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LEAD Ranger: Capacity Building for Nature's Protectors

There is no other group better placed to protect and restore biodiversity than wildlife rangers.

Unfortunately, many rangers working in challenging and dangerous conditions lack appropriate experience, and networks to achieve their conservation targets safely and effectively. Existing training programs are often expensive, generic, and delivered within inappropriately short timeframes, resulting in a cycle of retraining.

LEAD Ranger breaks this cycle by delivering practical training that upskills rangers, develops their leadership capacity, and reduces ranger casualties in the field.

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Type	Organisation
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Section 2 - Title & Summary

Q3. Title:

LEAD Ranger: Capacity Building for Nature's Protectors

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.

-  [TGLF Cover Letter](#)
-  07/11/2022
-  07:10:51
-  pdf 216.58 KB

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.

There is no other group better placed to protect and restore biodiversity than wildlife rangers.

Unfortunately, many rangers working in challenging and dangerous conditions lack appropriate experience, and networks to achieve their conservation targets safely and effectively. Existing training programs are often expensive, generic, and delivered within inappropriately short timeframes, resulting in a cycle of retraining.

LEAD Ranger breaks this cycle by delivering practical training that upskills rangers, develops their leadership capacity, and reduces ranger casualties in the field.

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	Kenya	Country 2	Zimbabwe
Country 3	Cameroon	Country 4	South Africa

Do you require more fields?

Yes

Country 5	Congo (DRC)	Country 6	Rwanda
Country 7	Mozambique	Country 8	Zambia

Q7. Project dates

Start date:	End date:	Duration (e.g. 1 years, 8 months):
03 April 2023	29 March 2024	1 Year

Q8. Budget summary

Year:	2023/24	2024/25	Total request
Amount:	£163,287.00	£0.00	£ ██████████

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?

Thin Green Line Foundation is responsible for █████ of the overall program costs for LEAD Ranger. These costs will be largely raised via public donations and grant applications. If successful, a contribution from the Darwin Initiative would assist in supplementing the overall project needs and will help us achieve our largest impact in one year since the program began.

The remaining █████ of overall program costs will be match funded by the International Anti-Poaching Foundation (confirmed).

Q10b. Total confirmed & unconfirmed matched funding (£)

£ █████

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 are confident in our ability to raise significant funds via our public supporter network. We are experienced in delivering successful fundraising campaigns and have a network of regular and high-net worth donors willing to support our annual appeals.

Should unconfirmed match funding fail to be secured we have the option to access unrestricted funding, however this would come at the detriment to other areas of our operations, such as our Fallen Ranger Fund. A contribution from the Darwin initiative will support the growth of LEAD Ranger and allow our existing programs to continue operating without interruption.

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).

Rangers are uniquely placed to support global biodiversity conservation targets. They are committed to protecting biodiversity and are willing to face frequent dangers within their remote and challenging work environments for this

purpose. Unfortunately, ranger work is often under-resourced, and receives little investment to support necessary field safety and technical training. Many rangers die each year in the line of duty as a result. Thin Green Line has worked internationally with ranger organisations since 2007. We have developed an extensive global network of conservation professionals and an acute understanding of the challenges rangers face.

Through the organisation's Fallen Ranger Fund, we provide support to the families of rangers whose lives are lost at work. We are also a key contributor to the International Ranger Federation's (IRF) Ranger Roll of Honour, which recognises annual ranger deaths at work. In 2022, 150 rangers were reported to have died at work(1). Of these, more than half (80) were located within African nations.

Between 2006-2021, 2351 ranger fatalities were recorded(2), however this number represents only those reported to the IRF. It is widely accepted that many rangers' work-related deaths remain unreported each year due to limited connectivity, unions, or life insurance schemes(3).

A recent global survey also showed that 35% of rangers felt that they haven't received adequate training for their jobs(3). In the same survey, 6% of rangers had experienced a broken bone, and 13% had experienced other serious injury at work between 2018-2019. There is a growing body of work confirming the poor working conditions of rangers globally (4,5,6,7).

To reduce the incidence of preventable injuries and fatalities, rangers require training that improves their safety and ability to manage emergencies in the field.

Currently, many organisations are reliant on external contractors to deliver training. Unfortunately, much of this is considered substandard; being delivered without an understanding of local legal and cultural contexts, without consideration to the practical application of skills in the field, or in too short a time frame. This results in a continuous cycle of re-training, which ultimately weakens trust in training providers, wastes limited conservation funds, and has dire consequences for ranger safety.

LEAD Ranger breaks this cycle by developing rangers' technical field skills, instructional competency, and leadership capacity. Our training program champions adaptable, place-based learning, and uses an innovative train-the-trainer model to embed training capacity within ranger teams. Our focus is on quality, and our aim is to equip organisations with the capabilities to self-regulate. This model will:

- reduce the need for repeat training, meaning that participating organisations can direct funding to vital conservation activities instead.
- revitalise and elevate frontline conservation workers, ensuring they are equipped to achieve their conservation goals and work towards locally and nationally significant biodiversity targets.
- indirectly, but positively, impact local communities, by ensuring rangers have the leadership skills to maintain regular employment and pursue advancement opportunities.

