

**Funding Proposal for The Wildcat Foundation**  
**The EAGLE Network -**  
**Establishing Wildlife Law Enforcement across Multiple African**  
**Countries**

Proposal Submitted 17<sup>th</sup> February 2022

Project Summary

The most immediate critical threat for African elephants, rhinos, apes and other endangered wildlife is large-scale poaching and the organized networks and trafficking that generate it. Although national laws and international treaties throughout their range protect threatened species, the enforcement of these laws has historically been very weak if existing at all and has provided little or no deterrent value. In fact, the problem of weak law enforcement and judiciary ineffectiveness is one of the most serious underlying causes perpetuating the increase in poaching in particular and wildlife crime in general. The main reason for the lack of enforcement and application of the wildlife law throughout Africa is the widespread corruption.

Consequently, the illicit trade and the associated wildlife massacres are commonplace. Illegal wildlife trade currently amounts to \$7-10 billion per year and ranks fifth globally in terms of value after drugs, people, oil and counterfeiting. A recent study showed that around 100,000 elephants were killed for their tusks between 2010 - 2012 across Africa and although the numbers are less for other threatened species like rhino and apes, the situation is just as bad owing to their smaller population numbers or/and higher vulnerability. Meanwhile, wildlife traffickers are well organized in international criminal syndicates that often participate in other illegal activities, including narcotics and weapons, sometimes with links to terrorist networks. While international media focuses on poachers, traffickers still live largely in impunity across the globe and continue to operate in this low-risk environment.

EAGLE (Eco Activists for Governance and Law Enforcement) aims to protect elephants, apes, rhinos and other threatened wildlife species in key African countries from this large-scale poaching, by increasing the level of wildlife law enforcement in each country and deterring would-be poachers and traffickers from conducting these activities.

The countries covered by this initiative are key to combating the illegal wildlife trade, either by holding fragile populations of elephants, apes or other threatened species or, more importantly, by playing a central role in trafficking endangered populations beyond their borders. As the illegal trade is transnational in nature, these centers are often away from the source countries and consequently there is an urgent need to address the problem of wildlife law enforcement at multiple levels; national, regional and international, as many wildlife crimes are carried across international borders.

The EAGLE Network has worked since 2003 on developing and refining a model for NGO-Government collaboration with the proven ability to bring about the effective enforcement of relevant laws. It first succeeded in Cameroon through the LAGA project, proving the model's potential, shifting the country from a decade of zero wildlife prosecutions, to one major trafficker prosecuted per week; this took approximately seven months to achieve and has been consistently sustained for the past ten years. Since then the pioneering work has been replicated again and

again, country by country and now there are seven encouraging replications listed below, linked together under the umbrella of the EAGLE Network

- Republic of Congo with The Aspinall Foundation and WCS, established 2008;
- Central African Republic with WWF, established 2009; frozen in 2015
- Gabon with Conservation Justice, established 2010;
- Guinea Conakry with WARA Conservation Project, established 2012, frozen in 2018, restarting in 2022;
- Togo with ANCE-Togo, established 2013; restarted with EAGLE-Togo in 2017
- Senegal with WARA Conservation Project, established in 2014, restarted with EAGLE Senegal in 2019;
- Benin with Nature Tropicale, established in 2014, ended 2021;
- Uganda with NCRN, established in 2015, frozen in 2018, restarted as EAGLE Uganda in 2019;
- Madagascar with AVG, established in 2016, frozen in 2017;
- Ivory Coast established in 2017;
- Burkina Faso established in December 2018.

The country projects all aim to address the corruption and the poor governance that fuels the illegal wildlife trade that was viewed as increasingly important by stakeholders in both wildlife conservation and those working to address issues of the Rule of Law.

In the past years this pioneering work has won seven international awards to date and the projects have already achieved the following results:

- Cameroon: More than 867 wildlife criminals arrested, convicted and jailed;
- Republic of Congo: More than 276 wildlife criminals arrested, convicted and jailed;
- Central African Republic: More than 30 wildlife criminals arrested convicted and jailed;
- Gabon: More than 584 wildlife (and additional forestry) criminals arrested, convicted and jailed.
- Togo: More than 96 wildlife criminals arrested convicted and jailed;
- Benin: More than 116 wildlife criminals arrested, convicted and jailed.
- Guinea: More than 107 wildlife criminals arrested, convicted and jailed;
- Senegal: More than 87 wildlife criminals arrested, convicted and jailed.
- Uganda: More than 371 wildlife criminals arrested, convicted and jailed;
- Madagascar: More than 19 wildlife criminals arrested, convicted and jailed;
- Ivory Coast: 70 wildlife criminals arrested, convicted and jailed;
- Burkina Faso: 17 wildlife criminals arrested, convicted and jailed.

The EAGLE network is leading the way in wildlife law enforcement across some of the most difficult African countries, through an innovative not-for-profit social franchising approach. The tried and tested methodology from Cameroon is being replicated and tailored to individual African countries, through existing NGOs in the country, building a sustainable model with local collaborators, leveraging their organization, influence and networks for maximum impact from investment.

The over-arching objective of the EAGLE Network is: Developing civic activism and collaborating with governments and civil society to improve the application of national and international environmental legislation, through a program of activities: investigations, arrests, prosecutions and publicity. Through this, EAGLE aims to generate a strong deterrent against the illegal trades in wildlife, timber and related criminal activities, including corruption.

The Network model is implemented through the activism of EAGLE members and staff. Specifically the program objectives of the EAGLE network are:

- a. To infiltrate criminal networks and identify significant wildlife traffickers
- b. To bring about their arrest through the agents of law and order and the authorities concerned at a rate of one per week per country;
- c. To ensure the prosecution of significant wildlife traffickers, including that imprisonment sentences are handed down and served using anti-corruption techniques.
- d. To draw public attention to the effectiveness of the law, the risks and the applied penalties involved, at a rate of one media piece per day creating deterrent against wildlife crime

The organizational objectives of the EAGLE Network are:

- a. To grow the network membership, so that increasing numbers of countries, mainly in Africa, but potentially beyond, are part of the operational network
- b. To operate in the most efficient and effective organizational manner with minimal administrative burden
- c. To foster and nurture activism across the African continent
- d. To demonstrate and advocate for the use of measurable standards, incorporating clear measurable indicators of success and self-evaluation of performance
- e. To demonstrate and advocate the importance of the fight against corruption in enforcement and law application

This proposal requests support for the consolidation and expansion of the EAGLE Network and its law enforcement approach, to establish and augment wildlife law enforcement in multiple African countries as well as mainstreaming cross-border collaboration, paramount to fighting the transnational crime.

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**1. Statement of Need:**

Although elephants, apes, rhinos and many other threatened species are protected by national laws and international treaties throughout their range, the enforcement of these laws in Africa has historically been very weak if existing at all and has provided little or no deterrent. In fact, the problem of weak law enforcement (and judiciary ineffectiveness) is one of the most serious underlying causes fueling the increase in poaching in particular and environmental crime in general. Moreover, the problem is not restricted to wildlife, since the main reason for the lack of enforcement and application of the law throughout Africa is the widespread corruption.

The LAGA project in Cameroon focused on finding ways for an NGO-Government collaboration to establish national wildlife law enforcement. The project proved it is possible for a country to shift from a baseline of no wildlife prosecutions to effective prosecutions of major illegal dealers at a rate of one a week. It has facilitated the creation of a model that is now ready for replication throughout Africa.

Whilst there are some location-specific projects in Africa that address the issue of illegal wildlife trade, the LAGA project offered the first model for working at the national level with government to improve wildlife law enforcement across an entire country. The experience proved it is possible to provide measurable standards for the effectiveness of law enforcement, i.e., the number of major wildlife criminals being arrested, prosecuted and serving a deterring sentence. Unfortunately baseline for this indicator is still zero in most countries in Africa highlighting the primary need behind this project proposal.

