

Applicant: **Davies, Sarah**
Organisation: **Wildlife Crime Prevention**
Funding Sought: **£0.00**

DIR31IN\1421

Inside-out: Building a Framework for ranger GESI

Women's importance in conservation is recognised, but we lack actionable evidence for strengthening ranger gender equity, leading to a transformed organisational culture that promotes social inclusion. This project gathers evidence from diverse gender equity and social inclusion interventions amongst rangers in ten Southern African Parks. We identify practical steps and management capabilities, and co-develop context-sensitive, scalable best practices. We test our hypothesis that ranger diversity creates effective Parks - protecting biodiversity and catalysing development - despite wildlife crime's evolving threats.

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Inside-out: Building a Framework for ranger GESI

Section 1 - Contact Details

PRIMARY APPLICANT DETAILS

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GMS ORGANISATION

Type	Local charity organisation
Name	Wildlife Crime Prevention
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Address	

Section 2 - Project Summary, Ecosystems, Approaches and Threats

Q3. Project Title

Inside-out: Building a Framework for ranger GESI

Please attach a cover letter as a PDF document.


[2024-10-21 WCP cover letter for Darwin IN range rGESI](#)


21/10/2024


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pdf 147.53 KB

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

☒ No

Q5. Key Ecosystems, Approaches and Threats

Please select up to 3 biomes that are of focus, up to 3 conservation actions that characterise your approach, and up to 3 threats to biodiversity you intend to address, from dropdown lists.

Biome 1

Savannas and grasslands

Biome 2

Shrublands & shrubby woodlands

Biome 3

No Response

Conservation Action 1

Institutional Development

Conservation Action 2

Research & Monitoring

Conservation Action 3

Legal & Policy Frameworks

Threat 1

Other threats

Threat 2

Biological resource use (hunting, gathering, logging, fishing)

Threat 3

No Response

Q6. Summary of project

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

Women’s importance in conservation is recognised, but we lack actionable evidence for strengthening ranger gender equity, leading to a transformed organisational culture that promotes social inclusion. This project gathers evidence from diverse gender equity and social inclusion interventions amongst rangers in ten Southern African Parks. We identify practical steps and management capabilities, and co-develop context-sensitive, scalable best practices. We test our hypothesis that ranger diversity creates effective Parks - protecting biodiversity and catalysing development - despite wildlife crime’s evolving threats.

Section 3 - Dates & Budget Summary

Q7. Country(ies)

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

Country 1	Zambia	Country 2	South Africa
Country 3	Mozambique	Country 4	No Response

Do you require more fields?

☒ No

Q8. Project dates

Start date:	End date:	Duration (e.g. 1 year, 8 months):
01 April 2025	30 September 2026	1 year, 6 months

Q9. Budget Summary

Darwin Initiative Funding Request	2025/26	2026/27	Total request
(1 Apr - 31 Mar) £	£114,035.00	£85,470.00	199,505.00

Q10. Do you have proposed matched funding arrangements?

☒ No

Please explain why:

This multi-country project will work in ten Protected Areas (PAs) in three countries which creates complexity. However, the project has a simple and practical approach with clear activities and outputs. This mix of complex and multinational project environment with singular approach makes a single source of funding much easier to administer and significantly reduces transaction costs. Thus, no matched funding is sought for this project.

However, both WCP (lead) and CS (main implementation partner) have core funding for overhead costs which allow the organisations to support effective implementation.

Finally, beyond this innovation and development phase of the project, we are already planning how to secure future funding for implementation of the proposed ranger_GESI framework in new sites. Real-world change can only happen if the framework is implemented with proper support and mentoring in a follow-up phase.

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?

N/A

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

☒ Yes

Please give details.

If you have received, applied for or plan to apply with similar projects, explain how your activities are distinct and complementary.

We have not received nor are applying for any other UK Government funding for this project. However, we are involved in these current BCF applications:

1. WCP are applying for an IWTCF Extra and Main Grant “Breaking free: Ending the Poverty-driven Cycle of Wildlife Crime Recidivism”. This project addresses poverty-driven wildlife crime recidivism and rural demand reduction through offender reintegration and community behaviour change. The projects are complementary with evidence-based co-design and participatory approaches and safeguarding.
2. CS, with Save the Rhino International (SRI), are applying for an IWTCF Evidence Grant to develop a scalable and practical framework for building ranger resilience to corruption and misconduct, and for improving

professionalism, motivation and effectiveness in rangers. This project builds on previous ranger interviews (n=310) undertaken by CS that led to practical resilience and integrity management plans in these Parks. The ranger_GESI Framework proposed here will complement this IWTCF project.

Section 4 - Darwin Objectives and Conventions

Q13. Problem the project is trying to address

Please describe the problem your project is trying to address in terms of biodiversity and its relationship with multi-dimensional poverty.

The complexity of contemporary ranger work and persistence of discriminatory workplace cultures and structures leaves GESI's potential wholly unrealised in Protected Area (PA) ranger departments. Only 3–11% of the global ranger workforce is female,(1) and in Southern Africa, sometimes less than 1%. Complex factors present emerging challenges to GESI. The scale of wildlife crime dramatically affects ranger's roles, workplace culture and wellbeing.(2,3) For example, South Africa's "war on poaching" inadvertently led to burn-out, demoralisation and increased misconduct.(3) Increased militarisation created a homogenised, "masculinised" workforce.(4) In such contexts, ranger departments are imbued with toxic masculinity,(5) where men are coerced to be aggressive, emotionally inexpressive, dominant, individualistic and heterosexual. Toxic masculinity disadvantages both males and females since no gender identity can conform to such inflated and fixed traits.

Gender equality is central to the Biodiversity Framework and Sustainable Development Goals. When women control and manage biodiversity, nature, equity, sustainability, and communities benefit.(6) At the organisational level, diversity of worldviews, experiences and skills afforded by GESI improves all work in all settings.(7) More specifically, gender balance in ranger departments improves park, and wildlife management.(8) Although empirical studies are limited, female rangers, even after receiving paramilitary training, de-escalate conflict with poachers, making law enforcement more effective, less violent, and less prone to corruption. The effects of GESI spill over to how well PAs engage local communities: Gender-balanced ranger forces create a broader base for community ownership and commitment to conservation.(9)

Current social dynamics of wildlife crime and militarisation in Southern Africa create new obstacles to GESI, eroding social capital inside and outside PAs. Biodiversity conservation and poverty reduction are fostered by social capital(10,11) referring to social connectedness, fairness, reciprocity, trust, collective rules, norms and sanctions.(10) Behaviours like ranger misconduct and heavy-handed law enforcement (a manifestation of toxic masculinity) undermine collective trust in rules and norms, fortress conservation reinforces "us" vs. "them" stereotypes and racism and sexism fractures social connectedness and fairness. Lack of social capital has practical consequences, for example, excluding females from PA workplaces undermines their economic empowerment which is known to increase income equality.(12) Furthermore, when women are included, they are frequently assigned stereotypical, domestic tasks rather than being fully involved in core ranger duties.(13)

We therefore urgently need to understand and transform both entrenched and emerging barriers to GESI and identify ranger management capabilities and best practices to improve GESI. GESI thus goes beyond appointing female rangers in service of numerical targets – it is a pathway towards organisational effectiveness to safeguard biodiversity and catalyse development.

The need for this project arose from ongoing work in five flagship PAs in South Africa, Mozambique and Zambia – all affected by wildlife crime and militarisation. Interviews with 310 rangers point to serious GESI deficits with urgent implications for social safeguarding (measures to protect rangers and communities). However, these PAs are also implementing combinations of conventional and promising approaches to promote equality and inclusion. This offers a unique opportunity to investigate and evaluate diverse settings' GESI dynamics and the effects of GESI interventions.

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)
- ☒ Global Goals for Sustainable Development (SDGs)

Q14b. National and International Policy Alignment

Using evidence where available, please detail how your 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.