Through this work we are ensuring the livelihood of individuals and local communities, as well as the future economic prosperity of each participating country.

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)
- Convention on International Trade in Endangered Species (CITES)
- Convention on the Conservation of Migratory Species of Wild Animals (CMS)
- United Nations Framework Convention on Climate Change (UNFCCC)
- 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.

The ongoing conservation and land management work of rangers in Cameroon, Kenya, Mozambique, South Africa, and DRC are vital in protecting habitat and ecosystems. This management and fieldwork are fundamental steps toward the national biodiversity strategies and action plans of those countries, which all face impacts from climate change, as well as increasing pressures of population growth and loss of natural resources.

Each targeted country has ratified the Convention on Biological Diversity (CBD) and are parties to the CMS and UNFCCC.

The NBSAPs for Mozambique and Kenya highlight the importance of protecting those countries' rich biodiversity for the future benefits to the national economy. The NBSAP for Mozambique also refers to the status of conservation biodiversity in Mozambique, as well as its impacts for human well-being. Rangers are integral to conserving biodiversity and limiting human impact on biological resources.

DRC's latest NBSAP refers to the need to access and marshal all possible resources, including human resources, to address its objectives. The action plan acknowledges the importance of international funding mechanisms to implement all actions identified in the NBSAP.

South Africa's NBSAP aims to be more inclusive of the rural poor, and contribute to rural development, long-term jobs creation and livelihoods. Investing in rangers' skills and experience is of specific relevance to rural and regional communities and actively promotes sustainable livelihoods in those communities.

The work of ranger teams will address almost half of the specific priority areas identified in Cameroon's NBSAP, including objectives of sustainable management of habitat and ecosystems, endangered species, and controlling the introduction of invasive alien species and pollution.

By strengthening the capability and capacity of rangers, LEAD Ranger is not only improving their safety and livelihood, but ensuring they can effectively and successfully fulfil their role in achieving the objectives of each respective national policy framework.

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?

Our project was designed through extensive consultation with organisations who employ rangers throughout Africa. These groups provided key insights into their needs and challenges when training their ranger workforce. Past beneficiaries have provided post-course feedback to inform our adaptive learning and content refresh process. We are confident in our

project design, following the success of our pilot program for rangers in Kenya and Zimbabwe.

Learnings from our pilot emphasised that a one-size fits all approach is untenable for rangers working in varied habitats and roles throughout Africa. We believe an adaptable, place-based approach to learning is critical for ranger development, so we tailor course material to the specific needs of each beneficiary organisation. This includes first aid training which focuses on the main injuries and accidents experienced by each group. Adaptive learning is coupled with the latest advancements in tactical medicine to ensure rangers are qualified to respond when they return to field operations.

LEAD Ranger uses a “train-the-trainer” model to deliver tangible benefits to rangers in the field that have flow-on impacts for the wider ranger workforce.

Since receiving our training, beneficiary organisation Big Life Foundation (BLF) has decreased its annual training budget by 50% and increased the number of rangers trained per year from 150 to 350. All training is now delivered internally by LEAD graduates and is provided to the entire BLF workforce, not just a select few. As a result of our training, BLF has reported increased discipline within the entire workforce and LEAD graduates within BLF have moved into senior roles. The practical skills now embedded within BLF has resulted in the response time for medical emergencies being halved for around 50,000 community members; to date 41 lifesaving interventions have been made by our graduates.

During the COVID-19 pandemic LEAD graduates at BLF remained active in the field and were able to deliver training to their colleagues, ensuring that ranger education continued even when travel and other key services were disrupted. While many organisations were unable to receive training for almost two years due to COVID constraints, those participating in LEAD had the autonomy to plan and deliver training in-house.

Similar impacts are being reported by past beneficiaries within Zimbabwe, Zambia, and Uganda. We are confident that our model will deliver these tangible benefits to new beneficiaries that participate in the project.

With funds from the Darwin Initiative, we will deliver three Coach Ranger Life Saver (CRLS) training courses to a minimum of 36 rangers. Participants for 2023 have been identified (using the selection process outlined in Question 14) within Cameroon, DRC, Ghana, Kenya, Malawi, Mozambique, Rwanda, South Africa, Zambia, and Zimbabwe. Training courses will be delivered from our hub in Kenya, or from the operational base of the participating organisation; this will be guided by the beneficiary organisation.

CRLS training courses follow a 4-week program, which is managed by our Training Manager. Each course is delivered by a minimum of three trainers, ensuring a ratio of one trainer per four rangers. All staff are multi-lingual and can deliver training curriculum in local language where required.