The project also addresses many important criteria, including:

- 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 key African governments to establish wildlife law enforcement effectiveness, to a minimum rate of one prosecution per week, thereby combating the illegal wildlife trade and providing an effective deterrent against the wildlife crime, detrimental to the survival of elephants, apes and other threatened species.

### OBJECTIVES

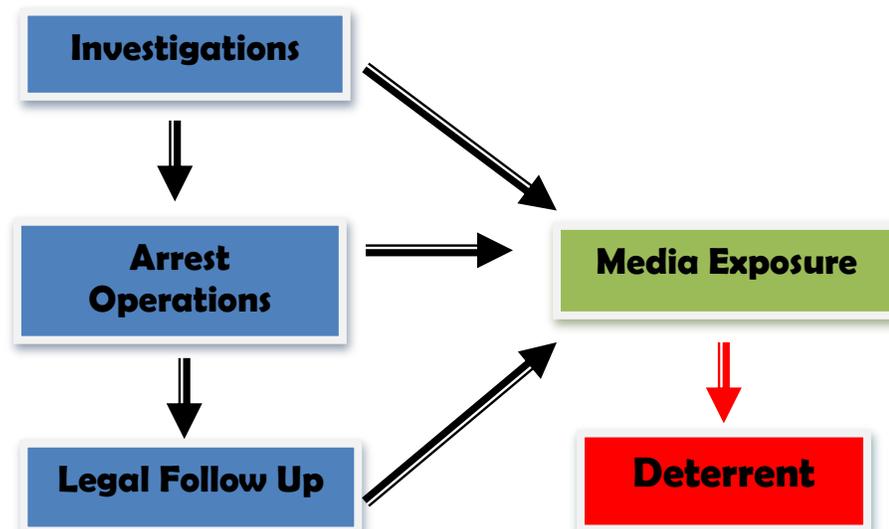
The objectives of the EAGLE project in each country are:

1. Investigation: to investigate and infiltrate criminal networks, identifying major wildlife traffickers and obtaining the required evidence against them.
2. Arrest Operations: to bring about the arrest of major wildlife traffickers at a rate of one per week per country.
3. Legal Follow up: to ensure the prosecution of significant wildlife traffickers, including the conviction and serving of deterring sentences.
4. Media Exposure: to create deterrent by raising public awareness of the increased enforcement of wildlife laws and the risks and penalties for wildlife criminals.
5. Replication: to replicate the EAGLE model and expand the network to other key countries.

## 3. Project Activities, Methods and Timetable:

In order to achieve the project goals and objectives in each country, the EAGLE Network has developed a Law Enforcement Model, depicted in the diagram below:

### Law Enforcement Model



Investigation – Investigators, undercover agents and informers gather precise information so that major wildlife traffickers can be arrested in the act, producing concrete evidence for the courts and prosecution.

Arrest operations - The EAGLE team technically assists the national wildlife authorities and the forces of law and order to arrest wildlife criminals in the act, through a sting operation, including channeling offense statements to the courts. The EAGLE team closely supervises operations in the field against corruption.

Legal Follow Up - The EAGLE Network has a legal team in each country that assists in the administrative procedures of prosecuting the legal cases arising from these operations. They follow the process from the police report through the entire court's procedure and on to the monitoring of prisoners serving sentences, intercepting and combating corruption attempts as required.

Media Exposure – Promote and publicize the results, raising public awareness that wildlife law is being actively enforced. This is done through putting newswatches into national TV and radio news, publicity on the web, social media and the written press. It is then complimented by communicating directly with targeted individuals, focus groups and partners.

Deterrent: The media channels inform the public that the law has been actively enforced, thereby providing public education on the change in enforcement increasing the deterrent and criminalizing the illegal trade in endangered wildlife.

## **ACTIVITIES**

1. Investigation: to infiltrate criminal networks and identify significant wildlife traffickers obtaining evidence against them.

1.1 Activating an investigation network to infiltrate criminal networks, identifying targets and planning operations against major wildlife criminals.

- EAGLE's undercover investigators 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. Arrest Operations: to bring about the arrest of significant wildlife traffickers at a rate of one per week per country.

2.1 Assembling operations team and providing on-the-job training.

- Operations teams will be assembled for each arrest operation with the intention of engaging officers that show dedication and integrity. It will include specific training modules such as - Law Enforcement, Conduct of Investigations, Anti-Corruption and Fraud, the nature of Wildlife Crime, Human Rights, Interview & Interrogation technique, Judicial Procedures etc. The team will be equipped with basic law enforcement materials such as handcuffs, pepper spray and roadblock kits.

2.2 Supervising the operation team and assisting it in the conduction of operations, the arrest of major traffickers in the act with sufficient evidence and the channeling of offence statement to the courts.

- The EAGLE Network 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 achieved in the criminal act so that the perpetrators' guilt is not in doubt, and that our agents are protected, and their identity concealed for safety and sustainability of operations.
- Field bonuses are paid 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 against 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.
- The operation team is formed of carefully selected officers from the Wildlife Authorities and from the Law and Order agencies. These personnel are made available as required by the relevant agencies, arranged by the EAGLE Network National Coordinator.
- Dates and locations of operations are selected by the National Coordinator based on the most reliable information available from the Investigations Unit, often intercepting deals arranged by undercover investigators. The operation team travels 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 the EAGLE operation 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.
- An offence statement is written and channeled to the courts together with the offender in collaboration with the local police station. The operation team remains in the area for a further day to insure the case is transmitted to court.

3. Legal Follow up: to ensure the prosecution of significant wildlife traffickers and that imprisonment sentences are handed down and served using anti-corruption techniques.

3.1 Supervising and assisting the writing of offence statements against subjects arrested.

- The EAGLE Network's legal advisers will assist the authorities with writing the offence statement to avoid errors, deal with expected weaknesses of the case and strengthen the legal arguments. In each country the four 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 offence statement. The legal advisors are in the field at the time of operation and accompanying the arrest and interrogation. They are supervising the transmission of the case to court and communicate with the legal unit of the wildlife authorities and the administrative side of the court to insure understanding, identifying possible problems, including corruption,

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 that 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 EAGLE – including booklets detailing and explaining the national wildlife law, CDs containing the full text of national wildlife laws and legal articles produced – these 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.

- The EAGLE Network's legal unit in each country 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. EAGLE is involved in appointing a lawyer on the case and provides 25% of his fees. EAGLE 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 Governments we work with do not have public prosecutors and in the past have 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.
- EAGLE therefore convinces governments to invest in hiring a private lawyer for all cases. EAGLE 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.

3.4 Following up all cases on a daily basis by four legal advisers in each country to ensure good governance in court procedure.

- Legal advisors are employed full time by the project to ensure that expertise is permanently available to follow through all prosecutions. The advisors will communicate directly with the courts and prosecution service, providing advice on all relevant legal matters as well as scrutiny to ensure that the defendant makes no corruption attempts.

3.5 Ensuring all imprisonment sentences are served through weekly jail visits.

- As part of EAGLE'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.

3.6 Ensuring damages awarded are paid through work with court bailiffs.

- The procedure awarding damages is complex and long and involves small fees to be paid for its execution. The legal advisers work on a daily basis with court administrative officials and bailiffs in pushing the cases through this process.

4. Media Exposure & Deterrent: to create deterrent by raising public awareness of the increased enforcement of wildlife laws and the increased risks and penalties for wildlife criminals.

4.1 Producing articles, audio and video pieces on current successful law enforcement activities.

- A media officer 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.

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

- The media officer uses his well-established contacts with the media to schedule media pieces in all mediums.
- A scale of bonuses is available based on results, ensuring he has the interest of pushing as many media pieces as possible every month.

5. Replication: to replicate the EAGLE model and expend the network to other key countries

5.1 Spread the EAGLE model to other key countries based on need and opportunity, by technical assessment, negotiation missions and expansion of the EAGLE Network.

