



Department  
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## Illegal Wildlife Trade (IWT) Challenge Fund Extra: Final Report

### • IWT Challenge Fund Project Information

Project reference	IWTX003
Project title	Strengthening Legal Frameworks for Law Enforcement in Africa
Country(ies)	Tanzania, Zimbabwe, Malawi
Lead Organisation	PAMS Foundation (PAMS)
Project Partner(s)	Tikki Hywood Foundation (THF)
IWTCTF grant value	£ 960,889
Start/end dates of project	April 1, 2023 – March 30, 2025
Project Leader's name	Krissie Clark (PAMS Foundation)
Project website/blog/social media	PAMS Foundation and Tikki Hywood Foundation do not maintain a separate website or social media account for this individual project. However, both organisations maintain their primary website and social media accounts which are as follows: <a href="https://www.pamsfoundation.org">https://www.pamsfoundation.org</a> <a href="https://www.facebook.com/PAMSFoundation/">https://www.facebook.com/PAMSFoundation/</a> <a href="https://www.tikkihywoodfoundation.org/">https://www.tikkihywoodfoundation.org/</a> <a href="https://www.instagram.com/tikkihywoodfoundation/">https://www.instagram.com/tikkihywoodfoundation/</a>
Report author(s) and date	Krissie Clark (PAMS Foundation), Lisa Hywood & Silent Shoko (Tikki Hywood Foundation) 19 May 2025

## 1. Project summary

Under this project, PAMS Foundation (PAMS) and Tikki Hywood Foundation (THF) have worked in collaboration to strengthen law enforcement (LE) in Tanzania, Zimbabwe, and Malawi to secure effective wildlife crime prosecutions. These countries, rich in biodiversity, face increasing threats from poaching and illegal wildlife trade (IWT), particularly targeting endangered species like the African savannah elephant, southern black rhino, ground pangolin, and lion. In Tanzania, where wildlife tourism contributes a significant share of employment, escalating poaching endangers both the economy and ecosystems. Criminal syndicates recruit local youth, particularly in rural communities bordering protected lands, into poaching due to limited economic opportunities. Economic hardships have worsened poverty and corruption, creating conditions for increased IWT activity. While governments have taken steps to combat this crisis, stronger enforcement is needed to ensure poachers and traffickers are not just arrested but convicted. This project has focused on strengthening legal frameworks and enhancing the judiciary's ability to prosecute wildlife criminals effectively. Through PAMS' support of Tanzania's National Task Force Anti-Poaching (NTAP), the team has identified critical gaps in financial investigations, case building, and prosecution. Coordinated training across agencies has already led to legislative improvements and better enforcement.

The initiative builds on prior investments, including IWTCF (IWT094) by Lilongwe Wildlife Trust in Malawi, which improved prosecutions through courtroom monitoring, private prosecutors, and case law review. By leveraging these successes, the project scales up efforts to dismantle IWT networks and deter traffickers by increasing prosecution effectiveness. By targeting key chokepoints in the supply chain, the project aims to shift IWT from a "low-risk, high-reward" crime to one with significant legal consequences. A key outcome is reduced poaching and trafficking of targeted species through Tanzania's ports and borders, contributing to wildlife population recovery. The project's benefits extend beyond conservation. By reducing crime and corruption, local communities, mainly consisting of subsistence farmers, will experience safer living conditions, improved rule of law, and decreased economic dependence on IWT. Greater awareness of wildlife crime penalties will deter involvement, shielding locals from imprisonment and financial loss. Additionally, the project addresses poverty by reducing community vulnerability to wildlife crime. The project disrupts criminal networks and prevents vulnerable individuals from being lured into high-risk illegal activities. This initiative ultimately enhances legal enforcement, deters major traffickers, and fosters long-term stability for both wildlife and local communities.

Under this project, PAMS Foundation (PAMS) and Tikki Hywood Foundation (THF) have worked in collaboration to strengthen law enforcement (LE) in Tanzania, Zimbabwe, and Malawi to secure effective wildlife crime prosecutions. These countries, rich in biodiversity, face serious and growing threats from poaching and the illegal wildlife trade (IWT), particularly targeting endangered species like the African savannah elephant, southern black rhino, ground pangolin, and lion. While governments have taken steps to address IWT, gaps in legislation, weak prosecution capacity, and low conviction rates have allowed wildlife crime to persist as a low-risk, high-reward activity.

This project aimed to close these gaps by strengthening legal frameworks, enhancing the capacity of investigators, prosecutors, and judicial officers, and encouraging interagency collaboration. In Tanzania, the project supported the National Task Force Anti-Poaching (NTAP), the National Prosecution Authority (NPA) and the Institute of Judicial Administration (IJA) to identify and address weaknesses in case building, investigations, and courtroom procedures. In Zimbabwe and Malawi, the project built on previous investments, including IWTCF (IWT094) by Lilongwe Wildlife Trust in Malawi, to deliver similar capacity-building efforts, including digital training platforms to ensure sustainability beyond the life of the project. The project targeted key pressure points in the IWT chain, from arrest through prosecution and sentencing, to shift the incentive structure and increase deterrence. Legislative improvements, such as the introduction of the Victim Impact Statement (VIS) in court and proposed legislative amendments, have already contributed to stronger outcomes. The upcoming establishment of a specialized environmental crime court in Tanzania will further improve case processing and strengthen enforcement consistency.

A key outcome of the project is the reduction of poaching and trafficking of targeted species through Tanzania's ports and borders, supporting the recovery of wildlife populations. The benefits, however, extend well beyond conservation. By curbing crime and corruption, the project has helped create safer, more stable environments for local communities, many of whom are subsistence farmers living near protected areas. Strengthened enforcement and increased awareness of legal consequences serve as a deterrent, protecting individuals from imprisonment and financial loss. Ultimately, this project has aimed to enhance legal enforcement, deter major traffickers, and foster long-term stability for both wildlife and local communities.

## **2. Project Partnerships**

PAMS has been collaborating closely with its formal partner, THF, throughout project implementation. While both PAMS and THF were equally involved in the overall project planning, monitoring, and evaluation, PAMS has maintained ultimate oversight of the overall budget, risk management, and reporting as the direct report to DEFRA. PAMS has maintained responsibility for the training events occurring in Tanzania, while THF has been responsible for the project's training and legislative case review activities in Zimbabwe.

The project team has reviewed the project management plan (work plan, budget, and results framework) during monthly meetings to ensure progress against the proposed objectives, timelines, and indicators. These monthly meetings have been a key opportunity for sharing best practices, lessons learned, and achievements to build the reports required by DEFRA. Each partner has been responsible for collecting monitoring and evaluation data for activities in their respective country (PAMS – Tanzania; THF – Zimbabwe). PAMS, however, has been responsible for communications and interactions with the UK DEFRA IWTCF team.

The project team began collaborating more with its additional stakeholder, Lilongwe Wildlife Trust (LWT) during Year 2 of the project. LWT has been implementing a similar IWTCF project in Malawi, focused on reducing wildlife trafficking through securing effective prosecutions, accomplished through courtroom monitoring, private prosecutors, and case law review. Beyond the life of the project, the three organizations will continue to collaborate and discuss lessons learned and best practices.

### **PAMS & TANZANIA PARTNERS**

The relationship between PAMS and its key stakeholder, the Institute of Judicial Administration (IJA), strengthened tremendously throughout the project. The IJA has been instrumental in coordinating the training sessions, primarily by communicating with and gathering the participants. PAMS matched up investigators, prosecutors, and judiciary from the same jurisdictions to attend the same interagency training sessions. As a result, the investigators, prosecutors, and judiciary participating in these training sessions have shown increased levels of collaboration and improved interagency dynamics.

Furthermore, PAMS has continued to collaborate with the British Embassy and High Commission. During the project, there was major staff turnover at the embassy, including a change in PAMS's point of contact. PAMS has worked to reaffirm the communications channel with the embassy through their new point of contact.

