
IWTEXR9S2\1006

Strengthening legal frameworks for law enforcement in Africa

PAMS, partner Tikki Hywood Foundation and stakeholder Lilongwe Wildlife Trust, propose to support strengthening law enforcement (LE) cooperation in Tanzania, Zimbabwe, and Malawi to secure effective wildlife criminal prosecutions. The Team, locally based in each country, will conduct shared best practices for investigators and the judiciary through interagency training, the most effective solution in securing deterrent sentences for wildlife traffickers. Collaboration between LE officers through a joint workshop will further enable much needed regional LE cooperation for transnational wildlife cases.

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Section 1 - Contact Details

PRIMARY APPLICANT DETAILS

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GMS ORGANISATION

Type	Organisation
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Section 2 - Objectives, Species & Summary

Q3. Title:

Strengthening legal frameworks for law enforcement in Africa

What was your Stage 1 reference number? e.g. IWTEXR9S1\1001

IWTEXR9S1\1015

Q4. Which of the four key IWT Challenge Fund objectives will your project address?

Please tick all that apply. Note that projects supporting more than one will not achieve a higher score, and ticking objectives that your project does not address may negatively affect project scores.

Ensuring effective legal frameworks and deterrents

Q5. Species project is focusing on

Please include both the common name and scientific name.

African Elephant (*Loxodonta Africana*)

Black Rhino (*Diceros biconis*)

Pangolin (*Phataginus & Smutsia spp.*)

Lion (*Panthera leo*)

Do you require more fields?

No

Q6. Summary of project

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

Please write this summary for a non-technical audience.

PAMS, partner Tikki Hywood Foundation and stakeholder Lilongwe Wildlife Trust, propose to support strengthening law enforcement (LE) cooperation in Tanzania, Zimbabwe, and Malawi to secure effective wildlife criminal prosecutions. The Team, locally based in each country, will conduct shared best practices for investigators and the judiciary through interagency training, the most effective solution in securing deterrent sentences for wildlife traffickers. Collaboration between LE officers through a joint workshop will further enable much needed regional LE cooperation for transnational wildlife cases.

Section 3 - Title, Dates & Budget Summary

Q7. Country(ies)

Which eligible host country(ies) will your project be working in? Where there are more than four countries that your project will be working in, please add more boxes using the selection option below.

Country
1 Tanzania

Country
2 Zimbabwe

Country
3 Malawi

Country
4 No Response

Do you require more fields?

No

Q8. Project dates

Start date:

01 April 2023

End date:

31 March 2025

Duration (e.g. 2 years, 3 months):

2 years

Q9. Budget summary

Year:	2023/24	2024/25	2025/26	2026/27	Total request
Amount:	£503,954.00	£456,935.00	£0.00	£0.00	£960,889.00

Q10. Proportion of IWT Challenge Fund budget expected to be expended in eligible countries: %

█

Q11a. Do you have matched funding arrangements?

Yes

What matched funding arrangements are proposed?

PAMS has an existing funding agreement in place with the U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL). An amount of █ from the US government (USG) grant is matched funding, as it forms part of the staff costs related to investigator and prosecutor integration training. We also aim to secure █ from the Oak Foundation to contribute to the staffing costs. THF has an existing grant with Wildcat Foundation, of which █ is matched funding to contribute to staff salaries and consultant fees.

Q11b. Total confirmed & unconfirmed matched funding (£)

█

Q11c. If you have a significant amount of unconfirmed matched funding, please clarify how you fund the project if you don't manage to secure this?

PAMS Foundation receives funding from both government and private donors, thus if the expected funding from the Oak Foundation is not secured, we will seek another donor to secure the additional funding required. Additionally, the USG funding that is matched supporting part of the proposed project activities has been secured for the first year of the project already.

Section 4 - Problem statement & Gap in existing approaches

Q12. Problem the project is trying to address

Please describe the problem your project is trying to address in terms of illegal wildlife trade and its relationship with poverty. What is the need, challenge or opportunity? Please describe the level of threat to the species concerned. You should also explain which communities are affected by this issue, and how this aspect of the illegal trade in wildlife relates to poverty or efforts of people and/or states to reduce poverty.

Please cite the evidence you are using to support your assessment of the problem (references can be listed in your additional attached PDF document) and outline whether there have been any specific requests for this work.

Tanzania, Malawi and Zimbabwe are endowed with rich biodiversity and abundant natural resources. A significant proportion of Tanzania's GDP is related to travel and ecotourism where wildlife is the principal attraction. This translates into 11.5% of all employment for the country. The benefits of biodiversity to Tanzania's economy is now substantially jeopardised by the sharp increase in the poaching of elephants and rhinos and the subsequent trafficking of parts from these animals in the global illegal wildlife trade. The capital city of Tanzania, Dar es Salaam handles around 95% of the country's international trade. This serves as a major hub for the IWT leaving Africa and moving to East Asia.

Criminal syndicates will often recruit young community members with limited alternative livelihoods living in rural areas adjacent to protected land. Especially in the face of Tanzania's recent economic hardship, these locals are likely to see poaching as a means of poverty alleviation and as restitution for the economic losses incurred from coexisting alongside wildlife, property damage, crop loss, livestock depredation, injury are just some examples of human-wildlife conflict.

PAMS and its local NGO partners have successfully worked in Tanzania, Zimbabwe, and Malawi; some of the most environmentally challenging countries. The recent economic hardship due to the pandemic and reduced ecotourism, have substantially impacted the region: elevated poverty levels resulting in an increased opportunity for corruption and an environment ripe for a resurgence of poaching and wildlife trafficking. Although these Governments have taken progressive steps by strengthening laws, establishing task forces, developing legal tools, forging public-private partnerships, and improving judicial processes. The level of poaching in recent years has tapered off and is in decline, due to the success of PAMS in support of the National Task Force Anti-Poaching (NTAP), but much work remains to be done to ensure criminals are arrested and arrests lead to prosecutions and convictions.

The NTAP is supported by PAMS and their community of ranger-based projects doing significant work setting up informer networks, arresting poachers, buyers and traders, and taking them to court. Additional capacity is needed, especially in the areas of financial investigations, case building and prosecution; to ensure criminals are harshly sentenced, convicted and their financial network is disrupted and dismantled.

The project's capacity building and training support aims to enhance the effectiveness of prosecutions of major wildlife traffickers, ultimately deterring community involvement and the high-profile traffickers by dismantling the IWT supply chain in key chokepoints and reversing the IWT trend of being "low-risk, high-reward". Frequently, training is not done in coordination of multi-agency efforts or among trusted partners, but the proposed project team has been able to work in this manner with much success.

It is essential that legal frameworks are functioning effectively and collaboratively to prosecute wildlife crimes. Difficulties investigating and prosecuting criminals operating across borders can be mitigated by regional collaboration and information sharing among LEOs.

Q13. Gap in existing approaches

What gap does your project fill in existing approaches? Extra projects should also provide evidence of the intervention's success at a smaller scale.

Due to the cross-border nature of the IWT, there is a critical need for not only LE training in-country with investigators and the judiciary together for an interagency approach to stem IWT. This approach will ensure successful arrests lead to successful prosecutions of major wildlife traffickers and is often a missing link from current and existing LE capacity building efforts.

For LE networks to effectively dismantle wildlife criminal networks, more regional collaboration needs to take place between Tanzania, Malawi and Zimbabwe. This project aims to bridge existing information gaps and increase information-sharing practices across agencies and national borders.

The project team (its partners and stakeholders) are based locally in each proposed country, with long standing, trusted relationships with LEOs, critically important to apply local solutions to the LE training for sustainable impact. Often, large NGOs propose capacity building projects without ever being in the respective country.

The Team has seen success in improving legislation related to IWT and facilitating greater knowledge and use of the revised legislation. However, capacity building is still needed in order to further improve legislation, strengthen evidence to improve prosecution success rates, develop case review document resources, and more effectively investigate and prosecute transnational cases.

Section 5 - Objectives & Commitments

Q14. Which national and international objectives and commitments does this project contribute towards?

Consider national plans such as NBSAPs and commitments such as London Conference Declarations and the Kasane and Hanoi Statements. Please provide the number(s) of the relevant commitments and some brief information on how your project will contribute to them. There is no need to include the text from the relevant commitment.

Kasane Statement, 2015 (Statements B5, C9).

Project directly engages the prosecutors, investigators, and judges involved in IWT enforcement in Tanzania by providing them with resources, knowledge, and training to successfully prosecute wildlife crime. The project's proposed transnational workshop will increase regional cooperation among IWT prosecutors.

Hanoi Statement, 2016 (Actions B, C, and D).

Project ensures the effective application of legal frameworks for IWT through legislative review and capacity building events across all judicial sectors.

The project supports the investigation and prosecution of all wildlife crimes resulting from arrests made by the NTAP. PAMS also supports local sustainable livelihoods by reducing human-wildlife conflict and poaching through creating other alternative income generating solutions for sustainable livelihoods.

