Department for Environment, Food and Rural Affairs

Illegal Wildlife Trade

Application form for Illegal Wildlife Trade Challenge Fund 2015

Please read the guidance notes (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:**211**

1. Name and address of lead organisation

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

Applicant Organisation Name:	Tusk Trust
██████	████████████████
████████████	██████████
████████	█████████
Project Leader name:	**Dan Bucknell**
████	█████████
█████	████████

2. Project title

Title (max 10 words)

IWT032: Countering Wildlife Crime: Livelihoods, Intelligence and Prosecution Capacity-building in Uganda

3. Project dates, and budget summary

Start date: 01/04/2016	End date: 31/03/2018		Duration: 2 yrs 0 mths	
2015/16	**2016/17**	**2017/18**	**Total request**	
£ 0	**£ 209365**	**£ 279286**	**£ 488651**	
Proposed (confirmed and unconfirmed) co-financing as % of				

| total Project cost: ▮ of total project funds are confirmed from co-financing, with a further ▮ matched funding sought | |

4. Summary of Project

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

> **(max 80 words)**
>
> **Uganda is a major transit hub for Illegal Wildlife Trade (IWT) and suffers large-scale bushmeat poaching on a domestic basis.**
>
> **This project uses existing intelligence to integrate pro-poor policies for park-adjacent communities alongside anti-trafficking objectives, removing drivers of wildlife crime locally whilst simultaneously targeting convictions higher up the IWT value chain.**
>
> **Outputs will be implemented via "best of breed" partnerships with international, national, and local organisations with expertise in livelihoods, human wildlife conflict (HWC), crime analysis, legal and intelligence skills.**

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)**
>
> **Sustainable livelihoods development - incorporating HWC/Monitoring schemes - reduces drivers of wildlife crime, increases earnings, lowers arrests, minimises poaching/HWC, and improves park-community relations.**
>
> **Enforcement/legal capacity-building results in more arrests and convictions, reduces corruption, and strengthens sentencing. Intelligence training and support drives prosecutions of "bigger fish", minimising personal risk.**

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	☒
2. Strengthening law enforcement and the role of the criminal justice system	☒
3. Reducing demand for the products of the illegal wildlife trade	☐

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)

London Declation: X, XI, XIII, XV, XVII, XVIII, and XX

Kasane Statement: 5, 11, 12, 13

8. About the lead organisation:

What year was your organisation established/ incorporated/ registered?	**1990**				
What is the legal status of your organisation?	NGO	Yes ☒	No ☐		
	Government	Yes ☐	No ☐		
	University	Yes ☐	No ☐		
	Other (explain)				
How is your organisation currently	(Max 100 words)				

funded?	As a UK registered charity, Tusk generates its income through fundraising activities including high-profile events (such as auctions) and challenge fundraising (i.e. the "Safaricom Marathon" in Lewa, Kenya). Tusk attracts significant funding in grants from the corporate sector and high net-worth individuals. It also secures grants from charitable trusts and foundations, and is working towards securing more grants from statutory agencies. Average annual tunrover based on the last 3 years is over £▮▮▮▮▮ Funds raised support Tusk's projects in Africa, implemented in partnership with local organisations. In Uganda, the Uganda Conservation Foundation (UCF) represents Tusk and implements its projects.
Have you provided the requested signed audited/independently examined accounts? **Note that this is not required from Government Agencies**	Yes ☒ No ☐

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	**Northern Rangelands Trust Pooled Conservancy Fund**
Contract Value/ Project budget	▮▮▮▮▮
Duration	**Three years (2012-2014)**
Role of organisation in project	**Grant management, monitoring and evaluation**

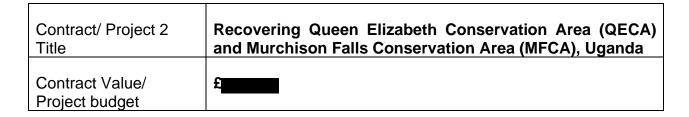|	
Brief summary of the aims, objectives and outcomes of the project.	**The Northern Rangelands Trust (NRT) is a community-led initiative, registered in 2004, whose members represent politically and socially marginalised pastoralist communities of Northern Kenya, who have come together with other stakeholders to improve community livelihoods within the NRT area through the conservation of biodiversity on their land, and the management and sustainable use of natural resources. NRT currently works with 25 community conservancies, covering an area of over three million acres, and representing over 150,000 people of diverse ethnicity.** **Tusk has been a long-term partner of a number of the conservancies now falling under the NRT umbrella, and through a three-year grant supported 80 community game scouts with their employment, training, and operations. These scouts have provided security for people, wildlife and livestock across five of the conservancies, covering 383,195 acres and 23,700 people. They have established simple and effective monitoring of key wildlife species, improved conservation awareness, and engaged community leaders by demonstrating benefits of conservation development. In doing so, the project has helped provide a mechanism and foundation for development of sustainable and ethical partnerships between the community and the private tourism sector.** **NRT has become a highly successful model for community conservation that is attracting others keen to join and/or replicate the work. It was alos announced early in 2014 that elephant poaching has been significantly reduced in this area at a time when it continues to escalate elsewhere.**
Client/Project Manager contact details (Name, e-mail, address, phone number).	**Sarah Watson** ██████████████ ████████████████████████████████████ ██████████████

Contract/ Project 2 Title	**Recovering Queen Elizabeth Conservation Area (QECA) and Murchison Falls Conservation Area (MFCA), Uganda**
Contract Value/ Project budget	**£**████████

Duration	**2000 to date**
Role of organisation in project	**Grant management of projects in Uganda, co-financed by Tusk and other donors**
Brief summary of the aims, objectives and outcomes of the project.	**This project is achieving the step-by-step recovery of Uganda's two largest Protected Areas (PAs), both heavily poached and vulnerable areas, and comprising over half of Uganda's elephant range. Significant milestones have been achieved via a coherent strategy by addressing Human Wildlife Conflict (HWC) issues, and tackling the threat of poaching, thus providing a balanced approach between key stakeholders.** **Threat analysis and targeted research into crop-raiding incidents allowed park management to benefit from intelligence-led decision-making, as well as contributing to the design and implementation of various micro-projects focusing on anti-poaching and HWC.** **To date, activities have focused on mitigating human-wildlife conflict including: 50km of elephant trenches, 11 elephant fences; 110 beehives for bee fences; and setting up park-community committees; providing conservation education in schools; and hosting community workshops in areas most vulnerable to wildlife crime.** **These have resulted in improved employment or earning potential (over 500 farmers were hired to dig the trench alone); beekeeping created alternative livelihoods with additional HWC benefits; the combination of trench/fence/beehives reduced crop-raiding allowing over 10,000 households to avoid financial loss and benefit from other social and health factors: less need for night-time vigilance over crops resulted in a reduction in malaria, school absenteeism, etc. Conservation awareness grew, and park-relations improved significantly. This long term approach resulted in a corresponding decrease in illegal activities within the park.** **Our anti-poaching and law enforcement interventions have focused on: long term improvement to park infrastructure via construction of 14 Ranger Posts and Marine Ranger Stations in poaching hotspots (4 more in plan, with funding secured); the creation of the UWA Marine capability for both MFCA and QECA, via training of 80 Marine Rangers (including 4 Trainers of Trainers) and donation of boats and equipment; and establishing the first UWA Vet Response Unit in MFCA, where we will also break ground soon on Uganda's first Wildlife Vet**