### **THF & ZIMBABWE PARTNERS**

A key partnership throughout project implementation by THF in Zimbabwe has been the National Prosecuting Authority (NPA). THF has kept the NPA informed of all training events and project activities, and the NPA has demonstrated immense support throughout the training sessions. This included direct engagement from the Prosecutor General, who has provided recommendations and suggestions for improvement, demonstrating a high level of investment in future counter-IWT initiatives and sustainable change. For example, the Prosecutor General recommended the development of a specialized environmental court focused specifically on environmental crime cases. The THF team has decided to act on this suggestion, going above and beyond the requirements and activities outlined in the original grant agreement, in order to deepen impact and leverage its strong partnership with the NPA for long-term sustainability.

In the early stages of project implementation, THF encountered minor challenges coordinating and planning activities with the judiciary and prosecutors, largely due to the transition to a new Prosecutor General. However, these were quickly resolved, and the team was able to schedule all training sessions efficiently. The new Prosecutor General has demonstrated significant support for the initiative. In fact, the level of support for the project by prosecutors exceeded expectations of the project team, with several prosecutors contacting THF directly to request invitations to training sessions and express interest in involving their superiors in these sessions. This tremendous buy-in and collaboration from the Prosecutor General has enabled THF to encourage the NPA to take ownership of key project initiatives, positioning them as champions of this work and strengthening the likelihood of ongoing participation and project sustainability.

In addition to its work with the NPA, THF has also developed a strong partnership with the Zimbabwe Parks and Wildlife Management Authority. In early 2024, the head of the Authority reached out to THF to

highlight the problems faced in wildlife crime cases and requested that THF conduct a workshop to train the Parks and Wildlife Management Authority members on proper evidence presentation in court. Since meeting with the Authority's leadership in January 2024, THF has been working with them on multiple activities, including case and legislation review meetings and support for drafting legislative amendments. These efforts cover all species but have focused in particular on rhino, elephant, and pangolin.

### 3. Project Achievements

#### 3.1 Outputs

**OUTPUT 1:** Trained investigators, prosecutors and the judiciary that are skilled in implementing legal frameworks in Tanzania and Zimbabwe to reduce IWT.

**Indicator 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).**

The project team has successfully completed Activity 1.1. There was no baseline for this indicator, as the training sessions had never been held before in either country. This indicator was measured via attendance sign-in sheets and training reports.

In Zimbabwe, a total of 121 investigators, prosecutors, and judiciary were trained on “The Law and Practice of Handling Wildlife and Other Transnational Crime Cases in Zimbabwe” in seven 5-day training events. As of April 2024, 35 individuals had been trained in four 5-day training events. By October 2024, three more trainings were held for 86 individuals, including 13 detective investigators from CID MFFU (Haka Team), 65 Matusadona National Park Game Rangers, Scouts and Investigators and 8 Zim Parks Investigators from the Midlands, Harare, Mashonaland West and Central Provinces. See attached Annex 1 for training appraisal reports with attendee lists and pre and post evaluation marks.

In Tanzania, a total of 827 investigators, prosecutors, and judiciary were trained on “The Law Practice of Handling Wildlife and Other Transnational Crime Cases in Tanzania” across three 6-day training sessions. The first training was held from October 9th to 13th, 2023 with 156 attendees. The second in Mpanda from November 13th to 17th with 166 participants, The third in Iringa from November 21 to 1 December 2023 with 165 participants. The fourth training, held in Lushoto from April 22nd to May 3rd, 2024, had a total of 168 participants (see attached Annex 2 for training report) , and the final training was held in Tarime from May 13 - 17th for 172 people (see attached Annex 3 for training report). PAMS held an additional workshop on June 19th for the leaders from the stakeholder agencies trained in Activity 1.1. A total of eleven leaders participated, representing the judiciary, police, prosecution, forest service, National Parks, and more.

THF also launched Digemy, a digital training platform, on July 15th, 2024. A total of 22 individuals, primarily prosecutors, were onboarded. In Zimbabwe, the launch of the digital training saw 4 very senior public prosecutors being onboarded, including the Chief Public Prosecutor responsible for training within NPA, the Head NPA Corporate Affairs, the senior IWT reporter for the NPA Dominus Litis Magazine, and the NPA IWT Cases liaison officer for the past 14 years. See attached Annex 4 for the first prosecutors’ intake final report on the Digemy platform.

**Indicator 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.**

This indicator is measured by pre-and post-training questionnaire assessments. For the first training for the CID MFFU held by THF in Zimbabwe, the average pre-training questionnaire score (serving as the baseline) was 76%. The average post-training score for these same participants was 94.67%. For the second training session held by THF in Zimbabwe, the average pre-training questionnaire score (serving as the baseline) was 37.9%. The average post-training score for these same participants was 92.6%. For the third training session held by THF in Zimbabwe, the average pre-training questionnaire score (serving as the baseline) was 50.8%. The average post-training score for these same participants was 96.6%. For the fourth training session held by THF in Zimbabwe, the average pre-training questionnaire score (serving as the baseline) was 42.8%. The average post-training score for these same participants was 89.4%.

For the first training session in Tanzania, hosted in Morogoro, the average pre-training questionnaire score was 52.59%. The average post-training questionnaire score for this same group was 59.53%, demonstrating an average of 6.94% improvement. For the second training session in Tanzania, hosted in Mpanda, the average pre-training questionnaire score was 45.08%. The average post-training questionnaire score for this same group was 63.67%, demonstrating an average of 18.59% improvement.

For the third training session held in Tanzania, hosted in Iringa, the average pre-training questionnaire score was 48.43%. The average post-training questionnaire score for this same group was 64.03%, demonstrating an average of 15.59% improvement.

**OUTPUT 2:** Raise awareness for strengthened IWT legislation that effectively address current IWT modus operandi, challenges, and trends in Zimbabwe.

**Indicator 2.1: 30% of IWT court cases monitored by THF have been reviewed with the relevant Zimbabwean authorities by the end of the project.**

THF developed a Concept Note outlining the proposed cases review process, which was shared with key stakeholders such as the National Prosecuting Authority, Judicial Service Commission of Zimbabwe, Zimbabwe Republic Police, and the Parks and Wildlife Authority. THF has completed formal meeting sessions to review specific IWT court cases with the National Prosecuting Authority on the 15th and 17th of January, 2025. See attached Annex 5 for meeting minutes.

**Indicator 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.**

Suggestions for improvement were made for 100% of the gaps identified in existing IWT legislation. These suggestions included the provision of a Victim Impact Statement, revisions to procedures regarding the exhibition of live pangolins, and a draft statutory amendment to the problematic Section 128 of Zimbabwe's Parks and Wildlife Act. Section 128, as currently written, excludes the offence of possessing live species from the provision for a minimum mandatory sentence, contrary to the legal development and case law. This effectively takes us years back to the period before pangolins were specifically designated as protected animals in the law, creating significant sentencing challenges for the courts.

To address this, the project team developed and presented a proposed amendment to Section 128 of the Parks and Wildlife Act to explicitly include the unlawful keeping, possession, and disposal of live specially protected animals, ensuring that these offences carry the same mandatory minimum sentencing as currently applies to unlawful hunting, killing, or trading in such animals. This draft was shared with the National Prosecuting Authority (NPA), the Zimbabwe Parks and Wildlife Management Authority (ZimParks), and the Minister of Environment, Tourism, and Wildlife. See Annex 6 for the draft proposed amendment.

Throughout the project, THF held meetings with several government stakeholders to support legal and procedural reform. These included discussions around the development of Zimbabwe's Wildlife Cases Management protocol and a completed cases review manual, both designed to help close existing legal and procedural gaps outside of Parliament's formal legislative role.

The project team also met with the Chief Public Prosecutor responsible for coordinating training and legal review activities under the National Parks Administration. In addition, THF attended in-person consultative meetings with the Parliamentary Portfolio Committee on Wildlife, Climate, and Tourism, as well as with the Ministry of Environment, Wildlife, Climate and Tourism and the Parks and Wildlife Management Authority to review and consult on the draft new Parks and Wildlife Act intended to replace the outdated 1974 legislation.

See Annex 7 for a report on the Parliamentary Committee Parks and Wildlife Act Review meeting held on May 13, attended by THF project team members.

**OUTPUT 3:** Implementing an innovative mentorship programme to build investigative and prosecutorial capacity of Tanzania's NTAP and Zimbabwe's Environmental Wildlife Directorate and NPA.

