

USAID BIODIVERSITY CONSERVATION

Species Conservation Fund

GRANT APPLICATION GUIDELINES

Round 3 – November 2023

Deadline of Submission: 7 December 2023 at 17:00 pm.

BACKGROUND

The USAID Biodiversity Conservation project (the Project) is a 5-year project (2020 – 2025) that aims to maintain and increase forest quality and protect and stabilize wildlife populations in high conservation value provinces: Ha Tinh, Lam Dong, Ninh Binh, Quang Binh, Quang Nam, Quang Tri, and Thua Thien-Hue. The project targets 14 special-use forests (SUFs) and seven protection forests (PFs), linking forest management units across the landscape to maintain forest cover and connectivity of habitats vital for the protection of Vietnam's threatened and endemic species. The project is implemented by WWF-US, in collaboration with the project partners WWF-Viet Nam, Education for Nature Vietnam (ENV), Fauna & Flora (formally Fauna and Flora International – FFI) Vietnam Programme, Re:wild, the International Union for the Conservation of Nature Vietnam (IUCN), and the Leibniz-Institute for Zoo and Wildlife (IZW).

The project has four strategic approaches (SA):

- SA1** Promote Conservation-Friendly Enterprises in Forest Dependent Communities
- SA2** Strengthen Management of Special-use and Protection Forests
- SA3** Increase Functionality of Law Enforcement Systems for Forest and Wildlife Crimes
- SA4** Reduce Local Demand for illegal wildlife products through Behavior Change Methodologies

SA2 and SA3 aim to strengthen the management of special use and protection of forests in project provinces. In this context, the project has established the *Species Conservation Fund* (SCF) through which it will award small grants to project proposals that contribute to the conservation of wild animals in target provinces. **The SCF** aims to strengthen the biodiversity conservation of Vietnam through the participation of grassroots organizations. It does so by creating an opportunity for local not-for-profit organizations, civil society organizations (CSO), community-based organizations (CBO) or institutions to conduct activities that contribute to conserve priority species in the field. With this grant program, local organizations will conduct projects from 1 to 1.5 years to strengthen their capabilities in species conservation. This opportunity will enable these organizations to contribute to the conservation of globally threatened species.

ELIGIBILITIES

Is your organization eligible?

To apply for this funding opportunity your organisation must be a Vietnamese and not-for-profit organization.

Is your project eligible?

The SCF is created to support initiatives that are critical for the conservation of one or more priority species. Lists of priority species are in [Appendix A](#) and [Appendix B](#). Eligible activities must do at least one of the following:

1. Generate new information about a priority species leading to the improvement of its management.

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2. Demonstrably reduce threats to a priority species.
3. Lead to a demonstrable increase of a wild population of a priority species.
4. Put in place the conditions that allow a priority species to be reintroduced to the wild.

Project proposals may include, but are not limited to:

- Creation of conservation management and monitoring plans for one or more priority species.
- Studies on populations, ecology, habitats, and other aspects related to one or more priority species.
- Conservation of natural forests, protected areas, habitats, and connection of habitats of priority species.
- Outreach programs and environmental education activities that support the conservation of one or more priority species.
- Field patrols and monitoring of populations and habitats of one or more priority species.
- Application of advanced technologies to better conserve priority species.
- Preparatory activities for rewilding programs of one or more priority species.

To be considered for SCF funding, a project must be located within one or more protected areas where the USAID Biodiversity Conservation project currently works (Table 1).

Table 1 List of eligible sites

No.	Name	Province
1	Cuc Phuong National Park	Ninh Binh
2	Vu Quang National Park	Ha Tinh
3	Dong Chau-Khe Nuoc Trong Nature Reserve	Quang Binh
4	Phong Nha- Ke Bang National Park	
5	Bac Huong Hoa Nature Reserve	Quang Tri
6	Dakrong Nature Reserve	
7	Huong Hoa-Dakrong Protection Forest	
8	A Luoi Protection Forest	Thua Thien-Hue
9	Bac Hai Van Protection Forest	
10	Nam Dong Protection Forest	
11	Bach Ma National Park	
12	Phong Dien Nature Reserve	
13	Thua Thien-Hue Saola Nature Reserve	
14	Song Thanh National Park	Quang Nam
15	Elephant Species and Habitat Conservation Area	
16	Quang Nam Sao La Species and Habitat Conservation Area	
17	Dong Giang Protection Forest	
18	Tay Giang Protection Forest	Lam Dong
19	Bidoup-Nui Ba National Park	
20	Cat Tien National Park	
21	Da Nhim Watershed Protection Forest	

If you are interested to develop a project for a species not in the USAID BCA priority list, consult with the SCF Focal Point at least 2 weeks before the proposal submission deadline to discuss the project idea.