London Declaration, 2018 (Statement 12)

Project directly increases transparency in the judicial process and reduces corruption in the handling of

wildlife crime cases. It also directly raises awareness of the seriousness of wildlife crime amongst criminal justice system professionals in Tanzania and enables them to share best practices.

Lima Declaration, 2019 (Statements 1,7, 8, 13, 17, and 18)

By enhancing legislative frameworks for IWT, this project aims to ensure penalties are applied that are consistent with the serious nature of the crime. Legislative review in Zimbabwe will strengthen national mechanisms and institutions for justice and enforcement. The transnational workshop will promote the sharing of best practices and strengthening of cross-border and regional cooperation enforcement networks to improve the investigation and prosecution of IWT crimes.

In 2014, Tanzania established a National Elephant Action Plan, a National Ivory Action Plan, and a national strategy to combat the IWT. This project directly supports these political efforts made by the government to strengthen LE and reduce the massive elephant and ivory poaching and trafficking crisis across the country and region.

In 2014, Malawi established the Inter-Agency Committee for Combating Wildlife Crime (IACCWC), which has been instrumental in fostering collaboration amongst LE agencies and encouraging joint operations. In 2017, Malawi's Department of National Parks and Wildlife built upon the IACCWC efforts and its existing National Elephant Action Plan by establishing a National Ivory Action Plan.

The project aligns with national objectives and efforts to stem IWT. It strengthens regional collaboration, provides review of legislation, and builds capacity for successful prosecution of IWT cases.

Additionally, the proposed project directly supports Zimbabwe's Biodiversity Strategy and Action Plan and National Elephant Action Plan by including plans to review and harmonise environmental legislation and enhance transboundary LE collaboration.

It also directly increases transparency in the judicial process and, as such, reduces corruption in the handling of wildlife crime cases. The project also directly raises awareness of the seriousness of wildlife crime amongst criminal justice system professionals in Tanzania, Malawi and Zimbabwe and enables them to share best practices. This project directly supports the effective implementation of the legal tools cited by Malawi at the London Conference e.g. the amended wildlife act, courtroom monitoring, sentencing guidelines and mutual legal assistance tools.

PAMS also participates in the Royal Foundation's Financial Crimes and Transportation Task Forces.

Section 6 - Scaling up approaches

Q15. Scaling up approaches

Q15a. IWT Challenge Fund Extra projects should seek to scale up proven approaches used across the IWT Challenge Fund and other international biodiversity funders. Please provide details on how your proposed project will do this.

This project builds upon a current IWTCF investment (IWT094) implemented by Lilongwe Wildlife Trust in Malawi. This project also builds upon U.S. government biodiversity funders in Tanzania where PAMS has seen much success supporting the NTAP. The proposed project has been tested with effective impact, the replication scaling of the project to a regional level, bringing together Tanzania, Malawi and Zimbabwe LEOs to work on relevant trans-border wildlife crime cases for stronger collaboration.

This project's transnational workshop for prosecutors in Tanzania, Zimbabwe and Malawi will allow for the

sharing of best practices, particularly best practices from Malawi's current IWT094 project being implemented.

Q15b. We expect IWT Challenge Fund Extra projects to be additional and complementary to other activities and funding in the same area or region.

Are you aware of any other individuals/organisations/projects carrying out or applying for funding for similar work?

Yes

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

The proposed project will build upon or complement the previous work noted below by other NGOs operating in-country to stem IWT. The PAMS model is uniquely supporting NTAP as the only NGO working so effectively to counter IWT in Tanzania. The Team is aware of the following projects:

UNODC in Tanzania, working with PAMS on developing a Rapid Reference Guide for wildlife cases.

INTERPOL implemented an IWTCF grant to conduct controlled deliveries with participation from Tanzania.

TRAFFIC in Tanzania focuses on research and capacity building for IWT, including supporting regulatory change that benefits wildlife and sustainable human development.

Gonarezhou Conservation Trust in Zimbabwe is co-managed in a partnership between Frankfurt Zoological Society (FZS) and Zimbabwe Parks and Wildlife Management Authority (ZPWMA). THF mentors and trains GCT rangers in the importance of the law.

The WILD Programme in Zimbabwe whose personnel THF trains and supports, focuses on developing community conservancies that empower local people and support development.

Lilongwe Wildlife Trust is currently implementing an IWTCF grant.

Space for Giants implemented an IWTCF grant in Zimbabwe which concluded in 2022.

The U.S. Fish and Wildlife Service Attaché in Tanzania works regionally with wildlife authorities on investigations and collaborates with PAMS and NTAP.

Section 7 - Method, Change Expected, Gender & Post Project Sustainability

Q16. 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 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 will be the main activities and where will these take place?
- 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 manage the work (governance, roles and responsibilities, project management tools, risks etc.).

This project will be delivered through a partnership between PAMS Foundation (PAMS) in Tanzania and Tikki Hywood Foundation (THF) in Zimbabwe with stakeholder support from Lilongwe Wildlife Trust (LWT) in Malawi.

Each partner on this project has successfully delivered similar projects in the past in their respective countries leading to game changing results, in part due to their unique trusted working relationships with the government.

This project will elevate an existing model proven effective in wildlife crime prosecution programmes across Africa, in that locally based NGOs and government agencies jointly deliver capacity building, mentoring, training and legislative review. Each of these NGOs has longstanding, trusted partnerships with the key government agencies countering the illegal wildlife trade. These partnerships are enabled through numerous Memorandums of Understanding (MOUs) with the relevant authorities or communities.

This project expands upon a current IWT Challenge Fund investment implemented by LWT in Malawi, which aims to ensure the deterrent enforcement of counter IWT legislation in Malawi. To date, LWT has undertaken training with prosecutors and investigators. They have also analysed court data, conducted prison surveys to determine deterrent effectiveness. The success of LWT's project, upon which this project builds in a similar context, serves as evidence of the effectiveness of our planned approach, and in turn may be used to further refine the methodology of this project.

PAMS will work lock-and-step with the NTAP to strengthen investigations and prosecutorial capabilities and equip LEOs with tools and resources through a top-down and bottom up, interagency approach. We will build upon established programs and collaborate with stakeholder groups to continue to build the capacity of NTAP to integrate and support the coordinated IWT efforts of LE at various levels throughout Tanzania, Malawi and Zimbabwe.

Our proposed project is dedicated to meeting the following focus areas:

Ensuring effective legal frameworks and deterrents: the project will provide support to strengthen the regulatory frameworks aimed at disincentivizing illegal wildlife trade.

The following activities will contribute to improved judicial processes, address corruption issues, and lead to more appropriate and deterrent sentencing:

Capacity building: PAMS and THF will both host and facilitate multi-agency training events in their respective countries. Training will be delivered by respected experts in each country, along with senior-level judiciary, prosecutors and investigators in a peer-to-peer learning approach.

In Tanzania, there will be 5 training events, each 1-week long, which will systematically be conducted in the different judicial zones and will include participants from all judicial sectors. Each event will be attended by 52 investigators from police and wildlife authorities, 50 prosecutors and 55 judiciary (total: 260 investigators, 250 prosecutors and 275 judiciary). Bringing all sectors together at the training events will greatly facilitate necessary interagency cooperation and skill-sharing between agencies to strengthen cases

and ensure it leads to prosecutions of major wildlife criminals. Participants will be carefully selected to ensure that they come from key wildlife crime areas and are the relevant people from the respective regions dealing with wildlife crime cases. Similarly, we will determine the training topics by fine tuning the topics included in the inaugural training series undertaken, based on new challenges in the judicial chain, and recommendations that came out from each training session. The October 2022 training forms the basis for pilot training from which we are now scaling up across the country.

In Zimbabwe, there will be six 5-day multi-agency training events to a total of 60 judiciary, prosecutors and investigators on the importance of docket preparation and evidence collection, which is a requirement when delivering a complete case in court, as well as a better understanding of what the law means. Guidance on accessing case law and legislation will also be provided.

Legislation review and amendment in Zimbabwe: THF will help to initiate and participate in (where applicable) the review of relevant legislation pertaining to wildlife law. Tikki Hywood Foundation will also assist Zimbabwean authorities in making the necessary legislative amendments to address any existing shortfalls, changes in criminal methodologies, and the current economic conditions. To better understand this process there will be a requirement of at least a total of 6 meetings for the necessary government stakeholders.

Innovative mentorship programme: close mentorship will be provided by PAMS to 68 NTAP-related investigators, wildlife officers, and prosecutors in Tanzania and by THF to a total of 33 public prosecutors, law enforcement officers, and investigators from Zimbabwe's Environmental Wildlife Directorate and National Prosecuting Authority (NPA). Mentorship will be provided for 45 cases in Tanzania and 85 cases in Zimbabwe in order to enhance the various agencies' investigative and prosecutorial capacities to handle IWT crimes.

Regional collaboration and sharing of best practices: a transnational workshop will be held to improve collaboration and shared lessons learned, challenges and best practices. The three-day workshop will be hosted by PAMS, in collaboration with THF and LWT (like-functioning NGOs) to bring together relevant regional government partners from Tanzania, Malawi and Zimbabwe with at least 3 participants from each country. The improved collaboration and implementation of best practices will tighten the net on criminal syndicates and send a united message that IWT will not be tolerated.

