



Illegal Wildlife Trade (IWT) Challenge Fund Annual Report

To be completed with reference to the “Writing a Darwin Report” guidance: (<http://www.darwininitiative.org.uk/resources-for-projects/reporting-forms>). It is expected that this report will be a **maximum** of 20 pages in length, excluding annexes)

Submission Deadline: 30th April 2018

IWT Challenge Fund Project Information

Project reference	IWT038
Project title	Strengthening intelligence-led enforcement approaches to combatting wildlife crime in Africa
Country/ies	Republic of Congo, Mozambique, Nigeria
Contract holder Institution	Wildlife Conservation Society
Partner institution(s)	
IWT grant value	GBP 365,009
Start/end dates of project	1 April 2017 – 31 Mar 2020
Reporting period (e.g. April 2017-Mar 2018) and number (e.g. Annual Report 1,2,3)	April 2017 – Mar 2018 Annual Report 1
Project leader name	
Project website/blog/social media	@WCS_Nigeria, @WCSMozambique, @WCS_Congo
Report author(s) and date	

1. Project rationale

Growing Asian demand for elephant ivory has intensified poaching pressure on African elephants. In 2013, a WCS-led assessment of forest elephants in Central Africa revealed a 62% decline over 10 years due to poaching. In 2014, a WCS-led national elephant census in Mozambique showed a 48% decline in the last 5 years. In 2015, Sam Wasser and colleagues used DNA analysis to trace the origin of major ivory seizures and revealed southern Tanzania/northern Mozambique, together with the TRIDOM area of Gabon, Congo and Cameroon, as the two hotspots of the elephant poaching crisis in Africa.

Our target countries – Nigeria, Congo, Mozambique - are identified in the latest CITES Elephant Trade Information System (ETIS) report as either ‘of secondary concern’ or ‘important to watch.’ Congo, harbouring more than a quarter of remaining forest elephants, is a major source country for forest elephant ivory. Nigeria, with few remaining elephants of its own, is a major ivory entrepôt and West African exporting nation, drawing in ivory from Central and East Africa. It also has a large unregulated domestic ivory market. Mozambique is a key source and transit country, with

involved in rhino poaching in neighbouring South Africa as well as elephants in

The impact of ivory trafficking on local communities living in areas where elephant poaching occurs is complex, with proceeds benefiting a few to the detriment of many. The direct beneficiaries of ivory trafficking are largely outsiders, whose involvement displaces access to resources away from local communities, disrupts local economies, and promotes corruption of local authorities. This in turn erodes trust between communities and the authorities intended to protect them, exacerbating social conflict and weakening local governance. In some instances corruption can actively divert government funding away from social services and local development opportunities.

This project aims to strengthen intelligence-led law enforcement in three source and transit countries for ivory trafficking – Republic of Congo, Mozambique and Nigeria.

. It will strengthen rule of law in and around protected areas to improve security and create the necessary enabling environment for economic and development opportunities for local communities. Selected sites present opportunities for replication at continental scale.

2. Project partnerships

In the Republic of Congo, WCS continue to work closely with ACFAP (Congoese Wildlife and Protected Area Agency) in all aspects of project implementation. The Ndoki Foundation - that manages the Nouabale-Ndoki National Park under a Public-Private-Partnership between the Government of Congo and WCS – has held two steering committee meetings during the reporting period (August 2017 and February 2018),

WCS also continues to work closely with the Ministry of Justice and Human Rights in its support of the court and judicial processes particularly in the courts of Ouessou and Impfondo in northern Congo. A national judicial scoping study – conducted independently of the UK/DEFRA support – but which compiled data on all judicial outcomes for wildlife offences, including cases that were brought to justice with the support of UK/DEFRA – was recently completed by WCS in partnership

and which contains a series of critical recommendations for improving and strengthening legal, judicial and implementation aspects of the national criminal justice system.

In Mozambique, WCS continues to work closely with

A stakeholder meeting was held in March between WCS and to discuss the institutional structure and support of the Wildlife Crime Unit, at which the regional intelligence specialist recruited under this program participated.

and additional funding for implementation has been leveraged.

Mozambique has also strengthened its trans-continental partnership with Vietnam in CWT, through a high level meeting in Maputo in April 2017, facilitated by WCS between the

Mozambican Ministry of Interior and the Foreign Affairs Attaché of the Vietnam Embassy (<http://english.vov.vn/politics/vietnam-mozambique-intensify-cooperation-in-crime-fight-347053.vov>): a meeting that will pave the way for a concrete collaboration between the two countries in addressing wildlife trafficking (see also grant IWT 283 that is focusing on Vietnam-Mozambique cooperation in combatting wildlife crime).

In Nigeria, the principal partner identified for this project

– a new partner with whom we wished to catalyse action on CWT with UK/DEFRA support. is set up to enforce all environmental laws, guidelines, policies, standards and regulations in Nigeria. also has the responsibility to enforce compliance with provisions of international agreements, protocols, conventions and treaties on the environment.

This access is now restricted to Customs, Immigration and Police. It is clear therefore that our partners for implementing the program of work in Nigeria now need to include Customs.

In the interim we are working with the Federal Ministry of Environment and the CITES focal point in particular.