Priority

Priority will be given to projects that:

- Show they will coordinate with other organizations to prevent duplication of efforts, and/or
- Work with partnerships and alliances, and/or
- Support the professional development of young conservationists.

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A project that aligns with at least one strategic approach outlined in the USAID Biodiversity Conservation project will be an advantage.

Environmental and social safeguards

The projects must comply with the the [WWF's Statements of Principles \(SoPs\) and Environmental and Social Safeguards \(ESS\)](#) and the [USAID Standard Provisions for Non-US, Nongovernmental Organizations](#). In that context SCF does not fund the following activities:

- Payment of salaries or salary supplements to government personnel. This implies that if you are a semi-government organization, you cannot include salaries in the budget.
- Activities that have the potential to cause adverse impacts to critical habitats.
- Activities that introduce or use potentially invasive, non-indigenous species.
- Surveillance equipment.
- Purchase of firearms, ammunition, or other weapons.
- Goods or services for police or law enforcement activities.
- Use of child labor or forced labor.
- Construction activities.
- The capitalization of trust funds
- Activities that promote the trade-in or use of any substances listed under the Stockholm Convention on Persistent Organic Pollutants, or other chemicals or hazardous materials subject to international bans, restrictions, or phase-outs due to high toxicity to living organisms, environmental persistence, the potential for bioaccumulation, or potential depletion of the ozone layer.
- Purchase and use of pesticides that fall in the World Health Organization classes IA and IB, or in class II if they are likely to be used by, or be accessible to, lay personnel, farmers or others without training, equipment and facilities to handle, store and apply these products properly.
- Physical resettlement of people (voluntary or involuntary).
- Purchase of land.
- Removal or alteration of any tangible cultural heritage.
- Gambling machines.
- Weather modification machines.
- Military equipment.
- Goods and services for abortion.
- Luxurious goods.

CRITERIA

Language

- Applications can be submitted in English or Vietnamese.

Currency

- Budgets must be submitted in both Viet Nam Dongs and US Dollars equivalent.

Grant size

Standard projects: **USD20,000 to USD50,000**. Larger-sized projects (up to **100,000USD**) should contact the SCF Focal Point no later than two weeks before the proposal submission deadline to discuss the project idea. The SCF focal point may ask for additional clarifications before advising submission of a full proposal.

All grants are managed and overseen by the SCF team of the USAID Biodiversity Conservation project.

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Species and Sites

- The SCF only supports projects which focus on conservation activities of one or more priority species (Appendices A & B) and are carried out in one or more project sites (Table 1).
- If you are interested to develop a project for a species not in the USAID BCA priority list, consult with the SCF Focal Point at least 2 weeks before the proposal submission deadline to discuss the project idea.

Contents

- Texts provided in an application should be kept concise and clear, with clearly stated quantitative objectives and methods. When writing an application, please bear in mind that there is only so much text which the SCF National Advisory Team and the Operational Team are capable of reading. Provide, therefore only succinct information that is necessary to understand the reasons for which the project is proposed, how the project will be implemented, and how the expected outputs will be achieved.

Grants for Continuation

- The SCF is willing to provide continuation support for a project that had previously been supported, is now completed and for which the Fund has received all required reporting by the time of the respective submission deadline.

Pre-conditions

Applicants will be considered and selected for evaluation if they meet the following pre-conditions:

1. Applicants meet the eligibility requirements.
2. Proposals are for one or more of the eligible species of [Appendix A](#) and [Appendix B](#) and for one or more of the eligible sites (Table 1).
3. Financial proposal is provided with the application.

Evaluation and Announcement

Applicants who meet the requirements will be shortlisted and evaluated against the criteria below. Selection will be determined based on a simplified quality and cost-based metrics, with a maximum total technical score of 80 points and a total financial score of 20 points.

