



Illegal Wildlife Trade (IWT) Challenge Fund Final 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.

IWT Challenge Fund Project Information

Project reference	IWT038
Project title	Strengthening intelligence-led enforcement approached to combatting wildlife crime in Africa
Country(ies)	Republic of Congo, Mozambique, Nigeria
Lead organisation	Wildlife Conservation Society
Partner institution(s)	MEF (ROC), ANAC (MOZ), NESREA, NCS (NIG)
IWT grant value	GBP 365,009
Start/end dates of project	1 April 2017 – 31 Mar 2020
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1. Project summary

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 – a year prior to the initiation of this project - 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, Republic of Congo (hereafter ‘ROC’) and Cameroon, as the two hotspots of the elephant poaching crisis in Africa.

At the time our proposal was submitted (2016), the three target countries - Nigeria, ROC, Mozambique – had been identified in the most recent CITES Elephant Trade Information System (ETIS) report as either ‘of secondary concern’ or ‘important to watch.’ ROC, 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 Mozambicans involved in rhino poaching in neighbouring South Africa as well as elephants in their own country.

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 and a lack of rule of law can actively divert government funding away from social services and local development opportunities.

This project aimed to strengthen intelligence-led law enforcement in three source and transit countries for ivory trafficking – Republic of Congo, Mozambique and Nigeria. Specifically, it aimed to recruit and mentor national capacity in capitalizing on intelligence, embed specialized staff within government units and both improve and professionalize procedures and best practices of intelligence management to internationally accepted standards. It aimed to facilitate effective and sustained intelligence-led counter poaching operations in protected areas; new institutional models at national scale to target wider criminal networks; and enhanced local information gathering and analysis. By doing so, the project aimed to 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 national and continental scale.

2. Project Partnerships

In ROC, WCS has worked closely with ACFAP (Congolese Wildlife and Protected Area Agency) in all aspects of project implementation as the primary government partner. The Director General of ACFAP is the President of the Nouabalé-Ndoki Foundation (NNF) – the body that governs the Nouabalé-Ndoki National Park (hereafter 'Ndoki') under a Public-Private-Partnership between the Government of Congo and WCS. The WCS Park Director thus reports directly to the President of the NNF in his role as Head of the Park Management Unit. All activities in ROC under this project – including Nouabalé-Ndoki National Park and the associated Wildlife Crime Unit (WCU) – fall under the direct management of the Park Director. A seconded govt agent from ACFAP (the Park Head of Anti-Poaching) works closely with the Park Director on-site, particularly on law enforcement operations. The NNF Board meets twice a year at its bi-annual steering committee meetings (see Annexe 4.4.3 for the most recent minutes from this meeting). This is the formal mechanism by which all Ndoki workplans and budgets are shared, and activity progress is discussed and validated between the General Direction of WCS and ACFAP, including for this project. Between board meetings there is very regular informal discussion through face-face meetings between the DG ACFAP and the WCS Director of the Congo Program in Brazzaville and between the WCU Coordinator and the Ndoki Park Director. This partnership is constructive and works well.

Regular contact is made between WCU and departmental authorities (magistrates, prosecutors, gendarmerie and army) in northern Congo through meetings and formal workshops (see Activity 3.5 and Annexe 4.3). Ndoki straddles two departments (provinces) and so meetings need to be held with authorities from both Ouesso (Sangha province capital) and Impfondo (Likouala province capital). Over the course of this project, we have both expanded to regular (annual) stakeholder meetings in both provinces as well as increasing the number of stakeholders engaged. In a recent national security workshop, the multi-stakeholder platform established by WCS in both of these provinces was raised as a useful model for other provinces in the country (Annexe 4.3.3.6). Over the course of this project there has been increased collaboration between the WCS-supported WCU and similar initiatives underway with support from [REDACTED] (all operating in northern Congo). During the project, funding has been leveraged from INL (US State Dept) to harness the procedures developed by the WCU under this project and scale them to these partner sites. A cost-amendment for a further two years has recently been issued.

During the course of this year, WCS has also explored the development of a new MoU with ROCs national office for the Lusaka Agreement Taskforce (LATF) in Brazzaville, at the request of the Taskforce's director. LATF is the official agency tasked with combatting international wildlife crime in the country. The objective of this MoU is to extend current support from WCS beyond Ndoki and WCU in the north of the country, to Brazzaville, in order to facilitate transnational efforts to combat wildlife crime. As Brazzaville falls outside the authority of the Park and the NNF, a new agreement and operating mandate is required. A final draft of this MoU has been finalized and formally submitted.

In Mozambique, WCS's primary government partner is ANAC (Mozambican National Protected Area Administration) – with whom at the time of writing we are in the process of negotiating a new co-management agreement for Niassa National Reserve. All activities in the Niassa National Reserve are conducted in collaboration with ANAC. [REDACTED]

[REDACTED]

[REDACTED] ANAC's Department of Information and Investigation (DII) that has a mandate to support the police and prosecutors on request and to present cases to them when they have adequate evidence that a crime has been committed. In this way, WCS can continue to formally engage through its primary government partner ANAC, who in turn has been directly expanding its network of trusted officers in other law enforcement agencies through which collaboration is good. [REDACTED]

[REDACTED]

[REDACTED] DII in turn works closely with Customs, especially at the airport where DII supports the dog unit and at the port where some trusted relationships have developed. [REDACTED]

[REDACTED] in the South (Maputo and Gaza provinces) there is also a very close collaboration with South African authorities in all aspects related to the identification of suspects and apprehension of suspected poachers and traffickers that has resulted in a visible decrease of poaching and trafficking activities in the border regions of both countries through a Joint Security Coordination Council (JSCC) for the Great Limpopo Transfrontier Conservation Area (GLTFCA). This is executed by a special unit called the (Anti-poaching Coordination and Operation Centre (APCOC) which is a joint team involving 12 ANAC and Police for Protection of Natural Resources and Environment (PPRNMA) officers. See [here](#) for examples of this successful cooperation. Additional funding was leveraged for this work through a US State Department's Bureau of International Narcotics and Law Enforcement Affairs (INL) trilateral project to enhance cooperation between Mozambique, South Africa and Vietnam on CWT that is supported in partnership with WCS and Peace Parks Foundation.