5.2 Independently monitor all stages in the enforcement and application of wildlife law from field operations, to channeling complaints, to the administrative side of the legal system and 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 result oriented.
- The one measurable result chosen is prosecutions - their number and their profile. To achieve this EAGLE needs to quantify the law enforcement process so that we have a measurable scale translating results into numbers
- Any network member that works with this system will automatically be oriented towards delivering the result and consequently 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, as 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 EAGLE's website.

- All cases will be tracked against the various stages of prosecution and sentence serving, so that their progress can be assessed and analyzed. Each country of the EAGLE Network produces 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 are downloadable from the EAGLE Network's websites.

This is an ongoing program of activities, with investigations, arrest operations, legal follow up and media exposure all taking place throughout the project cycle, complimented by continuous monitoring and reporting.

In each member country the EAGLE Network's Country Coordinator is managing the Law Enforcement Model. This is achieved through regular strategy meetings, time in the field, court prosecutions and publicity forums, including communicating with the Government, the international community and other stakeholders to develop policy and give sustainability to EAGLE's achievements.

## **TIMETABLE**

- The timeline of in-country activities is ongoing and stable throughout the period of the grant.
- CCU and EAGLE are already operational.

## **4. Stakeholder Coordination/Involvement:**

The EAGLE Network is a collaborative operation working closely with both national and international stakeholders on a range of issues relating to the illegal wildlife exploitation.

The most important partner of the EAGLE Network is the national government of each country, with which the EAGLE member signs a MoU. The main government agency involved is typically the Ministry in charge of wildlife although other government agencies such as the Ministry of Justice, Ministry in charge of the police, Ministry of Defense, Anti-Corruption Commission and Presidency are also consulted on various issues and activities.

Specific organizations with which EAGLE maintains close collaboration include:

- Wildlife sanctuaries, conservancies, reserves and parks
- Convention on International Trade in Endangered Species (CITES) Management Authorities
- Interpol
- UNODC
- WCO
- Great Apes Survival Project (GRASP)
- Congo Basin Forestry Partnership (CBFP)
- Other NGOs operating in country
- The diplomatic community in country
- Donors
- African and non-African governments.

## **5. Anticipated Benefits and Outputs:**

The agreed results of the project in each member country are:

1. One significant wildlife trafficker arrested at a rate of one per week per country.
2. Legal prosecution of wildlife crimes at the rate of once a week per country resulting in imprisonment and cracking down on criminal networks.
3. Media pieces produced and distributed at a rate of one per day per country.
4. Active and efficient collaboration between governments and the EAGLE Network member

5. The fight against wildlife crime nationwide gains more legitimacy and spreads to other key countries.
6. Civic activism is catalyzed, tackling corruption and illegal activities

## **6. Project Monitoring and Evaluation:**

One of the main obstacles for the development of wildlife law enforcement is the lack of measurable standards. To overcome this obstacle, the EAGLE Network has built-in procedures for determining the success or failure of the enforcement model, which include:

- Case follow-up reports, that allow direct auditing
- Objective verifiable indicators of achievement, e.g., the number of wildlife criminals receiving and serving a deterring punishment.
- Results published on the EAGLE website on a monthly basis, open for public evaluation and monitoring.
- Project proposals, financial reports and accounting documents online for full transparency.
- Operations documented in video.
- Media coverage recorded and filed.
- A monthly financial audit of projects in all countries ensuring accountability
- Publishing the accounting documents online monthly, providing transparency
- Adherence to strict financial procedures.
- Monthly audit of projects and their results in all countries
- Monthly reporting of activities with reports online
- Adherence to strict activity procedures and systems, specified in the operations manual

The EAGLE Network has engaged a Financial Officer, who is tasked with monthly financial audit of projects in all countries ensuring accountability, Transparency in publishing the accounting documents online monthly, and adherence to strict financial procedures. The Financial Officer carries in country financial control audits.

The EAGLE Network has engaged a Monitoring & Evaluation Officer, who is tasked with monthly audit of projects in all countries ensuring results, monthly reporting of activities, transparency in publishing monthly reports online, and adherence to project proposal and strict activity procedures. The M&E Officer carries in country procedure and quality control audits.

## **7. Sustainability:**

**Funding & Costing:** The EAGLE Network assists its members in reaching financial stability, up until the point of self-sufficiency. As time passes and the strength of the member is built, the member is expected to seek matching funds directly, which is aided through EAGLE ensuring that members develop direct relations with a strong donor base. Further, if required this central funding system has the flexibility to react to unexpected funding gaps of a member and rapid reaction to arising opportunities. In addition to this member self-sufficiency focus, the EAGLE Network has a very strong budget and cost focus, with strict financial practices and adherence to systems and procedures to ensure financial efficiency.

**Member Exchange:** As the Network membership has increased in size a system of member exchange has been introduced, with the more experienced members aiding the new members in developing their Law Enforcement Model and its implementation. Further, the Steering Group directors make themselves available to directly work with and help the Country Coordinators of any national member. With time it is expected that the newer members will develop areas of expertise or overtake the results of older members, thereby creating a mutual exchange of assistance and collaboration across countries. This has been hampered by the Covid 19 pandemic, but already restarted in 2021.

**Program & Operational Models:** the tried and tested Law Enforcement Model, as well as the systems and procedures specified in the Operational Manual, mean that the EAGLE Network has very robust and strong operational practices. Unlike most NGOs, whereby they must establish their whole structure and operation when entering a new country, an EAGLE Network member benefits significantly from the social franchise model, which enables the operations to be established rapidly as well as strong sustainability and results.

**Personnel Commitment:** owing to the roots of activism across the Network, the EAGLE personnel across the member countries demonstrate a strong commitment and dedication to their work, within a very challenging and demanding context. Often it is this quality, above other factors, that enables EAGLE to achieve results where other NGOs fail. The Directors are representative of these qualities and characteristics, their resilience and perseverance against the odds, demonstrate what can be sustained when you combine organizational culture, with effective management and leadership tools.

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

### **THE EAGLE NETWORK**

EAGLE: Eco Activists for Governance and Law Enforcement, is a network of members across Africa, who are replicating effectively a program and operational model to undertake wildlife law enforcement, which is based on the LAGA-Cameroon model, trailed, practiced and tested since 2003.

The over-arching objective of the EAGLE Network is: *Developing activism and collaborating with governments and civil society to improve the application of national and international environmental legislation, through a program of activities: investigations, arrests, prosecutions and publicity. Through this, EAGLE aims to generate a strong deterrent against the illegal trades in wildlife, timber and related criminal activities, including corruption.*

The EAGLE Network's legal entities are Eco Activists for Governance and Law Enforcement (EAGLE) a legally registered Belgium Non-profit association, and Eco Activists for Governance and Law Enforcement (EAGLE U.S.) a legally registered US Non-profit corporation, linked by an agreement regulating their mutual legal responsibility. The EAGLE Network is composed of a steering group and member projects in individual countries and the legal entity representing a member project is the executing NGO. The engagement of the executing NGO with EAGLE is restricted to the project executed.

The Network brings together the existing replications of the original LAGA project and aims to provide the structure and support required to build, coordinate and expand the national law enforcement projects in each African country.

The EAGLE Network consists of an agreement between EAGLE and national NGOs that are identified as being suitable to implement the project and the Law Enforcement model. The Eagle Network currently develops under two possible models. In the first one in the Membership Agreement, a national NGO commits to implementing a 'social franchise' system, replicating the program model and operational procedures and systems (as specified in the operational manual), to maximize its likelihood to succeed in the project. In return the Network member receives comprehensive support from the Network to deliver the agreed results (as outlined in the document, EAGLE membership support system). As such, each country project is run by a different NGO, under the social franchise system of the EAGLE Network. The second model, applied in Togo, Senegal and Uganda is based on creating a branch of an international NGO (EAGLE US). The relationship with the branch is based on the same principals like in the case of social franchising.

