

Applicant: **Salameh, Joelle**
Organisation: **International Association for Mediterranean Forests (AIFM)**
Funding Sought: **£196,912.00**

DIR31CC\1735

Tamkeen

The Tamkeen project aims to promote biodiversity conservation and poverty reduction in the Oued Ezzen National Park region by strengthening the capacity of the local NGO, ADES. It focuses on in-depth training in financial management, project design, and technical fields like environmental conservation, empowering ADES to operate independently and meet international donor standards. By developing efficient systems and engaging local communities through projects in agroforestry and waste management, the initiative ensures long-term sustainability and community-driven conservation and development efforts.

CONTACT DETAILS

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Tamkeen

Section 1 - Contact Details

CONTACT DETAILS

Title	Miss
Name	Joelle
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GMS ORGANISATION

Type	Organisation
Name	International Association for Mediterranean Forests (AIFM)
Phone (Work)	
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Address	

Section 2 - Title & Summary

Q3. Project Title

Tamkeen

Please attach a cover letter as a PDF document.

-  [24-061-Cover Letter Darwin Initiative](#)
-  21/10/2024
-  20:52:26
-  pdf 172.4 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.

The Tamkeen project aims to promote biodiversity conservation and poverty reduction in the Oued Ezzen National Park region by strengthening the capacity of the local NGO, ADES. It focuses on in-depth training in financial management, project design, and technical fields like environmental conservation, empowering ADES to operate independently and meet international donor standards. By developing efficient systems and engaging local communities through projects in agroforestry and waste management, the initiative ensures long-term sustainability and community-driven conservation and development efforts.

Section 3 - Title, Dates & Budget Summary

Q6. Country(ies)

Which eligible country(ies) will your project be working in?

Country 1	Tunisia	Country 2	No Response
Country 3	No Response	Country 4	No Response

Do you require more fields?

☒ No

Q7. Project dates

Start date:	End date:	Duration (e.g. 1 years, 8 months):
01 April 2025	31 March 2027	2 years

Q8. Budget summary

Darwin Initiative Funding Request	2025/26	2026/27	Total request
(1 Apr - 31 Mar) £	£100,556.00	£96,356.00	£196,912.00

Q10. Do you have proposed matched funding arrangements?

☒ No

Please explain why.

The total budget for the activities of the project is within the range of funding delivered under Darwin Initiative - Capability and Capacity Project.

Q11. 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?

No Response

Q12. Have you received, applied for, or plan to apply for any other UK Government funding for your proposed project or a similar project?

☒ No

Section 4 - Project need

Q13. 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.

The Oued Ezzen National Park, situated in northern Tunisia, spans 6,700 hectares and was established in 2010. It encompasses an arboretum and is in proximity to two nature reserves: the Dar Fatma Natural Reserve, a 15-hectare RAMSAR-designated wetland since 2007 that features five peatlands, and the Ain Zena Natural Reserve, a 47-hectare area that hosts the rare Afar oak species (*Quercus fares* P.), endemic to Northwest Tunisia and Northeast Algeria. Renowned for its diverse forest ecosystems, the park plays a crucial role in maintaining regional biodiversity. However, it faces growing threats from climate change and human activities, leading to significant biodiversity loss.

The Tamkeen project seeks to address the complex environmental, economic, and social challenges in Oued Ezzen National Park through a comprehensive capacity-building strategy. Central to the project is the strengthening of the local partner, the Development and Social Equity Association (ADES), by enhancing its organizational capabilities. This includes improving administrative systems, financial management, project development, communication strategies, and monitoring practices. By reinforcing ADES, the project aims to create a sustainable framework for tackling environmental issues, particularly the loss of biodiversity in the region.

The project recognizes that environmental protection must be integrated with the economic well-being of local communities. To this end, it incorporates poverty reduction strategies through the sustainable use of natural resources. This includes building local expertise in the development of non-wood forest products and other income-generating activities that align with ecosystem preservation.

The project is based on transferring the education and knowledge to local communities, which focuses on fostering long-term community engagement through a "Training of Trainers" model. This approach strengthens local capacity to lead conservation efforts and can be expanded to schools, where practical environmental projects will engage younger generations and cultivate environmental stewardship.

By addressing organizational capacity, environmental conservation, economic development, and education in tandem, the Tamkeen project adopts a holistic approach to achieving sustainable progress in the Oued Ezzen region. The emphasis on local empowerment, skill-building, and understanding ecosystem services—such as

marketing local products—underscores a commitment to creating lasting impacts that will extend beyond the project's timeline.

Section 5 - Darwin Objectives and Conventions

Q14. Biodiversity Conventions, Treaties and Agreements

Q14a. 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)
- ☒ Ramsar Convention on Wetlands (Ramsar)
- ☒ Global Goals for Sustainable Development (SDGs)

Q14b. 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.