In March, WCS facilitated a one-day workshop in Abuja on the illegal wildlife trade in Nigeria with the Ministry of Environment entitled “Combating Illegal Wildlife Trade and Sensitization on Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)”. The workshop was also used by the Ministry to commemorate UN World Wildlife Day and the UN International Day of Forests, and was attended by Customs, Immigration, NESREA, National Parks Service, Ministry of Environment, Interpol, local and international NGOs and various embassies including UK, US, France and Vietnam. The workshop focused on raising awareness of existing CITES legislation and implementation in the country and a discussion of problems surround this such as the escalating export of rosewood from Nigeria to China, as well as Nigeria being used as a transit point for the illegal trade in ivory and pangolin scales. This workshop provided an entry point into engagement with these agencies.

3. Project progress

3.1 Progress in carrying out project Activities

Output 1. Enhanced national capacity of ROC, Mozambique and Nigeria to support intelligence-led policing actions

All activities under Output 1 are on track, with a focus on Congo and Mozambique in this first year of the project.

We continue to view Congo and the Wildlife Crime Unit (WCU) operating around the Nouabalé-Ndoki National Park (NNNP) as a model for this project to scale up to Mozambique and Nigeria as appropriate. Accordingly, was deployed to Ndoki for his first scoping mission

between September and December 2017. During this trip he participated (as mentor) in a 12 – week training in Ouessou, northern Congo operated by _____.

A second scoping mission was conducted _____ between February and March 2018. One-on-one training _____

_____ This workshop agreed upon a new organogram, recruitment plan and timetable for staffing the WCU, which will be implemented in Year 2.

No direct training or mentoring support to Nigeria was provided during this reporting period. The project is at a very early stage in Nigeria, with new partnerships being formed with key government and enforcement authorities. It is scheduled for the intelligence manager identified by our WCS program in Nigeria to conduct a study tour to Congo in Year 2 _____

Output 2. Enhanced infrastructure, information gathering, and strategic support structures in place in protected areas in Nigeria, Republic of Congo and Mozambique to implement intelligence-led policing

All activities under Output 1 are on track, with a focus on Congo and Mozambique in this first year of the project.

A preliminary version of Standard Operating Procedures (SOP) for intelligence-led operations was drafted _____ for NNNP/Congo _____

This will be finalized during Year 2 and serve as a model for customization in the other target sites.

Copies of the two draft SOPs and intelligence staffing structure cannot be shared publicly at this time due to the sensitivity of the information. However, further details are available to UK/DEFRA on request.

An assessment of different intelligence management and analysis software packages has been initiated by the NNNP/Congo team.

participated in a training in SMART Profiles in Cambodia in January 2018. SMART Profiles is a freely available entry-level intelligence and entity management module in the [SMART](#) desktop software package. This has not yet been publicly released but NNNP is participating as a test site for piloting the approach in Africa. r

This workshop was primarily focused on a new Domain Awareness System (DAS) for protected area management and conservation operations being developed but provided useful exposure and lessons learnt to a number of intelligence analysis packages and platforms being tested elsewhere in Africa. It is important to state that the decision on which intelligence management and analysis tool to use needs to consider a number of practical factors to ensure effective and sustainable implementation in the field – including human capacity, the need to have correct procedures and workflows in place, as well as internet connectivity and pricing plans. Whilst several well established commercial and extensive intelligence analysis packages are available (e.g. [Jigsaw](#), [Semantica](#), [i2](#)) these are not always appropriate for a low capacity, entry level situation.

Output 3. Enhanced intelligence and investigative capabilities and infrastructure in provincial/national wildlife crime units in Nigeria, Republic of Congo and Mozambique

Activities under Output 3 are mostly scheduled in Years 2 and 3 of the project so there is less progress to report in this first reporting period. Activities are on track to be completed as scheduled.

Identification of intelligence management and analysis tools for national and provincial Wildlife Crime Units is on track and has progressed as outlined above under Output 2.

An organogram and staffing plan was developed for both the provincial WCU in northern Congo and the national WCU Mozambique that will be implemented in Year 2.

An initial training workshop in Nigeria with our primary partner NESREA was hosted by WCS in March 2018 that also invited a number of important government and enforcement authorities including Customs, Immigration, National Parks Service, Ministry of Environment, Interpol, local and international NGOs and various embassies including UK, US, France and Vietnam. This provided an important opportunity for institutional buy-in from key government partners.

3.2 Progress towards project Outputs

As anticipated, Year 1 has seen most of the progress made towards these targets in Congo, with activities in Mozambique initiated and expected to expand in Year 2. Work in Nigeria will begin in Year 2 and expected to expand in Year 3. Most of the work has focused on Outputs 1 and 2, with Output 3 scheduled for Years 2 and 3. The project is on track to delivering on targets under each of the three Outputs.

Output 1. Enhanced national capacity of ROC, Mozambique and Nigeria to support intelligence-led policing actions

Baseline

Progress

A regional intelligence specialist has been recruited and deployed (see Terms of Reference in Annex 4.1)

Year 1 has seen significant training, recruitment, restructuring and professionalization of the operations of the WCU in Congo, with the development of an SOP.

No new intelligence managers have been recruited

Output 2. Enhanced infrastructure, information gathering, and strategic support structures in place in protected areas in Nigeria, Republic of Congo and Mozambique to implement intelligence-led policing

Baseline

No procedural documents were in place in any of the target sites at project start. No formal intelligence management, analysis and reporting procedures were being implemented and no systematic intelligence management and analysis software packages were being utilised.

contrast, intelligence-led investigations and operations

were being conducted in Congo and in Yankari Game Reserve in Nigeria but in the absence of standardized procedures or good data management practices.

Progress

Training and capacity field assessments have been conducted in two countries - Congo and Mozambique by the regional intelligence specialist with a new organogram and staffing structures in place for both countries.

