

Funding Proposal for the International Elephant Foundation

LAGA-MINFOF COLLABORATION

WILDLIFE LAW ENFORCEMENT

Proposal Submitted 21st January 2022

Grant Application Cover Page

A:

Title - LAGA-MINFOF collaboration - Wildlife Law Enforcement.

B:

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C:

Projects starting and ending dates:

The grant is requested for a year starting February 2022-February 2023

D:

Duration: The grant is requested for 12 months.

E:

Amount Requested from the International Elephant Foundation : **11,998 USD.**

Total Project Matching Funds: 180,421 USD.

Note – all of LAGA’s financial and activity reports can be found online on

www.laga-enforcement.org

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Project Summary

This project aims to protect the elephants of Cameroon from illegal trade by increasing the level of wildlife law enforcement nationwide and deterring potential traders from conducting these activities.

Cameroon contains significant numbers of both forest and savannah elephants. The most immediate threat to most elephant populations in Cameroon is illegal hunting for meat, and ivory. These activities are all illegal, but in the past these laws have not been properly enforced and hence the trade, and the slaughter, has been commonplace. LAGA works closely with the Ministry of Forests and Fauna (MINFOF) and other government agencies to bring about the effective enforcement of these laws. This not only curtails the operations of those illegal wildlife exploiters who are prosecuted, but as awareness spreads it will act as a deterrent and reduce the overall level of illegal hunting and trade. LAGA also aims to provide a model for NGO-government collaboration in the fight against corruption in enforcement and application of law throughout Central Africa.

In order to achieve these goals, the objectives of the project are:

- To identify large-scale wildlife dealers and provide evidence to support action against them.
- To bring about the arrest of large-scale illegal wildlife exploiters and fight corruption attempts documented in more than 85% of the total of arrests.
- To ensure the prosecution of large scale illegal wildlife exploiters, and that sentences are handed down and served, and fight corruption attempts documented in more than 80% of the cases.
- To raise public awareness of the increased enforcement of wildlife law and the risks and penalties for wildlife criminals, and show the law can be enforced and applied despite the widespread corruption.
- To provide a model for action on wildlife law enforcement, NGO-government collaboration, and wildlife crime monitoring that can be replicated throughout the region, and prove that an NGOs can take a far more active role in the fight against corruption inside the legal and enforcement systems.

This project will meet these objectives through five broad activities:

INVESTIGATIONS – to identify perpetrators and provide evidence for prosecution.

OPERATIONS – to arrest perpetrators whilst engaged in the criminal act

LEGAL ASSISTANCE – to ensure that convictions are achieved and sentences served

MEDIA PROMOTION – to raise public awareness that wildlife law is actively enforced

REPORTING – to ensure transparency and provide necessary information for replication. The results of these activities will be frequent arrests and prosecutions for wildlife crimes, an increased national capacity to enforce wildlife laws, an increased public awareness of improved enforcement. Outputs will include numerous media articles as well as regular, publicly available reports.

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Project Narrative

1. Statement of Need

Illegal trade is the most immediate threat to many populations of elephants, great apes, lions and other endangered species in Central Africa. In 2007 Cameroon has lost forever the Western Black Rhino. While Cameroon hosted the last surviving population of this subspecies in the world, it was declared extinct as a result of intensive illegal trade. This example should serve as a warning that the elephants of Cameroon are racing towards extinction. In 2009 WWF-CARPO declared that if the illegal ivory trade does not stop, the elephants of Cameroon will be wiped out in less than 15 years. Although national laws prohibit the killing and trading of these animals, the enforcement of the laws has historically been very weak if existing at all and provided no deterrent value. The main reason for the lack of enforcement and application of the wildlife law throughout the sub-region is corruption and is not restricted to wildlife. Our statistics of more than 250 cases won, show that corruption is by far the most significant factor preventing the application of law. Lobbying, building capacity, integrity trainings, creation of anti-corruption instruments and institutions were all proven ineffective in changing the realities of corruption in the judiciary and enforcement bodies, enhancing the importance of innovation and the finding of a new, and more active role of civil society in the fight against corruption in the enforcement and application of laws.