**Indicator 3.1: 50% of the 68 NTAP-associated investigators, wildlife officers, and prosecutors in Tanzania receive mentorship for 20 cases by the end of the project. 50% of the 33 public prosecutors, LE officers, and wildlife investigators from wildlife crime hotspot areas in Zimbabwe receive mentorship for 20 cases by the end of the project.**

In Tanzania, PAMS provided mentorship to a total of 55 individuals over the two-year period, with some individuals receiving mentorship on multiple occasions. In the first year, 11 individuals received mentorship. In the second year, between April and September 2024, an additional 36 individuals were supported, including 18 police investigators (16 men and 2 women), 7 wildlife officers (all men), and 11 state attorneys from the National Prosecution Services (6 men and 5 women). These individuals were involved in 10 cases concerning 56 accused persons.

During the final period, October 2024 to March 2025, mentorship was provided to 41 individuals (including 36 previously mentored): 23 police investigators (19 men and 4 women), 6 military officers (all men), 3 intelligence officers (all men), 2 officers from the Corruption Bureau (1 man and 1 woman), 1 state attorney (man), and 6 wildlife officers. These individuals were involved in 17 cases concerning 71 accused persons.

In Zimbabwe, THF provided mentorship to 69 individuals on 130 cases with 137 accused. Between April to September 2024, THF provided mentorship to 32 individuals for 41 cases with 39 accused. Of these 32 individuals, 13 were females and 19 were males. From October 2024 to March 2025, THF provided mentorship to 37 individuals, including some participants who attended earlier workshops, for 89 cases with 98 accused. Out of the 37 individual prosecutors mentored, 21 were females and 16 were males.

The key areas for mentorship included: Drafting of Charges for Common Wildlife Offence, Presenting Victim Impact Statements, Production and Disposal of Live Animal exhibits, Application for Compensation order for hunted or trapped and killed animals, and Maintaining and Proving chain of custody of exhibits and proving essential elements for the offence of possession.

Additionally, mentorship was provided to magistrates during the Magistrate Union of Zimbabwe Conference, held on March 7, 2025 at the Fairmile Regence Hotel in Gweru. The session was attended by approximately 200 magistrates. THF opted for group mentorship in this setting, as providing individual mentorship to magistrates on ongoing cases could risk interfering with the independence of the judiciary.

**Indicator 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.**

THF hosted a comprehensive mentorship workshop for 69 participants under the NPA. These structured mentorship engagements were designed to reinforce technical knowledge, strengthen collaboration between legal actors, and directly improve the quality and consistency of IWT case handling across both countries.

In response to DEFRA's recommendation during their 2024 site visit, a formal mentorship workshop was pulled together for 41 of the total 68 NTAP members in Tanzania as follow-up and a way to evaluate the participants. The workshop was held from March 25-26, 2025 to discuss best practices and lessons learned on challenges faced by the participants. A final evaluation of 44 individuals confirms 82% of individuals receiving mentorship have achieved the targeted 75% increase in capacity. See Annex 8 for the mentorship scoring matrix showing improvement over time.

**Indicator 3.3: By month 18, PAMS has established and is using a theme-based database to record key learnings from the mentorship scheme. By EoP, at least one summary report has been shared with the NTAP.**

PAMS developed a Microsoft Excel-based database to capture and analyse key findings, lessons learned, and common themes from the mentorship sessions with members of the judiciary. To ensure knowledge dissemination and institutional learning, PAMS shared a summary of its findings with the NTAP by hosting a mentorship workshop. During the workshop, each identified problem area was addressed through structured discussions. See Annex 9 for the mentorship workshop report.

**Indicator 3.4: In Tanzania, 80% of mentees return for ongoing advice or to provide a formal update on case proceedings. (\*not included in revised logframe)**

Over the course of the last 24 months, the mentees have been provided ongoing advice. This was completed.

## OUTPUT 4

### **Indicator 4.1: 9 LE representatives of Tanzania, Zimbabwe, and Malawi have participated in a 3-day transnational workshop by the end of the project.**

Law enforcement investigators and prosecutors participated in a 3-day transnational workshop held in October 16-17, 2024 in Tanzania for a total of 15 participants (11 male and 4 female). There were 1 female and 3 males from Malawi, 1 female and 7 males from Tanzania, and 2 females and 1 male from Zimbabwe. The workshop report and attendee list is included in Annex 10.

A second regional workshop was held in a hybrid format on October 7, 2024, involving 13 participants from Malawi (LWT) and Zimbabwe (THF). The Zimbabwe team included 4 officers from the Zimbabwe Parks and Wildlife Management Authority, 2 Officers from the National Prosecuting Authority, 2 officers from the Criminal Investigations Department (MFFU) and 2 officers from THF. There were 6 males and 3 females from Zimbabwe. The Malawi team included officers from the judiciary, the police service and Lilongwe Wildlife Trust. There were 2 females and 1 male from Malawi. The workshop report and attendee list is included in Annex 11.

### **Indicator 4.2: By the end of the project, representatives from each country develop and deliver a presentation that identifies key learnings from the project and identifies key procedural challenges when dealing with transnational cases. These presentations are disseminated throughout the legal chains of each country.**

Presentations were provided by the representatives of the 3-day workshop and disseminated throughout the legal chains of each country. Slideshow presentations from the workshop are included in Annex 12.

## **3.2 Outcome**

The proposed outcome of this project was a strengthened legal chain for effective enforcement of legal frameworks for law enforcement officers (LEO) to reduce IWT of endangered species in Tanzania, Zimbabwe, and Malawi. The following indicators were used to measure progress for this outcome.

***Indicator 0.1: There is no decrease in the conclusion rate of IWT cases ending in conviction in Tanzania and Zimbabwe (number of individual cases prosecuted and that were passed judgments) 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%.***

To highlight performance indicators, PAMS and THF analysed the conviction and acquittal rate of cases before the programme and cases during the programme period.

Before the project, the conviction rate in Zimbabwe was 74.3 during the period April 2022 to March 2023. For the period April 2023 to March 2024 the conviction rate was 88.4% whilst the conviction rate for April 2024 to March 2025 had increased to 90.8%.

In Tanzania, the conclusion rate of IWT cases ending in conviction was 76% in 2023, and increased to 83% by March 2025.

***Indicator 0.2: In Tanzania, there are at least two examples of cases brought before the Court that are not acquitted due to a lack of judicial understanding of one or both of the following: i) the complaint for non-issuance of a Receipt will have no place in cases where a Certificate of Seizure is issued; and ii) an independent witness is not required.***

In 2022, the baseline number of wildlife crime case acquittals was 38 in Tanzania and 52 in Zimbabwe. These numbers have since decreased. Between April 2023 and March 2024, there were 30 acquittals in Tanzania, 22 in Zimbabwe in 2023, and 25 in Zimbabwe in 2024. The acquittals were due to a range of legal and procedural issues, including lack of evidence. Notably, in Zimbabwe, there have been no acquittals attributed to a lack of understanding of judicial precedent.

In Tanzania, there are positive signs of progress in judicial interpretation. For example, in the Court of Appeal of Tanzania, Case No. 47 of 2020 *Swalehe Ngoma & Another v. Republic*, the court held that “the complaint for non-issuance of a receipt will have no place in cases where a certificate of seizure is issued.”



This ruling demonstrates an encouraging improvement in judicial understanding of procedural requirements in wildlife crime cases.

### **3.3 Monitoring of assumptions**

During the final reporting period, the status of the project's key assumptions remained stable, with no significant changes observed. The political will of Government officials from key agencies, including the National Prosecution Services, Judiciary, Ministry of Natural Resources and Tourism, and police, remained strong and committed to wildlife related conservation and law enforcement. No further impacts from COVID-19 were recorded; there were no disruptions to or restrictions on training sessions or court closures.

The assumptions regarding deterrence of IWT criminal activity through seizures, arrests, and successful prosecutions held true. Corruption remained at manageable levels and did not significantly impede the legal process. Law enforcement officers continued to demonstrate the application of knowledge and skills acquired through project training to effectively enforce legal frameworks. Case rulings continued to be made publicly accessible.

One project assumption, political will, showed improvement over time. Toward the end of the project, the judiciary commission extended invitations to the project team to attend annual conferences and collaborate on legal training initiatives. In terms of prosecutorial capacity, earlier challenges were further minimized, with improved public access to prosecution outcomes and processes.