A draft SOP exists for intelligence-led enforcement operations in NNNP in Congo that will be finalized in Year 2 and customized for other target sites. Implementation and mentoring of staff in the use of the SOP has begun in Congo and will be reinforced in Year 2.

A temporary intelligence management/analysis software platform and procedure is in place in Congo and one other intelligence package is being piloted.

Output 3. Enhanced intelligence and investigative capabilities and infrastructure in provincial/national wildlife crime units in Nigeria, Republic of Congo and Mozambique

Baseline

National/provincial wildlife crime units were not yet established in Nigeria or Mozambique at project start, with new partnerships established in the former and discussions fairly well advanced on planning in the latter. A nascent WCU was established in northern Congo at project start. No standardized protocols or infrastructure was in place.

Progress

A temporary intelligence management/analysis software platform and procedure is in place in Congo and one other intelligence package is being piloted.

A workshop was hosted in Nigeria to build stakeholder engagement in CWT. A training report is available (see **Annex 4.4**).

3.3 Progress towards the project Outcome

Outcome: By strengthening enforcement response through the establishment, operationalization and durability of protected areas, provincial and national structures for intelligence-led policing, the trafficking of ivory out of two current poaching hotspots and one major transit port is demonstrably curtailed

We are confident the project is on track to achieve the Outcome by project end in Congo, and highly likely in Mozambique also. We will be able to better determine our impact in Nigeria by end of Year 2 as

The fact that several high profile seizures by Nigerian Customs have been made and publicized this year¹ suggests that there is potential to engage

¹ <https://www.premiumtimesng.com/news/headlines/251668-ivory-trade-nigerian-govt-seizes-55-elephant-tusks.html>

and we will pursue with our strategy of working from the ground-up with state-level actors accordingly.

Baseline

At project start (based on data from the year of 2016) the number of wildlife crime cases submitted to the courts in Congo through the WCU operating under the NNNP was 38 cases, with 31 cases ending in a judgement, of which 25 (71%) resulted in a conviction, with 5 people (20%) receiving the maximum 5-year prison sentence for a wildlife offence. In Nigeria and Mozambique no baseline information existed and no formal provincial or national CWT institutional structure was established in these two countries.

Progress

The WCU in Congo has received intensive 3-month training and mentorship over the project period, with the development of a new staffing structure and SOP for intelligence-led enforcement. Between January 2017 and February 2018 41 wildlife trafficking cases were submitted to the courts, with 12 cases having concluded in a judgment to date (many of these are still ongoing). Of these 12 cases, 10 (83%) resulted in a conviction with 7 people (70%) receiving the maximum 5-year prison sentence. Thus although overall numbers are still quite low we have seen a three-fold increase in the conviction rate and application of the maximum penalty for more serious trafficking offences. This trend represents a continual improvement since 2015 when not a single one of 53 people transferred to the courts for wildlife trafficking cases received the maximum sentence.

A staffing structure and recruitment plan is in place for a national and provincial WCU in Mozambique and new partnerships with Customs authorities have been engaged in Nigeria. New regional capacity and expertise is in place to share lessons learned, scale successful approaches across sites, catalyse impact, and to establish a long-term mentoring and training program.

3.4 Monitoring of assumptions

All Assumptions still hold true with the exception of the following.

0.3 Anti-poaching and wildlife crime response units are enabled and mandated to make arrests and respond to intelligence. Our government partners do currently have this mandate but in the event this should change due institutional restructuring on the part of the government entities during the course of this project, we will work to adapt accordingly given this will also impact our broader program.

Comments: In the case of Nigeria,

2.1 WCS maintains existing co-management agreements in selected sites. We will manage this risk by drawing on our country support teams, political liaisons and long-term government relationships in-country.

Comments: Our co-management agreement for Niassa is currently being renewed. We do not anticipate this will have a negative impact on the project deliverables.

3.1 WCS maintains access to provincial and national government agencies. We will manage this risk through our long-term country program operations.

Comments: In Nigeria, a shift to focus on Customs will require additional engagement of the Customs authorities in the Calabar sea port with a view to developing a formal agreement between them and WCS over the course of the next Year.

4. Impact: achievement of positive impact on illegal wildlife trade and poverty alleviation

Impact: Improved governance and reduced poaching threat to wild populations of African elephants in key source populations, through disruption of wildlife trafficking networks.

Three high profile arrests and convictions were made during this reporting period – specifically in Congo, due to improved functioning of the Wildlife Crime Unit (see Section 5 for links to these news stories). Specifically, at least one trafficking network was dismantled that was transnational in nature between Congo and Democratic Republic of Congo.

The project also saw a substantial improvement in the justice system in the north of Congo, with an improved conviction rate and observation of due legal process. Demonstrating improved governance amongst local authorities and intolerance of corruption is a critical element in establishing local rule of law and in creating the necessary conditions for economic development and investment to thrive.


We aim to scale these impacts to our other two target sites over the course of the next two years of this project.

5. Project support to the IWT Challenge Fund Objectives and commitments under the London Declaration and Kasane Statement

The project is working primarily to strengthen law enforcement by building systems and capacity to implement intelligence-led policing in three target sites that play a disproportionate role in the poaching of elephants and trafficking of ivory out of Africa.

Specifically the project is able to demonstrate progress towards the following recommendations set out in the **London Declaration**.

X , XI, XII – The project has seen a tripling in the application of maximum sentences of ivory traffickers in northern Congo in its first year compared to the baseline, thus considerably improving the deterrent effect of the judicial system on would-be wildlife criminals.

