



Illegal Wildlife Trade (IWT) Challenge Fund Final Report

IWT Challenge Fund Project Information

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Project title	Securing Africa's ivory: Developing gold-standard stockpile management systems
Country(ies)	Uganda, Ethiopia, Malawi
Lead organisation	EPI Foundation
Partner institution(s)	EWCA Ethiopia, UWA Uganda, DNPW Malawi
IWT grant value	Ruth Musgrave
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Project Leader's name	Ruth Musgrave
Project website/blog/social media	www.elephantprotectioninitiative.org @EPIAfrica https://www.facebook.com/elephantprotectioninitiative/ https://www.instagram.com/elephantprotectioninitiative
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1. Project summary

The main threat to African elephant populations is poaching and the illegal trade in elephant products, in particular ivory. The IUCN 2016 African Elephant Status Report states, the most reliable estimate of the continental population of the two species of elephant, and shows at least a 60% decline in African savanna elephants (*Loxodonta africana*) over the past 50 years, with a surge in ivory poaching, beginning in 2006, comparable with poaching reports during the 1970's and 1980's. The African savanna elephant populations in the project's three target countries (Malawi, Ethiopia and Uganda) are classified under CITES listing Appendix I, and are classed as Endangered on the IUCN red list.

The management and storage of wildlife products places an enormous burden of responsibility on every African country that has them, which demands intense administration and drains scarce resources. Ivory held in government storerooms, accrued from natural deaths or seizures, is often not securely stored or adequately managed and risks being vulnerable to corruption and theft. This allows the ivory to be leaked back on to the black market, contributing to the illegal wildlife trade. The theft of stored ivory has been reported in numerous countries across Africa and this public information likely only represents a percentage of actual thefts. Ivory leakage is facilitated by several factors:

- the lack of security measures and robust standard operating procedures across the chain of custody from the point of seizure to central storerooms;
- the organised nature of ivory trafficking that infiltrates into government;
- the numerous government departments that handle seized ivory at various stages; and
- the lack of accountability and transparency.

Putting ivory out of economic use is widely recognized in international fora as a key strategy (alongside maintaining the international ban on ivory trade and closing domestic ivory markets) to stem the tide of illegal trafficking. This requires securing national ivory stockpiles as an essential component of well-developed wildlife product management systems to protect contraband and ensure it is not available to illegal markets, which prevents it from perpetuating the demand for ivory that drives the poaching of African elephants.

This project aimed to address this, through improving the tools, capacity and law enforcement concerned with securing and managing ivory and other wildlife product stockpiles held in storerooms, which are controlled by multiple government agencies. This was achieved through improved security, enhanced multi-agency collaboration, as well as accountability and transparency embedded within the storeroom and stockpile management systems. Ethiopia, Malawi and Uganda were selected as the target countries since all experience elephant poaching, and particularly due to their significant role as transit hubs for ivory in Africa.

This project developed and commenced putting in place best practices for ivory storerooms and chain of custody in the three target countries. The document entitled "Gold Standards for the Management of Ivory and Other Wildlife Products" was developed in Year 1 of this project (and will be referred to as "Gold Standards" in this report) and was used as the principal guidelines for work in the three countries. Once the priority aspects of the Gold Standards are implemented in a country, which would include development of Standard Operating Procedures (SOPs), in-country capacity building on the SOPs, and ensuring certain infrastructure and equipment requirements are in place, this should ensure comprehensive storeroom security, management and procedures. As a result, the risk of ivory and other wildlife products, leaking into the illegal supply that perpetuates the trade will be minimised.

The long-term results of this project should be a reduction in the risk of corruption of law enforcement staff, by putting in place improved security and stricter, more transparent protocols. A lack of robust and transparent ivory management systems facilitates access for criminals, often in collusion with government officials, to exploit government ivory stockpiles. Ivory management is high-risk for government officials, due to the risks to their personal safety from armed criminals attempting break-ins and the risk of prosecution if they collude with the criminal. This creates a working environment of mistrust and suspicion. By establishing a system that clamps down on the potential for corruption, officials will have a safer workplace, with greater confidence in the whole management structure, and less opportunity and temptation to facilitate ivory leakage.

The direct beneficiaries of the project were the three partnering wildlife departments (UWA, EWCA and DNPW) which will have improved capacity to plan and implement effective ivory storeroom security and management, and chain of custody systems, including on-going monitoring. Additionally, the reduced

risk of corruption will benefit the wildlife authorities and law enforcement officers, improving their international reputation, and potentially their access to investment and other donor funds. Less corruption and improved transparency will improve confidence and relationships between government authorities and civil society.

As the illegal killing of elephants is the most significant threat to elephant populations, activities towards the reduction of the illegal trade resulting from this project will benefit the species as a whole.

Indirectly, governments of participating countries will benefit by demonstrating their willingness and ability to put in place transparent systems, and gaining a reputation for zero-tolerance to corruption.



Map 1: The three partner countries highlighted in green – Ethiopia, Uganda and Malawi.

2. Project Partnerships

The EPI Foundations partners on this project were:

- the Ethiopian Wildlife Conservation Authority (EWCA);
- the Uganda Wildlife Authority (UWA); and
- the Malawi Department of National Parks and Wildlife (DNPW).

Throughout the grant period the EPI Foundation (initially Stop Ivory) coordinated the project with the partners, providing technical advice and expertise, and the Wildlife Departments themselves have been implementing the improvements to storerooms on the ground. At the start of each year, an annual work plan and budget was developed in collaboration with each partner, with clear targets, outcomes and actions needed to be undertaken by each party.

To ensure effective communication and collaboration, the Wildlife Department each nominated a focal point for the EPI Foundation to work with on the project, with whom we have had regular email, WhatsApp's and zoom calls. We have also ensured that the Directors of the Wildlife Departments have remained up-to-date with the project progress and any issues. This has been vital during the time disrupted by the impacts of the Covid-19 pandemic. Regular communication has been critical to understand the Covid-19 situation in each partner country as well as our own team countries of residence (Kenya, Spain, UK), knowing what Covid-19 preventative measures and restrictions are in place, how the Covid-19 infection rates fluctuates within the country, and what that has meant in terms of impact to the project work and implementation. Ultimately, this led to significant delays and changes or adaptations to the work plan. We requested a one year no-cost extension to the project to ensure the activities could be completed effectively.

Our partnerships have continued to be strong, helped by all three governments being EPI member states that are committed to elephant conservation and placing ivory beyond economic use.

In addition to the formal project partners, we have been engaging with Philip Stewart from Tapis Consulting for the SOP development, and also the security firm, Maravi, based in Malawi – as the EPI Foundation has minimised international travel due to Covid-19, we worked to find experts within the

security field to assist DNPW with the completion of the activities. Maravi have been excellent, and the DNPW have welcomed their support through the EPI Foundation.

3. Project Achievements

3.1 Outputs

The project had two following anticipated outputs which were achieved.

Output 1 was “Two complementary tools for improving storeroom security and management:

- i. Guidelines for Ivory Storerooms from minimum to gold award standards, relevant to conditions typically found in EPI countries, are published.
- ii. A template Standard Operating Procedures (SOPs) for Storeroom management and chain of custody (CoC) from point of seizure to decentralised and centralised storerooms.”

Guidelines published, disseminated to EPI countries and made available freely online.

Gold Standards for the Management of ivory and other wildlife product was developed, which also includes model standard operating procedures for Governments to use (Annexes 1 and 2). The Gold Standards provide:

- Practical guidelines for storeroom security including physical infrastructure and equipment needs, guarding recommendations and access regulations;
- Organisation guidelines for storerooms;
- Management guidelines including inventory, audit, access logs, and reporting needs.

These were developed by a security expert, and reviewed initially by participants at a workshop in Kenya (Annex 3), which involved:

- Three participants from Malawi: one judge and two staff from DNPW;
- Two participants from Uganda, from UWA;
- Three participants from Ethiopia, from EWCA;
- Three participants from Kenya, from KWS;
- NGOs: Save the Elephants, WCS, Stop Ivory and the EPI;
- The SMS technical experts Bityarn Consult.

A second internal review of the document was conducted once the process of tailoring the SOPs for each country was undertaken, and improvements made. The documents are freely available on the EPI website <https://www.elephantprotectioninitiative.org/ivory-management> in English, French and Portuguese. These pages have been visited 724 from 1st July 2018 to 1st April 2022. Interestingly at least 50 visits from Asia (Singapore, Cambodia, India, Malaysia, and China).

Additionally, the document has been submitted to CITES, as such a document was requested by State Parties (SC69 Decision 17.171). The CITES Secretariat thanked us for the document and requested a summary presentation on the Gold Standards, which could be made available on the CITES website, this is available: https://www.cites.org/eng/imp/ivory_stockpile_mgmt.html. (Annex 4) The presentation provides the link to the full document on the EPI website.

The Gold Standards have been mentioned at numerous EPI meetings and briefings, unfortunately the Covid-19 pandemic reduced the number of face-to-face meetings and ability to provide the documents in person.

Gold Standards Assessments.

To aid in the implementation of Gold Standards for storerooms, we developed a means to rapidly assess a storeroom’s security, organization and management, and to highlight what areas need improving. This is a simple excel spreadsheet with the Assessment questions on, with automated scoring for each section (Annex 5) and is freely available.

