



Darwin Initiative Capability & Capacity: Final Report

To be completed with reference to the “Project Reporting Information Note”:
(<https://www.darwininitiative.org.uk/resources-for-projects/information-notes-learning-notes-briefing-papers-and-reviews/>).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes.

Submission Deadline: no later than 3 months after agreed end date.

Submit to: BCF-Reports@niras.com including your project ref in the subject line.

Darwin Initiative Project Information

Project reference	DARCC030
Project title	LEAD Ranger: Capacity Building for Nature’s Protectors
Country(ies)	Democratic Republic of Congo, Indonesia, Kenya, Malawi, Mozambique, South Africa, South Sudan, Zambia, Zimbabwe
Lead Partner	Thin Green Line Foundation
Project partner(s)	Ranger Campus and Akashinga (formerly IAPF – the International Anti-Poaching Foundation)
Darwin Initiative grant value	£165,287.00
Start/end dates of project	03/04/2023 – 29/03/2024
Project Leader’s name	Tim [REDACTED] – Thin Green Line General Manager
Project website/blog/social media	https://leadranger.org/
Report author(s) and date	Jennifer [REDACTED] – Thin Green Line Programs Coordinator 26 th April 2024

1 Project Summary

Project Need

This project was designed to address skills and teaching gaps within the African ranger workforce.

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 an expensive cycle of retraining, and with dire consequences for ranger safety and wellbeing.

Our project - LEAD Ranger - breaks this cycle by delivering practical training that develops rangers’ technical field skills and upskills them with the instructional competency and leadership capacity to deliver training to their peers.

Central to our project activities is the delivery of training courses to rangers working in and around protected areas throughout Africa. Our training champions adaptable, place-based learning, and uses an

innovative train-the-trainer model to embed training capacity within ranger teams. Rangers receive specialised, context dependant, skills training (mainly field first aid and bush craft) and are also taught to deliver training courses to their peers upon return to their regular duties. This model increases the skills capability within conservation organisations and embeds teaching capacity within these teams, reducing the need for management to regularly hire expensive commercial training providers.

Our focus is on quality, and our aim is to equip organisations with the capabilities to self-regulate and deliver tailored training to their entire ranger workforce.

Challenges this Project Addresses

This project was intended to address the following challenges:

Human Safety and Wellbeing - There is a growing body of work confirming the poor working conditions of rangers globally. Between 2006-2021, 2351 ranger fatalities were recorded to the International Ranger Federation's Ranger Roll of Honour. In 2022 alone, 150 rangers were reported to have died at work. Of these, more than half (80) were located within African nations. A recent global survey also showed that 35% of rangers felt that they haven't received adequate training for their jobs. In the same survey, 6% of rangers had experienced a broken bone, and 13% had experienced other serious injury at work between 2018-2019. This project seeks to address the safety and wellbeing of rangers who are working on the frontlines of conservation by providing them with the skills and knowledge to work to higher safety standards and know how best to act in emergency circumstances.

Biodiversity Loss – Rangers cannot effectively protect wildlife and ecosystems if they are constantly in danger themselves. By preparing rangers for the dangers they will face in the field, we produce effective teams, more capable of executing their conservation targets.

Our programs also provide tools for rangers to educate communities about the environment and ways to accidental conflict with wildlife.

During surveys this year, 36% of participants stated animal attacks were the most common type of incident for community members in their area". Our 'Coach Ranger Life Saver' course provides rangers the skills needed to treat common injuries with use of a tourniquet, chest seal and packing gauze. These advanced first-aid techniques can significantly improve survival rates for community members involved in animal attacks.

What's more our 'Field Ranger Instructor' courses provide critical field skills including techniques to avoid and evade encounters with wildlife, and conflict resolution training to de-escalate potentially violent incidents with community members or poachers. As our participants are equipped with skills to teach others, many in the past have gone on to teach these skills to community members, ensuring the community also know how to avoid negative interactions with wildlife. Rather than reacting to incidents, rangers are now proactively teaching avoidance strategies, ultimately protecting biodiversity from harm.

"One morning, I woke up and found about 50 elephants in my compound. I used a skill I learned during the LEAD Ranger Bush Craft training to avoid and evade the elephants. Using my ash bag, I was able to evade the elephants as they could not smell my scent". – PO Community Ambassador

Project Location

During the project period, training was conducted within the following countries: [Zambia](#), [Kenya](#), [Democratic Republic of Congo](#), Malawi, [Mozambique](#), South Sudan, [South Africa](#) and [Zimbabwe](#). Those in blue font indicate the countries that were identified within our application. Two additional countries, Cameroon and Rwanda, were originally proposed, however due to conflicting schedules we were unable to deliver training with the organisations we had identified in these countries. Training was ultimately delivered within South Sudan and Malawi instead. An additional training course was also conducted in Indonesia, taking the program outside Africa for the first time. Project activities in these countries directly impacted 147 rangers.

2 Project stakeholders/partners

Founding Partners

LEAD Ranger, established in 2017, is a collaborative initiative between three *Founding Partners*: Thin Green Line Foundation (TGL), Akashinga, and Ranger Campus (RC). Ranger Campus is the operational lead, their responsibilities cover project administration, delivery of training activities from their base in Kenya, staff training, management, and deployment. TGL and Akashinga provide strategic support, via a Steering Committee (SC), and are the primary fundraisers. All Founding Partners have oversight of the annual activity plan and budget, via SC. Occasional changes are made to the activity plan because of stakeholder demand and availability. These decisions are reported to the SC monthly.

This report was prepared by Thin Green Line, as the key applicant of this grant, with oversight from Ranger Campus who provided all data.

As the LEAD Ranger program grows and develops, the Founding Partners are investigating legal structures that will strengthen the program and enable growth.

Project Stakeholders

Project stakeholders include:

- Beneficiary organisations (referred to as “partners organisations” or PO’s) throughout Africa who conduct wildlife and ecosystem conservation activities through the deployment of a field ranger workforce. POs are vetted through a detailed selection process which takes into consideration training need, workforce size and commitment to ranger wellbeing. Following their participation in a LEAD Ranger training course, these organisations are tasked with implementing a regular ranger training program for their ranger workforce. All partners receive ongoing support from LEAD Ranger staff following their initial training.
- Individual beneficiaries – rangers- who receive training through LEAD Ranger. Individual rangers are identified by partners from within their existing workforce. These are often long-standing or senior members of the ranger workforce. We do not prescribe quotas but do encourage the inclusion of women and Indigenous peoples within all training courses. Participants are tasked with training their colleagues following their participation in a LEAD Ranger training course. All graduates receive ongoing support following their initial training.
- Indirect beneficiaries include the extended families and communities in which individual beneficiaries live and work. Communities have been involved by some partners through community training, specifically in first-aid programs.