In Nigeria, the principal partner identified for this project was NESREA (the National Environmental Standards and Regulations Enforcement Agency) – a new partner with whom we wished to catalyse action on CWT with UK/DEFRA support. NESREA is mandated to enforce all environmental laws, guidelines, policies, standards and regulations in Nigeria. NESREA also has the responsibility to enforce compliance

with provisions of international agreements, protocols, conventions and treaties on the environment [REDACTED] Following a federal tightening of regulations, NESREA now specifically lacks the authority to operate inside Nigeria's seaports and airports. This access is now restricted to Customs, Immigration and Police. It was clear therefore that our partners for implementing the program of work in Nigeria needed to include Customs. As a result, from Year 2 WCS re-focused its efforts on establishing a partnership with the Nigeria Customs Service (NCS) for CWT – the primary authority engaged in law enforcement operations at Nigeria's major ports and points of exit which are the primary trafficking hubs. NESREA remained a partner in this project, and remain responsible for judicial follow-up on prosecutions following operations made by NCS. Our revised goal was to obtain an MoU with NCS at federal level [REDACTED] but with operations commencing at state level - [REDACTED] - where WCS can leverage its long-standing state-relationships [REDACTED]. The presence of a particularly motivated individual in the NCS [REDACTED] as identified during a Year 2 workshop hosted for NCS by WCS on CWT, was the key focal point in developing the partnership. The recruitment of a dedicated WCS CWT Coordinator in Abuja in November 2019 has significantly improved collaboration and coordination with NCS and NESREA, and leveraged a new INL-funded program and partnership with Elephant Protection Initiative to assist NESREA in the management of their ivory stocks (see Section XX). We have also developed state-level relationships [REDACTED] with NCS and NESREA (see Annexe 4.3.2.1) which led to the planning [REDACTED]. In short, the good relationships now developed have forgone the need for a formal MoU and we have focused instead on launching new project-based activities under leveraged funding beyond the lifetime of this project (see Section 11.2).

3. Project Achievements

3.1 Outputs

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

Baseline

A nascent Wildlife Crime Unit was already in place in Congo at project start with a WCU operations manager and 3 information collectors. No WCU was established in Mozambique at project start although key government partnerships and discussions were well advanced. An [REDACTED] was present in Niassa National Reserve but had not received training. No WCU or partnerships had been established in Nigeria at project start although there was political will at the level of the primary partner NESREA.

Target indicators

Recruitment and operationalization of a full-time regional law enforcement/intelligence specialist to develop standardized training and procedures; recruitment and training of three intel analysts at each of the target sites and recruitment and training of three intel managers/coordinators at each of the target sites.

Results achieved

A full-time regional law enforcement specialist was recruited and operationalized, [REDACTED] [REDACTED] [REDACTED] have been assigned and received training. [REDACTED]

█ are received training and mentoring in Standard Operating Procedures developed under this project (see Output 2).

The Regional Specialist was recruited in Year 1 and remained fully operational until project end, conducting at least two field missions per year in each of Ndoki/ROC and Niassa/Moz (see Annexe 4.1.3) and hosting a study-exchange visit of the Nigeria Cross River intel manager to ROC. The Regional Specialist provided recruitment, training and mentoring support to the intel and operational teams across all three target countries and developed Standard Operating Procedures for rangers, intelligence management and source management, available in French and Portuguese and partly translated into English (see Output 2 and Annexe 4.2.2). With direct support under this project we were able to leverage new funding to support the Regional specialist beyond the life-time of this project and to scale training and mentoring support to additional sites and countries (e.g. Kahuzi-Biega National Park in the Democratic Republic of Congo – see Annexe 4.1.3.3).

In ROC, project support directly enabled and leveraged further professionalization of the WCU which is now fully staffed █

The recruitment of a █ (mentored by the Regional Specialist) enabled a full staff performance and capacity evaluation of all █ (see Annex and resulted in a significant restructuring of the unit. Information gathering activities are routinely taking place across the landscape. All information is now recorded in a systematic way to facilitate collation and analysis and intelligence products such as a weekly intelligence briefing, tactical briefings and strategic assessments to support operations are in development.

In Mozambique, the WCU office (consisting of both WCS/ANAC DII staff) was established █ with an initial team of █

█ The Regional Specialist is providing close mentoring to this unit. We were unable to recruit a central analyst as planned under this project - in spite of a lengthy recruitment process, due to a lack of a suitable candidate that met the required competencies as approved by ANAC. As such, the WCU still █ although this will continue to be pursued with leveraged funding from INL (see Section 11.2).

█ The unit has also established and operates a █ One █ was recruited and subsequently trained for this █ unit by the Regional LE specialist under this project (see Annex 4.1.3.4). In the Niassa National Reserve in northern Mozambique, █ are now in place and receiving training and mentoring from the Regional LE specialist under this project. In January 2020 a new legal expert was recruited for Niassa NR, who has been subsequently able to compile all judicial cases and assist in legal follow up for operations conducted by Reserve staff reported here in the logframe in Annex 2.

In Nigeria, █ undertook a study exchange and introductory training by the Regional Specialist in ROC in Year 2 (Annex 4.1.2.1). This provided a two-week immersion into the set-up and organization of the WCU in ROC as well as several introductory modules on █

█ It is clear however that to scale up to and support a full MoU with the Nigerian Customs Service that a full-time coordinator was needed in order to manage relationships

with NESREA and NCS, and to enable [REDACTED]
[REDACTED] With funds leveraged from the U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL), in November 2019 we were able to recruit a full-time CWT coordinator based in Abuja. [REDACTED] previously worked for the National Park Service for 30 years and has excellent relationships with NESREA and the Federal Ministry of Environment. Working in partnership with NESREA and the Nigeria Customs Service (NCS) the focus of his role is to improve the security, accountability and transparency of the custody of ivory and other wildlife products held by NESREA and the NCS. Through enhanced collaboration, mentoring and technical support he has quickly established a strong relationship with the Nigeria Customs Service through their CWT focal point [REDACTED]

[REDACTED] Given the existing collaboration the need for a formal MoU between the NCS and WCS is no longer considered necessary and we will focus instead on project-based initiatives such as that funded through the INL project.

Output 2. Enhanced infrastructure, information gathering, and strategic support structures operationalised 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. A database created from data entry of entities for intelligence-led enforcement action exists and that work is ongoing in Niassa in Mozambique. However, this is not being capitalized upon for intelligence-led enforcement action. In contrast, intelligence-led investigations and operations were being conducted in Congo and in [REDACTED] Nigeria but in the absence of standardized procedures or good data management practices.

Target indicators

Customized law enforcement strategies and training needs assessments have been conducted for three target sites; Standard Operating Procedures (SOPs) for intelligence-led counter poaching measures were developed and implemented in three target sites; and an intelligence management database is installed, populated and utilised to provide regular intelligence briefings in three target protected areas.

Results Achieved

Standard Operating Procedures have now been developed for i) ecoguard operations in protected areas; ii) intelligence gathering and management; and iii) source handling. These are available in both French and Portuguese, with the English translation available for source management only. [REDACTED]

[REDACTED] Dedicated staff are now in place for implementation and mentoring of SOPs in ROC and Mozambique. The source handling procedures have been shared with [REDACTED] who is applying these through support under this project to ongoing operations to target [REDACTED] Samples of all SOPs are provided in Annex 4.2.2 but note these are confidential and not for public dissemination.

