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LEAD Ranger: Embedding Training Capacity within Ranger Teams

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

LEAD Ranger delivers practical and effective training that upskills rangers, develops their leadership capacity, and reduces ranger casualties in the field. We embed training capacity in-situ, enabling local teams to self-regulate their operations.

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Section 1 - Contact Details

CONTACT DETAILS

Title	Ms
Name	Jennfier
Surname	Mann
Organisation	The Thin Green Line Foundation
Website (Work)	[REDACTED]
Tel (Work)	[REDACTED]
Email (Work)	[REDACTED]
Address	[REDACTED]

GMS ORGANISATION

Type	Organisation
Name	The Thin Green Line Foundation
Phone (Work)	[REDACTED]
Email	[REDACTED]
Website	[REDACTED]
Address	[REDACTED]


Section 2 - Title & Summary


Q3. Title:


LEAD Ranger: Embedding Training Capacity within Ranger Teams

Please attach a cover letter as a PDF document.

 [LEAD Ranger Cover Letter](#)

 22/10/2023

 15:25:41

 docx 126.44 KB

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

No

Q5. Summary of project

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

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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	Botswana	Country 4	South Africa

Do you require more fields?

Yes

Country 5	Mozambique	Country 6	Sierra Leone
Country 7	No Response	Country 8	No Response

Q7. Project dates

Start date:	End date:	Duration (e.g. 1 years, 8 months):
01 April 2024	31 March 2025	1 year

Q8. Budget summary

Year:	2024/25	2025/26	Total request
Amount:	£199,800.00	£0.00	£199,800.00

Q9. Do you have proposed matched funding arrangements?

Yes

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

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

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

Should funding fail to be secured we have a small amount of unrestricted funds in reserve, which would allow us to operate the program at a reduced output, however this will be detrimental to other areas of our operations. 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

Q12. 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.

Rangers are uniquely placed to support global biodiversity conservation targets. They are committed to protecting nature and are willing to face frequent dangers 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 and throughout this time have developed an extensive global network of conservation professionals, providing us unparalleled insights into the challenges rangers face.

Through our 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 2023, 148 rangers were reported to have died at work(1). Of these, 65 were located within Africa.

Between 2006-2021, 2351 ranger fatalities were recorded(2), however it is widely accepted that the work-related deaths of many rangers' 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 leadership and teaching capacity within local ranger teams. LEAD Ranger focusses on quality, and our aim is to equip organisations with the capabilities to self-regulate.

This model will:

- embed skills in-situ, increasing rangers' capacity and capability to manage all aspects of their operations.
- reduce repeat training from external providers.
- redirect training funds towards other conservation activities.
- 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 impact local communities, by ensuring rangers have the leadership skills to maintain regular employment and pursue career 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

Q13. Biodiversity Conventions, Treaties and Agreements

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

Please indicate which agreement(s) will be supported.

- Convention on Biological Diversity (CBD)
- 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)

Q13b. 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, NAPs 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 Kenya, Mozambique, South Africa, Sierra Leone, Botswana and Zimbabwe 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 country in which we propose to operate has ratified the 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.

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.

By increasing the capacity and capability of rangers in Botswana, we will support objective 4 of their NBSAP to create an institutional environment conducive to effective biodiversity conservation, sustainable use, and management.

By strengthening the capability and capacity of rangers, LEAD Ranger is not only improving their safety and livelihood, but also 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

Q14. 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.

Program Design

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 in 2018

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.

Training Model

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.

Beneficiary organisation Big Life Foundation (BLF) has increased the number of their rangers trained annually from 150 to 350. All training is now delivered internally by LEAD graduates, resulting in BLF’s annual training budget decreasing by 50%. 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 first-aid skills now embedded within BLF has resulted in the response time for medical emergencies being halved for around 50,000 community members and graduates have attended multiple first-aid incidents in community and field.

During the COVID-19 pandemic LEAD graduates at BLF remained active in the field and delivered 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 freedom to plan and deliver training in-house.