In Year 3 the excel sheet was converted into a “Gold Standards Assessment App”. The App and Excel spreadsheet both run through the same questions about the storeroom, providing automatic scoring and highlighting which aspects need improving. The App allows you to digitally record the information whilst walking around conducting the Assessment, as it guides you through the questions. You can answer the questions on the App without being connected to the internet, and it also allows you to take photos of key details. Once completed, it will send an automatic report of the storeroom Assessment, with guidance notes on improvements, to form the basis of a final Storeroom Assessment Report. This has been successfully tested in Malawi, with positive feedback on the ease and speed of using the App and will be used in other countries for all assessments. See Annex 6 for a briefing note about the App. The App is available upon request.

Gold Standards Training films

As Covid-19 spread, and international travel was reduced, we realised the need to create remote training tools on the Gold Standards. A series of films relating to the different aspects of physical infrastructure and storeroom management were filmed, edited and produced, featuring Philip Stewart, the Global Security Expert who authored the Gold Standards document. As travel was not allowed to make the film of actual ivory storerooms, we adapted and a UK armed forces base kindly allowed us to film at their location to provide us with examples of storeroom management. This was complemented by photos and examples of actual storerooms around Africa, which our partner Governments gave approval to use.

These videos are distributed to our partners upon request and within a remote training programme, but will not be placed on the website. They are available in English, French (either dubbing, or in English with French subtitles if preferred), Portuguese (either dubbing, or in English with Portuguese subtitles if preferred).

These videos are used as part of the training of Government or NGO partner staff undertaking the Assessments for the Gold Standards. The videos are available upon request – see Annex 7 for one of the videos.

Uptake of use of the Tools

There have been very positive requests to implement and take up the Gold Standards work by other partner Governments since their development, including EPI signatory countries such as Benin, Gabon, Nigeria, Cote d’Ivoire, and Angola, as well as non-EPI countries including DRC and Cameroon.

- Angola (INBAC) – We have worked with INBAC to tailor the template SOPs to meet their needs, and they are currently in the process of Government validation. This is through a US Government INL funded project.
- Nigeria (NESREA and Customs) – In partnership with WCS we have worked with NESREA, to adapt the SOPs for their needs. The SOPs have been endorsed, training undertaken and are being implemented. WCS has shared them with Customs and are discussing the suitability for their needs. This is through a US Government INL funded project.
- Cote d’Ivoire (MINEF) – We have worked with MINEF to adapt the SOPs to meet their needs. The SOPs have been endorsed, training undertaken and being implemented. This is through a US Government INL funded project.
- Gabon (ANPN) – We have worked with ANPN and DGFAP to adapt the SOPs to meet their needs. The SOPs training is currently underway. This is through a US Government INL funded project.
- Republic of Congo – We sent the SOPs in January 2021 to WCS who are working with the MEF to strengthen their procedures.
- Mozambique (ANAC) – They are looking to improve their SOPs for improved security and transparency, in 2021 we sent them the template SOPs for consideration as a baseline to tailor to their needs.
- Cameroon (MINFOF) – The work on the SOPs will commence in July 2022 and will be done through a US Government INL funded project.
- Benin - The work on the SOPs will commence in July 2022 through a TUSK and USFWS grant.
- We are also in discussion with the DRC (African Parks site) and may commence work with them on the SOPs later in 2022, subject to funding.

Annual inventory data of Government stockpiles

As part of the Gold Standards, support has been provided to partner countries to maintain an up-to-date inventory of their stockpiles using the Stockpile Management System (SMS). The SMS is a bespoke app and server-based system developed for the EPI (see Annex 8 for briefing note). The app enables rapid data collection for each wildlife product in a storeroom, which is stored on a central server (located online or on a local host).

Each of the three partner countries have been using the SMS for several years and all three have reported to CITES on their stockpiles, as requested by Resolution 10:10.

- Uganda: UWA uses the SMS within their central and field storerooms, and also takes inventory of URA and Aviation Police stocks periodically. They have reported to CITES each year.
- Malawi: DNPW uses the SMS for their central storeroom and then on an annual basis for their field storerooms. They have reported to CITES each year.
- Ethiopia: EWCA currently uses the SMS for their central storeroom, they have recently conducted a desktop study to locate which storerooms have ivory around the country. Due to civil unrest it has not been possible to travel to all of the sites to take a formal inventory, however once the civil unrest eases, it has been agreed to collate and inventory all stocks. They have reported to CITES each year.

CITES has reported that few countries are complying with reporting ivory stockpiles, although it has increased from 2014 when 10 countries reported, to 22 countries reporting in 2018. Whilst we do not know if that rise is due to the implementation of the SMS and the support from the EPI Foundation, it has been inferred this has been a helpful contributing asset from discussions with countries and the CITES Secretariat.

Output 2 was Improved Ivory storeroom management and security in three partner countries (Uganda, Malawi and Ethiopia):

For each of the three countries, an initial assessment was undertaken of target storerooms using the Gold Standard Assessment tool. This resulted in a confidential Assessment report, which outlined key areas in need of strengthening to meet the minimum standards – such as security, procedures, management, equipment, capacity building. The respective confidential Assessment reports were provided to each Director of Wildlife and discussed in detail, to develop a budgeted work plan for how to make the recommended changes.

In each country there were three key actions - strengthening SOPs for storeroom management, SOP training for use and strengthening the storerooms themselves. The details for each country are outlined below.

Ethiopia (See Annexes 11 a-e)

Initial Assessment: The Gold Standard Assessment was undertaken in September 2019 by the EPI security consultant with a focus on the storerooms in Addis Ababa and the protocols available. The key recommendations were:

- EWCA central storeroom was deemed insecure and needed considerable improvements to it, or relocation. Various options were considered, but with the view of EWCA building its own office on EWCA owned land within the next 5-10 years, it was agreed to strengthen the current central location and reinforce regional hubs around the country to hold items.
- There was a lack of comprehensive documented procedures. Some of the procedures for management were strong, however there was a lack of clear documentation of them and key aspects were missing. It was recommended that the SOPs were strengthened.

SOPs: The SOPs for Ethiopia were developed, and were reviewed in a validation workshop held in Addis Ababa. This resulted in the endorsement of the SOPs. The SOPs include not only the management of EWCA's storerooms, but also the procedures for coordination between EWCA and other law enforcement agencies e.g. Federal Police, as well as defining specifications relevant to Ethiopia's laws for the document. The SOPs have been translated into Amharic, and have been printed. The SOPs are now in the process of being implemented on the ground.

Capacity building: Over the course of the project the following training was undertaken:

- SMS training (2018) on the SMS for 20 EWCA staff.

- SOP training in Addis Ababa for 13 people.
- SOP training in Chebera-Churchura for 4 people.
- SMS training in Addis (2022) for 17 EWCA staff, mostly refresher training but also for new staff members.

Storeroom improvements: Based on the initial assessment of the storerooms, key improvements were made to strengthen targeted storerooms. The EWCA central storeroom in Addis Ababa, was improved to meet the minimum standards for a Tier 1 storeroom – this includes a metal grill being added as an extra layer of security, installation of CCTV inside and outside the storeroom, purchasing of gold standard locks, as well as equipment such as fire extinguishers, working scales, gloves, masks, and separators to divide “permanently stored” ivory and ivory which is still being used in “active prosecution cases”.

It was decided in March 2020 to reinforce two storerooms at key National Parks – Chebera-Churchura National Park (CCNP) in Southwestern Ethiopia and Kafta-Shiraro National Park in northern Ethiopia. In Chebera-Churchura, a 20ft shipping container has been placed on a solid base and was equipped with shelving units and strong locks to become a strong room.

Work on Kafta-Shiraro in northwest Tigray was initially postponed as tensions were rising in the Tigray region in November 2020 when the Ethiopia Federal Government launched a law enforcement operation on the leaders of the Tigray region. In January 2021, it was decided to cancel the plans to work there as it was too high risk with the on-going civil unrest in the region.

The work in Ethiopia experienced significant delays throughout the project, however EWCA remained committed and it was achieved with the additional time in a no-cost extension. Covid-19 regulations in Ethiopia meant that EWCA, the principal partner, had to enforce a policy of priority work only. All ivory-related work was deemed non-priority from March 2020 - October 2020 and therefore all project work was halted. On top of the delays brought about by Covid-19, EWCA finalised another organisational and staff reshuffle in January 2021, as a result of the completion of GIZ's institutional structure analysis (which has been ongoing for two years). This created delays for months prior to January 2021 due to internal understanding of the upcoming reshuffle and lack of will to make decisions. Whilst the reshuffle in January did not impact the day-to-day activities or operations of EWCA, the greatest change for our work is that Daniel Pawlos, who was the Director of the Trafficking Department and heading our Ivory work has been demoted, and has now become a team leader, while Daniel Assefa (who was his subordinate) is now the department's Director. We have always worked with Daniel Assefa so this is not a problem, nonetheless this slightly awkward shift required a tactful approach to continue the work on the Gold Standards. Additionally, the civil strife has further hindered work as international and national travel has been more limited. This has affected the morale and productivity level of EWCA staff and affected national travel, prices and official processes for the government in-country.

Final Assessment: A final assessment of the central was undertaken in March 2022 by Bityarn Consult to measure if the storerooms now meet the minimum standards, this was undertaken using the Gold Standard Assessment App and Excel forms.