	Centre & Laboratory. **Key outcomes include ongoing recovery of these parks and their elephant populations. Important home ranges have been reclaimed, thanks to significant improved law enforcement capabilty and coverage by Marine and Foot Patrols. Indeed, Uganda is now cited as one of the few countries with an elephant population in growth - the numbers have increased by 600% since their lowest point in the mid 1990s.** **The threat has by no means gone - yet the recovery of Uganda's elephants, and other wildlife, is supporting greater tourism investment, providing more revenue-sharing benefits and employment opportunities for local communities, as well as a wider national economic and social impact.**
Client/Project Manager contact details (Name, e-mail, address, phone number).	**Michael Keigwin** ███████████████████ ████████████████████ ███████████

Contract/ Project 3 Title	**Strengthening Law Enforcement of Wildlife Crime in Uganda**
Contract Value/ Project budget	**£**████████
Duration	**2008-2014**
Role of organisation in project	**Lead partner in project collaborations with forensic and criminologist experts; fundraising from multiple donors for this UCF programme; key liaison between UWA and other partners**
Brief summary of the aims, objectives and outcomes of the project.	**Historically, our focus has been on strengthening law enforcement with the objective of insuring improved elephant protection and management within Uganda. However, with the identification of Uganda's role as a**

major transit hub for the trafficking and trade of illegal wildlife products sourced from across the continent, this project has evolved to combat the new threat. Today, we aim to provide the law enforcement skills and support required to curb IWT in Uganda, thereby benefitting elephants and other threatened species across Africa.

One of our core strategies has been to improve local forensic capabilities via our Ivory DNA project, in partnership with Dr Sam Wasser, the University of Washington and UWA. UCF collected elephant dung samples across key elephant ranges in Uganda, Rwanda, South Sudan and Eastern DRC, providing the capability to link ivory "fingerprints" to known localities. The resultant Ivory Database is giving law enforcement authorities all over the world to analyse samples from ivory seizures and confirm their origin to the very herd. The entire body of work from Dr Wasser has created a vital tool in providing intelligence on ivory transit routes across Africa, and will strengthen IWT prosecutions at a global level. UCF's contribution not only uncovered new smuggling routes, identified hybridisation of savannah and forest elephants in Central Africa, and also laid the foundations for UWA to complete the DNA register of all ivory in Uganda - a key step in strengthening enforcement of IWT.

Another important project under this programme is WILD LEO (Wildlife Intelligence and Leadership Development for Law Enforcement Officers), a partnership between UCF, Dr Andrew Lemieux of the Netherlands Institute for the Study of Crime and Law Enforcement (NSCR), and UWA.

The WILD LEO Project integrates crime analysis into the daily operations of anti-poaching patrol teams by training them in evidence procedures and spatial analysis amongst other insights 'borrowed' from the world of criminology. After being introduced in a pilot scheme to QECA in 2013, WILD LEO trained ranger teams were securing poaching conviction rates of ~95% within the first six months of deployment.

Today, we have 65 WILD LEO trained ranger teams, covering four PAs, and encompassing 80% of the country's key elephant habitats. By the end of 2015, WILD LEO will include an additional 40 teams and cover 100% of Uganda's elephant ranges. This rapid expansion has been at the request of UWA, who find it an invaluable addition to their enforcement and investigation capabilities within the parks. Indeed, the new sites have achieved equally impressive conviction rates.

By training rangers to use insights and techniques from

	the world of criminology, WILD LEO is providing key investigation and prosecution skills. Specifically, training is given on data collection - using low-cost technology of either a GPS-enabled camera or smartphone (the latter is being phased in to avoid duplication with SMART, a new Research & Monitoring tool) - evidence management, crime spatial analysis, and how to strengthen prosecutions. **The resultant maps of crime data offer management the intelligence they need to make informed operational decisions, as well as allowing the nascent UWA Intelligence Unit to improve the quality of their investigations. By adding the visual evidence (photographs), the maps provide compelling courtroom evidence, achieving conviction rates of up to 97% - demonstrating the ability of irrefutable evidence to minimise opportunity for corruption.** **This improved enforcement and investigation capability at "the frontline" is supported by further capacity building via the WILD LEO Ranger Education Fund, offering talented and committed UWA Law Enforcement Rangers access to higher education opportunities to further leadership development within the organisation. Financed entirely via Individual Giving Campaigns, the Fund has supported three ranger scholarahips to date, for graduate level Crime Analysis courses or Law Diplomas.**
Client/Project Manager contact details (Name, e-mail, address, phone number).	**Dr Sam Wasser** ██████████████ ████████████ ███████████████ ██████████ █████████ **Dr Andrew Lemieux** ████ ██████████████████████████ ████████████ ███████

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:	**Tusk Trust**
Website address:	**www.tusk.org**
Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)	**Tusk Trust has 25 years' experience initiating and funding conservation, community development and education programmes across Africa.** **HRH The Duke of Cambridge became Tusk's Royal Patron in 2005 and has been a proactive supporter ever since. While Tusk did not qualify for membership of the United for Wildlife initiative that originated with The Duke - because Tusk covers Africa exclusively - it is currently the only small charity collaborating with this partnership.** **Tusk has raised over £22.5m and supported over 100 projects across 23 countries in Africa. These are implemented by trusted and reputable local partner organisations. As well as being a vital source of funding, Tusk provides invaluable support in the form of advice, access to expertise, logistical support, promotion in the form of publicity, partnerships with private sector and other donors, and CSR opportunities that link corporate companies to conservation.** **Tusk has worked in partnership with the Uganda Conservation Foundation for several years, with the latter representing Tusk within Uganda. Support is provided as described above, and this extends to the proposed project. Tusk has been involved in the development of the proposal, and will manage any grant, with responsibility for the reporting, monitoring and evaluation.**

Partner Name:	**Uganda Conservation Foundation (UCF)**
Website address:	**www.ugandacf.org**
Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)	UCF is a registered British charity (No. 1087295) and Non Profit Organisation in Uganda. Founded to support frontline conservation and community development, UCF has run lasting projects with Tusk Trust, UWA, and other partners in Uganda since 2001. Today, UCF's mission is to safeguard Uganda's wildlife for future generations, with a focus on mega-herbivores. It operates in five PAs, representing the remaining key elephant habitats in Uganda. UCF has a track record for bringing a balanced approach to conservation by working with both park-adjacent communities and the Uganda Wildlife Authority. Collaborative relationships with relevant local and international partners ensure expertise is brought in where its needed, for maximum project impact. Core strategies include key habitat recovery; anti-poaching and anti-trafficking initiatives; building law enforcment capacity; improving veterinary capability; mitigating HWC; supporting livelihoods and promoting conservation education. Projects are run by a small but efficient team from Kampala, led by a newly appointed General Manager, and supported by a Board of volunteer Directors in Uganda, and Board of volunteer Trustees in the UK. Both have the breadth of technical and managerial experience to guide our projects. UCF will lead the implementation and the management of the project outputs, reporting to Tusk.
Have you included a Letter of Support from this organisation?	Yes ☐ No ☐
	YES (Tickbox does not function)

Partner Name:	**International Institute for Environment and Development (IIED)**
Website address:	**www.iied.org**
Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)	**IIED is one of the most influential institutions working for a sustainable and equitable global environment. IIED works through long-standing relationships with partners across the developing world. This emphasis on collaboration, and supporting the poorest and most marginalised people, enables IIED to link local development to national and international policy-making.** **IIED is currently the lead organization for an IWT Challenge Fund Project with UWA as a partner. Acting as Technical Advisor for this project, IIED will support project partners on designing and evaluating the community livelihood and HWC projects; testing IIED's Theory of Change (IIED, 2015) and ensuring that this project benefits from the skills, knowledge and lessons learnt from IIED's current IWT project. IIED will also share the knowledge gained from this project through its international networks. In this way, IIED will provide strategic continuity between IWT projects and oversee local partners as they apply and test research recommendations, and then develop best practice models for Uganda and elsewhere; a highly effective way to consolidate all achievements and the broader lessons of international applicability.** **Dilys Roe and Julia Baker worked with project partners to develop this proposal. They are currently collaborating with Joanna Hill on IIED's IWT project.**
Have you included a Letter of Support from this organisation?	Yes ☐ No ☐
	YES (Tickbox does not function)

