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Mentoring GEN Fellows to incubate Global South biodiversity-livelihoods initiatives

Through innovative leadership, mentoring and incubation, we build the capacity of GEN Biodiversity and Livelihoods Fellows from 30 Global South civil society organisations (CSOs) to develop funding proposals, implement projects, prepare financial and narrative reports, measure impact and communicate results. This reduces barriers to accessing funding and expands conservation practice and research by building generative relationships between CSOs and Global North funders, non-profits, research institutes and universities. We scale up results through educational materials, mentorship training, podcasts and toolkits.

PRIMARY APPLICANT DETAILS

| | |
|----------------|------------|
| Title | Dr |
| Name | Emily |
| Surname | Caruso |
| Website (Work) | [REDACTED] |
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Section 1 - Contact Details

PRIMARY APPLICANT DETAILS

| | |
|----------------|------------|
| Title | Dr |
| Name | Emily |
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| Website (Work) | [REDACTED] |
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GMS ORGANISATION

| Type | Organisation |
|---------|-----------------------------|
| Name | Global Diversity Foundation |
| Phone | [REDACTED] |
| Email | [REDACTED] |
| Address | [REDACTED] |

Section 2 - Title & Summary

Q3. Title:

Mentoring GEN Fellows to incubate Global South biodiversity-livelihoods initiatives


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


No

Please attach a cover letter.

Please include a response to any previous feedback in your cover letter.

 [GDF cover letter](#)

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Q5. Summary

Please provide a brief 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. Please note that if you are successful, this wording may be used by Defra in communications e.g. as a short description of the project on the website.

Please write this summary for a non-technical audience.

Through innovative leadership, mentoring and incubation, we build the capacity of GEN Biodiversity and Livelihoods Fellows from 30 Global South civil society organisations (CSOs) to develop funding proposals, implement projects, prepare financial and narrative reports, measure impact and communicate results. This reduces barriers to accessing funding and expands conservation practice and research by building generative relationships between CSOs and Global North funders, non-profits, research institutes and universities. We scale up results through educational materials, mentorship training, podcasts and toolkits.

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 | Benin | Country 2 | Cameroon |
| Country 3 | Ethiopia | Country 4 | Ghana |

Do you require more fields?

Yes

| | | | |
|------------------|------------|------------------|------------|
| Country 5 | Kyrgyzstan | Country 6 | Morocco |
| Country 7 | Nepal | Country 8 | Tajikistan |

Q7. Project dates

| | | |
|--------------------|------------------|---|
| Start date: | End date: | Duration (e.g. 1 years, 8 months): |
| 01 April 2023 | 31 March 2025 | 2 years |

Q8. Budget summary

| Year: | 2023/24 | 2024/25 | Total request |
|----------------|----------------|----------------|----------------------|
| Amount: | ██████████ | ██████████ | ██████████ |

Q9. Proportion of Darwin Initiative budget expected to be expended in eligible countries: % █████

Q10a. Do you have proposed matched funding arrangements?

Yes

What matched funding arrangements are proposed?

We have a total of [REDACTED] in confirmed matched funding from the Salvia Foundation ([REDACTED]), Full Circle Foundation (£26,500) and Hans Wilsdorf Foundation ([REDACTED]). Salvia Foundation supports core staff costs, incubation consultants, the Mentoring Academy and the production of the toolkits. Full Circle Foundation supports Project In/Visibility, including the creation of the toolkit on Decolonising Conservation, the Mentoring Academy and staff and consultants' time. Hans Wilsdorf Foundation provides co-funding for travel, events and internships.

Q10b. Total confirmed & unconfirmed matched funding (£) [REDACTED]

Q10c. 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 expect to continue expanding and fundraising for remaining [REDACTED] needed to implement this project, and have identified potential donors we will be engaging with as of now.

Section 4 - Project need

Q11. The need that the project is trying to address

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

For example, how have you identified the need? Why should the need be addressed or what will be the value to the country? Please cite the evidence you are using to support your assessment of the need (references can be listed in a separate attached PDF document).

This project addresses inequities in funding flows to civil society organisations (CSOs) in the global south by building their capacity to apply successfully for funding and strengthening their capabilities for project implementation.

We have witnessed growing self-reflection in the development and conservation sectors regarding power inequities and colonial legacies in funding models and flows, and how these impact biodiversity and livelihoods practice (e.g. #shiftpower; Colleen Begg interview on Mongabay; Luc Hoffmann Institute's report Exploring Possible Futures for Conservation NGOs; see Annex 1 for references). Despite irrefutable evidence that local ownership is essential to the success of conservation and poverty alleviation efforts, local organisations mostly receive funds through the intermediary of international NGOs (INGOs). A Bridgespan Group report (Layode et al. 2021) shows that only 14% of non-African donors' funds - and only 9% of African donors' funds - flow to African NGOs, whereas most goes to INGOs. Climate funding flows are starker: approximately 1% of adaptation funds went to indigenous and local community organisations between 2014 and 2018 (Holland et al. 2022).

A recent report by NGO Maliasili (Paul et al. 2022) highlights the key barriers faced by African CSOs: (1) funding policies and practices that exclude CSOs, including short-term grants, eligibility requirements and lack of core funding; (2) challenges to accessing funders, including onerous proposal requirements; (3) frequent and challenging reporting requirements; (4) tensions with INGOs; and (5) racial and cultural bias. Donors highlighted their own challenges to providing grants to CSOs: (1) transaction costs of small grants, (2) lack of technical skills and capacities, (3) difficulties in access and relationship-building, and (4) impact measurement.

Our experience in supporting CSOs and changemakers in the global south - through our field programme in Morocco's High Atlas, and interactions with 650+ changemakers from over 90 countries members of the Global Environments Network (GEN; Annex 1 for URLs) - corroborates this. Both CSOs and donors express frustration with the inequities of international conservation and development financial flows. GEN fellows requested mentoring and training from GDF to increase their success in achieving funding, implementing projects and maintaining donor relations. Donors, including Audemars-Watkins Foundation, Oak Foundation, Salvia Foundation and Sigrid Rausing Trust, have expressed interest in

our efforts to support CSOs to draft successful proposals and mentor them for successful project implementation and reporting.

Our project addresses the needs of CSOs in low and lower-middle income countries by (a) providing mentoring to GEN Fellows to help them access, apply for and implement grants, (b) producing training materials for CSOs on accessing biodiversity and livelihoods grants, (c) building a robust peer mentorship network among Fellows to scale out mutual learning, and (d) supporting Global North institutions to transform their conservation research and funding practices through training, information-sharing and student internships. We address the needs of donors by (a) building the technical skills of CSO leaders to apply for, implement and report on donor funds, (b) strengthening organisational capacities to create and maintain donor relationships, and (c) training leaders in key impact measurement and communication skills.