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

Planned Activities

With funds from the Darwin Initiative, we will deliver training to a minimum of 96 rangers. Participants for 2024 have been identified (using the selection process outlined in Question 15) within Botswana, Kenya, Mozambique, Sierra Leone, South Africa, and Zimbabwe. 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’s requirements. The training courses available are:

1. Coach Ranger Life Saver (CRLS) training courses are a practical 4-week program delivered by a minimum of 3 staff, 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 provides rangers with essential first-aid skills and prepares them for emergency situations in the field. 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 they 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.

2. Field Ranger (FR) courses are only offered to graduates of CRLS. They provide participants with skills to work safely and effectively in the field, utilising best-practice patrolling techniques alongside biodiversity identification and bush safety skills.

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, including first-aid kits, is purchased in bulk at the start of the year.

The practical operations within this project are managed by Ranger Campus staff in Kenya. Financial, risk and other governance requirements are managed by Thin Green Line and Akashinga staff in Australia and Zimbabwe. All roles and responsibilities have proven effective through our past six years of operation.

Q15. How will you identify participants?

How did/will you identify and select the participants (individuals and/or 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? How have you incorporated GESI considerations in identifying participants?

Organisations based in Africa who manage a team of field rangers are eligible. We find prospective organisations through word of mouth and by actively approaching organisations reporting regular casualties within their conservation operations.

Potentially suitable organisations are identified through a set of internal selection standards and are vetted according to our operational code of conduct for training, which is made available to potential participants. Through our rigorous selection process, we emphasise the importance of ongoing ranger development to prospective organisations and indicate their management's responsibility to ensure internal training is supported following the project end. Organisations must agree to utilise LEAD graduates as trainers for the delivery of future training. This ensures individual participants have opportunities to apply their leadership and teaching skills, while also maintaining their personal capabilities. We identify suitable organisations as those willing to commit to a regular internal training program for their rangers; these organisations are invited to participate in LEAD free of charge.

Invited organisations who employ 12 or more rangers are prioritised for training delivery. This is the minimum number of participants for our courses. We endeavour to include smaller organisations into training interventions and will often join neighbouring groups together in one course to ensure training is offered equitably to organisations of smaller size or capacity. This cross-border approach helps to build strong networks across protected areas and landscapes.

Organisations deemed unsuitable for our training program are advised quickly and the reasons for our decision are relayed with full transparency. If relevant, we will 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.

Q16. Gender equality and social inclusion

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

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 these organisations to participate in our program to provide more women the career advancement opportunities that many graduates have received.

Women's participation in the LEAD Ranger program is helping to address the imbalance in what is a traditionally male dominant workforce. It is estimated women make up just 8% of the global ranger workforce; last year LEAD Ranger training courses reported women's participation at 22%.

Leadership development is fundamental to LEAD Ranger. To date, our training has increased leadership opportunities and promotion prospects among women rangers in Kenya and Zimbabwe.

Women participants work alongside male rangers as equals, and in some cases even instruct their male counterparts, with positive benefits for both men and women on the courses.

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. Two of our graduate trainers who are now delivering the full LEAD Ranger training program to their colleagues are single mothers.

In our wider operations Thin Green Line encourages our partners to increase the participation of women in their programs. We are proud to have enabled Big Life Foundation to employ their first cohort of women rangers and are actively supporting Indigenous women rangers throughout Australia. Additionally, founding partner, Akashinga, is focused on the empowerment of women and providing them employment opportunities as rangers.

Q17. Change expected

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

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

In the short term, the capacity, capability, and confidence of individual rangers is greatly improved through participation in our program.

Participants gain competency in new skills which they can apply to their duties immediately. Rangers also feel pride and accomplishment due to passing a certified training course, especially as many participants have not received formal secondary education. Reports from our partners state that post-LEAD Ranger participation, teams are becoming more effective and efficient in their duties, resulting in better outcomes for the biodiversity that they protect.