### **3.4 Impact**

The proposed impact on IWT was based on a clear pathway: strengthening and effectively applying legal frameworks, combined with enhanced capacity of investigators, prosecutors, and judiciary, would increase deterrence to participate in wildlife crime activities and ultimately reduce overall IWT levels. The project team remained aligned with this pathway to change throughout implementation.

Significant progress was made under this model. Awareness was raised across the judiciary and law enforcement agencies, while legislative frameworks and stakeholder capacity were strengthened, increasing the number and percentage of prosecutions leading to convictions with deterrent sentencing. As a result, case building for prosecutions for wildlife criminals is becoming more robust and administrative loopholes are closing. For example, the introduction of the Victim Impact Statement (VIS), contributed to an increased sentence for a key IWT offender. Additionally, the Court of Appeals ruling on the sufficiency of a Seizure Certificate and Seizure Receipt, as well as the removal of the requirement for an independent witness in the field, have reduced the number of cases dismissed unnecessarily.

The recent establishment of a specialized environmental crime court is expected to further reduce delays and increase the number and rate at which IWT offenders are prosecuted. This will likely send a strong message to both would-be and repeat offenders that there is increased law enforcement prioritization in countering IWT. This will also improve efficiency in case management among prosecutors and judiciary officers.

## **4. Contribution to IWT Challenge Fund Programme Objectives**

### **4.1 Thematic focus**

The project aligns with IWTCF themes "Ensuring effective legal frameworks and deterrents" and "Strengthening law enforcement."

The project helped strengthen legislative frameworks and deterrents through the collaboration with government authorities. Notably, the VIS developed by the THF ecologist for this project was successfully used in court to persuade judges to apply stiffer penalties against an IWT offender under Section 128 of the Parks and Wildlife Act.

The project has also strengthened law enforcement through a range of capacity-building efforts. Training and mentorship sessions have helped to increase the ability of investigators, prosecutors, and judiciary to handle wildlife crime cases effectively in both countries. The additional launch of a digital training platform provides a sustainable and accessible tool for ongoing training beyond the project end date.

## **4.2 Impact on species in focus**

As outlined in our original application form, the project aims to reduce poaching and trafficking of critically endangered or threatened species, such as rhinos, elephants, pangolins, and lions by disrupting illicit supply chains through stronger enforcement. This would mean fewer wildlife products being trafficked out of Tanzania's key ports and borders. In the long-term, we proposed that this disruption of trafficking of wildlife species would result in increased population sizes of these species. Although it is too early to observe and measure direct ecological impacts on the focus species, progress can be inferred from the reduction in the number of IWT cases being recorded.

## **4.3 Project support for multidimensional poverty reduction**

Although the project did not include activities that directly engaged with local communities, its long-term impact on multidimensional poverty reduction is expected to be substantial. The number of long-term beneficiaries of the project is difficult to determine but could be in the 100,000's in each country. In regions like the Rungwa-Ruaha ecosystem in Tanzania, home to over 850,000 individuals (roughly 415,140 male and 436,172 female), the reduction in IWT has the potential to benefit communities by decreasing crime and increasing opportunities linked to eco-tourism and sustainable wildlife use.

The project has also helped raise awareness about the connection between IWT and poverty. The training sessions for investigators, prosecutors, and judiciary in Tanzania and Zimbabwe have covered extensively how IWT not only affects species and illicit trade but also perpetuates poverty in affected communities. As a result, stakeholders and governmental leaders now better understand how improving endorsement can reduce multidimensional poverty.

Furthermore, by enhancing the capacity of investigators, prosecutors, and judiciary through training for IWT-related crimes, the project is working to reduce the instances of wildlife crime over the long term. PAMS and THF expect that strengthening legislative frameworks, increasing law enforcement capacity and prosecution capabilities, and ensuring appropriate sentencing will deter communities from participating in wildlife crime. As a result, the reduction in wildlife crime is expected to indirectly contribute to safer living conditions, with fewer criminal syndicates operating (e.g., less violence, fewer firearms, less foreign involvement, reduced conflict, etc.). Additionally, with decreased reliance on wildlife crime for income, more families may turn instead to sustainable livelihood alternatives.

While the long-term outcomes are unlikely to be fully evident at this time, unanticipated short-term impacts on poverty reduction have already been observed. PAMS conducted training for prosecutors and judiciary in Mpanda, a rural area in western Tanzania. With extensive experience working with government officials, PAMS typically selects hotels with strict security measures to accommodate training participants. In Mpanda, these types of high-security facilities do not exist. While the team initially anticipated push-back from participants, they were pleasantly surprised to find that the rural environment had generated positive energy among the training participants. Local community members reported being surprised to learn that the judges and prosecutors were willing to visit their region and engage in dialogue about the impacts of wildlife crime. The local economy also benefited, as participants purchased food and gifts, bolstering livelihoods in the area.

Training participants developed a deeper understanding of the real-world relationship between IWT and multidimensional poverty in rural regions of Tanzania. Likewise, communities around Mpanda were reassured by the visible presence of government officials, signaling investment in tackling poverty and environmental degradation. The presence of government officials in this hotspot area likely also served as a deterrent to local poachers, reminding them that the government is prioritizing these issues.

The project has also aimed to reduce poverty by raising awareness. Through government partners, primarily the IJA and NPA, PAMS and THF have gained access to radio, newspapers, and social media to raise awareness not only of the project's undertakings but also of the importance and impacts of wildlife crime. The NPA has held a weekly platform on the radio where information on big IWT cases is discussed, which likely serves as an additional deterrent to community participation in IWT-related activities.

#### 4.4 Gender Equality and Social Inclusion (GESI)

Please quantify the proportion of women on the Project Board <sup>1</sup> .	More than 50% (from both THF and PAMS)
Please quantify the proportion of project partners that are led by women, or which have a senior leadership team consisting of at least 50% women <sup>2</sup> .	More than 50% (from both THF and PAMS)

GESI Scale	Description	Put X where you think your project is on the scale
<b>Not yet sensitive</b>	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
<b>Sensitive</b>	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	X
<b>Empowering</b>	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	
<b>Transformative</b>	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	

The project team considered the GESI context in the design of the approach, specifically by working to encourage and include as many female participants in training sessions as possible. To support equitable access, PAMS made specific accommodations for female judicial participants with childcare responsibilities, enabling greater inclusion in activities that might otherwise be inaccessible. Through training and stakeholder engagement events, the team observed that women are more prominently represented within the judiciary compared to enforcement sectors such as police and wildlife authorities. This disparity is being addressed, though change remains gradual. The project team noted encouraging signs of increased female empowerment, which may be partly influenced by high-profile female leadership in both countries, namely, the President of Tanzania and the Prosecutor General of Zimbabwe. These figures likely contribute to a more supportive institutional climate for women in justice-related roles. In Zimbabwe, THF observed a similar gender distribution, with stronger female representation in the judiciary than in the police or parks services. In Harare, wildlife crime courts are predominantly led by women, and more courts are expected to be headed by female prosecutors by the project's conclusion. However, progress in enforcement sectors is slower, with most female staff currently occupying administrative roles rather than field or leadership positions. Moving forward, improvements in these areas are likely to involve transitioning women into more operational or managerial roles. A key lesson learned is that proactive, targeted strategies are necessary to improve female participation, especially in traditionally male-dominated sectors. The project's efforts so far have laid a strong foundation for gender-sensitive capacity building, but continued focus will be essential to drive long-term, structural change.

#### 5. Monitoring and evaluation

The M&E system proved practical and useful throughout the project's implementation. It was well-integrated into the day-to-day operations of the partner organizations and helped generate timely

<sup>1</sup> A Project Board has overall authority for the project, is accountable for its success or failure, and supports the senior project manager to successfully deliver the project.

<sup>2</sup> Partners that have formal governance role in the project, and a formal relationship with the project that may involve staff costs and/or budget management responsibilities.

feedback that informed decision-making and improved activity delivery. Monthly M&E-specific meetings and weekly meetings provided regular opportunities to assess progress, identify bottlenecks, and refine evidence collection methods.