CRLS is a practical program that provides rangers with essential first-aid skills and prepares them for emergency situations in the field. All participants are trained and assessed in practical field medicine, including critical bleed control, emergency evacuation and immobilisation of broken bones.

Critically, CRLS also develops individuals’ confidence, leadership capacity and ability to deliver practical skills training to their peers. As a requirement of the program participants are tasked with training their colleagues when their return to their home bases. This ensures exponential growth of critical first-aid and incident management skills. By investing in one ranger, we provide an average of 10 individuals with access critical first aid training.

Following completion of their training, participants receive ongoing support from LEAD Ranger staff via our online portal. This is an integral part of graduates’ ongoing learning and provides opportunities for mentoring, network development and the sharing of new training materials; all graduates have access to the latest developments in field first-aid.

All course equipment is purchased in bulk at the start of the year. In 2023 we expect to provide CRLS first aid kits to 5-10 thousand rangers within our beneficiary organisations

The practical elements of this project are managed and by Ranger Campus staff in Kenya. Financial, risk and other governance support is provided by Thin Green Line and IAPF staff in Australia and Zimbabwe. All roles and responsibilities have proven effective through our past five years of operation.

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?

Organisations based in Africa whose operations are reliant on rangers in the field are eligible. We approach organisations that report high incidence of casualties during their conservation operations.

Suitable organisations are identified through a set of internal selection standards and are vetted according to our internal code of conduct for training; these documents are available to potential participants. Through our rigorous selection process, we emphasise the importance of ongoing ranger development to rangers' employers and aim to ensure sound internal training principles will be maintained by the participating organisation following the project end.

Suitable organisations are those willing to commit to a regular internal training program for their rangers. Organisations must agree to utilise LEAD graduates as coaches (an outcome of the project) for the delivery of this ongoing internal training. This ensures individual participants have opportunities to apply their leadership and training skills, while also maintaining their own newly learned practical skills.

From our shortlist of suitable organisations, those who employ 12 or more rangers take precedence. This is the minimum number of participants for LEAD Ranger training courses. We endeavour to include smaller organisations into training interventions and will often join neighbouring groups together in one training program to ensure training is offered equitably to organisations of smaller size or capacity. This cross-border approach also helps to build strong networks, another factor integral to keeping landscapes and wildlife safe.

Organisations deemed unsuitable for our training program are advised directly and the reasons for the decision are relayed with full transparency. We may, on occasion, provide recommendations for organisations to implement changes that will qualify them for training in the future.

Individual rangers are identified by participating organisations. We do not prescribe quotas but do encourage the inclusion of women and Indigenous peoples within all training courses.

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.

Women are well represented in LEAD Ranger training programs. We are proud that women's participation in the LEAD Ranger program is helping to address the imbalance in what is a traditionally male dominant workforce in African countries, and around the world. It is estimated women make up just 8% of the global ranger workforce.

Leadership development is fundamental to LEAD Ranger. Individual and team performance are constantly evaluated from a leadership standpoint and training methods are subsequently adapted to support individuals learning needs. To date, our training has increased leadership opportunities and promotion prospects among women rangers in Kenya and Zimbabwe. This includes working alongside male rangers as equals, and in some cases even instructing their male counterparts. Two of our graduate trainers who are now delivering the full LEAD Ranger training program to their colleagues are single mothers.

Enhanced leadership skills foster abilities to take on overarching roles within organisations, including capacities in training needs analysis, risk assessment, the logistical and financial planning of courses, and monitoring and addressing competencies within the ranger workforce.

We are proud to be supporting the prospects of women rangers in Africa through LEAD Ranger. While we do not discriminate against potential partners that lack a female contingent in their workforce, we do look favourably on those that support women within their ranks to work in the same position as men and encourage them to participate in our program. One of our key beneficiaries, the International Anti-Poaching Foundation, is focussed on the empowerment of women and providing them employment opportunities as rangers.

In our wider operations Thin Green Line has provided funding for the first ranger positions for women with Big Life Foundation in Kenya. Thin Green Line regularly encourages other project partners with funding incentives to increase the participation of women as rangers.

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

In the short term, our highly trained rangers provide transferable professional skills that have flow on benefits within their teams and wider communities, many of which are remote. LEAD graduates from Big Life Foundation (BLF) have reported a more disciplined workforce since receiving our training. Teams are becoming more effective and efficient in their duties, resulting in better outcomes for the biodiversity that they protect.

Becoming a coach has also provided LEAD graduates the opportunity to take part in inter-agency/organisation training events that allow coaches to train in other protected areas. This improves rangers' ability as instructors and expands their understanding conservation practice in different places. Feedback from these exchanges indicate this has had a positive impact on the morale of coaches. This work also develops an extended transnational network which can respond, on a landscape scale, to threats of poaching, wildfire, or drought, to ensure biodiversity receives strategic and holistic protection.