Section 5 - Darwin Objectives and Conventions

Q12. Biodiversity Conventions, Treaties and Agreements

Q12a. 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)
- Global Goals for Sustainable Development (SDGs)

Q12b. National and International Policy Alignment

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

Given the multinational nature of this project, we list in 12a the multilateral agreements our initiative directly addresses and focus here on how it and the CSO projects we incubate address international policies. The importance of scientific and technical training is enshrined in the articles of all international biodiversity agreements. In all partner countries, the project addresses CBD article 12(a) and 12(b) on research and training and SDG 4 on promoting lifelong learning opportunities and ensuring quality education, SDG 10 on reducing inequalities, and SDG 16 for peace, justice and strong institutions. In countries where CSO partner organisations are working on agroecological innovations and associated capacity-building (e.g. Tajikistan, Morocco, Nepal, Guatemala), it addresses ITPGRFA article 13.2(b) and SDGs 1 on poverty, 2 on sustainable agriculture. In countries where plant conservation is the focus (e.g. Morocco), it targets CBD article 7 and the Global Strategy for Plant Conservation's objectives I and IV on documentation and awareness-raising on plant diversity through a focus on biodiversity databases. We address the CBD's article 8(j) and associated decisions in countries where our partners' focus is on traditional ecological knowledge transfer and participatory policy-making (e.g. Ghana).

More broadly, the project addresses the (draft) post-2020 Global Biodiversity Framework's focus on ensuring 'adequate financial and other means of implementation', associated with capacity-building. This is salient to the GBF's Goal D.6(c) and associated milestone D.2, as well as 2030 Action Targets (AT) 17 and 19. The GBF specifically mentions the importance of increasing financial flows to developing countries that are aligned with biodiversity conservation (AT 14 and 19). Through a focus on research, training and dissemination of biodiversity education, the cumulative effects of GEN fellows' biodiversity and livelihood projects contribute to the 2030 milestones and longer-term 2050 vision for biodiversity recovery across diverse contexts that face parallel challenges.

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

Q13. Methodology

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

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

In September 2022, Global South GEN Fellows working at the intersection of biodiversity and livelihoods asked GDF to expand their capability and capacity to write funding proposals, taking Darwin Initiative Capability & Capacity and Innovation grants as an example. From this initial process, we perceived the need for continued capability and capacity building over the next two years with additional focus on project management, ranging from implementation to communicating results. With this project, we mentor and incubate projects of an initial cohort of fifteen GEN Fellows who apply for diverse grants in 2023, including Darwin Capability & Capacity and Innovation grants, followed by a second cohort in 2024 (see Annex 2). We connect them to potential donors, gathering them in a peer-mentoring group to consolidate and scale out their learning.

We hold weekly online collective 'clinics' for each GEN Fellow cohort – with sessions on proposal-writing, project implementation, monitoring and evaluation, narrative and financial reporting, managing donor relationships and communicating results. This is accompanied by intensive, individual mentoring provided by a team of advisers from our network who provide in-country capacity-building for successful project implementation. Selected from GEN members, these mentors are chosen for thematic and project management expertise, mentoring experience, geographic proximity and potential for building long-lasting collaborations. An open-source GEN Toolkit for CSOs on Funding and Delivering Biodiversity and Livelihoods Projects in the Global South (covering proposal-writing, project management, reporting, monitoring, evaluation and impact measurement) is published to embed learning and extend our reach.

The initial cohort of GEN Fellows is invited to join a 6-month online Biodiversity and Livelihoods Leadership & Mentoring Academy in 2023, run by GDF with Common Purpose and Mowgli Mentoring, in which they will be trained as mentors. Following the Academy, they will be paired up with mentees from the second cohort in their region. Mentoring pairs are guided by mentoring experts in the GDF team to seed a growing peer-mentoring network that scales out results during the project's lifetime.

Starting in April 2023, Masters' students at UK-based partners (University of Oxford, Cambridge University and University of Kent) are invited to apply for internships with partner CSOs, providing both parties with learning opportunities. The students contribute their expertise to partner projects while carrying out dissertation research and partner organisations learn how to manage interns and build long-lasting relationships with UK-based institutions.

In parallel, we develop Project In/Visibility in partnership with Project Myopia as an online platform that curates decolonial conservation narratives from the Global South. We guide conservation practitioners, students and scholars from UK-based institutions to engage with conservation practices from the Global South and to address the racial and cultural biases of Global North donor and conservation communities. UK-based trainings take place in person, led by a member of the GDF Project In/Visibility team. We publish a GEN toolkit for Decolonising Conservation Research, Practice and Funding for institutions and organisations in the Global North.

We work with charitable foundations, including those who engage with grantees by invitation only, that are keen to support small and medium-sized Global South CSOs but seek assistance in building their capacity and technical skills to fulfil legal requirements, lower transaction costs, measure impact and maintain donor-grantee relationships. By mentoring CSOs to improve their monitoring and evaluation, impact measurement and reporting capacities, we ensure funds are efficiently and effectively spent, encouraging donors to continue making grants to CSOs. As needed, we support donors to streamline their proposal and reporting requirements to ensure inclusivity and reach in their grants.

These relationships will be consolidated through in-person interactions at the International Society for Ethnobiology

Congress - in partnership with GDF, the Moroccan Biodiversity and Livelihoods Association and Cadi Ayyad University – held in Marrakech in Spring 2024. We gather twenty GEN Fellows for a 2-day pre-Congress training and networking event facilitated by other GEN members from international research centres, and invite representatives of selected charitable foundations to speak at roundtables on equitable funding at the Congress.

Our mentoring and incubation approach to supporting CSOs to build sustainable and equitable biodiversity-livelihoods programmes is based on 20 years of robust results, evidenced by the 'Incubate' branch of our work. Although human-resource-intensive, mentoring – which is at the heart of GDF's mission – creates deep relationships of trust, fosters autonomy and builds sustaining networks. The project is led by the GDF team of social scientists, biologists, conservation practitioners and communicators who have a cumulative 90+ years of experience in biodiversity and livelihoods project management. A Steering Committee, described in Q20, guides project implementation.

Q14. How will you identify participants?

How did/will you identify and select the participants (individuals and organisations) to directly benefit from the capability and capacity building activities? What makes these the most suitable participants? How will you ensure that the selection process is unbiased, fair and transparent?

We selected GEN Biodiversity and Livelihoods Fellows and Advisers from our Global Environments Network, launched in 2012 to support environmental changemakers at the frontline of pressing social and environmental issues. We listed 50 GEN members from 34 countries working at the intersection of biodiversity and livelihoods (Annex 2), and then invited about half of them (especially those from or working in low and lower-middle income countries) to join the weekly proposal development clinic we initiated in September 2022. Over a year, this initial cohort of 15 Fellows and 5 Advisers receive intensive mentoring in developing funding proposals and implementing funded projects, online and during site visits or other in-person opportunities. They participate in the Leadership & Mentoring Academy – in turn mentoring an additional 20 GEN members selected in 2023 to join the second cohort of our proposal-writing and project-management clinics – and receive individual support from our pool of advisers.

We build fairness and transparency into every step of our selection procedure. By selecting GEN Biodiversity and Livelihoods Fellows from among GEN members, we target committed, talented changemakers who have been pre-selected through rigorous application processes. GEN membership is established through participation in a GEN event – a Summer Academy, a Regional Academy or a Community Exchange. Event participants represent the top 5-10% of applicants, selected for their innovation, motivation, diversity of experiences and backgrounds, and demonstrable commitment to resolving systemic socioecological issues. Selection involves a 3-step process overseen by a selection committee composed of GDF team members, trustees, external experts and GEN members. Our tried-and-tested application process includes filling in an online form, submitted CVs and letters of recommendation and participating in interviews.