3 Project Achievements

Within our log frame we proposed to support 96 rangers to improve their capability and confidence and eight organisations to improve their capacity (as described in the outputs (section 3.1).

During the project period we exceeded these figures; training 147 rangers within twenty-five organisations. Sections 3.1 and 3.2 provide a breakdown of our project achievements in line with the indicators of success laid out within our application.

3.1 Outputs

Output 1: Rangers demonstrate improved capability to deliver critical care and emergency field-response first-aid by March 2024.

We are confident that 119 rangers have demonstrated an improved capability to deliver critical care and emergency field response since participating in LEAD Ranger.

All participants graduated the course, demonstrating their competency in all modules within the Ranger Life Saver (RLS) skills course. This includes appropriate first-aid responses to animal attack, gunshot wound and vehicle accidents.

Furthermore, rangers also took part in a self-assessment survey before and after their training. This survey showed improvements in rangers' knowledge before and after the course. For example, when asked what injury a tourniquet could be used to treat, only 66% of rangers chose the correct answer (bleeding) before training, after their training 100% of rangers chose the correct answer. Annex 5 provides more evidence against Output 1.

Source: Pre and Post Training Survey Responses - refer to Annex 5; Partner Survey.

Output 2: Rangers demonstrate increased capacity and confidence in their ability to deliver training to their peers and lead team operations in the field.

We are confident that 112 rangers have demonstrated increased capacity and confidence in their ability to deliver training to their peers and lead team operations in the field since participating in LEAD Ranger.

Rangers' capacity: Of the 119 rangers who participated in Coach-Ranger Life Saver (CRLS) training, 112 (94%) graduated the course as "Coaches"¹. These rangers have demonstrated an increased capacity to train others.

Rangers' confidence: Pre and post course surveys provided participants an opportunity to assess their skills and confidence.

- **Team operations:** Rangers were asked to rate their confidence level (*Poor, Average, Fair, Above Average, Excellent*) to treat a range of common field injuries. A marked improvement was reported by most participants following their graduation. For example, before training 40% of rangers stated their level of confidence to treat the victim of a buffalo attack was *Poor* or *Average*. Following their participation in our training, no rangers chose these ratings; instead, 10% rated their confidence as *Fair*, 35% rated their confidence level as *Above Average*, and 55% rated their confidence as *Excellent*. These figures, and other results from participant surveys (Annex 5), show an increased confidence to perform common field operations.
- **Training others:** Rangers were asked to rate their confidence for teaching others knowledge. From the start of the course to completion, the number of rangers choosing *Excellent* increased from 30% to 55%. Those choosing *Poor* or *Average* fell from 26% to 1% (this 1% reflects a participant who did not proceed to the Coach level).

Rangers were asked to rate their confidence for delivering a practical skill lesson. Rangers choosing *Excellent* increased from 22% to 74% between surveys. Following training those choosing *Poor* or *Average* fell from 22% to 0%.

Source: Participation and Graduation records; Pre and Post Training Survey Responses. Refer to Annex 5.

Output 3: Eight organisations demonstrate improved capacity to deliver ranger training internally by March 2024.

We are confident that four organisations have demonstrated improved capacity to deliver ranger training internally since their participation in LEAD Ranger.

Whilst this figure does not meet the intended eight organisations proposed within our application, this is not due to a lack of capacity, but rather due to the time required for partner organisations to roll-out new internal processes and a slow roll-out of project M&E.

Monitoring organisation capacity

During the project period, training courses were delivered to rangers from twenty-five organisations.

¹ CRLS course comprises of 'Ranger Life Saver' (RLS) modules plus 'Coach' modules. Those who are unable to complete the Coach modules can still graduate with improved skills capacity (RLS), even if they do not become "Coaches" (CRLS).

Within this period a significant effort was also made to update our Monitoring and Evaluation Framework. This was a lengthy process that was finalised and embedded into operations in January 2024. As a result, our ability to monitor partner capacity was limited, and the majority of M&E was focussed on ranger capability and confidence (Output 1 and 2).

Since January 2024, our staff team have conducted partner organisation (PO) surveys and have received responses from eleven POs in our network. Five of these PO's participated in the program within the project period (April '23 – March '24). The other six organisations received training in the months immediately before this grant was received and are therefore not included within the analysis.

Demonstrating organisation capacity

Demonstrating their improved capacity, four of the five PO's have utilised their new LEAD Ranger graduates to deliver training internally. Three PO's have delivered a LEAD Ranger course to their workforce. The fourth organisation has utilised their new Coaches to deliver other skills training internally. One organisation has not yet delivered any training. The rangers trained by LEAD graduates represent 46% of the collective workforce (137 of 249 rangers) in the five PO's.

As a result of this training, the POs are noticing improved confidence amongst the rangers trained in LEAD Ranger skills.

“The rangers are more confident. The backup received by the rangers have been great. The Rangers enjoy having a coach with them and request the coaches to be deployed with them. this is an indication that they are more confident.” – PO Management, DRC

PO's are also noticing operational improvements:

“Yes the Rangers are more confident and they are more assertive in the field. They are actively planning for RLS members to be on patrol with them and to have medical equipment with them in the field.” – PO Management, Zimbabwe (Songo)

“Rangers are more aware of taking operational medic kits on patrols. They are also more confident in operations knowing the staff and kit is available should a dangerous situation occur.” – PO Management, Zimbabwe (Phundundu)

PO's were also asked about the inhibitors of delivering training internally. Amongst the respondents, the most common inhibitor was time:

“Inhibitors have been operations taking precedence. We do not have enough Rangers as yet and are recruiting. Time is also a challenge and has been a major inhibitor.” – PO Management, DRC

“Planning full RLS training interventions have been difficult as the Rangers are less on the ground and the operations require Rangers more on deployment.” – PO Management, Malawi

While we were only able to obtain data from four participants, feedback from all surveyed organisations shows that LEAD Ranger is meeting the needs and expectations of partner organisations and that their internal training is either underway or in development.

It should also be noted that during the project period, an independent consultant conducted a historic review of LEAD Ranger Impact between 2017-2024 within two PO's. This report showed that two PO's had trained 80% of their workforce and had even delivered training to some community members.