For the rangers themselves our training provides flow on benefits. By reducing the incidence of injury at work, and subsequently the number of work-related deaths there are fewer gaps in employment, which improves the economic status of the rangers involved in the program. We also increase access to first aid for the local communities where rangers work. At BLF a large regional area comprising about 50,000 Maasai community members now have access to emergency first aid, completely free of charge. It is estimated, around 40 lives, both rangers and community members, have been saved in this region through interventions by LEAD Rangers. In communities, this increases the legitimacy of the ranger profession as people who protect human lives, not only wildlife.

In the long term, coaches trained by LEAD have more opportunity to grow professionally within their organisation. There are numerous examples of coaches being promoted within their ranks since receiving our training.

Our program will also make significant inroads to reducing inequality in several African countries. By delivering accredited professional training LEAD Ranger empowers individuals and provides opportunities for enhanced livelihoods. This has flow on benefits for remote and regional communities where rangers operate. To date, the program has consistently created opportunities for participation by women, and people of diverse ethnicity, religion and age. We also know that within BLF areas of operation one full-time ranger salary is estimated to benefit 22 local people within the extended family or village unit.

In addition, employment of rangers for conservation can lead to other employment opportunities in communities including roles in hospitality, tourism, transport, as well as agriculture and retail. These opportunities enable families in those communities to buy property, build a permanent home, send children to school, get a driver's license (and other micro qualifications), complete their secondary education or undertake further education, and provide for their extended families in many different ways.

These outcomes - recognised training standards, ongoing sustainable employment, and enhanced leadership potential - raises living standards in communities and can create aspirational targets for younger people across the region

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?

LEAD Ranger's core purpose is to embed training capacity within ranger organisations. Through the train-the-trainer approach the project is designed to enable autonomy amongst participating organisations and deliver benefits beyond the term of the project.

Course content is adapted to the specific needs of participating organisations to ensure the best possible outcomes within the relevant context. Once graduated, rangers receive ongoing mentorship, ensuring that the practical skills training and leadership they have developed can be applied within ongoing internal training programs. This process is replicated with every beneficiary organisation of LEAD Ranger.


The impact of LEAD is scaled via graduates sharing their knowledge and skills with their fellow rangers within their organisation or region. As an example, LEAD graduates within Big Life Foundation (BLF) in Kenya have since delivered training to rangers employed throughout the wider Tsavo conservation area. Through these collaborative initiatives, the benefits of LEAD are wide reaching and support the development of strong ranger networks across landscapes important for biodiversity. To date 177 LEAD graduates have a reach of over 5300 colleagues.


The main barrier to scaling comes from the beneficiary organisations' willingness to maintain internal training and fully commit to utilising their new coaches. To combat this, we follow a strict partner assessment process, are transparent with our post-course requirements for all partners and maintain a presence via ongoing mentorship.

All coaching materials are made available to beneficiaries after participation. We also regularly update our training materials to ensure all LEAD graduates stay up to date with the latest advances in field first-aid. Rangers are also provided with first-aid kits, ensuring they can apply their new skills as soon as they return to the field. In the coming years, we intend to increase the access to our training program and online resources through additional language options.

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

 [TGLF References](#)

 04/11/2022

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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
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Fiduciary (financial)	Major	Rare	Moderate	Project funds are administered directly by TGLF on a monthly/quarterly basis (including salaries). Partners sign legally binding Funding Agreement with TGLF and are required to submit annual and mid-year budgets. Regular partner meetings established to maintain strong relationships and discuss budgetary changes that keep project on track with outcomes.	Minor
Funds not used by partner organisation for intended purpose.					
Safeguarding	Severe	Rare	Major	All participants are assessed throughout their course and must pass final theoretical and practical assessments to be LEAD certified. We provide follow up mentorship and refresher training to ensure graduates maintain benchmark skills in tactical medical intervention.	Moderate
Health and safety of rangers and communities put at risk by LEAD graduates who are not appropriately trained.					
Delivery Chain	Moderate	Possible	Major	We will maintain close contact with trainers during their courses, and ensure weekly welfare check-in's during training courses. Training is designed to be delivered by a minimum to three staff, and we have four trainers available at all times.	Minor
Absence of training staff due to welfare issues (sickness, injury, emotional wellbeing) leads to interruptions in training delivery.					
Risk 4	Major	Possible	Major	All participatory organisations will be offered the option to receive training at our home base in Rukinga, or at the base of one of our past partners. Risk assessments are undertaken for every training course location we deliver training in to ensure the welfare of our staff.	Moderate
Political instability and interference in countries where training interventions are taking place and will be taking place.					
Risk 5	Possible	Moderate	Major	Our training facility is a closed campus and is prepared with PPE equipment to navigate another pandemic level shutdown. Any active training will be subject to strict social distancing measures. Should national lockdown be reinstated, training refresher courses will be delivered online while our graduates deliver training in-situ.	Moderate
Recurrence of COVID-19 or similar infectious disease outbreak.					