The projects of the Last Great Ape Organization (LAGA) is designed to fight the illegal trade threatening Cameroon's wildlife with extinction through the application of the wildlife law. LAGA was responsible for the first ever convictions brought in Cameroon under wildlife legislation, and working closely with the Ministry of Forests and Fauna (MINFOF) and other government bodies has assisted in the initiation of over 500 subsequent court cases. This not only curtails the activities of those prosecuted but, supported by a pro-active media campaign, also acts as a deterrent to others who may be tempted to engage in such activities. In this way the trade in illegal wildlife products is reduced, and hence the incentive for poaching the last populations of threatened species is minimized.

By implementing this project in Cameroon, LAGA will also be establishing a model for similar activities throughout Central Africa, concerning the wildlife law as well as other laws rarely applied. This should provide a basis for similar programmes to be conducted in other countries in the region, which LAGA hopes to assist in developing. In particular, LAGA will provide a model for:

- Development of law enforcement activities
- Establishment of NGO-government collaborative activities

Whilst there are some location-specific projects in the region that address the issue of illegal wildlife trade, LAGA is the only one working at the national level with the national government to improve wildlife law enforcement across an entire country. Most of LAGA work is concentrated in the fight against corruption and is unique in its approach and strategies in this regard. It is not duplicating any existing activities, but hopefully paving the way for this important work to be conducted in other countries and sectors.

The need for improved law enforcement is attested to by the signature of a Memorandum of Understanding between the government of Cameroon and LAGA concerning this work.

The project also addresses many additional criteria, including:

- Has conservation value and measurable impact.
- Has a high probability of success.
- Has multi-institutional participation and matching funds
- Is action-oriented and provides a new approach for long term elephant conservation
- Act as a catalyst for activities in a previously neglected area with potential significant conservation value
- Conduct activities that do not duplicate other ongoing activities
- Conduct activities that will be harmonious with international, national and/or regional conservation priorities
- Include the participation of local people in the project activities
- Promote networking, partnerships and coalitions
- Provide for the development of a demonstration activity that can be replicated
- Implement activities that have the potential to be sustained beyond the life of the grant

2. Project Goals and Objectives

GOAL

To assist the government of Cameroon to increase wildlife law enforcement capacity, produce effective deterrents to the killing of elephants and other protected species, and monitor the illegal wildlife trade and other activities detrimental to the survival of endangered species, whilst providing a model for similar anti-corruption efforts throughout west / central Africa.

OBJECTIVES

1. Identify large-scale ivory and elephant meat dealers and provide evidence to support action against them.
2. Bring about the arrest of large-scale illegal wildlife exploiters.
3. Ensure the prosecution of large scale illegal wildlife exploiters, and that sentences are handed down and served.

4. Raise public awareness of the increased enforcement of wildlife law and the risks and penalties for wildlife criminals.
5. Provide a model for action on wildlife law enforcement, NGO-government collaboration, fighting corruption within the judiciary and the enforcement authorities that can be replicated throughout the region.

3. Project Activities, Methods and Timetable

LAGA works to improve the level of wildlife law enforcement through a concerted and comprehensive approach involving four main stages.

- **INVESTIGATIONS** – Investigators, undercover agents and informers gather precise information so that dealers in meat and the products of threatened species can be arrested in the act, producing concrete evidence for the courts. Targeting complicity and involvement of government officials in the trade is a priority.
- **OPERATIONS** – LAGA technically assists MINFOF and the forces of law and order to arrest violators and to channel complaint reports to the courts. LAGA closely supervises operations in the field and combat corruption and bribing attempts (witnessed in 85% of out operations so far).
- **LEGAL ASSISTANCE** – LAGA has a legal team which assists in the administrative procedures of prosecuting the legal cases arising from these operations. This follows the process from the police report through the entire courts procedure and on to the monitoring of prisoners serving sentences, fighting corruption and bribing attempts (witnessed in 80% of out operations so far).
- **MEDIA** – LAGA puts reports in national TV news, national radio news and written press concerning the success of the operations and positive court rulings. The Cameroonian media informs the public that the law is actively enforced, thereby achieving education of the public on the change, increased deterrent, and perception of the illegal wildlife trade as a criminal activity.