XIII –  recruited and trained across the sites.

XIV – The project has promoted a cross-agency approach to tackling wildlife crime in all three target sites, through a multi-agency workshop in Nigeria, through a high level trans-continental collaboration between Mozambique and Vietnam, and through facilitation of cooperation on arrest operations with ACFAP, gendarme and army in Congo

XX – The project has developed strong and mutually beneficial partnerships with local communities in and around the Nouabalé-Ndoki National Park that have helped both economic development and information exchange on illegal activities. Through the provision of technical support to local fisher communities to establish cooperatives and improved fish smoking technology, we have successfully received information on several illegal incursions along the rivers by elephant poachers that have led to at least one arrest.

and the Kasane Statement:

5 – The project has strengthened capacity of law enforcement officers and intelligence specialists engaged in wildlife law enforcement

9 – Strengthening the application of maximum sentences for ivory traffickers through support to the judicial and legal services.

and the Hanoi Conference;

Section C in Actions – The project is working to strengthen law enforcement in the three target countries of Congo, Mozambique and Nigeria

Notable achievements this year include:

Three separate high profile arrests and prosecutions of known poaching networks in northern Congo including one transnational network

<http://wsccongoblog.org/2017/05/30/major-ivory-trafficker-jailed/>

<http://wsccongoblog.org/2017/12/18/elusive-congolese-poacher-sentenced-to-five-years-in-jail/>

<http://wsccongoblog.org/2018/02/23/anti-poaching-operation-leads-to-five-year-conviction-for-three-poachers/>

Nomination of WCS Nigeria's Nacha Geoffrey as a finalist of the 2017 Tusk Awards

<http://tuskawards.com/nacarada-geoffrey-2017/>. Nacha is working to strengthen protection of elephants in Yankari Game Reserve (a target site under this project) which last year recorded a zero year for elephant poaching <https://independent.ng/yankari-forest-rangers-seize-n2-b-worth-elephant-tusks/>

6. Impact on species in focus

The project is already demonstrating its capacity to dismantle wildlife trafficking networks and thus reduce the threat of elephant poaching through three high profile cases in Congo during this reporting period that involved the arrest and sentencing (with maximum prison sentences) of three known elephant poaching networks operating in and around the NNNP (see Section 5 and Section 3.3). We anticipate scaling these impacts in Year 2 and 3 with expansion to Mozambique and Nigeria.

7. Project support to poverty alleviation

This project is working to specifically improve accountability and effectiveness of government enforcement agencies in responding to wildlife crime. In doing so, it aims to build trust between local communities and law enforcers – who represent the two primary groups of beneficiaries. Ivory poaching and trafficking in the target countries is largely controlled either by 'outsiders' or a small group of elite 'patrons' living in urban areas. These groups serve to disrupt local economies and promote corruption of local authorities. This results in a breakdown of local services and rule of law for those communities most affected.

By working with local enforcers and judicial authorities, the project has already dissuaded several attempts at corruption in the courts and promoted in the media incidents of due legal process being observed in a series of high profile court cases. The project has created opportunities to leverage the judicial authorities in awareness raising and training on application of the law, all of which serves to promote better local governance, improve local rule of law and to build the confidence of local communities in their local and provincial authorities.

8. Consideration of gender equality issues

This project does not directly impact upon gender equality. However, indirectly there are two aspects that are taken into consideration.

- Firstly, as part of our intelligence analysis we are trying to understand the relative roles of men and women in the trafficking networks, identifying and mitigating vulnerabilities and targeting specific interventions accordingly.
- Secondly, as part of our own recruitment process, we work to ensure there is a strong representation of both women and men in key roles in the project.

9. Monitoring and evaluation

Monitoring and Evaluation of the project has employed three main processes:

- Development of a database to monitor enforcement operations and convictions through the court in order to assess impact. This has now been compiled for the whole country in Congo by WCS working in partnership with the government and other technical partners contributing legal and judicial support services. This enables us to draw the data for measuring our outcome indicators. This will serve as a model for scaling to other target sites.
- Regular debriefings and coordination meetings between the Project Coordinator and the Regional Intelligence specialist recruited under this project. Three face-face coordination meetings have been held with the Intel Specialist. Each field mission is prefaced with a clear workplan and briefing, followed by a debriefing on return from mission.
- Regular and informal discussion between the Project Coordinator and project leads in all of the three target countries. This typically happens through email and skype but ensures that the Project Coordinator is regularly briefed on project progress and in planning field missions of the Regional Intelligence Specialist.

10. Lessons learnt

The recruitment of an intelligence specialist and the contribution of a new skillset to this project has been a significant catalyst in implementation. The motivation behind this recruitment was always to develop a mentoring role that could capitalize upon short-term and ephemeral training programs and we feel this logic has been fully borne out by the project results in the first year. The fact that we are now recruiting a second consultant to work under the direct supervision of the regional intelligence specialist is testimony to the significant need for these embedded skillsets expressed by protected areas and law enforcement authorities.

11. **Actions taken in response to previous reviews (if applicable)**

. Changes and improvements to the logframe were suggested, in particular making more explicit the linkages from our project to alleviating poverty. A revised logframe with edits to the indicators is included in Annex 4.5 and will be reported on from Year 2.

