

Applicant: **Sluka Brauer, Stephanie**
Organisation: **Space for Giants**
Funding Sought: **£199,427.70**

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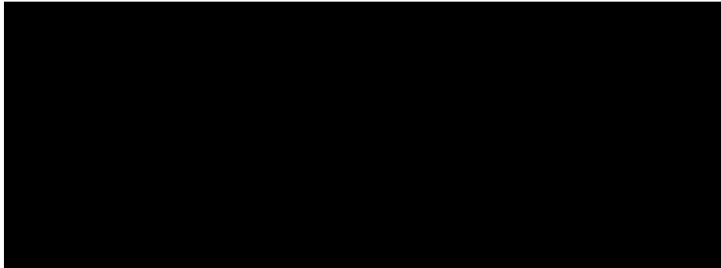
Upskilling Uganda Wildlife Authority staff to tackle human wildlife conflict

Human Wildlife Conflict (HWC) is becoming the leading challenge in conservation area management, especially in densely populated Uganda. This project will address existing knowledge and capacity gaps within Uganda Wildlife Authority (UWA) personnel who are mandated to understand, monitor, report and address HWC through a range of interventions. The project will train and mentor UWA staff in critical technical skills (e.g. electric fence construction, data collection, GIS mapping, SMART etc.) to improve HWC management in protected areas across the country.

Section 1 - Contact Details

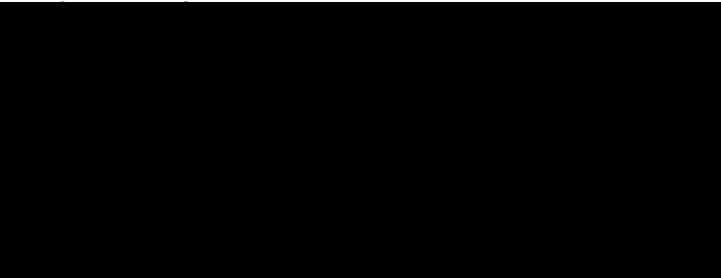
PRIMARY APPLICANT DETAILS

Title	Ms
Name	Stephanie
Surname	Sluka Brauer



GMS ORGANISATION

Type	Organisation
Name	Space for Giants



Section 2 - Title & Summary

Q3. Title:

Upskilling Uganda Wildlife Authority staff to tackle human wildlife conflict

Q4. Summary

Please provide a brief summary of your project, its aims, and the key activities you plan on undertaking. Please note that if you are successful, this wording may be used by Defra in communications e.g. as a short description of the project on the website.

Please write this summary for a non-technical audience.

Human Wildlife Conflict (HWC) is becoming the leading challenge in conservation area management, especially in densely populated Uganda. This project will address existing knowledge and capacity gaps within Uganda Wildlife Authority (UWA) personnel who are mandated to understand, monitor, report and address HWC through a range of interventions. The project will train and mentor UWA staff in critical technical skills (e.g. electric fence construction, data collection, GIS mapping, SMART etc.) to improve HWC management in protected areas across the country.

Section 3 - Title, Dates & Budget Summary

Q5. Project Country(ies)

Which eligible host 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	Uganda	Country 2	No Response
Country 3	No Response	Country 4	No Response

Do you require more fields?

No

Q6. Project dates

Start date:	End date:	Duration (e.g. 2 years, 3 months):
01 April 2022	31 March 2024	2 years

Q7. Budget summary

Year:	2022/23	2023/24	Total request
Amount:	£123,719.60	£75,708.10	£199,427.70

Q8. Proportion of Darwin Initiative budget expected to be expended in eligible countries: % 100

Q9a. Do you have matched funding arrangements?

Yes

What matched funding arrangements are proposed?

Given our strategic focus on Uganda and the formal partnership with UWA, Space for Giants dedicates core budget and ongoing fundraising activity to our work in Uganda around human-wildlife conflict and the capacity of government officials and agency staff working across park management and wildlife justice.

Q9b. Total confirmed & unconfirmed matched funding (£) [REDACTED]

Q9c. 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?

Match funds will be secured from our base of private philanthropic donors, many of whom are long standing supporters of our work in Uganda. All funded projects delivered by Space for Giants achieve the agreed match funding level.

Section 4 - Project need

Q10. 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. For example, how have you identified the need? Why should the need be addressed or what will be the value to the country?

Please cite the evidence you are using to support your assessment of the need (references can be listed in a separate attached PDF document).

Uganda's conservation area (CA) network covers 16% of its land area and is vitally important for preserving key ecosystems and biodiversity. However, Uganda is one of Africa's most densely populated countries and boundaries between human habitation and wildlife areas are shifting and distinct. Since 2014 almost 12,000 HWCs were recorded (Annex I), and have risen by 510% from 2014 to 2019; in areas with the most socially and economically deprived communities. Over 78% of HWC cases are due to elephant-based conflicts and are widespread in 5/7 CAs. Crop raiding by wildlife drastically affects livelihoods, which undermines UWA's broader conservation goals and delivery of Uganda's SDG goals. Livelihoods are already challenged by the pandemic, where 780,000 to 2.6 million more Ugandans could fall below the international poverty line in the next few years (IMF, 2020).