During the lifetime of the project, there were no major changes to the overall M&E approach but adjustments were made to the logframe following feedback from the midterm review site visit conducted by the DEFRA independent assessor. Outcome and output indicators were revised to be more measurable and realistic, and an indicator was added to enhance focus on sustainability and ensure the collection and dissemination of key lessons learned. This included the development of a database by PAMS to gather mentorship insights and the requirement for representatives attending the regional workshop to create “lessons learned” presentations to share across legal chains in each country. Pre- and post-training questionnaires were also revised to provide more specific guidance for each question, standardizing responses and improving the quality of data collected.

The responsibility for M&E was shared equally among project partners. Both PAMS and THF were tasked with collecting evidence for activities in their respective countries. Key individuals responsible included the PAMS Project Leader (Krissie Clark), the THF Project Coordinator (Lisa Hywood), and THF’s Training Coordinator & Legal Advisor (Silent Shoko). An external M&E consultant was utilized to support collection, documentation and analysis efforts.

Information was shared among partners through regular meetings, internal reporting, and coordination with the M&E consultant. Findings and lessons learned were also disseminated to stakeholders through targeted activities such as the regional workshop, where participants contributed to “lessons learned” presentations, and through the use of the mentorship learning database developed by PAMS.

## **6. Lessons learnt**

A key lesson emerging from this reporting period concerns the complexity of coordinating with government stakeholders across project countries. Frequent staff transfers, evolving institutional priorities, and unanticipated scheduling changes presented challenges to maintaining consistent engagement. While these disruptions did not impede project delivery, they required a high degree of adaptability and proactive communication. The project team addressed these issues by establishing multiple points of contact within each stakeholder agency and adjusting timelines where necessary to ensure continued participation. For future initiatives, it is recommended that project designs incorporate contingency measures to accommodate institutional fluidity and maintain continuity in stakeholder engagement.

Additionally, the midterm review conducted by the DEFRA independent assessor identified a gap in the original project logframe concerning long-term sustainability and the structured dissemination of lessons learned. In response to this feedback, the logframe was updated to include an indicator specifically focused on capturing and sharing knowledge. As part of this response, PAMS developed a database to record key insights emerging from mentorship activities, and project representatives participating in the regional workshop were tasked with producing “lessons learned” presentations. These presentations are intended for dissemination through national legal and enforcement channels, thereby promoting broader institutional learning.

The integration of these measures has significantly enhanced the project’s capacity to document, share, and institutionalise critical knowledge. This adjustment also contributed to strengthening regional collaboration and supporting the replication of best practices. One of the core recommendations going forward is to embed knowledge-sharing and sustainability mechanisms into project frameworks from the outset. Doing so ensures that valuable learning is not only captured but also translated into long-term capacity-building outcomes for partner institutions. Further, if repeated, the project would benefit from embedding sustainability and knowledge-sharing mechanisms from the outset.

## **7. Actions taken in response to Annual Report reviews**

The project team has carefully reviewed and responded to all DEFRA feedback provided through the Annual Report assessments. In line with the recommendations, PAMS and THF have taken concrete

steps to strengthen knowledge sharing, improve data collection, and enhance institutional sustainability. The Annual Report review assigned the project a score of 1, noting its progress on strengthening the investigation and prosecution of IWT cases through increased capacity among investigators, prosecutors, and the judiciary, as well as improvements to the legal framework. The report review also noted the high quality of reporting and evidence. The project team responded to each of the three recommendations provided in the report review.

*Recommendation 1: Please indicate the reason why activities for Malawi will start in Year 2. Such a clarification could be beneficial to the reader of the report.*

Malawi was removed from the project's scope because Malawi had their own DEFRA grant, which the project team was building on. As a result, Malawi's involvement was limited to participating in the final regional workshop.

*Recommendation 2: Clarify the proportion of women in the overall PAMS and THF project team / project board leading the implementation of the project.*

There are 2 women and 1 man on the project board.

*Recommendation 3: Develop a project exit strategy outlining how activities conducted by the project will be taken over by project beneficiaries and sustained after the project ends.*

To ensure sustainability of the activities initiated through this project, THF has developed and utilized digital training, which PAMS intends to utilize as well. The project's benefits will be sustained after the project end date through the continued use of these online trainings, as well as ongoing internal training, which was showcased by the mentorship workshop.

The Haka training, which will run until May 2025, will be followed by another intake for prosecutors. Letters were written to the Judiciary Service Commission and the ZRP Police and Parks for joint development of content for the respective training. Letters were also written to the Magistrate Union of Zimbabwe requesting for THF to be invited to Magistrate Annual Conferences to allow THF to mentor magistrate of issues of concern that often rise during IWT cases.

## **8. Sustainability and legacy**

The project has created a lasting legacy through strong government buy-in, which supports institutional sustainability regardless of changes in government administration. This, combined with the technical skills developed by the courts, law enforcement agencies, and officials, and the increased awareness of IWT, will have long-term impacts for years to come.

Participants have expressed interest in additional training sessions to further explore counter-IWT legislation. The team has also received favourable feedback requesting additional training targeted at supervisors and leadership authorities to deepen awareness and support broader institutional change.

Notably, the digital training platform developed under this project will serve as a key legacy tool. Designed as a way to provide continued training beyond the project's end, the platform offers an affordable and accessible way for participants to revisit material or explore new topics at any time. This will ensure sustained benefits and long-term capacity building.

Another significant legacy of this project is the establishment of a specialized environmental court, which will enhance the capacity of the government to prosecute wildlife crime cases. This is expected to encourage more prosecutors, judiciary, and investigators to prioritize wildlife crime cases and further strengthen enforcement of IWT legislation.

Several newspaper articles have been written regarding project success, as well as radio broadcasts. Coverage of the three trainings can be found below as newspaper articles, YouTube videos, and social media posts.

### **Morogoro Training**

## **9. IWT Challenge Fund Identity**

The IWTCF was consistently and clearly recognized throughout the project's implementation. The IWTCF logo was prominently featured on all project-related publications and documents, including training attendance sheets, facilitator guides, assessment tools, training certificates, instructor guides, and internal communications with government partners.

A preliminary review of project documentation confirms this practice. For instance, the IWT Challenge Fund logo is visibly included in materials such as the training programmes for wildlife case handling workshops, the THF training log, and training attendance lists.

The UK Government's contribution was acknowledged verbally at every training session, workshop, and consultative meeting. Project leads also emphasized the UK's role in supporting global efforts to combat IWT, helping to build goodwill and trust among participants and government institutions. This acknowledgment was particularly impactful during the transnational workshop, where senior officials from Tanzania, Zimbabwe, and Malawi expressed appreciation for UK-funded initiatives advancing legal and institutional reforms.

The IWTCF was treated as a distinct initiative within both PAMS and THF portfolios. It did not form part of a broader program, and all activities, outputs, and deliverables were implemented under a clear IWTCF framework. Regular reporting, dedicated project management structures, and monitoring aligned exclusively with IWTCF objectives further reinforced this identity. Despite limited public-facing promotion by the implementing organizations, awareness of the IWTCF grew organically through government stakeholder networks. In Zimbabwe, for instance, the National Prosecuting Authority referenced the IWTCF during national radio discussions about environmental crime. Similarly, in Tanzania, judicial and