NATIONAL / REGIONAL:

The National Integrated Strategy to Combat Wildlife Trafficking (NISCWT), 2023: Enhancing law enforcement efforts, and mobilising society, towards effective investigation, prosecution and adjudication of wildlife trafficking, as a form of transnational organised crime.

African Ranger Congress, Kasane Ranger Call to Action, 2022: Recognition of the capabilities of all rangers, regardless of culture, race, religion, gender, and education to ensure equal opportunities.

Southern African Development Community (SADC) Regional Biodiversity Strategy, 2008: The state of the environment is a major determinant of the growth and development of the SADC region and impacts on the lives of its citizens. The Strategy is a vehicle for implementing the biodiversity components of the Regional Indicative Strategic Development Plan, which itself embodies the ideals of the New Partnership for Africa's Development and the Millennium Development Goals.

INTERNATIONAL:

International Ranger Federation, Hyères Ranger Declaration, 2024: Proactively address labour imbalances including representation of women and Indigenous People and Local Communities in the sector to create a fairer, diverse and more resilient workforce.

Convention on Biological Diversity (CBD), Gender Plan of Action, 2022: Recognizing the structural barriers and power imbalances that hamper inclusiveness of the whole of society. Seek to ensure engagement of men and boys, to ensure a collaborative and supportive approach towards achieving gender equality.

Kunming-Montreal Global Biodiversity Framework (GBF), 2022: Successful implementation of the Framework (Targets 22, 23) depends on ensuring gender equality and empowerment of women, and on reducing inequalities.

9th World Ranger Conference. Chitwan Declaration, 2019: Gender-equal opportunities in hiring, pay, and promotion in the ranger workforce, as well as appropriate measures to provide on-site safety and support for female rangers.

UN Sustainable Development Goals, 2015: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Section 5 - Method, Innovation, Capability & Capacity

Q15. Methodology

Describe the methods and approach you will use to achieve your intended 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.).

OUTCOME: Increased evidence of how GESI dynamics affect ranger department safeguarding and functioning, and the best practices/management capabilities required to develop, harness and sustain PA equity and inclusivity in Southern Africa.

IMPACT: Equitable and inclusive PA organisations protect biodiversity and catalyse gender-sensitive socio-economic development.

CS and WCP interviewed 310 rangers in five PAs, probing the organisational impacts of wildlife crime, including corruption, wrongdoing, morale, leadership and wellbeing. Baseline data suggest familiar and novel GESI barriers. In response, PAs implement a mix of interventions, from conventional (e.g., HR policies/gender targets) to novel organisational development (OD) initiatives, including Values-Based Leadership, integrity management, gender-sensitive selection-training-promotion-retention protocols and wellness programmes. Anecdotal evidence suggests OD interventions are enabling GESI and organisational effectiveness (e.g., building social capital, trust and morale). Thus, we postulate a direct relationship between understudied GESI dynamics, nascent OD response, pathways to GESI and broader conservation and social gains (see Figure 1, Annex).

Our approach is ranger-centred, using participants' experience as a lens to understand GESI dynamics. We involve embedded Project Champions (diverse rangers and PA leaders) to co-design questions and ground-truth findings. We draw from multiple primary and secondary sources to collect, collate, synthesize and triangulate data to develop a generalisable framework, abstracted from granular insights gleaned from individual PAs.

ACTIVITY 1: Review GESI literature, relevant PA reports and baseline interview data, delving into exploratory questions: What are familiar and new barriers to GESI? How are contextual factors (e.g. wildlife crime) influencing GESI dynamics? What interventions (e.g., conventional or novel OD) are influencing GESI dynamics? What are the effects on rangers' lived experience of GESI? Which OD interventions are perceived as transformational? Which management capabilities/best practices can amplify gains? How? We will reflect learning back to Project Champions to co-develop interview questions.

ACTIVITY 2: Face-to-face (where possible), semi-structured and qualitative interviews with key informants in each PA (10 per PA). We have local language interviewers in our five existing sites. We will develop a quantitative survey to reach a broader set of rangers. We will transcribe, analyse and code qualitative data using Content Analysis to observe patterns and relationships in a scientific manner.⁽¹⁴⁾ Findings will be workshopped with Champions, ensuring nuanced and context-sensitive insights.

ACTIVITY 3: We will synthesise all data to develop the "ranger_GESI" Framework, describing a) when, how and with whom GESI qualitative and quantitative assessments should be conducted, b) how findings should generate appropriate interventions, c) how and which interventions are likely to succeed in various contexts, d) how management capabilities/best practices should be developed to institutionalise GESI, e) how progress can be tracked (see Figure 2, Annex). Our approach has been successful in highly complex settings, e.g., Kruger (KNP). In 2023, KNP's co-developed Ranger Integrity Plan received a presidential decree for priority implementation and was praised by the Environment Minister for its role in mitigating rhino poaching.⁽¹⁵⁾

WCP oversees project governance, ensures compliance and leads on project activities in Zambia. CS is responsible for project activities elsewhere, overall project implementation and evaluation.

Q16. Innovation

Please specifically outline how your approach or project is innovative.

Is it the application of a proven approach in a distinctly different geography/issue/stakeholder (novel to the area), or in a different sector (novel to the sector), or an unproven approach in any sector (novel to the world)?

Our project and resulting practical Framework are novel to how Africa's PAs approach GESI and social safeguards. Firstly, we are responding to pressing drivers that threaten the sectors' scant GESI gains and inadequate safeguards. We are the first to respond to an urgent call to evaluate the gender-differentiated consequences for GESI of militarised responses to wildlife crime.⁽⁴⁾ Secondly, we reframe how GESI is currently addressed in ranger departments, moving beyond compliance and "quotas" to understand how it relates to leadership styles and management practises that create organisational cultures that result in more effective rangers departments, and ultimately enhance PAs abilities to fulfil their mandates.

Our approach and Framework will localise existing GESI tools and indicators to better capture relevant cultural, political, and social concerns. Our ability to assess GESI currently relies on models (GESI or gender tools)^(16,17) developed in the global North.⁽¹⁸⁾ These offer valuable insights, but we need a grounded Framework that captures diverse local and regional dynamics.

We will work with ten PAs across multiple countries and contexts. The project will be co-implemented with project champions from each site. This will ensure it is contextually sensitive, based on rangers' lived experience, and is practical and actionable. This strengthens the potential to replicate, scale, transmit or adapt the Framework to other African PAs, and beyond.

Real-world change can only happen once the Framework is implemented with proper support/mentoring in a follow-up phase – we are already working to secure future funding for implementation of the Framework in new sites.

Q17. Capability and Capacity

How will the project support the strengthening of capability and capacity of identified local and national partners, and stakeholders during its lifetime at organisational or individual levels? Please provide details of what form this will take, who will benefit (noting any Gender Equality and Social Inclusion (GESI) considerations), and the post-project value to the country.

WCP: Organisationally, increased capacity to manage national and regional GESI programmes. Project outputs (e.g. ranger_GESI framework) will be used to implement additional GESI projects in PAs in Zambia. Individually, WCP staff will become GESI experts through their participation.

PAs: Organisationally, an increased understanding of local, national and regional GESI barriers and enablers. Increased capacity to locally transform GESI through developing the management capabilities and implementing best practices outlined by the ranger_GESI Framework. Individually, PA and ranger department managers will receive nuanced and context-specific GESI sensitisation and be empowered as co-developers of the Framework. Individually, Project Champions will become local, embedded GESI experts through their lived experience and participation. This increase in organisational and individual capacity create PAs that are GESI-transformative.