In ROC, purchase of the [REDACTED] has been completed and [REDACTED]

To develop and implement these SOPs we have brought on additional permanent site-based experts in an advisory role in both ROC and Mozambique spanning subject-matter expertise on [REDACTED]

These site-based experts leverage the oversight and mentoring of the Regional Specialist.

In Mozambique, a new full-time law enforcement advisor was recruited under the supervision of the Regional Specialist, for Niassa National Reserve to oversee implementation of ranger SOPs. Regular mentoring has been provide by the Regional Specialist through twice-yearly site visits (see Regional Specialist mission reports in Annex 4.1.3).

In ROC, has been purchased resulting in significant progress being made in The WCU are currently In Year 2, the WCU Technical Advisor in ROC undertook a full evaluation of existing intelligence management platforms in concertation the WCS Global Analyst based in Vietnam (see Annex 4.2.2.8). As a result of this evaluation, WCS are now working with as part of leveraged funding through INL/US State Department (see Section 11.2) to capacity checklist has also been received from the WCS Global Analyst to assist a needs and capability assessment for Congolese analysts so that training and implementation can be conducted concurrently. This has been a major pitfall in previous attempts to introduce intel management platforms ahead of establishing necessary in-country user capacity.

It is specifically to avoid this pitfall that no specialized intelligence analysis platform has yet been installed in target protected areas in Niassa/Mozambique or Nigeria (Cross River National Park/Yankari Game Reserve). Rather, focus has been on Only once these principles, procedures and capacity are such that warrant upgrading to specialized software tools, will this be implemented. Under this project, ROC was the only one of the three countries deemed ready to transition to such specialized tools at this time.

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. Whilst discussions with the Mozambican Protected Area Agency (ANAC) were fairly well advanced on the creation of a national Wildlife Crime Unit, we were starting from almost zero in Nigeria with a new partner identified in NESREA – the National Environmental Standards and Regulation Enforcement Agency. ROC had a nascent WCU recently established in northern ROC at project start. No standardized protocols, or infrastructure was in place in any of the three countries, with some informal training underway only in ROC.

Target Indicators

Intelligence management database installed and providing regular intelligence briefings at national/provincial level in three countries; two specialized training courses on [REDACTED] and a new partnership and wildlife crime unit established in [REDACTED] Nigeria, by project end.

Results Achieved

[REDACTED]

In ROC, the WCU in the north is fully staffed [REDACTED]. The purchase of [REDACTED] has been completed and installation is underway with administrative work being carried out to prepare for the transfer of information already gathered into the database. The project has leveraged new funding (INL/US State Department – see Section 11.2) to recruit [REDACTED] and regular capacity and competence assessments are ongoing. Improved coordination of the WCU with neighbouring protected areas in ROC is achieved through [REDACTED]

[REDACTED]

In Mozambique, a wildlife crime unit office has been established and [REDACTED] with WCS and ANAC/DII personnel working in collaboration with the [REDACTED]

[REDACTED]

[REDACTED] Under this project the Regional Specialist is mentoring staff in both [REDACTED] IWT data is collected and processed [REDACTED]

[REDACTED] The delays in recruiting a dedicated analyst in Maputo however means the Unit [REDACTED]

[REDACTED]

In Mozambique, WCS staff recruited under this project collaborated with the DEFRA/IWT- funded program run by the Royal United Services Institute (RUSI) on using financial investigation to combat wildlife crime that has recently shared its handbook in Portuguese - a series of training events and workshops were undertaken in Maputo at the end of February/early March 2019 with financial institutions, and law enforcement agencies involved in counter-wildlife trafficking. WCS staff supported the logistics and arrangements for this to take place, provided participant lists and invitations and translation support. Also

leveraged through this project, IWT-supported WCS staff in the wildlife crime unit have been providing input - and participating - in the development of a USAID-supported nationwide training program for 48 prosecutors on IWT crime across the three regions of Mozambique, including contribution to a final training manual. The recruitment of a dedicated legal expert in the Niassa NR in January 2020 has now enabled the process of compiling reliable judicial records on IWT in the Reserve from the wider province, and to provide a series of dedicated training programs to Reserve staff on case management, crime scene management and judicial follow up (see Annex 4.3.3.1-4).

In Nigeria, as part of our strategy to develop a more formal collaboration with Nigeria Customs Services (NCS), WCS hosted a series of workshops with federal and state [REDACTED] NCS staff and other CWT agencies (see Annex 4.3.1 and 4.3.2) and recruited a focal point for NCS engagement in Abuja. [REDACTED]

3.2 Outcome

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, no formal provincial or national CWT institutional structure was established and thus there was no established operational capacity for CWT in these two countries.

Target indicators

The proportion of wildlife crime cases submitted and convicted with the maximum penalty has doubled across the portfolio of sites; the number of intelligence-led operations in targeted protected areas has increased as a result of intelligence capacity improvements; Wildlife Crime Units are operationalized across the sites targeted under this project; and PIKE (an indicator for elephant poaching pressure) is reduced to below 50%.

Results achieved

The project achieved its outcome fully for ROC, almost achieved for Mozambique and partly achieved for Nigeria – representing the different starting points of each country at baseline, and the institutional challenges in each. These challenges were recognized in the project assumptions but perhaps underestimated in a multi-country project of this scale (see Section 9). In spite of this, clear progress towards the project outcome has been made in each of the target countries and sites.

In ROC, in the third and final year of the project, 54 wildlife trafficking cases were submitted to the courts (a 42% increase over baseline, but a slight decrease from Year 2 which had already doubled the number of cases brought to courts. 35 cases having concluded in a judgment to date. Of these 35 cases, all (100%) resulted in a conviction with 5 people (14%) receiving the maximum 5-year prison sentence. The number of sentences receiving maximum penalty fluctuated throughout the project. We argue this is less an indicator of project success and more a reflection of changes in sentencing practices due to changeover of magistrates, some of whom prefer to hand out more diverse sentencing. It is for this reason primarily that we maintained regular judiciary stakeholder workshops and training throughout the project to account for reshuffles of judicial staff. These fluctuations also reflect to some extent the nature of crime being reported. For example, the project brought more cases related to trafficking of African Grey Parrots to the courts in Year 3, that do not involve automatic military weapons and for which there is little precedent in the Congo courts – thus simply getting a conviction on these cases is already a big step forward.

