

Illegal Wildlife Trade

Application form for Illegal Wildlife Trade Challenge Fund 2015



Please read the [guidance notes](https://www.gov.uk/government/collections/illegal-wildlife-trade-iwt-challenge-fund) (available at <https://www.gov.uk/government/collections/illegal-wildlife-trade-iwt-challenge-fund>) before completing this form. Where no word limits are given, the size of the box is a guide to the amount of information required.

Office use only Date logged: Logged by: Application ID:152

1. Name and address of lead organisation

(NB: Notification of results will be by email to the Project Leader)

Applicant Organisation Name:	Wildlife Conservation Society (WCS)
█	█
█	█
█	█
Project Leader name:	Dr Simon Nampindo
█	█
█	█

2. Project title

Title (max 10 words) IWT029: An integrated, multi-scale approach to combating wildlife trafficking in Uganda
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3. Project dates, and budget summary

Start date: 01 Apr 2016		End date: 31 Mar 2018		Duration: 2 yrs 0 mths	
2015/16	2016/17	2017/18	Total request		
£	£ 228,576	£ 220595	£ 449,171		
Proposed (confirmed and unconfirmed) co-financing as % of total Project cost: █					

4. Summary of Project

Please provide a brief summary of your project, its aims, and the key activities you plan on undertaking.

(max 80 words)

Uganda is a major trafficking hub for wildlife products in East Africa. This project will create Uganda's first fully integrated intelligence network to tackle illegal wildlife trade in the country. We will improve the ability of Uganda Wildlife Authority's recently-established Wildlife Crime Unit to collect and analyse intelligence data at multiple scales. We will also promote cooperation between multiple government and local NGO partners to increase arrests and prosecutions of offenders and ensure that appropriate penalties are awarded and enforced.

5. What will be the outcome of the project?

(See Guidance notes 3.1 and 4, and Annex B - guidance on developing a logframe)

This should be an action orientated statement e.g. training provided to the judiciary results in increased successful prosecutions of poaching. (You may copy and paste the same answer as provided in the outcome section of Question 24 here).

(max 50 words)

The Uganda Wildlife Authority (UWA) disrupts operations of local and regional wildlife crime networks through effective use of intelligence by its Wildlife Crime Unit, increasing inter-agency collaboration and accountability, and strengthening law enforcement at multiple levels. By doing so, governance in the country is improved and wildlife populations are protected.

6. Country(ies)

(See Guidance notes 3.3 and 4.3)

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

Country 1: Uganda	Country 2:
Country 3:	Country 4:
Additional Countries	

7. Which of the three key IWT Challenge Fund objectives will your project address?

(See Guidance note 3.1)

Tick all that apply.

1. Developing sustainable livelihoods for communities affected by illegal wildlife trade	<input type="checkbox"/>
2. Strengthening law enforcement and the role of the criminal justice system	<input checked="" type="checkbox"/>
3. Reducing demand for the products of the illegal wildlife trade	<input type="checkbox"/>

7b. Which of the commitments made in the London Conference Declaration and / or the Kasane Statement does this project support? Please provide the number(s) of the relevant commitments: there is no need to include the text from the relevant commitment.

(See Guidance note 3.1)

<p>London Declaration: V111, X, XI, XII, XIII, XV, XVI, XVII, XX</p> <p>Kasene Statement: 5, 7,8, 9,11,12</p>

8. About the lead organisation:

What year was your organisation established/ incorporated/ registered?	1895
What is the legal status of your organisation?	<p>NGO Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>Government Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>University Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Other (explain)</p>
How is your organisation currently funded?	<p>(Max 100 words)</p> <p>WCS receives support from a diverse group of government and private sources. Our top government and agency partners include the U.S. Agency for International Development (USAID), the Norwegian government, the Global Environment Facility (GEF), World Bank, United Nations Development Program (UNDP), and the U.S. Fish and Wildlife Service (USFWS). Foundation supporters include the Liz</p>

	Claiborne and Art Ortenberg Foundation, Doris Duke Charitable Foundation, John D. and Catherine T. MacArthur Foundation, Gordon and Betty Moore Foundation, Leona M. and Harry B. Helmsley Charitable Trust, The David and Lucile Packard Foundation, and The Rockefeller Foundation.
Have you provided the requested signed audited/independently examined accounts? Note that this is not required from Government Agencies	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

8b. Provide detail of 3 contracts/projects previously undertaken by the lead organisation that demonstrate your credibility as an organisation and provide track record relevant to the project proposed. These contacts should have been held in the last 5 years and be of a similar size to the grant requested in your IWT Challenge Fund application.


Contract/ Project 1 Title	Conservation of tigers, elephants, orangutans and other threatened wildlife in the greater Leuser landscape of Sumatra, Indonesia by capturing wildlife poachers and traders through WCS-led detective work in collaboration with local law enforcement
Contract Value/ Project budget	\$ ██████████
Duration	October 2010 – May 2014
Role of organisation in project	Lead organization
Brief summary of the aims, objectives and outcomes of the project.	WCS Indonesia, through its Wildlife Crimes Unit (WCU), undertook detailed investigations into wildlife poachers and traders to obtain incriminating evidence, collaborated with local law enforcement agencies to capture, arrest and prosecute these wildlife criminals, managed complex informer networks numbering in the hundreds across Sumatra and Java to obtain information, verified this information through intensive investigations, then collaborated with law

	<p>enforcement agencies to undertake sting operations that lead to capture and arrest. After wildlife criminals were arrested, WCS trained and provided legal advice to law enforcement agencies and the judiciary to ensure thorough and fair prosecutions, and collaborated with Indonesia's independent media to ensure that the prosecution process was transparent.</p> <p>The purpose of this project, which supported major components of WCU objectives, was to conserve tigers and other endangered wildlife of the Gunung Leuser landscape in northern Sumatra. Since the start (in 2003) of WCS's detective efforts over 350 wildlife criminals have been captured and issued fines or given jail time, with an arrest to successful prosecution ratio of over 85%. Other project results:</p> <ul style="list-style-type: none"> •The arrest and successful prosecution of the largest wildlife trader ever captured in Indonesia (at the time of arrest the trader had 18 whole, stuffed tigers in his warehouse, hundreds of tiger skin pieces, and thousands of other wildlife products); •The arrest in March 2013 of a major wildlife trader based inside the Indonesian military and his successful prosecution in October 2013 by the Indonesian Military Police; •The arrest and successful prosecution of scores of wildlife traders who traded in elephant ivory products; •The capture and successful prosecution of hundreds of smaller players in the wildlife trade network inside Indonesia.
Client/Project Manager contact details (Name, e-mail, address, phone number).	Jim Murtaugh, Program Director, [REDACTED] [REDACTED] [REDACTED]

Contract/ Project 2 Title	Wildlife, Landscapes, and Development for Conservation in Northern Uganda (WILD).
Contract Value/ Project budget	\$ [REDACTED]
Duration	August 2007 – June 2011