INDIVIDUAL RANGERS: PAs and rangers are on a GESI spectrum (harmful-blind-sensitive-responsive-transformative) and we will appreciate where they are at, but actively seek to foster transformation.⁽¹⁷⁾

Our project will offer a framework to shift attitudes, behaviours and structures from GESI-harmful (harmful

conditions preserved) or GESI-blind (inequities are ignored) through GESI-sensitive (considered but not challenged) and GESI-responsive (addresses inequities) to GESI-transformative (changing power dynamics, norms and prejudices.)(16) We thus develop ranger capacity to be agents and beneficiaries of change.

OTHER GOVERNMENT AND CIVIL SOCIETY ACTORS: Our problem statement outlines how PA GESI is widely recognised as important and actively promoted by funders and conservation organisations in the global North. Yet, government and civil society capacity in the global South to tackle GESI in a culturally and context sensitive manner is sorely lacking. Our Framework addresses this gap by using global GESI approaches and tools but adapting them for use in local contexts. This builds actors' capacity to "own" GESI instead of treating it like an externally imposed compliance issue. This has long-term and sustainable positive social, economic and political consequences for countries.

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

 [2024-10-21 DI r31 Annex-GESI](#)

 21/10/2024

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

Q18. 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.

Wildlife crime and the militarization of conservation have generated a complex context with significant, yet often overlooked, dynamics. The prevalence of hyper-masculine workplace cultures within PAs discourages diversity and inclusivity, and also marginalises women and men who do not conform to rigid gender norms. This environment erodes social capital, limiting women's economic empowerment and their active participation in conservation initiatives.

Our project has GESI at its centre and the involvement of female rangers is crucial. However, we recognize that male rangers' engagement is equally important. Many male rangers face discrimination and hardship stemming from toxic masculinity, making them potential project beneficiaries. We have adopted a collaborative, non-confrontational approach to mitigate any backlash from male rangers, particularly those in positions of power.

We will actively engage marginalized groups through a ranger-centred approach that emphasizes a "nothing for us, without us" philosophy. Our stakeholder engagement is both GESI-responsive and trauma-informed. We partner with embedded Champions from marginalised groups in workplaces to ensure their voices are heard and valued. Peer support initiatives encourage a sense of community, a sense of belonging, validation and safety, and develops leadership skills among participants.(19) By connecting individuals with similar identity-related experiences, these programs help create networks of support that can advocate for broader social change. With Project Champions, we aim to also create a project-specific safeguarding protocol tailored to each PA.

Our team comprises GESI experts who are both locally knowledgeable and representative of various

intersectional identities. This diversity and experience within our team will enhance our understanding of the unique challenges faced by different groups in conservation settings in order to overcome them. Ultimately, our goal is to support equitable and inclusive PAs that empower all individuals, regardless of gender, while effectively addressing the pressing issues of biodiversity loss and poverty around PAs.

Q19. 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 lifetime of the project) and b) in the long-term (after the project has ended).

SHORT-TERM BENEFITS:

GESI promotes participation of marginalised groups, especially women, in biodiversity management. This leads to improved decision-making that reflects diverse perspectives, enhancing PA outcomes. GESI-focused interventions often provide training and resources that enhance women's economic roles and employment in conservation. This leads to improvements in household income. Many female rangers come from impoverished backgrounds and their employment provides a stable income but also helps break cycles of poverty.(20) Training female rangers equips them with skills that enhances conservation efforts while providing alternative livelihood options for community members. Rangers often operate in high-risk environments where they are vulnerable to corruption and criminal exploitation. GESI initiatives can help build trust within ranger teams and between rangers and local communities, reducing these vulnerabilities.

LONG-TERM BENEFITS:

Long-term GESI integration fosters a more equitable distribution of benefits from natural resources, leading to sustained poverty reduction. As communities become resilient through diversified livelihoods, reliance on unsustainable practices diminishes. Ensuring diverse community voices in environmental management protects ecosystems against degradation – maintaining biodiversity and ecosystem services that support human well-being. Long-term GESI initiatives can lead to shifts in societal norms regarding gender roles and inclusion. As women gain influence in decision-making, broader societal changes occur, with lasting effects on future generations. Children from empowered households are more likely to receive education and healthcare, contributing to breaking the cycle of poverty.

SHORT-TERM BENEFICIARIES:

Female rangers (currently ±90 across ten project sites) and Economic Empowerment: Female rangers gain financial independence, often becoming breadwinners for their families. This economic upliftment allows them to invest in education, healthcare, and property, fostering community resilience. Skill Development: Training and opportunities in conservation roles enable women to acquire new skills, enhancing their personal and professional growth.

LONG-TERM BENEFICIARIES:

PAs: GESI is important for rangers as it enhances operational effectiveness, improves morale, well-being and social relations, addresses safety concerns, and promotes community engagement. Project sites have a total of ±1,400 rangers. Our interviews show that one ranger supports on average seven people. By addressing social relations and productivity this project will impact positively on ±9,800 people living locally to these ten PAs.

Communities: The presence of female rangers challenges traditional gender norms and inspires young girls to pursue careers in conservation. As role models, they demonstrate that women can excel in traditionally male-dominated fields, promoting gender equality within their communities. Women often have exceptional communication skills and a deep understanding of local issues, which helps bridge the gap between conservation efforts and community needs. This fosters better relationships and cooperation between local populations and conservation authorities

Polymakers: Can draw on successful GESI initiatives to inform future conservation strategies.

In summary, empowering female rangers not only transforms individual lives but also strengthens communities and enhances conservation efforts, creating a more sustainable future for both people and wildlife. As a conservation official recently summarised: "When women are involved in conservation, it's not just the environment that benefits. There are healthier people, healthier families, healthier communities, and that leads to a healthier economy and healthier social landscape."

Q20. Pathway to change

Please outline your project's expected pathway to change. This should be an overview of the overall project logic and outline why and how you expect your Outputs to contribute towards your overall Outcome and, in the longer term, your expected Impact.

PAs face GESI challenges due to entrenched patriarchal values, while the militarisation of anti-poaching efforts exacerbates these barriers. To address this, the ranger_GESI Framework (OUTPUT) assesses and improves GESI dynamics within Southern African ranger departments (OUTCOME).

The project demonstrates that improving GESI can inspire transformational change in PAs and surrounding communities (IMPACT). Drawing on existing evidence (SECONDARY DATA) and generating new data (INPUTS), a comparative analysis is made of GESI dynamics across PA sites to identify ineffective and effective interventions in diverse conditions. By investigating both conventional and novel GESI interventions amongst PA sites on contrasting GESI trajectories, the project will offer actionable evidence that can inform GESI capabilities and best practice. Collaboration with partners and PAs are crucial for developing context-sensitive best practices. Our approach empowers stakeholders but also ensures that GESI solutions are relevant and sustainable, fostering ownership amongst PA management.

PAs are important catalysts for local economic development, but they can only "undo" the drivers of inequity and multi-dimensional poverty if their own organisations transform patriarchal organisational cultures. We thus have an inside-out perspective of change: PAs can only change the world - protecting biodiversity and catalysing socio-economic development - if they can change themselves (IMPACT).

Q21. Sustainable benefits and scaling potential

Q21a. How will the project reach a point where benefits can be sustained post-funding? How will the required knowledge and skills remain available to sustain the benefits? How will you ensure your data and evidence will be accessible to others?

WCP and CS are already helping several regional PAs develop and implement Park Resilience plans that incorporate social transformation. The ranger_GESI Framework will be incorporated into these. We are also working to secure future funding for implementation of the Framework in new sites.

Our co-development and project champions approach will see the Framework naturally institutionalised in PA organisations by identifying and developing the management capabilities that sustain GESI in the long-term. GESI initiatives often become self-perpetuating as the benefits of enhanced operational functioning, communication, trust, social capital and improved relations with communities accumulate.

Beyond our work with multiple PA agencies, we are engaged with the SADC Secretariat and the new USAID regional CWC project. We will use these mechanisms to raise awareness of the Framework and make it more broadly available. We will engage with URSA to have the Framework available on their website.