Partner Name:	**Soft Power Education (SPE)**
Website address:	**www.softpowereducation.com**
Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)	**Established in 1999, SPE is a UK registered charity (no. 1098936) and Ugandan NGO working with mission of improving quality of life through education. Originally established to support Uganda in achieving universal primary education, in its 16 years of operation the organisation's scope has broadened to operate across the three thematic areas of alternative education, livelihoods and education infrastructure.** **In 2007, SPE opened a new project area in Buliisa District (neighbouring MFCA) on the back of consultations with a USAID-funded scoping project, PRIME-WEST, and UWA. A primary conclusion of this was that the inclusion of local communities is crucial for sustainable development and conservation of the Protected Area. Aiming to promote conservation through education and sustainable community development, SPE began operations in Buliisa District via interventions at government primary schools.** **From this platform, and following a comprehensive survey of over 500 households and other stakeholders, the People & Parks programme was launched in 2010. This uses a three pronged approach of microfinance, environmental education on key areas of concern (deforestation, waste management and human wildlife conflict), and providing alternative livelihoods which combat these. To date the programme has worked with 72 community groups across 27 park-adjacent villages.**
Have you included a Letter of Support from this organisation?	Yes ☐ No ☐
	YES (Tickbox does not function)

Partner Name:	Uganda Wildlife Authority (UWA)
Website address:	www.ugandawildlife.org
Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)	Uganda Wildlife Authority is a semi-autonomous government agency mandated to conserve and protect Uganda's wildlife, both in and outside its Protected Areas. UWA falls under the auspices of the Ministry of Tourism, Wildlife and Antiquities. The challenges facing the management and conservation of wildlife include large scale domestic and subsistence poaching, human wildlife conflict and the illegal wildlife trade. Charles Tumwesigye is UWA's Deputy Director of Conservation and the project's lead within UWA. He is instrumental in defining and implementing UWA's anti-trafficking strategies, with 19 years of frontline conservation experience in UWA, including several years as Community Conservation Officer at MFCA. Charles has been integral in designing this project, establishing the nascent UWA Intelligence Unit, and supporting UCF and Soft Power Education's community projects in human wildlife conflict mitigation and livelihoods. He works closely with National Conservation Resource Network, under the Memorandum of Understanding, to support their work in the investigation and prosecution of IWT traders and other wildlife crimes. Charles has represented Uganda in Botswana, London, and in Geneva at the CITES Standing Committee Meetings, chairing one of the influential subcommittees for reviewing CITES decisions about elephant conservation and the ivory trade.
Have you included a Letter of Support from this organisation?	Yes ☐ No ☐
	YES (Tickbox does not function)

Partner Name:	**National Resource Conservation Network (NRCN)**
Website address:	**www.nrcn.org**
Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)	**NRCN is a Ugandan NGO, comprising a network of intelligence/legal professionals tasked with investigation, prosecution and reporting wildlife crime in Uganda. Their aim is to create a meaningful deterrent to IWT by working with the UWA, Judiciary, Directorate of Public Prosecutions, Police, and other stakeholders to shift focus from small-time poachers to major dealers and facilitators of IWT, and tackling key obstacles such as corruption and the limitations of current wildlife legislation in Uganda.** **A member of the EAGLE Network (Eco Activists for Governance and Law Enforcement), NRCN follows their established model:** **i)** **INVESTIGATION: Intelligence / infiltration of networks; identifying major IWT kingpins, obtaining evidence** **ii)** **ARREST OPERATIONS: Working with the relevant authorities to arrest them** **iii)** **LEGAL SUPPORT: Successful and timely prosecution of suspects; minimising corruption; effecting harsher penalties within full extent of the law** **iv)** **MEDIA EXPOSURE: Raising awareness of convictions; shifting public perception of IWT to a "serious crime"; creating a meaningful deterrent** **The founder of NRCN, Vincent Opyene, former Legal Counsel for UWA, is one of only eight specialist Wildlife Crime Prosecutors in Uganda. In 2013, Vincent established an Memorandum of Understanding between NRCN and UWA, authorising NRCN to investigate and prosecute IWT suspects in Uganda.**
Have you included a Letter of Support from this organisation?	Yes ☐ No ☐ YES (Tickbox does not function)

9. 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?
Dan Bucknell	Project Leader	5%	**Yes** ☐ No ☐
Stuart Williams	UCF Project Lead	50%	**Yes** ☐ No ☐
Patrick Agaba	UCF Projects Manager (Output 1 & 3 Lead)	50%	**Yes** ☐ No ☐
Ruth Apusan	UCF Data Analyst & Trainer (Output 1-4)	100%	**Yes** ☐ No ☐
Marion Robertson	SPE Projects Manager (Output 2 Lead)	25%	**Yes** ☐ No ☐
Anne-Marie Weeden	UCF Projects Manager (Output 4 Lead & Linkages Support Output 2)	50%	**Yes** ☐ No ☐
Charles Tumwesigye	UWA Lead Liaison	10%	**Yes** ☐ No ☐
Vincent Opyene	NRCN Lead Liaison	25%	**Yes** ☐ No ☐
James Acworth	UCF Trustee, Internal Monitoring & Evaluation	5%	**Yes** ☐ No ☐
Dr. Andrew Lemieux	NCSR (Wild Leo/Wild Comms) Consultant	5%	Yes ☐ No ☐
Julia Baker	IIED Consultant	2.5%	Yes ☐ No ☐

10.   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.African Elephant	**2.Southern White Rhino**
3.Black Rhino	**4.Pangolin (White-bellied Pangolin; Giant Ground Pangolin; Temminck's Ground Pangolin)**
Other species Rothschild's Giraffe, African buffalo, Jackson's hartebeest, Hippopotamus, Nile crocodile, Uganda kob, other antelope species present in Uganda, Lion, Leopard, various Apes and other exotic species trafficked via Uganda	

11.   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)

1. In Illegal Wildlife Trade (IWT) source countries like Uganda, designing strategies that integrate community interventions with enforcement activities can be challenging; organisations concerned with livelihoods are unlikely to possess anti-trafficking expertise, and vice versa. This project incorporates skilled partnerships, utilising data sharing and local expertise to overcome this.

2. Recent IIED research on the drivers of wildlife crime concludes more evidence on interventions is required. This will be addressed by designing pilot schemes for MFCA and QECA park-adjacent communities. With IIED consulting, underpinned by experienced local implementation partners, it will create "best practice" models for Uganda (and beyond).

3. Uganda is one of three countries accounting for 80% of large-scale seizures across the continent (CITES, ETIS 2013). While Uganda has "substantially achieved" or is "on track" with selected National Ivory Action Plan objectives, such as the creation of UWA's Intelligence Enforcement Unit, progress has been judged "challenging" or "unclear" in various areas including: sustainable capacity-building of investigation/enforcement; roadblock surveillance of key transit routes; regional/international investigation capacity; and collaboration among enforcement

agencies (65th Meeting, CITES Standing Committee, July 2014).

Additionally, increasing "risk of interception, arrest and conviction [to] deter facilitators or drive up costs" is considered key to maximising disruption of the global IWT value distribution chain (Born Free/C4ADS, Aug 2014), but is not yet receiving significant support within Uganda.

This project will provide training and capacity-building for wildlife crime investigators and enforcement officers across key agencies, with specific focus on intelligence and justice system professionals investigating transit routes and/or IWT "facilitators" (local "kingpin" traders, consolidators, transport/freight companies, clearing agents etc). It will give Uganda's nascent wildlife crime fighters the skills and equipment they need to detect, combat and prosecute IWT crimes to the fullest extent of the law.