Role of organisation in project	Lead organization
Brief summary of the aims, objectives and outcomes of the project.	<p>WILD strengthened management of the national parks and reserves that form the ecological core of landscapes in Northern Uganda, while identifying and promoting income-generating activities and natural resource management practices that both address threats to biodiversity and promote economic development in the surrounding areas. UWA played a large role in this project, demonstrating WCS and UWA's history of successful partnership.</p> <p>During its lifespan, the WILD program accomplished its objectives and significantly advanced biodiversity conservation, Protected Area (PA) planning and management capacity, natural resource management, environmental education, ecosystem health and oil impact mitigation. Education and awareness programs reached almost the entire population of northern Uganda; 1.8 million trees were planted at schools, community plots, prison farms and district offices; and WILD assisted 10 communities in developing alternative livelihoods such as beekeeping and chili pepper production. WILD strengthened the management of national parks, wildlife and forest reserves through provision of scientific data, technical advice, capacity building and financial resources - and by establishing the Protected Area Fund, which allows Park managers to use funds for implementation of Annual Operational Plan activities. This project also helped improve UWA's financial sustainability through comprehensive business planning at park and organization levels.</p>
Client/Project Manager contact details (Name, e-mail, address, phone number).	<p>Jane Netherton, Team Leader, Natural Resources Management Unit, [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]</p> <p>[REDACTED]</p>

Contract/ Project 3 Title	Strengthening the Capacity of Uganda Wildlife Authority to Tackle the Ivory Trade
Contract Value/	\$ [REDACTED]

Project budget	
Duration	October 2014 - September 2015
Role of organisation in project	Lead organization
Brief summary of the aims, objectives and outcomes of the project.	<p>WCS led a program to initiate training of the recently-formed Wildlife Crime Unit (WCU) under the Uganda Wildlife Authority (UWA). The goal of this project was to build capacity and increase knowledge of intelligence analysis methods among WCU members in order to help reduce ivory trafficking through Uganda. Two key objectives were achieved: (1) Provide training to selected UWA staff at Headquarters and in the field, and (2) Improve capacity and methods for more efficient monitoring and management of information</p> <p>Working with Maisha Consulting Ltd, WCS provided training to the WCU and field staff in (1) planning out an intelligence gathering operation, (2) collecting intelligence information, (3) Web intelligence methods to gather data on people, (4) analysing intelligence networks to identify middlemen, and (5) developing a protocol for intelligence information collection, data sharing and data management across UWA. This project also resulted in the development of a two year plan of action for the development of UWA's WCU.</p>
Client/Project Manager contact details (Name, e-mail, address, phone number).	Nancy Gelman, US Fish and Wildlife Service, 

9. Project partners

Please list all the partners involved (including the Lead Organisation) and explain their roles and responsibilities in the project. Describe the extent of their involvement at all stages, including project development. This section should illustrate the capacity of partners to be involved in the project, and how local institutions, local communities, and technical specialists are involved as appropriate. Please provide written evidence of partnerships. Please copy/delete boxes for more or fewer partnerships.

Lead Organisation name:	Wildlife Conservation Society (WCS)
Website address:	www.wcs.org ; www.wcsuganda.org

<p>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</p>	<p>WCS saves wildlife and wild places worldwide through science, conservation action, education, and inspiring people to value nature. WCS has long-term commitments in dozens of landscapes and works in over 60 countries worldwide. In Uganda, WCS has been working on conservation projects for almost 60 years. WCS helped UWA roll out law enforcement monitoring software (MIST) to all its protected areas (PAs) and recently supported UWA in upgrading to SMART software (www.smartconservationsoftware.org).</p> <p>WCS's Uganda Program, led by Simon Nampindo, will be responsible for overall project management, collaboration and communication among partners, financial and technical reporting, and monitoring and evaluation. Additionally, WCS will work on the following specific project components: Training of UWA staff in law enforcement monitoring and intelligence analysis, supporting intelligence gathering and data analysis at UWA sites, helping UWA pilot improved ranger patrolling in key elephant strongholds, and drawing lessons learned that will help us implement our approach in other regions around the world. We will also support the development of NRCN, a local NGO partner, to work with UWA in prosecuting and ensuring offenders pay the fines they are given or remain in jail, if they are sentenced.</p>
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<p>Partner Name:</p>	<p>Uganda Wildlife Authority (UWA)</p>
<p>Website address:</p>	<p>www.ugandawildlife.org</p>

<p>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</p>	<p>Established in 1996, UWA is a semi-autonomous government agency in Uganda responsible for wildlife conservation and management in 10 national parks, 12 wildlife reserves, 13 wildlife sanctuaries, and 5 community wildlife management areas. They have been effectively managing wildlife numbers in these parks for the past 15 years, achieving increases in most large mammal populations. With so many protected areas under its jurisdiction, UWA also has a substantial role in managing Uganda's tourism industry and attracting visitors.</p> <p>As the primary agency responsible for combating illegal wildlife trade in Uganda, UWA will be a key partner and stakeholder in this project. In September 2014, in an effort to increase their capacity to fight wildlife trafficking, UWA established a Wildlife Crime Unit (WCU) within their institution. Prior to the formation of the WCU, there was no unit mandated to tackle illegal wildlife trade through Uganda, which contributed to making Uganda such an easy country for trafficking. UWA is also responsible for managing rangers in protected areas and has staff at the Entebbe airport who check cargo for illegal wildlife products. They will therefore also be involved in all PA-level enforcement and intelligence gathering activities.</p>
<p>Have you included a Letter of Support from this organisation?</p>	<p>Yes X <input checked="" type="checkbox"/> <input type="checkbox"/></p>

<p>Partner Name:</p>	<p>Natural Resource Conservation Network (NRCN)</p>
<p>Website address:</p>	<p>http://nrcn.org/</p>

<p>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</p>	<p>A national NGO, NRCN is a network of professionals whose aim is to ensure timely investigation, prosecution and reporting of wildlife crime in Uganda. NRCN is part of the larger Eagle Network (http://www.eagle-enforcement.org/) of NGO's working across Africa to ensure that wildlife crimes are prosecuted effectively. NRCN prosecution has already changed the trend in wildlife crime law enforcement by following all cases to their logical conclusion, noting and fighting incidences of bribery attempts and lodging appeals when cases are decided outside the law.</p> <p>NRCN will support UWA to prosecute offenders and ensure that they cannot bribe their way out of paying fines or serving a prison term. NRCN's activities will be led by Vincent Opyene, former UWA legal counsel and a trained wildlife crime investigator and prosecutor. He will work with project partners to build capacity among NRCN members (wildlife officers, prosecutors, journalists) and effectively report wildlife crime cases.</p> <p>This project will help support NRCN's newly-established prosecution unit, which is currently prosecuting wildlife crime in a record period of less than two months when suspects plead not guilty. The unit requires emoluments for prosecutors, transport cost to upcountry courts, communication costs and professional fees payable for renewal of practicing license.</p>
<p>Have you included a Letter of Support from this organisation?</p>	<p>Yes X <input type="checkbox"/></p>

<p>Partner Name:</p>	<p>Department of Biology, University of York (UoY)</p>
<p>Website address:</p>	<p>www.york.ac.uk/biology</p>