Risk 6	Major	Unlikley	Major	All beneficiary organisations are heavily vetted before participating in the program. This ensures they are aware of their responsibilities after receiving training from LEAD Ranger. All beneficiary organisations will receive follow up mentorship and refresher training sessions to ensure they are equipped to deliver training internally.	Moderate
Beneficiary organisation fails to deliver internal training programs with LEAD graduates					





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.

 [TGLF-Implementation-Timetable-Template-2022-23](#)
 07/11/2022
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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).

Project M&E will be managed by our Impact Manager who will be responsible for coordinating data gathered from beneficiary organisations and evaluation of this information.

The Impact Manager will work closely with our training team, who will directly liaise with LEAD-graduates during and after their training course. The training team are directly responsible for achieving Outputs 1 and 2 (logical framework) and will closely monitor participant skills development during each training course. Training material and method of delivery will be monitored and actively adapted by the training team (for example, more practical examples added to the curriculum) to ensure key objectives are met. Our trainers will also provide additional support to participants where necessary. This

process has enabled us to achieve a 100% graduation rate for all participants in 2021-2022.

After each course, our Training Manager will set up formal feedback loops with beneficiary organisations to track graduate performance, this will directly support Output 3. Though our online portal training staff will provide ongoing mentorship and monitor graduate development. Additionally, our Training and Impact Manager will liaise directly with beneficiary organisations to monitor the frequency of internal training activities.

The evaluation of our overarching impact will be a multi-year process, driven by our Impact Manager. We intend to gather information pertaining to all ranger injuries within beneficiary organisations, to quantify the number of deaths avoided as a result of LEAD Ranger.

Number of days planned for M&E = core focus days, not staff salary.

Total project budget for M&E in GBP (this may include Staff and Travel and Subsistence costs)	£ [REDACTED]
Percentage of total project budget set aside for M&E	[REDACTED]
Number of days planned for M&E	20

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
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<p>Outcome</p> <p>Delivery of CRLS courses increases access to training for 2000 rangers, reduces rates of ranger casualties, reduces rates of wildlife crime, and increases access to emergency care for 50,000 people.</p>	<p>0.1 Beneficiary organisations report increased delivery of internal training or mentorship initiatives (baseline to be established pre delivery).</p> <p>0.2 Ranger training within beneficiary organisations is delivered in consultation with LEAD Ranger graduates. Project target 100% by 2024.</p> <p>0.3 Rates of work-related ranger injury and death decreases annually. Project target of zero preventable injuries or deaths by 2032 in each beneficiary organisation.</p> <p>0.4 Rates of wildlife crime in each protected area decreases. (Baseline to be established pre-training delivery)</p> <p>0.5 Rangers report delivery of emergency response care to members of their community on a regular basis.</p>	<p>0.1 and 0.2 Regular feedback loop between LEAD Ranger and beneficiary organisations.</p> <p>0.3 a. Regular feedback loop between LEAD Ranger and beneficiary organisations. b. International Ranger Federation’s annual Roll of Honour</p> <p>0.4 Patrol logs and wildlife survey reports in 2024.</p> <p>0.5 Regular feedback loop with beneficiary organisations, and individual rangers via online mentorship portal.</p>
<p>Output 1</p> <p>Rangers are skilled in critical care and emergency field-response first-aid.</p>	<p>1.1 Rangers are capable of administering critical-care first-aid to casualties of wildlife attack, gunshot wound and car accident following 4-week training course. (Project target 12 rangers per course, 86 per year.</p> <p>1.2 Rangers are capable of managing the emergency evacuation of casualties. Project target 12 rangers per course, 96 per year.</p>	<p>1.1 and 1.2 a. Practical training assessment. b. Graduation from training course.</p>
<p>Output 2</p> <p>Rangers are skilled in training delivery and team leadership.</p>	<p>2.1 Rangers are capable of leading their patrol team in daily operations following 4-week training course.</p> <p>2.2 Rangers are capable of delivering first aid training courses to their peers, and adhere to LEAD Ranger quality standards, following 4-week training course.</p>	<p>2.1 and 2.2 a. Practical training assessment. b. Graduation from training course.</p>
<p>Output 3</p> <p>Organisations self-regulate and deliver training internally.</p>	<p>3.1 Beneficiary organisations provide participating rangers monthly access to computers resources in order to access online mentorship and training materials.</p> <p>3.2 Decrease in external consultants hired by organisations to deliver ranger training. Project target, 100% decrease by 2024.</p>	<p>3.1 and 3.2 a. Regular feedback loop between LEAD Ranger and beneficiary organisations.</p>

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 Rangers participate in 4-week Coach-Ranger Life Saver training course.
- 2.1 Rangers participate in 4-week Coach-Ranger Life Saver training course.
- 3.1 Rangers receive post-course mentorship and access to online library of continued training resources.
- 3.2 Program monitoring, evaluation and active adaption is embedded into LEAD Ranger operations.