Q21b. If your approach works, what potential is there for scaling the approach further? Refer to Scalable Approaches (Landscape, Replication, System Change, Capacitation) in the guidance. What might prevent scaling, and how could this be addressed?

LANDSCAPE: We gather evidence for the Framework in multiple, contrasting PA landscapes, making its regional transferability to other diverse landscapes likely.

REPLICATION: We evaluate evidence from ten diverse PAs and will then develop aggregate-level learnings for other geographies where stakeholders have unique GESI challenges.

SYSTEM: Our Framework does not aim to just change the gender representation of “players,” but to change the “rules” of how PAs “play” the GESI “game” altogether. Transforming GESI norms and structures have impacts beyond their original scale; empowering women in conservation roles inspires broader societal changes.

CAPACITATION: Enabling PAs to develop management capabilities and best practices builds internal buy-in, capacity and momentum, allowing GESI benefits to “speak for themselves” as ranger department operational effectiveness increases.

Scaling can be hindered by rigid models too attuned to specific environments or demographics. Our Framework will be flexible enough to address diverse GESI challenges across various PAs.

Section 7 - Risk Management

Q22. 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
Fiduciary (financial): funds not used for intended purposes or not accounted for (fraud, corruption, mishandling or misappropriated). There is a risk that the grant funds are not used effectively to deliver project outputs and the overall project outcome.	Major	Rare	Moderate	The project has an experienced Project Leader, grants managers and financial officers in place from two separate and unrelated organisations. Both WCP and CS have policies and procedures in place to ensure appropriate expenditure and to manage fiduciary risk with travel funds.	Minor

Safeguarding: risk of sexual exploitation abuse and harassment (SEAH), or unintended harm to beneficiaries, the public, implementing partners, and staff. Gender-based violence is among the most prevalent human rights violations perpetrated by rangers and other security personnel against their own colleagues.	Moderate	Possible	Major	PA-based Project Champions will be closely associated with our project and could be victimised. We will do a risk-and-safeguard assessment of each PA at start of the project to assess risk and develop tailored-responses. We will establish feedback loops where Champions can express concerns in a safe space.	Unlikely
Safeguarding: risks to health, safety and security (HSS) of beneficiaries, the public. Implementing partners, and staff. A poor-functioning ranger department with high levels of sexism, racism and misconduct is conducive to the illegal aims of criminal syndicates. Due to corruption, criminal elements might be part of ranger departments and might threaten the safety and security of rangers involved in our project (men and women).	Moderate	Possible	Major	As GBV risks, we will do a safety and security risk assessment at each PA to assess risk and develop tailored responses. We will establish feedback loops where Champions can safely express concerns. We have experience with rangers in high-corruption contexts to ensure ranger safety/security during and after project implementation.	Minor
Delivery Chain: the overall risk associated with your delivery model. CS play a vital role in ensuring the delivery of all outputs and the project outcome. Beyond the primary risk of their delivering on their project activities is a secondary risk of maintaining a healthy working relationship with CS.	Major	Rare	Moderate	This project is overseen, lead, and managed by diverse people in each organisation, ensuring redundancy in the organisational relationship. We will implement a schedule of project governance and management meetings to ensure delivery. CS have experienced staff with an existing long-term relationship with WCP and working relationships in all sites.	Minor

Risk 5 There is a second fiduciary risk that travel funds might be misappropriated by staff.	Minor	Unlikely	Minor	Both WCP and CS have policies and procedures in place to ensure appropriate expenditure and to manage fiduciary risk with travel funds	Insignificant
Risk 6 Female rangers could be subject to GBV at home as they challenge patriarchal norms by becoming primary breadwinners and taking on more powerful social and economic roles	Minor	Possible	Moderate	This is a longer-term risk for effective GESI in rangers and will need to be discussed and planned for in the ranger_GESI framework development process. During project implementation this will be addressed during the risk-and-safeguard assessment done in each PA.	Minor
Risk 7 Rangers may not come forward as project champions for PAs if there are negative stereotypes associated with supporting GESI programs in that PA	Minor	Possible	Moderate	GESI-related activities are underway in many of the ten sites, making it unlikely that there will no support champions. However, it is possible that champions might not be found for 1-2 areas. In this case protocols for confidential and anonymous engagement will be developed to gather information for the analysis.	Minor

Q23. Project sensitivities

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

☒ Yes

Please provide brief details.

Most PAs in Southern Africa are under pressure from governments and donors to rapidly address GESI. Societal stakeholders (e.g., the media) also scrutinise and critique the management practices of flagship PAs. Since GESI progress has been slow, PA managers might not want to divulge the true extent of GESI challenges/problems in ranger departments to an external audience (e.g., in public-facing project reports).

There is the potential that project interviews may uncover previously unreported cases of workplace GBV. A safeguarding protocol will be developed during project start-up, including how to address these kinds of issues in project reports.

Section 8 - Workplan

Q24. Workplan

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

 [2024-10-21 DI r31 Workplan-GESI Q24](#)

 21/10/2024

 23:39:23

 pdf 75.85 KB

Section 9 - Monitoring and Evaluation

Q25. 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. How will the project robustly evaluate the innovation to support its future application?

MEL enables project management, adaptive learning and evidence building. The project's performance will be assessed through a MEL Plan designed to evaluate a) implementation of the project work-plan, and b) achievement of project outcomes and value-creation.

The Project Leader is responsible for developing and implementing the MEL Plan supported by the Analyst and Grants Manager. Project Champions will co-design the MEL process.

The MEL Plan will include:

- Baseline assessments: Establishing initial evidence about GESI dynamics in ranger departments through qualitative and quantitative data collection. Evidence includes documented and undocumented ranger experiences and secondary data.
- Ongoing monitoring: Regularly tracking progress against predefined indicators related to project implementation milestones (per work-plan).
- Reporting requirements and templates: Establishing reporting systems as per guidelines and internal requirements.
- Evaluation methodology: Robustly evaluating the ranger_GESI Framework innovation, the following methodologies will be used:
 - Comparative analysis to "test and compare:" Conducting a comparison between different PA sites on different points on the GESI spectrum, competencies and practices (accessible, comprehensible, useable, assessable) linked with effective interventions. This includes analysing secondary data on existing GESI initiatives. Collecting and analysing primary data through surveys, interviews, and focus groups with rangers.
 - Mixed methods: Utilising qualitative and quantitative research methods provides a holistic understanding of GESI dynamics.
 - Qualitative: In-depth interviews and focus groups explore personal experiences and organisational culture related to GESI.
 - Quantitative: Surveys can quantify attitudes and behaviours and can be used to establish baselines and track change, pre-and post-implementation
 - Analysis and verifying evidence: using Content Analysis of qualitative data to identify patterns, themes, and relationships regarding GESI dynamics.
- Triangulation: Cross-reference data from interviews, surveys and literature to validate findings and ensure robustness.
- Feedback loops for learning/adaptive management: Quarterly structured feedback sessions with stakeholders, including rangers, PA managers, and Project Champions. This allows real-time adjustments based on emerging

insights.

- MEL builds evidence for supporting the application of our ranger_GESI innovation through:
- Documentation of best practices: Compile case studies showcasing successful interventions that led to transformational change in GESI dynamics. These are valuable resources for future initiatives.
 - Policy recommendations: Based on evaluation findings, actionable policy recommendations will be developed to guide future GESI initiatives within ranger departments.
 - Capacity building workshops: Training sessions for PA managers and stakeholders on implementing the ranger_GESI Framework will ensure sustainability beyond the project's lifespan.
 - Networking: Establishing connections between PAs that implemented GESI initiatives will foster collaboration and knowledge sharing, enhancing overall effectiveness.