12. 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)
1. HOW THE PROJECT BUILDS ON PAST / EXISTING ANALYSES AND WORK:

The programme builds on 15 years' practical law enforcement and community conservation, and IIED's research on drivers of wildlife crime.

UCF remains UWA's closest partner in building capacity in conservation, law enforcement, and HWC-mitigation.

SPE are five years into a sustainable livelihoods and education programme with a strong organisational footprint in communities around MFCA.

IIED will provide strategic insight and recommendations from their ongoing research to create workable models for future implementation.

This collaboration will maximise impact, reduce financial inefficiencies, and ensure strategic synergy. Partners will share key data via the proven WILD LEO model for intelligent-led decision-making.

OUTPUT I: INTEGRATING COMMUNITY & CONSERVATION STRATEGIES FOR STRATEGIC DEVELOPMENT, MONITORING AND EVALUATION

•   Using UWA offender data and WILD LEO techniques, UCF and SPE can incorporate spatial analysis of communities with highest concentrations of convicted

poachers neighbouring MFCA/QECA into the strategic decision-making process (alongside factors such as market proximity, HWC rates etc).

•   Project Field Officers (PFOs) and Community Scouts (CSs) will monitor key indicators (conviction rates, criminal evidence, HWC incidents, wealth indicators etc). UCF will analyse and disseminate to project partners for synergy and efficiency.

OUTPUT II: PROVIDING SUSTAINABLE LIVELIHOOD PROJECTS TO THE MOST VULNERABLE COMMUNITIES

•   Improving access to markets and microcredit will reduce illegal hunting (Moro et al, 2013).

•   MFCA & QECA attract 150,000 tourists annually. Despite lodges' willingness to buy fresh produce locally, the supply chain lacks diversity/efficiency; lodges are forced to invest in costly supply from Kampala for simple ingredients.

•   Equipping community groups with relevant enterprise and permaculture skills, the SPE P&P Programme will pioneer women-led food garden creation in two key pilot sites. UCF will co-ordinate market linkages via collaboration with tourism operators.

OUTPUT III: MITIGATING HUMAN WILDLIFE CONFLICT AND IMPROVING PARK RELATIONS

•   With guidance from Joanna Hill, an IIED partner working with Ugandan poachers, a PFO will recruit and manage a team of paid CSs from senior hunters, training them on data collection via WILD COMMS (adapted from WILD LEO). This will provide ex-poachers with alternative income, empower communities to monitor HWC incidents and interventions, record natural resource sharing, and provide societal role models for long-term behavioural change.

•   IIED identified HWC as a key driver of wildlife crime; communities believe HWC-mitigation improves income and makes them less vulnerable to wildlife crime. Elephant trenches and beehive fences can reduce crop-raiding by over 80%, but sustainability hangs on integrating wider livelihood strategies and community-park relations (UCF Bukorwe Trench Project). By implementing HWC activities, alongside food gardens and CSs, wildlife crime will decline.

OUTPUT IV: INCREASE PROSECUTIONS OF IWT SUSPECTS VIA INTELLIGENCE AND LEGAL SECTOR CAPACITY BUILDING

•   IIED found "poor people are involved in the illegal wildlife trade but tend not to be the major drivers or beneficiaries".

•   Training and mentoring will equip the nascent UWA Intelligence Unit and NRCN with the frontline intelligence and investigation skills required to target criminal syndicates and corrupt officials driving and facilitating IWT. This capacity-building will be led by locally based British security professionals referred to us by British High

Commission.

•   UCF's WILD LEO trainers will train teams on spatial crime analysis, evidence-handling and strengthening prosecution briefs, alongside specialist trainings on operational safety, technical and road surveillance techniques, security and defensive driving, managing informants, case management etc.

•   Support of "Kingpin" investigations via NCRN will ensure successful prosecution of high-profile IWT facilitators and traders. Part of EAGLE, NRCN's funded quota of 4 arrests per month can result in lower value convictions. Facilitating longer term investigations will provide better intelligence on criminal syndicates, and tackle corruption amongst authority figures involved in the trade.

•   State prosecutors with little experience of wildlife crime will receive legal support and advice from a Wildlife Crime legal expert, working with UCF and NRCN to ensure suspects are prosecuted within the full extent of the law. This individual will be supported by a Wildlife Court Officer – a rolling internship offered to law students and graduates with core responsibilities of courtroom monitoring of IWT cases and other key indicators.

3. ROLES AND RESPONSIBILITIES

Tusk will be responsible for overall technical direction and reporting. UCF will lead on project management, with IIED acting in an advisory capacity.

Output 1 will be co-ordinated centrally by UCF, and involve all partners. Output 3 and 4 will be implemented by UCF, in partnership with UWA Law Enforcement / Community Conservation, local communities, and NRCN where appropriate. Output 2 will be led by SPE.

13.   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 project's primary beneficiaries are the park-adjacent communities of MFCA and QECA - among the poorest in Uganda. MFCA's surrounding communities include those within Buliisa District and Kyiradongo Parish, and those of QECA in Bushenyi, Kasese and Ishasha Districts etc. The specific communities targeted within these areas will be

identified as one of the first activities. The number of households will then be defined as a baseline figure at the start of the project.

UCF and IIED's findings both confirm that HWC exacerbates poverty and drives frustrated and desperate individuals to condone or participate in wildlife crime. Yet in many elephant ranges in East and Central Africa, HWC goes largely unaddressed by wildlife authorities. Crop damage and loss of life and property are rarely compensated. UCF has spent over 15 years working with UWA, communities and ex-poachers in Ishasha (QECA) to resolve human-wildlife conflict. Impact has been achieved through careful mentoring of community/park work and implementing projects with tangible outputs, such as digging "elephant trenches" and setting up beehives that dissuade elephants.

Through the proposed project, such initiatives will be expanded to the HWC hotspots and areas of high wildlife crime around both QECA and MFCA identified at the beginning of the project. By expanding new technologies such as WILD LEO into Community Conservation, UCF will create a practical tool and platform (WILD COMMS) to integrate HWC monitoring with law enforcement.

Preventing HWC has a direct impact on the beneficiaries' livelihoods, by reducing the extent of crop loss. It also reduces the time and effort required to guard crops at night, which exposes men to malaria and dangerous interactions with elephants, lions or buffalo. Children are then forced to work subsistence farms by day, preventing them from attending school. Preventing HWC can therefore have enormous ramifications throughout society. Beehive fences will meanwhile provide additional income through the sale of honey and other hive products.

Former poachers recruited as CSs will directly benefit from having regular income, and will prove societal role models to younger hunters, forming the foundation for long term behavioural change.

The livelihoods component of this project will focus on women-led food gardens. Women are among the most vulnerable within society in the target areas, but supporting them can have a transformative effect on society (see section 14 below). Coupling food gardens to local tourism will create a powerful synergy that will benefit the local economy as a whole. As wildlife protection improves in both QECA and MFCA, so tourism growth will be sustained, providing extra benefit to all those involved in the tourism value chain, including these communities.

MONITORING: UCF's work in Ishasha has provided evidence that communities have benefited in multiple ways: UCF paid community members to dig trenches, matched by the communities' own voluntary time to dig an equal portion; crop yields have improved due to a significant reduction in crop-raiding; health has improved through better nutrition, and adults spending less time guarding at night; and children go to school instead of tending crops. UWA has benefited from a dramatic reduction in poaching and immediate positive reciprocation from communities who provide good intelligence on both HWC and poaching. With less conflict to address, UWA staff can focus time on park management. UCF has now handed over management of 35km of trenches and 11 elephant fences to UWA. UCF's work in other areas and literature review shows that these same factors are at play in most park-adjacent communities in Uganda and the region as a whole.