12. **Other comments on progress not covered elsewhere**

N/A

13. **Sustainability and legacy**

The motivation for this project was always to build sustainable intelligence-led enforcement systems and processes into the daily work of enforcement authorities working in protected areas and in provincial or national wildlife crime units. We argued that short-term expensive training programs were not sustainable and that what was needed was embedded mentoring and sustained technical support that developed a strong capacity building element from within the enforcement agencies. We adhere to this philosophy in our recruitment, training and in our approaches to identifying the right government partners and establishing long-term on-the-ground partnerships with those government agencies. We argue that this remains an important and proven approach in ensuring sustainability and legacy for the project. This project builds on existing and long-term relationships with government partners in all of the three target countries. Government agents are represented in all of the mentoring and training programs discussed here and the regional intelligence specialist has worked very closely with the government representative for the NNNP in Congo and with ANAC in Mozambique during his field visits.

14. **IWT Challenge Fund Identity**

In our most recent WCS Congo blog post on [the successful arrest and prosecution of the DR Congo poaching network](#), we referred to funding support from UK Government through IWT Challenge Fund.

15. **Project expenditure**

Table 1: Project expenditure during the reporting period (April 2017-March 2018)

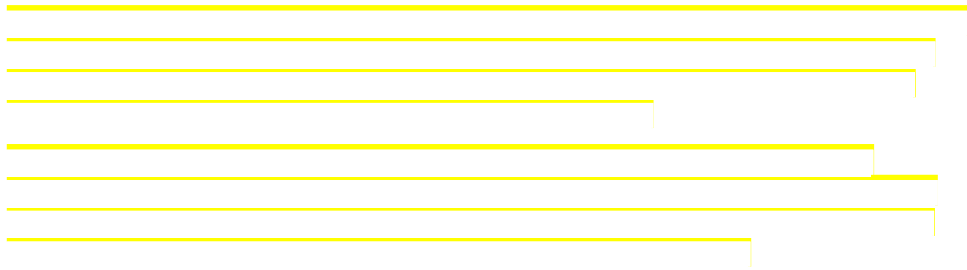
16. OPTIONAL: Outstanding achievements of your project during the reporting period (300-400 words maximum). This section may be used for publicity purposes

I agree for the IWT Secretariat to publish the content of this section (please leave this line in to indicate your agreement to use any material you provide here)

During this reporting period, three elephant poaching networks were dismantled in northern Congo by the NNNP's Wildlife Crime Unit. Of these, this project helped to directly support operations in the most recent case in February 2018, which resulted in maximum sentences being applied to three elephant poachers from Democratic Republic of Congo. This was a significant case for the NNNP, not least because for the first time an operation directly apprehended elements of a trans-national network, but also because this group are thought to have been involved in the trafficking of more than 400kg of ivory from the area over the past four years with links to other known poaching networks and notorious individuals that were apprehended by the NNNP in 2017. Staff directly recruited and trained under this project provided technical support in the successful implementation of this operation.

Annex 1: Report of progress and achievements against Logical Framework for Financial Year 2017-2018

Project summary	Measurable Indicators	Progress and Achievements April 2017 - March 2018	Actions required/planned for next period
<p>Impact</p> <p>Improved governance and reduced poaching threat to wild populations of African elephants in key source populations, through disruption of wildlife trafficking networks</p>		<p>Three major elephant poaching networks dismantled in northern Congo</p>	
<p>Outcome</p> <p>By strengthening enforcement response through the establishment, operationalization and durability of protected area, provincial and national structures for intelligence-led policing, the trafficking of ivory out of two current poaching hotspots and one major transit port is demonstrably curtailed.</p>	<p>0.1 By 2020, the number of wildlife crime cases submitted for prosecution that were the result of intelligence-led operations, has, across the portfolio of sites, doubled from the baseline established at the start of the project, thereby improving local security and governance</p> <p>0.2 By 2020, the number of protected areas with sufficient law enforcement capacity to operate dedicated on-site intelligence systems has increased from zero to three sites</p> <p>0.3 By 2020, institutional models for Wildlife Crime Units exist across the portfolio of sites, with one new country model established</p>	<p>Between January 2017 and February 2018, 41 wildlife trafficking cases were submitted to the courts, with 12 cases having concluded in a judgment to date. Of these 12 cases, 10 (83%) resulted in a conviction with 7 people (70%) receiving the maximum 5-year prison sentence. This represents a three-fold increase from 2016 baseline of 20% of convictions receiving maximum sentence.</p> <p>A staffing structure and recruitment plan is in place for a national and provincial WCU in Mozambique and new partnerships with Customs authorities have been engaged in Nigeria. The WCU in Congo has received intensive 3-month training and mentorship over the project period, with the development of a new staffing structure and SOP for intelligence-led enforcement.</p>	<ul style="list-style-type: none"> - Provide support and mentoring on the implementation of the new SOPs in Congo - Operationalize WCU in Mozambique and implement intelligence SOP in Niassa National Reserve - Finalize testing of intelligence management database and scale to a second target site - Conduct exchange visit of Nigeria intelligence manager to Congo WCU - Strengthen the partnership between WCS and Nigeria Customs through at least one additional training program/workshop and provision of technical support to one operation