There exists limited capacity within UWA to monitor and manage HWC at various levels including strategically and on-the-ground. Examples include:

In 2019, UWA established problem animal control units (PACs) at CA-level with a total of 52 staff. These have not been trained nor oriented to handle HWC cases and are poorly equipped.

Over 800 (125 (QECA)+108 (BINP) +400 (MFCA) +250 (KVCA)) community wildlife scouts have been recruited and play a key role in control of HWC in these areas. Apart from awareness sessions, UWA does not have in house capacity to train the scouts.

Data collection in UWA is centralised at UWA and CA headquarters with staff who are not adequately trained and ill equipped. This results in informed decision-making that is not based on data collected from the field.

In 2018, President Museveni mandated UWA to work with SFG to assess HEC and suggest long-term solutions. SFG conducted an assessment, and developed an electric fencing strategy to target HEC hotspots around QENP and MFNP. SFG has provided technical support to UWA in the construction of over 55km of electric fencing. The success has been impressive: 98% of respondents reported no crop raiding, 90% reported increased crop yields, and land values have doubled. As part of a World Bank project, UWA plans to construct 160km of fencing over the next six years. While this has significant potential to realize the long term vision and transform Uganda's HWC management, UWA itself however has insufficient capacity to effectively execute the projects at scale, and ensure sustainability.

By working alongside UWA, SFG has identified the following capacity building needs:

HWC strategic planning

management mentorship

HWC technical skill development,

Recording accurate HWC data in a systematic format (Cybertracker/SMART and paper-based with GPS units)

Mapping/visualising HWC data to prioritise interventions

Constructing different fence designs for different species/types of HWC

Training CWSs to an adequate/useful level

Incorporation of monitoring and data analysis in annual planning

By upskilling and mentoring staff in HWC techniques, overall delivery of the HWC strategy will be more effective and systematic. With electric fences installed at hotspots leading to crop losses avoided, relationships between UWA and local communities will improve. This will help improve CA governance

Section 5 - Darwin Objectives and Conventions

Q11. Biodiversity Conventions, Treaties and Agreements

Q11a. 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)
- Global Goals for Sustainable Development (SDGs)

Q11b. National and International Policy Alignment

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

This project is informed by and aligns with:

The CBD, which promotes the conservation of biological diversity; the sustainable use of its components; and the fair and equitable sharing of benefits.

The UN SDGs, specifically:

SDG 1 (No Poverty) through creating employment opportunities, diversifying income generating activities and improving livestock value chains

SDG 2 (Zero Hunger) through improving protection of smallholder livelihoods

SDG 4 (Quality Education) through access to information and improved skills transfer on HWC and CA management

SDG 5 (Gender Inequality) through employment and training of females

SDG 10 (Reduced Inequalities) through inclusion, transparency and accountability in interactions with UWA and UWRTI

SDG 15 (Life on Land) through protection of biodiversity

SDG 16 (Strong Institutions) by building capacity within UWA to carry out its mandates

The National Development Plan (NDP) I, NDPII, NDPIII and its overarching goals of achieving increased household incomes and improved quality of life of Ugandans;

The Uganda Wildlife Policy (2014) which provides a framework to mitigate human wildlife conflict eliminating IWT, enhancing community benefits from conservation and promoting private-sector enterprises in wildlife conservation

The Uganda National Strategy for Management of Human Wildlife Conflicts (2019) with its overarching goal to contribute to harmonious coexistence with wildlife, improved community livelihoods and national development. Key components of this strategy which this Project supports include:

Conflict mitigation and management

Capacity development

Community livelihoods

Education and awareness

Research and monitoring

Coordination and collaboration

The National Youth Policy and Youth Livelihood Programme of the Ministry of Gender, Labour and Social Development to promote effective participation of the youth in economic growth and development

This project conforms with Uganda's NBSAP II, where Uganda has committed "to promoting the conservation and sustainable use of its biological resources [sic] and improvement of livelihoods of local communities"

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

Q12. Methodology

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

- How have you reflected on and incorporated evidence and lessons learnt from past and present similar activities and projects in the design of this project?
- Justification of your proposed approach, and how you will undertake the work (materials and methods).
- What will be the main activities and where will these 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?

Historical and existing initiatives:

Over the past decade, SFG has implemented a range of HEC solutions, sharing learnings and good practice across the countries where our solutions have been implemented (Uganda, Kenya, Botswana and Gabon). We work jointly with governments, communities, private developers, land use planners, NGOs and researchers.