This social franchise approach means that the EAGLE Network has avoided becoming a bloated large structure and operates a more decentralized and inclusive country approach; strengthening and supporting national organizations. The second model eliminates disadvantages of a national NGO being focused on many different projects and therefore distracted from our main goal – fighting wildlife crime. EAGLE's vision is that by achieving results with an innovative approach, it will catalyze a change in the existing system and trigger a paradigm shift in the way NGOs tackle wildlife crime. The model essentially shifts the focus from targeting small-time poachers to the prosecution of major dealers, tackling head-on the major obstacles like the application of the

wildlife law in Africa and corruption. In future we will evaluate which of these two models brings better results.

Each EAGLE member signs a membership agreement, which in a single document incorporates adherence to the following:

- a) EAGLE Reporting & Verification Procedure,
- b) EAGLE Replication Protocol & Membership Support System
- c) EAGLE Network Organizational Structure,
- d) EAGLE Charter,
- e) EAGLE Operational and Management Procedure Manual.

### LAGA - Cameroon

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 national 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 a dozen people on a permanent basis to undertake activities from investigation to arrest operations, support to legal follow up of court cases (as per the Law Enforcement Model). LAGA is the first specialized Law Enforcement NGO in Africa. 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 long baseline of zero wildlife prosecutions to an enforcement rate of one major wildlife dealer arrested and prosecuted per week.

LAGA has won the Clark Bavin award for outstanding achievement in wildlife law enforcement, and its work with the government of Cameroon won the Interpol Ecomessage award. In March 2011 LAGA director received the Future For Nature award, and in 2012 the Duke of Edinburgh Conservation Medal and the Conde Nast Traveller Environment Award. In total, the international awards accorded in relation to the work of LAGA reach seven.

### EAGLE Network Membership

The existing members of the EAGLE Network are specified in the table below. The table outlines a number of relevant factors, including the year of operational establishment, the supporters and funders of each member as well as the member project status and achievements. Much progress has been made by the initial members and at the same time, significant work is required to consolidate and continue this progress as well as expand the Network, to new key countries. To facilitate the identification of the support required by the Network members, EAGLE have developed a categorization system, classifying members according to a number of criteria, specified in table below:

**Table: Three stages of membership development:**

| <b>Member Stage</b>     | <b>Main Developments</b>   |
|-------------------------|--|
| Stage I: 0 to 10 months | <ul style="list-style-type: none"> <li>• <u>EAGLE Model</u>: undercover investigations identifying and locating major traffickers</li> </ul> |

|                             |  |
|-----------------------------|--|
|                             | <ul style="list-style-type: none"> <li>• <u>EAGLE Support</u>: exchange undertaken with a more advanced Network member</li> <li>• <u>Structure</u>: recruiting and training jurists, investigators, media person, lawyers etc.</li> <li>• <u>Influence</u>: with government ministers, police, gendarmerie, courts, embassies, institutions etc.</li> <li>• <u>Results</u>: first major arrests incorporating</li> <li>• <u>Personnel</u>: key project member in place and personnel organogram developed, with recruitment started</li> <li>• <u>Operations</u>: country specific procedure manual developed</li> <li>• <u>Funding</u>: member can be dependent on the Network for funds</li> </ul>   |
| Stage II: 10 to 18 months   | <ul style="list-style-type: none"> <li>• <u>EAGLE Model</u>: all stages of the model being practiced</li> <li>• <u>EAGLE Support</u>: continued support through mentoring and coaching as required to continue to build the Network member</li> <li>• <u>Structure</u>: positions in place and increasingly performing</li> <li>• <u>Influence</u>: convention with national government</li> <li>• <u>Results</u>: first prosecutions being achieved and stabilizing to 1 per week</li> <li>• <u>Personnel</u>: all key staff recruited and undertaking their roles and responsibilities</li> <li>• <u>Operations</u>: technical missions from other members and the SC</li> <li>• <u>Funding</u>: member can still be dependent on the Network for funds, especially as is growing, however it starts to solicit funds both through the Network and independently,</li> </ul> |
| Stage III – after 18 months | <ul style="list-style-type: none"> <li>• <u>EAGLE Model</u>: fully functional model replication</li> <li>• <u>EAGLE Support</u>: a buddy exchange established with another Network member</li> <li>• <u>Structure</u>: fully established member of the network</li> <li>• <u>Influence</u>: strong partnerships as required</li> <li>• <u>Results</u>: achieving all results indicators</li> <li>• <u>Personnel</u>: fully operational and maximum capacity</li> <li>• <u>Operations</u>: exchanges w/ other Network members</li> <li>• <u>Funding</u>: a maximum of 50% funds available from the Network and all other funds are direct from donors</li> </ul>  |

**Table: List of EAGLE Network Members**

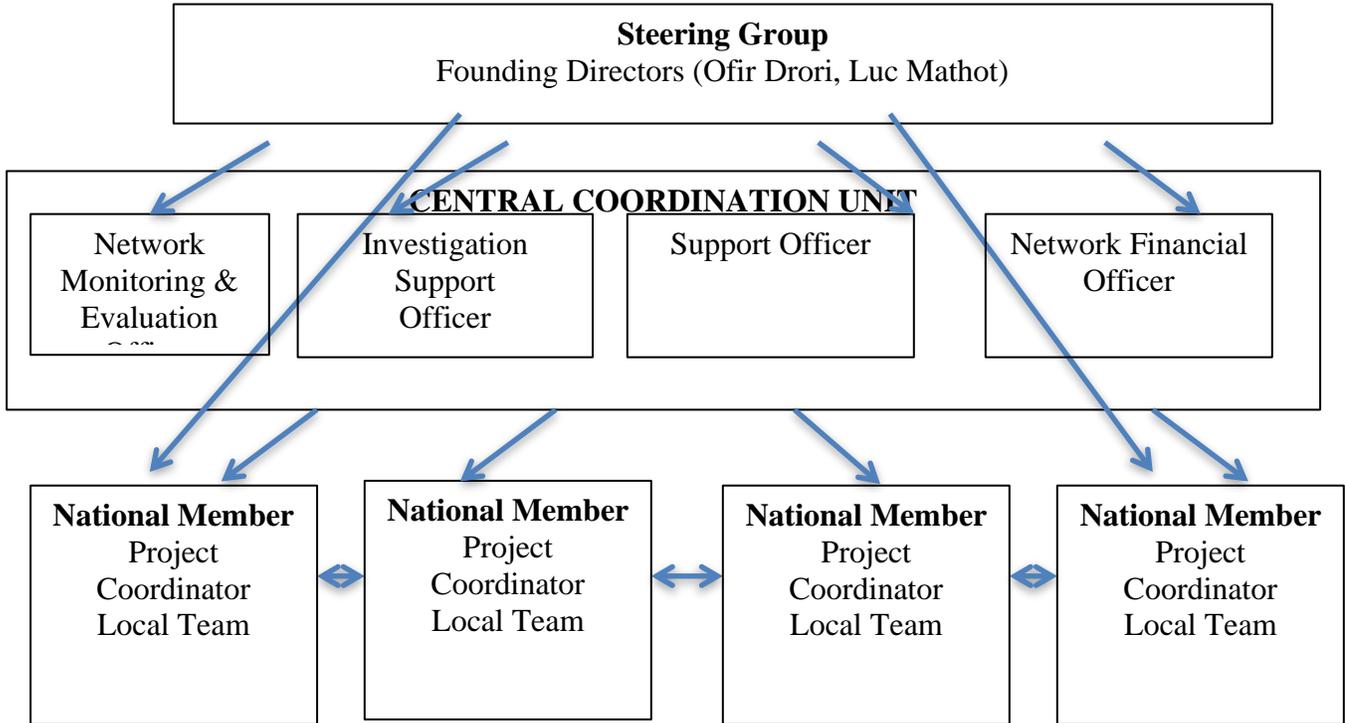
| <b>African Country</b>          | <b>Partner Organization</b>   | <b>Year Established</b> | <b>Country Coordinator</b> | <b>Project Name</b> | <b>Supporters</b>   | <b>Project Status &amp; Key Achievements</b>   | <b>Member Stage</b>                  |
|---------------------------------|-------------------------------|-------------------------|----------------------------|---------------------|---|--|--------------------------------------|
| <b>Cameroon</b>                 | LAGA                          | 2003                    | Set up: Ofir               | LAGA                |   | More than 840 traffickers arrested convicted and jailed. Police commissioner, politician, army captains jailed. Several international traffickers' gangs crushed in 2019 in several operations focusing on international trafficking of pangolin scales, more than 1,800 kg of scales seized | Level III                            |
| <b>Republic of Congo</b>        | The Aspinall Foundation & WCS | 2008                    | Set up: Luc Mathot         | PALF                | Government of RoC, inc. relevant Ministers – endorsement letter | More than 249 traffickers arrested convicted and jailed. Corrupt networks dismantled, good deterring sentences achieved; the average sentence given in Congo is 1,8 years  | Level III                            |
| <b>Central African Republic</b> | WWF                           | 2009                    |                            | RALF                | Government of CAR, inc. relevant Ministers – endorsement letter | More than 30 traffickers arrested convicted and jailed. Deterioration of results following LAGA phase out. Restart required  | Formerly Level III, currently Frozen |
| <b>Gabon</b>                    | Conservation Justice          | 2011                    | Set up: Luc Mathot         | AALF                | WCS, WWF Government of Gabon – convention                       | More than 545 traffickers arrested and most of them jailed. Criminal networks dismantled. Head of departments, politicians, forestry officials,  | Level III                            |