In the last quarter a summative evaluation report will provide a comprehensive assessment of our project at its conclusion, focusing on overall process, effectiveness, value, outcomes and impact. We will use a Value Creation Framework(21) to analyse and document the collective learning and difference the project made to stakeholders (see Table 1, Annex). The report will guide future decision-making regarding our Framework's continuation or modification. This report will include: Evaluation purpose, questions, methodology (data sources, collection, storage, analysis), findings (outcome and impact assessment, effectiveness, value-creation, stakeholder feedback (satisfaction levels), discussion, recommendations.

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 - Logical Framework & Standard Indicators

Q26a. Logical Framework (logframe)

Darwin Initiative projects will be required to monitor and report against their progress towards their Outputs and Outcome. This section sets out the expected Outputs and Outcome of your project, how you expect to measure progress against these and how we can verify this.

 [2024-10-21 DI r31 Logframe TheoryOfChange-GESI](#)

 21/10/2024

 23:13:42

 pdf 201.68 KB

Impact:

Equitable and inclusive PA organisations protect biodiversity and catalyse socio-economic development

Outcome:

Increased evidence of how GESI dynamics affect ranger department safeguarding and functioning, and the best practices/management capabilities required to develop and sustain PA equity and inclusivity in Southern Africa

Project Outputs

Output 1:

Report 1: Project Communication Strategy

Output 2:

Report 2: Synthesis of secondary data (synthesis of GESI literature, relevant PA reports and existing/baseline interview data)

Output 3:

Report 3: Interview schedule (Co-develop interview questions with Champions)

Output 4:

Report 4: Synthesis of primary data (from field interviews)

Output 5:

Report 5: ranger_GESI Framework (synthesis of secondary and primary data)

Do you require more Output fields?

It is advised to have less than 6 Outputs since this level of detail can be provided at the activity level.

☒ Yes

Output 6:

Build a constituency of supporters to engage with and implement the ranger_GESI Framework

Output 7:

No Response

Output 8:

No Response

Activities

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

1.1 Develop project communication strategy

1.2 Introduce project to key PA and ranger leadership structures

2.1 Select two GESI Project Champions per PA and co-develop terms of reference with them. Review and co-develop detailed project work plan with Champions

2.2 Develop a plan with Champions to collaborate in setting up a GESI network to continue beyond lifespan of project

2.3 Review and synthesise GESI literature, relevant PA reports and baseline interview data

2.4 Reflect secondary data back to Champions in each PA and finalise key aggregated themes

2.5 Finalise report

2.6 Develop quantitative survey based on learning from report 2 and adapting indicators from existing tools (e.g., GESI surveys, gender surveys)

3.1 Workshop and co-develop field-based interview questions with Champions (collectively) to probe deeper into

identified themes during upcoming fieldwork. Co-develop criteria for selection of key informants

- 4.1 Interview key informants in each PA (where appropriate, set up additional focus groups)
- 4.2 Interview trainers involved in ranger selection and training on selection mechanisms and barriers
- 4.3 Transcribe and analyse interview data as interviews are completed
- 4.4 Reflect primary data back to Champions in each PA and finalise key aggregated themes
- 4.5 Analyse survey data and reflect it back to Champions in each PA
- 4.6 Finalise report

- 5.1 Develop ranger_GESI Framework based on secondary and primary data
- 5.2 Present Framework to all PA champions in joint workshop
- 5.3 Present Framework to PA/ranger senior leaders
- 5.4 Finalise ranger_GESI Framework

- 6.1 Regularly communicate project findings with a wider audience in Southern Africa and beyond (Internet, webinars, etc.)
- 6.2 Build capacity of PA stakeholders/ranger department managers to implement ranger_GESI Framework
- 6.3 GESI network workplan co-develop for period after project ends
- 6.4 Write up final evaluation of project as a whole

Q26b. 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-A03: Number of local or national organisations with enhanced capability and capacity	OUTCOME: Increased evidence of how GESI dynamics affect ranger department safeguarding and functioning, and the best practices/management capabilities required to develop and sustain PA equity and inclusivity in Southern Africa.	10	COUNTRY: Mozambique, South Africa, Zambia. ORGANISATION TYPE: 5 Government, 5 NGO partner

DI-A04: Number of people reporting that they are applying new capabilities 6+ months after training	OUTCOME: Increased evidence of how GESI dynamics affect ranger department safeguarding and functioning, and the best practices/management capabilities required to develop and sustain PA equity and inclusivity in Southern Africa.	20	COUNTRY: Mozambique, South Africa, Zambia. GENDER: 10 men, 10 women, other. IPLC STATUS: 18 IPLC, 2 other.
DI-C01: Number of best practice guides and knowledge products published and endorsed	OUTPUT 5: ranger_GESI Framework OUTCOME: Increased evidence about interventions that have transformational GESI effects and management capabilities/best practices that amplify them	1	COUNTRY : Regional (Southern Africa). LANGUAGE: English.
DI-C07: Number of webinar attendees	OUTPUT 6: Communication strategy OUTCOME: Increased access to and uptake of evidence-based Framework to help PAs assess, improve and transform ranger department GESI	100	COUNTRY: Mozambique, South Africa, Zambia. GENDER: 50 men, 50 women, other.
DI-C08: Number of Media related activities	OUTPUT 6: Communication strategy OUTCOME: Increased access to and uptake of evidence-based Framework to help PAs assess, improve and transform ranger department GESI	5	COUNTRY: Mozambique, South Africa, Zambia. MEDIA TYPE: 3 Webinars, 2 Op-eds
DI-C10: Number of decision-makers attending briefing events	OUTPUT 6: Communication strategy OUTCOME: Increased access to and uptake of evidence-based Framework to help PAs assess, improve and transform ranger department GESI	10	COUNTRY: Mozambique, South Africa, Zambia. GENDER: 5 men, 5 women, other. IPLC STATUS: 6 IPLC, 4 other.
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

Q27. 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.

 [2024-10-21 DI r31 Budget- rangerGESI framework CS & WCP GBP199.5k](#)

 21/10/2024

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Q28. 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.

Q28a. Is this new work or does it build on existing/past activities (delivered by anyone and funded through any source)?

- ☒ Development of existing/past activities

Please give details.

This project builds on two main areas of work:

1. WCP's Women for Conservation (W4C) initiative in Zambia: Established in 2018 this is an inclusive supportive network of over 500 women, their allies and gender equality supporters. W4C fosters collaboration, knowledge sharing, and professional development. Over the past 7 years, it has expanded through its conservation centred quarterly events, and mentorship programme, supporting over 22 early-career conservationists. The mentorship programme provides a safe-space for women to connect and get guidance from experienced and established conservationists.

More recently, W4C has integrated Women Leadership and Empowerment training, which has led to the introduction of gender equality and GBV orientation trainings for early-career law enforcement personnel, aimed at raising awareness and strengthening the role of women in conservation. So far, 30 law enforcement personnel, including 14 women, have been trained in Zambian National Parks.

2. CS (together with WCP) have undertaken 310 interviews in five Southern African National Parks to understand drivers of misconduct and corruption. CS have then co-developed and supported implementation of Park

Resilience Plans in these PAs. In every instance gender equality, transformation and the role of organisational culture have arisen as key issues.

Q28b. 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.

There are multiple instances of work to reduce barriers to entry and workplace challenges for female rangers:

1. WCP has future plans in the Greater Kafue Ecosystem (GKE), where some of our sites are located. These plans focus on training early career conservationists and law enforcement scouts in Zambia on Gender Equality and GBV. The target groups include early career law enforcement scouts, conservation organizations in the GKE, and Community Resource Boards.
2. Frankfurt Zoological Society is working on: i) establishing fair selection and training processes, ii) creating safe spaces for both male and female rangers to discuss GESI, and iii) addressing concerns of ranger spouses to GESI.

However, there are no current instances of organisations working to address GESI holistically by taking an organisational development approach to change leadership styles, social norms accepted within the organisation, and organisational culture to embrace both gender equity and the other benefits that wider social inclusion brings.