Approach, Methods and Materials (practical elements):

We intend to employ a train-the-trainer model through highly tailored short courses followed by both remote and physical mentorship for 58 trained trainers operating in CAs across Uganda. While working in defined CAs, the trainers will implement and coach others. Depending on their specific job mandates, trainers will be trained in the following:

1. Electric Fence Capacity Building

- With Instarect Ltd. we will deliver specialist training: basic and advanced 5 day trainings on electric fencing. 15 - 20 short fences will be used to demonstrate a range of different designs, materials and approaches, targeting different species, and suitable for different situations. Training courses will cover theory, practical and evaluation components.
- Trainees will undergo a practicum to demonstrate proficiency, with physical evaluations at site visits in the CA where fences are currently being built

2. GIS Capacity Building

- Collaborating with the Uganda Wildlife Research and Training Institute (UWRTI) (and using their existing computer laboratory and GIS skilled professional team) we will design and deliver short-courses that focus on practical application of the basics for GIS. This is critical for planning and monitoring progress. Staff will access open source data and manipulate it, publish accurate maps.
- A practical component of this will be using GPS units, accessing satellite imagery and other data sources and incorporating those into applied assignments.

3. SMART Capacity Building

- SFG's in-house expertise on SMART (Horris Wanyama) will deliver 1 week long training sessions for SMART administrators from each CAs. This includes setting up dedicated conservation areas, building standardised configurable models and analysis of data, use of SMART Mobile, Cybertracker, etc.
- A practical component includes data collection by staff to inform how they will teach rangers on data collection.

4. Community Monitoring through Community Wildlife Scouts

- SFG will train 14 UWA staff in charge of working with Community Wildlife Scouts (CWS) in line with the UWA Draft Guidelines.
- Practical application - an estimated 300 CWS to be trained by UWA after the project period.

All training will be delivered using a participatory approach - creating an informal environment whereby participants can share experiences, support each other and build a close network of skilled professionals. Training will include lectures, demonstrations, group discussions and applied learning practical sessions. We expect this peer support network to continue long after the project ends.

Project Location

- All training courses will take place at the UWRTI Facilities at Katwe. They have an existing computer lab, existing skilled staff, and accommodation facilities
- Trainer Mentorship will take place at each CA
- Training of CWSs will take place at each CA

Project Activities

- Develop short courses for each component/target group in partnership with collaborators
- Purchase equipment including laptops, mobile phones, electrical equipment for demonstrations, GPS units etc. for both training and implementation purposes
- Construct electric fence demos
- Remote mentoring (via email, whatsapp, zoom etc.)
- Physical mentoring through dedicated trips by SFG personnel to travel to all CAs
- Project M&E and reporting

Project Management & Roles/Responsibilities

SFG will be in charge of overall project delivery, through Maurice Schutgens, who in 2018 initiated the partnership with the

UWA management team in conceptualising, designing and constructing electric fences. He has developed a close relationship with CA Wardens, management team and teams on the ground responsible for implementing HWC interventions.

Justus Tusubira, SFG's Liaison Officer, (formerly Head Awareness, Education and Human Wildlife Conflict Management Unit at UWA HQ) has extensive experience, is well connected and respected across Uganda and will be responsible for daily implementation. Financial and grant support will be provided by SFG HQ Grant Manager and Accountant.

The project will create an Executive Committee (SFG, UWRTI, UWA) for the delivery of this project that will meet quarterly (or more frequently if necessary) to review the workplan activities, indicators, timelines and responsibilities.

UWA will support the identification, selection and coordination of officers to be trained. The UWRTI will provide the facilities and equipment and resource trainers.

Q13. How will you identify participants?

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

The target participants are UWA staff members from the following departments:

1. Research and Monitoring (2 representatives from 7 CAs - 14 total)

- Core mandate is to collate, analyse and map all data collected within the CA

- These individuals need both GIS and SMART skills to ensure that data is received, analysed and presented to inform decision-making.

2. Community Conservation (2 representatives from 7 CAs - 14 total)

- Core mandate is to train community scouts on basic operations, responding to HWC incidents, engaging with neighbouring communities on a range of social matters and maintaining a database of interventions.

- The individuals need data collection skills and protocols, facility using appropriate equipment (both SMART Mobile, GPS units) and maintaining accurate databases. They will also be trained on how to deliver holistic training to newly recruited community scouts on a range of conservation related topics.

3. Engineering Department & Fence Construction staff (30 total)

- Core mandate to support the functioning of all key infrastructure of CAs and lead on construction, monitoring and maintaining electric fences over the next 6 years.

- These individuals need skills in fence technical specifications, monitoring and repair.

We will work through UWA management team in Kampala to identify and select the trainees, striving for a high ratio of female candidates. This will include reviewing the number of individuals in relevant positions in each CA (some CAs will have more staff than others in respective departments based on their size) and then work with CAs to share the opportunity and confirm attendees. Each CA will be asked to endorse and support trained members when they return and participate in ongoing project monitoring and site-specific mentorship.

Q14. Gender equality

All applicants must consider whether and how their project will contribute to reducing inequality between persons of different gender. Explain your understanding of gender equality within the context of your project, and how is it reflected in your plans.

We will be largely working with existing team members, and so need to have realistic expectations regarding an increase in the number of women as a result of this project. We will, however, use this platform to create opportunities and to sensitize all who go through the trainings on inclusive ways of working with female colleagues and community members.