As lead partner, PAMS will maintain oversight of the overall project and budget. PAMS will maintain responsibility for the training events in Tanzania and for hosting the transnational workshop. THF is responsible for the activities pertaining to the training events in Zimbabwe. LWT is a stakeholder and will not be responsible for the management of any activities, but rather will provide participants and share best practices in the transnational workshop and give guidance in the management of the project as a whole. PAMS will serve as the Project Leader with a Project Coordinator and Budget Coordinator from THF in Zimbabwe. LWT will participate and collaborate with PAMS and THF for one of the activities for the multi-agency transnational workshop.

The project management plan (work plan, budget, results framework) will be reviewed bi-annually and jointly by PAMS and THF, both of which adhere to comprehensive financial management procedures.

Q17. Capability and Capacity

How will you support the strengthening of capability and capacity in the project countries at organisational or individual levels, please provide details of what form this will take and the post-project value to the country.

In the past decade, PAMS has established more strategic partnerships in Tanzania than any other NGO in

terms of numbers of agreements with stakeholder groups, including with the Ministry of Natural Resources & Tourism (MNRT), the National Task Force Anti-Poaching (NTAP), National Prosecution Services, Institute of Judicial Administration, and the Police. PAMS has trained hundreds of police investigators, prosecutors, Village Game Scouts (VGS) and community stakeholders; removed more than 6,200 snares, confiscated over 22,000 illegal timber planks, 900 firearms, and 17,000 rounds of ammunition which led to arrests of nearly 3,000 poachers and traffickers; successfully prosecuted more than 900 cases; and has protected 60,000 elephants and 7,000 giraffes among other wildlife. PAMS Foundation in Tanzania will leverage this capacity and experience to undertake support to continue to build law enforcement (LE) capacity to combat wildlife crimes in Tanzania and its neighbouring countries.

Tikki Hywood Foundation and Lilongwe Wildlife Trust are long standing local NGOs that have trusted partnerships with the government in their respective countries. PAMS has previously worked on similar projects of scale and scope with both NGOs over the last decade.

The project will deliver capacity building and develop technical skills to the judiciary to enhance and effectively strengthen legislative frameworks pertinent to IWT. These LE and judiciary participants will be trained in critically needed topics, including these topics: Key wildlife investigation techniques; Human rights; Corruption in wildlife crimes; Key international treaties which protect wildlife, all of which will be reinforced and enhanced further post project. The knowledge and skills obtained through training and the workshop can be passed on to newly employed prosecutors, judges, and law enforcement moving forward to build institutional memory and change.

The team will build upon work being done by PAMS in partnership with the NTAP in Tanzania, Tikki Hywood Foundation in Zimbabwe and LWT in Malawi. It is designed to disrupt poachers and wildlife traffickers at all critical stages of the LE chain, including prevention, interdiction and arrest, investigation, prosecution, and conviction. The enhancement of legislative frameworks and increase in convictions will serve as a deterrent for IWT criminal networks moving forward, ultimately ensuring natural resources will be available for sustainable use by local communities.

The transnational interagency workshop will foster stronger LE relationships for collaboration and information sharing between Tanzania, Zimbabwe and Malawi law enforcement agencies that will last long past the project's conclusion.

Post project value to Tanzania, Malawi, and Zimbabwe will be strengthened case analysis skills, enhanced investigations, and better and more frequent sharing of IWT information among the judiciary to build LE cooperation, including with cross-border wildlife crime cases. These skill sets will further develop their capabilities and translate to better prepared cases leading to higher conviction rates of wildlife traffickers that have been operating under near impunity to date.

Q18. Gender equality

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

In the African context, women and youth are used by wildlife hunter-gatherers (predominantly men) to collect and transport wildlife from the site to local consolidators, who then sell consolidated wildlife to traffickers for concealed deliveries to target buyers, normally in larger cities. This community is not the primary target of this project, but they will be affected by anti-wildlife trafficking efforts in the form of reduced income to poachers and more revenue to governments and less corruption among the communities and LE operating within the communities. The project helps alleviate poverty in the proposed countries by reducing community vulnerability to the destabilising impact of wildlife crime.

The proposed project will consider and ensure equality in gender representation via consultations and inter-agency training to determine the level of the knowledge/awareness, attitude, and behaviour of the law enforcers in relation to illegal wildlife trade in all regions of the countries involved in the project. In Tanzania, PAMS will ensure over 30% of the participants trained will be female in order to bridge the gender inequality gap. This figure is high, considering that Tanzanian women and girls remain among the most marginalised and underutilised citizens in Sub-Saharan Africa.

PAMS functions within the framework that its work needs to be gender transformative. Our work is carried out in recognition of the important role that women play in habitat and biodiversity protection. As a women owned, non-profit organisation, PAMS strives to reduce gender inequalities across the planning, implementation and management in all of our activities. This can be challenging, however, as gender inequality persists in Tanzania, which is represented by its Global Gender Gap Index score of 0.72 in 2022 (World Economic Forum, 2022). Nevertheless, with the country's recently appointed female President, gender equality is progressing in the right direction. Thus, our gender equality strategies are in line with Tanzanian cultures and customs.

From project design, planning, implementation to M&E, PAMS will ensure increasing the role of women and protecting/safeguarding youth and vulnerable communities throughout the process is carefully considered and prioritised. The project will encourage the employment and promotion of women within the judicial system in Tanzania via their inclusion in the capacity building training events and the transnational workshop. The project will aim to ensure an increase in representation of female participants across all training events and workshops.

In terms of project staffing, we aim to decrease the gender gap in law enforcement and increase women in leadership and management roles. PAMS remains committed to increasing the role of underrepresented groups. PAMS will continue to achieve this by including people from diverse backgrounds within our project team and creating an inclusive training environment. PAMS strives to be a model for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect.

Q19. Change expected

Detail the expected changes to both illegal wildlife trade and poverty reduction this work will deliver. You should identify what will change and who will benefit, considering both people and species of focus a) in the short-term (i.e. during the life of the project) and b) in the long-term (after the project has ended) and the potential to scale the approach.

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

Impact on People

Short term: We will directly impact LEOs, Customs, Police, CITES management authorities, financial crime units, anti-corruption units, investigators; prosecutors, legislators, policymakers, local and international non-governmental organisations. Social communities will benefit generally from the rule of law, decreased corruption, increased deterrence of wildlife traffickers, increased prosecutions of wildlife criminals.

Long term: The project helps alleviate poverty in the proposed countries by reducing community vulnerability to the destabilising impact of wildlife crime. For example, the IWT Review of Malawi (2015)

outlined that ivory poaching is mostly undertaken by communities on behalf of foreigners based outside their villages e.g. 42.4% were identified as Chinese. Foreigners reportedly set up nearby small businesses then recruit local people through them to kill wildlife and/or use middlemen (both foreign and Malawian) to travel by car from larger towns to place local orders. As such, these higher-level wildlife criminals entice vulnerable people on low incomes to enter high-risk criminality with economic “rewards”.

The local communities (primarily subsistence farmers living below the poverty line) living adjacent to protected areas or working in IWT along key borders will benefit through:

- i) Reduction in wildlife crime that will indirectly drive the provision of safer (fewer external criminals, fewer firearms etc.) living conditions for people (law abiding families, communities)
- ii) Greater awareness of IWT and the penalties of wildlife crime to contribute towards communities turning away from involvement in IWT crimes and thus help protect individuals, families and the wider community from the disastrous effects of IWT, including insecurity, imprisonment, breakdown and loss of family unit income.

The exact number of such beneficiaries is difficult to determine, but nationally it could be in the region of 100,000's. For example, in Malawi there are a total of 140,000 people living immediately around Majete Wildlife Reserve alone. Notably the IWT Assessment in Malawi (2015) revealed that almost 85% of community members surveyed reported that harsher penalties were needed to stop poaching and help protect wildlife and their community members. Similarly, there are over 850,000 individuals (roughly 415,140 male and 436,172 female) living in and around the Rungwa-Ruaha ecosystem in Tanzania, who may benefit from decreased crime and increased availability of wildlife for sustainable use.

Impact on Species

Short term: Less poaching of critically endangered or threatened species, less wildlife and their parts and products being trafficked out of Tanzania's key ports and borders.

Long-term: Our program will indirectly impact major trafficked wildlife species such as rhinos, elephants, pangolins and lions. The poaching crisis will be reversed, resulting in the restoration of wildlife populations.

Regarding ensuring effective legal frameworks and deterrents:

Short term: We expect an increased level of competency within the judicial system and associated authorities. We expect this to lead to an increase in the proportion of successful prosecutions against criminals involved in the IWT. This should result in an increased number of deterrent sentences, ultimately demotivating individuals from participating in IWT activities. Persons subject to sentencing may display altered attitudes towards wildlife and diminished interest in wildlife crime activities. We also expect to see a decrease in reported poaching incidents of elephants, lions, black rhinos, and pangolins.