The outcome of the assessment found overall improvement to the central storeroom security and organisation including more effective organisation with shelving units, better security with CCTV, and stronger locks. And some aspects were not able to be changed due to the nature of the storeroom's location – for example, a tier 1 storeroom would have two-rooms to be able to effectively separate items as required e.g. evidence items, vs non-evidentiary items. This is not possible with its location, however, EWCA have managed to segregate items using the shelving units present. The storeroom is not within a building EWCA manages so access management is problematic, but until EWCA builds its own offices in Addis as planned, this will have to suffice.

There are still some key aspects to the storeroom management that needs improving including key control, formal nomination of a storeroom management and deputy managers. These points were outlined in the report and submitted to EWCA, who are in the process of making the recommended changes.

Malawi (See Annexes 9 a-e)

Assessment: The Assessment was undertaken in March 2019 by the Security Expert and finalised by

the two DNPW personnel who were trained on the Assessment process. A total of 13 storerooms were audited (nine DNPW, three Court and one Police). A confidential debrief meeting was held with the DNPW and with the Inter-agency Committee on Combating Wildlife Crime representatives. A confidential audit report was produced and sent to the DNPW for review. The key findings were:

- Physical Security at DNPW storerooms is of a good standard, but improvements required to meet Gold Standards;
- Physical Security at Courtrooms is below the standards;
- Physical Security at Police Stations unknown;
- Cooperation between agencies is very good - a real strength for Malawi;
- Documentation for storeroom management needs to be consistent and developed;
- Access key control requires further thought.

SOPs: The SOPs for the DNPW in Malawi were developed via the provision of remote support to the DNPW project focal point, Fyson Suwedi, to tailor the SOPs to the Malawian context. Subsequently DNPW staff provided review and comment on the draft SOPs. Due to Covid-19 restrictions this review was undertaken by individuals, rather than through a workshop which had initially been planned. The SOPs were then updated based on feedback and finally endorsed by the Director of DNPW. The SOPs have been formatted and are ready for dissemination.

A new US State funded project, via the INL program commenced in Malawi in October 2020, with TRACE as a lead. One of the activities involved the development of SOPs for forensic management of evidence. This resulted in some confusion with the SOPs for storeroom management and the need to develop related SOPs for forensics. In a discussion between the DNPW, EPIF and TRACE and it was agreed that the best way forward would be to combine the SOPs, which would be clearer for storeroom managers. Therefore, the SOPs have been adapted and endorsed by DNPW. The SOPs still include the gold standards for ivory management, as well as strengthened evidence handling, making it stronger document overall.

Capacity Building:

Over the course of the project the following training was undertaken:

- Training on the Gold Standard Assessment for two DNPW staff;
- SMS refresher training (2020) in Lilongwe for differing DNPW staff for three staff;
- SOP training in Lilongwe for differing DNPW staff for six people.

Storeroom improvements: The DNPW central storeroom was reinforced in a new location. Consisting of two shipping containers equipped with shelving units, CCTV, step ladders, fire extinguishers and PPE, together with strong locks. The storeroom was visited by Government officials from other departments who verified the security. This will hopefully ease underlying tensions between Government departments about the management of ivory and unsubstantiated suspicions of theft.

The ivory from the field storerooms were then centralised to the new storeroom. The largest store with over six tons of ivory was moved using the SOPs and ivory movement protocols, which included detailed procedures to check the ivory out of the storeroom on a piece-by-piece basis (and all items were present as per the paper and digital inventory) and then to check the ivory into the new storeroom on a piece-by-piece basis. Normally our technical expert from Kenya would assist Governments with this work due to the scale of the stockpile moved, but due to Covid-19 travel restrictions we adapted and contracted Maravi, a security/risk analysis firm based in Lilongwe, to support the inventory process to ensure it was accurately recorded. Government Auditors were also present to confirm the clear and transparent move.

In addition to the central storeroom installation, other storerooms were improved with the provision of dedicated shelving units for wildlife products for storerooms that only hold small amounts or do not have a dedicated strong room. A shipping container for the Lilongwe Court storerooms had been placed, equipped with shelving units, to provide a standalone location for wildlife products being held by the Courts.

Final Assessment

A final assessment of the infrastructure for the storerooms was undertaken in March by Maravi, to measure if the storerooms now meet the minimum standards, this was undertaken using the Gold

Standard Assessment App and Excel forms. The assessment aimed to also provide a baseline for the INL project so included more DNPW sites, Police, and courts that were involved in the DEFRA project.

The overall observations were:

For DNPW: The storage facilities in the DNPW ran national parks were assessed to be adequately secure. The physical structure of the storerooms is robust, and many have additional metal cages fitted inside them to ensure additional security and control of access. However, general areas for improvement include the marking/labelling of items, record keeping, and chain of custody procedures. Note the assessment was done prior to the SOP training due to the updating the SOPS for the TRACE INL project.

Police Station evidence stores – In the chain of custody and security of wildlife items, the police evidence stores are a weak link. Most of the police stations visited were built in 1950-60 and are in a general state of disrepair. Most of the storerooms observed were old vehicle garages converted into storerooms by the addition of lockable doors. The walls and roof were usually not hardened. Within the evidence storage rooms, wildlife exhibits are kept along with other crime exhibits and lost property. This raises the potential for them being misplaced amongst the crowded storerooms. They can also be left insecure in the rooms for some time if the suspect is not caught and the case not taken to court. The police storerooms are manned 24/7, and only usually the records officers have access to them. In terms of GS improvements, these should be prioritised.

Court evidence stores – Of all the different facilities visited, the court storerooms were generally the most insecure. A testimony to this is that two of the courtroom stores had previously had wildlife items stolen from them. In terms of physical security, the court stores suffer from the same issues as the police storerooms but have the additional problem of not being manned 24/7. Although most have guards posted at night, given the previous thefts, these are not deemed to be very effective. In terms of GS improvements, these should be prioritised.

Uganda (See Annexes 10 a-e)

Assessment: The assessment was undertaken in two steps. In May 2019, our security consultant, trained Ms Jadress Komugasho, a UWA warden, on the assessment process and reviewed three main storerooms (URA ivory storeroom, Aviation Police, UWA HQ storeroom, UWA facility at Kibale and Mount Elgon national parks). Ms Komugasho then audited a following six storerooms around the country i.e. Queen Elizabeth national Park HQs, Bwindi national park HQs, Lake Mburo national park HQs, Murchison falls national park HQs, Kidepo valley national park HQs and URA ivory storeroom. Resulting in nine storerooms being assessed. Preliminary observations of UWAs storerooms were positive; they appeared well-organized, with seized and recovered ivory separated, and had good access control. The primary recommendations were:

- The main storeroom needs expanding due to lack of space and it was proposed to modify an adjacent room into a storeroom.
- MOUs and Service Level Agreements between agencies to ensure that they understand who has responsibility for ivory at any point in the custody chain, and to encourage good record keeping and maintain the evidential chain.
- Ensuring that the existing standards on crime scenes and collecting ivory to an evidential standard are sent around - a number of the officers we spoke to were unaware that any existed and expressed a desire to have some instruction.
- SOPs need strengthening, in particular for key management and chain of custody and ensure staff understand their responsibilities and have the capacity to implement them.
- Many storerooms are shared with the armoury, which requires a means to divide up the storerooms (e.g. installing a cage welded to the wall), so ivory or high value items can be segregated from items that require regular access (e.g. arms for patrols).
- Personal Protection Equipment and fire extinguishers are required for most storerooms.
- Security fences around three storerooms to secure the storeroom's perimeter.
- Certain storerooms required bars on windows or making the windows opaque.

SOPs: The SOPs for Uganda were drafted in Year 1 – including all aspects of storeroom management, organisation and security. The SOPs were submitted to the UWA Board of Trustees for review and approval. The new UWA Board of Trustees was inaugurated in July 2020, and the SOPs are on the Agenda for their review and approval, though it is uncertain when this will happen. By March 2021, the

SOPs have still not been formally approved. This is due to the decision by UWA, that a review of all UWA SOPs needs to be undertaken at the same time for them to be endorsed as a whole. Therefore, this process will take time and the formal adoption will be delayed. However, the key management aspects of the SOPs can be implemented in daily work by the storeroom managers.

Capacity Building:

Over the course of the project the following training was undertaken

- Training on the Gold Standard Assessment for one person.
- Training on the SOPs (2021) for 40 people from 12 locations. The trainers were UWA staff who participated in the development and editing of the SOP draft and have vast knowledge and experience in storage and wildlife trophy management.
- Training on use of fire extinguishers (2020) for 181 UWA personnel were trained over the eight different training sites. Part of the improvements was the provision of 24 fire extinguishers for the storerooms and during the deployment of the fire extinguishers, a short training course was provided by Mr Jackson Karugaba from Fire and Safety Appliances.
- SMS refresher training (2019) - seven trained UWA personnel as the administrators of the SMS and SMS/inventory trainers; 21 trained government personnel on the Inventory, Movement and SMS; two trained personnel to enable on-going user support for the Inventory Stockpile Management.

Storeroom improvements: Following the initial assessment of the storerooms in Year 1, an agreed list of improvements to strengthen the storeroom was developed. This included the expansion of the central storeroom at the UWA head offices, provision of shelving units and security cameras. Strengthening of the field storeroom, with PPE equipment, cages and shelving units for storage of wildlife items. Procurement of equipment including fire extinguishers was slowed due to shops being closed, and supply chains disrupted, due to Covid-19 lockdown between March and August 2020. Once procured, internal travel was restricted, which hindered the installation of the items in the National Parks. However, all improvements were completed by December 2021.