Tunisia's updated 2021 NDC highlights key priority sectors—water resources, coastal areas, agriculture, ecosystems, tourism, and health—emphasizing the strong link between climate change and biodiversity. The National Biodiversity Strategy and Action Plan (NBSAP) aligns with the NDC's goal of enhancing ecological resilience through biodiversity conservation and sustainable management, driving socio-economic development. As a signatory to the Convention on Biological Diversity (CBD), Tunisia is committed to protecting its biodiversity, with its NBSAP adhering to the Aichi Biodiversity Targets (2011–2020) and the forthcoming post-2020 Global Biodiversity Framework. Additionally, Tunisia has designated several wetlands as RAMSAR sites, vital for biodiversity conservation and climate resilience. The country's NDC, under the Paris Agreement, along with its National Adaptation Plan (NAP), outlines both climate adaptation and mitigation efforts, emphasizing biodiversity protection through Nature-based Solutions (NbS).

This project aims to strengthen the administrative and technical capacities of a local NGO (ADES) to manage the local biodiversity and the natural resources more sustainably, contributing to the conservation of the Oued Ezzen National Park, while supporting Tunisia's broader biodiversity and climate resilience targets. By integrating biodiversity conservation into national development strategies, the project will not only promote environmental sustainability but also drive socio-economic growth, helping to alleviate poverty and meet Tunisia's international commitments.

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

Q15. 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.

DESIGN PHASE OF THE PROJECT:

This project was collaboratively designed by AIFM and ADES. During field visits conducted by AIFM to the region and through meetings with the local population, AIFM gathered comprehensive data on the community's needs. ADES subsequently validated this information. The training curricula that will be developed are based directly on the needs identified during these field visits.

Additionally, after a series of meetings with ADES and a thorough assessment of their organizational structure, AIFM identified key areas for improvement in ADES's administrative and financial management. Based on these findings, AIFM proposed several training topics, which were later approved by ADES.

This needs-based approach is key to the project's success. By directly addressing the specific needs of the local community feeding the project's scope, the project ensures both their acceptance and active participation from the outset. When communities see that their voices have been heard and their needs prioritized, they are more likely to take ownership of the project. This not only increases the likelihood of long-term adoption but also encourages them to share the project as a successful model for others, fostering wider impact and sustainability.

Drawing from its extensive experience in organizing capacity-building trainings for local communities, AIFM has developed a robust methodology for curriculum development, procurement processes, and the recruitment of local experts.

ACTIVITIES:

This project targets two main audiences, each with distinct activities. The first audience is the staff and members of the NGO, who will receive training to enhance their managerial skills. To achieve this, AIFM will recruit a local administrative and financial expert to assess the NGO's current systems, produce a report, and recommend improvements to enhance transparency and meet high standards. The expert will then develop new policies and train designated staff to implement them effectively.

Additionally, AIFM's communication officer will evaluate ADES's current visibility and propose a strategy to enhance it. He will also train staff on best practices for utilizing online platforms. As the safeguarding focal point, the communication officer will also train all ADES staff on safeguarding procedures and collaborate with them to develop a comprehensive safeguarding policy.

The AIFM's project lead will prepare and deliver a curriculum on project cycle management for ADES staff. This training will cover proposal writing, developing a theory of change, creating a project log frame and related indicators, and risk management. By the end of this training, ADES staff will be equipped to draft project concept notes for submission to potential donors.

The second audience is the local community, for whom AIFM, with the help of local experts, will develop three Training of Trainers (ToT) curricula for ADES staff. These curricula will enable the trainees to become effective trainers themselves, capable of delivering training to the local community. The training topics will include:

- Non-wood forest products (e.g., medicinal and aromatic plants, wild fruit valorization, fauna valorization, apiculture, ecotourism),
- Biodiversity conservation (e.g., climate change adaptation, natural resource management, agroecology, permaculture, integrated pest management, recycling, and waste reduction),
- Promotion of local products (e.g., product selection, marketing, ISO requirements).

All theoretical trainings of ADES staff will take place at ADES offices, while the practical ones will take place in Oued Ezzen National Park. As part of their ToT training, the newly trained ADES staff will conduct a community training session under the supervision of the expert, who will assess their performance and suggest ways of improvement. The trainings of the local communities will take place in different sectors of Oued Ezzen.

The budget is allocated for the consultants that will help developing the curricula, as well as for the logistical arrangements of trainings.

The training curricula will be subject to validation by the local forest authorities, specifically the General Directorate of Forests under the Ministry of Agriculture, Water Resources and Fisheries. This process ensures compliance with national regulations and procedures governing the forestry sector.

A Steering Committee, comprising staff and members from both NGOs, will meet biannually to evaluate project progress and approve any necessary adjustments to project activities.

PROJECT'S OUTCOMES:

The project aims to revolutionize agricultural practices by balancing biodiversity conservation with high crop yields, introducing innovative techniques such as agroforestry, integrated pest management, and permaculture. Simultaneously, it will equip ADES with essential tools, knowledge, and resources to develop and implement impactful forestry-related projects tailored to local needs. By focusing on sustainable forestry management and community engagement, the project will create diverse job opportunities for local communities, including roles in forest conservation, eco-tourism, agroforestry, and non-wood forest product processing.