ACTIVITIES

- 1.1 Activating an investigation network to plan operations against major wildlife crimes.

LAGA's investigation agents will also participate in operations.

- Investigators will be carefully selected, hired and trained in undercover investigation techniques. Investigation activities will be conducted throughout the country and will focus on particular illegal wildlife exploitation activities and specific perpetrators. The goal of the investigations is to confirm the identity of large scale illegal wildlife exploiters and to provide sufficient evidence for a successful operation.

- 2.1 Supporting the special unit against wildlife crime.

- 2.2 Supervising the special unit and assisting it in the conduction of operations, the arrest of wildlife law violators with sufficient evidence and the channeling of complaint reports to the courts.

- The LAGA team is present in the field in all levels of the operation, monitoring activities and paying special attention to identifying obstacles and preventing corruption attempts.

It is very important that arrests are planned in the act so that the perpetrators' guilt is not in doubt, and that our agents be protected and their identity concealed so that they can continue to be effective. LAGA is paying field bonuses to officers contributing to a successful operation. The bonuses are registered and accounted for and are not a part of the salary of the officers which is paid in full by the government. The bonuses system is designed as a disincentive for corruption, and for increasing motivation and encouraging officers to initiate more operations. This system has already proved itself based on the number of bribing attempts tackled and number of operations initiated by officers. Dates and locations of operations are selected by the Director based on the most reliable information available from the Investigations Unit, often intercepting deals arranged by undercover investigators. The selected \ officers travel to the area one or two days before the operation and familiarize themselves with the likely sites for the arrest. The operation is coordinated by LAGA that communicates directly with the investigators to set up the location of the arrest. Officers are deployed as necessary to cover all eventualities / alternative arrangements / escape attempts, under the direction of the coordinator. When the target is in sight, the nearest available officers confront them directly and make an arrest with the minimum possible use of force. A complaint report is written and channeled to the courts together with the offender in collaboration with the local Ministry delegation.

3.1 Supervising and assisting the writing of complaint reports against subjects arrested.

- LAGA legal advisers will assist MINFOF agents with writing the complaint report to avoid errors, deal with expected weaknesses of the case, and strengthen the legal arguments. The two legal advisors start their work on a case before the operation by preparing the legal system for receiving the case and evaluating threats of corruption and governance problems. At this stage they are also insuring the arresting force is acting legally in obtaining arrest or search warrants needed. Next is guiding the arresting officer for specific legal elements needed in the interrogation and the complaint report. The legal advisors are frequently in the field in the time of operation and are often accompanying the arrest and interrogation. They are supervising the transmission of the case to court and communicate with the legal unit of the ministry and the administrative side of the court to insure understanding and identify possible problems of corruption and combat them.

3.2 Sensitizing the administrative side of the legal system through meetings and distribution of materials, and soliciting high level of supervision to ensure good governance in court procedures.

- This is a long-term process which aims at creating a network of active collaborators at a high level within the court. Nurturing these relationships requires many personal meetings and establishment of regular communication with courts nationwide. Regular distribution of technical information materials already developed by LAGA – including booklets detailing and explaining Cameroonian wildlife law, CDs containing the full text of Cameroonian wildlife laws, copies of the recently launched Wildlife Justice Magazine, and legal articles from other sources – are used to keep this communication active.