Final assessment

The final assessment of the storeroom was undertaken in February 2022. The central storeroom and one representative field storeroom were assessed.

For the central storeroom, the main points were: Most of the recommendations for improving to meet minimum standards for a Tier 1 storeroom were made and the room is secure with effective procedures. There are some recommendations for key control which still needs strengthening to improve the security. And despite expanding the storeroom, the storeroom is still nearing capacity, further space is needed, and a decision made on what to do with the items the long term, as space will remain an issue.

For the representative field storeroom, the security and management were strong and mostly the T3 min standards. However, key control could be improved. These further recommendations were provided to UWA for consideration.

For all the three countries – the implementation of the SOPs and storeroom improvements has been welcomed and the work a success. However the work is not complete. The SOPs need to be used; documentation (inventory, chain of custody) accurately recorded, security aspects such as key control followed, and the SOPs need to become embedded into daily routine. Sites need continued mentoring to ensure the SOPs are being effectively used, and sites that were not included in the project need to be brought onboard. This project has successfully provided the tools for strong transparent storeroom management, and the wildlife departments teams have the capacity to ensure they are used and further their implementation, and going forward the EPI Foundation will continue to mentor and follow up with each country.

3.2 Outcome

The outcome of the project aimed to be: **a comprehensive stockpile management system providing proper storeroom security and procedures, that will prevent illegal wildlife products from leaking back into the supply chain, which perpetuates their trade.**

We achieved the overall outcome of the project. The Gold Standards for Ivory management is available in three languages, together with template operating procedures.

Information on the indicators are detailed below:

0.1 No loss of ivory from government storerooms, in countries actively using EPI standards and guidelines for ivory storerooms and template SOP for storeroom management, by project end.

From inter-agency communications and tracking of news coverage and seizures, no loss of ivory has been recorded to our knowledge from the storerooms in Malawi or Uganda since the start of the project. In Ethiopia, the civil strife in the Tigray region has meant little is currently known about the storerooms and elephants in the region, it is expected that the stores have been looted, but until access is possible it cannot be confirmed.

The annual CITES report for each of the three partner countries do not indicate a loss in ivory since the start of the project.

The 2022 audit of the storerooms in Uganda and Ethiopia found no loss of ivory from the central storerooms.

0.2 100% of known seized ivory added to government stockpiles over project period (Sept 2018-September 2021) is effectively recorded to SMS.

As of April 2022:

- Malawi has an up-to-date digital and paper inventory of their ivory stockpiles.
- Uganda has an up-to-date digital and paper inventory of their ivory stockpiles.
- Ethiopia has an up-to-date digital and paper inventory of their central stockpiles.

0.3 Minimum of 1,482,774 km² (country area for three partner countries) covered by improved system for managing stockpiles and storerooms. From baseline of the beginning of the project, review of number of countries and area, implementing guidelines and SOPs every two years after project end.

The baseline is zero countries. Currently seven countries are commencing implementation of the Gold Standards – this includes Malawi, Ethiopia, Uganda, Cote d'Ivoire, Angola, Cameroon, and Nigeria – covering an area of over 3,976,005 km².

0.4 An improvement in detail of recordings for subsequent CITES reporting (post 2018) as part of CITES Resolution 10:10 (CoP 16) on securing stockpiles. From reports in 2019-2020, against baseline of 2018-allowing that the country in question has been implementing the guidelines and SOPs for a minimum of 12 months.

All three countries reported to CITES on time in 2022.

0.5 Improved confidence of partner government staff in the management of the storerooms and an increased perception of a safe working environment, by end of project.

Feedback from partners in EWCA, UWA and DNPW show that the SOPs has clarified the roles for storeroom clerks and what is needed to be done, reducing the pressure off one individual.

3.3 Monitoring of assumptions

Outcome: A comprehensive stockpile management system providing proper storeroom security and procedures, that will prevent illegal wildlife products from leaking back into the supply chain, which perpetuates their trade.

Assumptions for Outcome:

Assumption 1.1: Government continues to stay committed and allocate sufficient personnel resource to maintain SOPs and storeroom improvements.

Assumption 1.2: Reduction of leaked ivory from government stockpiles, and therefore amount of ivory trafficked into the market, will lead to a reduction in demand for ivory and poaching.

Assumption 1.3: Government is committed to combatting corruption within its state departments through the appropriate disciplinary action.

Assumption 1.4: All those countries who state to be implementing guidelines and SOPs are adopting all of the tools available with full commitment.

Comments: The assumptions and risks remained true for the Outcome and were key components for the success of the project.

Throughout the four years, all the Governments remained committed to the project, providing staff time through a project focal point (for example Daniel Pawlos (EWCA), Fyson Suwedi (DNPW), and Jadress Komugasho (UWA).

However, one assumption that was not taken into account within the project proposal is how a pandemic would impact operations and work. It was assumed that working conditions, travel and working hours would remain the same. The Covid-19 pandemic has impacted significantly travel and working functionality between February 2020 – April 2022 and continues to impact work, but to a lesser degree.

Specific impacts include: In Uganda, the Government banned the use of public transport and Government staff were working from home from March 2020 for a few months, although most staff did not have good internet connectivity at home. In Ethiopia and Malawi, during the course of the year, EWCA and DNPW offices had a reduced personnel operating, and people are working from home where possible, however they faced internet access issues whilst at home.

The EPI Foundation restricted all travel except urgent and essential travel from February 2020, and was still enforced in April 2021. The EPI Foundation has an internal Covid-19 travel risk analysis to determine if travel is authorised. We have adapted and are working with in-country experts and with the Partners, to master the art of Zoom conference calls and online meetings to move the project along, as well as the development of new training tools to facilitate remote training where possible.

Another assumption not taken into account, was that of a safe working environment. Ethiopia has been experiencing different levels of civil strife since 2021. This was initially highlighted during the assessment which noted unrest between different Tribes; and then the civil unrest escalated in the Tigray region in 2020 – 2021, which has had knock on effects to the whole country. One of the focal storerooms for the project is located in the Tigray region, so work had to stop in that region entirely.

Assumptions for Output 1:

Assumption 1.1. Countries, other than three partner countries, are able to invest in developing the recommended systems.

Assumption 1.2. Government departments are able to access the internet to download tools.

Assumption 1.3. Once tools are downloaded or shared with government departments, they commit to using and implementing the tools effectively.

Assumption 1.4. Tools are used for CITES annual reporting to comply with Resolution 10:10 (CoP 16) on securing stockpiles.

Comments: The assumptions and risks remain true for the Output 1. There is interest in the Gold Standards being used and implemented by other countries; the tools are freely available to download and are on the CITES website, https://www.cites.org/eng/imp/ivory_stockpile_mgmt.html

Assumptions for Output 2:

Assumption 2.1. Access to the storerooms is provided to the expert by the Government departments.

Assumption 2.2. Governments are willing to undertake the improvements.

Assumption 2.3. Laws relating to ivory management in the country are clear.

Assumption 2.4. Each partner country remains committed and allocates the necessary human resources to make recommended improvements

Assumption 2.5. The EPI Foundation is able to provide support of additional funds for larger scale improvements required.

Assumption 2.6. Partner country governments effectively implement communications plan.

Assumption 2.7. Appropriate funding is made available (either from additional co-funding or by Government departments) for longer term maintenance costs after project completion (2021)

Comments: The assumptions and risks remain true for the Output 2.

The storerooms have to date been made available to the consultants in each country, we have a clear work plan for each country and are receiving regular updates from all countries.

In Ethiopia access to the storeroom in the Tigray region has been understandably denied, due to civil war.

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

Project impact: The project impact aimed to contribute towards the following “A decrease in elephant poaching and ivory trade to below a level where it threatens the survival of elephant populations and the sustainable livelihood of people.”

Impact on Illegal Wildlife Trade:

This project developed best practices for ivory storeroom management and chain of custody, and improved security, called the “Gold Standards for ivory management”. These were used to develop country specific Standard Operating Procedures (SOPs) for storeroom management in Malawi, Ethiopia and Uganda. These SOPs were then implemented via the provision of equipment and training courses to storeroom management staff. It is widely recognised that secure management of government stockpiles is necessary for long-term action against the illegal trade, which fuels the poaching of elephants. By implementing improved security and transparent accountable procedures, the leakage of ivory back into the illegal wildlife trade should be halted. To our knowledge no ivory has gone missing from the wildlife department’s storerooms in Malawi and Uganda since the launch of the project, nor from the Ethiopian central storeroom, however the status of the field storeroom in Tigray is uncertain, due to civil war. This project started the process of embedding improved storeroom management practises into government processes, including using the train the trainer model. In the long term it is expected that the risk of ivory leaking from government held stockpiles into illegal markets has been reduced. The long-term impact on poaching and the ivory trade will take place incrementally over time.

Impact on human development and well-being:

Corruption creates insecurity and risks violence, as communities lose confidence in public law enforcement departments. By reducing corruption, this should improve the relationship between communities and the law, which reduces the risk of violent outbreaks, and improves confidence in law enforcement officers by local communities, who suffer from the negative effects of poaching.