Q16. 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?

ADES has been selected as the primary implementing partner for this project based on its established presence and proven track record in Oued Ezzen National Park. The capacity-building program will provide comprehensive training to ADES staff and members across four key areas: financial management, administrative operations, project management, and technical expertise.

The technical training component will adopt a strategic 'training of trainers' approach, developing multiple in-house experts across various specializations to ensure sustainable knowledge transfer within the organization. This approach will create a robust internal network of skilled professionals capable of addressing diverse environmental challenges.

Community engagement will be facilitated through a structured outreach program, leveraging the established local governance system. Training opportunities will be publicly announced throughout the target area, with sector leaders (Oumada) serving as key communication channels to their respective communities. These traditional authorities will ensure information reaches all potential beneficiaries, allowing interested community members to participate in relevant training sessions. This participatory approach ensures both effective communication and inclusive access to capacity-building opportunities.

Q17. Gender Equality and Social Inclusion (GESI)

All applicants must consider whether and how their project will contribute to promoting equality between persons of different gender and social characteristics. Please include reference to the GESI context in which your project seeks to work. Explain your understanding of how individuals may be disadvantaged or 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 ensure meaningful participation for all those engaged.

In addition to biodiversity conservation, this project places a strong emphasis on gender equality and community engagement. A key priority is ensuring equal opportunities for both men and women in the forestry sector. To achieve this, the project promotes the creation of forestry-related job opportunities and actively works to empower women with the knowledge and skills needed to participate fully in this field. By offering targeted outreach and capacity-building programs, the initiative fosters an inclusive environment that encourages women's involvement and leadership in forestry activities.

This focus on gender equality not only benefits women but also enriches biodiversity conservation efforts. By bringing diverse perspectives and expertise into conservation work, the project takes a more holistic and inclusive approach to addressing environmental challenges. Empowering women in forestry also has a direct economic impact, as it helps create sustainable job opportunities that contribute to the economic development of local communities.

The project's inclusive approach aligns with Tunisia's national objectives on gender equality and social inclusion, reinforcing its broader social goals. It recognizes that long-term sustainability depends on the active participation of all community members, particularly women, in driving local change. This approach was built on a deep understanding of the needs and priorities of local communities, ensuring that the project responds to their specific challenges and empowers them as agents of change.

By combining gender equality, community engagement, and biodiversity conservation, the project fosters lasting positive impacts on both the environment and the local population, creating a strong foundation for sustainable development.

Q18. Change expected

Detail the expected changes and benefits 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.

This project is poised to bring about substantial and lasting changes within ADES, significantly elevating its capacity and impact in the Oued Ezzen National Park region. One of the primary transformations will be the overhaul of ADES's administrative and financial procedures, aligning them with high standards. This shift is crucial, as it will enable ADES to meet the rigorous requirements of global donors and increase its chances of securing much-needed international funding. By developing their internal systems, ADES will no longer be limited by administrative constraints and will be positioned to attract and manage larger, more complex projects.

In parallel, the project will invest heavily in the professional development of ADES staff, equipping them with the knowledge and skills necessary to craft detailed, competitive project proposals. This will empower ADES to respond to international calls for projects, provided they meet eligibility criteria, ensuring the organization can effectively compete for resources on a global scale. Beyond administrative and financial expertise, the project will also build ADES's technical capacity in key environmental domains, such as forestry, agroforestry, waste management, and the sustainable use of non-wood forest products (NWFP). This new expertise will not only strengthen ADES's environmental conservation efforts but also serve as a catalyst for community development, as the organization will transfer these technical skills to local communities by creating tailored, impactful projects that address local needs.

As ADES's capabilities grow, their ability to implement technically sophisticated projects will expand, enabling them to pursue multiple international funding opportunities aimed at biodiversity conservation, ecosystem restoration, and poverty alleviation. This evolution will position ADES as a leading force for sustainable development in the region, driving long-term social, economic, and environmental benefits for the communities living in and around the Oued Ezzen National Park. In the long run, these changes will not only enhance ADES's institutional strength but also contribute significantly to regional efforts in combating biodiversity loss and promoting sustainable livelihoods.

Through this project's implementation, ADES will establish itself as a leading environmental steward in the Oued Ezzen National Park region, strengthening its reputation among local communities and international stakeholders.

Q19. 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?

The goal of this project is to achieve both biodiversity conservation and poverty reduction in the Oued Ezzen National Park region. To reach this objective, a range of sustainable actions are necessary, as the project lays the foundation for long-term impact. While it prioritizes capacity building, the focus is on lasting change by providing in-depth training for ADES staff. This includes practical skills in financial management, project design, proposal writing, and key technical areas such as environmental conservation. By fostering a robust internal knowledge base, ADES will be empowered to operate independently, sustaining high operational standards well beyond the project's timeframe.