We follow a similar procedure to select the UK MSc and MPhil students who receive internships with Global South CSOs to conduct their dissertation research.

Q15. Gender equality

All applicants must consider whether and how their project will contribute to reducing inequality between persons of different gender. Explain your understanding of gender equality within the context of your project, and how is it reflected in your plans. Please summarise how your capability and capacity project will contribute to reducing gender inequality. Applicants should, at a minimum, ensure proposals will not increase inequality and are encouraged to design interventions that proactively contribute to increased gender equality.

Gender equality is a guiding principle of our work. This is reflected within GEN: gender equality is a criterion of selection for our academies and other events, and we collect and analyse gender-disaggregated data through participant lists. These data allow us to track if our expectations of gender equity are met. Currently, 57% of GEN members are women, and our master list of GEN members at the intersection of biodiversity and livelihoods includes 23 men and 27 women. Our first cohort of Biodiversity and Livelihoods Fellows comprises 7 women and 8 men, and we expect the numbers of the second cohort to be similar, ensuring gender parity over the course of the two-year programme. There are 15 women and 5 men in the pool of GEN Biodiversity and Livelihoods Advisers.

We recognise that gender disparity is common in mentorship and incubation programs: in a study by DDI, a global leadership consulting firm, 63% of women stated they never had a mentor and reported they have rarely, or never, been

asked about mentorship. As we expand our list of beneficiaries, we will proactively recruit women and non-binary GEN members and endeavour to remove barriers which prevent them from accessing mentorship, such as time commitment and perceived lack of subject-matter expertise (DDI, 2013). By designing a structured mentoring programme with clear timelines and goals, we can enable more women to participate. Gender equity will be a recurring theme during the mentoring academy and toolkit for CSOs, which will have a dedicated section to encourage leaders to mainstream gender equity in their project management and strategy development.

Our commitment to gender equity is reflected in our GDF team which is majority (80%) women and non-binary. We practice gender equity through employee welfare benefits such as a period policy and flexible working hours.

Q16. Change expected

Detail what the expected changes to in-country capability and capacity will deliver for both biodiversity and poverty reduction. You should identify what will change and who will benefit a) in the short-term (i.e. during the life of the project) and b) in the long-term (after the project has ended) and the potential to scale the approach.

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

The project serves a total of 40 changemakers who work for 30 CSOs in Global South countries or are external advisers. In the short-term, their participation in this project will result in CSOs achieving direct funding for their activities; enhancing their project management, monitoring and evaluation; impact measurement approaches; and building their funding and mentoring networks. This leads to greater sustainability, capacity to serve their communities and greater impact on biodiversity conservation and poverty reduction. Within this project's lifetime, we expect all 30 GEN Fellow projects to be at least partially funded, whether through a Darwin Initiative grant or by another donor, with at least 10 of these further incubated and scaled by project end.

In the longterm, the project contributes to more sustainable, locally-owned, ground-truthed and culturally appropriate biodiversity and livelihoods actions in Global South countries and beyond. Funds flowing directly to the CSOs allow them to be more agile to emergent needs and socioecological changes, ensuring robust adaptive management and resilience. The longterm beneficiaries are the communities served by these 30 CSOs.

Our approach is inherently scalable. The Leadership & Mentoring Academy establishes 20 of our direct project beneficiaries (the 15 GEN Fellow and 5 Advisers) as qualified mentors with the tools necessary to support CSOs to improve proposal writing, project management and donor reporting. The 20 mentees (the second cohort of 15 GEN Fellow and 5 Advisers) they are paired with receive at least 15 months of direct mentorship and support. The open-source GEN Toolkit for CSOs, which will be widely shared, supports other CSOs within GEN and beyond to achieve funding and enhance project development, management and reporting. We share experiences, perspectives and dialogues between CSO leaders, donors and conservation practitioners with the world using podcasting and video to ensure broad outreach. Taking stock of lessons learned, GDF will expand, improve and scale out our approach to reach more CSOs within the (growing) network. Our intention is for this scalable mentoring and incubation approach to become central to our future work as an organisation, extending to other themes such as agriculture and environmental change as they relate to livelihoods.

Project In/Visibility's platform, training workshops and Decolonising Conservation toolkit, and the Masters' internships scheme will result in the short-term in a shift in perspectives and attitudes within UK partner research institutions, through (a) greater understanding amongst students of the conservation challenges faced by communities and small CSOs in the Global South and (b) targeted training and peer-mentoring in decolonial research and practice for lecturers and practitioners. In the long-term, as students enter employment, this decolonial shift will reach donors, NGOs, and other Global North practitioners who can influence financial flows in conservation.

The project will motivate GEN Biodiversity and Livelihoods Fellows and Advisers to engage in transnational field programmes, publish multi-authored opinion and research articles, participate jointly in multilateral policy advocacy and meetings, and come together in scientific congress panels and symposia.

Q17. Exit Strategy

How will the project reach a sustainable point and continue to deliver benefits post-funding?

How will the built capability and capacity be maintained in-country? How will the new capability and capacity be replicated to strengthen additional future environmental leaders beyond the project? How will the benefits be scaled? Are there any barriers to scaling and if so, how will these be addressed? How will the materials developed during the project be made more widely accessible during and after the project?


Replicability is built into the project's methodology and outputs. Intensively training beneficiaries as mentors establishes their skill-base and confidence to support other CSO leaders in the Global South to engage with donors and implement high quality projects. As certified mentors they learn how to transmit project-generated learning to members of their own teams and to partners within their local institutional ecosystem.

We benefit from the decades-long experience in mentor-training of Common Purpose and Mowgli Mentoring to implement the first GEN Leadership & Mentoring Academy. We will organise it every 2 years, engaging alumni in teaching positions with the goal of replicating the Academy structure elsewhere over time. It is GDF policy to recruit GEN members into roles of responsibility and facilitation (2 of our core team are GEN alumni); we will recruit at least 10 GEN Fellows as Advisers on the project, building capacities within the service-providing team too.


Our nested approach to beneficiary support - the 10 incubation beneficiaries are drawn from the two cohorts of a total of 30 GEN Biodiversity and Livelihoods Fellows - means we establish at the outset a rolling, self-replicating process that moves beneficiaries from receiving mentoring to project incubation to offering mentoring. This allows us to continually welcome more GEN Fellows to the process and have them supported by alumni as they develop their own projects. It also seeds a peer-mentoring network that autonomously scales over time. Our self-replicating approach means that there are no obvious barriers to scaling, as knowledge and mentoring capacities are not held centrally by GDF but diffused throughout the network.


Our scaling out strategy is supported by the publication of open source toolkits: one for CSOs on accessing funding, project management and impact measurement, and one on Decolonising Conservation for donors, institutions and universities.

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


 [Annex 1 - GDF application references and website link](#)





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 [Annex 2 - GEN Biodiversity and Livelihoods Advisers and Fellows](#)

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Section 7 - Risk Management

Q18. Risk Management

Please outline the 6 key risks 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.