|                       |                                  |           |   |               |   |   |  |
|-----------------------|----------------------------------|-----------|---|---------------|---|---|--|
|                       |                                  |           |   |               |   | army officer jailed.<br>Activities on illegal logging<br>The implementation of the new Gabonese legislation started bringing the initial results, as the first sentence of two years in jail was given. |  |
| <b>Guinea Conakry</b> | WARA and USFS<br>To EAGLE Guinea | 2012      | Set-up: Charlotte Houpline with Ofir Drori support        | GALF          | Government of Guinea, inc. relevant Ministers | More than 78 wildlife traffickers arrested.<br>The project restarted under EAGLE - Guinea   | Level II, now frozen, restarting in 2022 |
| <b>Togo</b>           | SCDA                             | 2013      | Set-up: Rens Ilgen with Ofir Drori and Luc Mathot support | EAGLE Togo    | Government of Togo                            | More than 82 wildlife traffickers arrested and very important criminal networks dismantled.   | Level II                                 |
| <b>Benin</b>          | Nature Tropicale                 | Jan. 2014 | Set-up: Jules Dovi with Luc Mathot support                | AALF-B        | Government of Benin                           | More than 113 major wildlife traffickers arrested in Cotonou and around Pendjari and W National Parks.  | Level II<br>Ended 2021                   |
| <b>Senegal</b>        | EAGLE Senegal                    | Mid-2014  | Set-up: Cecile Bloch                                      | EAGLE Senegal | Good relations established w/ Government      | More than 75 major ivory traffickers jailed, the project transferred from WARA to EAGLE Senegal in the end of 2018  | Level II                                 |
| <b>Uganda</b>         | EAGLE Uganda                     | End 2014  | Set-up: Ofir Drori  | EAGLE Uganda  | Good relations with Government, Justice       | More than 364 wildlife traffickers arrested, then project stopped in 2018. Project restarted in 2019, produced first arrests.   | Level I                                  |
| <b>DRC</b>            | CRESA                            | End 2015  |   |               | GIZ   | Contacts had been taken with  | Investigations                           |

|                      |                      |               |   |                     |                |  |                               |
|----------------------|----------------------|---------------|---|---------------------|----------------|--|-------------------------------|
|                      |                      |               |   |                     |                | different NGO (Juristale, TL2) in DRC but without real achievements. Some support has been given to CRESA, which is active in the fight against illegal mining, and efficient. They want to become EAGLE member. New contacts made with Conserv Congo, support has been given. | started Assisting ConsevCongo |
| <b>Madagascar</b>    | Alliance Vohary Gasy |               | Set-up: Ndranto with Luc Mathot support                   |                     | EU, US Embassy | Project started with AVG in 2016. First arrests and prosecutions but project stopped in 2017   | Level I, project frozen       |
| <b>Côte d'Ivoire</b> | EAGLE Côte d'Ivoire  | January 2017  | Set-up: Rens Ilgen with Ofir Drori and Luc Mathot support | EAGLE Côte d'Ivoire |                | 44 wildlife criminals arrested, a major crackdown on an international ivory trafficking ring in 2018, Vietnamese and 6 other criminals arrested.   | Level III                     |
| <b>Burkina Faso</b>  | Conservation Justice | December 2018 | Josias Sipehouo with Luc Mathot support                   | EAGLE Burkina Faso  |                | Project started in December 2018, 13 traffickers arrested  | Level I                       |

## THE EAGLE NETWORK ORGANIZATIONAL STRUCTURE

In order to consolidate and continue the progress of the EAGLE Network members' as well as expand the Network to new critical countries, a network structure has been designed for development, as outlined below:



From the diagram above, it can be seen that The EAGLE Network has three levels:

1. The Steering group composed of the Founding Directors of the Network
2. The Central Coordination Unit, composed of members of staff who undertake core functions to support the national members and,
3. The National members, for each country, composed of a Project Coordinator and a local execution team

### **1. The Steering Group**

The role of the Steering Group is to be the governance and senior management body of the Network.

The responsibilities of the Steering Group are to:

- a. Lead and oversee the Network's performance and activities,
- b. Steer the strategic direction,
- c. Ensure adherence to values and principles,
- d. Foster activism across the Network,
- e. Represent the Network both within Africa and globally,
- f. Maintain relationships with third parties that can help the Network to succeed,

- g. Ensure innovation and original thinking
- h. Be the guardian of the organizational brand and identity, including all external communication on behalf of The Network
- i. Identify new Network members, in additional African countries
- j. Ensure financial stability of new members
- k. Manage the Central Coordination Unit and
- l. Ensure human and financial resources and sustainability

Currently the members of the Steering Group of the Network are also the founding directors of EAGLE. They are:

- Ofir Drori, Director-Founder of LAGA (The Last Great Ape Organization)
- Luc Mathot, Director-Founder the NGO Conservation Justice;

## **2. The Central Coordination Unit (CCU)**

The role of the Central Coordination Unit is on the one hand, to monitor, review and evaluate the performance of the national members and on the other hand, support, service and help the national members improve their performance and fulfill the EAGLE Network model.

The responsibilities of the Central Coordination Unit are to:

- a. Inspect, verify and review the performance of the national members, especially in terms of following procedures, systems, measures and indicators
- b. Ensure rules and regulations are well followed and applied
- c. Ensure the financial accountability of all members
- d. Ensure the technical accountability standardized methodology and quality control of all members
- e. Ensure all members receive assistance as required, to aid them to develop and succeed
- f. Ensure all personnel of all members, receive suitable training, mentoring, coaching and professional and personal development so that they can perform their role and responsibilities, as well as their personal activism
- g. Ensure regular technical support missions in country to support members.
- h. Ensure regular Inspection missions as per the “Inspection Protocol”
- i. Ensure personnel exchanges and training of personnel of the members.
- j. Ensure reporting support and financial management support.
- k. Address any complaint or query raised by a member within a maximum delay of two weeks in a transparent manner. If the issue is not resolved during this time it is then escalated to the SC.

### **2.1 Joint Responsibilities of the Central Coordination Unit and the Steering Group, for the EAGLE Network Members**

- a. They ensure all the support of building the member and supporting it as stipulated herein
- b. They ensure daily support communication with members.