3.3 Assisting the legal representation of the cases through legal analysis and advice and support of lawyers' fees.

- LAGA's legal unit produces a legal analysis of each case with legal argumentation and aggravating circumstances, a situation-response analysis of how to respond to possible arguments from the accused, and a recommended demand of damages. These files are distributed to all collaborators involved in the legal procedures. LAGA is involved in appointing a lawyer on the case and provides 25% of his fees. LAGA instructs the lawyer on prosecution strategy and is present in all hearings where debates are held in order to modify the strategy according to developments in the case. The Government of Cameroon does not have public prosecutors and in the past has relied on a representative to appear in court to prosecute wildlife crime cases. The representative is not a lawyer and the lack of professionalism results in many strong cases being lost in court. LAGA has therefore convinced the Government to invest in hiring a private lawyer for all cases. LAGA has pledged to give 25% of the fees for this independent professional, in order to support the government and help demonstrate the effectiveness of the system. These payments will only be necessary in the short term, as the program is designed to reach sustainability in a few years providing the government with a proven cycle that covers all legal costs with damages awarded.
- 3.4 Following up all cases on a daily basis by two legal advisers to ensure good governance in court procedure.
- Two legal advisers will be employed full time by the project to ensure that expertise is permanently available to follow through all prosecutions. The advisers will communicate directly with the courts and prosecution service, providing advice on all relevant legal matters as well as scrutiny to ensure that no corruption attempts are made by the defendant.
- 3.5 Ensuring all imprisonment sentences are served through weekly jail visits.
- As part of LAGA's comprehensive legal follow-up activities, offenders who are convicted and sentenced to a jail term are visited regularly to ensure that custodial sentences are served in full and to monitor human rights issues whilst they are in custody. Since it is impossible for LAGA's two legal advisers to hold numerous visits each week all over the country, LAGA uses a network of collaborators who are paid to hold the jail visits. The performance of the collaborators is regularly cross checked, with information that arrives from the MINFOF delegations, courts, lawyers and surprise check ups of our team to insure reliability of the system.
- 3.6 Ensuring damages awarded are paid through work with court bailiffs.
- The awarding of damages procedure is complex and long, and involves small fees to be paid for its execution. LAGA's two legal advisers are working on a daily basis with court administrative officials and bailiffs in pushing the cases through this process. Attempts are being made to reach a settlement with the convicted to pay the damages directly to MINFOF. Receiving revenue from wildlife court cases is crucial for securing sustainability of employment of lawyers.
- 4.1 Producing articles, audio and video pieces on current successful law enforcement activities.
- LAGA's media officer, having served 11 years as the Minister's journalist and one of the first to produce environmental journalism in Cameroon, is given the technical capacity to produce articles with stills photos from operations, edit radio programs with interviews,

and edit video footage of operations into newsflashes. Since Cameroon is a bi-lingual country media pieces are translated to both English and French.

4.2 Putting successful law enforcement activities in the Cameroon media (written press, radio and TV).

- The media officer is using his well-established contacts with the media to schedule media pieces in all mediums. His modest salary is supplemented by a scale of bonuses for results, insuring he has the interest of pushing as many media pieces as he possibly can every month.

5.1 Developing, testing and refining a model concept for Government-NGO collaboration in the fight against wildlife crime nationwide and in fighting corruption with a judicial and enforcement process.

- LAGA is based in a sub-region that has been identified as one of the most harmed by the international illegal wildlife trade. LAGA is a unique experience whose value lies in its potential for duplication and a larger impact beyond Cameroon. This is in line with LAGA's objective to serve as a model in the search for a paradigm shift in wildlife law enforcement, and the fight against corruption in the application of law.

5.2 Independently monitoring all stages in the enforcement and application of wildlife law from field operations to channeling complaints to the administrative side of the legal system, to court trials, and finally to the court verdict and its execution.

- LAGA is updating regularly its Case Tracking System, giving an overview on wildlife law enforcement performance as well as an insight on constraints in specific cases. It is different from other databases as it is product oriented. The one measurable standard chosen is prosecutions - their number and their profile. To do that LAGA needed to quantify the law enforcement process so that we will have a measurable scale translating how close you are to your product in terms of numbers. An agency that works with this system will automatically be oriented towards delivering the product and will spend much more of its working time on following up cases in court, or on other crucial activities not previously identified. The integrated nature of the database – including links from the overview to individual case details – helps to increase the transparency of the process and is also very practical, since a lawyer that is working on this case can click on the complaint report and work on it directly, or get photos of the investigation evidence from the system.