Increased first-aid competencies in teams immediately benefits rangers by reducing incidences of injury at work for themselves and their colleagues. Rangers are educated to work within safety parameters and know how to respond when something goes wrong. Reduced injuries (and potentially deaths) result in fewer gaps in employment, which improves the economic status of the rangers impacted by 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 graduates. In communities, this increases the legitimacy of the ranger profession as people who protect human lives, not only wildlife.

Becoming a trainer 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 of conservation practice in different places. Feedback from these exchanges indicate this has had a positive impact on the morale of participants. This work also develops an extended transnational network which can respond to threats, at a landscape scale; ensuring biodiversity hotspots receive strategic and holistic protection.

In the long term, graduates have more professional development opportunities within their organisation. There are numerous examples of participants 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.

The employment of rangers can lead to other employment opportunities within communities, such as roles in operations, tourism, transport, and retail. Increased employment can enable families to buy property, send children to school, get a driver's license, and provide for their extended families in many 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.

Q18. Sustainable benefits and scaling potential

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

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

LEAD Ranger's core purpose is to embed training capacity within ranger organisations. Through the train-the-trainer approach the project is designed to provide participating organisations with autonomy over their operations and deliver benefits beyond the project term.

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





The impact of LEAD is exponentially growing as graduates share their knowledge and skills with their colleagues. As an example, LEAD graduates within Big Life Foundation (BLF) in Kenya have since delivered training to their entire workforce and 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 295 LEAD graduates have a reach of over 6000 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 through 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 accessibility of 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:

-  [LEAD Ranger Impact Summary.](#)
-  22/10/2023
-  10:49:37
-  pdf 2.23 MB

Section 7 - Risk Management

Q19. 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.

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
				Project funds are administered directly by TGLF on a monthly/ quarterly basis (including salaries).	
Fiduciary (financial) Funds not used by partner organisation for intended purpose.	Major	Rare	Moderate	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

Safeguarding	Health and safety of rangers and communities put at risk by LEAD graduates who are not appropriately trained.	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
Delivery Chain	Absence of training staff due to welfare issues (sickness, injury, emotional wellbeing) leads to interruptions in training delivery.	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 three staff, we have four trainers available at all times and past graduates are also available to provide support at an increasing rate.	Minor
Risk 4	Political instability and interference in countries where training interventions are taking place and will be taking place.	Major	Possibile	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 and evacuation plans prepared to ensure the welfare of our staff.	Moderate
Risk 5	Recurrence of COVID-19 or similar infectious disease outbreak.	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

Risk 6	Beneficiary organisation fails to deliver internal training programs with LEAD graduates.	Major	Unlikely	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
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Q20. Project sensitivities

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

Yes

Please provide brief details.


To ensure the security of our staff we do not publicize the location of training until courses are complete and staff have moved to a different location.


Section 8 - Workplan

Q21. Workplan

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

 [BCF Workplan Template_TGL](#)

 23/10/2023

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Section 9 - Monitoring and Evaluation

Q22. Monitoring and evaluation (M&E)

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

Darwin Initiative projects are expected to be adaptive, and you should detail how the monitoring and evaluation will feed into the improved delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is

for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see Finance Guidance).

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 courses. 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 outcomes are met. Our trainers will also provide additional support to participants where necessary. This process has enabled us to achieve a 91% graduation rate for all participants in 2022-2023.

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. Training staff will informally 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 (£):	£ [REDACTED]
(this may include Staff and Travel and Subsistence Costs)	
Total project budget for M&E (%):	[REDACTED]
(this may include Staff and Travel and Subsistence Costs)	
Number of days planned for M&E	20