The criteria are as follows:

Category	Points
I. Technical Proposal	80 Threshold 70% or 56 points
Overall approach	65 points Threshold 70% or 45.5 points
The proposed project ...	
Relevance: ... clearly demonstrates relevance to the objectives and themes of this call for proposals and it contributes to conservation of priority species and their habitats.	5
Innovation: ... proposes innovative and effective approaches to save priority species and their habitats.	5
Impact: ... has clear and measurable impact on conservation efforts of priority species.	15
Clarity: ... has clearly described activities.	5
Sustainability: ... demonstrates a sustainable approach to the project's activities and outputs, outcomes, and impact beyond the funding period, including clear plans (if any) for continuing the project after the SCF funding is completed.	10
Capacity and Expertise: ... demonstrates the capacity of the applicant organization to implement the project effectively, including the necessary expertise, resources, and partnerships.	10

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Cost-effectiveness: ... demonstrates that the proposed activities and budget are cost-effective and reasonable in relation to the expected outcomes and impact.	7
Collaboration and Complementarity: ... demonstrates collaboration or efforts to contribute to ongoing efforts within relevant activity areas and that there is no duplication of efforts.	5
Context: ... is endorsed by local government and supports ethnic minority and local communities in community-based or collaborative management activities for biodiversity conservation and actions that enhance local communities' tenure and resource use rights.	3
Capacity and Work experience	15 points Threshold 70% or 10.5 points
Experience in conservation of priority species	5
Experience working with stakeholders	5
Experience with implementing and reporting on small grant projects	5
II. Financial proposal	20 Threshold 70% or 14 points
Clear breakdown of costs related to activity delivery	10
Relevant and reasonable costs related to activity delivery	10
Total	100

Only candidates achieving a technical score of more than 70% of the maximum will be assessed for the financial proposal. Only candidates with a financial score of more than 70% of the maximum will be considered for a grant.

HOW TO APPLY

Read the complete call

Each call for project proposals includes important details about the projects that are eligible. Review the information in the call to find out:

- Priority species which the project can conserve.
- Sites where the project can take place.
- The conservation objectives that SCF-funded projects must contribute to.
- Due date.
- Where you can send questions.

Prepare your project proposal

If you have determined that your project will be eligible, download the template (available in either English or Vietnamese) to draft your proposal. When drafting your project proposal, we encourage you to read our tips below for helpful advice.

- **Read the eligibility of sites** – This will help you determine whether your project is a good fit for the SCF before you put time and energy into writing a project proposal. It's also important to attentively read through the call for proposals itself.
- **Be specific** – Where are you going to work? What are you going to spend the grant money on? What will you achieve? What is the timeline?
- **Consult other stakeholders** – For a project to be effective, grantees need buy-in from the other people involved, whether that's the local authorities, the village where the project will take place, or the national government.
- **Pick a project you are passionate about** – Enthusiasm is more important than a project proposal with perfect grammar and flawless logic.
- **Be realistic** – We encourage applicants to develop proposals with good ideas and achievable activities that they can do well.

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- **Solicit feedback** – Before you submit your project proposal, have someone else look it over. You can share with friends, colleagues, experts, researchers, and others.
- **Consider your audience** – Applicants should keep in mind that reviewers do not know the circumstance of a specific project. We encourage applicants to provide concise information related to their project.
- **Get to the point** – We encourage applicants to have good ideas with a succinct explanation.
- **Think beyond the grant** – SCF aims to fund projects that will make substantial, long-term changes.
- **Explain why your organization is the one for a grant** – A successful project proposal describes why your organization is the most qualified organization to implement the project, whether that's because you have the expertise or live in the community.
- **Talk with us** – Some donors discourage applicants from contacting them for advice during the application process, but SCF encourages applicants to reach out. We want to help you submit a successful project proposal, even if you're brand new to grant writing. Send a message to our focal point for feedback or more information.

UPON PROPOSAL ACCEPTANCE

Complete all documentation

If your project proposal is accepted, you will also be asked to submit the following supporting documents along with the proposal:

- Financial questionnaire and supporting documents.
- Bank account information (the SCF may require that a project-specific bank account be opened before your project begins).
- Signatory information.
- Cash flow estimate for the first five months of the grant.

The SCF team will request any additional information required in support of your application (e.g., detailed budget, work plan, financial questionnaire, bank details).