Projects should also draft their initial risk register, using the [Risk Assessment template](#), and be prepared to submit this when requested if they are recommended for funding. Do not attach this to your application.

| Risk Description | Impact | Prob. | Gross Risk | Mitigation | Residual Risk |
|------------------|--------|-------|------------|------------|---------------|
|------------------|--------|-------|------------|------------|---------------|

| | | | | | |
|---|----------|----------|----------|---|----------|
| Fiduciary (financial) Mishandling of funds by project partners. | Moderate | Rare | Minor | The risk is mitigated by following a 6-month monitoring and evaluation plan, including financial monitoring, coordinated by GDF. Local partners receive targeted training in financial management as part of the project. | Minor |
| Safeguarding Since some CSOs work in remote areas, there is a risk of accidents in the field, which could entail human injuries. | Major | Rare | Moderate | Accident contingency plans are elaborated by participating CSOs at the start of the project – both as part of emergency planning and as part of mentoring processes. These plans are reviewed and supervised by GDF. | Minor |
| Delivery Chain The project's delivery success is dependent on the active participation of CSO leaders, which we have no direct control over. | Moderate | Rare | Minor | We have begun mitigating this risk by already engaging with an initial 20 beneficiaries in advance of the proposal and providing them with a service they explicitly requested and need. We build events and diverse activity types into the model to ensure buy-in and participation. | Minor |
| Risk 4 Operational risk. Given the large number of beneficiaries, there is a risk of staff and consultants' overburden, which would entail not being able to offer all beneficiaries the intensive, tailored mentoring we would wish to. | Moderate | Possible | Major | To minimize this risk, a 6-month monitoring and evaluation plan is proposed, including organizational monitoring to assess how mentoring delivery is progressing and where we may need to make adaptations. We have included a large GDF team plus consultants to ensure we have significant time to dedicate to all beneficiaries. | Moderate |
| Risk 5 Contextual risk. Since geographic conditions can vary in different contexts, there is a risk of extreme weather events in some of the participating countries, which could entail changes in their field programmes. | Moderate | Unlikely | Moderate | To take this risk into account, extreme weather event contingency plans are elaborated by participating CSOs at the start of the project (as part of emergency planning), centralized by GDF. | Minor |
| Risk 6 Contextual risk. Due to current socio-political and economic conditions, some countries may undergo social unrest, which could mean delays and disruptions in certain activities. | Moderate | Unlikely | Moderate | To mitigate this risk, basic civil unrest contingency plans are elaborated by participating CSOs at the start of the project (as part of emergency planning), centralized by GDF. | Minor |

Section 8 - Implementation Timetable





Q19. Provide a project implementation timetable that shows the key milestones in project

activities

Provide a project implementation timetable that shows the key milestones in project activities, linking them to your Outputs. Complete the Word template as appropriate to describe the intended workplan for your project.

[Implementation Timetable Template](#)

Please add/remove columns to reflect the length of your project. For each activity (add/remove rows as appropriate) indicate the number of months it will last, and fill/shade only the quarters in which an activity will be carried out.

 [GDF DI Incubation and mentoring proposal 7 Nov 2022](#)
[2 - Implementation Timetable](#)
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Section 9 - Monitoring and Evaluation

Q20. 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).

Monitoring, evaluation and learning are core to this proposal and involve meaningful participation from all direct project partners and stakeholders. Every quarter, we monitor progress in activities and results according to indicators, risks and assumptions. We examine emergency planning (contingency plans for accidents, extreme weather events and civil unrest), to systematically assess current contexts and situations in-loco, making adaptations as needed.

Every semester we monitor organisational and financial resources with all partners to ensure appropriate and timely spending. Concomitantly, we implement biannual project evaluations, drawing lessons for adaptive management during the subsequent 6-month period. These include a group evaluation with beneficiaries using feedback surveys and structured online participatory evaluation dialogues. We undertake a final internal evaluation at project-end to ensure effective and adaptive scaling up post-project.

All project beneficiaries receive training in M&E and impact measurement, helping ensure that their contribution is meaningful and effective, and that their own DI or other projects/proposals are based on sound M&E foundations.

The Steering Committee, which comprises at least one representative of each stakeholder group, implements ongoing M&E through regular virtual meetings and email exchanges. It is composed of the GDF management team, GEN members Laura Vallejo and Girma Kelboro, Rajindra Puri from University of Kent, Ana Elia Ramon Hidalgo from CEHDA, Ram Devi Tachamo Shah from Kathmandu University, Ezra Ricci from Audemars-Watkins Foundation, and Kat Bury from Mowgli Mentoring. It may expand to include Fred Nelson of Maliasili and Jessica Sweiden of Synchronicity Earth, amongst others.

Ugo D'Ambrosio is GDF's M&E coordinator.

Total project budget for M&E in GBP (this may include Staff and Travel and Subsistence costs) ██████████

Percentage of total project budget set aside for M&E █

Number of days planned for M&E 50

Section 10 - Indicators of Success

Q21. 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.

See the Monitoring, Evaluation and Learning Guidance for advice on selecting SMART indicators and milestones.

Please note that the number of participants in training is not an output, please consider how to measure the success of the training rather than participation in training.

In the table below please outline your Outcome and between 1-4 Outputs. Each statement should have between 2-3 SMART indicators and end target (figure/state/quality) including how you would evidence achievement – i.e. “Means of Verification”.

| | SMART Indicator | Means of Verification |
|---|---|---|
| Outcome 30 GEN Fellows, supported by 10 Advisers, strengthen their organisations’ financial sustainability, project management, and networking, sustained by mainstreaming of progressive practices in UK universities and Global North funders | 30 GEN Fellows submit high quality biodiversity and livelihoods proposals to Darwin Initiative and other donors; 15 by end yr1 and 15 by end yr2 | Proposals submitted Project management documents, logframes and monitoring and evaluation strategies and grant reports |
| | 30 CSOs implement best practices in project management, monitoring and evaluation, impact measurement and grant reporting by yr2 | Partnership agreements signed between GDF and higher education institutions |
| | At least 3 UK higher education institutions have signed up to the Project In/Visibility platform and training modules by yr1 | Partnership agreements signed between UK institutions and CSOs for internships |
| | Partnerships developed between at least 3 UK-based institutions and 5 CSOs to enable Masters’ internships by end yr1 and with an additional 5 CSOs by end yr2 | Grant agreements between donors and CSOs |
| | At least 5 Global North donors establish relationships with GEN Fellows | |

Output 1

30 Global South CSO projects are incubated, securing funding and receiving virtual and on-site mentoring in project management, monitoring and evaluation and reporting, generating lessons learned for immediate replication

At least 5 Global South CSO Darwin Initiative Capability & Capacity or Innovation proposals submitted in yr1 with another 5 submitted in yr2

Funded Darwin Initiative projects implemented to high standards, with positive half-year annual report reviews

20 further small, medium or large grant proposals for biodiversity and livelihoods projects submitted by CSOs to other donors (10 submitted in yr1, 10 submitted in yr2)

At least 10 funded projects launched and incubated during the project's lifetime

Toolkit for Global South CSOs for successfully funding and delivering biodiversity and livelihoods projects is published by yr1

Podcast on accessing funding, project management and impact measurement produced and broadcast

Submitted Darwin Initiative Capability & Capacity or Innovation proposals

Positive Yr1 half-year and annual report reviews from Darwin Initiative for successful projects

Proposals submitted

Grant agreements between donors and CSOs signed

Simple MoUs governing mentoring and incubation relationship between GDF and CSOs signed

Toolkit published on GDF website and log of communications/dissemination actions

Podcast broadcast on GDF Anchor account and available on Apple, Spotify and YouTube