Section 10 - Indicators of Success

Q23. Indicators of success

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

SMART Indicator	Means of Verification
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Outcome	Participation in LEAD Ranger training courses increases the capacity of local organisations to deliver first-aid and field skills training using their own staff by March 2025.	<p>0.1 Eight beneficiary organisations demonstrate increased capacity to deliver internally by March 2025.</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 2025.</p> <p>0.3 Two beneficiary organisations demonstrate improved field patrolling skills by March 2025.</p> <p>0.4 Up to six communities receive timely emergency response care from LEAD graduate rangers throughout 2024.</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 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>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>
Output 1	Rangers demonstrate improved capability to deliver critical care and emergency field-response first-aid by March 2025.	<p>1.1 72 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 2024.</p> <p>1.2 72 rangers demonstrate improved capability to manage the emergency evacuation of casualties from the field following their participation in a 4-week training course in 2024.</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>
Output 2	Rangers demonstrate improved field safety and patrolling skills by March 2025	2.1 24 rangers demonstrate improved field patrolling and bush craft skills following their participation in a 4-week training course in 2024.	<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>Output 3</p> <p>Rangers demonstrate increased capability and confidence in their ability to deliver training to their peers and lead team operations in the field by March 2025.</p>	<p>3.1 72 rangers demonstrate increased capability to lead their patrol team in daily field operations following their participation in a 4-week training course in 2024.</p> <p>3.2 72 rangers demonstrate increased capability to deliver a training course to their peers and adhere to LEAD Ranger training quality standards and Code of Conduct, following their participation in a 4-week training course in 2024.</p> <p>3.3. 72 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 2024.</p> <p>3.4. 72 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>3.1 and 3.2</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>
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<p>Output 4</p> <p>Eight organisations demonstrate improved capacity to deliver ranger training internally by March 2025.</p>	<p>4.1 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>4.2 Eight beneficiary organisations demonstrate a decreased reliance on external training providers to train their ranger workforce by March 2025.</p>	<p>4.1 and 4.2</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>
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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 Field Ranger Instructor training course.

3.1 Rangers participate in 4-week Coach-Ranger Life Saver training course and rangers participate in 4-week Field Ranger Instructor training course.

4.1 Rangers receive post-course mentorship and access to online library of continued training resources.

4.2 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 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 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 are consulted.


Section 11 - Budget and Funding


Q24. Budget

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

 [BCF-Budget_TGL](#)

 23/10/2023

 06:31:29

 xlsx 91.3 KB

Q25. Alignment with other funding and activities

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

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

Development of existing/past activities

Please provide details:

LEAD Ranger is a collaborative initiative between not-for-profit organisations Thin Green Line (TGL), Akashinga (formerly International Anti-Poaching Foundation (IAPF)) and Ranger Campus (RC). The program, developed in 2016 and piloted in 2018 builds on RC's experience delivering ranger training in Kenya, and has evolved and adapted over the years through consultation with beneficiaries, industry stakeholders and through strategic advice from TGL and IAPF.

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

To date, the program has been fully funded via TGL and Akashinga's fundraising networks which have activated charitable donations and grant funding to support the initial four-year pilot and operations.

If this application is approved, funds will support a critical phase of program expansion, setting our team and beneficiaries up to sustainably grow their reach well into the future.

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

Yes

Please give details explaining similarities and differences, and explaining how your work will be additional, avoiding duplicating and conflicting activities and what attempts have been/will be made to co-operate with and share lessons learnt for mutual benefit.

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

Numerous organisations operating across Africa provide long-term training solutions for rangers. Unfortunately, many are based in training colleges or campuses, which are expensive or logistically difficult for remote teams to access; others lack the real-life experience that rangers need to truly hone their skills. Very few of these training offerings provide a 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

Q26. Value for Money

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

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.

One of the current limitations to rangers receiving regular training in Africa is the cost of hiring training consultants.

LEAD Ranger has been purposefully designed and developed to reduce the costs associated with ranger training for organisations with limited budgets.

As a result, 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

Q27. Capital items

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

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

Section 12 - Safeguarding and Ethics

Q28. Safeguarding

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

Please upload the following required policies:

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

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

Please outline how (a) beneficiaries, the public, implementing partners, and staff are made aware of your safeguarding commitment and how to confidentially raise a concern, (b) safeguarding issues are investigated, recorded and what disciplinary procedures are in place when allegations and complaints are

upheld, (c) you will ensure project partners uphold these policies.