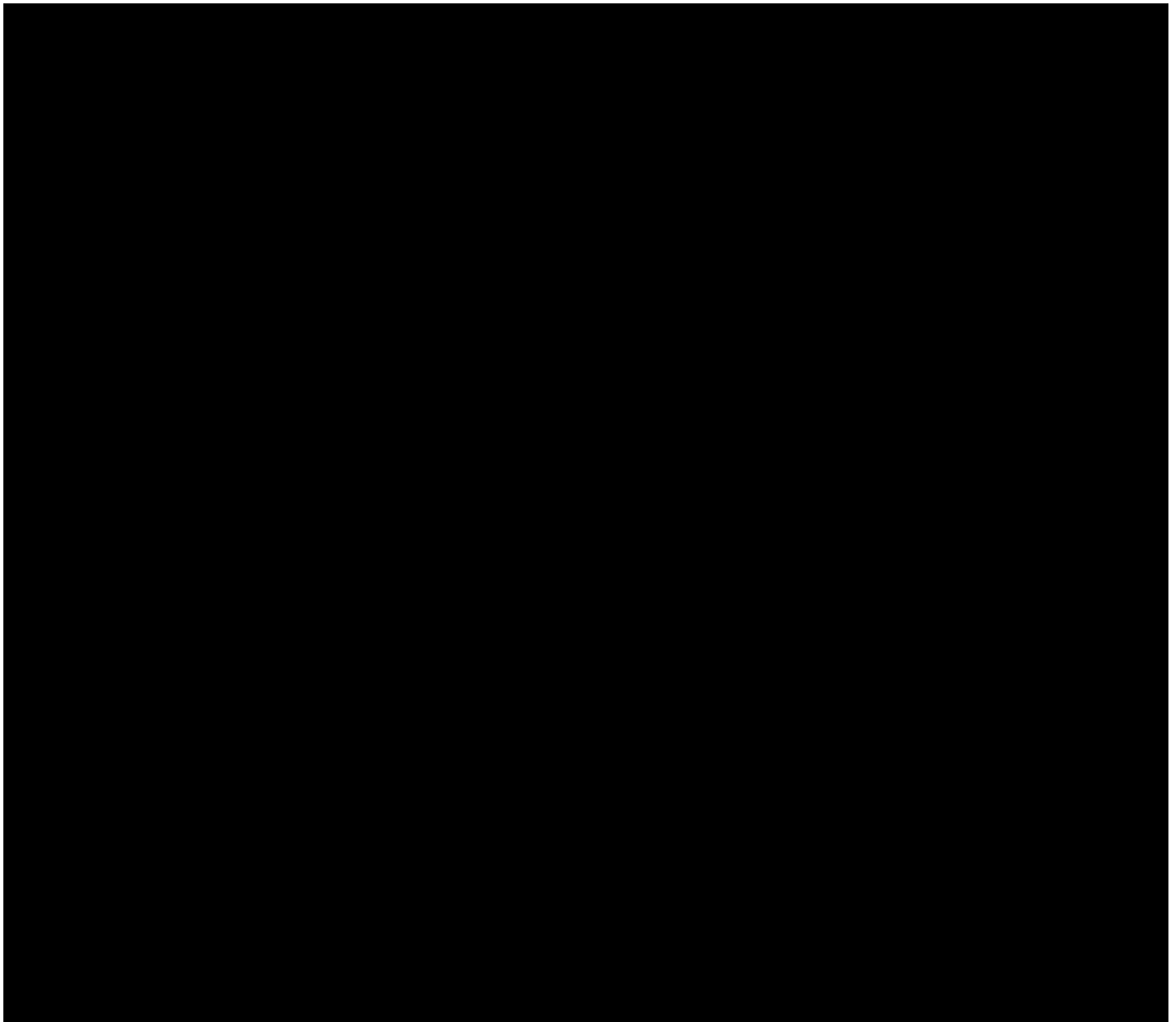
prosecutorial stakeholders have come to associate the project with UK Government support, particularly through the visibility of training resources and their engagement in capacity-building sessions. As a result, while the broader public may have limited knowledge of the IWTCF, key government actors and institutions across the project countries now have a strong understanding of its purpose and impact, laying a foundation for future collaboration and recognition of UK-supported conservation efforts.

While PAMS and THF did not publicize the activities under this IWTCF project due to sensitivities with government officials in both Tanzania and Zimbabwe, however, the project team did use the IWTCF logo on all project publications and documents, including training attendance sheets, pre- and post-training questionnaires, instructor guides, training schedules, and more. In all discussions, meetings, and training sessions, both internal and external, this IWTCF funding was recognized as a distinct project with a clear identity, objectives, activities, and impact, rather than part of a larger program.

## **10. Risk Management**

There have been no new risks identified in the last 12 months.

## **11. Safeguarding**





12. Finance and administration

12.1 Project expenditure

Project spend (indicative) since last Annual Report	2024/25 Grant (£)	2024/25 Total actual IWTCF Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
<b>TOTAL</b>	456,935	456,935	0%	

Staff employed (Name and position)	Cost (£)
Elisifa Ngowi - Training Coordinator	
Samson Kassala - Lead Training Coordinator	
Julieth Urassa - Assistant Accountant	
Christine Semindu - Assistant Accountant	
Subgrant to THF - for Training Coordinator, Leg Consultant & Junior Legal Intern	
<b>TOTAL</b>	

Capital items – description	Capital items – cost (£)
none	
<b>TOTAL</b>	

Other items – description	Other items – cost (£)
Fuel	



Stationery	
Audit costs	
Subgrant to THF - for Printing and publications of case review	
<b>TOTAL</b>	

## 12.2 Additional funds or in-kind contributions secured

Matched funding leveraged by the partners to deliver the project	Total (£)
Wildcat Foundation (to THF)	
Oak Foundation (to PAMS)	
Wyss Foundation (to PAMS)	
<b>TOTAL</b>	

Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project	Total (£)
Grant from Bureau of International Narcotics and Law Enforcement Affairs in Oct 2024. However, following an Executive Order by the US President, the grant funds and activities were suspended on 26 January 2025, then 'reviewed' and terminated on 28 February 2025.	
<b>TOTAL</b>	

## 12.3 Value for Money

This project has delivered strong value for money through its efficient use of resources, strategic partnerships, and focus on sustainability and long-term impact. While the project did not aim to minimize cost at the expense of quality, all activities were designed and implemented to maximize the economy, efficiency, and effectiveness of the IWT Challenge Fund investment.

Economy was achieved by leveraging in-kind contributions from partners such as the Institute of Judicial Administration in Tanzania and the National Prosecuting Authority in Zimbabwe, who provided venues, logistical support, and government personnel for training sessions and meetings. Where possible, the project utilized existing infrastructure, local vendors, and government networks to minimize overhead costs.

Efficiency was demonstrated through the delivery of high-impact training and mentorship to over 800 legal chain professionals, many of whom operate in critical wildlife trafficking hotspots. The team's monthly coordination meetings and continuous monitoring allowed for adaptive management, minimizing delays and reallocating resources to higher-need activities. For example, funds were strategically directed toward establishing a specialized environmental court in Zimbabwe, an activity that was not in the original budget but has long-term cost-effectiveness and impact potential.

Effectiveness was shown in the project's measurable outputs: legislative reform efforts, judicial precedent integration, and enhanced prosecution outcomes. The successful deployment of the Victim Impact Statement and Court of Appeal rulings led to stronger sentencing and reduced case dismissals. Additionally, a mentorship database and digital learning platform were developed to ensure ongoing capacity building with minimal future cost.

These outcomes—combined with the project's unanticipated impacts in LEOs in rural areas—demonstrate a high return on investment. By building durable institutional knowledge and legal tools, the project has laid the groundwork for sustained reductions in IWT, fulfilling both conservation and development objectives in a cost-effective manner.

### **13. Other comments on progress not covered elsewhere**

- A key concern that remains unresolved is the long-term financial sustainability of initiatives aimed at strengthening legal frameworks and enforcement capacity in addressing illegal wildlife trade. In light of increasing uncertainty around both U.S. and UK government funding, and the growing demand on IWT Challenge Fund resources, the project team is concerned about the future availability of support for initiatives of this nature. This project has delivered demonstrable impact in enhancing legal and prosecutorial capacity, improving multi-agency coordination, and fostering regional collaboration. In view of these outcomes, we hope the IWT Challenge Fund continues prioritising support for projects that contribute to systemic legal reform and institutional capacity-building, critical components in the fight against wildlife crime. The project team also welcomes the opportunity for continued engagement with the IWT Challenge Fund Secretariat to explore potential avenues for scaling, replication, or bridging support between funding cycles. The foundation laid through this initiative offers a strong basis for deeper legal harmonisation across the region and for building more resilient, cross-border enforcement frameworks.

### **14. OPTIONAL: Outstanding achievements of your project (300-400 words maximum). This section may be used for publicity purposes**

Due to confidentiality agreements we have with our government partners we work with, we have not completed this section.