Output 2

40 GEN Fellows and Advisers build mentoring skills, scaling out their learning to a second cohort and establishing a peer-mentoring network for Global South initiatives on biodiversity and livelihoods

15 GEN Fellows and 5 GEN Advisers trained as skilled mentors through the online Leadership & Mentoring Academy in yr1

15 GEN Fellows and 5 GEN Advisers receive 15 months of mentoring and support from peers through the Leadership & Mentoring Academy by yr2

15 CSO mentees submit to GDF first drafts of proposals for donors by yr2

At least 20 GEN Fellows and Advisers receive in-person training and practice in network-building and peer-mentoring at the ISE Congress 2024

Mentoring Academy certificates

Mentoring journals submitted by mentees

Recordings of mentoring supervision Zoom meetings between mentoring pairs and GDF staff

Draft proposals prepared by mentees

ISE Congress report and video

Output 3

Relationship building between Global North institutions and Global South CSOs promotes equity in conservation research and funding, supported by guidance, training and publications tailored for these institutions

30 students and 5 lecturers have received in-house training and materials for decolonising conservation research, practice and funding by yr1; extended to a further 50 students and 5 lecturers by yr2

Toolkit on Decolonising Conservation Research, Practice and Funding is published by yr2

At least 10 UK-based conservation Masters students have completed internships with partner CSOs by project end

Podcast on decolonising conservation for donors, institutions and universities, produced and broadcast

Training materials

Workshop reports and attendance records

Published toolkit

Individual internship learning journals/logbooks

Partnership agreements signed between UK institutions and CSOs for internships

Podcast broadcast on GDF Anchor account and available on Apple, Spotify and YouTube

Output 4

No Response

No Response

No Response

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 Implement weekly 'mentoring and incubation clinics' with all 40 GEN Biodiversity and Livelihoods Fellows and Advisers, focused on proposal writing, team-building workshops, project management labs, and communications coaching, supplemented by possible site visits to selected projects

1.2 Invite at least 10 GEN experts to mentor the CSO leaders - to support project incubation - in the first cohort throughout FY1 and the second cohort throughout FY2

1.3 Mentor individually 5 CSO leaders to submit Darwin Initiative proposals in R30, and an additional 5 CSO leaders to submit Darwin Initiative proposals in R31, through online proposal writing clinics, with possible site visits to selected projects

1.4 Support all 30 CSO leaders to submit proposals for their biodiversity and livelihoods projects to other selected donors and open calls for application on an ongoing basis until project end

1.5 Produce and publish detailed Toolkit for CSOs on Funding and Delivering Biodiversity and Livelihoods Projects in the Global South by March 2024

1.6 Produce and broadcast podcast on accessing funding, project management and impact measurement by March 2024

2.1 Train the initial cohort of 20 GEN Biodiversity and Livelihoods Fellows and Advisers in mentoring skills through a 6-month Leadership & Mentoring Academy held from June to November 2023

2.2 Pair trained mentors with 20 mentees in the second cohort who work in similar geographic regions or on similar topics by December 2023

2.3 Support the 20 mentor-mentee pairs through regular supervision with a member of the GDF team and peer-support group calls from January 2024 to March 2025

2.4 Request and review first draft grant proposals by the 30 GEN Biodiversity and Livelihoods Fellows to evaluate their learning on an ongoing basis until project end

2.5 Gather at least 15 GEN Biodiversity and Livelihoods Fellows and 5 Advisers at the ISE Congress for intensive in-person training and practice in network-building and peer-mentoring by May 2024

3.1 Publish Project In/Visibility online platform by May 2023

3.2 Develop Project In/Visibility training materials by November 2023

3.3 Offer 2 Project In/Visibility trainings for each partner research institution - 1st training by March 2024, second training by October 2024

- 3.4 Actively engage and collaborate with willing donor partners to help catalyse funding relationships between them and participating CSOs on an ongoing basis
- 3.5 Engage with three UK-based higher education and ten CSO project partners to deliver at least 5 Conservation Masters' internships among partner CSOs (call for applications, collective selection process, M&E) in yr1 and 5 in yr2
- 3.6 Produce and publish a Toolkit on Decolonising Conservation Research, Practice and Funding by December 2024
- 3.7 Produce and broadcast a podcast on decolonising conservation for donors, institutions and universities by December 2024

Important Assumptions:

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

GEN Fellows and Advisers working on biodiversity and livelihoods are committed to participate in our programme

Faculty members of UK-based universities are interested in learning about decolonisation practices for conservation research and practice

Charitable organisations seek new CSO partners to fund directly in the Global South, and Darwin Initiative continues to offer Capability & Capacity, Innovation and Main grants for at least two more rounds

Fifteen GEN Fellows already engaged in the process have the resources to submit proposals, engage with mentors and travel to the ISE Congress training event

UK-based Conservation Masters students seek internships in Global South CSOs

Section 11 - Budget and Funding

Q22. 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.

Note that there are different templates for projects requesting under £100,000 and over £100,000. Please refer to the [Finance Guidance](#) for more information.

- [Budget form for projects under £100,000](#)
- [Budget form for projects over £100,000](#)

Please ensure you include any co-financing figures in the Budget spreadsheet to clarify the full budget required to deliver this project.

NB: Please state all costs by financial year (1 April to 31 March) and in GBP. The Darwin Initiative cannot agree any increase in grants once awarded.

Please upload the Lead Partner's accounts (or other financial evidence – see Finance Guidance) at the certification page at the end of the application form.

Q23. Funding

Q23a. Is this a new initiative or does it build on existing work (delivered by anyone and funded through any source)?

- Development of existing work

Please provide details:

The project is a new initiative to focus, target and direct GDF's mentoring and incubation practice to Global South GEN Fellows working at the intersection of biodiversity and livelihoods. However, it builds on 20 years of organizational experience, project management (most recently through our High Atlas Cultural Landscapes programme) and learning in the fields of mentoring and project incubation. Mentoring and incubation work has been funded primarily by our GEN funders – Salvia Foundation, Full Circle Foundation and Rolex Foundation. It has, to date, focused on GDF re-granting to our GEN Fellows through 'seed projects'. While these grants are small, we use the opportunity to offer significant mentoring and technical support to our grantees and are beginning to incubate seed projects that have scalable potential. This regranting process has enlightened us to the complexities and challenges of managing small grants on the donor side and evidenced the need for capacity-building in grant management, project implementation and donor relations among GEN Fellows. This proposal's focus on supporting capacity-building for GEN Fellows responds to a direct request by them to enhance their capacities to access and achieve funding for their work, and to support improved project management, monitoring and evaluation and reporting.

Q23b. Are you aware of any current or future plans for similar work to the proposed project?

- Yes

Please give details explaining similarities and differences, and explaining how your work will be additional and what attempts have been/will be made to co-operate with and learn lessons from such work for mutual benefits.