Long term: Through the enforcement of legal frameworks and deterrent sentencing, we expect a significant reduction in the illegal wildlife trade of highly endangered species in Tanzania, Zimbabwe, and Malawi (e.g. reduction in the number of arrests of middle and high level syndicate members; reduction in the number of seizures of ivory, lion body parts, live pangolins, pangolin scales, and rhino horn). This will lead to the stabilisation, and even potential increase, of the region's elephant, pangolin, black rhino, and lion populations. As Tanzania, Zimbabwe and Malawi are part of a larger IWT supply chain, the project envisages some cascading effects for wildlife populations in neighbouring countries. As wildlife populations stabilise, overall ecosystem health is expected to improve.

Potential to scale: The project will span across regional and district levels in Tanzania, Malawi, and Zimbabwe that are significantly impacted by the illegal wildlife trade supply chain. Current projects that

have been done in each of these countries have been successful to date. They have been piloted, tested, and are proven methods with effective results.

Therefore, this proposed project is indeed scaling from the initial national level capacity building to further building LE skills to work at the regional level.

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, longer term, your expected Impact.

This should directly relate to your overall project's Theory of Change which must be uploaded alongside your application in Flexi-Grant. See the separate Theory of Change Guidance and Section 6.3.3 of the Guidance for further information on your Theory of Change.

If the capacity to carry out judiciary terms of wildlife offenders by law enforcement is improved, and
If evidence construction and prosecutions are strengthened, and
If government authorities are trained in effective investigation and prosecution techniques, and
If the collaboration between investigators and prosecutors is strengthened, and
If judiciary have a greater understanding of the important of wildlife and impact of IWT on its country, and
If the countries involved in their wildlife crime units become more involved with and integrated into national wildlife crime prevention efforts across national borders,
Then the country involved and their government's capacity to address, investigate, and support prosecutions and convictions of illegal wildlife trafficking across national borders will increase, as measured by the increased number of successful prosecutions and convictions,
And the poaching crisis will be reversed, resulting in the restoration of wildlife populations.

The outputs directly tackle obstacles to achieving justice and improving livelihoods by strengthening legal chain for effective enforcement of legal frameworks for law enforcement officers (LEO) to reduce IWT of endangered species in Tanzania, Malawi and Zimbabwe.

Output 1 will deliver extensive training to promote investigation/prosecution/judicial aptitude to correctly implement laws and legal tools in Tanzania and Zimbabwe.

Output 2 will raise awareness for strengthened IWT legislation that effectively address current IWT modus operandi, challenges, and trends in Zimbabwe.

Output 3 will develop a mentorship program that builds the investigative and prosecutorial capacity of Tanzania's NTAP and Zimbabwe's Environmental Wildlife Directorate and NPA.

Output 4 will strengthen regional LE collaboration and sharing of best practices is improved for transnational cases between Tanzania, Zimbabwe, and/or Malawi authorities.

Effective application of legal frameworks, combined with appropriate community sensitization, should lead to deterrence which, in turn, will reduce IWT and protect vulnerable populations.

Q21. Post project sustainability

How the project will reach a sustainable point and continue to deliver benefits post-funding? Will the activities require funding and support from other sources, or will they be mainstreamed in to

“business as usual”? How will the required knowledge and skills remain available to sustain the benefits? How will your approach, if proven, be scaled?

The project fits within the Project Team’s overarching goal to reduce the IWT in Tanzania, Malawi and Zimbabwe through strengthening law enforcement cooperation and the judiciary, which will continue to be a focus for the group of NGOs beyond this project’s term.

The project will reach a sustainable point once the interagency training is conducted and mentorship to instil the skillsets gain traction over the project’s life cycle. This capacity building will contribute to the sustained goals of the project to strengthen interagency and regional LE cooperation which will contribute to institutional change in the long term.

It will continue to deliver benefits post-funding by building cross border law enforcement cooperation on IWT cases among key source and transit countries which will be furthered due to the trust and continued working relationships among law enforcement through the investigative training and mentorship activities. The multi-agency nature of the judicial training events will facilitate long-term relationships of co-operation and skill-sharing between agencies. Likewise, the transnational workshop for the sharing of best practices will foster long-term international and interagency relationships, thus enabling regional collaboration long after the end of the project.

The required knowledge and skills will remain available to sustain the benefits as the strengthened investigation skills coupled with the mentorship will be put into practice and the cooperation between law enforcement and the judiciary will be normalised and enhanced to reverse the trends of the IWT.

The activities will require funding and support from other sources of which we have found matched funding for, but have also been mainstreamed as “business as usual” for the NTAP.

The project’s outputs directly contribute to the adaptive management of Tanzania’s long-term response to combating wildlife crime.

Training across all sectors and levels of the judicial system will generate change at the institutional level, rather than the individual level. The transfer of skills and knowledge to a wide number of prosecutors and judicial officials at the local, regional, and national levels mean that if there are staffing changes, or LEOs are promoted, they will likely be replaced by officials already cascade trained.

The proposed project contributes to strengthening not only the capacity of law enforcement officers receiving training, but also the organisations in which they represent. Through tailored training developed, in-country Mentors guiding the process for organisational change, the program will have lasting impact, while upholding human rights within the IWT setting, and maintaining safety, order and accountability. Where PAMS in-country mentors are deployed, training and implementation goals will be closely supported with expert advisory to drive positive organisational change for the beneficiary countries.

These impacts will be measurable through evaluation tools to be developed, considering outcomes such as retention of knowledge and the applicability of knowledge gained to real-life situations over time. Furthermore, to ensure program sustainability, we will be providing cost-sharing for the project staffing.

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

No Response





Section 8 - Implementation Timetable

Q22. Provide a project implementation timetable that shows the key milestones in project activities

Provide a project implementation timetable that shows the key milestones in project activities. Complete the Word template as appropriate to describe the intended workplan for your project.

[Implementation Timetable Template](#)

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

 [R9-St2-IWTCF-Extra-Implementation-Timetable-PAMS-2022-19-12](#)
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Section 9 - Monitoring and Evaluation

Q23. Monitoring and evaluation (M&E)

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

IWT Challenge Fund projects are expected to be adaptive and you should detail how the monitoring and evaluation will feed into the delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see Finance Guidance).

IWT Challenge Fund Extra Projects are required to commission an Independent Final Evaluation to report by the time that the project completes. The cost of this should be included in the project budget, and within the total project cost for M&E.

The principal monitoring and evaluation tools for this activity will be with surveys, direct observation and interviews. Surveys will be used to assess medium to long term change in levels of knowledge, skills and abilities related to training topics such as Level II and III evaluations of the participants will be reviewed and on the job training will be provided to ensure lasting impact. These surveys will also serve as a means to determine which topics need additional emphasis and allow for participants to offer suggestions for new or expanded topics after applying what they have learned in the primary training to their daily roles.

Interviews will also be conducted at this time with law enforcement officers and other training participants to gather qualitative data on the relevance and use of training topics and to delve into particular needs identified through the post-training surveys.

PAMS will be responsible for collating partners' data quarterly and for continuous review and quality control. Monthly team meetings will review and discuss targets and performance and produce recommendations as appropriate to adapt the program structure to the evolving context. PAMS will also conduct post-action reviews of each activity for a process of constant learning and improvement.

An independent, final evaluation will be conducted at the end of the project with an external evaluator. The overall objectives of the final evaluation will be to assess the performance of the project against its stated outcomes, determine if the project met beneficiary expectations and needs, assess effectiveness in building capacity to counter IWT in the country and region, and examine efficiency of project delivery and operations. PAMS will coordinate the evaluation with the participation of all project partners and a post-evaluation meeting will be held to review and discuss the results and recommendations of the evaluation to capture all lessons learned and inform any future work related to the project.

All monitoring and evaluation data, findings and actions taken will be included in quarterly reporting to DEFRA. All reports will include updates to project indicators when applicable, capture project achievements and challenges, outline upcoming activities and any changes to project implementation, and provide explanation for any substantial deviation from targets. A final report at the end of the project will be provided to DEFRA documenting all achievements and outcomes, as well as challenges and lessons learned through project execution so these may be captured and shared with future organisations working with DEFRA to counter IWT in the region.

Independent Final Evaluation (£)	£ [REDACTED]
Independent Final Evaluation (%)	[REDACTED]
Total project budget for M&E in GBP (this may include Staff, Travel and Subsistence costs)	£ [REDACTED]
Percentage of total project budget set aside for M&E (%)	[REDACTED]
Number of days planned for M&E	98

Section 10 - Logical Framework


Q24. Logical Framework (logframe)


IWT Challenge Fund 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.


- [Stage 2 Logframe Template](#)

Please complete your full logframe in the separate Word template and upload as a PDF using the file upload below – **please do not edit the template structure other than adding additional Outputs if needed as a logframe submitted in a different format may make your application ineligible.** Copy your Impact, Outcome and Output statements and your activities below - these should be the same as in your uploaded logframe.