Through this project, UCF's impact assessment will be extended and results consolidated, disaggregating findings by gender and age group. Social and economic

impacts of HWC mitigation measures will be quantified and cost-benefits calculated.

Additionally, another key beneficiary of this project is the newly established Intelligence Unit at UWA, the small but committed team at NRCN, and legal professionals involved in tackling wildlife crime. These professionals will benefit from training and workshops to equip and empower them with the knowledge and practical skills to do their jobs well, and to do them safely.

14. 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)

Though conservation has historically been a largely male-dominated discipline in its focus on science and law enforcement, this project acknowledges the need to readdress this balance within conservation management in Uganda and will operate in line with UWA's wildlife policy to, where possible, "promote gender equality in the development and management of wildlife resources" (UWA 2014).

As part of routine monitoring and evaluation data collection the project will collect gender disaggregated data of all participants in its interventions through household and baseline surveys. For the livelihoods food gardens component we expect at least 60% of the beneficiaries to be female, however cannot exclude men, the primary engagers in poaching activities, from this programme.

Although many natural resource related activities are traditionally male activities, women are also actively involved in collecting activities, particularly of water, firewood, thatching grass and medicinal plants, and play a crucial role in the preparation and marketing of illegally poached bushmeat from protected areas; their refusal to cooperate in the bushmeat industry is a key factor to reducing demand (WCS 2009). Subsequently, women have been identified as key change makers in developing positive conservation attitudes and practices. The livelihoods component of this project will focus on women-led food gardens, supported by research from the UN Food and Agriculture Organization which shows that providing women, who make up around 40-50% of the workforce in agriculture, with the same access to productive resources and technologies as men could increase yields by between 20 and 30% (FAO 2011).

In addition to their culturally hardworking natures, due to a lack of access to education, discrimination, social marginalisation and exclusion from decision-making institutions and processes, women in sub-Saharan Africa have found adaptation to modernisation difficult. Women stand to gain in particular through the building of confidence, problem solving and budgeting experience and through the development of skills and knowledge that can assist them to gain economic independence and, subsequently,

respect. Women in the district place a high value on education (SPE 2010) and through teaching women how to support themselves financially we can expect to see long term advances in girl child primary education completion.

15. 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)

This project will deliver a game-changing impact on species trafficked through Uganda (elephant, black and white rhino, pangolins, lion, leopard, chimpanzee, gorilla, exotic reptiles and birds etc). It will also have a similar impact on those that are poached and traded domestically, mostly for their meat (African buffalo, Jackson's hartebeest, Hippopotamus, Nile crocodile, Uganda kob, other antelope), as well as those for whom snares are indiscriminate (critically endangered Rothschild's Giraffe, and plenty of trunkless elephants).

Uganda is one of three countries accounting for 80% of large-scale ivory seizures within Africa, and is a major hub for illegal wildlife trade. This project will directly support UWA in redressing the specific areas identified as still "challenging" or "unclear" within the National Ivory Action Plan (see section 11), that facilitate the trade. The arrest and successful prosecution of even just one kingpin could have an almost immediate and regional impact by halting their activity, disrupting their networks, reducing poaching, and provide a meaningful deterrent.

Targeting drivers for poaching within Uganda and providing a viable and sustainable alternative in critical hotspots will have a similar impact on bushmeat species, and those domestic elephant and pangolin populations targeted for their ivory and scales respectively.

16. 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)

Tusk's long-standing partnership with UCF will continue beyond this project, providing further funding for UCF to implement Tusk's work in Uganda.

UCF will continue its long tradition of helping UWA to build capacity to address Human Wildlife Conflict, as a key driver of IWT, integrating research findings and lessons

learned from this project into UWA Policies and the Management Plans of the key Parks targeted in this project.

UCF will establish and run a community fund to support the ongoing salaries of CSs.

The design of the food gardens will focus on high value, "quick turnover" crops to ensure rapid returns and sufficient early momentum to prove their viability and sustainability. The same will apply to the beehive fences.

The CSs will monitor the condition of the elephant trenches, and with the CPC's ensure they are maintained.

UCF will continue to support State Prosecutors on wildlife crime cases, while lobbying for modules on wildlife crime will be added to relevant courses available through the Law Department and Institute of Environment and Natural Resources at Makerere University and other similar institutes in Kampala.

17. 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 is a natural evolution of UCF's work of the last 15 years: securing the future of Uganda's wildlife via strengthening law enforcement and investing in communities. Now park level interventions are starting to bear fruit, it is time to target the real drivers of the trade, whilst simultaneously investing in community development in the areas that need it most.

Various commitments are in place to support this:

- Tusk is fundraising against this objective and will be in a position to support UCF on evolving projects from 2016.

- UCF recently secured £███████ from the UK Conflict Stability & Security Fund to improve weapons security and provide WILD LEO devices and training for UWA & NRCN Intelligence.

- UCF are in the final of the USAID funded Wildlife Tech Challenge, for an award of $██████ towards rolling WILD LEO out to anti-trafficking agents; followed by a chance of the Grand $███████ Prize

- Save The Elephants have invited UCF to apply for a grant of $██████ to support higher-level IWT investigations via NRCN

- Whilst not mentioned as a formal partner in this document, we expect to be working together with Space for Giants very soon.

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

☐ **Yes** ☐ **No YES – TICKBOX DOES NOT WORK**

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:

We are aware that Space for Giants is looking for funding for outputs similar to our Intelligence & Prosecution Capacity-Building. On their recent visit to Uganda (Oct 2015) we forged close links and expect to be working together very soon on law enforcement activities and anti-trafficking objectives.

We are also aware that Wildlife Conservation Society (WCS) in Uganda are also funding activities aimed at strengthening Intelligence within UWA. Their plans for a dog detection unit at Entebbe, the introduction of Sentinel - a network intelligence system at UWA - are all important stepping stones to building capacity within the country to detect wildlife crime. We have designed our proposed intelligence capacity-building activities to avoid duplication with their projects.

At a park level, the new SMART monitoring system and our WILD LEO law enforcement tool are often confused as similar methods of data collection. For WILD LEO, the method of collection is secondary as it is simply concerned with crime spatial analysis - it can exploit any data in .csv format and the training provided to Data Analysts allows them to explore the data and interrogate it using their own hypotheses. The SMART programme, while ideal for R&M park management duties, has a more automated approach to the mapping component - Analysts are not able to create their own maps.

At the request of UWA, who are determined to maintain the 97% conviction rate which WILD LEO is achieving for them, we will be integrating the data collection requirements of WILD LEO into the new SMART system for use within the parks, to avoid conflict when on patrol. This will be tested in Nov 2015 in the field. Additionally, we are evolving a WILD COMMS system, closely related to WILD LEO but better adapted for use in communities, with the ability to record crop-raiding, measure key indicators, conduct surveys etc.

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

☐ **Yes** ☐ **No YES – TICKBOX DOES NOT WORK**

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**.**

Save the Elephants - Elephant Crisis Fund:

- $▮▮▮▮▮ grant managed by UCF to support NRCN in Project Kingpin (based on 1 high level case every quarter). Due to hear by end Oct 2015.

Wildlife Tech Challenge (USAID):

- A $▮▮▮ prize and $▮▮▮ Grand Prize awarded to technology based innovation tackling wildlife crime. we are already one of 44 finalists. Due to hear back by late 2015/early 2016 on the $▮▮▮ prize. The Grand Prize final is in 2016.

Future for Nature Award:

Whilst this award would be individually granted to Dr Lemieux for his work on WILD LEO, he has outlined that he would commit the €▮▮▮ towards ongoing development of WILD LEO in the anti-trafficking arena of Uganda.