1. Electric fence construction: Construction has always been a male dominated sector within UWA. We will strive to encourage groups of women to work and train together. Over time and with pioneering role models, it is possible to diversify.

2. CA staff: Certain jobs tend to be male dominated (another example would be law enforcement) while monitoring and research and community conservation departments tend to have larger numbers of women. Community Warden on QENP was Ms. Olivia Biira during the inception of this project. We will use her involvement and example to highlight the role of women in communications materials. Where possible, we will use female mentors and trainers.
3. CWSs: Actively recruit a cohort of women who can all train together and act as peer supports for each other.

Space for Giants' measures:

- Conform to the Ugandan Gender Policy that notes that at least one third of participants from trainings should be female.
- Recruit women through both personal outreach to influencers in the community as well as through recruitment materials that use images of women and making it clear that we encourage women to join as CWSs.
- From the CAs, aim to have a cohort of women who train together and serve as peer support to overcome reluctance to join a male dominated environment.
- A cross cutting training theme is the importance of respect, supportive teamwork and listening to various viewpoints for effective delivery and community work.

Q15. Change expected

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

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

The theory of change is grounded in the assumption that by providing deepening technical knowledge, basic leadership skills, and necessary equipment we will increase the capacity of UWA staff and affiliate Community Wildlife Scouts to better carry out their mandate. With a growing cohort of trained and successful staff appreciating how to use fencing and monitoring technology, we also increase the number of skilled leaders in the conservation space who can train others both formally and informally on the job. If all (those directly trained and those informally trained by example in system) are confident and well equipped, there will be an overall improvement in conservation area management (infrastructure development, fence monitoring, monitoring of human wildlife incidents, analysis of trends and appreciation of community priorities and dynamics) and incorporation of data and community feedback into planning and adaptive management. When CAs are effectively managed, land use plans can be enforced and HWC problems addressed. Reduced HWC means more secure income and nutrition from agriculture. Lastly, successful proof of concept influences UWA's strategy and ongoing support for investment in its workforce.

Short-term benefits

Biodiversity:

- Improved understanding of spatial distribution, severity and frequency of HWC incidents
- Reduction in HWC incidents, especially elephant crop-raiding in Queen Elizabeth and Murchison Falls. This will reduce retaliatory wildlife attacks
- Improved prioritisation and efforts in HWC hotspots (confiscating wildlife snares etc)

Poverty Reduction:

- Improved skills in managing electric fencing will result in better performing fences, better protecting smallholder livelihoods on the boundaries of CAs
- Improved training and equipping of CWSs (male and female) will result in improved reporting, timely responsiveness by UWA HWC units and reduced damage to livelihoods
- Better trained CWSs will have improved skills for potential employment within UWA or other institutions.

Long-term benefits

Biodiversity:

- Improved understanding of HWC, improved responsiveness and interventions to combat HWC will lead to improved tolerance towards and acceptance of wildlife

Poverty reduction:

- Avoidance of crop damage leads to improved agricultural productivity and secure livelihoods

Beneficiaries:

- Direct project beneficiaries total 58 people, including:
- Research and Monitoring Staff: Minimum of 14 staff from 7 CAs
- Community Conservation Staff: Minimum of 14 staff (see above)
- Fence Construction Staff: Approximately 30 pax.

Community Wildlife Scouts: Approx. 300 to be trained and mentored by UWA community conservation staff during and after the grant period

Community Households: Difficult to estimate dependent on where UWA construct electric fences (see supporting documentation)

Benefits by Gender:

It is likely that male staff will be the primary beneficiaries of institutional training and capacity-building, but long term, families living alongside CAs in Uganda will benefit from safer and more secure agricultural livelihoods (this is predominantly women who serve as the primary farmers of cultivation lands and bear the costs of HWC.)

Q16. Exit Strategy

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

Space for Giants, as part of its Giants Club Initiative, has signed a long term MoU with the Government of Uganda to provide technical expertise to further the country's conservation objectives. This includes supporting the government and UWA to attract more investment into its conservation areas (through combination of tourism concessions, carbon financing and co-management opportunities), to build up its wildlife justice framework (reviewing legislation, provision of prosecution toolkits etc.) and by scaling up its HWC management (with a focus on elephants that account for over 85% of all HWC incidents). Space for Giants is currently deeply embedded within UWA on all of these programmes and we intend to continue investing and collaborating into the future, certainly beyond the timeline of this grant.

Partnering with the UWRTI allows the courses to be refined and integrated into their curriculum. This helps establish a standard for effectively using electric fencing in CA management. The knowledge-base in-country can grow and help inform future conservationists. Electric fencing technology is novel in Uganda, but will become increasingly prevalent.

We are confident that if we can demonstrate proof of concept with this project, UWA will send further teams to UWRTI for short courses, and will continue with in-house training and mentorship. This will transform UWA's capacity and improve their overall impact in the CAs - especially if this knowledge and the demonstration fencing is scaled up across CAs nationally.