<p>Output 1.</p> <p>Enhanced national capacity of ROC, Mozambique and Nigeria to support intelligence-led policing actions</p>	<p>1.1 By mid-2017, a regional intelligence specialist is recruited and operational</p> <p>1.2 By 2020, three intelligence analysts are employed, trained and operational within governmental wildlife crime units, from a current baseline of zero dedicated staff</p> <p>1.3 By 2020, three intelligence managers are employed, trained and operational within three protected areas, from a current baseline of zero dedicated staff</p>	<p>A regional intelligence specialist was recruited and deployed on the project in September 2017 (see Annex 4.1).</p> 
<p>Activity 1.1 Recruit and provide operational support to a regional law enforcement specialist</p>	<p>On track. A</p>	
<p>Activity 1.2 Develop Terms of Reference and provide operational support for intelligence/wildlife crime cell operating in Niassa National Reserve, Mozambique</p>	<p>On track. ToR completed (see Annex 4.3).</p>	
<p>Activity 1.3. Develop Terms of Reference and provide operational support for intelligence analyst/manager operating in Mozambique's National Wildlife Crime Unit</p>	<p>On track. ToR completed (see Annex 4.3). One coordination meeting held in Maputo with project partners. Recruitment and training scheduled for July-August 2018 in Year 2.</p>	
<p>Activity 1.4 Develop Terms of Reference and provide operational support for intelligence analyst/manager operating in the Wildlife Crime Unit in Sangha Department, Congo, in co-operation with Nouabalé-Ndoki National Park</p>	<p>On track. ToR completed (see Annex 4.3). One operational support mission completed September – December 2017. A second mission scheduled for May-July 2018.</p>	
<p>Activity 1.5 Develop Terms of Reference and provide operational support for intelligence manager operating in Yankari Reserve, Nigeria</p>	<p>Scheduled in Year 2. Exchange trip scheduled for Nigeria personnel to Congo planned in Q1.</p>	
<p>Activity 1.6 Develop Terms of Reference and provide operational for intelligence/wildlife crime cell operating in Cross State in Nigeria</p>	<p>Scheduled in Year 2. Exchange trip scheduled for Nigeria personnel to Congo planned in Q1.</p>	
<p>Activity 1.7 Provide on-the-job mentoring support to national wildlife crime analysts/managers through remote support and twice-yearly site field visits by the regional law enforcement specialist to each of Mozambique, Republic of Congo and Nigeria</p>	<p>On track. On-the-job mentoring support provided in two missions to Congo and one mission to MOZ. Support for NIG scheduled for Year 2 following exchange visit to ROC.</p>	
<p>Activity 1.8 Facilitate advanced training workshop for wildlife crime analysts from each of Nigeria, Republic of Congo and Mozambique</p>	<p>On track. Advanced training completed in Congo between September and December 2017. Scheduled for Mozambique in Year 2.</p>	

<p>Output 2.</p> <p>Enhanced infrastructure, information gathering, and strategic support structures in place in protected areas in Nigeria, Republic of Congo and Mozambique to implement intelligence-led policing</p>	<p>2.1 By 2019, customized law enforcement strategies, and capacity and training assessments exist for all three protected areas, from a current baseline of zero sites</p> <p>2.2 By 2020, standard operating procedures for intelligence-led counter poaching are being implemented in all three protected areas, from a current baseline of zero sites.</p> <p>2.3 By 2020, specialized and customized intelligence management/analysis infrastructure and an intelligence database is in place and being used to inform intel-led anti-poaching in three sites from a current baseline of one site (Niassa National Reserve, Mozambique)</p>	<p>Training and capacity field assessments have been conducted in two countries - Congo and Mozambique by the regional intelligence specialist with a new organogram and staffing structures in place for both countries.</p> <p>A draft SOP exists for intelligence-led enforcement operations in NNNP in Congo that will be finalized in Year 2 and customized for other target sites. Implementation and mentoring of staff in the use of the SOP has begun in Congo and will be reinforced in Year 2.</p> <p>A temporary intelligence management/analysis software platform and procedure is in place in Congo and one other intelligence package is being piloted.</p>
<p>Activity 2.1 Conduct intelligence-focused capacity assessment and scoping trip by regional law enforcement specialist in Nigeria, Republic of Congo and Mozambique to assess current systems of intel management and analysis</p>	<p>On track. Assessment and scoping trip completed by regional intelligence specialist for Mozambique and Republic of Congo. Assessment scheduled for Nigeria in Year 2.</p>	
<p>Activity 2.2 Develop and provide operational support for implementation of Standard Operating Procedures for intelligence-led enforcement approaches for each of Niassa National Reserve, Yankari Game Reserve and Nouabalé-Ndoki National Park</p>	<p>On track. Draft SOP for ecoguards and for intelligence-led enforcement drafted for Nouabalé-Ndoki National Park to serve as model for other sites. Scheduled to be finalized in Year 2.</p>	
<p>Activity 2.3 Identify, procure and deploy intelligence management and analysis tools and necessary hardware in sites currently without (Yankari Game Reserve, Nigeria and Nouabalé-Ndoki National Park, Congo)</p>	<p>On track. _____ in the process of being piloted in the Nouabalé-Ndoki National Park as an intelligence capture/management and analysis tool. _____</p>	
<p>Output 3.</p> <p>Enhanced intelligence and investigative capabilities and infrastructure in provincial/national wildlife crime units in Nigeria, Republic of Congo and Mozambique</p>	<p>3.1 By 2020, specialized and customized intelligence management/analysis infrastructure and an intelligence database is in place at national/provincial level in three countries from a current baseline of zero</p> <p>3.2 By 2020, two specialized training courses on investigative procedures,</p>	<p>A temporary intelligence management/analysis software platform and procedure is in place in Congo and one other intelligence package is being piloted. _____</p> <p>A formal 12-week training course on investigative procedures was implemented in Congo, with the participation of the regional intelligence specialist and an activities summary and workplan developed.</p>