Additionally, the development of efficient administrative and financial systems that adhere to high standards will enable ADES to manage projects effectively, ensure transparent reporting, and meet donor requirements. A crucial factor in the project's sustainability is the active engagement of local communities. By equipping them with technical skills and knowledge through targeted initiatives, such as agroforestry and waste management, ADES will foster a multiplier effect. Communities will take ownership of these initiatives, ensuring that conservation and development efforts continue to grow and thrive even after the project concludes. This community-driven approach will be key to maintaining and scaling the project's long-term impact.

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

No Response

Section 7 - Risk Management

Q20. Risk Management

Please outline the 7 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, two Safeguarding, and one Delivery Chain Risk.

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
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Fiduciary (financial): funds not used for intended purposes or not accounted for (fraud, corruption, mishandling or misappropriated).				Clearly define expectations and deliverables in contracts with external consultants and regularly review pricing agreements. Monitor and track overhead and human resources costs . Plan travels ahead of time to ensure cost-effectiveness. Budget for a potential inflation or currency fluctuations.	
Overhead costs, human resources expenses, capital costs, consultants cost exceed the estimated amounts. Travel and accommodation expenses for project-related activities will exceed the projected budget. Inflation or currency fluctuations will significantly impact the overall project costs.	Moderate	Possible	Major		Minor
Safeguarding: risk of sexual exploitation abuse and harassment (SEAH), or unintended harm to beneficiaries, the public, implementing partners, and staff.				All staff and consultants sign to confirm they have read and understood the SEAH policies. All staff encouraged to report concerns, however small, to the safeguarding focal point Staff surveys carried out on organisational culture and knowledge	
Risk of sexual exploitation abuse and harassment on the trainee implementing partners, and staff during trainings	Rare	Moderate	Minor		Minor
Safeguarding: risks to health, safety and security (HSS) of beneficiaries, the public. Implementing partners, and staff.				The training facility is assessed to ensure the safety and security of the trainee, the consultants and the staff	
The training venue can pose safety and security issues on the project	Minor	Rare	Minor		Minor

Delivery Chain: the overall risk associated with your delivery model. Delays in the project schedule and milestones not achievable within the allocated timeframes. The project team don't have sufficient time to complete all project activities and deliverables.	Moderate	Rare	Minor	Conduct a thorough project planning phase, including accurate task estimation and allocation of appropriate resources.	Minor
				Conduct a comprehensive dependency analysis during project planning to identify and document task dependencies accurately. Regularly assess the workload and progress of the project team. Task dependencies will be accurately identified.	
Risk 5 Ressources : Appropriate facilities and workspace aren't available and the necessary infrastructure, including hardware and software, isn't accessible and compatible with project requirements.	Minor	Unlikely	Minor	Conduct a thorough assessment of facility requirements and technology assessment ensure early coordination with the appropriate individuals responsible for facility management and compatibility issues.	Minor
Risk 6 Political instability : changes in government policies or leadership that could disrupt project operations or introduce new risks	Major	Possible	Major	Sign agreements with the institutions responsible for the forests at the beginning of the project. Monitor the political landscape, and stay informed about any potential political risks or changes	Moderate
Risk 7 Stakeholders will question the project's objectives and actively contribute to its success. Stakeholders' limited availability for meetings, reviews, and approvals will align with the project schedule.	Major	Unlikely	Major	Establish open and transparent communication channels to foster stakeholder buy-in and support. Plan and schedule stakeholder engagements well in advance, considering their availability and constraints.	Moderate

Q21. 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.).

☒ No

Section 8 - Workplan

Q22. Workplan

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

-  [BCF Workplan Template 2024-25 Tamkeen](#)
-  21/10/2024
-  16:40:24
-  pdf 78.02 KB

Section 9 - Monitoring and Evaluation

Q23. Monitoring and evaluation (M&E)

Describe how the performance 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).

To streamline project monitoring and accountability, the AIFM will develop and implement a comprehensive M&E plan ensuring effective field data collection, centralization, and consolidation. Upon sharing this plan with ADES and conducting staff training, the AIFM will establish a monthly workplan tracking system to monitor progress, ensure smooth operations, and implement corrective measures within an adaptive management framework. The AIFM Project Lead will oversee the development and implementation of this M&E plan, working closely with ADES's Project Coordinator who will be specifically trained on its execution. A streamlined technical and financial reporting template, to be completed monthly by both organizations, will enable continuous monitoring of project activities, expenditures, and performance indicators while documenting implementation status, variances from planned programming, challenges encountered, and solutions implemented. This systematic approach will serve as a strategic management tool, ensuring transparency and optimal coordination between partners while building ADES's capacity to develop future M&E plans independently. The AIFM will maintain regular donor communication through required reporting, ensuring all project deliverables and success indicators are effectively tracked and achieved.