Source: Partner Interviews

Improving Output 3

We are confident that LEAD Ranger provides PO's the internal capacity to deliver their own training programs. Through our monitoring, we now understand that it takes POs around six months to begin implementing new training programs within their operations due to existing commitments to daily operations and seasonal activities.

In future we will only expect to POs to demonstrate their increased capacity after a period of at least 6 months has passed from the return of their graduates. This means we will likely only be able to demonstrate change for those organisations engaged within the first half of a project period.

3.2 Outcome

Outcome: Delivery of CRLS courses increases access to training for 2000 rangers, reduces rates of ranger casualties, improves response to wildlife crime, and increases access to emergency care for 50,000 people by March 2024.

We are confident that delivery of CRLS courses has:

- Increased access to training for 796 rangers²,
- Reduced the rates of ranger casualties³
- Increased access to emergency care for at least eleven rural communities (population size currently unknown).

As a result of developing a new M&E Framework during the project period, we are not able to provide adequate data to report all aspects of this outcome statement (specifically wildlife crime and population sizes). This does not represent a failure of the project activities.

As demonstrated in Section 3.1, there has been a significant overall improvement in participant's capability and confidence, which has ultimately improved organisations' capacity to deliver training internally.

While developing a new M&E Framework has impacted the reporting of this grant, the process was critical to the ongoing development of LEAD Ranger. We are now in a strong position to effectively monitor and evaluate LEAD Ranger activities well into the future and are confident in the ability of our M&E Framework and tools to effectively capture the program's impact on rangers, organisations and communities.

Measuring our 'outcome'

- *Indicators 0.1 and 0.2:* as described in section 3.1 and Annex 2 we have achieved these indicators through increasing the capacity, capability and confidence of rangers based within our twenty-five partner organisations.
- *Indicators 0.3 and 0.4:* Throughout the redevelopment of our M&E Framework (finalised January 2024) we identified that these indicators were not fit for purpose as this data is not a standardised measurement within partner organisations, therefore there was no baseline from which to measure change. We have now made significant improvements to our M&E Framework and applied these to our current grant (DARCC049).
- *Indicator 0.5:* Through the training of 119 rangers from twenty-five organisations in nine countries, we know that multiple rural communities now have access to emergency response care through LEAD Ranger graduates. Having these rangers trained up makes them available to the community but how and when they will be used depends on the emergency situation.

Please refer to Annex 2 for more detail on these indicators.

² Based on workforce records for ten (of 25) organisations trained. Reporting for additional 15 is pending.

³ Via surveys, partner organisations have reported rangers are utilising their first aid kits and ensuring a RLS trained ranger is included within every patrol. Through this, rangers are operating more safely, reducing accidents and injuries in the field.

3.3 Monitoring of assumptions

Assumptions

The primary assumptions of this project (relating to participation and graduation) were actively monitored.

Minimum number of participants per course: During the project period, two courses ran below the minimum assumed number of participants (12). The decision to approve these smaller training groups was based on heightened need for training in one project location (DRC) and larger group sizes earlier in the year. This decision did not negatively impact the number of rangers participating during the project period.

Graduation rates: Within our application we assumed that all participants (based on a minimum of 96) would graduate from their training course. Unfortunately, our graduation rate was 92%, however as we conducted more training courses than expected, we met and exceeded our graduation target. In future we will incorporate a 85-95% graduation rate within future assumptions.

Our other assumptions, concerning partner organisation resources and follow-on training were monitored through regular communications with the partner organisations.

Risks

The following risks were identified within our application and managed accordingly:

Risk	Management during project
Fiduciary: Funds not used by partner organisation for intended purpose.	Monthly steering committee meetings where major expenditure outside of budget cycle is reviewed (if relevant). Annual budget review.
Safeguarding: Health and safety of rangers and communities put at risk by LEAD graduates who are not appropriately trained.	All participants undertake rigorous practical and theoretical assessment in order to graduate. Under no circumstances will a graduate be provided "benefit of the doubt" on capability in order to pass this course. Many participants pass the course with skills certificate instead of coaching certificates if they have not shown adequate progression. On occasion we may ask participants to leave the course though this was not an issue during the project period.
Delivery Chain: Absence of training staff due to welfare issues (sickness, injury, emotional wellbeing) leads to interruptions in training delivery.	We have a wide network of capable trainers within many of our countries of operation who can support courses in the event of staff absence. Courses can run with a minimum of two staff, but we usually send three. We did not have any issues of staff absence, but we did actively utilise our network of graduates to support their professional development and provide our training team additional assistance.
Political instability and interference in countries where training interventions are taking place and will be taking place.	Pre-planning with project partners and monitoring of political tensions is continuously ongoing. This was not an issue during the project period.
Recurrence of COVID-19 or similar infectious disease outbreak.	Pre-planning with project partners and monitoring of regional health events is continuously ongoing. This was not an issue during the project period.

4 Contribution to Darwin Initiative Programme Objectives

4.1 Project support to the Conventions or Treaties (e.g. CBD, Nagoya Protocol, ITPGRFA, CITES, Ramsar, CMS, UNFCCC)

The ongoing, direct conservation and land management activities of rangers working in Zambia, Kenya, Democratic Republic of Congo, Indonesia, Malawi, Mozambique, South Sudan, South Africa and Zimbabwe are vital in protecting habitats and ecosystems. Their hands-on management and fieldwork is fundamental to achieving the national biodiversity strategies and action plans within these countries, which all face impacts of climate change (notably droughts in East Africa in recent years), and increasing pressures from population growth and loss of natural resources.

Each targeted country has ratified the Convention on Biological Diversity (CBD) and are parties to the UNFCCC, and CMS (bar South Sudan). Some examples of this LEAD Ranger's alignment with national policy include:

- 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 in these nations LEAD Ranger contributing to national policy from the ground up. Not only does this project improve the safety and livelihoods of field conservationists (many from low economic status and rural areas) but it is also ensuring rangers can effectively and successfully fulfil their role in achieving the objectives of each respective national policy framework.

4.2 Project support to biodiversity conservation and poverty reduction

Biodiversity Conservation: Several the countries targeted within this project lie within notable Biodiversity Hotspots (Horn of Africa, Coastal Forests of East Africa, Maputoland and Sundaland). Investing in the capabilities of field conservationists within these regions is critical for their effective conservation and rehabilitation.