Q29. 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? Please make sure you read the guidance documents, before answering this question.

ECONOMY: Procuring inputs at the lowest possible cost while maintaining quality. Leverage local knowledge and resources, like employing local language interviewers, minimising expenses related to logistics and communication, while ensuring high-quality data collection. Budget transparency: a clear budget breakdown will be provided, detailing how funds are allocated across activities. Transparency helps ensure that every pound spent is justified and contributes to project objectives.

EFFICIENCY: Maximising outputs relative to inputs, using a mixed-methods methodology, combining qualitative interviews with quantitative surveys to maximize breadth of data collected without increasing costs. This dual approach enhances data richness while keeping costs manageable. Continuous monitoring and adaptation: employing an adaptive management strategy, the project can refine methods based on ongoing feedback from Project Champions and community participants, ensuring that resources are used effectively throughout the project lifecycle

EFFECTIVENESS: Impact on PA organisational functioning: the project aims to improve ranger morale, social cohesion and organisational effectiveness through targeted, evidence-based interventions. Preliminary evidence from our work in Southern Africa suggests these interventions are fostering positive changes in social capital among rangers. An increase in communication, trust and a sense of inclusion is reducing rangers' vulnerability to corruption. The cost of interventions like ours therefore far outweigh the staggering costs to PAs of internal corruption.

EQUITY: Inclusive participation: we prioritise involvement of diverse rangers and PA managers in decision-

making processes. This ensures that perspectives of marginalised groups are included in project design, execution and evaluation. Marginalised groups are protected by social safeguards developed under this project.

Q30. 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.

N/A

Section 12 - Safeguarding & Ethics

Q31. 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.

COMMUNICATING SAFEGUARDING COMMITMENTS:

1. Awareness and Training: All staff, beneficiaries, and partners will receive safeguarding training, through a separate meeting, covering how to raise concerns confidentially. Safeguarding materials, including reporting procedures, will be displayed at all project sites (e.g., ranger camps) and shared through email and physical handouts.
2. Confidential Reporting: A confidential hotline/email will be established to allow anonymous reporting. Contact details of the Safeguarding Focal Point will be shared widely.

INVESTIGATIONS AND DISCIPLINARY PROCEDURES:

1. Thorough Investigations: All safeguarding issues will be logged, investigated confidentially, and documented. A formal investigation process will determine if allegations are upheld.
2. Disciplinary Measures: If proven, disciplinary actions such as warnings, suspension, or dismissal will be taken. Protection for whistleblowers will be guaranteed.
3. Support for Affected Parties: Those affected by safeguarding breaches will be supported with counseling and legal advice.

ENSURING PARTNER COMPLIANCE:

1. Contractual Safeguarding Requirements: All partners must adhere to safeguarding standards, included in contracts and monitored through regular audits.
2. Training and Monitoring: Partners will receive safeguarding training and will be supported to implement their own safeguarding policies.

MINIMUM STANDARDS: The project will follow IASC MOS-PSEA and the Core Humanitarian Standard (CHS), ensuring safe recruitment, PSEA measures, and clear reporting mechanisms.

SAFEGUARDING FOCAL POINT: Mirriam Nasilele will act as the Safeguarding Focal Point, overseeing safeguarding protocols, reporting, and compliance. Mirriam will be committed to safety, dignity, and gender-sensitive safeguarding. This will include ensuring that all safeguarding policies are followed, supporting and guiding staff while providing a safe and inclusive project environment.

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 Q34 and in your budget.

[REDACTED]

Q32. Ethics

Outline your approach to meeting the key principles of good ethical practice, as outlined in the guidance.

The project will ensure Free Prior and Informed Consent (FPIC) with rangers, ensuring that their rights are respected throughout the research process. This includes obtaining consent before conducting interviews or utilising any traditional or other forms of knowledge. CS' existing research work with rangers in Southern Africa had Ethics Clearance from the University of the Witwatersrand's Human Research Ethics Committee (Certificate H21/11/17). We will maintain these protocols and comply with all legal and ethical obligations across participating countries and organisations.

The project will uphold the credibility of evidence through rigorous methodologies, including qualitative interviews, quantitative surveys, and content analysis. Findings will be triangulated from multiple data sources to ensure reliability. However, we recognise the value of traditional and local knowledge, so the project will integrate this alongside scientific approaches. Findings from data analysis will be workshopped with Project Champions to ensure that insights are nuanced and context-sensitive, allowing for adaptive management capabilities that amplify GESI gains.

Our ranger-centred approach prioritises leadership roles for marginalised rangers, including Project Champions in co-designing research questions and validating findings, ensuring that their perspectives are integrated into project activities. A Health, Safety and Security plan will protect all project staff and participants.

Section 13 - British Embassy or High Commission Engagement

Q33. 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.

☒ Yes

Please attach evidence of request or advice if received.

 2024-10-21 DI r31 BHC support

 21/10/2024

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Section 14 - Project Staff

Q34. 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?
Lindie Botha	Project Leader	40	Checked
Kristina Kesch	WCP Grants Manager	5	Checked
Mirriam Nasilele	Project oversight and safeguarding POC	10	Checked
Maina Malaya	Zambia lead & communications lead	25	Checked

Do you require more fields?

☒ Yes

Name (First name, surname)	Role	% time on project	1 Page CV or job description attached?
Alastair Nelson	Technical & strategic advisor, ranger selection processes	5	Checked
Alison Blair	CS grants management, logistics, travel, planning	10	Checked
Sandile Mdoko	Interviews in South Africa, interview analyst	20	Checked
Miyoba Ngandu	Finance and Grants Manager	10	Checked
Enos Mwale	Senior Finance Officer	10	Checked
No Response	No Response	No Response	Unchecked
No Response	No Response	No Response	Unchecked
No Response	No Response	No Response	Unchecked

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

 2024-10-20 DI_r31 Project team combined CVs

 21/10/2024

 23:31:37

 pdf 616.71 KB

Have you attached all project staff CVs?

☒ Yes

Section 15 - Project Partners

Q35. 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:	Wildlife Crime Prevention
Website address:	www.wildlifecrimeprevention.com
Why is this organisation the Lead Organisation, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):	WCP leads this project due to its extensive experience, robust governance systems, established partnerships, and proven track record in addressing wildlife crime in Southern Africa. As a leading conservation organization in Zambia, WCP brings deep expertise in combating wildlife crime through a combination of evidence-based insights and capacity building including women leadership and empowerment training with law enforcement partners. Roles and Responsibilities: WCP will oversee the overall governance of the project, ensuring compliance with requirements. Specifically, it will lead on project governance and implementation in Zambia, collaborating with CS in other Southern African countries. WCP's role includes managing relationships with local partners, coordinating data collection and analysis, and contributing to the development of the ranger_GESI framework, which will improve GESI within ranger departments. Capabilities and Capacity: WCP has strong ties with governmental agencies, particularly the Department of National Parks and Wildlife (DNPW), which positions it well to navigate the complex landscape of wildlife crime enforcement. Its history of implementing large-scale projects, such as those funded by GIZ and INL, demonstrates its capacity to handle complex, multi-country initiatives. Additionally, WCP has a skilled team experienced in delivering GESI-responsive interventions, supported by robust internal policies on safeguarding and ethics.
International/In-country Partner	☒ In-country
Allocated budget (proportion or value):	

Representation on the Project Board (or other management structure)	☒ Yes
Have you included a Letter of Support from the Lead Organisation?	☒ Yes

Do you have partners involved in the project?