- **Annex 1 Report of progress and achievements against logframe for the life of the project**

Project summary	Progress and achievements
<b>Impact</b> Reduced illegal wildlife trade of endangered species within Tanzania and Zimbabwe.	The project has made significant progress toward reducing illegal wildlife trade (IWT) in both countries. Legal deterrents were enhanced through government collaboration, with strong government buy-in and institutional support ensuring sustainability and laying the foundation for long-term impact on IWT prevention. Capacity building efforts, including training, mentorship, and a digital training platform, have improved the ability of investigators, prosecutors, and judiciary to effectively address IWT.
<b>Outcome</b> Strengthened legal chain for effective enforcement of legal frameworks for law enforcement officers (LEO) to reduce IWT of endangered species in Tanzania and Zimbabwe.	The project strengthened the legal chain for LEOs by providing targeted training and mentorship, improving their capacity to investigate, prosecute, and secure convictions for IWT crimes. It addressed legal gaps through proposed reforms and introduced tools like the Victim Impact Statement, which enhanced sentencing outcomes. These efforts improved coordination across the justice system and bolstered enforcement of wildlife laws in both Tanzania and Zimbabwe.
Outcome indicator 0.1 No decrease in conclusion rate of IWT cases ending in conviction in Tanzania and Zimbabwe (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%. <b>[IWTCF-B14 – core indicator]</b>	Before the project, the conviction rate in Zimbabwe was 74.3% during the period April 2022 to March 2023. For the period April 2023 to March 2024 the conviction rate was 88.4% whilst the conviction rate for April 2024 to March 2025 had increased to 90.8%. In Tanzania, the conclusion rate of IWT cases ending in conviction was 76% in 2023, and increased to 83% by March 2025.
<b>Outcome indicator 0.2</b> At least two examples of cases which do not result in acquittal as a result of judiciary lack of understanding of judicial precedent established by the project. The baseline in Tanzania is 38. The baseline in Zimbabwe is 52.	There has been 1 case to date in which the case was not acquitted due to a lack of judicial understanding of judicial precedent. In Court of Appeal Case 47 of 2020 Swalehe Ngoma & another versus Republic of Tanzania, it was ruled that ‘the complaint for non-issuance of a receipt will have no place in cases where a certificate of seizure is issued’
<b>Output 1</b> Trained investigators, prosecutors and the judiciary that are skilled in implementing legal frameworks in Tanzania and Zimbabwe to reduce IWT.	
<b>Output indicator 1.1</b> 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). <b>[IWTCF-B01]</b>	Activity 1.1 was successfully completed. In Zimbabwe, 121 officials were trained in seven 5-day sessions on handling wildlife and transnational crimes. In Tanzania, 827 were trained across three 6-day sessions, with an additional leadership workshop for 11 agency heads. A digital training platform, Digemy, was launched and onboarded 22 users, including senior prosecutors in Zimbabwe.
<b>Output indicator 1.2</b> 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	Training effectiveness was measured through pre- and post-training questionnaires. In Zimbabwe, participants showed significant improvement, with post-training scores increasing by 42.9 to 55.1 percentage points across four

assessment. Baseline to be determined by the pre-training assessment. <b>[measuring changes in KSAs associated with 1.1 which connects to IWTCF-B01]</b>	sessions. In Tanzania, post-training improvements ranged from 6.94% to 18.59% across three sessions.
<b>Output 2.</b> Raise awareness for strengthened IWT legislation that effectively address current IWT modus operandi, challenges, and trends in Zimbabwe.	
Output indicator 2.1. 30% of IWT court cases monitored by THF have been reviewed with the relevant Zimbabwean authorities by the end of the project. <b>[none]</b>	THF engaged in the case review process with key Zimbabwean stakeholders. Formal meetings to review specific IWT court cases were held with the National Prosecuting Authority on January 15 and 17, 2025. Meeting reports are included in Annex 3.
Output indicator 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. <b>[IWTCF-B20 – core indicator]</b>	The project team addressed all identified gaps in Zimbabwe’s IWT legislation, proposing reforms such as Victim Impact Statements, revising procedures on live pangolin exhibits, and amending Section 128 of the Parks and Wildlife Act. A draft amendment was presented to key stakeholders, including NPA, ZimParks, and the Minister of Environment. THF also engaged in extensive consultations with government stakeholders to support legal and procedural reforms. See Annexes 4 and 5 for details.
<b>Output 3.</b> Implementing an innovative mentorship programme to build investigative and prosecutorial capacity of Tanzania’s NTAP and Zimbabwe’s Environmental Wildlife Directorate and NPA.	
Output Indicator 3.1 50% of the 68 NTAP associated investigators, wildlife officers and prosecutors in Tanzania receive mentorship for 20 cases by the end of the project. 50% of the 33 public prosecutors, LE officers and wildlife investigators from wildlife crime hotspot areas in Zimbabwe receive mentorship for 20 cases by the end of the project. <b>[IWTCF-B01 – core indicator]</b>	<p>In Tanzania, PAMS provided mentorship to a total of 55 individuals over the two-year period, with some individuals receiving mentorship on multiple occasions. In the first year, 11 individuals were mentored. In the second year, between April and September 2024, an additional 36 individuals received support, including 18 police investigators, 7 wildlife officers and 11 state attorneys. These individuals were involved in 10 cases concerning 56 accused persons. During the final period, from October 2024 to March 2025, mentorship was provided to 41 individuals (including the 36 previously mentored): 23 police investigators, 6 military officers, 3 intelligence officers, 2 officers from the Corruption Bureau, 1 state attorney, and 6 wildlife officers. These individuals were involved in 17 cases concerning 71 accused persons.</p> <p>In Zimbabwe, THF provided mentorship to 69 individuals for 130 cases with 137 accused. Between April to September 2024, THF provided mentorship to 32 individuals for 41 cases with 39 accused. Between October 2024 to March 2025, THF provided mentorship to 37 individuals, including some participants who attended earlier workshops, for 89 cases with 98 accused.</p>
Output Indicator 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. <b>[IWTCF-B01 – core indicator]</b>	Per DEFRA recommendation, PAMS hosted a mentorship workshop for 41 of the 68 NTAP members in March 2025 to share best practices and address challenges encountered during the mentorship program. Final evaluation of 44 individuals confirms 82% of individuals receiving mentorship have achieved the targeted 75% increase in capacity.

Output Indicator 3.3 In Tanzania, by month 18, PAMS has developed and is using a database to collate key learnings from the mentorship scheme and has organised these key learnings into themes. By end of project, PAMS has disseminated at least one report to NTAP and other relevant stakeholders within the legal chain to share key themes and lessons learned. <b>[IWTCF-B23]</b>	PAMS developed a database to capture and disseminate key findings, lessons learned, and common themes from the mentorship sessions for the judiciary. PAMS shared its findings through hosting a mentorship workshop in which the key challenges were the lecture topics and discussion points.
<b>Output 4:</b> Regional LE collaboration and sharing of best practices is improved for transnational cases between Tanzania, Zimbabwe, and/or Malawi authorities.	
Output Indicator 4.1 9 LE representatives of Tanzania, Zimbabwe, and Malawi have participated in a 3-day transnational workshop by the end of the project. <b>[IWTCF-B01]</b>	Two regional workshops were held to strengthen cross-border collaboration on IWT. A 3-day transnational workshop in Tanzania (Oct 16–17, 2024) hosted 15 law enforcement and prosecution participants from Malawi, Tanzania, and Zimbabwe. A second hybrid workshop (Oct 7, 2024) included 13 participants from Malawi and Zimbabwe, representing key agencies. See Annexes 6–8 for reports, attendee lists, and presentations.
Output Indicator 4.2 By end of project, representatives from each country develop and deliver a presentation which identifies key learnings from the project and identifies key procedural challenges when dealing with transnational cases. These presentations are disseminated throughout the legal chains of each country. <b>[none]</b>	Presentations were provided by the representatives of the 3-day workshop and disseminated throughout the legal chains of each country. Slideshow presentations from the workshop are included in Annex 12

• **Annex 2 Project's full current logframe as presented in the application form (unless changes have been agreed)**