Funding is the most likely barrier to scale-up and long term sustainability. UWA have recently vetted 300 new Community Scouts but lack funding to train them. Until they do they will not add value to the HWC framework. The same is true for sending staff to attend specialised trainings. Funding will always be a challenge but from our experience in working with UWA there are reasons for optimism. Space for Giants initially purchased and paid for the pilot fence at Queen Elizabeth and after its immediate success UWA invested several hundred thousand dollars into the project leading to 55km of electric fencing protecting livelihoods. If UWA see value, they will invest in it. We trust that this success can be replicated in this project. With enough successful examples nationally, community expectations will pressure UWA for continued investment.

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

Section 7 - Risk Management

Q17. Risk Management

Please outline the 6 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the [Risk Guidance](#). This should include at least one Fiduciary, one Safeguarding, and one Delivery Chain Risk.

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

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
Fiduciary Funds not used for intended purposes or not accounted for (fraud, corruption, mishandling or misappropriated) and/or cannot get materials into country	Major	Rare	Moderate	- Monitoring and evaluation - Project-specific and company-wide financial auditing on an annual basis - Ensuring good management and governance internally and externally	Moderate
Safeguarding 'Doing harm' incl. sexual exploitation abuse and harassment, staff safety and welfare, or unintended harm.	Major	Rare	Moderate	- Ensuring implementation of the safeguarding policy and procedures, including reporting of incidents - Monitoring and evaluation (opportunity for feedback) - Internal measures for skills, knowledge and experience of SFG, partner and beneficiaries	Minor
Delivery Chain Factors outside of UWA and SFG control delay project delivery. For example due to Covid-19 and new variants (such as lockdown measures and travel restrictions)	Moderate	Possible	Major	- Consider changing certain project deliverables from in-person to online formats (where possible); - Adhering to all Uganda's Covid mitigation policies; - Reduction in group sizes to be trained etc.	Moderate
Risk 4 Lack of continued investment by UWA for national scale up	Moderate	Possible	Major	SFG through its conservation investment framework will continue to support UWA to attract investment into its protected area estate (e.g. tourism and carbon revenues) that will help to improve the sustainability of UWA operations at CA levels.	Moderate

Risk 5 Negative publicity around HWC incidents that erodes ability of UWA to work effectively with communities	Minor	Unlikely	Minor	SFG has an advanced Journalism Fellowship programme to help local Uganda journalists investigate and report conservation stories. This will help to highlight all the good work that UWA and partners are doing.	Minor
Risk 6 UWA staff do not stay in current role (due to other job opportunities or internal movements) or are not empowered to utilise their new skills	Major	Possible	Major	SFG will work with UWA management (particularly the HR department) to ensure that individuals selected for training are briefed on their obligations for using their skills in their current employment roles.	Moderate

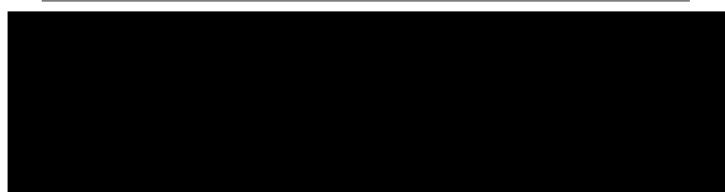
Section 8 - Implementation Timetable

Q18. Provide a project implementation timetable that shows the key milestones in project activities

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

[Implementation Timetable Template](#)

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



Section 9 - Monitoring and Evaluation

Q19. 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 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 [Financial Guidance](#)).

SFG will be responsible for overall project delivery, reporting, ongoing M&E, and dissemination of learnings and materials. M&E for this grant will be undertaken by the Grant Manager who will spend 25% of his/her time dedicated to the project (financial management, reporting, M&E).

We will conduct the following:

Practical assessments by trainers of individual skill acquisition (e.g. specific tasks related to skills taught such as energiser installation for fence staff, analysis report using SMART)

Anonymous participant end of course evaluations asking what worked well, what requires improvement, applicability/how they plan to apply skills in next month, and need for further training.

360 mentorship evaluations to determine where skills are fading and are priorities for refresher training - this will then feedback into the training programme. Mentor and trained trainers will complete and meet to discuss.

We will also measure the outputs and application of skills taught within their jobs/positions. For example:

Review monthly reporting at the CA level on HWC interventions (including the quality of database management for HWC incidents, types of analysis, how data has been presented)

Conducting a technical review of fences constructed on site during mentoring visits.

Secure feedback from CA management (through interviews or questionnaires) to determine whether the quality of outputs related to HWC management have improved and whether this has allowed CA management to become more responsive, adaptive or strategic

Feedback from participants at regular intervals after training to determine whether they feel the training has improved their job performance, career development etc.

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



Percentage of total project budget set aside for M&E (%)

Number of days planned for M&E

30

Section 10 - Indicators of Success

Q20. Indicators of success

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

See the [Monitoring, Evaluation and Learning Guidance](#), and internet resources, for advice on SMART indicators and milestones.