<p>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</p>	<p>Dr Colin Beale in the Department of Biology at the University of York (UoY), UK, has been collaborating with WCS and UWA to analyse law enforcement monitoring data that has been collected over the past 15 years in Uganda's protected areas using MIST and SMART. He has developed a method to robustly analyse these data to predict where illegal activities are most likely to be encountered. Tests of these predictions are proving to significantly increase ranger detections of snares in Queen Elizabeth National Park (NP). In order to more effectively and efficiently deploy rangers and focus overall conservation efforts within Uganda's PAs, UoY will work with project partners to develop a user-friendly SMART plug-in that enables SMART software users to easily run these analyses and use results to inform patrol planning.</p>
<p>Have you included a Letter of Support from this organisation?</p>	<p>Yes <input checked="" type="checkbox"/></p>

<p>Partner Name:</p>	<p>Maisha Consulting Ltd</p>
<p>Website address:</p>	<p>http://maisha-consulting.com/</p>

<p>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</p>	<p>Maisha Consulting Ltd (Maisha) has been working with WCS in Uganda and other countries in Africa to provide training in intelligence gathering and analysis of intelligence data. With expertise from the Israeli military and experience in 7 countries in Africa, Maisha brings a suite of technical capabilities that conservation NGOs such as WCS do not have, as well as contacts with other law enforcement agencies. Maisha has been training the Uganda police force in the use of sniffer dogs to tackle trade in drugs and weapons and is working with WCS and UWA to establish a Canine Unit at Entebbe Airport to detect ivory and other wildlife products.</p> <p>Maisha has already provided training to UWA's Wildlife Crime Unit (WCU) staff in data analysis and the targeting of middlemen in the trafficking routes using network analysis. They will provide more detailed follow-up training to UWA and the WCU under this project with the aim of improving UWA's and WCU's recruitment, handling and management of a network of informers and their ability to organize intelligence networks and transfer information from the field to the WCU at UWA's headquarters.</p>
<p>Have you included a Letter of Support from this organisation?</p>	<p>Yes X <input type="checkbox"/></p>

10. Project staff

Please identify the core staff on this project, their role and what % of their time they will be working on the project. Please provide 1 page CVs for these staff. Please include more rows where necessary.

Name (First name, Surname)	Role	% time on project	1 page CV attached?
Simon Nampindo	Project Leader	10	Yes X <input type="checkbox"/>
Geoffrey Mwedde	WCS Project Officer	50	Yes X <input type="checkbox"/>
John Okot	UWA Focal Point	30	Yes X <input type="checkbox"/>
Vincent Opyene	NRCN Focal Point	90	Yes X <input type="checkbox"/>
Andrew Plumptre	Technical Advisor	10	Yes X <input type="checkbox"/>
Nir Kalron	Maisha Director	5	Yes X <input type="checkbox"/>

11. Species project is focusing on

(see Guidance note 4.2)

Where there are more than 4 species that will benefit from the project's work, please add more boxes.

1.Elephant	2.Hippopotamus
3.Great apes(mountain and Grauers gorilla, chimpanzee)	4.Pangolins
Other species Other species traded through Uganda	

12. Problem the project is trying to address

What specific aspect(s) of the illegal trade in wildlife will your project address? Please describe the level of threat to the species concerned. Please 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 alleviate poverty

(Max 300 words)

Lack of intelligence networks to stop wildlife trafficking

Uganda is a major trafficking route for illegal wildlife trade from neighbouring countries: Democratic Republic of Congo, South Sudan, Tanzania and Kenya through to Asia, particularly Malaysia, Thailand and China. One major impediment to solving this problem is lack of capacity within UWA to gather intelligence and target middlemen involved in the trade. While UWA has strong law enforcement within its parks, it has insufficient trained staff, intelligence networks, and links with police and military to tackle wildlife trafficking through to its border posts. Without good intelligence, it is difficult to arrest and effectively prosecute criminals involved in wildlife trafficking.

Ineffective prosecution and lack of accountability

In Uganda, bribery and corruption often lead to ineffective enforcement of wildlife crimes. Well-connected suspects can talk or buy their way out of being prosecuted. As a result, penalties become insignificant and offenders are released to continue trafficking wildlife. Unfortunately, UWA currently does not have the manpower to track these cases.

Recent increases in poaching of local wildlife – a threat to the tourism industry

Over the past two decades, UWA's effective PA management has led to increases in most large mammal populations within parks and wildlife reserves. However, since 2011, there has been an upsurge in poaching, particularly of elephants for ivory (increasing 3-4 fold in the past 4 years), pangolins for scales (recent shipment of 4 tonnes) and hippo for teeth, concerning given the limited populations in the region. UWA shares 20% of all gate receipts with local communities around its protected areas. During the past decade, this has resulted in the sharing of at least \$2.5 million with communities but this revenue doesn't target people who bear the main costs of conservation, particularly those that are having crops or livestock destroyed by wildlife..WCS surveys have shown that poachers are more likely to give up poaching if human-wildlife conflicts (HWC) are minimised.

13. Methodology

Describe the methods and approach you will use to achieve your intended outcomes and impact. Provide information on:

- How you have analysed historical and existing initiatives and are building on or taking work already done into account in project design

- How you will undertake the work (materials and methods)
- How you will manage the work (roles and responsibilities, project management tools etc.).

Please make sure you read the Guidance Notes, particularly Sections 3.1 and 3.2, before answering this question.

(Max 750 words)

To address the critical issues outlined above, this project aims to: 1) target the trafficking routes to the border posts; 2) ensure that bribery and corruption do not allow convicted offenders to escape the rule of law; 3) improve anti-poaching patrolling in key protected areas.

Targeting trafficking routes:

Following a review of UWA's training needs to counter wildlife trafficking, WCS and Maisha provided the WCU with training in web intelligence, data mining and analysis of networks to identify potential middlemen. This January 2015 training led to several arrests of wildlife traffickers, but the unit remains understaffed, poorly-resourced, and undertrained. In this project, WCS and Maisha will provide further targeted training and capacity building focused on: 1) recruitment and management of informers from communities around parks and in major towns and cities, 2) developing a system of information sharing between the PAs and WCU to incorporate PA-level intelligence, and 3) using collected information to successfully find and prosecute the middlemen who are rarely caught. We will also provide ongoing mentoring to the WCU to ensure that lessons learned during the training are used to inform anti-crime operations.

There is also a need to improve the collaboration among law enforcement agencies within the country so that intelligence gathering, arrests, prosecutions and penalties are more effective. There is currently a revision to Uganda's wildlife laws being proposed to parliament that would increase penalties for wildlife crimes, creating a more effective deterrent. However, past history in Uganda shows that strong laws do not work without follow through on enforcement. To ensure the laws are put to action, WCS will work with UWA to establish a Wildlife Crime Coordination Task Force (WCCTF) that includes members of the WCU, police, judiciary, customs and military (Uganda People's Defence Force, UPDF). WCS and UWA will facilitate quarterly meetings to share information and plan joint operations to tackle wildlife crime. The aim of forming the WCCTF is to raise the profile of wildlife crime within other branches of law enforcement in Uganda and to educate them about the value of wildlife to the country so that they will work with UWA to tackle such crimes.