Through this project have delivered more confident and capable conservation practitioners, and organisations. In coming years, we expect to see improvements in biodiversity protection within each region of operation. These changes will differ amongst the partner organisations but will likely include more successful law enforcement activities (more arrests, reduced incidences of poaching) resulting from more effective operational processes and improved interactions with communities due to the positive contributions that rangers bring to rural communities (increase salaries, first aid provision, alternative livelihood schemes). A newly integrated M&E Framework will provide our team the tools to monitor and analyses changes to biodiversity protection resulting from LEAD Ranger training.

Poverty Reduction: Several rangers trained through the LEAD Ranger program have received salary increases (Annex 3) due to their new skills and leadership capacity. These salaries are expected to have flow on benefits within communities via families of rangers who will utilise the salary within the local economy.

“The community respects the rangers more because of the training they have received, and the increase rangers have had in salaries.” – PO Management, Akashinga (Songo)

Within the cohort trained during this project period we can confirm that nine rangers have received salary increases. Anecdotally within the wider LEAD Ranger graduate network we know that several rangers have received immediate salary increases, and others have received promotions into leadership positions, due to LEAD Ranger skills. A newly integrated M&E Framework will provide our team the tools to provide evidence supporting the positive economic impact this program is having on beneficiaries.

4.3 Gender equality and social inclusion

We encourage the participation of women rangers in all of our training courses and our Founding partners focus much of their work and advocacy on women within the ranger sector. Currently the percentage of women working as rangers in Africa averages at 11%. During this project, 23% of all LEAD Ranger course participants were women rangers. In addition, 36% of participants within our LEAD Analyst training program (a concurrent project) were women. We are proud to have a gender ratio higher than the average global workforce rates and will continually strive to uplift the skills, voices and leadership capacity of women within the ranger workforce.

Please quantify the proportion of women on the Project Board ⁴ .	50%
Please quantify the proportion of project partners that are led by women, or which have a senior leadership team consisting of at least 50% women ⁵ .	30%

4.4 Transfer of knowledge

Transfer of knowledge is an integral component of the LEAD Ranger program ethos. All participants are encouraged and taught how to transfer knowledge to their peers and community members to spread capacity to a wider group than just the initial participants. Graduates will transfer knowledge via theoretical lessons, but primarily practical skills training sessions. To enable this transfer of knowledge to continue well into the future we offer refresher training course for all graduates, are developing training manuals and online training, and have a selection of skills example videos available for graduates.

4.5 Capacity building

Capacity building is another integral part of LEAD Ranger’s operations. The critical element of this project is to support internal capacity building within conservation organisations. This internal capacity will enable organisations with a ranger workforce to self-manage their training needs, ultimately reducing their reliance on costly external service providers. In some cases, this will result in cost-savings, which organisations can filter back into other areas of their operations (for example, new equipment for rangers, more staff, new programs etc).

LEAD Ranger also boosts individual capacity and has led to salary increases and promotions for several past graduates. For example, ranger Petronella Chigumbura has progressed into the role of Deputy Ranger Supervisor within Akashinga (Zimbabwe) since her training in 2019. Similarly, ranger Constance

⁴ A Project Board has overall authority for the project, is accountable for its success or failure, and supports the senior project manager to successfully deliver the project.

⁵ Partners that have formal governance role in the project, and a formal relationship with the project that may involve staff costs and/or budget management responsibilities.

Mwanda, also trained in 2019, was the focus of a short film “Portrait of a Ranger” which was recently awarded the Special Jury Award at the Pridelands Wildlife Film Festival (PWFF) – Africa’s premiere wildlife, conservation, nature and environmental film festival. Constance has progressed from the position of ranger to a ranger trainer of a team of around 100 within her organisation in Kenya.

5 Monitoring and evaluation

The log-frame approved at the beginning of this project was not changed during the project period. This can be viewed in Annex 1.

Throughout the duration of this project (April 2023 - March 2024) the LEAD Ranger program engaged a monitoring and evaluation specialist to support a review and update to our Monitoring and Evaluation (M&E) Framework. This review identified that the current M&E Framework (which the log frame for this grant was based) was not fully fit for purpose and was not practical for staff to implement. There was a specific lack of protocol around the collection of data at organisation level once training was complete.

The consultancy concluded with the redevelopment of the Framework, based on the findings of the review, which included more clearly defined outcomes, outputs and indicators, and development of new tools to support our staff in ongoing program monitoring. This process included staff and Founding Partners to ensure all changes had buy-in at all levels.

Following the development of a new M&E Framework, in March 2024, our consultant conducted an in-country review and data gathering activity which tested the viability of the new Framework. This exercise has shown the new M&E Framework is fit for purpose and has also highlighted historic impact of LEAD Ranger including:

- Multiple lives being saved, directly attributable to LEAD Ranger first-aid training.
- There has been a steady increase in the number of graduates providing in-house training within partner organisations.
- Rangers are confidently performing their duties to the highest standards of safety, and all attributed their confidence to the knowledge and skills they gained from the LEAD program.
- All LEAD rangers emphasized that the program had significantly improved their skills, knowledge, and competence in first aid and bush craft because of their participation in LEAD Ranger.
- The LEAD program has exceeded the expectations of all 42 participants (surveyed) and has resulted in significant positive changes for the rangers, the community, and the wildlife.

LEAD Ranger has recently been awarded a second Capacity and Capability grant for financial year 2024-2025 (DARCC049). The log frame supporting DARCC049 is based on our newly established M&E Framework and our staff are confident in their abilities to report on this data in 2025.

6 Actions taken in response to Annual Report reviews

Not relevant to this one-year project.

7 Lessons learnt

Monitoring and Evaluation - Preparing our log-frame for this grant highlighted some clear gaps in our internal M&E processes. As a result, we hired an external consultant to guide the review and redevelopment of our M&E Framework and tools during the project period. This process was invaluable for our team and has received buy-in at all levels of operations and within our partners. We would recommend other projects doing similar work ensure clear reporting requirements are established with their recipients/participants before embarking on a project as they run the risk of being unable to fully describe the impact of their projects without this.

Capacity Building - Our ‘Coach Ranger Life Saver’ course is an introductory level course comprising of ‘Ranger Life Saver’ skills and coaching skills. As an introductory offer, this course often identifies

individuals who may not be suited to coaching but can still learn the practical elements of the course. This year we had 119 CRLS participants, seven of these were unable to progress to coach level but did receive their RLS certificate. This means that their time out of their daily operations was not wasted.

We recommend that any train-the-trainer course be designed using modules which enable participants to upskill and continue learning with their peers, even if they cannot progress to the same level.

8 Risk Management

No new risks have been identified in the last 12 months that require project adaptation.