Space for Giants:

We have yet to identify the specific funding opportunity but after a week of meetings with Space for Giants on the problems that need addressing in Uganda, we are confident we will be working together soon.

We have ongoing relationships with a small group of loyal donors including Tusk Trust, David Shepherd Wildlife Foundation, International Elephant Foundation, Seaworld Busch Gardens Conservation Fund, Bodhi Tree Foundation and US Fish & Wildlife Service. Future grants from their funds will help continue UCF's work in combatting wildlife crime in Uganda.

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.

18.   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:

1. UK Conflict Stability & Security Fund - Grant of £▮▮▮▮▮▮ confirmed of which £▮▮▮▮▮ is committed to the training of Intelligence Officers at UWA & NRCN in crime spatial analysis and evidence handling (WILD LEO)

2. Samworth Foundation - Grant of £▮▮▮▮▮ per annum which supports the UCF General Manager's annual salary of £▮▮▮▮▮ and internal staff development costs

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
w/c 12/10/15	Save the Elephants	$▮▮▮▮	Project Kingpin & Capacity Building for NRCN
w/c 12/10/15	Wildlife Crime Tech Challenge	$▮▮▮▮▮ $▮▮▮▮▮	WILD LEO roll out into Intelligence and Anti Trafficking sector
Nov 2015	Space for Giants	TBC	TBC - likely to be Intelligence capacity-building; Prosecutor Support; Chokepoint surveillance

19c) Justification

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

(max 150 words)

N/A

19. 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

20. 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)

The inherent structure of the partnerships to this project ensure maximum value will be achieved. The principals include representation from the most highly respected international organisations and conservation charities, with the strategic input and deep wells of expertise that accompany this.

Yet the majority of implementation and project management and reporting will be conducted at a national and local level in Uganda, providing maximum value for money and ensuring that the balance of funding is weighted significantly in favour of the focus country, directly benefitting Uganda and our project partners based there.

The Tusk/UCF partnership has been established over many years, and we are confident of their ability to deliver high impact results on a relativelty lean profile. The combination of activities reflect their core expertise of HWC and conservation law enforcement, yet where further specialist knowledge is needed, or efficiencies can be gained via collaboration, they have assembled a team of expert partners in livelihoods, investigation and prosecution. This will eradicate any potential conflict or duplication, and promote financial efficiencies throughout.

By managing the project through Tusk and UCF, proper accountability and reporting on expenditure is ensured. Each deliverable will be examined for best value, quotes will be obtained from multiple suppliers (with whom we have excellent, long-standing relationships) and economies of scale will be sought.

Co-financing is being pursued, with significant amounts either in the pipeline or secured, in order to spread the load and maximise long term project success.

21. 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)

All project partners have at least 15 years experience of working in East Africa, with a deep understanding of the ethical and legal frameworks of the countries in which they operate. To ensure legal and ethical obligations are met, national and local level actors including the UWA, ministries and local governments will be involved in planning, implementation and monitoring of all activities.

Tusk, UCF, IIED and SPE also all have British roots, thereby ensuring familiarity and

compliance at home and in Uganda.

We recognise the importance of involving local governance structures and communities in planning and implementation of their projects, without the support and of which, achieving positive outcomes and sustainability are unlikely. This process will also provide opportunities to integrate local knowledge to the project design; for example, SPE's five years implementing livelihoods activities around MFCA have successfully captured and utilised traditional cultures and knowledge to promote conservation.

For any research undertaken, IIED's research and academic expertise will provide the template for ensuring that best practice standards are upheld. We will also enlist IIED's assistance in the design of and guidelines for the collection of monitoring data.

Any active intelligence will be kept confidential to protect the casework and the operatives involved, and the right to privacy of any IWT suspect not successfully convicted will be respected.

All project staff will be covered by Uganda's health and safety guidelines as implemented by their respective organisations' health and safety policies.

All capital expenditure over £▇▇▇ will entail the provision of 3 quotes, which will be kept on file for later reference, should this be required. A register of any capital items purchased with the grant will be maintained, and whereabouts and status of those items confirmed at the project end. If any capital item is sold, a share of the proceeds will be refunded to the IWT Fund as per the guidelines set out by DEFRA.

22. 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)

Project outputs will include peer-reviewed articles and other technical reports that would be of benefit to other governments, NGOs and law enforcement agencies. Such outputs will be promoted extensively online over both Tusk and UCF's websites, over the elephant news Listserv that is managed by Save The Elephants, and through the publication of IUCN's African Elephant Specialist Group "Pachyderm", amongst others, as well as Tusk and UCF's social media and "e-newsletters".

Among rural beneficiaries or law enforcement, prosecutors, and judiciary - printed copies of these outputs will be provided, and their key findings and recommendations explained over the course of the many project trainings and workshops.

During production of project outputs, Tusk and UCF will observe the highest ethical standards: no information is included without full contributor permission, whose confidentiality, anonymity, and safety is guaranteed. All participation is voluntary, and this extends to output production. All research is carried out independently and impartially, with Tusk and UCF (and IIED where relevant) overseeing the outputs'

quality and integrity.

During investigations where our enforcement partners on this project uncover intelligence that could benefit regional/international partners working on high profile cases - some of which may involve authority figures - there will be secure mechanisms in place for them to share that information with trusted partners such as Space for Giants, Save the Elephants, Elephant Action League etc. These controls are necessary to ensure operational safety, but both UWA and NRCN recognise the importance of building regional connections and networks to combat IWT.

23.   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)
Poverty alleviation and a reduction in wildlife crime / IWT in Uganda.

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)
Improved livelihood opportunities, human wildlife conflict mitigation and enhanced park-community relations for the most vulnerable park-adjacent communities, supported by increased IWT convictions via law enforcement capacity building; these activities will deliver reduced drivers of wildlife crime at the community level, and a meaningful deterrent among financial beneficiaries of IWT.

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	**Measurable uplift in household income amongst Food Garden participants and CSs (Baseline - We intend to measure the current wealth of households participating in the pilot site, using either direct measures of household income (HHI), or proxies (asset ownership - as rural poor tend to have difficulties quantifying their income a measure of ownership is often more meaningful). At present, this data is not available at such a detailed level (and the pilot site has not yet been selected), and will be produced during a baseline study conducted as part of Output 1. In lieu of this data, the following data are taken from existing government surveys - dated between 2009 and 2013 - and provides a broad baseline as guidance for now:**
	• MFCA: average monthly HHI across West Nile, Mid Northern

	and Mid Western sub regions (the PA borders all three) is 157,000 Ush (real) and 324,000 Ush (nominal)[1] • **For two of the six districts neighbouring MFCA we have obtained asset ownership data showing, for Buliisa District, that 46% of households own a bicycle, 61.92% own a radio, and 40% own a telephone[2]. In Kiryandongo District, 54% own a bicycle, 67% own a radio and 40% own a telephone respectively[3]. These data exist further broken down, at the sub county or village level, and it is likely we would seek to update this information at the relevant pilot site area through Output 1. We are currently trying to obtain similar information for the remaining four districts for the broad baselines at this stage.** • **QECA: average monthly HHI within Mid Western sub region (the park borders this area, as well as eastern DRC, which is not taken into account) is 185,000 Ush (real) and 370,000 Ush (nominal)[1]** • **We are currently trying to establish household income and asset ownership data for the eight local government districts which border QECA.** • **In both areas, Output 2 (which will be predominantly women-led) will have to take into account the 30% drop in HHI for female- versus male-headed households on a nationwide basis[1]** • **End point +20%) 1. 2012/2013 Uganda National Household Survey** **1. Uganda National Household Survey 2012-2013.** **2. Buliisa District Local Government Survey 2009.** **3. Kiryandongo District Local Government Survey 2009.**
Indicator 2	**Reduction in poaching / criminal activity within the immediate area of the neighbouring PAs to pilot sites (Baseline - We are extracting the most recent raw data from UWA to establish arrest rates by district/sub county/village and encounter rates by ranger post (no of snares, traps, suspects etc within the PA). We anticipate having the data for the overall PAs by end March 2016 - as it takes time for this to be physically sent from the PAs to Kampala. Current data is available at the park level and includes:** • **MFCA Arrests: 214 suspects arrested during 2015 across whole PA.[1] It is our intention to overlay this with patrol hours/distances (pending) to provide robust year on year comparison.** • **MFCA Encounters: 1,538 snares and 131 traps encountered between Jan-Oct 2015 (annualized to 2051 and 175 respectively).[1] It is our intention to overlay this with patrol hours/distances (pending) to provide robust year on year comparison.** • **QECA: Data still pending from UWA and WILD LEO teams.**