The advantage of ivory storeroom management systems is their visibility, with secured buildings and technology for monitoring stockpiles. This visibility adds to renewed confidence that a country has a genuine interest to combat the ivory trade and stamp out corruption. This may leverage further donor funded support. For example, this project has resulted in additional funding for the DNPW in Malawi by US INL.

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

The project contributed to the IWT challenge fund theme “2. Strengthening law enforcement”, and indirectly contributed towards “3. Ensuring effective legal frameworks” through strengthening the management and transparent handling of evidence.

This project aimed to directly address the issue of “improving law enforcement and border control in key source, transit and destination countries” and “corruption” under the theme “strengthening law enforcement”.

Over three years the project contributed the following objectives of the London Conference Declaration:

- Eradicating the market for illegal wildlife products I;
- Strengthening law enforcement XIII and XV.

And the following objectives of the Kasane Statement: 4 and 5.

The project is tightening the security and organisation of ivory stockpiles in the three partner countries – at both the central storeroom and the field storerooms, which provides support to law enforcement efforts to seize ivory.

5. Impact on species in focus

As the illegal killing of elephants is the most significant threat to elephant populations, activities towards the reduction of the illegal trade, which support the project will benefit the species. This project developed and put in place good practices for ivory storerooms and the chain of custody. This improved in-country capacity, strengthened infrastructure and transparent management procedures to ensure the security of government stockpiles. As a result, ivory should no longer risk being leaked into the illegal market.

The project should lead to the following outcomes in the long term:

- reduced corruption and opportunity for government officials to collude with illegal trafficking networks that operate at multiple scales;
- reduced risk of government stocks of ivory being lost and returning to the black market, perpetuating the illicit demand for ivory;
- increased wildlife crime prosecutorial capacity due to improved chain of custody for evidence management, this in turn will increase the risk of participating in poaching and deter involvement.

6. Project support to poverty alleviation

This project provided indirect benefits for poverty alleviation in the three countries. Overall, the project should result in the Wildlife Departments having stronger management processes for storerooms and items within. This should result in: reduction in corruption with stronger transparent processes; transparent management of evidence with clear chain of custody thereby supporting prosecution cases; and improved security for the risk for theft. Ultimately these should contribute towards the long-term ability for the three countries to:

- Adherence to CITES regulations, thus enabling the country to trade in wildlife products.
- Proof of effective storeroom management which hinders corruption promote confidence and relationships between other Government departments, civil society and the international community.
- Demonstration of commitment and engagement with the implementation of a donor funded project which should help leverage further donor funding support.
- Contribution to the demonstration of zero-tolerance to the illegal wildlife trade, providing disincentives to not partake in criminal activities.

Wildlife Departments: The direct beneficiaries are the three partnering wildlife departments and their employees – namely EWCA, UWA and DNPW. These wildlife departments have improved capacity for effective ivory storeroom security and management, and chain of custody systems, including on-going monitoring. The improvements being undertaken will address the lack of infrastructure to secure ivory. This will improve the working environment for personnel, in particular the storeroom managers. The management of ivory and other high value wildlife products is high-risk for government officials, this is due to the threat of armed criminals attempting break-ins and the potential of corruption in the workplace, which is often perpetuated by a working environment of mistrust and suspicion. By establishing a system that clamps down on the potential for corruption, officials will have a safer workplace with greater confidence in the whole management structure, and less opportunity and temptation to facilitate ivory leakage.

Storeroom Managers: One specific improvement for the storeroom manager is the improvement of key control. In Ethiopia for example, only one person has the key to the central storeroom, therefore if the storeroom is needed to be opened, they need to be present. Consequently, annual leave is either disrupted or ivory is stored insecurely until the storeroom manager returns from leave. This also puts enormous mental pressure on the storeroom manager. Instead, the lock system will be changed from one key holder for all locks, to having at least three key holders for two padlocks, which requires at least two of the three key holders to be present for the opening of the storeroom. This means that people can take leave without impacting the accessibility of the storeroom, while reducing the risk of corruption and threat of key theft. Whilst the storeroom manager will still be in charge of maintaining the inventory and organisation of the storeroom the mental strain and limitations on effective storeroom management will be reduced.

Local communities:

Local communities will also benefit indirectly from the project. Rural communities are often victims in poaching networks; the need for income can be exploited to encourage local communities to participate in the poaching of elephants or other species. Such pressures to rely on often life-threatening wildlife crime can have devastating consequences on a poor family. Changes to the management system of confiscated wildlife products and the consequential enhanced risk of prosecution and imprisonment will make the potential financial gains less appealing and aid in deterring local communities from participating in wildlife crime. The long-term impact on poaching will take place incrementally over time. Additionally, reduced corruption should help improve local communities' confidence in government institutions and law enforcement, thus reducing the risk of violent outbreaks.

7. Consideration of gender equality issues

This project was designed in accordance with Sustainable Development Goal 5 and the International Development (Gender Equality) Act. We recognise the need to ensure gender equity and gender equality throughout this project. All capacity building initiatives request as equal a gender representation on training as possible; however, it is noted that this may be difficult to achieve due to these professions remaining male-dominated in many countries.

In Malawi the Government focal points for the project are men and in Uganda we've been working with two women and two men. In Ethiopia the EWCA team is a mixture of men and women. The training courses in all three countries were attend by both men and women and the figures are captured in the log frame.

8. Sustainability and legacy

Profile of the Project:

The project has been well received by the various government agencies and law enforcement involved in ivory management, across all three countries. In Malawi, Ethiopia and Uganda, the wildlife departments have been engaged and committed throughout, and proud to present the SOPs to the other departments in their government.

Further interest:

This project has been pivotal in the EPI Foundation's work with countries to strengthen storeroom management. As a result of this project to develop the gold standards and template standard operating procedures, we have been able to access funding from the US Government (INL and USFWS) to replicate the work in a further six countries including: Nigeria, Gabon, Cameroon, Cote d'ivoire, Angola, Benin – as well as funding to further work in Malawi. We have also been requested to apply for funds for further work in Uganda and the DRC.

Open Access and sustainability:

This project aimed to provide useful tools for the management of wildlife product stockpiles and storerooms that are freely available in three languages, and can be used by governments and NGOs across the continent. The tools have been designed to be user-friendly, clearly presented and easy to navigate. The Gold Standards document is on the EPI Foundation website and has been included on the CITES website, as a best practice example of tools for storeroom management. The template SOPs and

the training videos are available for any countries upon request. The Gold Standard Assessment App and Excel check list is simple to use, and once online can easily be used by any government or organisation, without requiring any security expertise.

Exit Strategy:

The project's exit strategy remains valid. The Gold Standards tools are already freely available and the EPI Foundation is supporting its adoption by other countries. With the storeroom improvements, SOP development and use, the management systems themselves should become "business as usual" operations. The Assessment tools will enable partner governments to continue to monitor that the minimum standards, post the end of project are maintained. The aim is for the identified storerooms in each country to meet at least the minimum standards. Meeting Gold Standards for all storerooms across the country may require additional funding, but if the minimum standards are met then the ivory should be secure.

9. Lessons learnt

The key lessons the EPIF learned from the project are:

- The importance of a strong focal point for us to work with. Having the right nominated focal person in the country to steer the process of SOP development and its implementation is key. The involvement of the focal point in each step of the process promotes ownership and buy-in, which ensures longevity.
- The importance of regular communication with all levels with the partner country. Working with the focal point first and foremost is important, but ensuring the Director General level and Minister are fully briefed is also key to ensuring visibility and support of the project.
- Each country is different! Whilst the management of stockpiles is very similar in each country, there are country specific aspects that need to be taken into account when developing the SOPs and their implementation. In particular regarding roles and responsibilities, government departments involved and how SOPs are endorsed.
- Be proactive and adapt working style. The Covid-19 pandemic resulted in significant changes to living and working practises, such as the promotion of work from home in the UK, strict regulations on international travel and similar changes in our partner countries. These changes initially resulted in activities being put on hold, due to restrictions on working being implemented for an unknown duration. This was against the backdrop that illegal wildlife trade activities were not predicted to stop despite the pandemic. However, we found ways to adapt our work plan and activities in the climate of the pandemic. Training videos and tools were developed for online remote training and we developed an App to speed up and simplify the Assessment process, as well as found in-country experts to work with. And we found a new love of Zoom!
- If we were to repeat the project, we would encourage stronger involvement with the judiciary and police in the development of the template SOPs and the country specific SOPs.

9.1 Monitoring and evaluation

The Monitoring and Evaluation is coordinated by the EPI Foundation, with Government partners providing data and technical information. The log frame and project implementation plan have been used to monitor progress this year, together with the agreed project indicators.

Documents used to support this include (all are stored on a secure cloud-based filing system):

- Copies of all tools developed.
- Progress reports from EPI Foundation staff, partner organisations and consultants, including photo evidence.
- Meeting minutes, including internal progress and planning meetings.
- Record of partner email communications.
- Training reports, including sign-in sheets or record of attendance.
- Feedback reports and emails on use of the tools.
- Gold Standards Assessment Reports of storerooms.
- Travel reports.

- Reports of the annual inventory data of government stockpiles, which is submitted to CITES to comply with Resolution 10:10 (CoP 18).
- A record of ivory seizures in each partner country over the project period is maintained.
- Analytics on the EPI website of views of the tools.
- Opinion surveys.