Together, the WCU and the WCCTF will tackle the wildlife trafficking routes through Uganda and aim to identify the middlemen who are coordinating poachers and traffickers to get wildlife products out of the country. The WCU will be the strong intelligence gathering force needed to lead anti-wildlife trafficking efforts in the country, and will be complemented by the WCCTF which will ensure that all law enforcement agencies prioritize wildlife crime and work together to enforce laws.

Ensuring convictions are enforced:

Political connections or money often allow wildlife crime suspects to avoid prosecution. The second focus of this project aims to eliminate this option for middlemen. The recently-established NRCN will work to make the public aware of cases involving wildlife trafficking. Independent of government but with good political connections, NRCN is able to use publicity to put pressure on law enforcement officials to pursue cases that might otherwise be quietly dropped. Similar work by the Eagle Network in Cameroon has shown that publicising cases, embarrassing officials involved in dropping cases and publicly following up on sentences has been very effective in getting offenders tried and punished. For this project, NRCN will develop publicity campaigns, work with journalists from the press and TV stations to promote awareness of wildlife crime, and conduct regular checks on imprisoned offenders to confirm they are in prison serving out their sentences.

Improving anti-poaching efforts:

UWA spends 45-75% of its PA budgets on law enforcement, yet there has been little evaluation of the effectiveness of patrolling. WCS's work with UoY in Queen Elizabeth NP has shown that patrolling could be made significantly more effective for the same cost if data are used strategically to inform patrol deployment. This project will develop and test a SMART plug-in that will allow park wardens to analyse SMART data in new ways and then use the results of the analysis to deploy their rangers more effectively. This plug-in will identify parts of the parks where illegal activities are likely to be prevalent and use this information to better plan patrol deployment. To accompany this plug-in, a smartphone app will be developed to deploy ranger teams to those parts of the park in a randomized way so that poachers cannot predict where they will go. The plug-in will also be made freely available to SMART users in 30 countries around the world.

14. Beneficiaries

Who will benefit from the work outlined above, and in what ways? How will this contribute to sustainable development for the reduction of poverty? Is it possible to quantify how many people are likely to benefit from this intervention e.g. number of households, and how do you intend to monitor the benefits they accrue?

If your project is working in an Upper Middle Income Country, please explain how benefits will be delivered to people living in poverty in Low and/or Low Middle Income countries. Include, where possible, information on whether and how there are ways to support the most vulnerable communities, including women.

(Max 750 words)

The primary beneficiaries of this project will be the general public in Uganda, as well as park frontline local communities, tourism operators, hoteliers and restaurants that rely

on tourism to support their livelihoods. Specifically, this project will benefit these people by:

Improving governance, law enforcement and security at local, national, and regional levels

Uganda has good policies regarding the conservation of wildlife and the rule of law across the land. It is the implementation of these policies that is often the problem and which leads to illegal activities taking place. At the local level, we will be helping UWA recruit and employ intelligence agents around their 24 PAs to ensure security and law enforcement there. Improved coordination between the WCU, police, judiciary and UPDF will improve rule of law in and around these PAs and will contribute to improving governance and removing criminal networks throughout country. In addition, 36 UWA staff will receive training in handling intelligence information and recruiting and managing informers. At least 10 of these trainees will be women. Three NRCN staff will be trained in using the media effectively to raise awareness about cases with the general public. NRCN's activities will greatly reinforce this improvement of governance and potentially lead to spin off groups that use a similar approach for other types of crime. By reducing the ability of middlemen to bribe their way out of prosecution, this project is also promoting a more just, less corrupt political atmosphere that will benefit the general public at large. Removal of criminal networks driving illegal wildlife trade will have additional benefits to local communities, including a reduction in other criminal activities (e.g., illegal logging), which are often driven by the same criminal networks and have significant impacts on local people.

These improvements in security and law enforcement at a national level will also lead to better regional security. In creating the WCCTF and improving collaboration between UPDF, Police, Judiciary, Customs and UWA, this project will lead to better coordination of activities across borders throughout the East Africa Community, creating regional sharing of information and improved regional governance and rule of law. Measurable improvements in the coordination of Uganda's agencies will also serve as a model for neighbouring countries grappling with similar issues. WCS will ensure that women are considered for selection by the other law enforcement agencies (UPDF, Police, Judiciary, customs and revenue services) to serve on the WCCTF. This, however, will depend on the competencies, skills and experiences needed to perform this task. Reducing other risks associated with illegal markets

By targeting middlemen who organize wildlife crime, we aim to reduce the number of poaching incidents for elephants, popular bushmeat species, and other species sold illegally in markets. In turn, this will reduce markets for poachers at the local level, lessening the potential for outbreaks of disease such as Ebola and Marburgs virus, both which have killed people in the recent past in Uganda. Wildlife trade has also been linked to other illegal trade such as the narcotics and arms trade, and the groups that deal in one product often deal in the others. Targeting the middlemen will also cripple these other operations and have knock-on effects on the availability of drugs and arms in the cities and towns of Uganda.

Ensuring the sustainability of local resources and tourism operations in protected areas

Poaching and illegal trafficking of ivory, hippo teeth, pangolin scales, and other biodiversity affects not only wildlife but entire ecosystems, effectively depriving local communities of their livelihoods. Tourism is the second largest source of foreign currency for Uganda, contributing over 7% to the national GDP and providing employment for many people. UWA shares 20% of revenue from its gate receipts with local communities, totalling over \$2.5 million over the past 10 years. This revenue, combined with community-based conservation projects supported by UWA and NGOs, provides important sources of livelihoods to communities and helps contribute to development in the parishes around the protected areas. The recent increase in poaching may threaten the stability of these benefits to communities through reduced wildlife sightings, increased insecurity and a resulting reduction in tourism. Surveys carried out by WCS indicate that tourists would likely travel to Kenya or Tanzania rather than Uganda if big game such as elephants, lions and hippos were not easily seen in the country's protected areas. This could have a significant impact on the tourism industry if not addressed soon. Through this project, we will help protect charismatic species that attract tourists. WCS, with UWA, will monitor poaching incidences and revenue sharing with local communities to assess threats to wildlife and benefit sharing with people living around protected areas in Uganda.

15. Gender

Under the International Development (Gender Equality) Act 2014, all applicants must consider whether their project is likely to contribute to reducing inequality between persons of different gender. Explain how your project will collect gender disaggregated data and what impact your project will have in promoting gender equality.

(Max 300 words)

UWA is very proactive in recruiting women as well as men, with many women rangers as well as tourism staff. The current head of the WCU is a woman, Jadress Komugasho, and her immediate line manager is also a woman, Margaret Kasumba. Project partners will continue to promote equal participation by women in project activities as much as possible, and believe that having women in positions of power sends a positive message to communities about gender equality.