9 Sustainability and legacy

Sustainability is central to the ethos of LEAD Ranger. Our program is focussed on embedding skills within organisations and for those skills to be shared with as many rangers as possible. For example, long-term partner, Big Life Foundation has received training for XX rangers since 2017, and these skills have now been shared to the entire ranger workforce (35 people) and some community members.

To sustain the legacy of this project we offer technical guidance in the form of instructional videos, training manuals and offering ‘refresher training’ to all recipient organisations. We will also check-in with participant organisations on an annual basis (minimum) to monitor flow-on impact (e.g. training delivered in-house by LEAD graduates).

Interest in this program continues to grow, as evidenced by the new organisations being onboarded each year. Within recent months we have also received request from three partner organisation to support their internal recruitment processes for new ranger teams and team leader positions. This shows a legacy of quality and trust amongst our partners and a clear respect for our staff amongst recipient organisations.

10 Darwin Initiative identity

Thin Green Line recognised DEFRA within our Annual Report (Australian financial year 2023) and will do so again in our upcoming Annual Report (Aus. FY24).

LEAD Ranger is an ongoing program that was established in 2017. This funding contributed to roughly 27% of the annual running costs of the program, which would not have been able to continue without this generous support.

11 Safeguarding

Has your Safeguarding Policy been updated in the past 12 months?	Yes
Have any concerns been investigated in the past 12 months	Yes
Does your project have a Safeguarding focal point?	No
Has the focal point attended any formal training in the last 12 months?	N/A
What proportion (and number) of project staff have received formal training on Safeguarding?	Past: 0% [13] Planned: 0% [13]
Language barriers could create space for unprofessional conduct to take place without our training team understanding what may be going on. Our training team are multi-lingual and are deployed based on their language strengths, however within our Indonesia deployment a translator was needed. We are actively investigating opportunities to train more rangers in francophone regions, so will likely employ new staff based on their language skills and experience in order to avoid these such issues.	

12 Finance and administration

12.1 Project expenditure

Project spend (indicative) since last Annual Report	2022/23 Grant (£)	2022/23 Total actual Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
TOTAL	165,287.00	165,287.00		

As LEAD Ranger is an ongoing project, all DARCC030 funds were allocated as expected. Any alterations to our overall budget were covered through other funding sources.

Staff employed	Cost (£)
Tim Schneider – General Manager TGL	
Sean Willmore – Co-Founder, LEAD Ranger	
Boris Vos – Managing Director	
Ruben De Kock – Head of Training	
Dr. Andrew Lemieux – Crime Prevention and Impact Manager	
Marilee Gibson – Quality Management and Compliance Officer	
Kizito Lomongin – Trainer	
Paul Chikumbusto – Trainer	
Jackson Mutabazi - Trainer	
Miles Lyne - Trainer	
Camp Coordinator (external)	
Subject Matter Expert	
Richard Van Der Sluijs – Head of Operations (Zimbabwe)	
TOTAL	101,183.00

** Salary for two Junior Trainers was included in our original budget, however these positions were not filled during the project period. The BCF funds originally budgeted towards these personnel (£5,274.00) was therefore redistributed among existing staff salaries (lines 3-6 and 11-12).

Capital items – description	Capital items – cost (£)
Not Applicable	0.00
TOTAL	0.00

Other items – description	Other items – cost (£)
Contingency – unexpected costs such as flights or accommodation for our training team which have increased in price from our original budget.	
Audit Costs	
TOTAL	9,013.00

12.2 Additional funds or in-kind contributions secured

Source of funding for project lifetime	Total (£)
Akashinga (formerly the International Antipoaching Foundation [IAFP])	
Thin Green Line Foundation – Public Fund	
TOTAL	440,659.00

Source of funding for additional work after project lifetime	Total (£)
BCF DARCC049 2024-2025	
Akashinga – Co-funder	
Thin Green Line – public fund	
TOTAL	611,376.00

As LEAD Ranger is an ongoing program, this table represents the funding required to run LEAD Ranger in the FY24-25 (Australian Financial Year, July 1- June 30).

12.3 Value for Money

Unlike many existing commercial training providers, LEAD Ranger has been delivered at no cost to the recipient rangers or organisations involved. This means that the training is accessible to all, regardless of their economic status.

What's more the impact investment of LEAD Ranger goes well beyond that of many commercial training providers. Through one training program we are embedding training capacity within organisations, rather than simply training rangers in certain skills. This means that organisations can maintain workforce skills internally using LEAD graduates rather than paying for more training from external providers.

Operationally, we have no capital expenditure and aim to minimise the costs of staff travel and accommodation wherever possible. Staff remuneration makes up the bulk of our operational costs and will continue to be our main area of expenditure as we continue to invest in the wellbeing of our staff team.

13 OPTIONAL: Outstanding achievements of your project

I agree for the Biodiversity Challenge Funds Secretariat to publish the content of this section.

LEAD Ranger is an effective train-the-trainer program developing the next generation of leadership within the African ranger workforce.

The program provides practical and adaptable training which develops rangers' technical field skills and upskills them with the instructional competency and leadership capacity to deliver training to their peers.

Between April 2023 and March 2024, LEAD Ranger has trained 147 rangers from twenty-five field conservation organisations, within nine countries.

The training courses offered by LEAD Ranger encompass some of the most critical skills that rangers need to survive in the field and effectively contribute to their conservation targets.

Ranger Life Saver courses focus critical field first-aid skills, providing participants with the capacity to attend emergency situations in the field including animal attacks, gunshot wounds and vehicle accidents. These skills can be the difference between life and death for rangers working in dangerous and remote regions.

This year, 119 rangers have achieved RLS skills. 112 of these rangers are also certified to coach their colleagues in RLS techniques, ensuring these critical skills are shared with the wider workforce.

Furthermore, our Field Ranger Instructor courses provide rangers with advanced patrolling and field skills. From bush craft to conflict resolution, rangers learn how to adapt and operate more effectively while on patrol. This year, 28 rangers have graduated with Intermediate and Advanced Field Ranger Instructor skills.

In total, we have delivered 140 ranger-coaches throughout our partner organisations. The collective reach of these coaches is a minimum of 790 of their colleagues.

The flow on impact of LEAD Ranger is wide reaching. Over 700 rangers are now working in safer conditions, thanks to their newly upskilled colleagues. Graduates are gaining confidence and displaying leadership, putting them on a track to a promotion. Their organisations now have a trusted training capacity embedded within their workforce. Practically, this means that training can be scheduled at any time and is not reliant on external providers. Financially, this may result in cost-savings for the organisation. One previous recipient has reduced their training costs by 50% for their workforce of 350 rangers.