In ROC, 1 provincial WCU is operational in northern ROC that has [REDACTED]
[REDACTED]
[REDACTED] The WCU is at 100% intelligence staffing capacity with the recruitment of a [REDACTED]

[REDACTED] By project end, a total of 56/378 operations were intelligence-led, which is actually a proportional reduction from baseline – but the number of successful operations transferred to court increased – reflecting increasingly better focus and targeting of intel-led operations and indicating improved effectiveness throughout the project. PIKE is not a very reliable indicator for poaching of forest elephants – unlike savannah elephants where carcass counts can be made by aerial surveillance, forest elephant poaching is detected on foot and there is significant bias towards detection of poached carcasses as a result. With better targeted patrols, PIKE can thus increase initially as patrols are directed towards areas of current poaching pressure. However, we are recording a reduction in elephant poaching *inside* the Nouabale-Ndoki National Park from 2019 (see Annex 4.4.5). Zero poaching was recorded from 6 months July -December 2019 – the first six-month stretch with no poaching recorded for several years.

In Mozambique, in Niassa NR, the recruitment of a legal expert in 2019 (through leveraged funds) enabled judicial records to be properly compiled and archived. Caution should be given to legacy data prior to 2018-19 where accurate records were difficult to obtain. In total, from the provincial records in Niassa and Cabo Delgado, 54 suspects were transferred to the courts of which 94% received a conviction with extremely heavy sentencing of up to 12-14 years for individual trafficking infractions involving ivory or rhino horn (specifically in Cabo Delgado province). This suggests if cases are correctly handled and transferred to the courts by the Provincial Prosecutors – they are likely to act as a significant deterrent. Moving forward, more accurate trends will now be able to be recorded with the on-site team in place. Given the size of Niassa NR and the number of provinces and districts it has to deal with – working closely with Prosecutors and provincial judges [REDACTED]

[REDACTED] The legal expert has already begun work to engage these stakeholders on a more regular basis (see Annex 4.3.3). With the recruitment and training of a dedicated [REDACTED] jurist and on-site anti-poaching advisor in Niassa – all under the mentorship of the Regional Specialist, intelligence-led operations at protected area level in Mozambique have improved over the course of this project and are now leading to more actionable intelligence. For the first time in several years, Niassa recorded zero poaching of its elephants from June 2018 onwards, which has been maintained to the present day (see Annex 4.4.2).

In Maputo, the WCU has been established at national level with [REDACTED]
[REDACTED] all receiving training and mentoring from the Regional Specialist. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] have been launched through this unit, and have been successful (see Annex 4.4.4) which staff supported under this project participated in and helped to coordinate. However, the Unit needs to maintain focus and better capitalize upon actionable information through the future recruitment of a dedicated analyst. Furthermore, judicial follow-up with the provincial courts is needed (the project was not able to gain access to national or even some provincial court records for reporting here), which again will require greater institutional dialogue, and a more focused approach where opportunities are greatest, in order to avoid diluting impact.

In Nigeria, at the protected area level, and in collaboration with the Nigeria National Park Service we launched a number of [REDACTED]
[REDACTED]
[REDACTED]

In Yankari in Bauchi state, we have seen far greater successes with state prosecutors – achieving 97% conviction rates that have been broadly maintained throughout the course of the project. There has been no poaching of elephants in Yankari since May 2015.

At the national level in Nigeria, it is clear that IWT is gaining more and more political traction in the country - recognizing that we were starting this project from a very low baseline. IWT is certainly being discussed more in Nigeria amongst stakeholders. In addition to the CWT stakeholders meeting every quarter in Abuja, convened by the Ministry of Environment, the UNODC recently signed an agreement with Germany to implement a 30-month project to tackle wildlife crime in Nigeria, to be implemented in collaboration with the Nigeria Customs Service, NESREA, Federal Ministry of Environment and WCS. WCS has now recruited a dedicated focal point in Abuja to build these institutional relationships and we have leveraged two new funding sources that will extend beyond the lifetime of this project. Specific operational support is being discussed both at federal and state level on a project basis (as opposed to a formal institutional partnership).

3.3 Monitoring of assumptions

All Assumptions held true throughout the project with the exception of the following.

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 still being renewed and expected to be signed in July 2020. However, given we retain a current legal agreement with the govt in Mozambique for operations (see Annex 4.4.6 for our 2019 workplan that refers specifically to Niassa and CWT and Annex 4.4.7 that includes provincial approval for project activities in 2019) this did not impact project deliverables. We were still able to recruit, train and mentor staff in Niassa. However this arguably impacted the extent to which we were able to fully leverage these activities through new fundraising.

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.*

Comments: Presidential elections in Mozambique were held in October 2019 and a new government in place by early 2020. However, there was little staff turnover in WCS and ANAC enabling continuity of the project. This did not impact the deliverables but has arguably impacted the extent to which we have been able to influence and engage certain other agencies. See also detailed explanation of evolving institutional partnerships in Mozambique in Section 2.

3.4 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.

It is important to note that at project start there was comparatively little investment into CWT in Mozambique and very low engagement in Nigeria. Over the past two years, this project has helped leverage political engagement, and considerable new funding in all three countries –particularly into the WCU in Mozambique (through INL/US Department of State, the Oak Foundation and GIZ) and also into Nigeria (through GIZ) as well as substantially scaling the impacts in ROC to sub-regional and national level projects. This has also enabled recruitment of additional support staff and embedded expertise. The

Regional Specialist supported under this project is now supported in ROC by [REDACTED]

[REDACTED] All of this has further strengthened the support structure around the implementation of best practices and procedures developed under this project at both protected area level and provincial/national wildlife crime unit –which is contributing to improved results in the dismantling of wildlife trafficking networks, upholding rule of law and the criminal justice system. In almost all cases, the poaching and trafficking cases addressed under this project by the relevant wildlife crime units involves prolific poachers operating out of nearby urban centers – and not from the local communities. Addressing IWT under this context is addressing national security concerns and improving rule of law not just for the Park but for those communities who are dependent upon it, and dependent upon the revenue it brings from employment and from tourism. Additionally, SOPs developed under this project have been used not only in the target sites and countries, but in neighbouring countries (e.g DRC) and with partner organizations. This leads to greater professionalism, accountability and effectiveness in combatting wildlife crime.