We will engage women in intelligence gathering activities and attempt to better understand their roles and vulnerabilities in the illegal wildlife trade. While most poachers are men, assessments by WCS in Uganda show that women are often used to carry meat out of parks and may trade wildlife products, especially bushmeat, at local markets. Women also act as traders who buy from local markets and then bring wildlife products into nearby towns and cities. It is therefore important that informers of both genders are recruited and engaged in the WCU's intelligence work. It is possible that women are being exploited by their spouses or outside groups to perform illegal activities, and part of the information gathering will be aimed at better understanding

how both women and men are being recruited and used in illegal wildlife trade networks.

The WCU's main targets are middlemen, not local poachers. We therefore also expect this project to benefit women in local communities indirectly through reducing the number of men incarcerated for PA-level crime. When local poachers get caught, their wives and families usually lose the primary household income earner. Additionally, as poaching declines, threats to the tourism industry will decline, ensuring a reliable income for families around PAs and benefitting women who typically bare the greatest burden in household management.

16. Impact on species in focus

How will the species named in Question 11 above benefit from the work outlined above? What do you expect the long-term impact on the species concerned to be?

(Max 200 words)

The trade in wildlife products in Uganda affects four main species: elephants and hippos (ivory), apes (infants), and pangolins (scales). This project aims to reduce the ability to traffic wildlife products to the point that Uganda no longer acts as a wildlife trafficking hub and the networks of the wildlife trade in East Africa are severely disrupted as a result. Targeting middlemen, who have greater impact on the trade of wildlife regionally, we expect this project to reduce poaching of elephants and other target species both locally and in neighbouring countries. Complemented by our local work strengthening protection in Uganda's PAs, we expect a greater reduction in poaching as well as an improvement in UWA's state of preparedness to tackle future poaching. In the future, Uganda will likely become a target for ivory poaching following the large declines in elephants in Tanzania and Kenya, and UWA and the other law enforcement agencies need to be proactive in preparing for this. We expect that the seizures of wildlife products will initially increase as the WCU becomes more functional but to decrease after 3-4 years as the impacts they have deter poachers from using Uganda as a trafficking route.

17. Exit strategy

State how the project will reach a stable and sustainable end point, and explain how the outcomes will be sustained, either through a continuation of activities, funding and support from other sources or because the activities will be mainstreamed in to "business as usual". Where individuals receive advanced training, for example, what will happen should that individual leave?

(Max 200 words)

Establishing effective intelligence capacity within UWA and prosecution/media

campaign capacity in NCRN through the tools and training provided by this project will ensure the sustainability of this work. Training will target a large number of staff for both entities to overcome potential issues related to turnover as outgoing staff will be able to train replacements, and UWA already regularly trains staff in new LE techniques. Both are national institutions dedicated to fighting wildlife trafficking and as such are committed to finding the resources needed to continue after the lifetime of this project. UWA's Board has mandated UWA to improve its ability to fight wildlife crime and they will commit resources to ensure this happens beyond the life of the project.

WCS is also committed to Uganda, having supported conservation there for 60 years, and will provide follow up and continued mentoring to UWA beyond the lifetime of the project. WCS also plans to conduct complementary activities both in Uganda and the larger region to reinforce work carried out in the project.

18. Funding

18a) Is this a new initiative or a development of existing work (funded through any source)? Please give details

(Max 200 words):

The project builds upon previous work supported by WCS and Maisha to begin building up the intelligence capabilities of UWA's WCU. An initial needs assessment of UWA's intelligence unit was made with WCS private funds in 2013/14, and subsequently the U.S. Fish and Wildlife Service supported a project to provide initial training to the WCU in data mining from the web, analysis of networks, and provision of and training in the software Sentinel, which allows for assessment and identification of potential middlemen. WCS has also been involved in developing methods to map predicted hotspots of illegal activity, which has been published in the peer reviewed journal Conservation Biology, and is currently testing new ranger patrolling methods with UoY using WCS private funds. As noted previously, those methods will be made widely accessible through SMART using a plug-in.

18b) Are you aware of any other individuals/organisations/projects carrying out or applying for funding for similar work?

Yes

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

WCS would also collaborate with United Nations Office on Drugs and Crime (UNODC), which plans to establish a technical advisor within the WCU to provide additional training to staff in data analysis by working alongside them. UNODC's plans are presently being developed and no funding has yet been secured, but WCS will continue to liaise with them to ensure that we collaborate and coordinate our support to the WCU. Our focus in this project is more on the gathering and movement of information from PA level to the WCU and its analysis there, while UNODC's focus is on improving

the quality of data analysis and establishing databases in the WCU to effectively manage the incoming information.

18c) Are you applying for funding relating to the proposed project from other sources?

X Yes

If yes, please give brief details including when you expect to hear the result. Please ensure you include the figures requested in the Budget Spreadsheet as Unconfirmed funding.

We have applied to Stop Ivory for support to establish a sniffer dog unit at Entebbe airport. This will greatly increase UWA's ability to detect wildlife products in cargo at the airport and at other border posts and help catch offenders. This proposal was for \$ [REDACTED] £ [REDACTED] of which will be used as matching funds for this project. We also plan to apply for a \$ [REDACTED] US Fish and Wildlife Service (USFWS) grant for law enforcement work in Uganda and anticipate using £ [REDACTED] of this funding as matching funds for this project.

Funding and budget

Please complete the separate Excel spreadsheet (also available at <https://www.gov.uk/government/collections/illegal-wildlife-trade-iwt-challenge-fund>) which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet. Please refer to the Finance Information document for more information.

NB: Please state all costs by financial year (1 April to 31 March) and in GBP.

Budgets submitted in other currencies will not be accepted. Use current prices – and include anticipated inflation, as appropriate, up to 3% per annum. The IWT Challenge Fund cannot agree any increase in grants once awarded.

19. Co-financing

19a) Secured

Provide details of all funding successfully levered (and identified in the Budget) towards the costs of the project, including any income from other public bodies, private sponsorship, donations, trusts, fees or trading activity, as well as any your own organisation(s) will be committing.

(See Guidance note 4.4)

Confirmed:

We have received notice that the Elephant Crisis Fund and Stop Ivory will provide £ [REDACTED] and £ [REDACTED] respectively to support establishment of a Canine Unit in UWA to

detect wildlife products. Additionally, UWA will provide £[REDACTED] over the lifetime of this project in the form of salaries for staff involved in project activities.

19b) Unsecured

Provide details of any co-financing where an application has been submitted, or that you intend applying for during the course of the project. This could include co-financing from the private sector, charitable organisations or other public sector schemes.

Date applied for	Donor organisation	Amount	Comments
September 2015	Stop Ivory	£[REDACTED]	Stop Ivory has confirmed funding to us
December 2015	USFWS	£[REDACTED]	Application not yet submitted

19c) Justification

If you are not proposing co-financing, please explain why.

(max 150 words)

n/a

20. Capital items

If you plan to purchase capital items with IWT 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.

(max 150 words)

n/a



21. 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.

(Max 250 words)

WCS, UWA, NRCN and Maisha are dedicated to halting the illegal wildlife trade through Uganda and will continue to actively find solutions throughout the lifetime of this project and beyond. The requested IWT funding would leverage existing relationships: Maisha is already working with UWA and the police in Uganda; WCS has contacts with the UPDF, and NRCN with the Judiciary, and together we can bring together these institutions under the WCCTF. In addition, WCS has been supporting UWA in rolling out SMART and improving ranger patrolling, so this project would also build on that existing work.

