name:**	*No Response*
Website address:	*No Response*
What value does this Partner bring to the project?	
	No Response
(including roles, responsibilities and capabilities and capacity):	
International/In-country Partner	○ International ○ In-country
Allocated budget:	£0.00
Representation on the Project Board (or other management structure)	○ Yes ○ No
Have you included a Letter of Support from this partner?	○ Yes ○ No

If you require more space to enter details regarding Partners involved in the project, please use the text field below.

No Response

Please provide a combined PDF of all letters of support.

- ⬇ Makao WMA
- 📅 19/10/2023
- 🕐 09:41:39
- 📄 pdf 439.12 KB

Section 16 - Lead Partner Capability and Capacity

Q32. Lead Partner Capability and Capacity

Has your organisation been awarded Biodiversity Challenge Funds (Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund) funding before (for the purposes of this question, being a partner does not count)?

◉ No

If no, please provide the below information on the lead partner.

What year was your organisation established/ incorporated/ registered?	01 January 2007
What is the legal status of your organisation?	◉ NGO

How is your organisation currently funded?	Our organization is currently funded by a mix of public and private donors including unrestricted funding. Donors include BIOPAMA, EU, Lion Recover Fund, TUSK Trust, IIED, IUCN, Maliasili Initiatives, and The Nature Conservancy.

Describe briefly the aims, activities and achievements of your organisation. Large organisations please note that this should describe your unit or department.

Aims	We believe that change is driven by communities taking ownership of their future and shaping it in their vision. We empower communities by building up their in-house capabilities to run community-protected areas
Activities	We provide coaching and training, capital investment, and customized tools to enhance the governance and management of Wildlife Management Areas in Tanzania.
Achievements	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. Developed Goverance Capacity Building Framework, achieved 0 poaching incidents in Randilen WMA, 94% decrease in Makame WMA, etc. See Strategic Plan for all achievements.

Provide detail of 3 contracts/projects held by the Lead Partner that demonstrate your credibility as an organisation and provide track record relevant to the project proposed.

These contracts/awards should have been held in the last 5 years and be of a similar size to the grant requested in your application.

Contract/Project 1 Title	Preservation of critical lion habitat in the Selous-Niassa Wildlife Corridor, through sustainable and effective community-owned and managed conservation areas
Contract Value/Project budget (include currency)	£ ███████
Duration (e.g. 2 years 3 months)	2 years
Role of organisation in project	Honeyguide is the lead applicant.
Brief summary of the aims, objectives and outcomes of the project	Honeyguide aims to replicate success in 5 Ruvuma WMAs through partnerships with CWMAC, WMAs, districts, and NGOs. The objectives are to enhance knowledge, infrastructure, and governance, creating community-driven predation mitigation and protection programs for financial, ecological, and social sustainability, supported by carbon financing. Outcomes include targeted, community-driven human-lion mitigation strategies in place, including a lion predation mitigation program, professional and effective management is in place and the WMAs have transparent and equitable governing bodies that provide the oversight required for effective management.

Client/independent reference contact details (Name, e-mail)	Lion Recovery Fund Peter Lindsey ████████████████

Contract/Project 2 Title	Developing successful models of community-owned Wildlife Management Areas in Tanzania
Contract Value/Project budget (include currency)	£ ██████
Duration (e.g. 2 years, 3 months)	9 months
Role of organisation in project	Lead applicant
Brief summary of the aims, objectives and outcomes of the project	The project aims to strengthen (WMAs) in Northern Tanzania, such as Randilen, Makame, and Burunge. It focuses on optimizing governance, enhancing management, and ensuring financial sustainability. The ultimate goal is to transfer knowledge and tools to WMAs nationwide through a partnership with the Community Wildlife Management Area Consortium. This effort seeks to create self-sustaining WMAs with improved governance and management structures, making them financially independent while promoting peer learning and scaling up the model nationally. Outcomes include enhanced governance and management in Randilen WMA, improved communications strategy, financial sustainability through business plans, expansion to new WMAs, and national scaling.
Client/independent reference contact details (Name, e-mail)	Maliasili Initiatives Jessie Davie ████████████████