Around Nouabalé-Ndoki National Park, [REDACTED] during the course of the project, with 23 dismantled (including a high profile case highlighted [here](#) with direct support from the IWT Challenge Fund), [REDACTED]

Recent significant cases in Year 3 of the project include two major arrests- firstly the re-arrest of Guyvhanu following the shooting of a Park and soldier in NNNP on 30 May 2019. This case was significant as it involved a well-armed group of poachers in proximity to the Park HQ and local village of Bomassa. It was pronounced a national security incident and succeeded in engaging the Prime Minister in ROC to set up a national CWT taskforce as a result in February 2020. In identifying the perpetrators of this particular incident, a WCU investigation was able to locate Guyvhanu who had been identified as the main suspect in the case. In cooperation with Ouesso police the suspect was arrested and held in custody. Guyvanho had previously escaped from prison following arrest in 2018 for poaching up to 14 elephants in the Park, and following several further escape attempts was finally transferred to Brazzaville to serve the remainder of his previous sentence as well as await trial for the shooting incident. The subsequent trial for the shooting will take place at the end of his current sentence and will be the first time an IWT case has been tried in the criminal courts in ROC. Secondly, was the arrest of Castro who had been arrested for ivory poaching in 2016 but had escaped, fled to DRC, and was re-arrested and sentenced in March 2020 in Impfondo (northern ROC) following information received by the WCU. These two operations are significant in that they involved extremely [REDACTED]

[REDACTED]. Prior to 2018 this was very difficult to achieve, with operational patrols often failing to contact the poachers, or else contacts failing to result in arrests and hence the increase in the number of [REDACTED]

[REDACTED] This is a therefore a significant step forward in the law enforcement strategy. There has also been significant impact at the judicial level following investment into judicial and legal follow-up of cases and in general stakeholder awareness raising. In ROC, more than 90% of cases are regularly resulting in convictions, compared to 2014 when not a single conviction was logged out of Nouabalé-Ndoki National Park. This is highly impactful, and demonstrates a significant improvement in local rule of law by the provincial authorities. In the final hearing of the high-profile case in 2018, the judge in his summing up, deplored the role these traffickers played in luring young men and women into a life of crime, which represents a significant change in attitude by some of the local authorities.

In Mozambique, a number of ongoing operations are now being conducted at [REDACTED]

[REDACTED] Whilst further work is needed to enhance capacity, coordination and communications of this unit, the framework for this to happen is now in place.

4. Project support to the IWT Challenge Fund Objectives and commitments under the London Declarations and Kasane Statement

The project is working primarily to Objective 2 of the IWT Challenge Fund 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. Evidence to support the contribution of the project towards this objective is provided in Section 3.2 and Section 3.4.

Additionally, 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 doubling in prosecution rates of ivory traffickers in northern Congo compared to the baseline, thus considerably improving the deterrent effect of the judicial system on would-be wildlife criminals.

XIII – [REDACTED] recruited and trained across the sites.

XIV – The project has promoted a cross-agency approach to tackling wildlife crime in all three target sites, sometimes informally, through a multi-agency workshop in Nigeria, through a high level trans-continental collaboration in Mozambique and through facilitation of cooperation on arrest operations with [REDACTED] in ROC.

XX – The project has developed strong and mutually beneficial partnerships with local communities in and around the Nouabalé-Ndoki National Park in ROC that have helped both economic development and information exchange on illegal activities.

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 ROC, Mozambique and Nigeria

5. Impact on species in focus

There are three target countries in this proposal, two of which – ROC and Mozambique – are important source countries for elephants.

In 2018 we released the results of 2016-7 wildlife surveys for the Nouabalé-Ndoki National Park in ROC which are conducted once every five years both inside and outside the Park. These results showed stable elephant populations in the Nouabalé-Ndoki National Park compared to the previous 2010-2011 surveys which reported significant declines in the wider landscape (see page 22 of the survey report in Annexe 4.4.1), with a population of approximately 3,000 elephants in the Park. This is a considerable achievement given regional analyses for forest elephants elsewhere in Central Africa report massive declines in protected areas due to poaching¹². Poaching pressure however persists in the Park and wider landscape, that we believe is largely perpetrated by a small number of known networks. Overall poaching pressure inside the Park has decreased by 78% based on the total number of poached carcasses found between July 2019 – March 2020, compared to July 2018 – Jun 2019; see also Annex 4.4.5).

¹ <https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0059469>

² <https://phys.org/news/2017-02-poaching-percent-decline-elephants-key.html>

In Mozambique, the Niassa National Reserve witnessed catastrophic elephant poaching between 2009-2016 to reduce the population to only ~3675 individuals (from an estimated 12,000 during the previous decade) The situation improved somewhat between 2015-2017 although over 100 elephants were estimated as still being lost every year. In 2018, improved anti-poaching measures and operational support in the Niassa Reserve reduced the poaching pressure (as measured by the number of carcasses) by 87% and since June 2018 there have been no poached carcasses observed (see Annex 4.4.2). This is an excellent result for Niassa and for elephants in Mozambique that we would hope to sustain through implementation of standards developed through the SOPs. The scope of intelligence-led operations through the Wildlife Crime Unit in Mozambique clearly extends beyond Niassa and is addressing transnational and transcontinental networks impacting elephant populations across Mozambique and South Africa.

Whilst not as important a source country for elephants, Yankari Game Reserve in Nigeria that contains the country's largest population of elephants at around 100, and which received support under this project, has recorded zero poaching of elephants since 2015³.

6. 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 living round the target protected areas, and law enforcers. 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 (government money for development projects is diverted to other purposes), a breakdown in rule of law, and, in the specific context of heavily armed poaching of elephants and rhinos in ROC and Mozambique, also results in a breakdown in security for local communities.

Finally, and specifically for the two target areas in Mozambique and ROC included here – poaching and trafficking of wildlife undermines the promotion of tourism in these protected areas – both through a decline in wildlife and wildlife viewing opportunities, but also through a perceived decrease in local security and rule of law. Tourism, in turn, is a major driver of the local economy and source of employment and revenue generation for many of the local communities affected. The COVID-19 pandemic and the sudden and complete closure of tourism in many parks across Africa, have highlighted its important role in the local economy, with many cases of increased poaching being reported, including for IWT, but also hunting of wildlife by local communities looking to feed their families as local food prices escalate and income from tourism declines (see [here](#) for recent media coverage). Indeed in the case of Nouabale-Ndoki National Park, employment from the Park is the major source of revenue generation for the two closest communities to the Park. In April 2020, Ndoki successfully signed a partnership with a private tourism operator for development of tourism in the area and a projected boost in revenue for park operations and local communities over the next 10 years (see [here](#)). This partnership would not have been possible if elephant poaching had not been curbed.

It is also important to note this project has sought to improve professionalization of intelligence-led enforcement in the context of IWT through the development and adherence to SOPs of international-level standards that we believe should set a new bar for similar efforts elsewhere. These SOPs refer in detail to human rights, rules of engagement and data privacy.

³ <https://guardian.ng/property/six-yankari-games-reserve-elephants-get-tracking-devices/>

7. 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 continue to explicitly understand the relative roles of men and women and minority/indigenous groups in the trafficking networks, [REDACTED]
[REDACTED]
- 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. In ROC, at least two of our Wildlife Crime Unit staff are women.

8. 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 adhered 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 Specialist has worked very closely with the government representative for the NNNP in Congo and with ANAC in Mozambique during his field visits.