We invest in rangers as they are the nature's first responders. LEAD Ranger is boosting the capacity, capability, confidence and leadership of the rangers that we train. In turn, we are seeing more effective patrols, improved relationships with communities and lives being saved.

"LEAD has met all our expectations! There has never been another organisation that does what LEAD is doing. This is a unique opportunity that has changed the lives of rangers and saved over 20 lives of community members." - SORALO Management⁶

LEAD Ranger is a training program led by LEAD Conservation⁷, Thin Green Line and Akashinga.

⁶ SORALO (South Rift Association of Land Owners), Kenya, have received CRLS training and have shares these skills within their ranger workforce and with community members.

⁷ Please note that at the time of publication Ranger Campus are undergoing a rebrand and will legally become LEAD Conservation in coming months. This is already being reflected on social media.

File Type	File Name or File Location	Caption, country and credit	Online accounts to be tagged (leave blank if none)	Consent of subjects received
Image	https://drive.google.com/file/d/1qp5n6cvt1QZ-k269cxVAQ4LgEHqzCIMIY/view?usp=drive_link	LEAD Ranger trainees participating in a field evacuation simulation during a Coach Ranger Life Saver (CRLS) course, Kenya. Image courtesy LEAD Conservation	Instagram: @thinggreenline @lead_conservation @weareakashinga Facebook: https://www.facebook.com/thethinggreenlinefoundation/ https://www.facebook.com/weareakashinga/	Yes
Image	https://drive.google.com/file/d/1bjD1ERjWy8Dz6ePgzsBQkKv749bjW2EG/view?usp=drive_link	A LEAD Ranger trainee participating in a Field Ranger Instructor (FRI) course, Zimbabwe. Image courtesy of LEAD Conservation	Linkedin: https://www.linkedin.com/company/thethinggreenlinefoundation https://www.linkedin.com/company/leadconservation/ https://www.linkedin.com/company/weareakashinga/ Twitter: @thinggreenline_ @weareakashinga	Yes

Annex 1:

Project's original (or most recently approved) indicators of success, including indicators, means of verification and assumptions.

	SMART Indicators	Means of Verification
<p>Outcome:</p> <p>Delivery of CRLS courses increases access to training for 2000 rangers, reduces rates of ranger casualties, improves response to wildlife crime, and increases access to emergency care for 50,000 people by March 2024.</p>	<p>0.1 Eight beneficiary organisations demonstrate increased capacity to deliver training through their LEAD graduates by March 2024.</p> <p>0.2 Following their participation in our project, the training of rangers in eight beneficiary organisations is delivered internally in consultation with LEAD Ranger graduates by March 2024.</p> <p>0.3 As a result of LEAD training, eight beneficiary organisations report a 50% decrease in work-related ranger injury and deaths by March 2024.</p> <p>0.4 Up to eight beneficiary organisations demonstrate improved wildlife crime procedure, through increased successful arrests without injury, between 2023 and March 2024.</p> <p>0.5 Up to eight communities receive timely emergency response care from LEAD graduate rangers throughout 2023.</p>	<p>0.1 and 0.2</p> <p>a) A "Training needs analysis" conducted with all beneficiary organisation prior to their rangers' participation in LEAD Ranger training.</p> <p>b) End-of-project survey conducted with beneficiary organisations.</p> <p>0.3</p> <p>a) Regular [informal] feedback loop between LEAD Ranger management and beneficiary organisations.</p> <p>b) End of project survey conducted with beneficiary organisations.</p> <p>c) International Ranger Federation's annual Roll of Honour</p> <p>0.4 End of project survey with beneficiary organisations.</p> <p>0.5 Regular feedback loop with beneficiary organisations, and individual rangers via online mentorship portal.</p>
<p>Output 1:</p> <p>Rangers demonstrate improved capability to deliver critical care and emergency field-response first-aid by March 2024.</p>	<p>1.1 96 rangers demonstrate improved capability to administer critical-care first-aid to casualties of wildlife attack, gunshot wound and car accident following their participation in a 4-week training course in 2023.</p> <p>1.2 96 rangers demonstrate improved capability to manage the emergency evacuation of casualties from the field following their participation in a 4-week training course in 2023.</p>	<p>1.1 and 1.2</p> <p>a) Practical training assessments at the midway and end points of each training course.</p> <p>b) Graduation from training course.</p> <p>c) Post course 'graduate' evaluation.</p>
<p>Output 2:</p> <p>Rangers demonstrate increased capacity and confidence in their ability to deliver</p>	<p>2.1 96 rangers demonstrate increased capability to lead their patrol team in daily field operations following their participation in a 4-week training course in 2023.</p> <p>2.2 96 rangers demonstrate increased capability to deliver a first aid training courses to their peers, and adhere to LEAD Ranger</p>	<p>2.1 and 2.2</p> <p>a) Practical training assessments at the midway and end points of each training course.</p> <p>b) Graduation from training course.</p> <p>c) Post course 'graduate' evaluation.</p>

<p>training to their peers and lead team operations in the field.</p>	<p>training quality standards, following their participation in a 4-week training course in 2023.</p> <p>2.3 96 rangers report increased confidence in their personal ability to lead their patrol team in daily field operations following their participation in a 4-week training course in 2023.</p> <p>2.4 96 rangers report increased confidence in their personal ability to teach emergency field-response first-aid following their 4-week training course in 2023.</p>	
<p>Output 3:</p> <p>Eight organisations demonstrate improved capacity to deliver ranger training internally by March 2024.</p>	<p>3.1 Beneficiary organisations demonstrate an increased capacity to empower their LEAD graduates by providing rangers monthly access to computer resources in order to access online mentorship and training materials provided by LEAD Ranger.</p> <p>3.2 Eight beneficiary organisations demonstrate a decreased reliance on external training providers to train their ranger workforce by March 2024.</p>	<p>3.1 and 3.2</p> <p>a) A “Training needs analysis” conducted with all beneficiary organisation prior to their rangers’ participation in LEAD Ranger training.</p> <p>b) End-of-project survey conducted with beneficiary organisations.</p> <p>c) Regular [informal] feedback loop between LEAD Ranger management and beneficiary organisations.</p>
<p>Activities (each activity is numbered according to the Output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <p>1.1 Rangers participate in 4-week Coach-Ranger Life Saver training course.</p> <p>2.1 Rangers participate in 4-week Coach-Ranger Life Saver training course.</p> <p>3.1 Rangers receive post-course mentorship and access to online library of continued training resources.</p> <p>3.2 Program monitoring, evaluation and active adaption is embedded into LEAD Ranger operations.</p>		
<p>Important Assumptions:</p> <ul style="list-style-type: none"> Organisations participating in training adhere to a partnership agreement which stipulates that following the participation in CRLS by some of their rangers, all operational training going forward will include planning and delivery by CRLS graduates. A minimum of 12 rangers participates in each training course. 12 rangers graduate from each training course. Methods of adaptive learning are applied during each training 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 (such as firefighting and snake bike first aid), are consulted by LEAD Ranger management using a problem-oriented and evidence-based approach. 		