	Once the pilot sites are identified this can be tailored to immediate locales by extracting the arrest and encounter rates by closest ranger posts to the pilot sites; End point -20%) 1. UWA / WILD LEO data.
Indicator 3	Less frequent and lower impact HWC rates; improved data on monitoring HWC (Baseline - We are working with UWA Conservation Community officers to obtain the most recent data to establish incidence rates by area. This data is still pending. We also hope to provide a measure of impact - but this may only be possible once we have our CS monitoring system established. We anticipate having the data for the overall PAs by end March 2016 - once the pilot sites are identified this can be tailored to immediate locales; End point -50%)
Indicator 4	Increased IWT Conviction Rates, and high profile arrests/convictions (Baseline - We are working with NRCN and UWA Legals team to collate the number of national IWT cases taken to court in 2015, and identify the number of high profile arrests (the latter likely to be baseline zero, or close to zero). The raw data is still pending from both partners and we anticipate needing to extrapolate IWT specific cases (vs poaching or other wildlife crime conducted within a PA) via an analysis of the charges involved. We anticipate having this data in place by end March 2016; End point +20% convictions)

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	Wealth indicators will be verified via a baseline study followed by bi-annual household reports from our park-adjacent pilot sites. These will be conducted using quantitative survey questionnaires and qualitative video interviews collected via the WILD COMMS devices by PFOs in their pilot study areas.
Indicator 2	Criminal activity indicators will be monitored via quarterly UWA law enforcement data from their WILD LEO and SMART reports, as well as dedicated spatial analysis of the number of poaching convictions from our pilot site areas using data from the UWA Offender Database as source.
Indicator 3	HWC incident rates will be recorded via the Community Scouts in key boundary areas, with data transmitted in real time and mapped using WILD COMMS techniques in UCF quarterly reports. UWA HWC data will also be referenced. These reports will include photos or video of evidence of HWC, as well as analysis of location, type, frequency and extrent of damage.
Indicator 4	Increased IWT conviction rates will be monitored by aggregated reports incorporating court results from UWA, NRCN and State prosecutions of IWT suspects, supported by newspaper reports.

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	UWA receive continued and improved commitment and support from the MoTWA and other government agencies in conducting their mandate to conserve and protect the wildlife of Uganda, and the political climate remains broadly stable
Assumption 2	Any industrial or mineral development of MFCA or QECA is carried out with the requisite environmental sensitivity to the status of these PAs
Assumption 3	The majority of poaching in our focus areas remains driven by demand for domestic and/or commercial bushmeat, and Uganda is not subjected to a sudden escalation of arms-based ivory poaching
Assumption 4	Local weather patterns remain consistent and climate change does not rapidly accelerate

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	The identification of the most vulnerable park-adjacent communities to be used as two pilot sites for this project; one neighbouring MFCA and one neighbouring QECA
Output 2	The creation of women-led food gardens as sustainable livelihood options for members of our pilot site
Output 3	The mitigation of human wildlife conflict and improving of park relations via the formation of a Community Scout team, implementation and monitoring of HWC interventions, and reinstatement of Community-Park Committees in our focus areas
Output 4	The increase of prosecutions of IWT suspects via capacity building within the Intelligence and Legal sectors of Uganda law enforcement

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	1 x baseline WILD COMMS geo-spatial report per focus area showing cluster analysis of criminal convictions by community and identifying other factors (historical HWC patterns, proximity to local lodges, organisational footprints etc) affecting the selection of the pilot sites (2 total - Q1 FY1)
Indicator 2	3 x biannual WILD COMMS geo-spatial reports per focus area showing cluster analysis of criminal convictions by community and other indicators as measured by FPOs and CSs (6 total - Q3 FY1, Q1 & Q3 FY2)
Indicator 3	1 x final WILD COMMS geo-spatial report per focus area showing analysis of all indicators accompanied by (2 total - Q4 FY2)

Output 2	
Indicator 1	50 community members (minimum 60% women) per pilot site recruited and trained on sustainable agriculture techniques by Q2 FY1
Indicator 2	First crop sown in 1 x community food garden per pilot site by Q3 FY1
Indicator 3	Signed supplier agreements with at least 50% of the lodges located less than 30km by road from the pilot site by Q4 FY1
Indicator 4	Measurable uplift in in household income levels of participants, and increased diversity of income sources by Q1 FY2 onwards

Output 3	
Indicator 1	50 x Community Scouts (25 per focus area) recruited and commencing basic training by Q4 FY1
Indicator 2	Training in data collection and monitoring of HWC incidents and other indicators, and provisoon of 50 x WILD COMMS smartphone/tablet devices by Q1 FY2
Indicator 3	Community training workshops on HWC methods by Q1 FY2, and implementation of at least 2 area-specific HWC interventions by pilot site (i.e. elephant trenches, noisemakers, beehive fence, vermin control or livestock bomas) by Q3 FY2

Output 4	
Indicator 1	Complete core competency Frontline Intelligence Training (2 week workshops) for 80 x UWA Intelligence Officers and 5 x NRCN Operatives by Q1 FY2 (the bulk of training, focused on central and elephant ranger intelligence teams, will be completed by Q4 FY1).
Indicator 2	Complete WILD LEO spatial crime analysis training and provision of smartphone/covert devices as appropriate for 80 UWA Intelligence Unit Officers & 5 NRCN Officers by Q1 FY2 (with bulk of training completed by Q4 FY1 as above)
Indicator 3	Complete Advanced Motorcycle Rider Training for 9 x UWA Intelligence and 4 x NCRN Operatives by Q1 FY2; with provision of 10

	"boda" motorcycles for road surveillance across Uganda
Indicator 4	"Kingpin" investigation support for NRCN on specific high-level IWT cases - an average of 1 case per quarter (8 in total).
Indicator 5	Provision of a part-time Wildlife Crime expert to offer support to state and other prosecutors working on IWT cases; building capacity via ongoing prosecution and case management support and bi-annual workshops with a minumum of 25 legal professionals / law students per session (4 x 25 total)
Indicator 6	Provision of a rolling internship targeting law students/graduates for role of Wildlife Court Officer, tasked with monitoring IWT cases and aggregating newspaper reports etc

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	**UWA Law enforcment data; WILD LEO reports; UWA Community monitoring of HWC patterns; Historical project data from UCF and other stakeholders; Baseline interviews with community members**
Indicator 2	**Baseline Household survey; SPE Project reports; Follow up surveys conducted using WILD COMMS; Video interviews with subjects; Interviews with Tourism providers; Sales Records; Copies of agreements**
Indicator 3	**Project Reports; Community Scout Inteviews and Photographs; Records of trainings; WILD COMMS data monitoring and reports; UWA HWC data for comparison; Monitoring of interventions & results**
Indicator 4	**Training records; Project Reports; Courtroom Monitoring; Conviction Rates; Course certifications; UWA Annual Report; Arrest Records; Seizure Records**