Important Assumptions:

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

Organisations participating in training adhere to partnership agreement terms and include CRLS graduates in training management.

A minimum of 12 rangers participates in each training course.

All rangers graduate from their training course.

Methods of adaptive learning are applied during each course to ensure all rangers receive 1-1 skills development and personalised training.

Rangers have access to first-aid supplies and equipment when they return to their base organisation.

Specialist training providers, with skills not yet covered by LEAD Ranger, are consulted using a problem-oriented and evidence-based approach.

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.

 [TGLF_BCF_Budget](#)
 07/11/2022
 01:57:22
 xlsx 87.45 KB

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:

LEAD Ranger is a collaborative initiative between Thin Green Line (TGL), International Anti-Poaching Foundation (IAPF), and Ranger Campus. The program, established in 2016, builds on Ranger Campus' experience delivering ranger training in Kenya, and has evolved and adapted over the years through consultation with stakeholders and strategic advice from TGL and IAPF.

To our knowledge, there are no similar ranger training programs currently active within TGL countries of operation, or around the world. LEAD Ranger is unique in its long-term approach to ranger development and operational capacity building, alongside our focus on scalability.

To date, the program has been fully funded by TGL and IAPF through charitable donations and grant funding which supported the initial four year pilot and operations.

If successful with this application through the Darwin Initiative, funding provided will enable our organisation to begin scaling our operations and expand the LEAD Ranger program into key target regions.

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.

We are unaware of any organisations operating with a similar model or reach within Africa, or beyond.

While there are a plethora of ranger training providers operating throughout Africa, the LEAD Ranger training program offers conservation practitioners a unique train-the-trainer program that is unrivalled globally.

Numerous organisations operating across Africa provide long-term training solutions for rangers. Unfortunately, many are based in training colleges or campuses, and lack the real-life experience that rangers need to truly hone their skills. These training offerings also lack the leadership component, and whilst training is of a high standard, the ranger's self-confidence and ability to instruct their peers is not fostered as a priority.

Our core aim is to support rangers, and we view others with who share this goal as collaborators, not competition. When the time is right, we intend to open LEAD Ranger to the global ranger workforce and will seek partners from within our global network to collaborate and share lessons with, for the good of rangers globally.

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.

The majority of our budget supports operational and trainer costs. There are no capital costs within our proposed budget.

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.

One of the current limitations to rangers receiving regular training in Africa is the expensive nature of training consultants. LEAD Ranger has been purposefully designed and developed to reduce the costs associated with ranger training. An investment in LEAD Ranger has wide-reaching and long-lasting benefits for conservation. We train a small cohort of rangers and equip them with the skills to conduct training within their own organisations. Through this peer-led training model, we provide opportunities for many more rangers to gain valuable operational skills that keep them safe in the field and work more effectively.

As such, participating organisations can reduce their training budgets and channel funding to their vital conservation activities. Funding invested in LEAD goes further, with flow-on benefits for conservation organisations, individuals working as rangers, their families, and the communities they work in.

One of the major outgoings of our project is staff wages. We value quality above all and pay all our trainers and operational staff fair wages in line with living standards in their respective countries. Our local-language trainers are all ex-rangers whose experience warrants appropriate investment. By supporting their development from ranger to training provider, we boost the economic status of their extended family and the communities they live in.

Our operational base is in Rukinga, Kenya, with premises rented from Wildlife Works (WW), a not-for-profit conservation organisation. Basing our operations here provides additional income for WW, which is invested back into their own rangers' operations.

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	Unchecked
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	Unchecked

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 have not received reports of any breaches of the safeguarding policy, hence there is currently no register of historical issues

All funding agreements (signed by TGL and our project partners) include a clause that relates to the partner’s compliance with the safeguarding policy which, up to now, has been available on our website (currently under redevelopment). A copy of the safeguarding policy will be included in all funding agreements moving forward.

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.

Yes (no written advice)

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?
Tim Schneider	Project Leader	5	Checked
Sean Willmore	Co-Founder / Strategic Guidance	10	Checked
Boris Vos	Co-Founder / Managing Director	100	Checked
Ruben de Kock	Head of Training	100	Checked





Do you require more fields?

Yes

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Dr Andrew Lemieux	Crime Prevention and Impact Manager	100	Checked
No Response	No Response	0	Unchecked
No Response	No Response	0	Unchecked
No Response	No Response	0	Unchecked
No Response	No Response	0	Unchecked
No Response	No Response	0	Unchecked
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.