Complete safeguard documents (if required)

All SCF grants will be screened against the [WWF's Statements of Principles \(SoPs\) and Environmental and Social Safeguards \(ESS\)](#) and the [USAID Standard Provisions for Non-US, Non-governmental Organizations](#), which are intended to prevent or mitigate any harm to people or the environment that might inadvertently arise during the project.

Applicants whose project triggers one or more safeguard policies will be asked to prepare the relevant safeguard document(s) and incorporate preventative measures into the project's design.

LIFE CYCLE OF A GRANT

The following steps take you through the complete life cycle of a grant, from the initial application to the end of the project. We've noted the typical durations for each step, but please keep in mind that durations vary as they depend on external factors.

SCF opens a call for project proposals

We announce the call for project proposals on the [WWF-Viet Nam](#) webpage. Before submitting a project proposal, applicants should check their eligibilities and are encouraged to reach out to the SCF team to discuss the project idea. Please note that the SCF team only accepts project proposals in response to open calls. Proposals submitted outside of an open call will not be considered.

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Applicant submits a project proposal

Applicants will submit project proposals using an offline template that will be provided in the open call instructions. The project proposals should be sent to the SCF Focal Point at bcfocalpointscf@wwf.org.vn.

SCF will exercise due diligence, which may result in SCF requiring that a project-specific bank account be opened prior to the project's start (for instance, if a grantee lacks an automated, double-entry accounting system and/or if they lack adequate internal controls).

Applicant prepares safeguard documents (if required)

As mentioned above, all SCF grants will be screened against the [WWF's Statements of Principles \(SoPs\) and Environmental and Social Safeguards \(ESS\)](#) and the [USAID Standard Provisions for Non-US, Nongovernmental Organizations](#). If a project triggers one or more safeguard policies, the grantee will be asked to prepare the relevant safeguard document(s) and incorporate related measures into the project's design. Safeguard documents must be approved prior to the approval of the project.

Applicant signs grant agreement

Successful applicants for grants will sign a grant agreement with WWF and provide supporting legal and financial documents as required.

Grant recipients receive orientation training

Grant recipients are required to attend an SCF online orientation training on the management of projects, financial management, the [WWF's Statements of Principles \(SoPs\) and Environmental and Social Safeguards \(ESS\)](#) and the [USAID Standard Provisions for Non-US, Nongovernmental Organizations](#), within the first three months of their project's start date. Details on this training will be provided shortly after countersigning the grant agreement.

Grantees implement and report on projects

Grant recipients must submit quarterly technical and financial reports through the email of the SCF Focal Point at bcfocalpointscf@wwf.org.vn. Additional reports may also be requested and most commonly relate to compliance with WWF's financial and safeguard policies.

SCF team makes site visits

Members of the SCF team perform financial supervision missions and programmatic site visits each year or occasionally.

SCF team helps grantees address delays and challenges (as needed)

The SCF team recognizes that, due to unforeseen challenges, project delays may sometimes happen. When this occurs, grantees may request an extension to the duration of the grant ("no-cost extension") or other changes to the deliverables or budget. However, no extension can be beyond 31st March 2025.

For all grants, amendment requests can be submitted by email to the SCF Focal Point at bcfocalpointscf@wwf.org.vn. The SCF team will try to accommodate reasonable requests supported by adequate justifications; however, they do reserve the right to reject any amendment request.

Grant closes

Within two months after the grant ends, a final completion report – including quantitative data on impacts – must be submitted. For all grants, the report will be completed offline, using a template provided by the SCF team.

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An important component of these reports is reflecting on lessons learned. Guidelines on lessons learned can be found in [Appendix C](#).

Grantees are encouraged to send project photos and videos to support the SCF's communication team via the SCF Focal Point.

The final completion report, and any supplementary technical reports, will be made publicly available through WWF website.

Further information and assistance can be obtained from:

Species Conservation Fund (SCF) – USAID Biodiversity Conservation

WWF-Viet Nam, Ha Noi Office

No 6 Lane 18, Nguyen Co Thach, Cau Dien, Nam Tu Liem, Ha Noi

Email: bcfocalpointscf@wwf.org.vn

Tel: +84 24 37193049; Fax: +84 243 7193048

Acknowledgment: The call of proposals and other materials related to this fund are based on guidelines and other documents used by the CEPF grant program managed by IUCN. The adjustment has been permitted by CEPF and IUCN.