	<p>legal follow-up and judicial processes, have been conducted in Mozambique and Nigeria and an additional department in Republic of Congo (one has already taken place in Republic of Congo).</p> <p>3.3 By 2020, agreement signed to create a new state-led wildlife crime unit in Calabar, Nigeria.</p>	<p>A workshop was hosted in Nigeria with NESREA, Customs, Immigration and Ministry of Environment amongst others to build stakeholder engagement in CWT. A training report is available (see Annex 4.4).</p>
Activity 3.1 Develop and provide operational support for implementation of Standard Operating Procedures for intelligence-led enforcement approaches for each of the Wildlife Crime Unit, Congo, National Wildlife Crime Unit, Mozambique, and the new Wildlife Crime Unit in Cross River State		In progress (see Activity 2.2)
Activity 3.2 Identify, customize and deploy intelligence management and analysis tools and necessary hardware at national/provincial level (National Wildlife Crime Unit, Mozambique and Wildlife Crime Unit, Congo), to facilitate targeted enforcement action		In progress (see Activity 2.3)
Activity 3.3 Conduct a training workshop on the legal and judicial process for district and provincial prosecutors in and around the Niassa Reserve in Mozambique		Scheduled for Year 3
Activity 3.4 Conduct a training on the legal and judicial process for state-level prosecutors in Cross River State		Scheduled for Year 2
Activity 3.5 Conduct a training on the judicial process and legal reform for departmental-level prosecutors, judges and gendarmerie in the Sangha and Likoula Departments of Northern Congo		Scheduled for Year 2.
Activity 3.6 Convene a workshop and facilitate on-going discussions with NESREA on a partnership to establish a wildlife crime unit in Calabar, Nigeria		Scheduled for Year 2.

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

N.B. if your application’s logframe is presented in a different format in your application, please transpose into the below template. Please feel free to contact IWT-Fund@ltsi.co.uk if you have any questions regarding this.

Project summary	Measurable Indicators	Means of verification	Important Assumptions
Impact: Improved governance and reduced poaching threat to wild populations of African elephants in key source populations, through disruption of wildlife trafficking networks.			
<p>Outcome: By strengthening enforcement response through the establishment, operationalization and durability of protected area, provincial and national structures for intelligence-led policing, the trafficking of ivory out of two current poaching hotspots and one major transit port is demonstrably curtailed.</p>	<p>0.1 By 2020, the number of wildlife crime cases submitted for prosecution that were the result of intelligence-led operations, has, across the portfolio of sites, doubled from the baseline established at the start of the project, thereby improving local security and governance</p> <p>0.2 By 2020, the number of protected areas with sufficient law enforcement capacity to operate dedicated on-site intelligence systems has increased from zero to three sites</p> <p>0.3 By 2020, institutional models for Wildlife Crime Units exist across the portfolio of sites, with one new country model established.</p>	<p>0.1 Intelligence database tracking reports</p> <p>0.2 Staffing plans, strategy documents and law enforcement monitoring records</p> <p>0.3 Formal government decree/management notice</p>	<p>0.1 Continued political will and engagement by all relevant agencies and governments in combatting illegal wildlife trafficking.</p> <p>0.2 Access by WCS to protected area, provincial and national government agencies are maintained and not impacted by any government staff turnover. We will manage this risk through our existing legal agreements and protocols.</p> <p>0.3 Anti-poaching and wildlife crime response units are enabled and mandated to make arrests and respond to intelligence. Our government partners do currently have this mandate but in the event this should change due institutional restructuring on the part of the government entities during the course of this project, we will work to adapt accordingly given this will also impact our broader program.</p>
<p>Outputs: 1. Enhanced national capacity of ROC, Mozambique and Nigeria to support intelligence-led policing actions.</p>	<p>1.1 By mid-2017, a regional intelligence specialist is recruited and operational</p> <p>1.2 By 2020, _____ are employed, trained and operational within governmental wildlife crime units, from a current baseline of zero dedicated staff</p>	<p>1.1 Terms of reference</p> <p>1.2 Staff performance reports and training plans</p> <p>1.3 Staff performance reports and training plans</p>	<p>1.1 Availability of suitable national candidates for recruitment and training. We will manage this risk by combining an open hiring process, with our local knowledge of potential candidates and recruitment agencies.</p> <p>1.2 Governments remain willing to host WCS staff within WCUs. We will</p>

	<p>1.3 By 2020, three intelligence managers are within three protected areas, from a current baseline of zero dedicated staff</p>		<p>manage this risk by drawing on our country support teams and long-term government relationships.</p>
<p>2. Enhanced infrastructure, information gathering, and strategic support structures in place in protected areas in Nigeria, Republic of Congo and Mozambique to implement intelligence-led policing.</p>	<p>2.1 By 2019, customized law enforcement strategies, and capacity and training assessments exist for all three protected areas, from a current baseline of zero sites</p> <p>2.2 By 2020, standard operating procedures for intelligence-led counter poaching are being implemented in all three protected areas, from a current baseline of zero sites.</p> <p>2.3 By 2020, _____ to inform intel-led anti-poaching in three sites from a current baseline of one site (Niassa National Reserve, Mozambique)</p>	<p>2.1 Enforcement strategy documents. Training and capacity assessment reports</p> <p>2.2 Standard Operating Procedures</p> <p>2.3 Intelligence database in place, database reports</p>	<p>2.1 WCS maintains existing co-management agreements in selected sites. We will manage this risk by drawing on our country support teams, political liaisons and long-term government relationships in-country.</p>
<p>3. Enhanced intelligence and investigative capabilities and infrastructure in provincial/national wildlife crime units in Nigeria, Republic of Congo and Mozambique.</p>	<p>3.1 By 2020, _____ is in place at national/provincial level in three countries from a current baseline of zero</p> <p>3.2 By 2020, two specialized training courses on investigative procedures, legal follow-up and judicial processes, have been conducted in Mozambique and Nigeria and an additional department in Republic of Congo (one has already taken place in Republic of Congo).</p>	<p>3.1 Intelligence database in place, database reports</p> <p>3.2 Training reports</p> <p>3.3 Government agreement</p>	<p>3.1 WCS maintains access to provincial and national government agencies. We will manage this risk through our long-term country program operations.</p> <p>3.2 Cooperation in combating wildlife crime continues between government agencies involved in wildlife crime units. We will manage this risk by facilitating dialogue between local government partners.</p>