☒ Yes

1. Partner Name:	Conservation Synergies
Website address:	www.conservationsynergies.com
What value does this Partner bring to the project?	CS accepts this critical partner role due to the vast experience of its staff, its knowledge of understanding complex social and organisational issues related to rangers in Southern Africa, bringing in outside expertise to help address these problems, and developing practical and actionable strategies and plans to address these issues.
(including roles, responsibilities and capabilities and capacity):	ROLES: CS will provide overall strategic and technical direction to the project, working closely with WCP who also bring significant regional and thematic expertise. RESPONSIBILITIES: Project leadership, data collection in all countries outside of Zambia. Leading on MEL. CAPABILITIES: CS' Managing Director has 30yrs' experience in the region, addressing challenging and complex issues associated with PA capacity and wildlife crime. The CS Project Leader has 25yrs' experience in organisational development and GESI issues in multiple countries and settings, including conservation and wildlife crime. CS has working relationships with all ten sites. CS has led on conducting 310 interviews in five of these sites (together with WCP) to understand the risks and drivers of misconduct and corruption and to build practical resilience plans to address these. CAPACITY: CS is a small but well-structured organisation designed to deliver high-quality products and deliverables in a professional manner with impeccable technical and financial reporting.
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:	<i>No Response</i>
Website address:	<i>No Response</i>
What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	<i>No Response</i>
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

3. Partner Name:	<i>No Response</i>
Website address:	<i>No Response</i>
What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	<i>No Response</i>
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? (including roles, responsibilities and capabilities and capacity):	<i>No Response</i>
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? (including roles, responsibilities and capabilities and capacity):	<i>No Response</i>
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? (including roles, responsibilities and capabilities and capacity):	<i>No Response</i>
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

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 for all project partners or explain why this has not been included.

 [2024-10-21 DI r31 LetterOfSupport combined-
GESI](#)
 21/10/2024
 23:33:33
 pdf 1.77 MB

Section 16 - Lead Partner Track Record

Q36. 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

Please provide the below information on the Lead Organisation.

What year was your organisation established/ incorporated/ registered?	01 January 2017
What is the legal status of your organisation?	☒ NGO
Other explained	No Response
How is your organisation currently funded?	WCP is funded through bilateral grants from SIDA, INL, GIZ, and USAID, with additional support from conservation NGOs like Panthera and The Nature Conservancy (TNC). It also receives funding from conservation funds, including the Elephant Crisis Fund and Lion Recovery Fund, as well as from private foundations such as the Oak Foundation.

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

Aims	WCP aims to combat wildlife crime in Zambia, working to protect wildlife and natural resources while fostering sustainable conservation practices. It addresses various aspects of the IWT including gender issues, while promoting inclusive approaches and engaging stakeholders to support anti-trafficking efforts and wildlife protection.
Activities	WCP supports government capacity-building initiatives, including the Department of National Parks and Wildlife, Judiciary, and National Prosecution Authority. We conduct behavior change campaigns, support women and youth involvement through the Women for Conservation network and the Conservation Careers Fair, and generate insight into IWT through social research and data analysis.
Achievements	WCP has significantly contributed to reducing wildlife crime in Zambia by strengthening law enforcement, enhancing community involvement, and raising awareness about IWT. Our efforts have improved conservation outcomes, reinforced local capacity to combat illegal activities, and encouraged more inclusive, gender-aware approaches in wildlife protection programs.

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	GIZ: Reduce Illegal Wildlife Trade in Zambia including connectors with Tanzania, Mozambique, and Malawi
Contract value/Project budget (include currency)	
Duration (e.g. 2 years, 3 months)	3 years
Role of organisation in project	WCP is the lead organisation working with partners.

Brief summary of the aims, objectives and outcomes of the project	The project aims to reduce IWT in Zambia and across its neighboring countries, focusing on cross-border collaboration with Mozambique, Malawi, and Tanzania. It strengthens investigative and prosecutorial capacities, enhances law enforcement cooperation, and raises public awareness through education campaigns. Key outcomes include reduced wildlife trafficking, improved border controls, more effective prosecutions, and increased community engagement in conservation. The project leverages data analysis and cross-border partnerships to disrupt criminal networks, while building the capacity of Zambian agencies to combat wildlife crime sustainably.
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Client/independent reference contact details (Name, e-mail)	Stephanie Lienenlueke
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Contract/Project 2 Title	INL: Regional Collaboration to Enhance Wildlife Conservation and Disrupt Wildlife Trafficking
Contract value/Project budget (include currency)	

Duration (e.g. 2 years, 3 months)	2 years
Role of organisation in project	WCP is the lead organisation with other partners.
Brief summary of the aims, objectives and outcomes of the project	The Regional Collaboration to Enhance Wildlife Conservation and Disrupt Wildlife Trafficking project aims to strengthen cross-border cooperation to IWT across Zambia, Mozambique, Malawi, and Tanzania. Objectives include improving data collection, enhancing law enforcement capabilities, and supporting effective prosecution of wildlife crimes. Key outcomes involve increased arrests, better protection of wildlife through coordinated regional efforts, and more effective prosecution and sentencing of offenders. The project also aims to raise awareness, reduce poaching, and ensure long-term conservation of biodiversity in Southern Africa.
Client/independent reference contact details (Name, e-mail)	Sam Novick [REDACTED]
Contract/Project 3 Title	Lion Recovery Fund: Implementation of a problem-orientated, multidisciplinary strategy to tackle the illegal bushmeat trade in Zambia
Contract value/Project budget (include currency)	[REDACTED]
Duration (e.g. 2 years, 3 months)	2 years
Role of organisation in project	WCP is the lead and sole implementer.
Brief summary of the aims, objectives and outcomes of the project	The project aims to reduce illegal bushmeat trade in Zambia, a major threat to wildlife, particularly lions. It uses a multidisciplinary approach involving law enforcement, behavior change campaigns, and targeted prosecutions. The objectives include dismantling poaching syndicates, increasing legal game meat consumption, and strengthening criminal justice outcomes. Success indicators include reduced demand, and disruption of bushmeat trade.
Client/independent reference contact details (Name, e-mail)	Peter Lindsey [REDACTED]

Have you provided the requested signed audited/independently examined accounts?

☒ Yes

Section 17 - Certification

Q36. 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 ineligible.

On behalf of the
Company

of
Wildlife Crime Prevention

I apply for a grant of
£199,505.00

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	Sarah Davies
Position in the organisation	Chief Operating Officer
Signature (please upload e-signature)	 2024-10-21 DI r31 Certification p33 signed-GESl  21/10/2024  22:23:18  pdf 33.32 KB
Date	21 October 2024

Please attach the requested signed audited/independently examined accounts.

 WCP 2023 Audited Financial Statements  21/10/2024  19:15:33  pdf 4.63 MB	 WCP 2022 Audited Financial Statements  21/10/2024  19:15:23  pdf 3.52 MB
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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.

 [2024-10-21 DI-r31 WCP HSS policies](#)

 21/10/2024

 19:15:51

 pdf 153.15 KB

 [2024-10-21 DI-r31 WCP safegaurding.policies](#)

 21/10/2024

 19:15:43

 pdf 254.94 KB

Section 18 - Submission Checklist

Checklist for submission

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 the budget is complete, correctly adds up and I have included the correct final total at the start of the application.	Checked
The application has been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).	Checked
I have attached the below documents to my application: a cover letter from the Lead Organisation.	Checked
a completed logframe as a PDF using the template provided.	Checked
a 1 page Theory of Change as a PDF which includes the key elements listed in the guidance.	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 31).	Checked
a copy of the Lead Organisation's Health, Safety and/or Security policy or Security Plan (Question 31)	Checked
1 page CV or job description for all the Project Staff identified at Question 34, 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 35, 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 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 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).

Project Title: Inside-out: Building a Framework for ranger GESI.