5.3 Publishing monitoring reports on LAGA's website.

- All cases will be tracked against the various stages of prosecution and sentence serving, so that their progress can be assessed and analysed. LAGA will produce monthly reports detailing the investigations and operations conducted during the month, together with the progress of ongoing cases, pieces appearing in national media, and a financial summary. These will be available by email and by download from the LAGA website.

5.4 Producing a complete annual analysis report to map potential and lack of existing potential in developing wildlife law enforcement in the sub-region.

- LAGA produces an assessment on existing law enforcement efforts and their effectiveness or lack of effectiveness. The reports are discussed with the Government of Cameroon as well as donors.

This is an ongoing programme of activities, with investigations, operations, prosecutions and media coverage all taking place throughout the funding period. The monitoring and reporting are also ongoing activities which are already underway and will continue through this period.

LAGA Director is coordinating the four major efforts of the project – Investigations, Operations, Legal effort, and Media. This is done through regular strategy meetings and spending time in the field, in the court, and in media stations. The use of mobile phone is extensive as it is the only means of coordination LAGA staff in missions all over Cameroon.

LAGA Director is also leading the political effort communicating with the Government of Cameroon, the international community and other stakeholders to develop policy and give sustainability to LAGA's achievements

4. Stakeholder Coordination/Involvement

LAGA is a very collaborative institution working closely with national and international stakeholders on a range of issues relating to the illegal wildlife exploitation.

The most important partner in the project is the government of Cameroon, with which LAGA signed an MoU in early 2006 certifying the collaboration on these activities. The MoU has been improved in 2008 to increase LAGA's mandate in the fight against corruption and higher levels of wildlife crime and renewed again in 2012. The main government agency involved is the Ministry of Forests and Fauna (MINFOF), although other government agencies such as the Ministry of Justice are also consulted on various issues and activities. Collaboration with MINFOF is on a weekly and sometimes daily basis, with MINFOF officers as well as police officers represented on the special enforcement unit. It is envisaged that over time MINFOF will take more and more direct control of the activities being developed in this project, until LAGA is able to withdraw from the project entirely with the activities being maintained solely by the government of Cameroon. The relationship with the government is so close that LAGA representatives are often placed on delegations (for instance on missions to South Africa or to the CITES CoP) as government representatives rather than NGO observers. Working closely at the Ministerial level also allows LAGA to help formulate policy and plan future activities

Since its inception, LAGA has relied on building cooperative relationships with its partner/collaborator organizations and entities. For example, as a member of governmental delegations to meetings of CITES, GRASP, and AFLEG (African Forest Law Enforcement and Governance), LAGA is kept aware of the broader problems in bushmeat trade and wildlife law enforcement that impact all of forest Africa. Specific organizations with which LAGA maintains regular communication include:

- **Convention on International Trade in Endangered Species (CITES)** – LAGA has represented Cameroon as an official member of the governmental delegation in all meetings regarding this vital international treaty for the past six years.
- **The Lusaka Agreement Task Force (LATF)** - a permanent inter-governmental organization whose main objective is joint co-operation to combat illegal trade in wild fauna and flora; the Lusaka Agreement is a multilateral environmental agreement negotiated under the auspices of

UNEP. CITES decisions, GRASP and AFLEG declarations all contain recommendation to the parties to collaborate with LATF. LATF can play a key role in ensuring continuity and sustainability of the process. LAGA has collaborated with LATF for more than six years.

- **Donors** – LAGA has received financial support from: WildCat, The EU, IPPL, the Born Free Foundation, , the U.S. Fish and Wildlife Service, the World Bank, the International Fund for Animal Welfare, Animal Welfare Institute, ProWildlife, The Arcus Foundation, The Neu Corporation UNEP-GRASP and the British High Commission in Cameroon.