The activities and outputs can be demonstrated to meet the project Outcome through the use of the Gold Assessment spreadsheet or App, which are simple tools used to conduct an Assessment of a storeroom, with a clear categorisation to show if it is meeting the minimum baseline standards or not. If not, there is a list of items that need to be improved in order to meet the minimum standards. The Assessment takes less than two hours and can be easily repeated to ensure it maintains the standards. A copy of the automatically generated Assessment report by the App, is also sent to the EPI Foundation.

The first Assessment was undertaken in Year 1 in Malawi, Uganda and Ethiopia to get the baseline and understand the needs. The final Assessment has been done in Malawi, Uganda and Ethiopia.

Practically the Monitoring and Evaluation will provide guidance on how the project has contributed to the Outcome. However, the key impact will be in the longer term, by assessing if no ivory is missing from Government stores, from inventory results.

9.2 Actions taken in response to annual report reviews

The feedback from the annual reports have been positive overall.

Key aspects to address were:

1. To strengthen monitoring and evaluation baseline to measure change:

This was from Year 1 report, and as yet had not finalise the assessment form, but now we have the gold standards assessment App and form, we have the results from the start of the project and the assessment at the end, which demonstrates where improvements have been made and what remains to be done with regards to the storerooms management, security and procedures. There is also the inventory data and audit to confirm the data is accurate.

2. Implement a process to ensure the SOPs are embedded and used after the project is finished

This is key, otherwise the SOPs become another unused document, and old habits encroach again. There are several mentoring processes we are working with the Governments on in the three countries as well as the INL countries.

We have developed a mentoring check list for the National Storeroom Supervisors to use when they do site visits. Ideally there would be at least one visit to each storeroom a year, and quarterly to the central storeroom, more if possible, to all of them but this is the minimal. It does not have to be a specific mentoring mission but could be done at the same time as other work. The check list has key areas that need to be checked if they are adhered to and feedback provided to the storeroom manager.

There are quarterly reports that should be submitted to the National Storeroom Supervisor from each storeroom – these are simple reports which provide information on storeroom capacity, and issues. The report should also include scans or photographs of storeroom documentation, e.g., the event log, to allow the National Storeroom Supervisor to review and provide feedback.

We will support the NSS with these tasks, help collate and review the documentation. We are in the process of setting up a means to do this more efficiently. The EPIF has new recruit starting, and one of the main tasks will be to follow up with the countries to do this, as well as follow up on the SMS work.

3. To understand what happens to ivory once the prosecution case has closed

At present, none of the three countries has a clear policy on what to do with evidence once the case has been closed and most items are placed into storage.

As part of the INL project, we are working with Malawi to broach this topic – seized wildlife items can never be sold internationally and therefore the options are long term storage or disposal. We aim to work with a few countries to consider this, and then hope to replicate the work in other countries based on lessons learned from the first few countries.

4. To understand how the project is contribution to reduced poverty.

This aspect has not yet been addressed. This work does not directly contribute to poverty alleviation. And the indirect contribution is hard to measure.

10. IWT Challenge Fund Identity

The partner countries are fully aware of the funding source for the project and the UK Government and DEFRA are referenced in EPI Foundation reports, presentations and official communications with the Governments.

This includes for the Gold Standards tools, which also appear on the EPI and CITES websites. When conducting other EPI related state engagement with high-level officials from partner countries including Ministers, updates on the project have been included, referencing the UK government and DEFRA as funders. The IWT Challenge Fund logo is visible on the training presentations/materials.

When discussing expanding the Gold Standards work into other countries, we have made clear that the original project was funded by the UK Government and the IWT Challenge Fund. Going forward we will continue to promote the Gold Standards work, the IWT Challenge Fund and UK government as the original funders.

Additionally, the EPI Foundation sends a monthly newsletter to a wide audience (over 5000), which has included updates on the project, with reference to the UK government funding. We have also endeavoured to keep the British High Commissions and Embassy in the Malawi and Ethiopia updated on the project.

11. Impact of COVID-19 on project delivery

The Covid-19 pandemic has impacted the implementation of the project since it started in January 2020, causing delays and resulted in a request for a 12-month no-cost extension to ensure the project could be completed. Covid-19 impacted our project in three main ways.

Firstly, not being able to undertake the activities as planned – with international and national travel restrictions in place, we adapted our work plan and developed remote training tools. We have managed to increase communication using Zoom and WhatsApp, which we hope to maintain over the coming years. It has been beneficial to have virtual face-to-face discussions on a regular basis, as they promote collaboration and engagement. We will still aim to visit the countries periodically, but this may now be able to be reduced.

The second impact was delays in being able to understand an activity, as the different Government responses to the pandemic included the closure of shops – preventing the purchasing of materials; national travel restrictions and limitations of gatherings of people – meaning training courses on the SOPs had to be postponed or adapted, and partner governments priority actions and focuses shifted to address the pandemic itself, postponing all activities.

The final impact was the backlog of work once the pandemic related restrictions had been lifted. Our main partners, the wildlife departments, had to put on hold many activities – internal and with partners - during the pandemic. Once the restrictions were eased, all the projects were keen to relaunch and new projects wanted to commence, resulting in Government staff being overloaded with meetings, training courses and other activities. This meant getting the right people to focus on our project required patience and flexibility with dates.

The EPI Foundation's response to the pandemic included restricting travel to only urgent essential travel, once vaccines were available and restricting international travel to fully vaccinated consultants and staff, while ensuring all work adheres to the country's own pandemic restrictions and guidelines. We've ensured there is budget available to buy face masks, soap and hand sanitiser for everyone present at meetings and events.

Our project outcomes or impacts, do not directly assist with the response to Covid-19 or reduction of future pandemics. Although as part of the Gold Standards, the use of PPE is required for the handling of wildlife products, which will help minimise potential contamination or spread of diseases.

12. Finance and administration

Project spend (indicative) since last annual report	2021/22 (Yr4) Grant (£)	2021/22 Total actual IWT Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
TOTAL	16,607	16,607		

Staff employed (Name and position)	Cost (£)
Ruth Musgrave – Director SMS	
Harry Thorold – Head of Finance	
John Scanlon – CEO	
Winnie Kiiru – Technical Director	
TOTAL	

Capital items – description	Capital items – cost (£)
None.	
TOTAL	0

Other items – description	Other items – cost (£)
None.	
TOTAL	0

12.1 Additional funds or in-kind contributions secured

Please confirm the additional funds raised for this project. This will include funds indicated at application stage as confirmed or unconfirmed, as well as additional funds raised during the project lifetime. Please include all funds relevant to running the project as well as levered funds for additional work after the project ends.

Were any additional in-kind contributions secured during the project?

Source of funding for project lifetime	Total (£)
Tusk Trust SMS 2021	
Tusk Trust SMS 2022	
TOTAL	

Source of funding for additional work after project lifetime	Total (USD)
INL 1 Developing Gold Standards for ivory and wildlife products management in three EPI countries in Africa	
INL 2 Implementing Gold Standards for the management of wildlife products in further EPI countries in Africa.	
TOTAL	

12.2 Value for Money

We consider the project good value for money.

The project has developed key tools that are being used in the 3-target country. Importantly, the tools are not just bespoke one-off items for the 3 countries within this grant, but replicable and scalable to be used freely worldwide wherever there is demand.

As a result of the project, we have leveraged other funding to further develop and expand the reach of these tools. Examples of additional countries that are working with the Gold Standards are Benin, Cote d'Ivoire, and Angola. And we have secured funding for furthering the work in Malawi, and hope to have further funds for Uganda.

The project has been completed on budget in the year despite difficulties of working during COVID. No large capital items or equipment required, and overheads used to fund essential costs (such as bank fees, telephone costs, accountancy software, etc). International travel booked via an agency to ensure competitive rates, and all fieldwork costs in line with EPI Foundation policies and all costs agreed to supporting documentation (such as receipts, invoices, etc). Furthermore, no costs fell under the 'other' undefined bracket in the year.

13. 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)

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

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>Impact: Decrease in elephant poaching and ivory trade to below a level where it threatens the survival of elephant populations and the sustainable livelihood of people.</p>			
<p>Outcome: A comprehensive stockpile management system providing proper storeroom security and procedures, that will prevent illegal wildlife products from leaking back into the supply chain, which perpetuates their trade.</p>	<p>0.1 No loss of ivory from secured government storerooms, in countries actively using EPI standards and guidelines for ivory storerooms and template SOP for storeroom management, by project end. Baseline data is recorded from first assessment of inventory at start of project. At the end of the project, stockpile inventory is reviewed to ensure every piece of ivory inputted to SMS over the project period is still accounted for. Note Stop Ivory has access to this data where the SMS is operational, however it is owned by individual countries and is not available for use or circulation without authorisation from these countries.</p>	<p>0.1 Comparison of the digital database against physical inventories, also made available during the annual inventory data of government stockpiles, which is submitted to CITES to comply with Resolution 10:10 (CoP 16) on securing stockpiles.</p> <p>0.1.1 Inclusion of inter-agency communications to update national database on seizures as part of the CoC SOPs. Number of border confiscations of ivory that is traceable to government stockpiles from baseline of data recorded at beginning of project (Sept 2018).</p>	<p>Government continues to stay committed and allocate sufficient personnel resource to maintain SOPs and storeroom improvements.</p> <p>Reduction of leaked ivory from government stockpiles, and therefore amount of ivory trafficked into the market, will lead to a reduction in the demand for ivory and poaching.</p> <p>Government and/or implicated departments are committed to combatting corruption within it's state departments through the appropriate disciplinary action.</p> <p>All those countries who state to be implementing guidelines and SOPs are adopting all the tools available with full commitment.</p>
	<p>0.2 100% of known seized ivory added to government stockpiles over project period (Sept 2018-March 2021) is effectively recorded to SMS.</p>	<p>0.2 Wildlife Department, partner NGOs, and police reports on ivory seizures, over project period with be collected for analysis against storeroom data, from baseline of beginning of project data recordings.</p>	
	<p>0.3 Minimum of 1,482,774 km² (country area for three partner countries) covered by improved system for managing stockpiles and storerooms. From baseline at the beginning of the project, review of number of countries and area, implementing guidelines and SOPs every two years after project end.</p>	<p>0.3 Number of countries who participate in use of Standards and Guidelines and template for SOP.</p>	