	<p>3.3 By 2020, agreement signed to create a new state-led wildlife crime unit in Calabar, Nigeria.</p>		
<p>Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <ul style="list-style-type: none"> • 1.1 Recruit and provide operational support to a regional law enforcement specialist • 1.2 Develop Terms of Reference and provide operational support for intelligence/wildlife crime cell operating in Niassa National Reserve, Mozambique • 1.3. Develop Terms of Reference and provide operational support for intelligence analyst/manager operating in Mozambique’s National Wildlife Crime Unit • 1.4 Develop Terms of Reference and provide operational support for intelligence analyst/manager operating in the Wildlife Crime Unit in Sangha Department, Congo, in co-operation with Nouabalé-Ndoki National Park • 1.5 Develop Terms of Reference and provide operational support for intelligence manager operating in Yankari Reserve, Nigeria • 1.6 Develop Terms of Reference and provide operational for intelligence/wildlife crime cell operating in Cross State in Nigeria • 1.7 Provide on-the-job mentoring support to _____ through remote support and twice-yearly site field visits by the regional law enforcement specialist to each of Mozambique, Republic of Congo and Nigeria • 1.8 Facilitate advanced training workshop for wildlife crime analysts from each of Nigeria, Republic of Congo and Mozambique • 2.1 Conduct intelligence-focused capacity assessment and scoping trip by regional law enforcement specialist in Nigeria, Republic of Congo and Mozambique to assess current systems of intel management and analysis • 2.2 Develop and provide operational support for implementation of Standard Operating Procedures for intelligence-led enforcement approaches for each of Niassa National Reserve, Yankari Game Reserve and Nouabalé-Ndoki National Park • 2.3 Identify, procure and deploy intelligence management and analysis tools and necessary hardware in sites currently without (Yankari Game Reserve, Nigeria and Nouabalé-Ndoki National Park, Congo) • 3.1 Develop and provide operational support for implementation of Standard Operating Procedures for intelligence-led enforcement approaches for each of the Wildlife Crime Unit, Congo, National Wildlife Crime Unit, Mozambique, and the new Wildlife Crime Unit in Cross River State • 3.2 Identify, customize and deploy intelligence management and analysis tools and necessary hardware at national/provincial level (National Wildlife Crime Unit, Mozambique and Wildlife Crime Unit, Congo), to facilitate targeted enforcement action • 3.3 Conduct a training workshop on the legal and judicial process for district and provincial prosecutors in and around the Niassa Reserve in Mozambique • 3.4 Conduct a training on the legal and judicial process for state-level prosecutors in Cross River State • 3.5 Conduct a training on the judicial process and legal reform for departmental-level prosecutors, judges and gendarmerie in the Sangha and Likoula Departments of Northern Congo • 3.6 Convene a workshop and facilitate on-going discussions with NESREA on a partnership to establish a wildlife crime unit in Calabar, Nigeria 			

Annex 3 Standard Measures

In future years it is our intention to develop a series of standard measures in order to collate some of the quantitative measures of activity, input and output of IWT projects. These will not be measures of the impact or effectiveness of IWT projects but will contribute to a longer term dataset for Defra to draw upon. The collection of standard measures data will be important as it will allow us to understand the combined impact of all the UK Government funded Challenge Fund projects. This data will therefore provide useful information for the Defra Secretariat and for Defra Ministers regarding the Challenge Fund.

The standard measures for the IWT Challenge Fund are currently under development and it is therefore not necessary, at present, to complete this Annex. Further information and guidance about the IWT standard measures will follow.

Annex 4 Onwards – supplementary material (optional but encouraged as evidence of project achievement)

Annexe 4.1: ToR for Regional Intelligence Specialist

Annexe 4.2: ToRs for Intelligence posts in Congo

Annexe 4.3: ToRs for Intelligence posts in Mozambique

Annexe 4.4: Meeting report on CWT in Nigeria

Annexe 4.5: Revised project logframe

Checklist for submission

	Check
Is the report less than 10MB? If so, please email to IWT-Fund@ltsi.co.uk putting the project number in the subject line.	Y
Is your report more than 10MB? If so, please discuss with IWT-Fund@ltsi.co.uk about the best way to deliver the report, putting the project number in the subject line.	N
Have you included means of verification? You need not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Y
Do you have hard copies of material you want to submit with the report? If so, please make this clear in the covering email and ensure all material is marked with the project number.	N
Have you involved your partners in preparation of the report and named the main contributors	Y
Have you completed the Project Expenditure table fully?	Y
Do not include claim forms or other communications with this report.	