## **3. EAGLE Network National Members**

The role of the Network members is to coordinate and supervise all national activities to ensure that targets within the respective countries are met.

- a. Once achieving Stage 2 of Operational Development, bring about an arrest of one significant trafficker per week according to the EAGLE program model
- b. Bring about meaningful prosecutions – no provisional liberty, satisfying imprisonment sentences
- c. Produce and get into national media and record one media piece relating to an arrest or prosecution per day
- d. Provide monthly online activity reports, as specified in the Inspection Procedure document, including indicators of number of investigations, number of arrested dealers, number of media pieces, prosecutions etc.
- e. Provide monthly online financial reports
- f. comply with signed documents that are an annex to this agreement and an integral part of it: Replication Protocol, Standard Project Proposal, EAGLE Constitution/ Charter, EAGLE Operational and Management procedure Manual, Reporting and Verification Procedures.
- g. Undertake departmental self-evaluation systems for media and investigations, including hidden footage
- h. Have in place active and functioning systems for case tracking, case analysis and case files, including forms filled for each court hearing
- i. Undertake human resource development, i.e., recruitment, management and professional and personal development
- j. Adhere to the values and principles of the Network, fostering and nurturing activism across the member organization.
- k. Adhere to principles of transparency and accountability

## 9. Project Budget Table:

The request funding to WildCat for the network is:

|   | <b>Committed Funding</b> | <b>Estimated funding from Wildcat for 2021</b> | <b>Total budget estimated</b> |
|---|--------------------------|--|-------------------------------|
| <b>Benin</b>  | 80 000                   | 80 000   | <b>160 000</b>                |
| <b>Cameroon</b>   | 150 000                  | 130 000  | <b>280 000</b>                |
| <b>Congo</b>  | 170 000                  | 40 000   | <b>210 000</b>                |
| <b>Ivory Coast</b>  | 50 000                   | 110 000  | <b>160 000</b>                |
| <b>Gabon</b>  | 430 000                  | 40 000   | <b>470 000</b>                |
| <b>Senegal</b>  | 60 000                   | 120 000  | <b>180 000</b>                |
| <b>Togo</b>   | 20 000                   | 70 000   | <b>90 000</b>                 |
| <b>Burkina Faso</b>   | 20 000                   | 40 000   | <b>60 000</b>                 |
| <b>Guinea</b>   | 40 000                   | 30 000   | <b>70 000</b>                 |
| <b>EAGLE (CCU+US+Belgium+Flights+runnig costs)</b>                | -                        | 300 000  | <b>300 000</b>                |
| <b>Emergencies, unexpected expenses, taxes, cases in tribunal</b> | -                        | 40 000   | <b>40 000</b>                 |
| <b>TOTAL</b>  | <b>1 020 000</b>         | <b>1 000 000</b>                               | <b>2 020 000</b>              |

## 10. Budget Justifications:

The budget for each level III projects is:

| <b>Budget Item</b>     | <b>Unit</b>    | <b>Unit Cost</b> | <b>Months</b>    | <b>People</b> | <b>Total</b> |
|------------------------|----------------|------------------|------------------|---------------|--------------|
| <i>Operations team</i> |                |                  |                  |               |              |
| <i>Personnel</i>       |                |                  |                  |               |              |
| Wildlife Officers      | Person / Month | 40               | 39<br>Operations | 2 Officers    | 3 120        |
| Police Officers        | Person / Month | 40               | 39<br>Operations | 5 Officers    | 7 800        |

|   |                |       |           |            |        |
|---|----------------|-------|-----------|------------|--------|
| <b><i>Running Costs</i></b>                       |                |       |           |            |        |
| Transport   | Person / Month | 100   | 12 months | 5 Officers | 6 000  |
| Travel Subsistence                                | Person / Month | 30    | 12 months | 11 People  | 4 000  |
| Communications                                    | Month          | 334   | 12 months | -          | 4 000  |
| <b><i>Investigations</i></b>                      |                |       |           |            |        |
| <b><i>Personnel</i></b>                           |                |       |           |            |        |
| Investigators                                     | Person / Month | 250   | 12 months | 5 People   | 15 000 |
| International investigators                       | Person / Month | 400   | 12 months | 1 Person   | 4 800  |
| <b><i>Running Costs</i></b>                       |                |       |           |            |        |
| Travel Subsistence                                | Person / Month | 200   | 12 months | 5 People   | 12 000 |
| Communications                                    | Person /Month  | 133   | 12 months | 5 People   | 8 000  |
| Information acquisition                           | Month          | 150   | 12 months | -          | 1 800  |
| Disposables                                       | Month          | 100   | 12 months | -          | 1 200  |
| <b><i>Legal</i></b>                               |                |       |           |            |        |
| <b><i>Personnel</i></b>                           |                |       |           |            |        |
| Head of Department                                | Person /Month  | 500   | 12 months | 1 Person   | 6 000  |
| Legal Advisors                                    | Person /Month  | 400   | 12 months | 3 People   | 14 400 |
| Lawyers (contribution to fees)                    | Person /Month  | 250   | 12 months | 4 People   | 12 000 |
| <b><i>Running Costs</i></b>                       |                |       |           |            |        |
| Communication (Advisors)                          | Person /Month  | 100   | 12 months | 4 People   | 4 800  |
| Subsistence (Advisors)                            | Person /Month  | 200   | 12 months | 4 People   | 9 600  |
| Legal admin                                       | Month          | 100   | 12 months | -          | 1 200  |
| <b><i>Media</i></b>                               |                |       |           |            |        |
| <b><i>Personnel</i></b>                           |                |       |           |            |        |
| Media Officer                                     | Person /Month  | 500   | 12 months | 1 Person   | 6 000  |
| Media Assistant                                   | Person /Month  | 350   | 12 months | 1 Person   | 4 200  |
| <b><i>Running Costs</i></b>                       |                |       |           |            |        |
| Media Production& Editing (included materials)    | Month          | 500   | 12 months | -          | 6000   |
| Performance Related Bonus                         | Month          | 550   | 12 months | -          | 6 600  |
| Telephone   | Month          | 300   | 12 months | -          | 3 600  |
| Local Transport                                   | Month          | 150   | 12 months | -          | 1 800  |
| Website Management for each project               | Month          | 75    | 13 months | -          | 900    |
| EAGLE Website and branding (country contribution) | Month          | 123   | 14 months | -          | 1 481  |
| <b><i>Training EAGLE Staff</i></b>                |                |       |           |            |        |
| Local Travel Subsistence                          | Month          | 300   | 12 months | -          | 3 600  |
| Air travel in Africa                              | Flights        | 1 000 | 12 months | 3          | 3 000  |
| <b><i>CCU Network Support Activities</i></b>      |                |       |           |            |        |
| Inspection missions                               | Month          | 222   | 12 months |            | 2 667  |
| ODO Training & Capacity Building of Members       | Month          | 296   | 12 months |            | 3 556  |