Total project budget for M&E (£):	
(this may include Staff and Travel and Subsistence Costs)	
Total project budget for M&E (%):	
(this may include Staff and Travel and Subsistence Costs)	
Number of days planned for M&E	

Section 10 - Indicators of Success & Standard Indicators

Q24a. 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
Outcome ADES's organizational capacity, technical skills and network of influence are strengthened having a positive impact on biodiversity conservation and poverty reduction in Oued Ezzen National Park in Tunisia	Internal policy documents in place Number of local people trained by the end of the project	Policy documents Hundred persons from the local communities are trained (attendance sheet)
Output 1 ADES is a stronger organisation due to the improved managerial capacities	1.1 Improved financial and administrative management 1.2 Improved capacity to respond to calls for projects	Financial and administrative assessment reports by the consultants Financial and administrative trainings provided by the consultants Safeguarding and communication trainings provided Communication strategy developed Six trainings provided on project cycles Four concept notes developed
Output 2 ADES is leading in building capacities of the local people to reduce poverty in the region by the valorisation of the ecosystem	2.1 Increase of the skills of ADES members 2.2 Increase the knowledge of the local populations	Three training curricula developed Twenty ToT implemented Five trainings organized by the trainers of the ToT
Output 3 No Response	No Response	No Response
Output 4 No Response	No Response	No Response

Activities

Each activity is numbered according to the Output that it will contribute towards, for example, 1.1, 1.2, 1.3 are contributing to Output 1.

Output 1: ADES is a stronger organisation due to the improved managerial capacities

- 1.1 Assess the administrative and financial management system of the targeted organization
- 1.2 Improve and develop the administrative and financial procedures through development of policies
- 1.3 Provide trainings for the staff and volunteers on the improved administrative and financial procedures
- 1.4 AIFM will train ADES staff on safeguarding procedures to follow in their organisation and all the trainings they provide

- 1.5 AIFM will help ADES develop a communication and visibility strategy
- 1.6 AIFM will provide ADES with a series of trainings on proposal writing including the theory of change
- 1.7 AIFM will provide ADES with a series of trainings on Monitoring & Evaluation (M&E)
- 1.8 AIFM will provide ADES with a series of trainings on risk management and project management
- 1.9 ADES will develop concept notes to submit for potential donors

Output 2: ADES is leading in building capacities of the local people to reduce poverty in the region by the valorisation of the ecosystem

- 2.1 Develop three curricula trainings with local experts tackling: NWFP, biodiversity conservation and promotion of local products
- 2.2 Organize a Training of Trainers (ToT) of each curriculum to facilitate group learning processes
- 2.3 Trainees who will become trainers will implement what they learned through training the local communities

Important Assumptions:

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

Resources Assumption: Skilled human resources, appropriate facilities and equipment will be available to fulfil the project's objectives.

Cost Assumption: Consultancy cost, material cost, travel cost will remain within project budget, and currency fluctuation will not impact the budget.

Safeguarding Assumption: Safeguarding is reflecting behavioural norms of the partners.

Time Assumption: The project schedule and milestones will be achievable within the allocated timeframes with no delays.

Quality Assumption: The project will adhere to the best practices following the implementation of its activities.

Stakeholder Assumption: Key stakeholders will actively participate and provide timely input and feedback throughout the project.

Q24b. Standard Indicators

Standard Indicator Ref & Wording	Project Output or Outcome this links to	Target number by project end	Provide disaggregated targets here
e.g. DI-A01: Number of people in eligible countries who have completed structured and relevant training	e.g. Output indicator 3.4 / Output 3	e.g. 60	e.g. 30 non-indigenous women; 30 non-indigenous men
DI-A01: Number of people in eligible countries who have completed structured and relevant training	Output indicator 1.2 / Output 1	8	3 women; 5 men
DI-A05: Number of trainers trained under the project reporting to have delivered further training	Output indicator 2.1 / Output 2	10	5 women; 5 men

DI-C08: Number of Media related activities	Output indicator 1.1 / Output 1	20	No Response
DI-D04d: Number of people with improved education	Output indicator 2.2 / Output 2	100	40 women; 60 men
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response

If you cannot identify three Standard Indicators you can report against, please justify this here.

No Response

Section 11 - Budget and Funding

Q25. 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-over-100k-250724-locked](#)

 21/10/2024

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 xlsx 93.94 KB

Q26. 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.

Q26a. Is this new work or does it build on existing/past activities (delivered by anyone and funded through any source)?

☒ New Initiative

Please provide details:

This project marks a fresh initiative in Oued Ezzen National Park, designed to address the specific needs of the local communities. The proposed activities aim to foster socio-economic development in the region. While ADES, a local NGO, has been actively working in the area, their limited resources and capacity hinder their ability to

make a broader impact. Strengthening their capabilities is key to achieving sustainable change. Partnering with AIFM, which has extensive knowledge of the region and a deep understanding of the local population's needs, we have collaboratively developed this project to ensure it effectively responds to those challenges.

Q26b. 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.