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

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

	SMART Indicator	Means of Verification
Outcome Improved HWC management by UWA in and around its conservation area estate	0.1 Number of reported HWC incidents before and after UWA interventions and installation of fences	0.1 Monthly & Annual UWA Reports on HEC incidents 0.2 Annual reports from this project

Output 1 Improved technical capacity of UWA staff to address HWC (through training and mentorship)	1.1 14 (7 from each CA) Monitoring & Research staff trained on GIS & SMART 1.2 14 (7 from each CA) Community Conservation Staff trained on Community Scout Training guidelines 1.3 30 UWA Staff trained on electric fence construction, maintenance etc. * All disaggregated by gender, department and assigned CA 1.4 Construction of 15 - 20 electric fence demonstration fences 1.5 Development of short course for GIS 1.6 Development of short course for SMART 1.7 Delivery of 4 x 5 day Electric Fence Courses (basic & advanced), 4 x 7 day SMART training courses, 4 x 7 day GIS Courses, 2 x 10 day Community Scout Training	1.1 - 1.3 Training reports, certificates handed out, capacity assessment reports, personal improvement scores, training and course materials, dated photographs 1.4 Images 1.5 Course outline/curriculum, tasks 1.6 See 1.1 - 1.3 above
Output 2 Improved HWC data collection and reporting around CAs (through provision of equipment, standardised data collection and templates)	2.1 25% increase in data collected by Community Wildlife Scouts around CAs 2.2 Monthly reporting on HWC at CA level 2.3 Equipment procured for 7 CAs (e.g. minimum of 2 laptop per CA for administrators, 10 GPS units, 10 smartphones).	2.1. Monthly HWC database at CAs 2.2. Monthly reports 2.3 Procurement receipts, UWA registration details
Output 3 Better informed HWC responses by UWA and better monitoring by community scouts (through improved data availability, trend mapping, training CWS etc.)	3.1. 30% increase in HWC interventions conducted by UWA and communities scouts	3.1. UWA HWC intervention report log
Output 4 <i>No Response</i>	<i>No Response</i>	<i>No Response</i>

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 Develop short courses for electric fence construction, GIS training and SMART Training in Q1 of the project;

- 1.2 Construct electric fence demos at UWRTI in Q1
- 1.3 Identify and select target individuals from all of UWA's 7 CAs in Q1
- 1.4 Develop a training plan to deliver all training within project period without interfering with core CA activity
- 1.5 Delivery of training courses Q2 - Q8
- 1.6 Delivery of mentorship to all project participants Q2 - Q8
- 2.1 Implement standardised data collection protocols, reporting templates, reporting mechanisms in Q1 - Q2
- 2.2 Equip all CAs with necessary tools & software in Q1 -Q2
- 3.1 Monitoring of activities conducted by UWA (including quality control of HWC databases etc.)

Important Assumptions:

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

- Trained UWA staff will not leave their employment with UWA during the next 3 years
- Training of UWA staff will improve their proactive management and application of skills at CA level
- Improvements in CWS operations helps to secure CAs in Uganda through improved research and monitoring and engagement with community on HWC
- Data and analysis allows for understanding of HWC dynamics and helps inform management interventions
- The Covid pandemic will not adversely affect delivery of the project, including in-person training of participants and travelling into and within Uganda
- Political stability and political support for national HEC strategy remains strong

Section 11 - Budget and Funding

Q21. Budget

Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet. Note that there are different templates for projects requesting over and under £100,000 from the Darwin budget. Please refer to the [Finance Guidance](#) for more information.

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

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

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

Please upload your completed Darwin Budget Form Excel spreadsheet using the field below.



Q22. Funding

Q22a. Is this a new initiative or does it build on existing work (delivered by anyone and funded through any source)?

New Initiative

Please provide details:

SFG has been the lead partner of UWA on HEC management since 2018. Discretionary funding from a variety of private donors has been used to: a) purchase materials for inception pilot fence at Queen Elizabeth, b) recruit two dedicated electric fence technicians to support the construction of electric fences. UWA has then funded all further electric fence activities in line with the strategy developed.

Equipment and technicians are not being fully utilized in absence of UWA staff capacity in either GIS or SMART skills. WCS is supporting 5 community scouts in Murchison Falls. The UWRTI had received a small grant from the African Elephant Fund to do some capacity building of scouts in northern Queen Elizabeth.

There is no dedicated funding for UWA staff capacity building, nor equipment specifically for HWC management. This initiative is unique in that it focuses on the monitoring and management of HWC at a national scale by embedding training and capacity building within the national authority mandated to manage wildlife and protected area resources. We are committed to raising funds to build on these existing efforts to create knowledge which will ultimately lead to sustainability and less reliance on continued funding.

Q22b. Are you aware of any current or future plans for similar work to the proposed project?