Contract/Project 3 Title	Improving local community livelihoods and habitat through equitable governance and effective management of Burunge Wildlife Management Area
Contract Value/Project budget (include currency)	██████ GBP
Duration (e.g. 2 years, 3 months)	1 year 6 months
Role of organisation in project	Lead applicant

Brief summary of the aims, objectives and outcomes of the project	The project's focus is on transforming governance and management in Burunge Wildlife Management Area (WMA) in Northern Tanzania, which has suffered from conflicts and mistrust among various stakeholders. The outcomes include clearer roles for governance and management, fostering stakeholder alignment through a Best Engagement Strategy (BEST), building trust and relationships via regular meetings and reporting, and raising community awareness about the WMA's purpose and benefits. Specific outcomes aim to create transparent financial management, improved communications, and mitigating crop damage by wildlife. The project envisions Burunge WMA becoming an effective, sustainable conservation area benefiting both local communities and the environment.
Client/independent reference contact details (Name, e-mail)	BIOPAMA Christine Mentzel ██████████████████

Have you provided the requested signed audited/independently examined accounts (or other financial evidence as indicated in the Finance Guidance)?

⊙ Yes

Section 17 - Certification

Q30. Certification

If this section is incomplete the entire application will be rejected.

Please note if you do not upload the relevant materials below your application may be made ineligible.

On behalf of the

Trustees

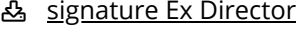**of**

Honeyguide Foundation

I apply for a grant of

£129,501.00

I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.

(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)

- I have enclosed CVs for key project personnel, a cover letter, letters of support, a budget, logframe, theory of change, Safeguarding and associated policies, and project workplan.
- Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence – see Finance Guidance) are also enclosed.

Checked

Name	Damian Bell
Position in the organisation	Executive Director
Signature (please upload e-signature)	⬇ signature Ex Director 📅 23/10/2023 🕐 14:35:39 📄 pdf 30.99 KB
Date	23 October 2023

Please attach the requested signed audited/independently examined accounts or other financial evidence (see Finance Guidance)

⬇ AuditsReports
📅 20/10/2023
🕐 12:59:20
📄 pdf 2.65 MB

Please upload the Lead Partner's Safeguarding Policy, Whistleblowing Policy and Code of Conduct as a PDF

⬇ HG Code of Conduct - V1 (1)
📅 23/10/2023
🕐 14:36:37
📄 pdf 143.94 KB

Section 18 - Submission Checklist

Checklist for submission

	Check
I have read the Guidance, **including the "Darwin Initiative Guidance", "Monitoring Evaluation and Learning Guidance", "Standard Indicator Guidance", "Risk Guidance", and "Finance Guidance".**	Checked
I have read, and can meet, the current Terms and Conditions **for this fund.**	Checked
I have provided actual start and end dates **for the project.**	Checked
I have provided my budget based on UK government financial years **i.e. 1 April – 31 March and in GBP.**	Checked
I have checked that our budget is complete, **correctly adds up and I have included the correct final total at the start of the application.**	Checked
The application been signed by a suitably authorised individual **(clear electronic or scanned signatures are acceptable).**	Checked
I have attached the below documents to my application: • **a** cover letter from the Lead Partner, **outlining how any feedback received at has been addressed where relevant, as a single PDF.**	Checked
• **my budget (which meets the requirements above) using the template provided.**	Checked

• a signed copy of the last 2 annual report and accounts for the Lead Partner (or other financial evidence – see Finance Guidance, or provided an explanation if not	Checked
• My completed workplan as a PDF using the template provided.	Checked
• a copy of the Lead Partner's Safeguarding Policy, Whistleblowing Policy and Code of Conduct (Question 27).	Checked
• 1 page CV or job description for all the Project Staff identified at Question 29, including the Project Leader, or provided an explanation of why not, combined into a single PDF.	Checked
• A letter of support from the Lead Partner and partner(s) identified at Question 30, or an explanation of why not, as a single PDF.	Checked
I have been in contact with the FCDO **in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.**	Checked
My additional supporting evidence is in line with the requested evidence, amounts to a maximum of 5 sides of A4, and is combined as a single PDF.	Checked
(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.	Checked
I have checked the Darwin Initiative website **immediately prior to submission to ensure there are no late updates.**	Checked
I have read and understood the Privacy Notice on the Darwin Initiative website**.**	Checked

We would like to keep in touch!

Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Darwin Initiative and our sister grant scheme, the IWT Challenge Fund. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.

Checked

Data protection and use of personal data

Information supplied in the application form, including personal data, will be used by Defra as set out in the **Privacy Notice**, available from the Forms and Guidance Portal.

This **Privacy Notice must be provided to all individuals** whose personal data is supplied in the application form. Some information may be used when publicising the Darwin Initiative including project details (usually title, lead partner, project leader, location, and total grant value).

Project Title: Improving habitat and livelihoods through equitable governance and effective management.

	Activity	No. of months	Year 1 (24/25)				Year 2 (25/26)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1	Makao WMA is professionally managed with all necessary control systems and customized management tools and is exercising best management practices.									
1.1	Provide the Makao WMA management with training and coaching services on leadership, conflict management, stakeholder relations, work plan and budget implementation and reporting.	24	■	■	■	■	■	■	■	■
1.2	Conduct exchange visits and peer-to-peer learning sessions between Makao leadership teams from other WMAs in Northern Tanzania.	2			■			■		
1.3	Strengthen financial management systems and develop policies, including youth and women's empowerment, stakeholders engagement and procurement policies customized for Makao WMA	4			■	■		■	■	
1.4	Develop, implement, and monitor Makao WMA communications strategy that will inform the stakeholders of the activities and progress of the WMA and increase the flow of information.	2			■					
1.5	Optimize Makao WMA human resources (HR) through a clear WMA management structure, HR manual, and training of the roles of the team to implement the Makao WMA work plan	4	■	■						
1.6	Conduct annual audit to ensure compliance to the policies, regulations, and guidelines that have been approved by the board.	2		■				■		
Output 2	Information is equitably shared and communicated amongst all Makao WMA stakeholders so that they are aware of the role of the WMA and their rights	2					■			

Biodiversity Challenge Funds Workplan Template

Project Title: Improving habitat and livelihoods through equitable governance and effective management.

	Activity	No. of months	Year 1 (24/25)				Year 2 (25/26)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	to decision-making and resources access.						▓			
2.1	Develop stakeholder engagement plan to provide equal opportunities to all stakeholders and mitigate risks and conflict.	2	▓							
2.2	Develop various publications that communicate the rights of the citizens, the land and resource use zones within the WMA and the purpose of WMA laws and policies.	2						▓		
2.3	Produce quarterly and annual reports that communicate the goals, plans, and achievements of the WMA to their stakeholders.	8	▓	▓	▓	▓	▓	▓	▓	▓
2.4	Produce an awareness film to ensure communities are aware of WMA goals and achievements. Monitor community feedback and debates triggered by the film content.	4			▓	▓				
Output 3	Makao WMA has equitable, transparent, and participatory governance and conflict resolution mechanisms in place.									
3.1	Conduct workshop with WMA leadership and community representatives on the role of women and youth participation in governance structures.	1	▓							
3.2	Develop a conflict resolution mechanism for the board of trustees.	1			▓					
3.3	Hold quarterly governance meetings with WMA management team to approve budgets, plans and reports.	8	▓	▓	▓	▓	▓	▓	▓	▓
3.4	Hold quarterly stakeholder meetings that allow for regular information sharing and opportunities for conflict mitigation.	8	▓	▓	▓	▓	▓	▓	▓	▓

Project Title: Improving habitat and livelihoods through equitable governance and effective management.

	Activity	No. of months	Year 1 (24/25)				Year 2 (25/26)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 4	Small scale farmer livelihoods are improved due to reduced elephant crop damage.									
4.1	Produce and distribute the crop protection toolkits that are approved by the National HWC strategy reducing pressures on small scale farmers	2		▓						
4.2	Develop village crop protection teams (VCPT) and train on elephant behavior, the use of the crop protection toolkits and monitoring the impact of the toolkit and HWC.	3		▓	▓					
4.3	Hold annual meetings with the VCPT leaders, village leaders and WMA management to develop human-wildlife conflict mitigation strategy.	2			▓					▓
4.4	Conduct peer-to peer human-wildlife conflict learning sessions with Randilen WMA.	1			▓					

Biodiversity Challenge Funds Workplan Template