|  |               |       |           |          |                  |
|--|---------------|-------|-----------|----------|------------------|
| FO Training & Capacity Building of Members               | Month         | 148   | 12 months |          | 1 778            |
| M&EO Training & Capacity Building of Members             | Month         | 148   | 12 months |          | 1 778            |
| <b><i>CCU Personnel with accommodation and taxes</i></b> | Month         |       |           |          |                  |
| Investigations support officer                           | Month         | 444   | 12 months |          | 5 333            |
| EAGLE Financial officer (country contribution)           | Month         | 444   | 12 months |          | 5 333            |
| EAGLE Technical Officer (country contribution)           | Month         | 444   | 12 months |          | 5 333            |
| EAGLE Organisational Development Officer                 | Month         | 444   | 12 months |          | 5 333            |
| Recruitment process, including super-volunteers          |               | 500   | 4         |          | 2 000            |
| <b><i>Running Costs</i></b>                              | Month         |       |           |          |                  |
| Office Rent  | Month         | 89    | 12 months |          | 1 067            |
| Computers and printers                                   | Month         | 62    | 12 months |          | 741              |
| Consumables  | Month         | 37    | 12 months |          | 444              |
| Telephone  | Month         | 22    | 12 months |          | 267              |
| Internet   | Month         | 37    | 12 months |          | 444              |
| Furniture & equipment                                    | Month         | 43    | 12 months |          | 519              |
| Transport  | Month         | 123   | 12 months |          | 1 481            |
| Travel Subsistence                                       | Month         | 100   | 12 months | -        | 1 200            |
| Air travel in Africa                                     | Flights       | 1 000 |           | 3        | 3 000            |
| Legal fees   | Month         | 30    | 12 months |          | 356              |
| Banking & M-Pesa Fees                                    | Month         | 15    | 12 months |          | 178              |
| Audit  | Month         | 25    | 12 months |          | 296              |
| <b><i>Administration, management &amp; Office</i></b>    |               |       |           |          |                  |
| <b><i>Personnel</i></b>                                  |               |       |           |          |                  |
| Accountant   | Person /Month | 260   | 12 months | 1 Person | 7200             |
| Coordinator  | Person /Month | 1 500 | 12 months | 1 Person | 18 000           |
| Assistant Manager  | Person /Month | 545   | 12 months | 1 Person | 6 545            |
| <b><i>Running Costs</i></b>                              |               |       |           |          |                  |
| Office Rent  | Month         | 400   | 12 months | -        | 4 800            |
| Services   | Month         | 100   | 12 months | -        | 1 200            |
| Consumables  | Month         | 100   | 12 months | -        | 1 200            |
| Telephone  | Month         | 550   | 12 months | -        | 6 600            |
| Internet   | Month         | 120   | 12 months | -        | 1 440            |
| Postage / Couriers                                       | Month         | 50    | 12 months | -        | 600              |
| Local Travel Subsistence                                 | Month         | 100   | 12 months | -        | 1 200            |
| Air travel in Africa                                     | Flights       | 1 000 |           | 5        | 5 000            |
|  |               |       |           |          |                  |
| <b>TOTAL</b>   |               |       |           |          | <b>\$249 789</b> |

**For the global Network, the 2020 budget is:**

| Estimated Budget 2021                  | Next Period (02/01/2021-01/31/2022) |           |       |        |                  |                  |                  |
|--|-------------------------------------|-----------|-------|--------|------------------|------------------|------------------|
|  | Estimated                           |           |       |        |                  |                  |                  |
| Budget Item                            | Unit                                | Unit cost | Month | People | Total            | Wildcat          | Other            |
| <b>1. Operations</b>                   |                                     |           |       |        | <b>\$132 840</b> | <b>\$56 000</b>  | <b>\$76 840</b>  |
| <i>1.1 Personnel</i>                   |                                     |           |       |        |                  |                  |                  |
| Wildlife and Police Officers           | Person/Month                        | 130       | 12    | 54     | \$84 240         | \$25 000         | \$59 240         |
| <i>1.2 Running costs</i>               |                                     |           |       |        |                  |                  |                  |
| 1.2.1. Transport                       | Person/Month                        | 30        | 12    | 54     | \$19 440         | \$15 000         | \$4 440          |
| 1.2.2. Travel Subsistence              | Person/Month                        | 30        | 12    | 54     | \$19 440         | \$12 000         | \$7 440          |
| 1.2.3. Equipment (tear gas, handcuffs) | Person                              | 60        | 1     | 54     | \$3 240          | \$1 000          | \$2 240          |
| 1.2.4. Communications                  | Person/Month                        | 10        | 12    | 54     | \$6 480          | \$3 000          | \$3 480          |
| <b>2. Investigations</b>               |                                     |           |       |        | <b>\$396 450</b> | <b>\$165 500</b> | <b>\$230 950</b> |
| <i>2.1. Personnel</i>                  |                                     |           |       |        |                  |                  |                  |
| 2.1.1. Investigators                   | Person/Month                        | 250       | 12    | 45     | \$135 000        | \$50 000         | \$85 000         |
| 2.1.2. International investigators     | Person/Month                        | 1 000     | 6     | 6      | \$36 000         | \$20 000         | \$16 000         |
| <i>2.2. Running costs</i>              |                                     |           |       |        |                  |                  |                  |
| 2.2.1 Transport                        | Person/Month                        | 100       | 12    | 45     | \$54 000         | \$40 000         | \$14 000         |
| 2.2.2 Flight                           | Person/Month                        | 800       | 12    | 3      | \$28 800         | \$3 000          | \$25 800         |
| 2.2.3 Travel Subsistence               | Person/Month                        | 200       | 12    | 45     | \$108 000        | \$30 000         | \$78 000         |
| 2.2.4 Communications                   | Person/Month                        | 40        | 12    | 45     | \$21 600         | \$11 000         | \$10 600         |
| 2.2.5 Information acquisition          | Person/Month                        | 20        | 12    | 45     | \$10 800         | \$9 000          | \$1 800          |
| 2.2.6 Equipment (camera, tear gas)     | Person/Month                        | 50        | 1     | 45     | \$2 250          | \$2 500          | -\$250           |
| <b>3. Legal</b>                        |                                     |           |       |        | <b>\$363 600</b> | <b>\$121 000</b> | <b>\$242 600</b> |
| <i>3.1. Personnel</i>                  |                                     |           |       |        |                  |                  |                  |
| 3.1.1. Heads of Departments            | Person/Month                        | 500       | 12    | 9      | \$54 000         | \$20 000         | \$34 000         |
| 3.1.2. Legal Advisors                  | Person/Month                        | 400       | 12    | 27     | \$129 600        | \$40 000         | \$89 600         |
| 3.1.3. Lawyers (contribution to fees)  | Person/Month                        | 250       | 12    | 9      | \$27 000         | \$15 000         | \$12 000         |
| <i>3.2. Running costs</i>              |                                     |           |       |        |                  |                  |                  |
| 3.2.1. Transport                       | Person/Month                        | 100       | 12    | 36     | \$43 200         | \$15 000         | \$28 200         |
| 3.2.2. Flight                          | Person/Month                        | 100       | 12    | 6      | \$7 200          | \$2 000          | \$5 200          |
| 3.2.3. Office material                 | Person/Month                        | 20        | 12    | 36     | \$8 640          | \$3 000          | \$5 640          |
| 3.2.4. Jail visit                      | Person/Month                        | 10        | 12    | 36     | \$4 320          | \$2 000          | \$2 320          |