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

All funding agreements (signed by TGL and our project partners) include a clause that relates to the partner's compliance with the with our Safeguarding policy. A copy of the safeguarding policy is included in all funding agreements and partners are aware that funding will be revoked should these safeguarding measures not be followed. Breaches to the safeguarding policy are recorded in an internal register, including steps taken to resolve the issue.

Thin Green Line also has a Whistleblower Policy which is circulated to all staff, board and volunteers. Any individual may make a report as a Whistleblower under this policy and procedure if, in relation to The Thin Green Line Foundation, they are a current or former:

- director, officer, employee or volunteer;
- contractor or subcontractor;
- employee of contractor, subcontractor, project partners; or
- a relative or dependant of the individuals listed above.

Section 13 - British Embassy or High Commission Engagement

Q29. British embassy or high commission engagement

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

No

If no, why not?

Unfortunately we haven't had time to contact the relevant embassies at this stage. We would be more than happy to speak with relevant staff should our application be approves for funding. Please note that we did contact all relevant embassies last year for a related application and received no response.

Section 14 - Project Staff

Q30. Project staff

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

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Tim Schneider	Project Leader	10	Checked
Sean Willmore	Co-Founder/ Executive Team	10	Checked
Boris Vos	Co-Founder / Operations Manager	100	Checked


Ruben de Kock	Head of Training	60	Checked
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Do you require more fields?


Yes


Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Dr Andrew Lemieux	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

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

 [Team CV's \(Darwin Initiative\)](#)

 22/10/2023

 11:06:43

 pdf 219.29 KB

Have you attached all project staff CVs?

Yes

Section 15 - Project Partners

Q31. Project Partners

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

Lead Partner name: Thin Green Line Foundation

Website address: www.thingreenline.org.au

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

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 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/>

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.

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.

What value does this Partner bring to the project?

(including roles, responsibilities and capabilities and capacity):

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: Akashinga (formerly International Anti-Poaching Foundation)

Website address: www.iapf.org

Akashinga works hand in hand with communities that live alongside wilderness areas in Zimbabwe.

What value does this Partner bring to the project?

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

(including roles, responsibilities and capabilities and capacity):

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

Akashinga values continuous learning, transparent communication, capacity building, and partnerships as a vital element of their own and LEAD Ranger's success. Akashinga 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: £ [REDACTED]

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 International
 In-country

Allocated budget: £0.00

Representation on the Project Board (or other management structure) Yes
 No

Have you included a Letter of Support from this partner? Yes
 No

4. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project?

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:	<i>No Response</i>
Website address:	<i>No Response</i>
What value does this Partner bring to the project?	
	<i>No Response</i>
(including roles, responsibilities and capabilities and capacity):	
International/In-country Partner	<input type="radio"/> International <input type="radio"/> In-country
Allocated budget:	£0.00
Representation on the Project Board (or other management structure)	<input type="radio"/> Yes <input type="radio"/> No
Have you included a Letter of Support from this partner?	<input type="radio"/> Yes <input type="radio"/> 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](#)
-  23/10/2023
-  11:26:56
-  pdf 347 KB

Section 16 - Lead Partner Capability and Capacity

Q32. Lead Partner Capability and Capacity

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

Yes

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

Reference No	Project Leader	Title
DARCC030	Tim Schneider	LEAD Ranger: Capacity Building for Nature's Protectors
<i>No Response</i>	<i>No Response</i>	<i>No Response</i>

No Response No Response No Response

No Response No Response No Response

No Response No Response No Response

No Response No Response No Response

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

Yes

Section 17 - Certification

Q30. Certification

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

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

On behalf of the

Company

of

Thin Green Line Foundation

I apply for a grant of

£199,800.00

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

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

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

Checked

Name Jennifer Mann

Position in the organisation Programs Coordinator





Signature (please upload e-signature)





 JMann Sig
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Date

23 October 2023





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





 [Q33_TH~1](#)
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 11:28:43
 pdf 958.58 KB





 [Thin Green Line Foundation - FY22 Financial Statements](#)
 22/10/2023
 11:28:23
 pdf 351.07 KB