Maliasili, which operates in 7 sub-Saharan countries, focuses on 'strengthening organisations, enhancing leadership capacity and helping get more money to the right people' to support community-based conservation in Africa. Synchronicity Earth develops long-term relationships with local partners and connects them to global networks and initiatives. Inspired by their joint report Greening the Grassroots, we seek to collaborate with them on promoting equitable conservation funding flows to community-based organisations. We are in communication with Fred Nelson, the director of Maliasili, and Jessica Sweidon, Founding Trustee of Synchronicity Earth, to explore ways of partnering on training and mutual learning. We have invited Fred and Jessica to join an online GEN in Conversation event to discuss conservation funding flows with donors, UK-based partners and GEN Fellows. Through our Global Environments Network, we support a broader group of changemakers, and are in a greater position to strengthen leadership, capacity and capability of diverse CBOs working at the intersection of biodiversity and livelihoods on all continents. GDF's approach is distinctive in that it combines intensive, interpersonal, tailored mentoring with more collective, classic training approaches, and it focuses on peer-mentoring and mentor-training to catalyse the leadership capabilities of our beneficiaries and scale up impact more rapidly.

Q24. 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.

Not applicable.

Q25. 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). Please make sure you read the guidance documents, before answering this question.

GDF's 20 years of experience implementing an individualised, interpersonal approach to mentoring – learning and improving as we go and training staff and close associates to implement it – means we have the capacity to provide high impact support to a significant number of beneficiaries (40 GEN Fellows and Advisers). Training our beneficiaries as mentors builds individual skills and allows us to scale out learnings and project incubation, ensuring the mentor baton is passed on throughout the network. Using state-of-the-art online systems for learning (in our weekly clinics and Mentoring Academy) and sharing (Project In/Visibility and toolkits) keep costs low. Our network of 650+ GEN Fellows, whom we all know personally, allows us to select project incubation mentors for our beneficiaries from their own regions, reducing travel costs for on-site visits.

Without a centralised office, GDF does not incur rent or running costs and our team works from home. The budget can therefore be dedicated mostly to project costs including mentors, course leaders, output producers and partner costs such as internships, travel and local consultants. Robust financial regulations and detailed procurement policies in place ensure efficient spending. An annual budget is agreed and approved by GDF trustees and internal financial controls are periodically reviewed to achieve cost effectiveness. From 2020 GDF has implemented the Money Where it Counts protocol endorsed by Grand Bargain to ensure efficient and fit-for-purpose project delivery by harmonising and simplifying the approach to cost classification, cost charging and financial reporting.

Section 12 - Safeguarding and Ethics

Q26. Safeguarding

Projects funded through the Darwin Initiative must fully protect vulnerable people all of the time, wherever they work. In order to provide assurance of this, projects are required to have appropriate safeguarding policies in place.

Please confirm the Lead Partner has the following policies in place and that these can be available on request:

Please upload the Lead Partner's Safeguarding Policy as a PDF on the certification page.

| | |
|--|---------|
| We have a safeguarding policy, which includes a statement of our commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse | Checked |
| We have attached a copy of our safeguarding policy to this application (file upload on certification page) | Checked |
| We keep a detailed register of safeguarding issues raised and how they were dealt with | Checked |
| We have clear investigation and disciplinary procedures to use when allegations and complaints are made, and have clear processes in place for when a disclosure is made | Checked |
| We share our safeguarding policy with all partners | Checked |
| We have a whistle-blowing policy which protects whistle blowers from reprisals and includes clear processes for dealing with concerns raised | Checked |
| We have a Code of Conduct for staff and volunteers that sets out clear expectations of behaviours - inside and outside the work place - and make clear what will happen in the event of non-compliance or breach of these standards | Checked |

Please outline how you will implement your safeguarding policies in practice and ensure that all partners apply the same standards as the Lead Partner. If any of the responses are “no”, please indicate how it is being addressed.

We regularly review and discuss the safeguarding policies in meetings and special workshops between all members of GDF and partner organisations, continually highlighting the ethical obligation of embracing fully all the policies. We appoint, on a rotating basis, one member of the project Steering Committee who is responsible for maintaining the register of safeguarding issues, which further embeds the practices in partner organisations. We share our safeguarding policy - highlighting any changes - annually with all partners, including partner organisations and mentees. We review our code of conduct for staff and volunteers every year, and share it with all concerned.

Section 13 - FCDO Notifications

Q27. FCDO Notifications

Please state whether there are sensitivities that the Foreign Commonwealth and Development Office will need to be aware of should they want to publicise the project’s success in the Darwin Initiative in any country.

No

Please indicate whether you have contacted FCDO Embassy or High Commission to discuss the project and attach details of any advice you have received from them.

No

If no, why not?

Our project beneficiaries, all CSO leaders who are members of GEN, contacting the FCDO Embassy or High Commission in their countries as needed.

Section 14 - Project Staff

Q28. 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.

Please provide 1-page CVs or job description, further information on who is considered core staff can be found in the Finance Guidance.

| Name (First name, Surname) | Role | % time on project | 1 page CV or job description attached? |
|----------------------------|----------------------------|-------------------|--|
| Emily Caruso | Project Leader | 15 | Checked |
| Nessie Reid | Mentoring Lead | 15 | Checked |
| Gary Martin | Incubation Lead | 25 | Checked |
| Samirah Siddiqui | Project In/Visibility Lead | 20 | Checked |





Do you require more fields?

Yes

| Name (First name, Surname) | Role | % time on project | 1 page CV or job description attached? |
|----------------------------|---|-------------------|--|
| Ugo D'Ambrosio | M&E Lead | 20 | Checked |
| Tasnim Elboute | ISE Congress Lead | 20 | Checked |
| Louisa Aarrass | GEN Fellows Liaison and Internship Lead | 20 | Checked |
| <i>No Response</i> | <i>No Response</i> | 0 | Unchecked |
| <i>No Response</i> | <i>No Response</i> | 0 | Unchecked |
| <i>No Response</i> | <i>No Response</i> | 0 | Unchecked |
| <i>No Response</i> | <i>No Response</i> | 0 | Unchecked |
| <i>No Response</i> | <i>No Response</i> | 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.

Ensure the file is named clearly, consistent with the named individual and role above.

 [GDF Team CVs for DI Capability and Capacity proposal](#)
 07/11/2022
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 pdf 2.43 MB

Have you attached all project staff CVs?

Yes

Section 15 - Project Partners

Q29. Project Partners

Please list all the Project Partners (including the Lead Partner) – i.e. the partner who will administer the grant and coordinate the delivery of the project), clearly setting out their roles and responsibilities in the project and the extent of their engagement so far and planned.

This section should demonstrate the capability and capacity of the Project Partners to successfully deliver the project. Please provide Letters of Support for all project partners or explain why this has not been included.

Lead Partner name: Global Diversity Foundation

Website address: global-diversity.org

Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):

Providing support to CSO leaders to build their ideas, proposals and project management skills is embedded in the DNA of our organisation. Since 2000, we support Global South CSO partners to build longterm biodiversity and livelihoods field programmes in specific locations. In 2012, we launched GEN to support environmental changemakers from all countries to amplify their impact through intensive training, mentoring and communications skills-building. This makes us uniquely placed to support CSOs to strengthen their capacities and capabilities to access direct donor funding. We have robust experience nurturing relationships between CSOs and donors in the Global North, catalysing direct support for MBLA, our partner in Morocco.