|  |              |      |    |    |                  |                  |                  |
|--|--------------|------|----|----|------------------|------------------|------------------|
| 3.2.5. Communication   | Person/Month | 50   | 12 | 36 | \$21 600         | \$8 000          | \$13 600         |
| 3.2.6. Travel Subsistence  | Person/Month | 150  | 12 | 36 | \$64 800         | \$15 000         | \$49 800         |
| 3.2.7. Legal admin   | Month        | 30   | 12 | 9  | \$3 240          | \$1 000          | \$2 240          |
| <b>4. Media</b>  |              |      |    |    | <b>\$159 540</b> | <b>\$56 200</b>  | <b>\$103 340</b> |
| <i>4.1. Personnel</i>  |              |      |    |    |                  |                  |                  |
| 4.1.1. Media Officers  | Person/Month | 500  | 12 | 9  | \$54 000         | \$20 000         | \$34 000         |
| <i>4.2. Running costs</i>  |              |      |    |    |                  |                  |                  |
| 4.2.1. Office material   | Person/Month | 30   | 12 | 9  | \$3 240          | \$1 000          | \$2 240          |
| 4.2.2. Media Production & Editing  | Person/Month | 50   | 12 | 9  | \$5 400          | \$1 000          | \$4 400          |
| 4.2.3. Equipment   | Person/Month | 50   | 12 | 9  | \$5 400          | \$1 000          | \$4 400          |
| 4.2.4. Performance Related Bonus   | Person/Month | 400  | 12 | 9  | \$43 200         | \$20 000         | \$23 200         |
| 4.2.5. Communications  | Person/Month | 100  | 12 | 9  | \$10 800         | \$3 000          | \$7 800          |
| 4.2.6. Travel subsistence  | Person/Month | 100  | 12 | 9  | \$10 800         | \$2 000          | \$8 800          |
| 4.2.7. Transport   | Person/Month | 150  | 12 | 9  | \$16 200         | \$6 200          | \$10 000         |
| 4.2.8. Website for projects  | Month        | 75   | 12 | 9  | \$8 100          | \$1 000          | \$7 100          |
| 4.2.9. EAGLE Website and branding  | Month        | 200  | 12 | 1  | \$2 400          | \$1 000          | \$1 400          |
| <b>5. Increasing EAGLE Staff capacity (country exchanges and local training)</b> |              |      |    |    | <b>\$36 000</b>  | <b>\$23 600</b>  | <b>\$12 400</b>  |
| 5.1 Courses (languages, defense, etc.)   | Month        | 150  | 12 | 6  | \$10 800         | \$10 000         | \$800            |
| 5.2 Team building activities   | Month        | 50   | 12 | 6  | \$3 600          | \$3 600          | \$0              |
| 5.3 Flight in Africa for national staff  | Month        | 800  | 12 | 1  | \$9 600          | \$5 000          | \$4 600          |
| 5.4 International training cost  | Month        | 1000 | 12 | 1  | \$12 000         | \$5 000          | \$7 000          |
| <b>6. CCU</b>  |              |      |    |    | <b>\$294 600</b> | <b>\$294 600</b> | <b>\$0</b>       |
| <i>6.1. Personnel</i>  |              |      |    |    | <i>\$209 200</i> |                  |                  |
| 6.1.1. Replication Officer   | Person/Month | 1500 | 6  | 1  | \$9 000          | \$9 000          | \$0              |
| 6.1.2. Director (Ofir)   | Person/Month | 2700 | 12 | 1  | \$32 400         | \$32 400         | \$0              |
| 6.1.3. Investigations Officer  | Person/Month | 3800 | 12 | 1  | \$45 600         | \$45 600         | \$0              |
| 6.1.4. Second Investigations Officer   | Person/Month | 2900 | 6  | 1  | \$17 400         | \$17 400         | \$0              |
| 6.1.5. Financial officer   | Person/Month | 3800 | 12 | 1  | \$45 600         | \$45 600         | \$0              |
| 6.1.6. Technical Officer   | Person/Month | 2900 | 12 | 1  | \$34 800         | \$34 800         | \$0              |
| 6.1.7. Organisational Development Officer  | Person/Month | 2000 | 6  | 1  | \$12 000         | \$12 000         | \$0              |
| 6.1.8. Personnel insurance   | Person       | 2500 | 1  | 4  | \$10 000         | \$10 000         | \$0              |
| 6.1.9. Recruitment process   | Person/Month | 200  | 12 | 1  | \$2 400          | \$2 400          | \$0              |
| <i>6.2. Running costs</i>  |              |      |    |    | <i>\$85 400</i>  |                  |                  |

|   |              |       |    |    |                    |                    |                    |
|---|--------------|-------|----|----|--------------------|--------------------|--------------------|
| 6.2.1. Office Rent                                | Month        | 800   | 12 | 1  | \$9 600            | \$9 600            | \$0                |
| 6.2.2. Equipment                                  | Month        | 200   | 12 | 1  | \$2 400            | \$2 400            | \$0                |
| 6.2.3. Office material                            | Month        | 400   | 12 | 1  | \$4 800            | \$4 800            | \$0                |
| 6.2.4. Telephone                                  | Person/Month | 150   | 12 | 4  | \$7 200            | \$7 200            | \$0                |
| 6.2.5. Internet                                   | Month        | 200   | 12 | 1  | \$2 400            | \$2 400            | \$0                |
| 6.2.6. Services                                   | Month        | 100   | 12 | 4  | \$4 800            | \$4 800            | \$0                |
| 6.2.7. Transport                                  | Person/Month | 100   | 12 | 4  | \$4 800            | \$4 800            | \$0                |
| 6.2.8. Travel Subsistence                         | Person/Month | 50    | 12 | 2  | \$1 200            | \$1 200            | \$0                |
| 6.2.9. Air travel in Africa                       | Person/Month | 800   | 12 | 1  | \$9 600            | \$9 600            | \$0                |
| 6.2.10. Legal fees                                | Month        | 100   | 12 | 1  | \$1 200            | \$1 200            | \$0                |
| 6.2.11. Bank fees                                 | Month        | 200   | 12 | 1  | \$2 400            | \$2 400            | \$0                |
| 6.2.11. Financial Audit                           | Audit        | 5000  | 7  | 1  | \$35 000           | \$35 000           | \$0                |
| <b>8. Administration, office &amp; management</b> |              |       |    |    | <b>\$638 160</b>   | <b>\$283 100</b>   | <b>\$355 060</b>   |
| <i>8.1. Personnel</i>                             |              |       |    |    |                    |                    |                    |
| 8.1.1. Accountants                                | Person/Month | 600   | 12 | 9  | \$64 800           | \$30 000           | \$34 800           |
| 8.1.2. Coordinators                               | Person/Month | 2 000 | 12 | 9  | \$216 000          | \$90 000           | \$126 000          |
| 8.1.3. Assistant Managers                         | Person/Month | 1000  | 12 | 7  | \$84 000           | \$30 000           | \$54 000           |
| <i>8.2. Running costs</i>                         |              |       |    |    |                    |                    |                    |
| 8.2.1. Bank fees                                  | Month        | 150   | 12 | 9  | \$16 200           | \$10 000           | \$6 200            |
| 8.2.2. Transport                                  | Person/Month | 80    | 12 | 27 | \$25 920           | \$14 000           | \$11 920           |
| 8.2.3. Office Rent                                | Month        | 600   | 12 | 9  | \$64 800           | \$30 000           | \$34 800           |
| 8.2.4. Services                                   | Month        | 400   | 12 | 9  | \$43 200           | \$20 000           | \$23 200           |
| 8.2.5. Transfer Fees                              | Month        | 50    | 12 | 9  | \$5 400            | \$3 100            | \$2 300            |
| 8.2.6. Publications                               | Month        | 50    | 12 | 9  | \$5 400            | \$5 000            | \$400              |
| 8.2.7. Office materials                           | Month        | 200   | 12 | 9  | \$21 600           | \$10 000           | \$11 600           |
| 8.2.8. Equipment                                  | Month        | 150   | 12 | 9  | \$16 200           | \$6 000            | \$10 200           |
| 8.2.9. Telephone                                  | Person/Month | 60    | 12 | 27 | \$19 440           | \$10 000           | \$9 440            |
| 8.2.10. Internet                                  | Month        | 150   | 12 | 9  | \$16 200           | \$10 000           | \$6 200            |
| 8.2.11. Travel Subsistence                        | Month        | 150   | 12 | 5  | \$9 000            | \$5 000            | \$4 000            |
| 8.2.12. Flight                                    | Month        | 500   | 12 | 5  | \$30 000           | \$10 000           | \$20 000           |
| <b>Total Annual budget</b>                        |              |       |    |    | <b>\$2 021 190</b> | <b>\$1 000 000</b> | <b>\$1 021 190</b> |

## 12. Map:

Project site is potentially stretched over 9 African countries – Cameroon, the Republic of Congo, Gabon, Benin, Senegal, Guinea Conakry, Togo, Burkina Faso and Côte d'Ivoire. Uganda excluded from WildCat funding.