Tunisia is currently implementing several significant projects focusing on socio-economic development and biodiversity conservation. The EFOR project, managed by Expertise France, aims to enhance women's socio-economic autonomy through targeted initiatives. In parallel, WWF North Africa is leading the "Biodiversity Engagement Initiative, BIODDEV2030 Tunisia," funded by the AFD. This experimental project supports the Tunisian government's efforts to integrate biodiversity considerations into at least two economic sectors, with the goal of reducing environmental pressures by 2030. The Tamkeen project will work in close coordination with Expertise France and WWF NA, leveraging their experience and expertise to contribute to these environmental objectives. Additionally, the AIFM is implementing the RESCOM project in Oued Ezzen National Park, in collaboration with the Mediterranean Consortium for Biodiversity (CMB) and Tour du Valat Foundation. This initiative involves developing a comprehensive management plan for nature-based activities, conducting stakeholder workshops with local communities for activity prioritization, and implementing selected initiatives based on available resources. To ensure efficiency and avoid duplication of efforts, AIFM will coordinate activities between these projects, maximizing their collective impact on Tunisia's environmental and socio-economic development.

Q27. 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?

Over the past 28 years, the AIFM has consistently demonstrated exceptional value for money, earning recognition from all partner donors. This commitment to cost-effectiveness will continue throughout this project through strategic planning of international travel, careful selection of consultants based on optimal quality-price ratios, and lean staffing costs for ADES. To maximize operational efficiency and ensure timely delivery of project outcomes, monthly coordination meetings will be conducted with all partners. The project's focus on building ADES's organizational capabilities will strengthen their capacity to respond effectively to local community needs and sustain future initiatives in the region. Through deliberate emphasis on gender equality and social inclusion, the project aims to create lasting positive impact by empowering marginalized groups and ensuring equitable participation in project activities, thereby enhancing both the project's efficiency and its long-term sustainability in the target area.

Q28. 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 project's equipment requirements have been strategically planned, with capital expenditure representing a modest 1% of the total budget. This includes the procurement of two essential laptops: one allocated to the AIFM Communication Officer for developing project visibility materials, and another for the ADES Project Coordinator to facilitate efficient reporting and project monitoring. All other project staff are already equipped

with the necessary tools, ensuring that this targeted investment in equipment directly supports the project's communication and reporting objectives while maintaining a cost-efficient approach to resource allocation.

Section 12 - Safeguarding

Q29. 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 operation.

Please outline how your project will ensure:

- (a) beneficiaries, the public, implementing partners, and staff are made aware of your safeguarding commitment and how they can 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 also meet these standards and policies.**

Indicate which minimum standard protocol your project follows and how you meet those minimum standards, i.e. CAPSEAH, CHS, IASC MOS-PSEA. If your approach is currently limited or in the early stages of development, please clearly set out your plans to address this.

The AIFM is assisting ADES in strengthening its safeguarding capabilities. To achieve this, the AIFM will design a comprehensive questionnaire to assess ADES's current safeguarding practices and identify any gaps. This evaluation will serve as the foundation for implementing systems that ensure robust safeguarding measures are in place.

As part of the project, safeguarding will be prioritized as a key element in the institutional strengthening of ADES. This will involve developing a comprehensive safeguarding policy, ensuring that all ADES staff fully understand the related policies and procedures, and effectively rolling them out to all members and staff. This initiative aims to create a strong safeguarding culture within ADES, embedding it into the organization's daily operations.

Defra recommend you appoint a safeguarding focal point to ensure the project's PSEAH work is taken forward. This can be a separate member of staff or a current member of staff who spends a proportionate amount of time for safeguarding and PSEAH activities. Please name this individual here - this person should also be included in your overall staff list at Q31 and in your budget.

[REDACTED]

Section 13 - British Embassy or High Commission Engagement

Q30. 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. Please note that some embassies or high commissions may not be able to respond to you but your project will not be penalised for a lack of response.

☒ No

If no, why not?

The AIFM and ADES conducted a thorough needs assessment to provide targeted training for local communities. Due to the time-intensive nature of this process, project activities were only completed shortly before the submission deadline, leaving insufficient time to contact the British Embassy in Tunis prior to the submission.

Section 14 - Project Staff

Q31. 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?
Joelle Salameh	Project Leader	50	Checked
Rabeb Merdassi	Project coordinator	50	Checked
Martin Fillot	Communication coordinator	30	Checked
No Response	No Response	No Response	Unchecked

Do you require more fields?

☒ No

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

 [CVs of project staff](#)

 21/10/2024

 22:24:52

 pdf 765.08 KB

Have you attached all project staff CVs?

☒ Yes

Section 15 - Project Partners

Q32. Project Partners

Please list all the Project Partners (including the Lead Organisation 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 Organisation name:	International Association for Mediterranean Forests (AIFM)
Website address:	www.aifm.org

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

The AIFM plays a crucial role in empowering ADES by offering vital support in resource mobilization, capacity building, and strategic development. As the lead partner of this project, AIFM will harness its expertise in financial management, fundraising, and organizational development to help ADES strengthen its daily operations and broaden its impact. By providing targeted assistance to refine ADES's communication and outreach strategies, AIFM will enable the organization to engage more effectively with stakeholders, attract diverse funding streams, and enhance visibility for its initiatives, ensuring sustainable growth.