Please upload your logframe and Theory of Change as a combined PDF document.


 [R9-St2-IWTCF-Extra-TheoryofChange-PAMS-2022-19-12](#)


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 [IWTCF PAMS-St2-Logical-Framework-Template-2022-23-FINAL](#)

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Impact:

Reduced illegal wildlife trade of endangered species within Tanzania, Zimbabwe, and Malawi through better enforcement of effective legal frameworks.

Outcome:

Strengthened legal chain for effective enforcement of legal frameworks for law enforcement officers (LEO) to reduce IWT of endangered species in Tanzania, Malawi and Zimbabwe.

Project Outputs

Output 1:

Trained investigators, prosecutors and the judiciary that are skilled in implementing legal frameworks in Tanzania and Zimbabwe to reduce IWT.

Output 2:

Raised awareness for strengthened IWT legislation that effectively address current IWT modus operandi, challenges, and trends in Zimbabwe.

Output 3:

Mentorship program that builds investigative and prosecutorial capacity of Tanzania's NTAP and Zimbabwe's Environmental Wildlife Directorate and the National Park Authority.

Output 4:

Regional LE collaboration and sharing of best practices is improved for transnational cases between Tanzania, Zimbabwe, and/or Malawi authorities.

Output 5:

No Response

Do you require more Output fields?

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

No

Activities

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

1.1 Train 785 judiciary, prosecutors, and investigators in Tanzania on “The Law and Practice of Handling Wildlife and Other Transnational Crime Cases in Tanzania” in five 5-day training events (five iterations, each with roughly 157 participants). Training delivered by LE authorities in Tanzania.

1.2 Train 60 judiciary, prosecutors, and investigators in Zimbabwe on “The Law and Practice of Handling Wildlife and Other Transnational Crime Cases in Zimbabwe” in six 5-day training events (six iterations, each with 10 participants). (Training conducted by THF; no LE involved in delivering training)

2.1 Conduct 3 meeting sessions with relevant Zimbabwean authorities to review key IWT court cases (THF).

2.2 Conduct 3 meeting sessions with relevant Zimbabwean authorities to review key IWT-related legislation (THF).

2.3 Draft amendments with relevant Zimbabwean authorities to address gaps in legislation identified in Activity 2.2 (THF).

3.1 Provide mentorship to a total of 68 NTAP-related investigators, wildlife officers, and prosecutors in Tanzania on 45 cases. (PAMS)

3.2 Provide mentorship to a total of 33 public prosecutors, law enforcement officers, and investigators and in Zimbabwe on 85 cases. (THF)

4.1 Host a 3-day regional workshop for a total of at least 9 prosecutors and investigators from Tanzania, Zimbabwe, and Malawi (3 from each country) to facilitate informal and formal cooperation in handling transnational cases.

Section 11 - Budget and Funding

Q25. Budget





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

[Stage 2 budget template](#)

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

NB: Please state all costs by financial year (1 April to 31 March) and in GBP. The IWT Challenge Fund cannot agree any increase in grants once awarded.

Please upload the Lead Partner’s accounts at the certification page at the end of the application form.

 [R9-St2-IWTCF-Extra-BudgetTemplate-PAMS-Financial](#)
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 xlsx 86.94 KB

Q26. Capital items

If you plan to purchase capital items with IWTCF 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.

No capital items included in the budget other than laptops and mobile phones. The laptops and mobile phones will be used until they are no longer serviceable for the project's purpose.

Q27. Value for Money

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

Several strategies will be used to guarantee value for money while ensuring effective attainment of project results.

1. The project builds upon a current IWT Challenge Fund investment (IWT 094 Project Code LWT) implemented by Lilongwe Wildlife Trust in Malawi. As such, the project outcomes reflect shared success resulting from current and past regional investments in enhancing legal capacity to counter wildlife crime.
2. The project will provide prosecutors, investigators, and judicial officials across all sectors with the knowledge and skills to apply the appropriate legislation and ensure wildlife criminals are served effective, deterrent sentences.
3. Through continuous monitoring and evaluation, project spending will be analysed to maximise cost-effectiveness without compromising output quality.
4. The budget has been carefully prepared based on experience of running similar projects and will be closely managed.
5. PAMS will adhere to all IWTCF financing guidelines.

Section 12 - Risk Management

Q28. Risk Management

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

Projects should also draft and submit their initial risk register, using the template provided, with their application.

Risk Assessment template

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
<p>Fiduciary PAMS does not receive funding support from the government on time – cash flow issue.</p>	Low	Unlikely	Low	<p>PAMS has effective budget and forecasting tools in place.</p> <p>PAMS has experience managing financial obligations on government grants.</p> <p>PAMS has matched funding from other government funding.</p>	Low
<p>Safeguarding Personnel security risk for judiciary and LE attending training sessions and the transnational workshop.</p>	Low	Possible	Low	<p>PAMS is experienced working within insecure environments and with high-level government officials.</p> <p>All training and workshop participants will be accommodated in vetted hotels in safe neighborhoods and will cover travel & subsistence costs for their bodyguards.</p> <p>PAMS will contract secure, trusted transportation services for participants to trainings.</p>	Low
<p>Delivery Chain Judiciary and other LE officials do not see the value of NGO engagement.</p>	Med	Unlikely	Low	<p>PAMS and THF have already developed strong working relationships with law enforcement agencies in Tanzania, Zimbabwe and Malawi.</p> <p>The team will work to ensure continued value add to the project's activities.</p>	Low
<p>Risk 4 Lack of trust among judiciary, prosecutors, and law enforcement - across all levels, agencies, and countries.</p>	Med	Possible	Low	<p>Pre-training and pre-workshop dialogues with participants so that they understand the importance of and benefits to cross-agency, cross-border LE information sharing.</p>	Low

Participants in the training events and transnational workshop will be carefully selected by NGOs.

Risk 5

Corrupt judiciary officials and law enforcement officers.

Med

Possible

Low

Staff will be given proper resources, training and mandates to identify signs of corruption.

Low

Participants' progress will be monitored for performance and signs of corruption

Risk 6

Pandemic impacts on project recruitment, timing, implementation, and monitoring.

Med

Possible


Low


PAMS will provide PPE and follow social distancing guidelines of the host governments.


Low

Training events and transnational workshop conducted virtually, if necessary.

Please upload your Risk Register, with Delivery Chain Risk Map, here.

 [R9-St2-IWTCF-Extra-RiskFramework-PAMS-2022-19-12](#)

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Section 13 - Safeguarding and Ethics

Q29. Safeguarding

Projects funded through the IWT Challenge Fund must fully protect vulnerable people all of the time, wherever they work. In order to provide assurance of this, projects are required to have appropriate safeguarding policies in place for all people impacted by the project.

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

Please upload the lead partner's Safeguarding Policy as a PDF on the certification page.

We have a safeguarding policy, which includes a statement of our commitment to safeguarding and a zero tolerance statement on human rights abuses, bullying, harassment and sexual exploitation.

Checked

We have attached a copy of our safeguarding policy to this application (file upload on certification page)	Checked
We keep a detailed register of safeguarding issues raised and how they were dealt with	Checked
We have clear investigation and disciplinary procedures to use when allegations and complaints are made, and have clear processes in place for when a disclosure is made	Checked
We share our safeguarding policy with all partners	Checked
We have a whistle-blowing policy which protects whistle blowers from reprisals and includes clear processes for dealing with concerns raised	Checked
We have a Code of Conduct for staff and volunteers that sets out clear expectations of behaviours - inside and outside the work place - and make clear what will happen in the event of non-compliance or breach of these standards	Checked

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

If your project involves data collection and/or analysis which identifies individuals (e.g. biometric data, intelligence data), please explain the measures which are in place and/or will be taken to ensure the proper control and use of the data. Please explain the experience of the organisations involved in managing this information in your project.

PAMS has a strong background in security and safeguarding of personnel operating in high threat or insecure environments. With our safeguarding policy in place we will share it widely with all personnel, contractors, and project partners to ensure wide distribution and awareness of the policy. PAMS continues to keep in place as an organization high measures of personnel security through up to date training and policies. Our project stakeholder, LWT is a former IWTCF grantee and also has a safeguarding policy.

PAMS has extensive experience in collecting, managing, and securing sensitive information and/or data on specific individuals. All data collected on individuals for training purposes (through previous USG funding) has required Leahy vetting. This biodata is kept in a secure space centralised in the cloud. Any additional data that will be collected for the proposed project with DEFRA has proper policies and procedures in place to keep the data safe.

Q30. Ethics

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

All staff, board members, contractors, and volunteers of PAMS are to conduct themselves with honesty and integrity in all dealings as representatives of the organisation as outlined in the Safeguarding Policy. PAMS requires its members to hold paramount the welfare of the public while performing their professional duties. PAMS members are required to treat all persons, regardless of religion, gender, race, age, or national origin, with respect. PAMS ensures that its members have the requisite skills to carry out their required duties. PAMS adheres to following Access and Benefit-Sharing Best Practices. PAMS is committed to include leadership and local communities in the implementation of its projects to ensure the incorporation of their perspectives, interests, and knowledge. The project meets all legal and ethical

obligations of involved countries and includes strong leadership and participation from them and the communities involved to incorporate their perspectives.