Yes

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

We are aware that the Uganda Conservation Foundation (UCF) is one of UWA's main partners regularly providing equipment, constructing buildings/patrol posts. and have been investing in communications infrastructure (digital radio networks) and protected area management (through the implementation of Earthranger) specifically at Murchison Falls and Queen Elizabeth). Our project - focusing on improving SMART and GIS skills - directly complements this by ensuring: a) improved quality of HWC data collected by rangers, b) improved capacity to analyse and map HWC data (and more), c) provision of equipment for data management. In addition, there are numerous other protected areas in Uganda that UCF are not currently supporting who would benefit from the increased capacity.

Capacity building on electric fence construction, maintenance and best practice is currently not covered by any other institution in Uganda and Space for Giants is the lead partner with UWA on HWC management related to electric fencing. The elements we will deliver under this project are novel and necessary in Uganda.

Training for Community Scouts is very site specific e.g. HUGO scheme in Bwindi NP and we are in a position to compile and share good practices from across all CAs nationally through UWA.

Q23. 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.

In order to get the best value out of this training SFG intends to satisfy two key objectives:

1. Provide equipment to allow hands on training: This project requires the construction of about 15-20 different demo fences

2. Provide equipment so that trained staff can apply their skills.

The capital costs of the equipment and computers are █████ of the Darwin funding budget (█████ of total project).

As the fencing equipment are permanent features based at UWA in Mweya or Katwe, they will remain in UWA's ownership after the project ends.

UWA staff often lack computers and equipment for collecting, storing and analysing data. This leads to delays in reporting and a general lack of reporting overall. Buying essential equipment for staff overcomes this problem, and generally makes it easier for efficient and improved reporting mechanisms from the CA level into national level databases and reporting mechanisms.

Q24. Value for Money

Please describe why you consider your application to be good value for money including justification of why the measures you will adopt will secure value for money.

HWC is increasing across Africa and well-informed, timely and effective park management will only become more critical. Currently the skill-set of UWA personnel are not specialized or appropriate to the severity of this challenge. Investment in capacity enriches all public and private spend on overall biodiversity and livelihoods goals.

The project has been designed in such a way to eliminate unnecessary expenses. This includes the following:

- Using existing physical infrastructure (along with available resources e.g. computers) at UWA and the UWRTI
- Bringing UWA personnel to a single location for an intensive period of time (avoiding the need for trainers to spend significant time travelling to each CA in the country to repeat trainings)
- Use of remote mentorship/troubleshooting to reduce physical travel and site visits (though these are important and are not eliminated entirely)
- Partnerships with in-country teams to train with SFG experts and continue to cascade the training.

We are confident that this model of intensively delivered short-courses with associated certification, followed by physical and remote mentorship and refresher training offers the best possible model to significantly enhance the performance of UWA staff at the least cost.

Section 12 - Safeguarding and Ethics

Q25. Safeguarding

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

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

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

We have a safeguarding policy, which includes a statement of our commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse	Checked
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We have attached a copy of our safeguarding policy to this application (file upload on certification page)	Checked
---	---------

We keep a detailed register of safeguarding issues raised and how they were dealt with	Unchecked
---	-----------

We have clear investigation and disciplinary procedures to use when allegations and complaints are made, and have clear processes in place for when a disclosure is made	Checked
We share our safeguarding policy with downstream partners	Checked
We have a whistle-blowing policy which protects whistle blowers from reprisals and includes clear processes for dealing with concerns raised	Unchecked
We have a Code of Conduct for staff and volunteers that sets out clear expectations of behaviours - inside and outside the work place - and make clear what will happen in the event of non-compliance or breach of these standards	Checked

Please outline how you will implement your safeguarding policies in practice and ensure that downstream partners apply the same standards as the Lead Partner.

We will communicate and enforce in several ways:

- 1) We will conduct a start up workshop/meeting for all implementing partners and devote a section specifically to safeguarding.
- 2) We will observe and report on safeguarding risks after mentoring site visits
- 3) We will discuss how all trainees and participants (across all departments and teams) can report any complaints or concerns to Space for Giants HR in Kenya. We will log these calls and treat with confidentiality, documenting any follow up measures taken.
- 4) We will continue to update and refine our company policies - specifically on Whistleblowing and Safeguarding incident register

Section 13 - FCDO Notifications

Q26. FCDO Notifications

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

No

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

Yes, advice attached

Please attach details of any advice you have received.



Section 14 - Project Staff

Q27. Project staff

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

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

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Maurice Schutgens	Project Leader	9	Checked
Horris Wanyama	Landscape Conservation Monitoring Coordinator, SFG	20	Checked
Justus Tusuubira	Local (Uganda) coordinator and liaison	5	Checked
Samuel Githui	Human Wildlife Coexistence Manager, SFG	9	Checked

Do you require more fields?

Yes

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
To be assigned	Grant Coordinator Administrator, M&E reporting, SFG	25	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked

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

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



Have you attached all project staff CVs?

No

If you cannot provide a CV or job description, please explain why not.

Grant coordinator: SFG already has a few grant coordinators as part of its general team, and these resources are assigned on a project specific basis based on availability and workloads of our grant coordinating resources.