The project has leveraged considerable new funding in Mozambique, ROC and Nigeria (see Section 11.2). It has also leveraged the placement of new dedicated and embedded expertise in ROC and Mozambique. In ROC, we are exploring an expansion of activities to the national level through a new MoU invited by the Lusaka Agreement Taskforce in Brazzaville and new funding leveraged for CWT activities in the

[REDACTED] The success of the provincial level stakeholder platforms we put in place in northern ROC were specifically referenced by the Government of ROC as a model to be replicated in other provinces in a recent national security workshop (Annex 4.3.3.6). Additionally, in northern ROC, the recruitment of a senior analyst and installation of [REDACTED] has enabled [REDACTED] through an expanded list of partners operating in other protected areas. In Mozambique, we are exploring both [REDACTED]

[REDACTED] The contract of the Regional Specialist will be renewed beyond lifetime of this project through funding leveraged to address CWT in other countries (including Democratic Republic of Congo and Madagascar) as well as ongoing mentoring to ROC and Mozambique. This is a strong legacy of the investments made by this project to date.

The recruitment of a new legal expert in northern ROC has greatly improved the management of dossiers and case-tracking of operations and judicial follow-up which has facilitated the aggregation of indicators presented here. We adopted a similar model through the recruitment of a legal expert in Niassa in January 2020. Legal experts for judicial follow-up remain critical to any CWT project.

The recruitment of a dedicated communications officer in ROC (parallel funds) has also enabled effective and ready communication and promotion of successful enforcement operations at both local and

international scale, although arguably there is scope to build upon this. Whilst the nature of communications and promotion will vary depending on the governance context of the individual country, this is also a model we would look to expand on in other target countries of Mozambique and Nigeria moving forward.

9. Lessons learnt

This was an ambitious project in aiming to work across three target countries who were all at different stages with respect to their political commitment to addressing IWT and it may have been more prudent to focus on one or two countries or to have reduced the scope of the indicators accordingly. We had to some extent underestimated the institutional challenges (and level of resources required – particularly in personnel) in establishing new government-NGO partnerships to combat wildlife crime in both Mozambique and Nigeria. To this end, capacity and lessons learned in ROC where a nascent unit was already established – and specifically through the work of the Regional Specialist recruited full-time under this project and dedicated to achieving many of the deliverables - was vital to this end and played an important role in catalysing progress elsewhere.

Across all countries, we have had much more success in building out CWT efforts from a local scale (i.e. around a protected area), then scaling provincially and ultimately nationally (ie ROC). As oppose to trying to start from a national level as in Nigeria and to a lesser extent Mozambique. Starting locally and scaling up helps establish relationships and demonstrate success through successively bigger 'wins' that help establish an important foundation between NGOs and government agencies – particularly for tackling challenging and politically sensitive IWT issues and operations as one goes further up the trafficking hierarchy.

After a slower than anticipated start in Mozambique in particular, we argue we are now making substantial progress, but [REDACTED] remain – particularly in the national WCU [REDACTED]

[REDACTED] Vital to this effort was the leveraging of additional funds from other sources to help add value and strengthen the initial IWT/CF investment – again, particularly in Mozambique [REDACTED] but also in ROC as we now look to expand the WCU model nationally. We recognize that progress in Nigeria has been slower than anticipated. However, we argue that the difference in national authority attitude and commitment to CWT between project start and end is significant, and new funding has been leveraged to carry this through beyond the lifetime of this project.

Our established presence, trusted government partnerships and knowledge of the local context has been critical to project successes and gave an already ambitious project a substantial head-start. This also enabled in-built adaptability and flexibility to the project approach – i.e. being able to swiftly shift our partnership focus in Nigeria from NESREA to NCS.

Finally, our original project proposal placed too much emphasis on intelligence management tools and platforms, whereas we would argue the focus should first be on developing capacity and systems.

9.1 Monitoring and evaluation

Monitoring and Evaluation of the project has employed four 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. We have now successfully replicated this in Mozambique at site level (Niassa) but this continues to be a challenge at national level in Mozambique where authorities are reluctant to share what they consider as sensitive information with an NGO.

- Regular debriefings and coordination meetings between the Project Coordinator and the Regional Specialist recruited under this project. Multiple face-face coordination meetings have been held with the Regional Specialist and Project Lead. Each field mission is prefaced with a clear workplan and briefing, followed by an internal debriefing on return from mission. From Year 2, we successfully implemented a process by which redacted or unclassified reports could be shared with IWT/DEFRA as Means of Verification of project progress.
- Regular and informal discussion between the Project Leads and project coordinators 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 Specialist. This is ongoing and a simple yet effective monitoring tool.
- Formal feedback and review by Project Partners occurs in ROC through the Steering Committee meetings of the Ndoki Foundation held every 6 months (accompanied and interspersed by regular informal face-face briefings). Communication with project partners in Mozambique has been largely informal which presents a challenge and recognition that a more formalized structure needs to be put in place now that a formal CWT office has been established for WCS and ANAC/DII. In Nigeria, communications remain informal, although the recruitment of new national coordinator would have facilitated this had it happened earlier in the project.

In summary, the above mechanism worked reasonably well. For a project as complex as this with as many countries, it would however have benefited from a more formal M/E and task management system (e.g. through Asana or equivalent), particularly in the collation of MoVs. It should be noted that this would have required dedicated resources and time to get all project leads trained in the use of the M/E platform that was not originally factored into this proposal and budget design and for future multi-partner or multi-site programs should be strongly recommended.

In Year 1, excellent feedback was received on the original log-frame through an M/E consultant provided by IWT/DEFRA. A formal change request was requested and approved and reporting on the new final logframe (Annex 2) was started from Year 2.

9.2 Actions taken in response to annual report reviews

In response to feedback on our Year 1 and Year 2 Annual Reports we have taken the following actions:

- Clarified the role of government partners in this project as well as tried to provide more evidence as to how these partnerships are managed (e.g. see results of board meetings in ROC in Annex4.4, although noting that we have daily discussions with govt partners that are not fully captured here)
- Discussed internally amongst project staff our strategy for delivering on targets in Nigeria, clarified those in Section 2 of this report, and leveraged additional co-financing to recruit a full-time coordinator to focus on developing institutional relationships with NCS and NESREA.
- Developed a template for regular capacity assessments [REDACTED]. Whilst we do not publicly share the results of these staff assessments we share the template for scoring staff on an annual basis in Annexe 4.
- Provided samples of all SOPs in Annexe 4.2.2, noting the full SOPs are confidential and not for public dissemination.
- Improved our reporting on training and field missions – mission and training reports are provided in full in Annexe 4 for Year 3 activities following discussions with country-level partners and the Regional Specialist on the importance of MoVs.
- Provided improved baseline reporting on judicial outcomes from Mozambique and Nigeria
- Submitted (and received formal approval) on changes to the logframe (final version provided and reported on in Annex 2) following review from an external evaluator provided through IWT/CF.