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	That the high calibre of legal professionals and interns we will recruit exist and will be willing to commit 30% of their time (in the case of the former) to this cause
Assumption 2	That the Government of Uganda will empower UWA to detect and combat wildlife crime with a timely review of the legislation, including any amendments to their executive powers

Assumption 3	That communities are willing to designate land and participate in the livelihoods and HWC projects

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	Obtain and clean the data from the historical UWA Offender Database for MFCA & QECA, as well as any "big data" from Uganda Bureau of Statistics, i.e. local populations by community, number of households etc.
Activity 1.2	Source any external "big data" from Uganda Bureau of Statistics, such as local populations, number of households, etc and clean
Activity 1.3	Conduct spatial analysis using QGIS to create cluster analysis maps of poaching convictions by local communities, on a quarterly basis
Activity 1.4	Combine above data with Livelihoods, HWC and Anti-trafficking reporting from other outputs into bi-annual Management Reports and final Project Report

Output 2	
Activity 2.1	Recruit 50 community members (min. 60% women) per pilot site, and conduct participatory analysis to develop Food Garden concept and identify land to be designated for its use
Activity 2.2	Provide WILD COMMS devices/apps to 2 x PFOs and train on data collection and transmission
Activity 2.3	Design and conduct baseline Household Study and Subject Video Interviews using WILD COMMS
Activity 2.4	Conduct stakeholder meetings including Food Garden group, UWA Community Conservation Officers and Lodge Representatives, to develop crop ideas and agree supplier agreements.
Activity 2.5	Train participants in small business skills and sustainable agricultural practices; provides seeds, equipment etc.
Activity 2.6	Installation of a water catchment irrigation system
Activity 2.7	Encourage peer election of Food Garden Team Leaders to take on key roles (Client Management; Sales; Book-keeping; Stock Control)
Activity 2.8	Monitor and support agricultural output and market linkages with tourism providers, and help Group identify any new opportunities (new high value (industrial/engineering project camps etc)
Activity 2.9	Compile bi-annual reports from follow up Household Surveys and Subject Interviews

Output 3	
Activity 3.1	Identify candidates and conduct recruitment of 25 Community Scouts per focus area
Activity 3.2	Conduct Community Scout training in monitoring HWC incidents and interventions, as well as natural resource sharing, recording and

	transmitting this data using WILD COMMS devices
Activity 3.3	Hold community training workshops on HWC mitigation methods with communities in focus areas
Activity 3.4	Agree and implement at least 2 area-specific HWC interventions at pilot sites
Activity 3.5	Where possible (i.e. trench digging, boma construction, vermin control) employ people from the pilot sites to conduct the work
Activity 3.6	Co-ordinate and monitor the reinstatement of Community-Park Committtees (CPCs) between UWA and communities (represented by CSs and Local Councils): to assist conflict resolution, maximise impact of revenue sharing and improve communications
Activity 3.7	Produce quarterly HWC reports incorporating incident monitoring, PFO reports on CPCs, and monitoring of any intervention activities

Output 4	
Activity 3.1	Contract experienced Security Sector training professionals to conduct core competency workshops on intelligence, investigation, defensive driving skills for UWA Intelligence/NCRN
Activity 3.2	Procure and provide suitable covert GPS tracking and audio/visual surveillance equipment for use as WILD LEO data collection devices for UWA Intelligence/NRCN
Activity 3.3	Prepare materials and conduct training on WILD LEO evidence collection and crime analysis for UWA/NRCN
Activity 3.4	Schedule and complete all trainings in a strategic sequencing to allow creation & management of discrete intelligence cells
Activity 3.4	Identify and recruit a 'wildlife crime' expert legal professional with the right profile amongst the Uganda judiciary and legal system to be able to support legal professionals in case management and prosecution of IWT crimes
Activity 3.5	Procure and provide 10 x motorcycles for road surveillance purposes (9 to UWA, 1 to NRCN) with any necessary licenses required by operatives
Activity 3.6	Identify targets for Kingpin cases with NRCN and schedule investigation support
Activity 3.7	Magnify media exposure of Kingpin cases convictions and any other IWT convictions via Press Releases to key media and conservation partners around the world, thereby increasing the deterrent
Activity 3.8	Organise and host bi-annual Wildlife Crime workshops, run by the in-house Wildlife Crime expert, offering training and materials to help legal professionals and law students improve their techniques for maximising convictions and sentencing of IWT cases

24. 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									
1.1	3	x							
1.2	9			x		x		x	
1.3	3								x
Output 2									
2.1	12	x	x		x		x		
2.2	21		x	x	x	x	x	x	x
2.3	6			x	x				
2.4	12					x	x	x	x
Output 3									
3.1	15			x	x	x	x	x	x
3.2	12					x	x	x	x
3.3	9					x	x	x	
Output 4									
4.1	18		x	x	x	x		x	x
4.2	15			x	x	x		x	x
4.3	3					x			
4.4	24	x	x	x	x	x	x	x	x
4.5	21		x	x	x	x	x	x	x
4.6	21		x	x	x	x	x	x	x

25. 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)

A Monitoring and Evaluation Performance Management Framework will be prepared by the Project Management Team (PMT) on the basis of the project's indicators and timeframes, broken down into milestones. Where not already available, baseline data for performance indicators (such as HWC frequencies and impacts; percentage of IWT cases brought to court by UWA with substantive evidence; percentage of successful convictions, etc.) will be compiled for areas in which UCF has not previously worked. Much of the baseline and monitoring data will come from fieldwork conducted as part of this project, and is therefore explicitly budgeted for.

Field teams will prepare quarterly progress reports for internal use to allow the PMT to control progress on implementation of activities, use of human, financial and other resources, and monitor efficiency, and progress against milestones.

Annual internal evaluation will be conducted by one of our experienced Trustees (on an expenses only basis) and findings and lessons learned fed back into planning for the forthcoming period and as key guidance for the PMT, in particular UWA Management. Where necessary, proposals to modify activities will be drafted in consultation with partners and the IWT Challenge fund managers, to respond to new evidence emerging from field experiences.

Half-Yearly and Annual reports compliant with DEFRA reporting templates will monitor and chart progress towards achievement of outputs, for submission to Trustees of both Tusk and UCF, and to the IWT Challenge Fund Managers. Progress will be presented in simple, quantitative and visual format measured against our SMART indicators.

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** ☐

YES – TICKBOXES DO NOT WORK (NO WRITTEN ADVICE)

Certification

On behalf of the trustees/company* of   TUSK TRUST
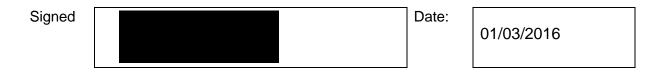(*delete as appropriate)
I apply for a grant of £ 488,651   in respect of **all expenditure** to be incurred during the lifetime of this project based on the activities and dates specified in the above application.

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.

Name (block capitals)	DAN BUCKNELL
Position in the organisation	EXECUTIVE DIRECTOR

Signed	███████████	Date:	01/03/2016

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)?	Y
Have you provided **actual start and end dates** for your project?	Y
Have you provided your **budget based on UK government financial years** i.e. 1 April – 31 March and in GBP?	Y
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?	Y
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)	Y
Have you included a **1 page CV for all the Project Staff** identified at Question 10, including the Project Leader?	Y
Have you included a **letter of support from the main partner(s) organisations** identified at Question 9?	Y
Have you included a signed **copy of the last 2 years annual report and accounts** for the lead organisation?	Y
Have you **checked the IWT website on GOV.UK** immediately prior to submission to ensure there are no late updates?	Y

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.