It is expected that all employees maintain strict confidentiality. No employee may disclose any unpublished information related to the work of the Organisation, regarding activities, partnerships, projects, finances, employees, or any other information that has not been made public knowledge through publications, press releases, or other public correspondences issued by Management.

Section 14 - FCDO Notifications

Q31. FCDO Notifications

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

Yes


Please outline and provide reasoning for any sensitivities that the Foreign and Commonwealth Office need to be aware of.


PAMS continues with IWT support for the Tanzania NTAP, which may have some sensitivities, so we request that anything publicized is approved in advance by PAMS leadership. We have regular communication with the British High Commission in Tanzania and have alerted them of our interest and intent to apply to the IWTCF application with positive feedback received.


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


Yes

Please attach evidence of request or advice if received.

 [R9-St2-IWTCF-Extra-HighCommission-PAMS](#)

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Section 15 - Project Staff

Q32. Project staff

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

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

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Krissie Clark	Project Leader	50	Checked
Samson I. Kassala	Lead Training Coordinator & Government Liaison (Tanzania)	50	Checked
Elisifa Awuniel Ngowi	Training Coordinator (Tanzania)	50	Checked
Victor R. Mawalla	Financial Controller for PAMS	50	Checked


Do you require more fields?


Yes


Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Lisa Hywood	Project Coordinator for THF	40	Checked
Ellen Connelly	Budget Coordinator for THF	20	Checked
Vaughanne Westerdale	Chief Analyst for THF	30	Checked
Silent Shoko	Training Coordinator & Legal Advisor for THF (Zimbabwe)	65	Checked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked


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

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

 R9-St2-IWTCF-Extra-CVs-PAMS

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Have you attached all project staff CVs?

Yes


Section 16 - Project Partners

Q33. Project partners

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

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

The partners listed here should correspond to the Delivery Chain Risk Map (within the Risk Register template) you should upload alongside your application.

Lead partner name:	PAMS Foundation
Website address:	www.pamsfoundation.org
Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):	<p>PAMS has more than 10 years of experience in planning and executing IWT programs of similar size and scope that are funded by U.S. and international donors. PAMS has trained hundreds of law enforcement and conservation officials; removed thousands of snares, confiscated thousands of illegal timber planks, firearms, and rounds of ammunition; led to arrests of hundreds of poachers and traffickers; led to successful prosecutions of hundreds of cases; and protected nearly forty-five thousand elephants and giraffes among other wildlife. As a result, the Foundation has developed and institutionalised management, quality and risk procedures, and training that are exemplary for the NGO community in Tanzania. The PAMS approach includes establishing wildlife protection projects at all levels, from local to national.</p> <p>As lead partner, PAMS will be responsible for all financial, safeguarding, and programmatic delivery risks associated with this project.</p>
International/ In-country Partner	In-country
Allocated budget (proportion or value):	
Representation on the Project Board (or other management structure):	<input checked="" type="radio"/> Yes

Have you included a Letter of Support from this organisation? Yes

Have you provided a cover letter to address your Stage 1 feedback? Yes

Do you have partners involved in the Project?

Yes

1. Partner Name: Tikki Hywood Foundation


Website address: www.tikkihywoodfoundation.org

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):

Tikki Hywood Foundation has an established network of respected relationships with the following Zimbabwean Government partners that can be leveraged during the project implementation: Zimbabwe Parks & Wildlife Management Authority (Zimparks), Zimbabwe Republic Police (ZRP), and National Prosecuting Authority (NPA). The Foundation's work in Zimbabwe includes a legal advisory department which serves lawmakers and public prosecutors in upholding and updating the wildlife laws of Zimbabwe. THF will organize and conduct the multiagency judicial training events in Zimbabwe. It will also initiate and participate in the review of relevant IWT legislation with Zimbabwean authorities. Additionally, THF will collaborate with PAMS with stakeholder support from LWT to bring together all relevant government authorities from Tanzania, Zimbabwe, and Malawi for the transnational workshop.

Since working within this field, THF has developed three Volumes of a Wildlife Crime and Prosecution Handbook, a Scene of Crimes and Docket Checklist and mobile applications first of their kind in Africa. The Foundation has worked closely with the judiciary in Zimbabwe, particularly on emphasising the importance for Specially Protected Species within the legislation.

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 this organisation? Yes

2. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity): *No Response*

International/ In-country Partner *No Response*

Allocated budget (proportion or value): £0.00

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

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

3. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity): *No Response*

International/ In-country Partner *No Response*

Allocated budget (proportion or value): £0.00

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

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

4. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity): *No Response*

International/ In-country Partner *No Response*

Allocated budget (proportion or value): £0.00

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

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

5. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity): *No Response*

International/ In-country Partner *No Response*

Allocated budget (proportion or value): £0.00

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

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

6. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity): *No Response*

International/ In-country Partner *No Response*

Allocated budget (proportion or value): £0.00

Representation on the Project Board (or other management structure):

- Yes
- No


Have you included a Letter of Support from this organisation?


- 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 cover letter responding to feedback received at Stage 1 if applicable and a combined PDF of all letters of support.

 [R9-St2-IWTCF-Extra-LettersofSupport-PAMS-2022-19-12](#)
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 [R9-St2-IWTCF-Extra_CoverLetter-PAMS-2022-19-12](#)
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Section 17 - Lead Partner Capability and Capacity

Q34. Lead Partner Capability and Capacity

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

- No

If no, please provide the below information on the lead partner.

What year was your organisation established/ incorporated/ registered?

01 January 2009

What is the legal status of your organisation?

- NGO

How is your organisation currently funded?

PAMS Foundation is currently funded through U.S. government grants and through a philanthropic organisation supporting IWT projects in Tanzania. PAMS has a funding agreement in place with the U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL). The grant is for £ [REDACTED] is matching funding, as it forms part of the investigator prosecutor integration training. PAMS has also received [REDACTED] from the Wildcat Foundation for CWT work in Tanzania, along with several other smaller grants.

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

Aims

PAMS works to ensure wildlife and wild places are secure and ensure coexistence is possible for the communities living side by side with wildlife. PAMS aims to build lasting relationships with local communities, governments, law enforcement, other NGOs, etc., in order to facilitate effective collaboration for sustainable environments.

Activities

PAMS trains and supports rangers and village scouts, who protect wildlife against poaching and assist farmers with coexistence strategies to reduce human-wildlife conflict. The foundation also supports local authorities in protected area management and collaborates with high-level government and international stakeholders to tackle issues such as the illegal wildlife trade.

Achievements

Since 2013, PAMS has contributed to the arrest of 2,835 individuals and helped State Attorneys achieve a 90.5% conviction rate with an average custodial sentence of 16.9 years. PAMS has trained hundreds of Village Game Scouts, removed 6,200+ snares, and protected 42,000 elephants among other wildlife.

Provide details of 3 contracts/projects held by the lead partner 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	Game Changer: A PAMS' Program to Counter Wildlife Trafficking in Sub-Saharan Africa
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Contract Value/Project budget (include currency)	[REDACTED]
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Duration (e.g. 2 years 3 months)	4 years
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Role of organisation in project	PAMS was the lead organisation in planning, implementing, and managing the project and budget for the U.S. Department of State, INL grant.
Brief summary of the aims, objectives and outcomes of the project	PAMS is working with the multi-agency National Task Force Anti-Poaching (NTAP) to strengthen investigations, develop their prosecution capabilities, and equip law enforcement with the tools and resources through a top-down and bottom-up, interagency approach to combat wildlife trafficking (CWT). Through the project, asset tracing and recovery have started to become institutionalized within the NTAP. To date, 373 people have been trained in Financial Interdiction, Investigation & Enforcement; 75 people trained in Interview, Statement Recording & Evidence Construction; 98 people trained in the NTAP Standing Operating Procedure and Operating Guidelines; and 94 people trained in Tactical Anti-Poaching skills.
Client/independent reference contact details (Name, e-mail)	Najar Starr Grants Management Specialist U.S. Department of State Bureau of International Narcotics and Law Enforcement Affairs [REDACTED]
Contract/Project 2 Title	Combating Wildlife Trafficking in Tanzania
Contract Value/Project budget (include currency)	[REDACTED]
Duration (e.g. 2 years, 3 months)	1 year
Role of organisation in project	PAMS managed the project and budget as the prime lead for U.S. Dept of State, INL grant.
Brief summary of the aims, objectives and outcomes of the project	The project aimed to build capacity within the National and Transnational Serious Crimes Investigation Unit, which was mandated to deal with wildlife crime in Tanzania, in order to combat IWT in Tanzania. Through this project, 40 people were trained in Crime Scene Investigation, 15 in Financial Crimes Investigation, 120 in Intelligence & Case Preparation, 75 in Tactical Anti-Poaching training, 5 in Intelligence Data Analysis. Outcomes included a 100% increase in the number of investigations of financial crimes, increased multiagency coordination, improved intelligence gathering, and a 10% increase in intelligence reports produced.
Client/independent reference contact details (Name, e-mail)	Cheryl Price Grants Officer U.S. Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL/RM) [REDACTED]