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APPENDIX A – LIST OF PRIORITY SPECIES

No	Priority Species	Common Name
	MAMMALS	
1	<i>Aonyx cinereus</i>	Asian Small-clawed Otter
2	<i>Chrotogale owstoni</i>	Owston's Civet
3	<i>Lutrogale perspicillata</i>	Smooth-coated Otter
4	<i>Muntiacus vuquangensis</i>	Large-antlered Muntjac
5	<i>Muntiacus rooseveltorum/truongsonensis</i>	Annamite Dark Muntjac complex
6	<i>Nesolagus timminsi</i>	Annamite Striped Rabbit
7	<i>Nomascus leucogenys</i>	Northern White-cheeked Gibbon
8	<i>Nomascus siki</i>	Southern White-cheeked Gibbon
9	<i>Pseudoryx nghetinhensis</i>	Saola
10	<i>Axis porcinus</i>	Indochinese Hog Deer
11	<i>Pygathrix cinerea</i>	Grey-shanked Douc
12	<i>Pygathrix nemaeus</i>	Red-shanked Douc
13	<i>Trachypithecus delacouri</i>	Delacour's Langur
14	<i>Viverra megaspila</i>	Large-spotted Civet
	BIRDS	
1	<i>Carpococcyx renauldi</i>	Coral-billed Ground-cuckoo
2	<i>Emberiza aureola</i>	Yellow-breasted Bunting
3	<i>Leptoptilos javanicus</i>	Lesser Adjutant
4	<i>Lophura edwardsi</i>	Edwards's Pheasant
5	<i>Rheinardia ocellata</i>	Crested Argus
	REPTILES	
1	<i>Crocodylus siamensis</i>	Siamese Crocodile
2	<i>Cuora bourreti</i>	Bourret's Box Turtle
3	<i>Cuora galbinifrons</i>	Indochinese Box Turtle
4	<i>Cuora mouhotii</i>	Keeled Box Turtle
5	<i>Cyclemys pulchristiata</i>	Eastern Black-ridged Leaf Turtle
6	<i>Indotestudo elongata</i>	Elongated Tortoise
7	<i>Mauremys mutica</i>	Asian Yellow Pond Turtle
8	<i>Manouria impressa</i>	Impressed Tortoise
9	<i>Palea steindachneri</i>	Wattle-necked Softshelled Turtle
10	<i>Pelochelys cantorii</i>	Asian Giant Softshell Turtle
11	<i>Platysternon megacephalum</i>	Big-headed Turtle
12	<i>Sacalia quadriocellata</i>	Four-eyed Turtle
	FISHES	
1	<i>Schistura spiloptera</i>	Spot-finned Loach
2	<i>Scleropages formosus</i>	Asian Arowana

If you are interested to develop a project for a species not in the USAID BCA priority list, consult with the SCF Focal Point at least 2 weeks before the proposal submission deadline to discuss the project idea.

APPENDIX B – LIST OF SPECIES FOR REWILDING ACTIVITIES

In addition to the list of priority species in [Appendix A](#), the Project works on a list of species for which guidelines for rewilding are being developed. Some of these species are also in [Appendix A](#), others are not. Species in this appendix are also considered priority species and activities that support preparation for rewilding are encouraged.

No.	Species	Latin name	IUCN Status
1.	Saola	<i>Pseudoryx nghetinhensis</i>	CR
2.	Hog Deer*	<i>Axis porcinus</i>	EN
3.	Large-antlered Muntjac	<i>Muntiacus vuquangensis</i>	CR
4.	Annamite Dark Muntjac	<i>Muntiacus rooseveltorum/ truongsongensis</i>	DD
5.	Annamite Striped Rabbit	<i>Nesolagus timminsi</i>	EN
6.	Vietnam Pheasant	<i>Lophura edwardsi</i>	CR
7.	Crested Argus	<i>Rheinardia ocellata</i>	CR
8.	Impressed Tortoise	<i>Manouria impressa</i>	EN
9.	Bourret's Box Turtle	<i>Cuora bourreti</i>	CR
10.	Keeled box turtle	<i>Cuora mouhotii</i>	EN
11.	Eastern Black-ridged Leaf Turtle	<i>Cyclemys pulchristiata</i>	EN
12.	Big-headed Turtle	<i>Platysternon megacephalum</i>	CR
13.	Four-eyed Turtle	<i>Sacalia quadriocellata</i>	CR
14.	Wattle-necked Softshelled Turtle	<i>Palea steindachneri</i>	CR

* Hog Deer (*Axis porcinus*) has been added to the list of species for rewilding activities given the availability of captive individuals, suitable habitat, and therefore is considered to have good future potential for rewilding. Hog Deer is thought to have become extinct in Vietnam in the 1990s (Timmins et al. 2015: <https://www.iucnredlist.org/species/41784/22157664#assessment-information>).