This project will have a nationwide impact in tackling the illegal wildlife trade and aims to shut down the networks that currently exist. Succeeding in that, this project will be good value for money because it will have regional impacts beyond Uganda's borders, making it much harder to export wildlife products from DRC, South Sudan, Tanzania and Kenya through Uganda to Asia.

Additionally, improving collaborations between UWA, Police, UPDF, Judiciary and Customs will facilitate improved coordination over other issues of security and trafficking of other products, such as narcotics and arms, which could further improve security in the region. If the WCCTF proves effective, it could also act as a model for neighbouring countries struggling with similar issues.

22. Ethics

Outline your approach to meeting the IWT's key principles for ethics as outlined in the guidance notes.

(See Guidance Note 5.4)

(Max 250 words)

WCS management systems ensure adherence to labour, finance, banking, and registration regulations specific to each of the nearly 60 countries where we work, alongside U.S. government regulations and donor compliance requirements. WCS has a Duty of Care policy that details obligations of employees and the institution to create an environment of safety and concern in the fulfilment our mission, including access to medical care, insurance policies, and crisis management procedures.

WCS also participates in the Conservation Initiative on Human Rights (http://www.iucn.org/about/work/programmes/social_policy/sp_themes_hranded/scpl_cih/r/), and has initiated a review of human rights issues in the places where we work (see

<http://www.justconservation.org/responding-to-the-threat-of-organized-crime-to-wildlife-and-people>). Our Internal Review Board also ensures that research carried out by our programs protects the rights of human subjects.

In Uganda, WCS works in close collaboration with UWA, its partners, and our legal counsel to ensure we meet the country's specific legal obligations. We work closely and in a culturally-appropriate context with neighbouring communities to support improvements in their livelihoods as well as supporting law enforcement in Uganda. Our training in intelligence gathering to date, as well as the establishment of an online Offenders Database for UWA, has always emphasised the need for data security and to ensure that people's rights are observed when collecting and managing such data.

23. Outputs of the project and Open Access

Please describe the project's open access plan and detail any specific costs you are seeking from the IWT Challenge Fund to fund this.

(See Guidance Note 5.5)

(Max 250 words)

WCS is a science-based organization that is committed to an evidence-based approach to conservation. The project will make all analytic outputs publicly available through the WCS Uganda website (www.wcsuganda.org) and our quarterly newsletter.

The SMART plug-in will be made freely available to the SMART user community and a manual developed to help use the plug-in will be made freely available on www.smartconservationsoftware.org. Reports and analytical products from this project, together with training manuals, will also be made freely available on the www.wcsuganda.org web site provided that sensitive information is not contained in these reports/analyses.

The WCU, WCS, Maisha and NRCN will be gathering information on illegal wildlife trade occurring in Uganda. Due to the sensitive nature of this information, we will share this information only with trusted law enforcement personnel from the Government of Uganda. This sharing of information is typically done in person with the law enforcement staff – the costs for such meetings are in the WCS staff salary and travel lines in the budget.

24. Project monitoring and evaluation

Logical framework

IWT Challenge Fund projects will be required to monitor (and report against) their progress towards their expected outputs and outcomes. This section sets out the expected outputs and outcomes of your project, how you expect to measure progress against these and how we can verify this.

This section uses a logical framework (logframe) approach. This approach is a useful way to take a logical approach to tackling complex and ever-changing challenges, such as tackling the illegal wildlife trade. In other words, it is about sensible planning.

Annex B in the Guidance Notes provides helpful guidance on completing a logical framework.

Impact

The Impact is not intended to be achieved solely by the project. This is a higher-level situation that the project will contribute towards achieving. All IWT Challenge Fund

projects are expected to contribute to tackling the illegal wildlife trade and supporting poverty alleviation in developing countries.

(Max 30 words)

Through effective law enforcement, Uganda disrupts regional wildlife trafficking routes and protects wildlife populations and the people who depend on them, while reducing insecurity and improving governance in the country.

Outcome

There can only be one Outcome for the project. The outcome statement is the overarching objective of the project you have outlined. That is, what do you expect to achieve as a result of this project? The Outcome should identify what will change, and who will benefit.

There should be a clear link between the outcome and the impact.

This should be a summary statement derived from the answer given to Questions 12, 13 and 14. (You may copy and paste the same answer as provided in Question 5 here).

(Max 50 words)

The Uganda Wildlife Authority (UWA) disrupts operations of local and regional wildlife crime networks through effective use of intelligence by its Wildlife Crime Unit, increasing inter-agency collaboration and accountability, and strengthening law enforcement at multiple levels. By doing so, governance in the country is improved and wildlife populations are protected.

Measuring outcomes - indicators

Provide detail of what you will measure to assess your progress towards achieving this outcome. For each indicator, you should be able to state:

- What is the starting point
- What is the expected change
- What the end point will be
- When the change will be achieved

You may require multiple indicators to measure the outcome – if you have more than 3 indicators please just insert a row(s).

Indicator 1	By the end of the project, successful prosecutions of middlemen with jail sentences increase from 21 people/ year to more than 40/year.
Indicator 2	By the end of the project, more than 75% of convicted wildlife crime offenders pay their full fines or prison terms and cannot bribe their way out.
Indicator 3	By the end of the two-year project, poaching of elephants in Uganda drops from 60-80/year to less than 25/year.

Verifying outcomes

Identify the source material the IWT Challenge Fund (and you) will use to verify the indicators provided, and the progress made towards achieving them. These are generally recorded details such as publications, surveys, project notes, reports, tapes, videos etc. You should submit evidence of these with your annual reports.

Indicator 1	Reports of arrests made by the Wildlife Crime Unit and documented in UWA Offenders database.
Indicator 2	Natural Resource Conservation Network (NRCN) Uganda reports of monitoring of prosecuted offenders.
Indicator 3	Reports from SMART of elephant carcasses and poaching incidents.

Outcome risks and important assumptions

You will need to define the important assumptions, which are critical to the realisation of the *outcome and impact* of the project. It is important at this stage to ensure that these assumptions can be monitored since if these assumptions change, it may prevent you from achieving your expected outcome. If there are more than 3 assumptions please insert a row(s).

Assumption 1	NRCN Uganda is allowed access to check on prisoners serving wildlife-related jail sentences and payment of fines in judicial courts.
Assumption 2	Police, Judiciary, army and customs are willing to work with UWA to tackle Wildlife Crime. We believe this will remain true, as provisional meetings with them indicate willingness.
Assumption 3	UWA rangers work hard to increase the patrol coverage dictated by the new patrol methods to make patrolling more effective.

Outputs

Outputs are the specific, direct deliverables of the project. These will provide the conditions necessary to achieve the Outcome. The logic of the chain from Output to Outcome therefore needs to be clear.

If you have more than 3 outputs, insert a row(s). It is advised to have less than 6 outputs since this level of detail can be provided at the activity level.