Contract/Project 3 Title	Connecting People and Landscapes to combat Wildlife Crime in a Changing World
Contract Value/Project budget (include currency)	██████████
Duration (e.g. 2 years, 3 months)	3 years
Role of organisation in project	PAMS managed the project and budget as the prime/project lead for (Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH) grant.
Brief summary of the aims, objectives and outcomes of the project	The project aims to promote human-wildlife coexistence, strengthen anti-poaching capacity, enhance the application of IWT legislation and improve livelihoods in the Selous-Niassa Landscape. By hosting cross-border meetings, transnational cooperation to counter IWT will be strengthened. By the project's end, farmers should have the skills and knowledge to erect chilli fences, reducing crop raids, human injuries, and elephant injuries. The project has already demonstrated a reduction in crop raiding by 60%. The formation of trusted relationships with communities should lead to information about illegal activities. Lastly, the setup of an agricultural demonstration plot will encourage others to utilise alternative farming.
Client/independent reference contact details (Name, e-mail)	Flora Mueller Advisor - Partnership against Wildlife Crime in Africa and Asia Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH ██████████

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

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

Yes

Section 18 - Certification

Certification

On behalf of the

Company

of

PAMS Foundation

I apply for a grant of


██████████

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









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

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





Checked

Name	Krissie Clark
Position in the organisation	CEO
Signature (please upload e-signature)	 R9-St2-IWTCF-Extra-Esignature-PAMS-2022-19-12  17/12/2022  01:51:20  pdf 86.88 KB
Date	16 December 2022

Please attach the requested signed audited/independently examined accounts.

 R9-St2-IWTCF-Extra-Audit2021-PAMS  17/12/2022  01:51:37  pdf 4.85 MB	 R9-St2-IWTCF-Extra-Audit2022-PAMS  17/12/2022  01:51:35  pdf 986.82 KB
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Please upload the Lead Partner's Safeguarding Policy as a PDF

 R9-Dt2-IWTCF-Extra-SafeguardingPolicy-PAMS  17/12/2022  01:51:43  pdf 109.11 KB

Section 19 - Submission Checklist

Checklist for submission

Check

I have read the Guidance, including the “IWT Challenge Fund Guidance”, “Monitoring Evaluation and Learning Guidance”, “Risk Guidance” and “Finance Guidance”.	Checked
I have read, and can meet, the current Terms and Conditions for this fund.	Checked
I have provided actual start and end dates for the project.	Checked
I have provided my budget based on UK government financial years i.e. 1 April – 31 March and in GBP.	Checked
I have checked that our budget is complete, correctly adds up and I have included the correct final total at the start of the application.	Checked
The application been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).	Checked
I have attached my completed logframe as a PDF using the template provided	Checked
(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.	Checked
I have included a 1 page CV or job description for all the Project Staff identified at Question 32, including the Project Leader, or provided an explanation of why not.	Checked
I have included a letter of support from the Lead Partner and partner(s) identified at Question 29, or an explanation of why not.	Checked
I have included a cover letter from the Lead Partner, outlining how any feedback received at Stage 1 has been addressed where relevant.	Checked
I have included a copy of the Lead Partner’s safeguarding policy, which covers the criteria listed in Question 33.	Checked
I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.	Checked
I have included a signed copy of the last 2 annual report and accounts for the Lead Partner, or other evidence of financial capacity as set out in the Financial Guidance, or provided an explanation if not.	Checked
I have checked the IWT Challenge Fund website immediately prior to submission to ensure there are no late updates.	Checked
I have read and understood the Privacy Notice on the IWT Challenge Fund 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 IWT Challenge Fund and our sister grant scheme, the Darwin Initiative. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.

Unchecked

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 IWT Challenge Fund including project details (usually title, lead partner, project leader, location, and total grant value).

Project Title: Strengthening legal frameworks for law enforcement in Africa

	Activity	No. of months	Year 1 (2023/24)				Year 2 (2024/25)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1	Trained investigators, prosecutors and the judiciary that are skilled in implementing legal frameworks in Tanzania and Zimbabwe to reduce IWT.	18								
1.1	Host training for 785 judiciary, prosecutors and investigators in Tanzania on the manual, “The Law and Practice of Handling Wildlife and Other Transnational Crime Cases in Tanzania” in five 5-day training events (five iterations, each with roughly 157 participants). (Training facilitated by PAMS and conducted by in country experts, prosecutors, investigators and judiciary).	18								
1.2	Host training for 60 judiciary, prosecutors and investigators in Zimbabwe on the manual, “The Law and Practice of Handling Wildlife and Other Transnational Crime Cases in Zimbabwe” in six 5-day training events (six iterations, each with 10 participants). (Training facilitated by THF and delivered by in country experts, prosecutors, investigators and judiciary).	18								

Project Title: Strengthening legal frameworks for law enforcement in Africa

	Activity	No. of months	Year 1 (2023/24)				Year 2 (2024/25)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 2	Raised awareness for strengthened IWT legislation that effectively address current IWT modus operandi, challenges and trends in Zimbabwe.	12								
2.1	Conduct 3 meeting sessions with relevant Zimbabwean authorities to review key IWT court cases (THF to conduct).	9								
2.2	Conduct 3 meeting sessions with relevant Zimbabwean authorities to review key IWT-related legislation (THF to conduct).	9								
2.3	Draft amendments with relevant Zimbabwean authorities to address gaps in legislation identified in Activity 2.2 (THF to conduct).	6								
Output 3	Mentorship programme that builds investigative and prosecutorial capacity of Tanzania's NTAP and Zimbabwe's Environmental Wildlife Directorate and NPA.	18								
3.1	Provide mentorship to a total of 68 NTAP-related investigators, wildlife officers and investigators in Tanzania on 45 cases .(PAMS).	18								

Project Title: Strengthening legal frameworks for law enforcement in Africa

	Activity	No. of months	Year 1 (2023/24)				Year 2 (2024/25)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2	Provide mentorship to a total of 33 public prosecutors, law enforcement officers and investigators in Zimbabwe on 85 cases. (THF).	18								
Output 4	Regional LE collaboration and sharing of best practices is improved for transnational IWT cases between Tanzania, Zimbabwe, and/or Malawi authorities.	1								
4.1	Host a 3-day regional workshop for a total of at least 9 prosecutors and investigators from Tanzania, Zimbabwe and Malawi (3 from each country) to facilitate formal and informal cooperation in handling transnational IWT cases. (PAMS to host).	1								

Project Title: Strengthening legal frameworks for law enforcement in Africa

Project Summary	SMART Indicators	Means of Verification	Important Assumptions
<p>Impact: Reduced illegal wildlife trade of endangered species within Tanzania, Zimbabwe, and Malawi through better enforcement of effective legal frameworks. (Max 30 words)</p>			
<p>Outcome: (Max 30 words)</p> <p>Strengthened legal chain for effective enforcement of legal frameworks for law enforcement officers (LEO) to reduce IWT of endangered species in Tanzania, Malawi and Zimbabwe.</p>	<p>0.1 The conclusion rate of IWT cases ending in conviction in Tanzania and Zimbabwe has increased by 5% (number of individual cases prosecuted and that were passed judgement) by the end of the project. The baseline from 2020 for NTAP cases in Tanzania is 75%. The baseline from 2020 for THF monitored cases in Zimbabwe is 50%.</p> <p>0.2 The number of convictions <u>with custodial sentences</u> of serious wildlife crime cases in Tanzania and Zimbabwe relating to elephants, black rhinos, pangolins, and lions has increased by 5% (percent of individual concluded cases for which a conviction and custodial sentence was pronounced) by the end of the project. The baseline from 2020 for NTAP cases in Tanzania is 59 cases. The baseline from 2022 for THF</p>	<p>0.1 National Task Force Anti-Poaching (NTAP) case monitoring database; public court case rulings</p> <p>0.2 NTAP case monitoring database; public court case rulings</p>	<p>The political will in Government (National Prosecution Services, Judiciary, Ministry of Natural Resources and Tourism, Police) remains committed to wildlife related conservation and law enforcement.</p> <p>There are no further impacts from COVID-19 resulting in restrictions on training sessions or court closures.</p> <p>Seizures, arrests and successful prosecutions deter IWT criminal activity.</p> <p>Corruption is minimised and does not significantly hinder the legal chain.</p> <p>The LEOs acquire the knowledge, skills and abilities during training to effectively enforce the legal frameworks.</p>