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

 [Team CV's \(Darwin Initiative\)](#)
 07/11/2022
 05:18:41
 pdf 219.29 KB

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: The Thin Green Line Foundation

Website address: www.thingreenline.org.au

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

Thin Green Line is the main administrative partner for LEAD Ranger, and as such, is Lead Partner on this application. The organisation co-fund the program, alongside IAPF. All operational funds, including staff salaries, are managed and administered by Thin Green Line.

Thin Green Line is a leading global charity for ranger support, active since 2007. We have a close collaborative relationship with the International Ranger Federation and have built an extensive global network of conservation professionals throughout our years of operation. We are an organisation set up by rangers, for rangers, and can confidently say that we represent the true values, beliefs and needs of rangers around the world.

We also administer the Fallen Ranger Fund, which provides support to the families of rangers whose lives are lost in the line of duty , and are therefore in a unique position to understand the challenges and dangers that rangers face in the field. Our knowledge, experience, and network feeds into everything we do, including LEAD Ranger, and makes us a strong strategic partner capable of making program adaptations based on our expertise and understanding of current affairs in the global ranger network.

International/In-country Partner

International

Allocated budget (proportion or value):

£ [REDACTED]

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:

Ranger Campus (The Ranger Campus Foundation)

Website address:

<https://rangercampus.org/>

What value does this Partner bring to the project?

Ranger Campus is the lead operational partner for the LEAD Ranger program. Their responsibilities include participant selection, delivery of training, management of training staff, development of learning curriculum, and program monitoring, evaluation, and development.

(including roles, responsibilities and capabilities and capacity):

Ranger Campus' operations team comprises a highly experienced and knowledgeable team of ranger trainers. They take pride in their flexible approach to training and mentoring, minimal operational overheads, and proactive communication lines, which support rangers to deal with the ever-changing threat of poaching and human-wildlife conflict.

At the heart of LEAD Ranger is a determination to halt all avoidable fatalities in the field. Respect and safety for rangers is a key driver in their operations, and is underpinned by Head Trainer, Boris Vos', experience delivering medical care in the field during his time with the Netherland's Special Forces.

Ranger Campus' depth of experience administering emergency medical response in remote locations, coupled with their dedication to rangers, makes them a critical collaborator in the LEAD Ranger partnership.

International/In-country Partner	<input checked="" type="radio"/> In-country
Allocated budget:	£ [REDACTED]
Representation on the Project Board (or other management structure)	<input checked="" type="radio"/> Yes
Have you included a Letter of Support from this partner?	<input checked="" type="radio"/> Yes

2. Partner Name: International Anti-Poaching Foundation (IAPF)

Website address: <https://www.iapf.org/>

What value does this Partner bring to the project?

IAPF works hand in hand with communities that live alongside wilderness areas in Zimbabwe. Their flagstone program, Akashinga, is a community-driven conservation model, empowering disadvantaged women to restore and manage large networks of wilderness alongside their local communities, as an alternative economic model to trophy hunting.

(including roles, responsibilities and capabilities and capacity):

IAPF is both a funding partner and beneficiary of the LEAD Ranger program. A number of IAPF's rangers have taken part in LEAD Ranger certified training courses to bolster their impact in the field.

Their work empowers local communities to protect their own land to support more sustainable livelihoods. By training and employing local women as rangers, IAPF's work motivates improved healthcare, skills development, children staying in school, increased life expectancy, disease and poverty reduction and structured family planning.

IAPF values continuous learning, transparent communication, capacity building, and partnerships as a vital element of their own and LEAD Ranger's success.

IAPF brings a wealth of experience in community development, conflict management and gender empowerment to the LEAD program.

International/In-country Partner In-country

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: *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 In-country

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

4. 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

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.

 [LEAD Ranger Letters of support](#)

 04/11/2022

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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)?

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? Thin Green Line is a not-for-profit organisation. We generate funding for our projects through a diverse fundraising portfolio that includes public appeals, grants, private and philanthropic donors, and merchandise sales.

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

Aims Mission: Thin Green Line provides vital support to Rangers, their families and communities who are the frontline of conservation.
Purpose: To protect the planet by supporting Rangers on the frontline of conservation.
Vision: That all Rangers are respected as essential workers, who care for and regenerate the planet's protected areas.