5. Anticipated Benefits and Outputs:

1. Development of a trained and equipped special unit for enforcement of wildlife laws.
 - Increased national capacity to prevent trade in and other wildlife products.
2. Legal prosecution of wildlife crimes nationwide at the rate of once a week, and cracking down of wildlife crime cartels.
 - Direct reduction in trade in endangered species through incarceration of major perpetrators.
3. Numerous media pieces to raise public aware of the change in the Government of Cameroon's dealings with perpetrators of the wildlife protection laws.
 - Increased deterrent effect on persons involved in the illegal trade in and other wildlife, leading to reduced level of trade in illegal wildlife products and decrease in hunting to supply trade.
 - Increased public understanding of concept of wildlife crime and importance of obeying wildlife laws.
4. Active and efficient collaboration between a government and an NGO fighting wildlife crime nationwide through fighting corruption.
 - Regional model for development of effective national wildlife law enforcement through fighting corruption is demonstrated and implemented.

6. Project Monitoring and Evaluation:

- The lack of measurable standards is one of the main obstacles for the development of wildlife law enforcement.
- The collaborative program has built-in procedures for determining the success or failure of the model. Our case follow-up reports allow direct auditing. And our product has one primary measurable standard, an objectively verifiable indicator of achievement: the number of wildlife law violators receiving and serving a deterring punishment.
- The results of the project are published on our website on a monthly basis and are opened for public evaluation and monitoring.
- We encourage independent monitors to verify our reports in the field, and do so without prior notification.
- All expenses above \$1 are being documented in the financial report.
- Operations are documented in video. All media coverage is recorded and filed.

7. Sustainability:

The project relies on several major donors. The grant applied for from the International Elephant Foundation is matched by at least \$180,421 from other donors, many of which may be able to provide longer term funding. However, the project is not expected to continue indefinitely, and the goal is to create an enabling environment for institutional enforcement.

LAGA's model is already replicated in 9 African countries and this process continues. More widely it aspires to work on the global development of fighting corruption within the judiciary and enforcement authorities to bring about the application of laws.

8. Description of Organization(s) Undertaking the Project:

The Last Great Ape organization (LAGA) is a non-governmental organization registered in Israel in 2002. Its goal is to fight the commercial poaching with its related trade of protected species. It is a field-based organization designed to establish the effective enforcement of local wildlife law that is critical to the survival of the threatened animals. The Director, Ofir Drori, is an Israeli national, whilst all the other staff are Cameroonian. LAGA operates out of an office in Yaounde and employs around ten people on permanent basis (not including the special enforcement unit) to undertake activities from investigation to publicity to legal advocacy. It is funded by a range of international donors including US Fish and Wildlife Service, the World Bank, the British High Commission in Cameroon, the Arcus Foundation, the Born Free Foundation, World Society for the Protection of Animals, UNEP and others. LAGA is the first specialized Law Enforcement NGO in the sub-region. It focuses on threatened species, and mainly on the dealers, the primary generators of the illegal bushmeat business, the ivory trade and the pet trade.

As a pioneer in NGO involvement in wildlife law enforcement in Africa, LAGA is credited in shifting Cameroon from a decade old baseline of zero wildlife prosecutions to an enforcement rate of one major wildlife dealer arrested and prosecuted per week. It has brought about the first major effective prosecution of a wildlife dealer under the national wildlife law not only in Cameroon but now in The Republic of Congo and the Central African Republic as well.

LAGA has won the Clark Bavin award for outstanding achievements in wildlife law enforcement, and its work with the government of Cameroon won the Interpol Ecomessage award.

The Cameroonian Ministry of Forestry and Wildlife (MINFOF) is the government agency responsible for wildlife law enforcement across the country. MINFOF (Formally known as MINEF) headquarters are based in Yaounde. Like other Cameroonian Ministries its headquarter is controlling regional services, called Delegations, across the country. Main central services are including the Department of Wildlife, The legal department, the media department and the National Brigade.