APPENDIX C – GUIDELINES ON LESSONS LEARNED

What are “lessons learned”?

It is likely that in a project there are some things that you think would be valuable successes worth replicating in a new project and others that would be best not to repeat and do differently if you had the chance.

We refer to these reflections as “lessons learned,” and they can be powerful learning tools not only for you but for conservationists who will work on similar projects in the future. That is why we request them as part of your SCF project’s final completion report.

Why do we want to collect lessons learned?

Our intention is to share and use the knowledge gained from your experiences working on SCF-funded projects to promote the recurrence of successes and prevent shortcomings. We aspire to learn from one another, to be more efficient and effective with time and funding, and most importantly, to have the knowledge to replicate successful practices and avert undesirable outcomes.

What does SCF do with your lessons learned?

Lessons learned are available in the final completion report of the grantee projects uploaded on the WWF website. Some lessons learned may be compiled and featured in WWF’s learning library.

When should lessons learned be documented?

All WWF grantees prepare a final completion report at the end of their project, which includes a section devoted to documenting lessons learned during the project. This section is best completed as a group activity when the team can reflect on the topic. Keeping track of lessons during project implementation is also a useful exercise.

What kind of lessons learned is SCF looking for?

We are looking for lessons learned from every phase of your project – from conception to closure – that other grantees and conservationists may find useful. What challenges did you face and what advice would give another conservationist who encounters similar challenges? Additional questions that may help lead your thinking include:

- Was your project well thought out at the project proposal level? Were risks identified and mitigated?
- Was your project timeline appropriate? If not, why?
- Was your team as efficient as possible? If not, why?
- Were all of the appropriate partners involved and were they involved at the appropriate times?
- Was your approach aligned with your project objectives?
- Did your project have the impact that you expected? If not, why?

Five steps to identify a lesson learned

1. **Reflect:** It is important to discuss with your team what went well during your project and what didn’t.
2. **Identity:** Reflecting will lead you to identify learning points by understanding whether there were any differences between what was planned and what actually happened. Those differences may be positive or negative. Note that what may be perceived as negative or a failure could be useful to future WWF grantees.
3. **Analyze:** Take those learning points and analyze them. Why was there a difference between what you wanted to happen and what actually occurred? What were the root causes for those differences?
4. **Explain:** Now that you have analyzed what happened and identified what did not go according to plan, can you pinpoint what should be done in the future to avoid this shortcoming, or to repeat a success?
5. **Document:** Describe your lessons in your project’s final completion report.

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What information should be included when documenting a lesson learned?

Lessons needn't be long – a few sentences should suffice. We suggest detailing your lesson in two steps:

1. **Event:** Describe the challenge you encountered.
2. **Recommendation/solution:** If the event had a negative impact on your project, how did you solve it or what recommendation would you give to future grantees facing a similar obstacle? If the event had a positive impact, explain why you believe it was important to the success of your project.

Examples of lessons learned

- We shared our project plans with community members, but we did not do so soon enough. In retrospect, we should have consulted them during the design stage instead of after we had already begun the project. If we had, they could have shared their concerns before our strategy was already in place. After we did meet with them, we were able to adjust our plan so that they were satisfied, but
- It took extra time and money to make the changes.
- Before designing our management plan, we completed household surveys, key informant interviews, field visits and trainings. This helped us gather traditional knowledge about how to best manage the area's natural resources. As a result, we were able to design a better management plan.
- When we held our first two community meetings, there were no women in attendance, only men. At first, we assumed the women simply weren't interested in our project, but then we found out that it was because we were scheduling the meetings at times when women needed to do their household chores. When we changed the time of the next meeting, half the people there were women! If we had considered gender earlier, we would have had women participating from the beginning.

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