[REDACTED]	[REDACTED]

[REDACTED]	[REDACTED]

11.3 Value for Money

The project was value for money. The recruitment of a Regional Specialist was the single most cost-effective investment in this project, enabling scaling of project activities across three countries. It also enabled dedicated resources to be invested in the development of Standard Operating Procedures that have now been used as a template in multiple sites and countries above and beyond the target areas in this proposal. IWT/CF was used to leverage multiple other resources, and thus was not the sole funder of any of the three country's CWT efforts. This is a cost-effective approach as it means specific activities can be achieved but that the programme and impact -and in all cases here the staff recruited - can continue beyond the life-time of the project.

12. OPTIONAL: Outstanding achievements of your project during the (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)

This project enabled the development and adoption of Standard Operating Procedures for ranger operations, intelligence management, and management of information sources for intelligence-led CWT efforts. These SOPs benefited from the contribution of several subject matter experts, follow international best practices for social safeguards and data privacy rights, and have made a substantial contribution to the professionalization and accountability of CWT operations in the countries and contexts in which they are being fully implemented.

Annex 1 Project's original (or most recently approved) logframe, including indicators, means of verification and assumptions.

Note: Insert your full logframe. If your logframe was changed since your application and was approved by a Change Request the newest approved version should be inserted here, otherwise insert application logframe.

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.			
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>0.1 By 2020, the proportion of wildlife crime cases submitted and convicted with the maximum penalty applied has, across the portfolio of sites, doubled from the baseline established at the start of the project, thereby tackling corruption and improving governance and local rule of law</p> <p>0.2 By 2020, the number of protected areas with sufficient law enforcement capacity to operate dedicated on-site intelligence systems, as measured by an increase in the proportion of intelligence-led operations, has increased from zero to three sites</p> <p>0.3 By 2020, operational Wildlife Crime Units exist across the portfolio of sites, including one new WCU partnership established as a direct result of this project</p> <p>0.4 By 2020, elephant poaching pressure has reduced to below 50% (as measured by PIKE) and/or elephant population numbers in target sites remains stable</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>
Outputs: 1. Enhanced national intelligence capacity of ROC, Mozambique and Nigeria to support intelligence-led policing actions	<p>1.1 By mid-2017, a regional intelligence specialist is recruited and operational</p> <p>1.2 By 2020, [REDACTED] are employed, trained and operational within governmental wildlife crime units,</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>from a current baseline of zero dedicated staff</p> <p>1.3 By 2020 [REDACTED] are employed, trained and operational within three protected areas, from a current baseline of zero dedicated staff</p>		<p>1.2 Governments remain willing to host WCS staff within WCUs. We will 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 operationalised 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, an intelligence management database is installed populated and providing [REDACTED] [REDACTED] in three protected areas from a current baseline of zero sites</p>	<p>2.1 Enforcement strategy documents. Training and capacity assessment reports</p> <p>2.2 Standard Operating Procedures disseminated to all staff with at least one training program conducted</p> <p>2.3 Intelligence database and regular intelligence briefings (redacted for public use)</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, an intelligence management database is installed populated and providing regular targeted intelligence briefings to law enforcement personnel in 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 - and these competencies deployed in at least one operation (one training has already taken place in Republic of Congo).</p>	<p>3.1 Intelligence database and regular intelligence briefings (redacted for public use)</p> <p>3.2 Training reports</p> <p>3.3 Government agreement for Nigeria WCU</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>

	3.3 By 2020, a new partner agreement signed to create a new state-led wildlife crime unit in Calabar, Nigeria.		
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Annex 2 Report of progress and achievements against final project logframe for the life of the project

Project summary	Measurable Indicators	Progress and Achievements
<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>In ROC a total of 44 trafficking networks (mostly related to ivory) but also African grey parrots) were identified between 2017-2020 of which 23 have been dismantled with 21 still actively monitored. Elephant populations are holding steady in the Nouabalé-Ndoki National Park from 2016/2017 surveys.</p> <p>In Mozambique, in 2019, when the central database was established by the national CWT unit, 32 cases involving 96 wildlife traffickers were transferred to the courts from operations conducted across the country. In the Niassa Reserve in the north of the country, zero poaching recorded from Year 3 of this project (down from 119 carcasses in Year 1).</p> <p>In Nigeria, investigations into [REDACTED] [REDACTED] [REDACTED] Nigerian staff trained under this project also began [REDACTED] [REDACTED]. Zero elephant poaching was recorded for a third consecutive year in Yankari Game Reserve.</p>
<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 proportion of wildlife crime cases submitted and convicted with the maximum penalty applied has, across the portfolio of sites, doubled from the baseline established at the start of the project, thereby tackling corruption and improving governance and local rule of law</p> <p>0.2 By 2020, the number of protected areas with sufficient law enforcement capacity to operate dedicated on-site intelligence systems, as measured by an increase in the proportion of intelligence-led operations, has increased from zero to three sites</p> <p>0.3 By 2020, operational Wildlife Crime Units exist across the portfolio of sites, including one new WCU partnership established as a direct result of this project</p>	<p>In ROC, a total of 156 wildlife trafficking cases were transferred to the courts during the lifetime of this project. Overall conviction rate has increased by almost 50% from a baseline of 70% in 2016 to 100% in the final year of the project. The % of penalties receiving maximum penalties has fluctuated from a baseline of 20%, to a high of 70% in Year 1 and a low of 14% in Year 3 – which reflects more the idiosyncrasy in sentencing guidelines. In Mozambique, in Niassa NR, 54 suspects of IWT were transferred to the provincial courts of which 94% received a conviction. 2019 saw no cases transferred to trial which increased to 4 trials (3 convictions) in the first quarter of 2020 on recruitment of the Niassa legal expert in Dec 2019. The 50 sentences handed down in the courts totalled almost 160 years in prison – with strong penalties of up to 14 years sentenced for individual poaching/trafficking cases. In Nigeria, in Yankari Game Reserve, a total of 287 suspects were transferred to court, of which an annual average of 97% resulted in conviction – remaining at a constant high rate throughout the project. In Cross River National Park, the number of arrests (for trafficking related offences) increased significantly from only 3 in Year 1 to 33 by Year 3 of project. The number of prosecutions remains low (a total of only 9) with the majority of those arrested receiving fines. However, for those prosecutions a 100% conviction rate was obtained, demonstrating that if more cases could be transferred to trial, this could be a strong deterrent.</p> <p>1 site (Ndoki/ROC) is at 100% intelligence staffing capacity. The proportion of intelligence-led operations decreased from Year 2 to Year 3 (28% -> 15%) but the total number of cases transferred to courts remained constant, thus</p>