Our team is passionate about supporting local, civil society organisations and is poised to implement this project. Gary Martin runs the weekly clinics, liaises with funders and oversees project incubation; Ugo D'Ambrosio manages M&E, including field visits; Samirah Siddiqui runs Project In/Visibility and leads on the Toolkit for Decolonising Conservation; Nessie Reid manages the Mentoring Academy and supervises mentor-mentee relationships; Tasnim Elboute organises the ISE Congress event and supports project incubation; Louisa Aarrass liaises with GEN Fellows and coordinates Masters' internships; and Emily Caruso oversees the project, team and impact.

International/In-country Partner

International

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?

Yes

Do you have partners involved in the Project?

Yes

1. Partner Name:

Expert organisations: Common Purpose, Mowgli Mentoring, Luc Hoffmann Institute, Project Myopia

Website address:

<https://commonpurpose.org/>, <https://www.mowgli.org.uk/>, <https://luchoffmanninstitute.org/>, <https://projectmyopia.com/>

What value does this Partner bring to the project?

(including roles, responsibilities and capabilities and capacity):

Common Purpose is a UK not-for-profit organisation that delivers face-to-face and online leadership programmes. Mowgli Mentoring is a UK organisation that provides mentoring programmes targeting a broad range of entrepreneurs and leaders using diverse pathways, programmes and products. Luc Hoffmann Institute is a leading catalyst for innovation and transformative change to maintain biodiversity. Project Myopia, funded by the London Arts and Humanities Partnership, connects globally disparate people with concerns about education reform. Common Purpose and Mowgli Mentoring partner with GDF to deliver a 6-month online Biodiversity and Livelihoods Leadership & Mentoring Academy in summer 2023 for representatives of twenty core CBO partners, during which they will be trained as mentors. Following the Academy, Common Purpose and Mowgli Mentoring assist GDF in pairing these emerging mentors with mentees from the GEN Biodiversity and Livelihoods Fellows list (Annex 1) from their region who are seeking to build their capacities and capabilities to develop funding proposals, implement projects, prepare financial and narrative reports, measure impact and communicate results. Luc Hoffmann Institute supports Project In/Visibility in partnership with Project Myopia. We have provided letters of support from all four organisations. Kat Bury from Mowgli Mentoring will be on the Steering Committee.

International/In-country Partner

International

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:

UK universities: School of Anthropology and Conservation, University of Kent; Department of Geography, University of Cambridge; School of Geography and the Environment, University of Oxford

Website address:

<https://www.kent.ac.uk/anthropology-conservation/>;
<https://www.geog.cam.ac.uk/postgraduate/mphil/conservation/>;
<https://www.geog.ox.ac.uk/>

What value does this Partner bring to the project?

(including roles, responsibilities and capabilities and capacity):

In collaboration with other faculty members of their departments, Dr Rajindra Puri (Kent), Dr. Howard Nelson (Cambridge) and Dr Mark Hirons (Oxford) inform students from appropriate MSc programmes about GDF research internships and guide their involvement in any resulting field research opportunities with the 40 community-based organisations that are beneficiaries of our mentoring and incubation programme. They assist in formulating, in collaboration with GDF and partner CSOs, appropriate descriptive or analytical research projects that contribute to MSc dissertations. In addition, they provide professional and technical expertise in biodiversity and sustainable development to representatives of Global South CSOs, in the form of virtual meetings, podcasts, toolkit contributions and potentially during field visits. As part of their involvement, they are invited to explore the possibility of building longterm relationships with selected CSOs, potentially leading to MSc or PhD studentships for their staff or collaborative field research programmes. We have included a letter from Dr Rajindra Puri of the School of Anthropology and Conservation, University of Kent as example of the engagement of UK university partners with our project; letters are pending from Dr Nelson and Dr Hirons and will be forwarded when received. Dr Puri will be on the project Steering Committee.

International/In-country Partner

International

Allocated budget:

£0.00

Representation on the Project Board (or other management structure)

Yes

Have you included a Letter of Support from this partner?

Yes

3. Partner Name:

Funders: Oak Foundation; Audemars-Watkins Foundation; Salvia Foundation; Sigrid Rausing Trust; Cartier for Nature; Pôle Animaux et Ecosystèmes, Hans Wilsdorf Foundation; Awards for Enterprise, Rolex Foundation

Website address:

<https://oakfnd.org/programmes/environment/>; <https://audemars-watkins.foundation/>; <https://www.swissfoundations.ch/mitglieder/fondation-salvia/>; <https://www.sigrid-rausing-trust.org/>; <https://www.cartier.com/en-nl/maison/culture-commitments/cartier-for-nature>; <https://hanswilsdorf.ch/>; <https://www.rolex.org/rolex-awards>

What value does this Partner bring to the project?

(including roles, responsibilities and capabilities and capacity):

Representatives of charitable foundations (including Masego Madzwamuse of the Environment Program, Oak Foundation; Ezra Ricci of Audemars-Watkins Foundation; Eva Csergö of Salvia Foundation; Sophie Adwick of Sigrid Rausing Trust; Julien Semelin of Cartier for Nature; Thierry Renaud of the Pôle Animaux et Ecosystèmes, Hans Wilsdorf Foundation; Francesco Raeli of Awards for Enterprise, Rolex Foundation), provide insights on funding for biodiversity and sustainable development initiatives to representatives of Global South CBOs, in the form of virtual meetings, podcasts, toolkit contributions and potentially during field visits. As appropriate, they learn about the specific field projects of GEN Biodiversity and Livelihoods Fellows from Global South community-based organisations and advise GDF on improving the form and content of some of their proposals. They explore the possibility of supporting selected CSOs whose approach and orientation match the criteria and expectations for specific streams of funding of your foundation. We have included a letter from Eva Csergö of Salvia Foundation as an example of the interest of charitable foundation representatives in our project. Other letters from Charitable organisations are pending and will be forwarded when they are submitted. Ezra Ricci will be on the project Steering Committee.

International/In-country Partner

International

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:

Global South CSOs: see Annex 2 - GEN Biodiversity and Livelihoods Advisers and Fellows

Website address:

See Annex 2 - GEN Biodiversity and Livelihoods Advisers and Fellows

What value does this Partner bring to the project?

(including roles, responsibilities and capabilities and capacity):

Representatives of 30 Global South CSOs are at the heart of the implementation of this project. They will be active participants in online and in-person mentorship to develop funding proposals, implement projects, prepare financial and narrative reports, measure impact and communicate results. Fifteen of them will participate in the Leadership & Mentoring Academy and will go on to mentor the other fifteen Fellows in the second cohort. They will develop and submit proposals, manage projects and share results. In May 2024, they will attend a workshop and participate in sessions of the International Society of Ethnobiology 18th Congress in Marrakech. We have included letters from Abigail Quic, Asociación SERES; Dr Ana Elia Ramon Hidalgo, Asociación CEHDA and Dr Ram Devi Tachamo Shah of Kathmandu University examples of the interest of Global South CSO representatives in our project; letters are pending from others. Dr Ramon Hidalgo and Dr Tachamo Shah will be on the project Steering Committee.

International/In-country Partner

International

Allocated budget: ██████████

Representation on the Project Board (or other management structure) Yes

Have you included a Letter of Support from this partner? Yes

5. 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

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.