Project Summary	SMART Indicators (including disaggregated targets)	Means of Verification	Important Assumptions
Impact: Equitable and inclusive PA organisations protect biodiversity and catalyse socio-economic development			
Outcome: Increased evidence of how GESI dynamics affect ranger department safeguarding and functioning, and the best practices/management capabilities required to develop and sustain PA equity and inclusivity in Southern Africa	0.1 Existence of ranger_GESI Framework approved by all PAs participating in project (<i>target: 1 Framework approved by Y2Q2 by 10 PAs</i>). 0.2 Nr of ranger departments that commit to implementing ranger-GESI framework (<i>target: 10 ranger departments in 10 PAs by Y2Q2</i>).	0.1 Project reports 2-5, Letters of endorsement by ranger departments. 0.2 Attendance registers of PA managers attending capacity building events. 0.3 Nr of ranger departments committing to implementing at least one GESI intervention in next 12 months.	By addressing normative and structural workplace barriers, female rangers can play a pivotal role in protecting wildlife while also transforming their communities. Addressing GESI concerns and building capacity for better social safeguards go hand-in-hand.
Outputs: 1. Report 1: Project Communication Strategy	1.1 Existence of Project Communications Strategy and materials (<i>target: 1 Communication strategy by Y1Q1</i>). 1.2 Nr of PA senior leadership structures engaged (<i>target: 10 senior leadership structures from 10 PAs by Y1Q2</i>).	1.1 Project report 1. 1.2 Meeting attendance registers of PA leadership meetings.	Having a well-thought through project communication strategy can help us navigate the organisational sensitivities surrounding the topics and avoid unhelpful backlashes from ranger departments.
2. Report 2: Synthesis of secondary data (synthesis of GESI literature, relevant PA reports and existing/baseline interview data)	2.1 Existence of secondary data report (<i>target: 1 report by Y1Q3</i>).	2.1 Project report 2.	Diverse data sources from existing literature and work done to-date in five PAs will begin to show meaningful patterns about the relationships between changing ranger contexts, GESI

Project Title: Inside-out: Building a Framework for ranger GESI.

			and departmental and PA functioning.
3. Report 3: Interview schedule (Co-develop interview questions with Champions)	3.1 Detailed work plan developed with Project GESI Champions (<i>target: 1 work plan with Champions from Y1Q2 PAs</i>). 3.2 Existence of interview schedule (<i>target: 1 interview schedule by Y1Q3</i>). 3.3 Nr of Project GESI Champions selected (<i>target: 20 Champions from 10 PAs by Y1Q2, at least one female champion per PA</i>).	3.1 Work-plan document. 3.2 Report 3. 3.3 GESI Champions meeting register / Terms of reference developed for Champions.	Project Champions embedded in PAs will sufficiently buy-into the process to help us develop grounded, relevant research questions that build on the findings of Report 2.
4. Report 4: Synthesis of primary data (from field interviews)	4.1 Existence of primary data report (<i>target: 1 report by Y2Q1</i>). 4.2 Nr of PAs targeted for interviews (<i>target: 10 PAs targeted for interviews by Y1Q1</i>). 4.3 Nr of rangers and other PA stakeholders interviewed (<i>target: 100 rangers from ten PAs</i>)* 4.4 Nr of interviews transcribed and coded (<i>target: 100% of completed interviews transcribed and coded by Y1Q4</i>).	4.1 Report 4. 4.2 PA written confirmations of participation. 4.3 Anonymised interview logsheets. 4.4 Anonymised dataset in qualitative data management system.	Enough quality interviews will be completed so that the combined interview data will show meaningful patterns about the relationships between changing ranger contexts, GESI and departmental and PA functioning.
5. Report 5: ranger_GESI Framework (synthesis of secondary and primary data)	5.1 Existence of ranger_GESI Framework (<i>target: 1 Framework by Y2Q2</i>).	5.1 Report 5	Granular data and findings from reports 3 and 4 can be synthesised to create a more abstract framework applicable to a wider geographical group of

Project Title: Inside-out: Building a Framework for ranger GESI.

			PAs who experience diverse GESI challenges. Data and findings from reports 3 and 4 will be sufficient to develop a Framework that can guide non-expert PA leaders to analyse and respond to GESI challenges.
6. Build a constituency of supporters to engage with and implement the ranger_GESI Framework	6.1 Nr of communication products created to share project findings with wider audience (<i>target</i>: 3 webinars hosted by WCP & CS, 2 Op-eds written, 1 policy brief reviewed and approved by 3 independent experts, 1 abstract submitted to regional conference, 1 academic article ready-for-journal-submission about the relationship between wildlife crime/militarisation, GESI and PA functioning, by end of project). 6.2 Nr of PA organisations taking part in capacity building workshop (<i>target</i>: 100% of PA organisations taking part in research phase also taking part in capacity building by Y2Q2). 6.3 Nr of PA/ranger department managers taking part in capacity building workshop (<i>target</i>: 100% representation by managers from organisations that took part in research phase by Y2Q2). 6.4 Nr of PA/ranger department managers taking part in capacity	6.1 Media and outreach products (webinar analytics, popular media Op-Eds, policy brief, conference abstract, academic article). 6.2 Attendance registers for capacity-building events / capacity building materials. 6.3 Attendance registers for capacity-building events / capacity building materials. 6.4 Capacity survey results. 6.5 Social safeguarding measures and policy documents. 6.6 Final evaluation of the project.	Increased access to and uptake of evidence-based Framework will enable PAs to assess, improve and transform ranger department GESI. The positive effects of workplace GESI will “sell itself” over time, institutionalising GESI processes and practices, including better safeguarding measures and policies.

Project Title: Inside-out: Building a Framework for ranger GESI.

	building workshop reporting an increase in their GESI capabilities and knowledge of best practices (<i>target</i>: 100% PA/ranger department managers report at least an increase in capabilities OR knowledge of a best practice, by Y2Q2). 6.5 Nr of PAs with improved safeguard measures and policies (<i>target</i>: 50% of participating PAs, by Y2Q2). 6.6 Existence of summative evaluation of project (<i>target</i>: 1 evaluation report by Y2Q2).		
1.1 Develop project communication strategy 1.2 Introduce project to key PA and ranger leadership structures 2.1 Select two GESI Project Champions per PA and co-develop terms of reference with them. Review and co-develop detailed project work plan with Champions 2.2 Develop a plan with Champions to collaborate in setting up a GESI network to continue beyond lifespan of project 2.3 Review and synthesise GESI literature, relevant PA reports and baseline interview data 2.4 Reflect secondary data back to Champions in each PA and finalise key aggregated themes 2.5 Finalise report 2.6 Develop quantitative survey based on learning from report 2 and adapting indicators from existing tools (e.g., GESI surveys, gender surveys) 3.1 Workshop and co-develop field-based interview questions with Champions (collectively) to probe deeper into identified themes during upcoming fieldwork. Co-develop criteria for selection of key informants 4.1 Interview key informants in each PA (where appropriate, set up additional focus groups) 4.2 Interview trainers involved in ranger selection and training on selection mechanisms and barriers 4.3 Transcribe and analyse interview data as interviews are completed 4.4 Reflect primary data back to Champions in each PA and finalise key aggregated themes 4.5 Analyse survey data and reflect it back to Champions in each PA			

Project Title: Inside-out: Building a Framework for ranger GESI.

4.6 Finalise report

5.1 Develop ranger_GESI Framework based on secondary and primary data

5.2 Present Framework to all PA champions in joint workshop

5.3 Present Framework to PA/ranger senior leaders

5.4 Finalise ranger_GESI Framework

6.1 Regularly communicate project findings with a wider audience in Southern Africa and beyond (Internet, webinars, etc.)

6.2 Build capacity of PA stakeholders/ranger department managers to implement ranger_GESI Framework

6.3 GESI network workplan co-develop for period after project ends

6.4 Write up final evaluation of project as a whole

* Due to the ranger workforce being overwhelmingly dominated by men, it is virtually impossible to set gender targets for interviews at this stage. We will however try to interview all female rangers within a PA as key informants. Currently, the PA in our interview cohort with the highest number of females is Musekese Conservation (supporting the GMA's around Kafue National Park) with 17 females.