Section 15 - Project Partners

Q28. Project partners

Please list all the Project Partners (including the Lead Partner), clearly setting out their roles and responsibilities in the project including the extent of their engagement so far and planned.

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

The partners listed here should correspond to the Delivery Chain Risk Map (within the Risk Register template) which you will be asked to submit if your project is recommended for funding.

Lead partner name:	Space for Giants
Website address:	SpaceforGiants.org
Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):	SFG will be leading this project, managing all components, deliverables and reporting. Specifically: - Trainings: Maurice Schutgens, SFGs lead of conservation programmes, will develop content and lead all trainings with input from Horris Wanyama and technical partners - Mentoring: Site-based mentoring led by Horris Wanyama, SFG SFG is the project lead partner due to its history and current involvement in human-wildlife conflict management in Uganda, being the technical partner to UWA for their electric fencing work around key conservation areas in the country. SFG has an in-depth understanding and appreciation of local stakeholders and the culture in Uganda, with a functioning operational and liaison team in country.
International/In-country Partner	<input checked="" type="radio"/> International
Allocated budget (proportion or value):	
Represented on the Project Board	<input checked="" type="radio"/> Yes
Have you included a Letter of Support from this partner?	<input checked="" type="radio"/> Yes
Have you provided a cover letter?	<input checked="" type="radio"/> Yes

Do you have partners involved in the Project?

No

Please provide a cover letter and a combined PDF of all letters of support.



Section 16 - Lead Partner Capability and Capacity

Q29. Lead Partner Capability and Capacity

Has your organisation been awarded a Darwin Initiative 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
IWTR5S2\100015	Shamini Jaynathan	Strengthening implementation of Zimbabwe's wildlife crime legal system
IWT028	Maurice Schutgens	Building judicial capacity to counter wildlife crime in Kenya
IWTR7S2\1052	Katto Wambua	Enhancing East-African Judicial Systems: Increasing Wildlife Crimes Asset-recovery and Convictions
<i>No Response</i>	<i>No Response</i>	<i>No Response</i>
<i>No Response</i>	<i>No Response</i>	<i>No Response</i>
<i>No Response</i>	<i>No Response</i>	<i>No Response</i>

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

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

Yes

Section 17 - Certification

Q30. Certification

On behalf of the

Trustees

of

Space for Giants

I apply for a grant of

£199,427.70


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.

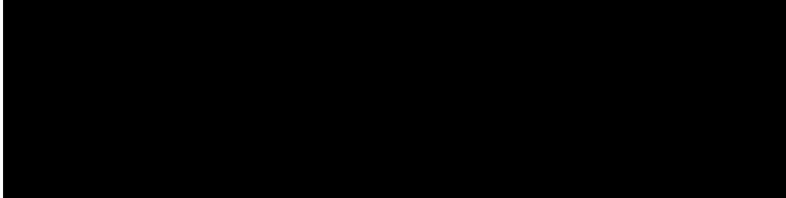
(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)

- I have enclosed CVs for project key project personnel, letters of support, budget, safeguarding policy and project implementation timetable (uploaded at appropriate points in application)
- Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence - see Financial Guidance) are also enclosed.

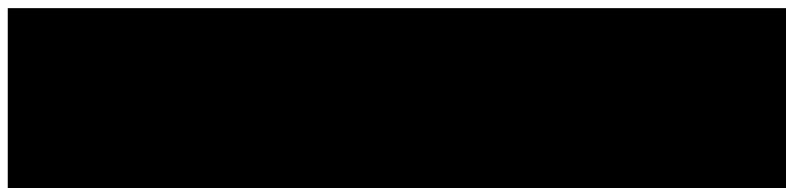
Checked

Name	Stephanie Sluka-Brauer
Position in the organisation	Director of Global Fundraising
Signature (please upload e-signature)	
Date	06 December 2021

Please attach the requested signed audited/independently examined accounts.



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



Section 18 - Submission Checklist

Checklist for submission

	Check
I have read the Guidance, including the "Darwin Initiative Guidance", "Monitoring Evaluation and Learning Guidance", "Supplementary Guidance for Capability & Capacity Projects", "Risk Management Guidance", and "Financial 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
(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 included a 1 page CV or job description for all the Project Staff identified at Question 27, including the Project Leader, or provided an explanation of why not.	Checked
I have included a letter of support from the Lead Partner and partner(s) identified at Question 28, or an explanation of why not.	Checked
I have included a cover letter from the Lead Partner, outlining how any feedback received at Stage 1 has been addressed where relevant.	Checked
I have included a copy of the Lead Partner’s safeguarding policy, which covers the criteria listed in Question 25.	Checked
I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.	Checked
I have included a signed copy of the last 2 annual report and accounts for the Lead Partner (or other financial evidence – see Financial Guidance), or provided an explanation if not.	Checked
I have checked the Darwin Initiative website immediately prior to submission to ensure there are no late updates.	Checked
I have read and understood the Privacy Notice on the Darwin Initiative website.	Checked

We would like to keep in touch!

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

Checked

Data protection and use of personal data

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

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