Annex 2 Report of progress and achievements against final project indicators of success for the life of the project

Project summary	SMART Indicators	Progress and Achievements
<p>Outcome: Delivery of CRLS courses increases access to training for 2000 rangers, reduces rates of ranger casualties, improves response to wildlife crime, and increases access to emergency care for 50,000 people by March 2024.</p>	<p>0.1 Eight beneficiary organisations demonstrate increased capacity to deliver training through their LEAD graduates by March 2024.</p> <p>0.2 Following their participation in our project, the training of rangers in eight beneficiary organisations is delivered internally in consultation with LEAD Ranger graduates by March 2024.</p> <p>0.3 As a result of LEAD training, eight beneficiary organisations report a 50% decrease in work-related ranger injury and deaths by March 2024.</p> <p>0.4 Up to eight beneficiary organisations demonstrate improved wildlife crime procedure, through increased successful arrests without injury, between 2023 and March 2024.</p> <p>0.5 Up to eight communities receive timely emergency response care from LEAD graduate rangers throughout 2023.</p>	<p>0.1 Twenty-five beneficiary organisations have demonstrated an increased capacity to deliver training through their LEAD graduates (140 individuals).</p> <p>0.2 Following their participation in our project, the training of rangers in four beneficiary organisations is reportedly being delivered internally in consultation with LEAD Ranger graduates by March 2024. Reporting has not been received from all partner organisations yet.</p> <p>0.3 We are unable to report against this indicator as this data is not a standardised measure within partner organisations. No baseline was available to measure a change. Indicator not fit for purpose.</p> <p>0.4 We are unable to report against this indicator as this data is not a standardised measure within partner organisations. No baseline was available to measure a change and not all participating organisations have legal jurisdiction while conducting patrols. Indicator not fit for purpose.</p> <p>0.5 Rangers within twenty-five beneficiary organisations, based in nine countries, have the capacity to provide emergency first aid care within their communities. Skills gained during training are transferrable to communities in remote locations. Ongoing partner reporting will provide impact statistics relating to this indicator over the coming year. This will allow us to more effectively the population size of these communities.</p>

Project summary	SMART Indicators	Progress and Achievements
<p>Output 1. Rangers demonstrate improved capability to deliver critical care and emergency field-response first-aid by March 2024.</p>	<p>1.1 96 rangers demonstrate improved capability to administer critical-care first-aid to casualties of wildlife attack, gunshot wound and car accident following their participation in a 4-week training course in 2023.</p> <p>1.2 96 rangers demonstrate improved capability to manage the emergency evacuation of casualties from the field following their participation in a 4-week training course in 2023.</p>	<p>1.1 and 1.2:</p> <p>During the project period, 119 rangers have graduated from LEAD's <i>Coach Ranger Life Saver</i> or <i>Ranger Life Saver</i> training courses with the ability to administer critical-care first-aid to casualties and to manage the emergency evacuation of a casualty from the field.</p> <p>Evidence provided in section 3.1 of report and Annex 5.</p>

<p>Activity 1.1: Rangers participate in 4-week Coach-Ranger Life Saver training course</p>	<p>Throughout the project period LEAD Ranger delivered eleven training courses to 147 participants.</p> <p>Of these courses, nine were <i>Coach Ranger Life Saver</i> courses, with 119 participants. Throughout the year, the length of these courses fluctuated between 3 and 4 weeks, depending on the partner organisation’s availability and individual learner progress.</p>	
<p>Project summary</p>	<p>SMART Indicators</p>	<p>Progress and Achievements</p>
<p>Output 2: Rangers demonstrate increased capacity and confidence in their ability to deliver training to their peers and lead team operations in the field.</p>	<p>2.1 96 rangers demonstrate increased capability to lead their patrol team in daily field operations following their participation in a 4-week training course in 2023.</p> <p>2.2 96 rangers demonstrate increased capability to deliver a first aid training courses to their peers, and adhere to LEAD Ranger training quality standards, following their participation in a 4-week training course in 2023.</p> <p>2.3 96 rangers report increased confidence in their personal ability to lead their patrol team in daily field operations following their participation in a 4-week training course in 2023.</p> <p>2.4 96 rangers report increased confidence in their personal ability to teach emergency field-response first-aid following their 4-week training course in 2023.</p>	<p>2.1 Of the 147 participants, 140 rangers have graduated LEAD Ranger training courses with the credential of “Coach” highlighting their increased capability to lead their patrol team in daily operations.</p> <p>2.2 Of the 147 participants, 112 rangers have graduated LEAD Ranger’s “Coach Ranger Lifesaver” course, demonstrating an increased capability to deliver first aid training to their peers.</p> <p>2.3 Through pre- and post-training surveys, the majority of participants undertaking CRLS courses expressed an increased confidence to share their knowledge with others, however this was not specific to daily field operations. Those participating in Field Ranger Coach courses did report increased confidence in their ability to lead their patrol team in daily operations, this was specific to 1 and 3 day field patrols.</p> <p>2.4 Through pre- and post-training surveys, all participants have reported an increased confidence in their ability to teach emergency field response. Participants also reported increased self-confidence to treat a range of injuries. Evidence provided in section 3.1 of report and Annex 5.</p> <p>Output progress against these indicators has been better than expected and the indicator is an appropriate metric to understand the project’s outputs.</p>
<p>Activity 2.1: Rangers participate in 4-week Coach-Ranger Life Saver training course.</p>	<p>Throughout the project period LEAD Ranger delivered eleven training courses to 147 participants.</p> <p>Of these courses, nine were <i>Coach Ranger Life Saver</i> courses, with 119 participants. Throughout the year, the length of these courses fluctuated between 3 and 4 weeks, depending on the partner organisation’s availability and individual learner progress.</p>	
<p>Output 3: Eight organisations demonstrate improved capacity to deliver ranger training internally by March 2024.</p>	<p>3.1 Beneficiary organisations demonstrate an increased capacity to empower their LEAD graduates by providing rangers monthly access to computer resources in order to access online mentorship and training materials provided by LEAD Ranger.</p>	<p>Twenty-five organisations have participated in LEAD Ranger training courses within the project period.</p> <p>Through discussions with partners in the time after their participation in our project, we know that their rangers’ newfound capability and training capacity is benefitting their internal practices and that rangers are being provided opportunities to further these skills, however we do note that</p>