Project summary	Measurable Indicators	Means of verification	Important Assumptions
	<p>0.4 An improvement in detail of recordings for subsequent CITES reporting (post 2018), as part of CITES Resolution 10:10 (CoP 16) on securing stockpiles. From reports in 2019-2020, against baseline of 2018, allowing that the country in question has been implementing the guidelines and SOPs for a minimum of 12 months.</p>	<p>0.4 Annual inventory data of government stockpiles, which is submitted to CITES to comply with Resolution 10:10 (CoP 16) on securing stockpiles by countries committed to use of tools.</p>	
	<p>0.5 Improved confidence of partner government staff in the management of the storerooms and an increased perception of a safe working environment, by end of project.</p>	<p>0.5 Demonstrated implementation of Health and Safety measures (as part of the SOPs) and staff well-being measured through before and after project opinion surveys of all those who took part in training. Using baseline of before opinion survey.</p>	
<p>Output 1 Two complementary tools for improving storeroom security and management:</p> <ul style="list-style-type: none"> b. Guidelines for Ivory Storerooms from minimum to gold award standards, relevant to conditions typically found in EPI countries, are published. c. A template Standard Operating Procedures (SOPs) for Storeroom management and chain of custody (CoC) from point of seizure to decentralised and centralised storerooms. 	<p>1.1 A validated set of practical and effective standards and guidelines for storeroom security and template model SOPs for Storeroom management and chain of custody (CoC) are published, disseminated to EPI countries and made available freely online. Post project end, a review of guidelines and template model SOPs uptake and use based on the specified means of verification, will be conducted every year (included in EPI annual report).</p>	<p>1.1 Report of field testing and preliminary validation of guidelines and SOPs from independent experts in the field of wildlife storeroom management who will be contracted to visit field sites and provide input on draft guidelines.</p> <ul style="list-style-type: none"> 1.1.1 Number of downloads of guidelines from EPI website and requests/uptake of use of guidelines from EPI states. Annual review of website analytics for download history and requests for guidelines will be recorded. 1.1.2 Verify the number of meetings/conferences the tools are presented at. Follow up engagement will be made with all contacts with access to the tools to identify exposure. 1.1.3 Verify the number of countries using the tools, through EPI member state engagement, and 	<p>Countries, other than three partner countries, are able to invest in developing the recommended systems.</p> <p>Government departments are able to access the internet to download tools.</p> <p>Once tools are downloaded or shared with government departments, they commit to using and implementing the tools effectively.</p> <p>Tools are used for CITES annual reporting to comply with Resolution 10:10 (CoP 16) on securing stockpiles.</p>

Project summary	Measurable Indicators	Means of verification	Important Assumptions
		wider state of engagement of non-EPI members.	
	1.1. Increase in efficiency, detail and accuracy of annual inventory data to CITES through use of tools in reporting process (from 2019-2020, against baseline of 2018).	1.2 Annual inventory data of government stockpiles, which is submitted to CITES to comply with Resolution 10:10 (CoP 16) on securing stockpiles, by countries committed to use of tools.	
Output 2 Improved Ivory storeroom management and security in three partner countries (Uganda, Malawi and Ethiopia).	2.1 In three countries: Ivory storerooms meet the minimum standards, or have an action plan to achieve desired standards. SOPs for storeroom management and CoC are operational, by end of project.	2.1 Audit report on standards and SOPs, with recommended changes and how to meet minimum and gold standards, provided to each partner country departments. 2.1.1 A budgeted and time bound plan to make improvements to storeroom and SOPs, within existing budgets, provided to each partner country at technical meeting. 2.1.2 Follow up audits co-conducted by independent expert, to assess progress on the action plans for changes to improve ivory storerooms, storeroom management systems and CoC required from the initial audit have been made (2020-2021).	Access to the storerooms is provided to the expert by the Government departments. Governments are willing to undertake the improvements. Laws relating to ivory management in the country are clear. Each partner country remains committed and allocates the necessary human resources to make recommended improvements The EPI is able to provide support of additional funds for larger scale improvements required.

Project summary	Measurable Indicators	Means of verification	Important Assumptions
	<p>2.2 Storeroom keepers across the CoC have received training in auditing storerooms and compliance with SOPs. Senior wildlife managers have received training in monitoring/auditing and identifying priority action plans to make improvements by end of project.</p>	<p>2.2 Training and capacity building, during storeroom and SOP audit process (2019-2020), of minimum 30 people from government partner agents and if appropriate supporting NGOs in each country. Measured through attendance on training courses, participation in technical meetings.</p> <p>2.2.1 Training and capacity building measured through before and after opinion surveys and government records of complaints/ investigations/arrests. Using baseline of before opinion survey.</p>	<p>Partner country governments effectively implement communications plan.</p> <p>Appropriate funding is made available (either from additional co-funding or by Government departments) for longer term maintenance costs after project completion (2021).</p> <p>Government departments have a given number of female personnel in roles to which the training is relevant.</p>
	<p>2.3 Updated inventory data of Government stockpiles using the Stockpile Management System in each partner country by end of project (2021). Baseline of inventory data from start of project.</p>	<p>2.3 Annual inventory data of Government stockpiles, (from reports in 2019-2020, against baseline of 2018), which is submitted to CITES to comply with Resolution 10:10 (CoP 16) on securing stockpiles, by countries committed to use of tools.</p>	
	<p>2.4 Gender equality and equity promoted within government departments through implementation of tools in partner countries.</p>	<p>2.4 Number of female personnel included in training and capacity building - relative to the number of female personnel in the department.</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> <p>1.1 Consultations with country wildlife departments and supporting NGOs.</p> <p>1.2 Visiting of field sites by contracted experts of wildlife storeroom management.</p> <p>1.3 Draft guidelines and minimum to gold award standards, that are relevant to the conditions typically found in the EPI countries.</p> <p>1.4 Technical meetings between the experts, end-users and other key stakeholders, with preliminary validation of draft guidelines before field testing.</p> <p>1.5 Tools are field tested in three countries.</p> <p>1.6 After field testing, draft documents will be finalised and made freely available online, translated into three main regional languages (English, French and Portuguese).</p> <p>1.7 Promotion by Stop Ivory of tools to EPI member states, as a means to meet EPI commitments.</p> <p>2.1 Audit of ivory storerooms and storeroom management systems in three partner countries against the guidelines and evaluating the existing SOPs in each country against the template SOPs, with a checklist to assess compliance.</p>			

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>2.2 Training and capacity-building process during the audits will be co-conducted by an independent expert. Training will be on using the tools and implementing SOPs, and using the digital inventory database, as well as at least two senior wildlife managers trained on monitoring compliance and developing and implementing priority action plans.</p> <p>2.3 Country reports given to each partner government department, providing requirements on how to meet minimum and gold standards. Stop Ivory will use this as the framework to work with the wildlife departments and supporting NGOs, to prioritise required changes and develop a plan to make these changes which includes integrating the storeroom and CoC SOPs into the existing SMS digital inventory procedures.</p> <p>2.4 Regular management and progress meetings to be held between SI, government partners and supporting NGOs. Technical meetings, i.e. presenting and validating the template documents will be organised at key points during project progress.</p> <p>2.5 An independent expert will provide guidance for follow up audits carried out by department agents to assess changes and improvements.</p>			

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: <i>Decrease in elephant poaching and ivory trade to below a level where it threatens the survival of elephant populations and the sustainable livelihood of people.</i></p>		<p>(Report on any contribution towards positive impact on illegal wildlife trade or positive changes in the conditions of human communities impacted by illegal trade e.g. steps towards alternative and sustainable livelihoods)</p>
<p>Outcome A comprehensive stockpile management system providing proper storeroom security and procedures, that will prevent illegal wildlife products from leaking back into the supply chain which perpetuates their trade.</p>	<p>0.1 No loss of ivory from government storerooms, in countries actively using EPI standards and guidelines for ivory storerooms and template SOP for storeroom management, by project end. At end of project stockpile inventory is reviewed to ensure every piece of ivory inputted to SMS over project period is still accounted for. <i>Note Stop Ivory has access to this data where the SMS is operational, however it is owned by individual countries and is not available for use or circulation without authorization from these countries.</i></p> <p>0.2 100% of known seized ivory added to government stockpiles over project period (Sept 2018-March 2021) is effectively recorded to SMS.</p> <p>0.3 Minimum of 1,482,774 km² (country area for three partner countries) covered by improved system for managing stockpiles and storerooms. From baseline of</p>	<p>0.1 Between July 2018-April 2022, no known items have been lost from Wildlife departments storerooms in Uganda and Malawi. Or Ethiopia central storeroom. This is demonstrated by the inventory data.</p> <p>0.2 All ivory known to be held by the wildlife departments has been registered into the SMS. Ethiopia has recently identified ivory held around the country, that has not yet been included into the SMS but once civil unrest has eased it will be included. The information is currently held on an excel spread sheet but until the items are coded with a CITES number cannot be fully incorporated.</p> <p>0.2 From the record of reports collected on ivory seizures in each partner country, all has been added to government stockpiles and added to the SMS, except for the case of Ethiopia (see above).</p> <p>0.3 The implementation of the SOPs and improvements to the storerooms covering the wildlife departments remit. Other countries have also shown interest in implementing the Gold Standards, with work beginning with Côte d'Ivoire, Nigeria and Angola.</p> <p>0.4 All three countries reported to CITES on stockpiles for 2019, 2020, 2021 and 2022.</p>