	<p>0.4 By 2020, elephant poaching pressure has reduced to below 50% (as measured by PIKE) and/or elephant population numbers in target sites remains stable</p>	<p>increasing overall success rate. 3 sites (Niassa/Moz and both Cross River NP and Yankari GR in Nigeria) are at [REDACTED]. In Niassa/Moz, the number of intel-led operations increased from 11 in Year 2 to 28 in Year 3 [REDACTED]. In Yankari GR/Nigeria, [REDACTED] in Year 2 over the course of the programme, as we believe the robust law enforcement response and strong deterrent has resulted in more opportunistic hunting.</p> <p>1 WCU expanded [REDACTED] and an MoU in negotiation for a national-level partnership [REDACTED]. One new Central WCU in [REDACTED] established under the management of ANAC, with a [REDACTED]. No formal partnership established in Nigeria, but two new projects launched with NESREA in Abuja and with NESREA/NCS near [REDACTED].</p> <p>Elephant poaching reduced to zero (PIKE = 0%) in Yankari (since Year 2) and Niassa NR (since Year 3) from a high of 119 poached carcasses in Niassa in Year 1. In Ndoki, 78% reduction in fresh poached carcasses inside the Park from Year 2 to Year 3. Elephant numbers stable. Note PIKE is an unreliable indicator in forest environments (e.g. Ndoki) where detection bias is likely to overestimate the proportion of poached carcasses.</p>
<p>Output 1. Enhanced national intelligence capacity of ROC, Mozambique and Nigeria to support intelligence-led policing actions</p>	<p>1.1 By mid-2017, regional intelligence specialist is recruited and operational</p> <p>1.2 By 2020, [REDACTED] employed, trained and operational within governmental wildlife crime units, from a current baseline of zero dedicated staff</p> <p>1.3 By 2020 [REDACTED] are employed, trained and operational within three protected areas, from a current baseline of zero dedicated staff</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Activity 1.1 Recruit and provide operational support to a regional law enforcement specialist</p>		<p>Completed.</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>Completed</p>

<p>Activity 1.3. Develop Terms of Reference and provide operational support for [REDACTED] operating in Mozambique's National Wildlife Crime Unit</p>	<p>Completed</p>
<p>Activity 1.4 Develop Terms of Reference and provide operational support for [REDACTED] operating in the Wildlife Crime Unit in Sangha Department, Congo, in co-operation with Nouabalé-Ndoki National Park</p>	<p>Completed</p>
<p>Activity 1.5 Develop Terms of Reference and provide operational support for [REDACTED] Nigeria</p>	<p>Modified. [REDACTED] conducted 2-week study tour to ROC to receive starter training in intel SOPs. Guidance and directives for follow-up operations provided by LE Advisor. Operational support provided to existing Intel Manager for Yanakari under this project.</p>
<p>Activity 1.6 Develop Terms of Reference and provide operational for [REDACTED] Nigeria</p>	<p>Modified. Operational support provided to [REDACTED]</p>
<p>Activity 1.7 Provide on-the-job mentoring support to national [REDACTED] 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>Completed for ROC and Mozambique. Partially completed for Nigeria with one study-exchange visit to ROC (see Activity 1.5)</p>
<p>Activity 1.8 Facilitate advanced training workshop for wildlife crime analysts from each of Nigeria, Republic of Congo and Mozambique</p>	<p>Completed for Moz and ROC.</p>
<p>Output 2. Enhanced infrastructure, information gathering, and strategic support structures operationalised 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, an intelligence management database is installed populated and providing regular targeted intelligence briefings to law enforcement personnel in three protected areas from a current baseline of zero sites</p> <p>Training and capacity field assessments have been conducted in two countries - Congo and Mozambique by the Regional Law Enforcement/intelligence specialist, with an assessment of the Nigeria [REDACTED] capabilities conducted in ROC on the study-exchange visit. These assessments have been shared with the respective line managers. At least monitoring two visits per year are conducted by the LE advisor to ROC and Moz (Annexe 4.1.3)</p> <p>Three SOPs have been drafted for field ranger operations, intelligence-management, and source management. These are all available in French and Portuguese with English translation available for source management protocols. These are being fully implemented in one site (ROC/Ndoki). They have also been shared with and are partially implemented in Mozambique (Niassa), with the source management SOP shared and implemented with Nigeria [REDACTED] See Annexe 4.2.2.</p> <p>Two sites out of three have an intelligence management database in place and being actively utilised (ROC/Ndoki and Moz/Niassa). An intelligence database is partially implemented in the third target area [REDACTED]</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>Completed.</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>Completed for ROC/Ndoki. Partially completed for Mozambique (all SOPs translated and shared but only intelligence management SOPs being fully implemented in Niassa) and in Nigeria (source management SOPs translated in English, shared and implemented)</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>Completed for ROC/Ndoki. [REDACTED]</p>
<p>Output 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, an intelligence management database is installed populated and providing regular targeted intelligence briefings to law enforcement personnel in 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 - and these competencies deployed in at least one operation (one training has already taken place in Republic of Congo).</p> <p>3.3 By 2020, a new partner agreement signed to create a new state-led wildlife crime unit in Calabar, Nigeria.</p> <p>Two out of three countries have an intelligence management database installed and functional at national/provincial level. In ROC, [REDACTED] Leveraged funding for ROC enabled the recruitment of a senior analyst in October 2019 to oversee management and training of [REDACTED]</p> <p>Multiple training courses on investigative processes have been conducted: in ROC, [REDACTED]</p> <p>[REDACTED] In Niassa, a new legal advisor was recruited in January 2020 who conducted a series of four training programs on building case files and legal follow-up for Niassa NR staff (Annexe 4.3.3.1-4). Ongoing and successful operations are detailed in Annex 4.4.4. In Nigeria, 1 training workshop was held with NESREA, NCS, Immigration and Ministry of Environment officials on IWT in Abuja (Annexe 4.3.1), a further workshop held for NCS in Cross River State on CWT (Annexe 4.3.2), and 1 introduction training [REDACTED]</p>

		A new partner agreement for a wildlife crime unit in Nigeria has not been signed, but the project has leveraged two new funded projects with the NCS and NESREA (see Section 11.2)
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	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	Completed.
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	Completed.
Activity 3.4	Conduct a training on the legal and judicial process for state-level prosecutors in Cross River State	Delayed. An introductory workshop was held in Year 2, but a Year 3 workshop with NCS and NESREA was delayed due to COVID-19 (see Section XX)
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	Completed.
Activity 3.6	Convene a workshop and facilitate on-going discussions with NESREA on a partnership to establish a wildlife crime unit in ████████ Nigeria	Partially completed. Discussions ongoing and two new CWT projects with NCS/NESREA launched (see Section 11.2)

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.	X
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.	X
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.	X
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.	X
Have you involved your partners in preparation of the report and named the main contributors	X
Have you completed the Project Expenditure table fully?	X
Do not include claim forms or other communications with this report.	