9. Project Budget Table:

(NB: Figures are converted from original calculations in CFA – this may produce some small discrepancies in USD calculations.)

| Budget Item | IEF Attributed | Other Donors | Total \$ US |
|--|---------------------------|-------------------------|------------------------|
| <i>Special Unit</i> | | | |
| <i>Personnel</i> | | | |
| MINFOF Officers | | 10,909 | 10,909 |
| Police Officers | | 10,909 | 10,909 |
| <i>Running Costs</i> | | | |
| Transport | | 10,909 | 10,909 |
| Travel Subsistence | | 5,455 | 5,455 |
| Communications | | 5,455 | 5,455 |
| <i>Investigations</i> | | | |
| <i>Personnel</i> | | | |
| Investigators | | 13,091 | 13,091 |
| <i>Running Costs</i> | | | |
| Travel Subsistence | 6,544 | 6,545 | 13,091 |
| Communications | 5,454 | 5,455 | 10,909 |
| Information acquisition | | 2,836 | 2,836 |
| Disposables | | 1,200 | 1,200 |
| <i>Legal</i> | 0 | | |
| <i>Personnel</i> | 0 | | |
| Head of department | | 2,182 | 2,182 |
| Legal Advisors | | 8,727 | 8,727 |
| Lawyer (consultant) | | 10,909 | 10,909 |
| Jail visits | | 2,182 | 2,182 |
| <i>Running Costs</i> | | | |
| Communication (Advisors) | | 8,727 | 8,727 |
| Subsistence (Advisors) | | 3,927 | 3,927 |
| Jail visits | | 2,182 | 2,182 |
| Legal admin | | 1,309 | 1,309 |
| <i>Media</i> | | | |
| <i>Personnel</i> | | | |
| Media Officer | | 3,927 | 3,927 |
| Media Assistant | | 2,182 | 2,182 |
| <i>Running Costs</i> | | | |
| Media Production & Editing | | 4,364 | 4,364 |
| Performance Related Bonus | | 6,545 | 6,545 |
| Telephone | | 3,491 | 3,491 |
| Local Transport | | 1,745 | 1,745 |
| <i>Independent Monitoring</i> | | | |

| | | | |
|---------------------------------|---------------|----------------|----------------|
| <i>Personnel</i> | | | |
| Secretary (translations etc) | | 3,273 | 3,273 |
| <i>Running Costs</i> | | | |
| Website Management | | 900 | 900 |
| Programme Administration | | | |
| <i>Personnel</i> | | | |
| Director (expatriate) | | 18,000 | 18,000 |
| Assistant Manager (local) | | 6,545 | 6,545 |
| <i>Running Costs</i> | | | |
| Office Rent | | 2,727 | 2,727 |
| Services | | 1,091 | 1,091 |
| Consumables | | 1,091 | 1,091 |
| Telephone | | 6,545 | 6,545 |
| Internet | | 1,811 | 1,811 |
| Postage / Couriers | | 545 | 545 |
| Accommodation | | 1,636 | 1,636 |
| Local Travel Subsistence | | 1,091 | 1,091 |
| | | | |
| TOTAL | 11,998 | 180,421 | 192,420 |

10. Budget Justifications:

(NB: Figures are converted from original calculations in CFA – this may produce some small discrepancies in USD calculations.)