	<p>beginning of project, review of number of countries and area, implementing guidelines and SOPs every two years after project end.</p> <p>0.4 An improvement in detail of recordings for subsequent CITES reporting (post 2018) as part of CITES Resolution 10:10 (CoP 16) on securing stockpiles. From reports in 2019-2020, against baseline of 2018- allowing that the country in question has been implementing the guidelines and SOPs for a minimum of 12 months.</p> <p>0.5 Improved confidence of partner government staff in the management of the storerooms and an increased perception of a safe working environment, by end of project.</p>	<p>0.5 The opinion survey completed by representatives from each country demonstrates improved confidence and understanding on the management of storerooms.</p>
<p>2. Output 1. Two complementary tools for improving storeroom security and management:</p> <p>a. Guidelines for Ivory Storerooms from minimum to gold award standards, relevant to conditions typically found in EPI countries, are published.</p> <p>A template Standard Operating Procedures (SOPs) for Storeroom management and chain of custody (CoC) from point of seizure to</p>	<p>1.1.A validated set of practical and effective standards and guidelines for storeroom security and template model SOPs for Storeroom management and chain of custody (CoC) are published, disseminated to EPI countries and made available freely online.</p> <p>1.2.Increase in efficiency, detail and accuracy of annual inventory data to CITES through use of tools in reporting process (from 2019-2020, against baseline of 2018).</p>	<p>1.1 The Gold Standards document has been finalised as a reference document. Template SOPs are available for use. The Gold Standard Assessment sheet and App are available for use. The Gold Standard training videos are available. These are all freely available in three languages on the EPI website or from the EPI Foundation.</p> <p>1.1.1: The guidelines and standards for ivory management have been published on the EPI website in English, French and Portuguese.</p> <p>https://www.elephantprotectioninitiative.org/ivory-management</p> <p>And a summary presentation on the Gold Standards is available on the CITES website, which provides the link to the EPI website.</p> <p>https://www.cites.org/eng/imp/ivory_stockpile_mgmt.html</p> <p>1.1.1 The Gold Standards guidelines have been viewed on the EPI website over 700 times.</p>

decentralised and centralised storerooms.		<p>1.1.2 Gold standards now being implemented in an additional six countries Governments.</p> <p>1.1.3. Seven countries have expressed interest in the tools, in particular the governments of Mozambique and DRC where engagement and discussions on use of the tools are on-going. In Gabon, Cameroon, Nigeria, Cote d'Ivoire, Benin and Angola work has already begun to implement the Gold Standards.</p> <p>1.2: The SMS is operational, and was upgraded in 2019, to improve the reporting function and general functionality. This will improve the reporting to CITES. All three countries reported to CITES on stockpiles in 2018, 2019, 2020 and 2021</p>
Activity 1.1 Consultations with country wildlife departments and supporting NGOs.		<p>Completed.</p> <p>Government partners, NGOs and technical experts have provided feedback into the tools which have been adapted based on this.</p>
Activity 1.2 Visiting of field sites by contracted experts of wildlife storeroom management.		<p>Completed.</p> <p>Consultant visited Uganda in November 2018 – Field Report available on request.</p>
Activity 1.3 Draft guidelines and minimum to gold-award standards, that are relevant to the conditions typically found in the EPI countries.		<p>Completed.</p> <p>The guidelines and standards are available on the EPI website in English, French and Portuguese, and the CITES website.</p>
Activity 1.4 Technical meetings between the experts end-users and other key stakeholders, with preliminary validation of draft guidelines before field testing.		<p>Completed.</p> <p>A technical workshop was held in Nairobi in February 2019.</p>
Activity 1.5 Tools are field tested in three countries.		<p>The SOPs have been developed for each country and being implemented.</p>
Activity 1.6 After field testing, draft documents will be finalised and made freely available online, translated into three main regional languages (English, French and Portuguese).		<p>The Guidelines and Standards for ivory management have been finalised.</p>
1.7 Promotion by EPI Foundation of tools to EPI member states as a means to meet EPI commitments.		<p>The Gold Standards and SMS tools are promoted in meetings with the EPI Member States. Angola, Nigeria and Cote d'Ivoire are currently working towards implementing the standards, having started with the audit of the current systems, procedures and infrastructure.</p>

<p>Output 2. Improved Ivory storeroom management and security in three partner countries (Uganda, Malawi and Ethiopia).</p>	<p>2.1 In three countries: Ivory storerooms meet the minimum standards, or have an action plan to achieve desired standards. SOPs for storeroom management and Chain of Custody are operational, by end of project.</p> <p>2.2 Storeroom keepers across the CoC have received training in auditing storerooms and compliance with SOPs. Senior wildlife managers have received training in monitoring/auditing and identifying priority action plans to make improvements.</p> <p>2.3 Updated inventory data of Government stockpiles using the Stockpile Management System in each partner country by end of project (2021).</p> <p>2.4 Gender equality and equity promoted within government departments through implementation of tools in partner countries.</p>	<p>2.1: First Assessments were undertaken in Malawi, Uganda and Ethiopia. Audit reports with recommended changes of how to meet the minimum and gold standard were provided to each partner country.</p> <p>2.1.1 Time bound and budgeted action plans to ensure each partner government meet the minimum standards have been developed. Improvements to storerooms are in the process of being implemented, which include infrastructure improvements, as well as SOP and Chain of Custody development.</p> <p>2.1.2 Follow up Assessments completed.</p> <p>2.2 Personnel from each wildlife department have been trained on the Assessment process (two from DNPW, two from UWA and two from EWCA).</p> <p>2.3 Uganda and Malawi inventory is up-to-date. Ethiopia's central stockpile has been inventoried.</p> <p>2.4. Where possible Gender equality aspects have been taking into account: seven out of the 19 participants at the technical workshop held in Year 1 were women; Of the three focal points from each country, one is a women. Given that the number of men in each wildlife department greatly outweighs the number of women, this is promoting greater gender equity.</p>
<p>Activity 2.1 Audit of ivory storerooms and storeroom management systems in three partner countries against the guidelines and evaluating the existing SOPs in each country against the template SOPs, with a checklist to assess compliance.</p>		<p>Malawi, Uganda and Ethiopia storerooms have been assessed with recommendations provided.</p> <p>Malawi – nine DNWP storerooms were assessed, and three Courts and one police storeroom.</p> <p>Uganda – eight storerooms were assessed of UWA, (and one URA and one Police visited).</p> <p>Ethiopia – only the central storeroom was formally assessed due to civil unrest, the others have been assessed remotely.</p>

	The reports are confidential and have been shared with the relevant wildlife departments.
Activity 2.2 Training and capacity-building process during the audits will be co-conducted by an independent expert. Training will be on using the tools and implementing SOPs, and using the digital inventory database, as well as at least two senior wildlife managers trained on monitoring compliance and developing and implementing priority action plans.	On the assessment process: Two people trained in Malawi, two in Uganda and two in Ethiopia.
Activity 2.3 Country reports given to each partner government department, providing requirements on how to meet minimum and gold standards. The EPI Foundation will use this as the framework to work with the wildlife departments and supporting NGOs, to prioritise required changes and develop a plan to make these changes which includes integrating the storeroom and CoC SOPs into the existing SMS digital inventory procedures.	Assessment reports were compiled for each country and provided to the respective Director of wildlife for review. Budgeted work plans were developed with nominated focal points to make the recommended improvements, this was approved by the respective Director and implemented in all three countries.
Activity 2.4 Regular management and progress meetings to be held between the EPI Foundation, government partners and supporting NGOs. Technical meetings, i.e. presenting and validating the template documents will be organised at key points during project progress.	Nominated focal points for each country have provided regular updates to the EPI Foundation on progress for implementation. Regular discussions have been held with the Directors of Wildlife on progress, on average every two months. Minutes and correspondence have all been recorded.
Activity 2.5 An independent expert will provide guidance for follow up audits carried out by department agents to assess changes and improvements.	Assessment conducted in Malawi, Ethiopia and Uganda.

Annex 4 IWT Contacts

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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.	
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.	
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 13)?	
Have you included means of verification? You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	
Do you have hard copies of material you need 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.	
Have you involved your partners in preparation of the report and named the main contributors	
Have you completed the Project Expenditure table fully?	
Do not include claim forms or other communications with this report.	