AIFM's contribution will also be instrumental in building ADES's internal capacity through tailored training programs that boost staff expertise. These interventions will empower ADES to better manage its resources and deliver on its mission.

Additionally, AIFM's deep knowledge and expertise in the environmental sector, particularly in the conservation of natural resources within forest ecosystems, will be transferred to ADES. In fact, the AIFM is implementing a project in the National Park of Oued Ezzen and have deep knowledge of the natural resources of the area. By sharing best practices and technical insights, AIFM will help ADES adopt more effective environmental strategies, furthering their shared goals of promoting social equity and environmental sustainability.

International/In-country Partner ☒ International

Allocated budget (proportion or value):



Represented on the Project Board (or other management structure) ☒ Yes

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

Do you have partners involved in the Project?

☒ Yes

1. Partner Name: Development and Social Equity Association (ADES)

Website address: NA

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	ADES has a proven track record of successfully implementing projects across the region, specifically aimed at promoting social equity within the environmental sector. Their extensive experience and in-depth understanding of local dynamics make them an invaluable partner for this project, as they are uniquely positioned to drive meaningful, transformative change in community behaviors. ADES's ability to raise awareness among local populations, coupled with their focus on empowering marginalized communities, contributes directly to fostering greater social inclusion and sustainable development. However, to further scale their impact, ADES could greatly benefit from the AIFM's support in strengthening its resource mobilization strategies. By refining their communication strategies, enhancing internal processes, and crafting more targeted fundraising approaches, ADES would be better equipped to attract the necessary resources and partnerships to sustain and expand their work. This collaboration would also include capacity-building initiatives aimed at developing the skills and capabilities of ADES's human resources through tailored training programs. Additionally, the project would provide an opportunity to enhance ADES's operational capacity by upgrading essential infrastructure and acquiring new materials, ensuring the organization is better prepared to meet future challenges and expand its reach.
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International/In-country Partner	☒ In-country
Allocated budget:	
Representation on the Project Board (or other management structure)	☒ Yes
Have you included a Letter of Support from this partner?	☒ Yes

2. Partner Name:	No Response
Website address:	No Response
What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	No Response
International/In-country Partner	☐ International ☐ In-country
Allocated budget:	No Response

Representation on the Project Board (or other management structure)	☐ Yes ☐ No
Have you included a Letter of Support from this partner?	☐ Yes ☐ No

3. 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	☐ International ☐ In-country
Allocated budget:	<i>No Response</i>
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:	<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	☐ International ☐ In-country
Allocated budget:	<i>No Response</i>
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:	<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	☐ International ☐ In-country
Allocated budget:	<i>No Response</i>
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	☐ International ☐ In-country
Allocated budget:	<i>No Response</i>
Representation on the Project Board (or other management structure)	☐ Yes ☐ No
Have you included a Letter of Support from this partner?	☐ Yes ☐ No

If you require more space to enter details regarding Partners involved in the project, please use the text field below.

No Response

Please provide a combined PDF of all letters of support.

Section 16 - Lead Partner Capability and Capacity

Q33. Lead Organisation 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)?

☒ No

If no, please provide the below information on the Lead Organisation.

What year was your organisation established/ incorporated/ registered?	01 January 1996
What is the legal status of your organisation?	☒ NGO
How is your organisation currently funded?	The organization’s activities are primarily funded through various projects managed by the AIFM. As a non-profit NGO, we rely heavily on successfully applying for and securing funding from different project-based grants to carry out our initiatives. In addition to project funding, we greatly value and depend on the generous contributions from our members and supporters, whose financial backing plays a crucial role in sustaining our day-to-day operations.
Describe briefly the aims, activities and achievements of your organisation. Large organisations please note that this should describe your unit or department.	
Aims	A world where Mediterranean forests are recognized as vital for the surrounding communities, driving positive change through empowered local communities shaping their forests' future. Working hand in hand across Mediterranean countries, protecting these precious forests from current threats ensures their unique heritage continues to thrive for generations to come.
Activities	We implement pilot actions to preserve and sustainably manage the 75 million hectares of Mediterranean forests. We encourage a diverse community of around 5,000 stakeholders (public, private and scientific) through collaborative projects and knowledge sharing. We also focus on raising public awareness about the challenges of sustainable forest management.
Achievements	Since its creation in 1996, the IFM has established itself as a pivotal force in Mediterranean forestry sector, successfully implementing over 20 regional projects. As a key sector leader, AIFM has played an instrumental role in organizing all eight Mediterranean Forest Weeks, including the upcoming November 2024 edition.

Provide detail of 3 contracts/projects held by the Lead Organisation that demonstrate your credibility as an organisation and provide track record relevant to the project proposed.