Output 1	An effective and functioning Wildlife Crime Unit (WCU) collects and analyses intelligence information to increase arrests of middlemen.
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Output 2	Through the work of NRCN Uganda, prosecuted offenders are held accountable for wildlife crimes committed.
Output 3	UWA, police, judiciary, URA, and Uganda military share information and collaborate in law enforcement to improve anti-trafficking efforts through a Wildlife Crime Coordination Task Force (WCCTF).
Output 4	Local law enforcement officers in protected areas use new capabilities in SMART to more efficiently and effectively conduct ranger patrols.

Measuring outputs

Provide detail of what you will measure to assess your progress towards achieving these outputs. You should be able to state:

- What is the starting point
- What is the expected change
- What the end point will be
- When the change will be achieved

You may require multiple indicators to measure each output – if you have more than 3 indicators please just insert a row(s).

Output 1	
Indicator 1	By the end of year two a minimum of 8 UWA staff trained and mentored in intelligence gathering methods, forming an effective Wildlife Crime Unit (WCU). Baseline = 0 staff trained to level required to manage data and analyse information.
Indicator 2	By the end of year 1, at least 28 UWA law enforcement and prosecutions staff at PA level receive training in recruitment and management of informers. Baseline = some management of informers by staff at PA sites but with little to no training in how to do this.
Indicator 3	By the end of year 1, a protocol for sharing information between local law enforcement and WCU headquarters has been established and implemented in all 24 Protected Areas in the country. Baseline = no protocol exists at present; there is some sharing of information but only through personal contacts.
Indicator 4	By 2018, UWA prosecutors are using WCU analyses in at least 50% of cases prosecuted by UWA Headquarters. Baseline = fewer than 10% of cases from UWA HQ were used in WCU analyses in 2015.

Output 2	
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Indicator 1	During year 1 three NRCN prosecutors receive training in media campaigns and a media campaign plan is developed. Baseline = no training in media campaigns for NRCN staff to date.
Indicator 2	During the second year of the project, NRCN Uganda publishes at least 6 newspaper/television features highlighting its activities to prosecute wildlife crime offenders. Baseline = 0 newsletters produced by NRCN (although Eagle Network produces summaries for Uganda) and one TV program aired news by them in 2015.
Indicator 3	By the end of the second year of this project, at least 75% of criminals arrested and prosecuted are monitored to ensure they pay full penalties, compared to about 5% monitored at present.

Output 3	
Indicator 1	Wildlife Crime Coordination Task Force (WCCTF) established within first six months of project. Baseline = no task force currently exists.
Indicator 2	By the end of the second year, WCCTF information sharing leads to arrests and prosecutions, increasing the number of wildlife crime prosecutions from such collaboration by 200%. Baseline = minimal sharing of information. 5 prosecutions for poaching per year currently from collaboration with Police.
Indicator 3	By the second year of the project, judiciary increases fines for wildlife crime by 100%, and prison terms by at least 50% as a result of a better understanding of the importance of these crimes and improved monitoring of judiciary activities. Baseline from Offenders database - average fine for poaching is 5,000 UG shillings (about £1); average prison term is 185 days for poaching.

Output 4	
Indicator 1	Method to effectively deploy rangers based on new analyses of SMART data developed and tested in Queen Elizabeth and Murchison Falls National Parks during first year of project. Baseline = pilot testing at one site in Queen Elizabeth Park.
Indicator 2	By end of year two, SMART plug-in analysis toolkit developed and made freely available to enable any site to deploy rangers effectively (using method referenced in indicator 1). Baseline = no toolkit exists

Indicator 3	In year 2, SMART data from Queen Elizabeth NP and Murchison Falls NP show a 50% increase in detections of snares and poaching incidences compared to 2012-2015 detections. Baseline from 2015 SMART data = a) QENP: 1.1 snares per 100 km walked; 1.6 hunting signs per 100 km walked ; b) MFNP: 1.6 snares per 100 km walked; 2.5 hunting signs per 100 km walked
Indicator 4	By end of Year 2, UWA is compiling and analysing data in SMART from Community Conservation Rangers to identify human-wildlife conflict hotspots and working to target revenue sharing funds to help these communities. Baseline = no such analyses made presently.

Verifying outputs

Identify the source material the IWT fund (and you) can use to verify the indicators provided. These are generally recorded details such as publications, surveys, project notes, reports, tapes, videos etc.

Indicator 1.1	Reports of training workshops and mentoring visits every quarter.
Indicator 1.2	Reports of training of UWA law enforcement staff and prosecutors at Protected Areas.
Indicator 1.3	Written protocol for UWA use internally.
Indicator 1.4	Results of prosecutions in UWA's Offenders database.
Indicator 2.1	Report of training in media campaigning.
Indicator 2.2	Newspaper articles and video clips of wildlife crime publicity.
Indicator 2.3	Annual report on the number of people monitored and percentage meeting their fines/prison sentences.
Indicator 3.1	Report of meeting to establish WCCTF and cuttings of press coverage in newspapers.
Indicator 3.2	Annual report of arrests and prosecutions made by UWA detailing the number that benefited from collaborations with other institutions in WCCTF.
Indicator 3.3	A report assessing the average fine/prison term for different classes of offence comparing the current situation with the first and second year

	of the project.
Indicator 4.1	Reports of park-wide testing of ranger deployment based on predicted maps of high illegal activities for both Queen Elizabeth and Murchison Falls Parks.
Indicator 4.2	Smart plug-in working effectively and available for use at other sites. Reports of analyses made with smart plug-in at other sites in Uganda.
Indicator 4.3	Reports from SMART of illegal activity detections, comparing the detection per unit effort (patrol day/km walked by patrols) of different illegal activities from 2013-2015 with 2016-2018 after patrol re-deployment is affected.
Indicator 4.4	Report of UWA human-wildlife conflicts (HWC) from SMART and number of Revenue sharing projects targeting reduction of HWC..

Output risks and important assumptions

You will need to define the important assumptions, which are critical to the realisation of the achievement of your outputs. It is important at this stage to ensure that these assumptions can be monitored since if these assumptions change, it may prevent you from achieving your expected outcome. If there are more than 3 assumptions, please insert a row(s).

Assumption 1	Government of Uganda remains committed to tackling the wildlife trade and supports inter-agency collaboration.
Assumption 2	NRCN is allowed to operate freely and can support UWA as an independent NGO.
Assumption 3	Government Resources such as rangers salaries continue to be available to support implementation of ranger patrol strategies.

Activities

Define the tasks to be undertaken by the project to produce the outputs. Activities should be designed in a way that their completion should be sufficient and indicators should not be necessary. Risks and assumptions should also be taken into account during project design.

Output 1	
Activity 1.1	Train UWA staff quarterly for two years in intelligence gathering and data analysis, with continual mentoring between training courses.

Activity 1.2	Train UWA Law Enforcement Wardens and Intelligence Officers at PA level in the recruitment, management and handling of informers as well as in packaging and transmitting intelligence information for WCU at UWA HQ.
Activity 1.3	Establish intelligence networks at park level to feed information to the WCU.