 [Thin Green Line FY23 Financials \(FINAL\)](#)
 22/10/2023
 11:28:23
 pdf 976.96 KB





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




 [Q27_Ranger-Code-of-Conduct-Version-1.0-2021](#)
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 pdf 5.04 MB





 [Q27_Medical Evacuation SOP Version 2](#)
 23/10/2023
 06:35:21
 pdf 405.21 KB

 [Q27_TGLF Whistle-Blower Policy_June22](#)
 23/10/2023
 06:35:21
 pdf 371.65 KB

 [Q27_Incident Management SOP Version 2](#)
 23/10/2023
 06:35:20
 pdf 1.44 MB

 [Q27_Mercy Calls SOP Version 2](#)
 23/10/2023
 06:35:20
 pdf 380.05 KB

 [Q27_TGLF Safeguarding Policy V1.0](#)
 23/10/2023
 06:35:20
 pdf 150.39 KB

 [Q27_LEAD Ranger Student CoC](#)
 23/10/2023
 06:35:19
 pdf 229.52 KB

Section 18 - Submission Checklist

Checklist for submission

	Check
I have read the Guidance, including the "Darwin Initiative Guidance", "Monitoring Evaluation and Learning Guidance", "Standard Indicator Guidance", "Risk Guidance", and "Finance Guidance".	Checked
I have read, and can meet, the current Terms and Conditions for this fund.	Checked

I have provided actual start and end dates for the project.	Checked
I have provided my budget based on UK government financial years i.e. 1 April – 31 March and in GBP.	Checked
I have checked that our budget is complete, correctly adds up and I have included the correct final total at the start of the application.	Checked
The application been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).	Checked
I have attached the below documents to my application:	
<ul style="list-style-type: none"> • a cover letter from the Lead Partner, outlining how any feedback received at has been addressed where relevant, as a single PDF. 	Checked
• my budget (which meets the requirements above) using the template provided.	Checked
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • My completed workplan as a PDF using the template provided. 	Checked
<ul style="list-style-type: none"> • a copy of the Lead Partner’s Safeguarding Policy, Whistleblowing Policy and Code of Conduct (Question 27). 	Checked
<ul style="list-style-type: none"> • 1 page CV or job description for all the Project Staff identified at Question 29, including the Project Leader, or provided an explanation of why not, combined into a single PDF. 	Checked
<ul style="list-style-type: none"> • A letter of support from the Lead Partner and partner(s) identified at Question 30, or an explanation of why not, as a single PDF. 	Checked
I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.	Checked
My additional supporting evidence is in line with the requested evidence, amounts to a maximum of 5 sides of A4, and is combined as a single PDF.	Checked
(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.	Checked
I have checked the Darwin Initiative website immediately prior to submission to ensure there are no late updates.	Checked
I have read and understood the Privacy Notice on the Darwin Initiative website.	Checked

We would like to keep in touch!

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

Checked

Data protection and use of personal data

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

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

Project Title: *LEAD Ranger: Embedding Training Capacity within Ranger Teams*

	Activity	No. of months	Year 1 (24/25)			
			Q1	Q2	Q3	Q4
Output 1	Rangers demonstrate improved capability to deliver critical care and emergency field-response first-aid by March 2024.	6				
1.1	Rangers participate in 4-week Coach-Ranger Life Saver training course.	6				
Output 2	Rangers demonstrate improved field patrolling skills by March 2025.	2				
2.1	Rangers participate in 4-week Field Ranger Instructor training course	2				
Output 3	Rangers demonstrate increased capability and confidence in their ability to deliver training to their peers and lead team operations in the field by 2024.	6				
3.1	Rangers participate in 4-week Coach-Ranger Life Saver training course	6				
3.2	Rangers participate in 4-week Field Ranger Instructor training course	2				
Output 4	Eight organisations demonstrate improved capacity to deliver ranger training internally by March 2025.	12				
4.1	Rangers receive post-course mentorship and access to online library of continued training resources.	12				
4.2	Program monitoring, evaluation and active adaption is embedded into LEAD Ranger operations	12				