Project summary	SMART Indicators	Means of verification	Important Assumptions
<b>Impact:</b> Reduced illegal wildlife trade of endangered species within Tanzania and Zimbabwe.			
<b>Outcome:</b> Strengthened legal chain for effective enforcement of legal frameworks for law enforcement officers (LEO) to reduce IWT of endangered species in Tanzania and Zimbabwe.	<p><b>0.1</b> No decrease in conclusion rate of IWT cases ending in conviction in Tanzania and Zimbabwe (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><b>0.2</b> At least two examples of cases which do not result in acquittal as a result of judiciary lack of understanding of judicial precedent established by the project. The baseline in Tanzania is 38 and the baseline in Zimbabwe is 52.</p>	<p><b>0.1</b> National Task Force Anti-Poaching (NTAP) case monitoring database; public court case rulings</p> <p><b>0.2</b> Public court case rulings, court transcripts</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> <p>Case rulings are available as public record.</p>
<b>Output 1</b> Trained investigators, prosecutors and the judiciary that are skilled in implementing legal frameworks in Tanzania and Zimbabwe to reduce IWT.	<p><b>1.1</b> 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><b>1.2</b> 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</p>	<p><b>1.1</b> Training event reports; list of attendees</p> <p><b>1.2</b> Pre/post training assessments</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>

	assessment. Baseline to be determined by the pre-training assessment. ]		
<b>Output 2</b> Raise 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 pu</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>
<b>Output 3</b> Implementing an innovative mentorship programme to build investigative and prosecutorial capacity of Tanzania's NTAP and Zimbabwe's Environmental Wildlife Directorate and NPA.	<p>3.1 50% of the 68 NTAP associated investigators, wildlife officers and prosecutors in Tanzania receive mentorship for 20 cases by the end of the project. 50% of the 33 public prosecutors, LE officers and wildlife investigators from wildlife crime hotspot areas in Zimbabwe receive mentorship for 20 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>3.3 In Tanzania, by month 18, PAMS has developed and is using a database to collate key learnings from the mentorship scheme and has organised these key learnings into themes. By end of the project, PAMS has disseminated at least one report to NTAP and other relevant stakeholders</p>	<p>3.1 Mentor quarterly reports, mentor/mentee evaluations</p> <p>3.2 Level 3 and 4 followup evaluations, interviews and observations with mentors and mentees</p> <p>3.3 finalized report with themes and lessons learned</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>The relationship dynamic between PAMS staff and NTAP staff is conducive for effective mentorship.</p> <p>The relationship dynamic between THF staff and NPA staff is conducive for effective mentorship.</p>

	within the legal chain to share key themes and lessons learned.		
<b>Output 4</b> Regional LE collaboration and sharing of best practices is improved for transnational cases between Tanzania, Zimbabwe, and/or Malawi authorities.	<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 By end of project, representatives from each country develop and deliver a presentation which identifies key learnings from the project and identifies key procedural challenges when dealing with transnational cases. These presentations are disseminated throughout the legal chains of each country.</p>	<p>4.1 Workshop reports; list of attendees</p> <p>4.2 Final slideshow presentations</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> <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>
<p><b>Activities</b> (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)</p> <p><b>1.1</b> Prepare for and 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 conducted by PAMS; no LE involved in delivering training)</p> <p><b>1.2</b> Prepare for and 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)</p> <p><b>2.1</b> Conduct 3 meeting sessions with relevant Zimbabwean authorities to review key IWT court cases (THF).</p> <p><b>2.2</b> Conduct 3 meeting sessions with relevant Zimbabwean authorities to review key IWT-related legislation (THF).</p> <p><b>2.3</b> Draft amendments with relevant Zimbabwean authorities to address gaps in legislation identified in Activity 2.2 (THF).</p>			



- 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.

■ **Table 1**      **Project Standard Indicators**

<b>IWTCF Indicator number</b>	<b>Name of indicator</b>	<b>Units</b>	<b>Disaggregation</b>	<b>Year 1 Total</b>	<b>Year 2 Total</b>	<b>Total to date</b>	<b>Total planned during the project</b>
IWTCF-B14	<b>0.1</b> No decrease in the conclusion rate of IWT cases ending in conviction in Tanzania and Zimbabwe (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%.	Conclusion rate (%)	Tanzania	1% increase	6% increase	7% increase	No decrease.
IWTCF-B14	<b>0.1</b> No decrease in the conclusion rate of IWT cases ending in conviction in Tanzania and Zimbabwe (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%.	Conviction conclusion rate (%)	Zimbabwe	14% increase	1.6% increase	15.6% increase	No decrease.
IWTCF-B01	<b>1.1</b> 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).	People (count)	Male	337 (Tanz.) 19 (Zimb.)	Tanzania data needed 74 (Zimb.)	Tanzania data needed 93 (Zimb.)	485 (Tanz.) 34 (Zimb.)
IWTCF-B01	<b>1.1</b> 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	People (count)	Female	150 (Tanz.) 16 (Zimb.)	Tanzania data needed 17 (Zimb.)	Tanzania data needed 33 (Zimb.)	300 (Tanz.) 26 (Zimb.)

IWTCF Indicator number	Name of indicator	Units	Disaggregation	Year 1 Total	Year 2 Total	Total to date	Total planned during the project
	Tanzania by the end of the project (5 iterations, each with around 157 participants).						
IWTCF-B20	<b>2.2</b> 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.	Suggestions (%)	None	100%	100%	100%	100%
IWTCF-B20	<b>2.2</b> 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.	Amendments (%)	None	80%	100%	100%	80%
IWTCF-B01	<b>3.1</b> 50% of the 68 NTAP associated investigators, wildlife officers and prosecutors in Tanzania receive mentorship for 20 cases by the end of the project. 50% of the 33 public prosecutors, LE officers and wildlife investigators from wildlife crime hotspot areas in Zimbabwe receive mentorship for 20 cases by the end of the project.	People	Male	11 (Tanz.) 1 (Zim.)	36 (Tanz) 35 (Zimb.)	47 (Tanz) 36 (Zimb.)	17 (Tanz.) 10 (Zimb.)
IWTCF-B01	<b>3.1</b> 50% of the 68 NTAP associated investigators, wildlife officers and prosecutors in Tanzania receive mentorship for 20 cases by the end of the project. 50% of the 33 public prosecutors, LE officers and wildlife investigators from wildlife crime hotspot areas in Zimbabwe receive mentorship for 20 cases by the end of the project.	People	Female	2 (Zim.) 0 (Tanz.)	5 (Tanz) 34 (Zimb.)	5(Tanz) 35 (Zimb.)	17 (Tanz.) 7 (Zim.)

<b>IWTCF Indicator number</b>	<b>Name of indicator</b>	<b>Units</b>	<b>Disaggregation</b>	<b>Year 1 Total</b>	<b>Year 2 Total</b>	<b>Total to date</b>	<b>Total planned during the project</b>
IWTCF-B23	<b>3.3</b> In Tanzania, by month 18, PAMS has developed and is using a database to collate key learnings from the mentorship scheme and has organised these key learnings into themes. By end of project, PAMS has disseminated at least one report to NTAP and other relevant stakeholders within the legal chain to share key themes and lessons learned	Database/ Report	None	0	1	1	1
IWTCF-B01	<b>4.1</b> 9 LE representatives of Tanzania, Zimbabwe, and Malawi have participated in a 3-day transnational workshop by the end of the project.	People (count)	Female	0	1 (Tanz.) 2 (Zimb.) 1 (Malawi)	4	N/A
IWTCF-B01	<b>4.1</b> 9 LE representatives of Tanzania, Zimbabwe, and Malawi have participated in a 3-day transnational workshop by the end of the project.	People (count)	Male	0	7 (Tanz.) 1 (Zimb.) 3 (Malawi)	11	N/A

■ **Table 2 Publications**

<b>Title</b>	<b>Type</b> (e.g. journals, manual, CDs)	<b>Detail</b> (authors, year)	<b>Gender of Lead Author</b>	<b>Nationality of Lead Author</b>	<b>Publishers</b> (name, city)	<b>Available from</b> (e.g. weblink or publisher if not available online)

● **Checklist for submission**

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the <b>correct template</b> (checking fund, type of report (i.e. Annual or Final), and year) and <b>deleted the blue guidance text</b> before submission?	x
<b>Is the report less than 10MB?</b> If so, please email to <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> putting the project number in the Subject line.	x
<b>Is your report more than 10MB?</b> If so, please discuss with <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> about the best way to deliver the report, putting the project number in the Subject line. All supporting material should be submitted in a way that can be accessed and downloaded as one complete package.	
If you are submitting photos for publicity purposes, <b>do these meet the outlined requirements (see section 14)?</b>	NA
<b>Have you included means of verification?</b> You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	x
Have you involved your partners in preparation of the report and named the main contributors?	x
Have you completed the Project Expenditure table fully?	x
Do not include claim forms or other communications with this report.	