	3.2 Eight beneficiary organisations demonstrate a decreased reliance on external training providers to train their ranger workforce by March 2024.	<p>indicators 3.1 and 3.2 were not set up with appropriate monitoring timelines during the project period, and therefore do not adequately represent Output 3. We have developed a new Monitoring and Evaluation Framework (in place since January 2024) which we believe will address this and provide more appropriate indicators.</p> <p>Output progress against these indicators has been lower than expected. This indicator will be revised in future, allowing more time for organisations to begin embedding training into their operations. We will provide a 6 moth buffer for all participating organisations.</p>
Activity 3.1: Rangers receive post-course mentorship and access to online library of continued training resources.	Following their participation all rangers were provided with video material covering a ranger of skills their learned within their course. The contact details of our Head Trainer is provided to each organisation to ensure support can be provided and any follow up questions answered in the weeks proceeding training.	
Activity 3.2: Program monitoring, evaluation and active adaption is embedded into LEAD Ranger operations.	<p>During the first quarter of this project participant pre- and post-training surveys were embedded into the daily operations as part of the wider Monitoring and Evaluation Framework. Further work was undertaken in late 2023 to redevelop and refine our Monitoring and Evaluation Framework. This was operationalised in January 2024 and we hope will provide more clarity</p> <p>As mentioned in Activity 2.1, active adaption was practiced during the project phase, allowing training courses to be increased or decreased in length depending on partner organisation needs and participant capability.</p>	

Annex 3 Standard Indicators

Table 1 Project Standard Indicators

Indicator number	Darwin Initiative Standard Indicator	Name of Indicator after adjusting wording to align with DI Standard Indicators	Units	Disaggregation	Year 1 Total	Total to date	Total planned during the project
DI-A01	Number of people from key national and local stakeholders completing structured and relevant training	Number of rangers from partner organisations who have participated in LEAD Ranger skills training courses lasting 4 weeks.	People	Women	27 rangers from: <ul style="list-style-type: none"> • Indonesia (1) • Mozambique (2) • South Africa (3) • Zambia (2) • Zimbabwe (19) 	27	27

Indicator number	Darwin Initiative Standard Indicator	Name of Indicator after adjusting wording to align with DI Standard Indicators	Units	Disaggregation	Year 1 Total	Total to date	Total planned during the project
			People	Men	120 people from: <ul style="list-style-type: none"> DRC (9) Indonesia (22) Kenya (4) Malawi (12) Mozambique (14) South Africa (18) South Sudan (14) Zambia (22) Zimbabwe (5) 	120	120
DI-A03	Number of local or national organisations with enhanced capability and capacity.	Number of partner organisations with enhanced internal training capacity.	Number	None	25 organisations from <ul style="list-style-type: none"> DRC (2) Indonesia (4) Kenya (3) Malawi (3) Mozambique (2) South Africa (3) South Sudan (1) Zambia (5) Zimbabwe (2) 	25	8
DI-A05	Number of trainers trained under the project reporting to have delivered further training.	Number of LEAD Ranger graduates who have delivered training after their participation in our course.	People	Women	Zimbabwe (9)	9	9
			People	Men	Zimbabwe (5) DRC (9) Malawi (12)	26	26
DI-D03	Number of people with enhanced livelihoods: Number of people with improved income	Number of rangers with enhanced salaries after their participation in our training course.	People	Women	9 women in Zimbabwe	9	9

Table 2 Publications

No publications were created for public distribution during the project period.

Annex 5 Supplementary material

Table 1: Overview of Training courses and Participant Demographics

Dates	Course	Location	Organisation (s)	# Rangers	Men	Women
3- 20 April 2023	CRLS	Kafue Nat. Park, Zambia	Game Rangers International, African Parks, Panthera and Musekese	12	12	-
15 May - 25 June 2023	(Int'd) FRI	Rukinga Ranch, Kenya	Akashinga (Zim), Wildlife Works, Mount Kenya Trust, and Mara Elephant Project	14	4	10
03 - 21 July 2023	CRLS	Upemba Nat. Park, DRC	ICCN and Forgotten Parks	9	9	-
03 - 21 July 2023	CRLS	Thuma Forest Reserve, Malawi	African Parks, Dept Wildlife and Wildlife Action Group	12	12	-
07- 27 Aug 2023	CRLS	West Java, Indonesia	WCS, Panthera, APRI and WWF	23	22	1
11 - 29 Sept 2023	CRLS	Maputo Nat. Park, Mozambique	Peace Parks Foundation and Niassa Special Reserve	16	14	2
11 - 29 Sept 2023	CRLS	Badingilo Nat. Park, South Sudan	African Parks	14	14	-
11 - 29 Sept 2023	CRLS	Marakele Nat. Park, South Africa	SANPARKS (Marakele, Addo Elephant, Mountain Zebra, Karoo and Mapungubwe National Parks)	12	9	3
6 Nov - 15 Dec	(Adv.) FRI	Phundundu, Zimbabwe	Akashinga (Phundundu)	14	5	9
26 Feb - 8 Mar 2024	CRLS	Limpopo, South Africa	SA Wildlife College and Timbavati Private Reserve	9	9	0
26 Feb - 22 Mar 2024	(Basic) FRI	Kafue Nat. Park, Zambia	African Parks, Musekese Conservation, Mushingashi Conservancy	12	10	2
Totals			25 organisations	147	120	27

Checklist for submission

	Check
Is the report less than 10MB? If so, please email to BCF-Reports@niras.com putting the project number in the Subject line.	Yes
Is your report more than 10MB? If so, please discuss with BCF-Reports@niras.com about the best way to deliver the report, putting the project number in the Subject line.	No
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 13)?	Yes
Have you included means of verification? You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Yes
Do you have hard copies of material you need to submit with the report? If so, please make this clear in the covering email and ensure all material is marked with the project number. However, we would expect that most material will now be electronic.	No
Have you involved your partners in preparation of the report and named the main contributors	Yes
Have you completed the Project Expenditure table fully?	Yes
Do not include claim forms or other communications with this report.	