Activities To support Rangers' capacity to address the critical issues facing our planet, TGLF is demonstrating global leadership through four strategic pillars designed to address the specific needs of Rangers worldwide:

- Developing Capacity and Capability
- Equipping Rangers
- Providing Emergency Support
- Strengthening Community Networks

Achievements Sean Willmore and the Thin Green Line Foundation have been recognised globally for their conservation efforts, including:
Impact 25 Winner - Pro Bono Australia (2021)
Banksia International Award (2014)
Pride of Australia medal (2013)
Melbourne Award for Contribution to Sustainability (2013)
United Nations Association of Australia Environment Award (2009)

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 Supporting the Amazon's Indigenous Rangers

Contract Value/Project budget (include currency)	AUD \$ [REDACTED]
Duration (e.g. 2 years 3 months)	1 year
Role of organisation in project	Thin Green Line is the project manager responsible for the delivery of funds to the field, engaging with field partners and consultants to ensure project activities are delivered, and ensuring monitoring and evaluation of project activities is initiated by field partners.
Brief summary of the aims, objectives and outcomes of the project	<p>Indigenous rangers and traditional owners living within the Amazon rainforest require support to continue protecting their traditional lands from ongoing persecution. Our project aims to provide support to Indigenous forest protectors within the Brazilian Amazon and help to develop a ranger network that connects Indigenous and non-indigenous rangers through the shared goal of protecting rangers.</p> <p>Objectives: Rangers have access to the equipment they need. Rangers are trained in the skills they desire. Rangers have better support from their regional colleagues.</p> <p>Outcomes: Ranger morale is improved, confidence increases, and community relationships are enhanced.</p>
Client/independent reference contact details (Name, e-mail)	The Bowden Marsten Foundation Thomas Seddon [REDACTED]

Contract/Project 2 Title	Curbing the Poaching Pandemic
Contract Value/Project budget (include currency)	AUD \$ [REDACTED]
Duration (e.g. 2 years, 3 months)	2 years
Role of organisation in project	Thin Green Line initiated this project, managed outgoing funds, hired contractors to facilitate key activities, and monitored and evaluated the impact of field activities.
Brief summary of the aims, objectives and outcomes of the project	<p>To provide support to wildlife rangers affected by the COVID-19 pandemic.</p> <p>Objectives: Ensure the continued employment of rangers in key biodiversity hotspots where rangers are at risk of losing work. Ensure rangers have access to PPE and medical supplies. Ensure the families of rangers who die as a result of contracting COVID-19 at work are supported financially. Develop a global forum that raises ranger' issues with key global stakeholders.</p> <p>Outcomes: Economic stability for families of rangers, and wider community. Increased knowledge of disease control amongst rangers. Rangers' confidence is increased by speaking to global audiences.</p>

Client/independent reference contact details (Name, e-mail) Avaaz
Sofia Latif
[REDACTED]

Contract/Project 3 Title LEAD Ranger Pilot Funding

Contract Value/Project budget (include currency) AUD \$ [REDACTED]

Duration (e.g. 2 years, 3 months) 4 years

Role of organisation in project Thin Green Line was the lead funding provider for the project during this period and provided strategic advice and insights into the wider needs of Rangers across Africa and more globally.

Brief summary of the aims, objectives and outcomes of the project LEAD Ranger was born from the need to increase the capacity and capabilities of wildlife rangers working in dangerous roles across Africa. Working collaboratively, the co-founders designed a program capable of embedding high quality skills within ranger teams, and supporting rangers to deliver training to their peers. This funding supported the pilot years of LEAD Ranger.

It enabled the development of training materials, an online mentoring hub and test phases to ensure training delivered exactly what ranger teams required. It also enabled LEAD Ranger to become the first ever ranger training course to receive ISO accreditation for quality management.

Client/independent reference contact details (Name, e-mail) Perpetual Foundation
[REDACTED]

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

Company

of

I apply for a grant of





£163,287.00

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, 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	Jennifer Mann
Position in the organisation	Programs Coordinator
Signature (please upload e-signature)	 JM Sig  04/11/2022  10:49:04  png 48.62 KB
Date	07 November 2022

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

- | | |
|--|---|
|  Thin Green line Foundation - FY21 Financial Statement
 04/11/2022
 10:45:57
 pdf 958.58 KB |  Thin Green Line Foundation - FY22 Financial Statements
 04/11/2022
 10:45:57
 pdf 351.07 KB |
|--|---|

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

- | | |
|--|--|
|  Ranger-Code-of-Conduct-Version-1.0-2021
 07/11/2022
 07:20:39
 pdf 5.04 MB |  LEAD Ranger Student CoC
 07/11/2022
 07:20:33
 pdf 229.52 KB |
|  TGLF Safeguarding Policy V1.0
 07/11/2022
 07:12:05
 pdf 150.39 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: LEAD Ranger: Capacity Building for Nature's Protectors

	Activity	No. of months	Year 1 (23/24)			
			Q1	Q2	Q3	Q4
Output 1	Rangers are skilled in critical care and emergency field-response first-aid.	3				
1.1	Rangers participate in 4-week Coach-Ranger Life Saver training course.	3				
Output 2	Rangers are skilled in training delivery and team leadership.	3				
2.1	Rangers participate in 4-week Coach-Ranger Life Saver training course.	3				
Output 3	Organisations self-regulate and deliver training internally.	9				
3.1	Rangers receive post-course mentorship and access to online library of continued training resources.	9				
3.2	Program monitoring, evaluation and active adaption is embedded into LEAD Ranger operations.	9				