Output 2	
Activity 2.1	Train NRCN in publicity campaigns, supported with website development and materials development to advertise their activities.
Activity 2.2	Train NRCN in proposal development, budget management and reporting.
Activity 2.3	Provide NRCN with resources to prosecute and follow up convicted offenders.

Output 3	
Activity 3.1	Conduct a meeting to establish the WCCTF, bringing together individuals from UWA, police, judiciary, customs, URA, military and immigrations.
Activity 3.2	Facilitate quarterly meetings and joint operations of WCCTF for its first two years.
Activity 3.3	Provide materials to law enforcement agencies outside UWA structures on value of wildlife to Uganda and importance of halting wildlife crime.

Output 4	
Activity 3.1	Test UoY's new innovative method of deploying rangers on patrol in a randomized and unpredictable way at two sites, Murchison Falls NP and Queen Elizabeth NP, and use lessons learned to improve and finalise approach/tool.

Activity 3.2	Develop SMART analysis toolkit Plug-in linked to smartphone package using the new finalised ranger deployment method.
Activity 3.3	Formally roll out ranger deployment SMART analysis toolkit Plug-in across Uganda's protected areas with high levels of elephant poaching (Queen Elizabeth, Murchison Falls, Kidepo Valley and Kibale National Parks).

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

Activity	No of Months	FY 1				FY 2			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1		X	X	X	X	X	X	X	X
1.1	5	X	X	X	X	X	X	X	X
1.2	2	X							
1.3	22	X	X	X	X	X	X	X	X
Output 2		X	X	X	X	X	X	X	X
2.1	3		X		X		X		
2.2	2		X	X					
2.3	23	X	X	X	X	X	X	X	X
Output 3		X	X	X	X	X	X	X	X
3.1	1	X							
3.2	8		X	X	X	X	X	X	X
3.3	6		X	X	X				
Output 4		X	X	X	X	X	X	X	X
4.1	6	X	X	X					
4.2	12					X	X	X	X
4.3	16				X	X	X	X	X

26. Monitoring and evaluation plan (M&E)

Describe, referring to the indicators above, how the progress of the project will be monitored and evaluated, making reference to who is responsible for the projects M&E.

IWT Challenge Fund projects will need 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.

(Max 250 words)

The WCS Project Manager, Geoffrey Mwedde, with the support of Dr. Andrew Plumptre will conduct Monitoring and Evaluation of the project.

This project brings together a partnership of government law enforcement agencies and a national NGO, therefore ensuring strong coordination across the partnership is critical for the robust delivery of activities, and, importantly, to build political momentum and understanding of the need to act on illegal wildlife trade.

There are three mechanisms by which M&E will be directly integrated into this project, to ensure timely reporting on indicators and an adaptive management approach to project implementation:

1. Quarterly coordination, planning, and evaluation meetings will be held with all core project staff.
2. Tracking of enforcement operations and prosecutions will occur through the quarterly reporting at the coordination meetings as well as the online offenders database that WCS has already established for UWA. The database will permit a more detailed analysis of the impacts of individual arrests on repeat offences and the deterrence effects of punishments.
3. Analysis of ranger-collected data in the SMART databases for each site will be used to track the effectiveness of ranger patrolling.

FCO notifications

Please check the box if you think that there are sensitivities that the Foreign and Commonwealth Office will need to be aware of should they want to publicise the project's success in the IWT Fund in the host country.

Please indicate whether you have contacted your Foreign Ministry or the local embassy or High Commission (or equivalent) directly to discuss security issues (see Guidance Notes) and attach details of any advice you have received from them.

Yes (no written advice) **Yes, advice attached** **No**

Certification

On behalf of the trustees of Wildlife Conservation Society
(*delete as appropriate)

I apply for a grant of £ 449,171 in respect of **all expenditure** to be incurred during the lifetime of this project based on the activities and dates specified in the above application.

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 enclose CVs for project principals and letters of support.
- Our most recent signed audited/independently verified accounts and annual report are also enclosed.

2014 Audit:

http://fscdn.wcs.org/2015/07/01/9u4a9to4ni_Audited_Financial_Statements_2014_WCS.pdf

2013 Audit:

http://fscdn.wcs.org/2015/07/01/7obodjfqhu_F_180473_13_Unsecured_WildlifeConservationSociety_Subsiidiaries_CFSS.pdf

2014 Annual Report:

http://fscdn.wcs.org/2015/07/24/smu9vd9uy_2014_WCS_Annual_Report.pdf

2013 Annual Report:

http://fscdn.wcs.org/2015/07/24/1ng2al16xv_2013_WCS_Annual_Report.pdf

Name (block capitals)	Joe Walston
Position in the organisation	Vice President, Field Conservation Programs

Signed

 (PDF)

Date:

12 October 2015

If this section is incomplete the entire application will be rejected. You must provide a real (not typed) signature. You may include a pdf of the signature page for security reasons if you wish. Please write PDF in the signature section above if you do so.

Checklist for submission

	Check
Have you read the Guidance Notes (guidance for applicants, financial information, schedule of terms and conditions)?	X
Have you provided actual start and end dates for your project?	X
Have you provided your budget based on UK government financial years i.e. 1 April – 31 March and in GBP?	X
Have you checked that your budget is complete , correctly adds up and that you have included the correct final total on the top page of the application?	X
Has your application been signed by a suitably authorised individual? (clear electronic or scanned signatures are acceptable, but not the use of a script font)	X
Have you included a 1 page CV for all the Project Staff identified at Question 10, including the Project Leader?	X
Have you included a letter of support from the main partner(s) organisations identified at Question 9?	X
Have you included a signed copy of the last 2 years annual report and accounts for the lead organisation?	X
Have you checked the IWT website on GOV.UK immediately prior to submission to ensure there are no late updates?	X

Once you have answered the questions above, please submit the application, not later than midnight GMT on 12th October 2015 to IWT-Fund@LTSI.co.uk using the first few words of the project title **as the subject of your email**. If you are e-mailing supporting documentation separately please include in the subject line an indication of the number of e-mails you are sending (eg whether the e-mail is 1 of 2, 2 of 3 etc). You are not required to send a hard copy.

DATA PROTECTION ACT 1998: Information supplied in the application form, including personal data, will be shared between the Department and LTS for administration, evaluation and monitoring purposes. Some information, but not personal data, may be used by the Department when publicising the IWT Challenge Fund including project details (usually title, lead organisation, location and total grant value) on the GOV.UK and other websites. Personal data may be used by the Department and/or LTS to maintain and update the IWT Challenge Fund mailing list and to provide information to British Embassies and High Commissions so they are aware of UK Government-funded projects being undertaken in the countries where they are located.

ENVIRONMENTAL INFORMATION REGULATIONS 2004 and the FREEDOM OF INFORMATION ACT 2000: Information (including personal data) relating to the project or its results may also be released on request, including under the Environmental Information Regulations 2004 and the Freedom of Information Act 2000. However, Defra will not permit any unwarranted breach of confidentiality nor will we act in contravention of our obligations under the Data Protection Act 1998.