| Budget Item | Unit | Unit Cost | Months | People | Total |
|--------------------------------|----------------|----------------------------|---------------|---------------|--------------------------------------|
| <i>Special Unit</i> | | | | | |
| <i>Personnel</i> | | | | | |
| MINFOF Officers | Person / Month | 182 | 12 months | 5 Officers | 10,909 |
| Police Officers | Person / Month | 182 | 12 months | 5 Officers | 10,909 |
| <i>Running Costs</i> | | | | | |
| Transport | Person / Month | 182 (\$227 per mission) | 12 months | 5 Officers | 10,909 (10,868 litters of gas) |
| Travel Subsistence | Person / Month | 41 | 12 months | 11 People | 5,455 |
| Communications | Month | 455 (955 min.) | 12 months | - | 5,455 |
| <i>Investigations</i> | | | | | |
| <i>Personnel</i> | | | | | |
| Investigators | Person / Month | 218 | 12 months | 5 People | 13,091 |
| <i>Running Costs</i> | | | | | |
| Travel Subsistence | Person / Month | 218 | 12 months | 5 People | 13,091 |
| Communications | Person /Month | 182 (382 min.) | 12 months | 5 People | 10,909 |
| Information acquisition | Month | 236 | 12 months | - | 2,836 |
| Disposables | Month | 100 | 12 months | - | 1,200 |
| <i>Legal</i> | | | | | |
| <i>Personnel</i> | | | | | |
| Head of department | Person /Month | 182 | 12 months | 1 Person | 2,182 |
| Legal Advisors | Person /Month | 364 | 12 months | 2 People | 8,727 |
| Lawyers (contribution to fees) | Person /Month | 227 | 12 months | 4 People | 10,909 |
| Jail visits | Month | 182 | 12 months | - | 2,182 |
| <i>Running Costs</i> | | | | | |
| Communication (Advisors) | Person /Month | 364 (764 min.) | 12 months | 2 People | 8,727 |
| Subsistence (Advisors) | Person /Month | 164 | 12 months | 2 People | 3,927 |
| Jail visits | Month | 182 | 12 months | - | 2,182 |
| Legal admin | Month | 109 | 12 months | - | 1,309 |
| <i>Media</i> | | | | | |
| <i>Personnel</i> | | | | | |
| Media Officer | Person /Month | 327 | 12 months | 1 Person | 3,927 |
| Media Assistant | Person /Month | 182 | 12 months | 1 Person | 2,182 |
| <i>Running Costs</i> | | | | | |
| Media Production& Editing | Month | 364 | 12 months | - | 4,364 |
| Performance Related Bonus | Month | 545 | 12 months | - | 6,545 |

| | | | | | |
|---------------------------------|---------------|-------------------|-----------|----------|----------------|
| Telephone | Month | 291 (611 min.) | 12 months | - | 3,491 |
| Local Transport | Month | 145 | 12 months | - | 1,745 |
| Independent Monitoring | | | | | |
| <i>Personnel</i> | | | | | |
| Secretary (translations etc) | Person /Month | 273 | 12 months | 1 Person | 3,273 |
| <i>Running Costs</i> | | | | | |
| Website Management | Month | 75 | 12 months | - | 900 |
| Programme Administration | | | | | |
| <i>Personnel</i> | | | | | |
| Director (expatriate) | Person /Month | 1,500 | 12 months | 1 Person | 18,000 |
| Assistant Manager (local) | Person /Month | 545 | 12 months | 1 Person | 6,545 |
| <i>Running Costs</i> | | | | | |
| Office Rent | Month | 227 | 12 months | - | 2,727 |
| Services | Month | 91 | 12 months | - | 1,091 |
| Consumables | Month | 91 | 12 months | - | 1,091 |
| Telephone | Month | 545 (1144min) | 12 months | - | 6,545 |
| Internet | Month | 151 | 12 months | - | 1,811 |
| Postage / Couriers | Month | 45 | 12 months | - | 545 |
| Accommodation | Month | 136 | 12 months | - | 1,636 |
| Local Travel Subsistence | Month | 91 | 12 months | - | 1,091 |
| TOTAL | | | | | |
| | | | | | 192,420 |

11. Governmental Endorsement:

- A letter of endorsement is attached
- In April 2006 an MoU was signed between LAGA and MINFOF concerning this project, In October 2008 the MoU was improved to give LAGA a stronger mandate to fight corruption and target the highest levels of wildlife crime, and renewed in 2012.

12. Map:

Project site is the entire national territory of Cameroon.