These contracts/awards should have been held in the last 5 years and be of a similar size to the grant requested in your application.

Contract/Project 1 Title	StrategyMedFor: Strategy for Sustainable Management of Mediterranean Forests
Contract Value/Project budget (include currency)	
Duration (e.g. 2 years 3 months)	2 years 9 months
Role of organisation in project	The AIFM leads the communication activities of the project through website development, social media management, and creation of dissemination materials. The AIFM produces engaging content across all platforms while monitoring and managing the project's carbon footprint to ensure environmental responsibility in all the implemented activities.
Brief summary of the aims, objectives and outcomes of the project	The project addresses knowledge gaps and needs on strategies and action plans for sustainable Mediterranean forest management. It aims to develop a Strategy for the Sustainable Management of Mediterranean Forests targeted for each type of forest and adapted to foreseeable climate scenarios, thus contributing to their restoration and conservation. This strategy will provide robust scientific recommendations on which forests should be protected, restored or managed in resilient way, as well as guidance on how to do so. This project brings together 7 core partners from 6 countries of the Interreg Euro-MED cooperation area.
Client/independent reference contact details (Name, e-mail)	
Contract/Project 2 Title	RESCOM: Strengthening the Resilience of Ecosystems in the Mediterranean
Contract Value/Project budget (include currency)	
Duration (e.g. 2 years, 3 months)	4 years
Role of organisation in project	AIFM oversees the Oued Ezzen National Park pilot site in Tunisia, developing with the help of experts and the local authorities an integrated management plan based on the needs of the communities and the environmental challenges faced by the forests and wetlands in the area. AIFM will implement Nature-based Solutions.

Brief summary of the aims, objectives and outcomes of the project	This multi-partner conservation initiative focuses on preserving Mediterranean biodiversity across six diverse pilot sites, each combining unique ecosystems including coastal territories, marine environments, islands, wetlands, and forests. The project aims to promote sustainable management of these critical areas while ensuring benefits for present and future communities. As one of six implementing partners, the AIFM leads operations at Tunisia's Oued Ezzen National Park, where it is developing an integrated management plan and implementing Nature-based Solutions to balance ecosystem preservation with community needs.
Client/independent reference contact details (Name, e-mail)	Project coordinator: Marion Douchin (Tour du Valat, France): [REDACTED]

Contract/Project 3 Title	RESTOR'MED FORESTS
Contract Value/Project budget (include currency)	[REDACTED]
Duration (e.g. 2 years, 3 months)	3 years
Role of organisation in project	AIFM provides vital technical support to local NGOs, ensuring efficient implementation and good value for money for the implemented activities. Through participation in international forums, AIFM actively promotes project achievements and shares best practices, strengthening the impact of local conservation efforts on a global scale.
Brief summary of the aims, objectives and outcomes of the project	The project aims to implement sustainable management actions for forest ecosystems around the Mediterranean basin, in order to make them more resilient and functional, while training technical staff and raising awareness among local communities. It also aims to involve the local population at each stage of its development, in order to make them a real player in the development of their territory. It was divided into two regional components: RESTOR'MED FORESTS Morocco and RESTOR'MED FOREST Lebanon each implemented by local partners.
Client/independent reference contact details (Name, e-mail)	Local Authorities: Mchich Derak (National Agency for Water and Forests, [REDACTED])

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

☒ Yes

Section 17 - Certification

Q34. 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

Trustees

of

International Association for Mediterranena Forests

I apply for a grant of

£196,912.00

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	Joelle Salameh
Position in the organisation	Programme manager
Signature (please upload e-signature)	 Signature JS  21/10/2024  16:54:18  jpg 1.5 KB
Date	21 October 2024

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

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Please upload the Lead Organisation's Safeguarding Policy, Whistleblowing Policy and Code of Conduct as a PDF. Optionally you can also upload your Health, Safety and/or Security policy or Security Plan here.

Section 18 - Submission Checklist

Checklist for submission

Ensure you submit this application on	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 the 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 the application: • a cover letter from the Lead Organisation.	Checked
• a budget (which meets the requirements above) using the template provided.	Checked
• a signed copy of the last 2 annual report and accounts for the Lead Organisation (or other financial evidence – see Finance Guidance), or provided an explanation if not.	Checked
• a completed workplan as a PDF using the template provided.	Checked
• a copy of the Lead Organisation’s Safeguarding Policy, Whistleblowing Policy and Code of Conduct (Question 29).	Checked
• a copy of the Lead Organisation’s Health, Safety and/or Security policy or Security Plan (Question 29)	Unchecked
• 1 page CV or job description for all the Project Staff identified at Question 31, including the Project Leader, or provided an explanation of why not, combined into a single PDF.	Checked
• a letter of support from the Lead Organisation and partner(s) identified at Question 32, 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
The 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 the 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
Ensure you submit this application on Flexi-Grant.	

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 Biodiversity Challenge Funds. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our regular 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 organisation, project leader, location, and total grant value).