 [GDF proposal letters](#)

 07/11/2022

 16:10:23

 pdf 1.75 MB

Section 16 - Lead Partner Capability and Capacity

Q30. Lead Partner Capability and Capacity

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

Yes

If yes, please provide details of the most recent awards (up to 6 examples).

| Reference No | Project Leader | Title |
|--------------|----------------|--|
| DIR28EX\1039 | Gary Martin | Ensuring the socio-ecological viability of High Atlas cultural landscapes |
| CV19RR20 | Gary Martin | Online local product commercialization, marketing and promotion sustains biodiversity-friendly livelihoods |
| 27-001 | Gary Martin | Conserving High Atlas agrobiodiversity to improve Amazigh livelihoods in Morocco |
| 24-010 | Gary Martin | Mobilising useful plant conservation to enhance Atlas mountain community livelihoods |
| 20-013 | Gary Martin | Medicinal plant trade, conservation and local livelihoods in southern Morocco |
| EIDPO042 | Gary Martin | Implementing community-based landscape and resource monitoring, Oaxaca, Mexico |

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

If yes, please upload these on the certification page. Note that this is not required from Government Agencies.

Yes

Section 17 - Certification

Q30. Certification

On behalf of the

Trustees

of

Global Diversity Foundation

I apply for a grant of







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, Safeguarding Policy and project implementation timetable
- 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 | Emily Caruso |
| Position in the organisation | Co-director |
| Signature (please upload e-signature) |  EmilySIG 2018  07/11/2022  13:43:58  jpg 42.95 KB |
| Date | 07 November 2022 |


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

 [GDF 2019 -20 Annual Accounts](#)
 07/11/2022
 13:46:23
 pdf 640.91 KB

 [GDF 2020 -21 Annual Accounts](#)
 07/11/2022
 13:46:23
 pdf 640.25 KB

Please upload the Lead Partner's Safeguarding Policy as a PDF

 [GDF Safeguarding policy](#)

 07/11/2022

 15:59:54

 pdf 638.9 KB

Section 18 - Submission Checklist

Checklist for submission

| | Check |
|--|---------|
| I have read the Guidance, including the “Darwin Initiative Guidance”, “Monitoring Evaluation and Learning Guidance”, “Risk Management 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: | Checked |
| <ul style="list-style-type: none">• My budget (which meets the requirements above) | |
| <ul style="list-style-type: none">• My completed implementation timetable as a PDF using the template provided | Checked |
| <ul style="list-style-type: none">• I have included a 1 page CV or job description for all the Project Staff identified at Question 28, including the Project Leader, or provided an explanation of why not. | Checked |
| <ul style="list-style-type: none">• A letter of support from the Lead Partner and partner(s) identified at Question 29, or an explanation of why not. | Checked |
| <ul style="list-style-type: none">• I have included a cover letter from the Lead Partner, outlining how any feedback received 1 has been addressed where relevant. | Checked |
| <ul style="list-style-type: none">• I have included a copy of the Lead Partner’s safeguarding policy, which covers the criteria listed in Question 26. | Checked |
| <ul style="list-style-type: none">• I have included 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 |
| (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 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

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:

Guidance – please delete before submitting

Provide a **Project Implementation Timetable** that shows the key milestones in project activities. Complete the following table as appropriate to describe the intended workplan for your project. Quarters are based on UK FYs (**1 April – 31 March** - Q1 therefore starts April 2023).

Please add/remove columns to reflect the length of your project. For each activity (add/remove rows as appropriate) indicate the number of months it will last, and shade only the quarters in which an activity will be carried out. The activity numbers should correspond to the activities in your logical framework (logframe). The workplan can span multiple pages if necessary.

This template covers multiple Biodiversity Challenge Funds schemes, so ensure you check the eligible dates/project length for the scheme you are applying to and feel free to delete later years if not applicable for your project.

| | Activity | No. of months | Year 1 (23/24) | | | | Year 2 (24/25) | | | |
|-----------------|--|---------------|----------------|----|----|----|----------------|----|----|----|
| | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Output 1 | 30 Global South CSO projects are incubated, securing funding and receiving virtual and on-site mentoring in project management, monitoring and evaluation and reporting, generating lessons learned for immediate replication | | | | | | | | | |
| 1.1 | Implement weekly ‘mentoring and incubation clinics’ with all 40 GEN Biodiversity and Livelihoods Fellows and Advisers, | 24 | | | | | | | | |
| 1.2 | Invite at least 10 GEN experts to mentor the CSO leaders in the first cohort throughout FY1 and the second cohort throughout FY2 | 24 | | | | | | | | |
| 1.3 | Mentor individually 5 CSO leaders to submit Darwin Initiative proposals in R30, and an additional 5 CSO leaders to submit Darwin Initiative proposals in R31 | 3 + 3 | | | | | | | | |
| 1.4 | Support all 30 CSO leaders to submit proposals for their biodiversity and livelihoods projects to other selected donors and open calls for application | 24 | | | | | | | | |
| 1.5 | Produce and publish detailed Toolkit for CSOs on Funding and Delivering Biodiversity and Livelihoods Projects in the Global South | 3 | | | | | | | | |
| 1.6 | Produce and broadcast podcast on accessing funding, project management and impact measurement | 1 | | | | | | | | |

Project Title:

| | Activity | No. of months | Year 1 (23/24) | | | | Year 2 (24/25) | | | |
|-----------------|---|---------------|----------------|----|----|----|----------------|----|----|----|
| | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Output 2 | 40 GEN Fellows and Advisers build mentoring skills, scaling out their learning to a second cohort and establishing a peer-mentoring network for Global South initiatives on biodiversity and livelihoods | | | | | | | | | |
| 2.1 | Train the initial cohort of 20 GEN Biodiversity and Livelihoods Fellows and Advisers in mentoring skills through a 6-month Leadership & Mentoring Academy | 6 | | | | | | | | |
| 2.2 | Pair trained mentors with 20 mentees in the second cohort who work in similar geographic regions or on similar topics | 1 | | | | | | | | |
| 2.3 | Support the 20 mentor-mentee pairs through regular supervision with a member of the GDF team and peer-support group calls | 15 | | | | | | | | |
| 2.4 | Request and review first draft grant proposals by the 15 mentees to evaluate their learning | 12 | | | | | | | | |
| 2.5 | Gather at least 15 GEN Biodiversity and Livelihoods Fellows and 5 Advisers at the ISE Congress 2024 | 0.5 | | | | | | | | |
| Output 3 | Relationship building between Global North institutions and Global South CSOs promotes equity in conservation research and funding, supported by guidance, training and publications tailored for these institutions | | | | | | | | | |
| 3.1 | Publish Project In/Visibility online platform | 2 | | | | | | | | |
| 3.2 | Develop Project In/Visibility training materials | 5 | | | | | | | | |
| 3.3 | Offer 2 Project In/Visibility trainings for each partner research institution | 1 + 1 | | | | | | | | |
| 3.4 | Actively engage and collaborate with willing donor partners to help catalyse funding relationships between them and participating CSOs | 24 | | | | | | | | |
| 3.5 | Engage with three UK-based higher education and ten CSO project partners to deliver at least 5 Conservation Masters' internships among partner CSOs in Yr1 and 5 in Yr2 | 18 | | | | | | | | |
| 3.6 | Produce and publish a Toolkit on Decolonising Conservation Research, Practice and Funding | 3 | | | | | | | | |
| 3.7 | Produce and broadcast a podcast on decolonising conservation for donors, institutions and universities | 1 | | | | | | | | |