Project Title: Strengthening legal frameworks for law enforcement in Africa

	<p>monitored cases in Zimbabwe is 76.</p> <p>0.3 The total number of IWT arrests and seizures related to elephants, black rhinos, pangolins, and lions decreases by 5% by the end of the project. The baseline in Tanzania is based on the NTAP's work in 2019: 186 arrests, 136 kg ivory tusks seized, 1 rhino horn seized, 4 pangolin related product seizures and 4 lion related products seized. The baseline in Zimbabwe is based on THF monitored cases in 2022: 307 arrests, 445 kg ivory tusk seized, 0 rhino horn seized, 32 pangolin related product seizures and 10 lion related product seizures.</p> <p><i>Note: it should be noted that it is often difficult to note such changes in a short period, such as 2 years. It is expected that the effective enforcement of legal frameworks will <u>increase</u> the total number of arrests, seizures, and prosecutions at first, which will lead to a reduction in IWT over time.</i></p> <p>0.4 The total number of cross-border IWT cases involving Tanzania, Zimbabwe and/or Malawi increases by 40% by the end of the project. The baseline from 2022 is 4 (Tanzania & Zimbabwe = 1, Tanzania &</p>	<p>0.3 NTAP arrest & seizure database; charge sheets</p> <p>0.4 Cross border communications noted in the NTAP case monitoring database and/or THF court monitoring records</p>	<p>Case rulings are available as public record.</p>
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Project Title: Strengthening legal frameworks for law enforcement in Africa

	Malawi = 1, Zimbabwe & Malawi = 2).		
<p>Outputs:</p> <p>1. Trained investigators, prosecutors and the judiciary that are skilled in implementing legal frameworks in Tanzania and Zimbabwe to reduce IWT.</p>	<p>1.1 A total of 60 investigators, prosecutors, and judiciary have attended a 5-day training event in Zimbabwe by the end of the project (6 iterations, each with 10 participants). A total of 785 investigators, prosecutors, and judiciary have attended a 5 day training event in Tanzania by the end of the project (5 iterations, each with around 157 participants).</p> <p>1.2 75% of the investigators, prosecutors, and judiciary that attended the training events in Zimbabwe and Tanzania scored at least 65% or above on the post-training assessment. Baseline to be determined by the pre-training assessment.</p> <p>1.3 80% of the trained judiciary that have tried IWT cases have referenced recent case law in their judgments by the end of the project.</p> <p>1.4 80% of the trained prosecutors that have prosecuted</p>	<p>1.1 Training event reports; list of attendees</p> <p>1.2 Pre/post training assessments</p> <p>1.3 Public court case rulings, court transcripts</p> <p>1.4 Court transcripts, case files from prosecutors post trial</p>	<p>The political will in Government (National Prosecution Services, Judiciary, Ministry of Natural Resources and Tourism, Police) remains committed to wildlife related conservation and law enforcement.</p> <p>There are no further impacts from COVID-19 resulting in restrictions on training events or judicial proceedings.</p> <p>Access to case details as public records.</p> <p>Investigators, prosecutors and the judiciary are fully engaged in the training events.</p>

Project Title: Strengthening legal frameworks for law enforcement in Africa

	IWT cases have referred to recent case law in their prosecution by the end of the project.		
2. Raised awareness for strengthened IWT legislation that effectively address current IWT modus operandi, challenges, and trends in Zimbabwe.	<p>2.1 30% of IWT court cases monitored by THF have been reviewed with the relevant Zimbabwean authorities by the end of the project.</p> <p>2.2 Suggestions for improvement are made for 100% of the gaps identified in existing IWT legislation in Activity 2.2; legislation amendments are made for 80% of these gaps identified in Activity 2.2 by the end of the project.</p>	<p>2.1 Reports of case review, attendance list, minutes from each of the 3 meeting sessions</p> <p>2.2 Reports of legislation review, documented proposed amendments, minutes from each of the 3 meeting sessions; documented changes in legislation would come out with new Statutory Instruments or new legislation which is published by the Government of Zimbabwe.</p>	<p>The political will of Government agencies (e.g. National Prosecution Services, Judiciary, Ministry of Natural Resources and Tourism, Police) remains committed to LE efforts to stem IWT.</p> <p>Judiciary's raised awareness of IWT issues is prioritised.</p> <p>There are clear gaps in the outdated IWT legislation that need revision.</p>

Project Title: Strengthening legal frameworks for law enforcement in Africa

<p>3. Mentorship programme that builds investigative and prosecutorial capacity of Tanzania’s NTAP and Zimbabwe’s Environmental Wildlife Directorate and NPA.</p>	<p>3.1 A total of 68 NTAP associated investigators, wildlife officers and prosecutors in Tanzania receive mentorship for 45 cases by the end of the project. A total of 33 public prosecutors, LE officers and wildlife investigators from wildlife crime hotspot areas in Zimbabwe receive mentorship for 85 cases by the end of the project.</p> <p>3.2 80% of individuals receiving mentorship demonstrate at least a 75% increase in knowledge, skills, and ability to investigate and/or prosecute IWT crimes by the end of the project. Baseline to be determined at the start of the project through interviews and evaluations.</p>	<p>3.1 Mentor quarterly reports, mentor/mentee evaluations</p> <p>3.2 Level 3 and 4 follow-up evaluations, interviews and observations with mentors and mentees</p>	<p>Economic, social, and political conditions in the region remain relatively stable.</p> <p>No similar mentorship programmes exist that are supported by local NGOs.</p> <p>Relationship dynamic between PAMS staff and NTAP staff is conducive for effective mentorship.</p> <p>Relationship dynamic between THF staff and NPA staff is conducive for effective mentorship.</p>
<p>4. Regional LE collaboration and sharing of best practices is improved for transnational cases between Tanzania, Zimbabwe, and/or Malawi authorities.</p>	<p>4.1 9 LE representatives of Tanzania, Zimbabwe, and Malawi have participated in a 3 day transnational workshop by the end of the project.</p> <p>4.2 All 9 LE representatives who attend the transnational workshop identify learning 10+ new counter-IWT best practices and develop a better understanding of transnational</p>	<p>4.1 Workshop reports; list of attendees</p> <p>4.2 Post workshop questionnaire</p>	<p>The political will of Government agencies (National Prosecution Services, Judiciary, Ministry of Natural Resources and Tourism, Police) remains committed to LE efforts to stem IWT.</p> <p>There are no further impacts from COVID-19 resulting in restrictions on training events or judicial proceedings.</p>

Project Title: Strengthening legal frameworks for law enforcement in Africa

	<p>trafficking by the end of the project.</p> <p>4.3 25% of transnational IWT-cases involving Tanzania, Zimbabwe, and/or Malawi result in arrest by the end of the project. Baseline is 1. <i>Note: it should be noted that often transnational cases take several years to conclude</i></p> <p>4.4 25% of transnational IWT-cases involving Tanzania, Zimbabwe, and/or Malawi result in the seizure of wildlife products. Baseline is 1. <i>Note: it should be noted that often transnational cases take several years to conclude</i></p> <p>4.5 25% of transnational IWT-cases involving Tanzania, Zimbabwe, and/or Malawi result in prosecution. Baseline is 1. <i>Note: it should be noted that often transnational cases take several years to conclude</i></p>	<p>4.3 NTAP seizure & arrest databases</p> <p>4.4 NTAP seizure & arrest databases</p> <p>4.5 Public court case rulings, NTAP case monitoring database, THF court monitoring reports</p>	<p>Transnational IWT cases are prioritised over other cases.</p> <p>A high-level of trust exists between each NGO and the LE agencies in its respective country, and among the LE agencies at the inter-agency and cross-national levels.</p> <p>The judiciary and police maintain a collaborative relationship in each country.</p>
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Project Title: Strengthening legal frameworks for law enforcement in Africa

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. Each activity should start on a new line and be no more than approximately 25 words.)

1.1 Train 785 judiciary, prosecutors, and investigators in Tanzania on “The Law and Practice of Handling Wildlife and Other Transnational Crime Cases in Tanzania” in five 5-day training events (five iterations, each with roughly 157 participants). Training delivered by LE authorities in Tanzania.

1.2 Train 60 judiciary, prosecutors, and investigators in Zimbabwe on “The Law and Practice of Handling Wildlife and Other Transnational Crime Cases in Zimbabwe” in six 5-day training events (six iterations, each with 10 participants). (Training conducted by THF; no LE involved in delivering training)

2.1 Conduct 3 meeting sessions with relevant Zimbabwean authorities to review key IWT court cases (THF).

2.2 Conduct 3 meeting sessions with relevant Zimbabwean authorities to review key IWT-related legislation (THF).

2.3 Draft amendments with relevant Zimbabwean authorities to address gaps in legislation identified in Activity 2.2 (THF).

3.1 Provide mentorship to a total of 68 NTAP-related investigators, wildlife officers, and prosecutors in Tanzania on 45 cases. (PAMS)

3.2 Provide mentorship to a total of 33 public prosecutors, law enforcement officers, and investigators and in Zimbabwe on 85 cases. (THF)

4.1 Host a 3-day regional workshop for a total of at least 9 prosecutors and investigators from Tanzania, Zimbabwe, and Malawi (3 from each country) to facilitate informal and formal cooperation in handling transnational cases.