

CONVENTION ON INTERNATIONAL TRADE IN ENDANGERED SPECIES
OF WILD FAUNA AND FLORA



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Panama City (Panama), 14 – 25 November 2022

ICCWC VISION 2030 AND STRATEGIC ACTION PLAN 2023-2026

1. This document has been submitted by the Secretariat in relation with agenda item 17.5 on the International Consortium on Combating Wildlife Crime (ICCWC) and presents the ICCWC Vision 2030 and its associated Strategic Action Plan for 2023-2026, launched in 2022.
2. The ICCWC Vision 2030 outlines the next phase in the continuation of ICCWC's work and will guide this work in the decade to come, in pursuit of the Consortium's long-term vision of working towards a world free of wildlife crime. It is available in [English](#).
3. The Strategic Action Plan outline the approaches that ICCWC will take to achieve the five outcomes identified in the Vision and indicate the types of activities that ICCWC could deliver against each approach. It is available in [English](#).



TOGETHER AGAINST
WILDLIFE CRIME

ICCWC VISION

2030

TOWARDS A WORLD FREE
OF WILDLIFE CRIME

The International Consortium on Combating Wildlife Crime (ICCWC) is the collaborative effort of five inter-governmental organizations working to bring coordinated support to national agencies responsible for wildlife law enforcement and criminal justice and sub-regional and regional networks that, daily, act in defence of natural resources. The five partner agencies to ICCWC are the Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the International Criminal Police Organization (INTERPOL), the United Nations Office on Drugs and Crime (UNODC), the World Bank Group (WBG) and the World Customs Organization (WCO).



UNODC
United Nations Office on Drugs and Crime



WORLD BANK GROUP



WORLD CUSTOMS ORGANIZATION

ICCWC would like to thank member States and external stakeholders that responded to the consultation on the ICCWC Vision 2030, launched through CITES Notification to the Parties 2021/014 .

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EXECUTIVE SUMMARY

Wildlife crime¹ is a serious threat, posing significant environmental, security, health, climatic and socio-economic risks to the development of people and countries. It is exacerbated by and can lead to instability, poor governance and corruption – depleting resources, depriving communities of their natural resources and weakening state institutions. Moreover, wildlife crime can increase the potential risk of transmission of zoonotic diseases, resulting in significant impacts on human health and global economies.

Wildlife crime is a serious transnational crime involving organized criminal networks and, in some cases, converges with other illicit activities. Criminal groups that traffic wildlife operate similarly to groups that traffic drugs, arms and persons. They are highly adaptable and capable of rapidly shifting operations to exploit criminal justice systems, to quickly identify current and emerging markets, target species with high demand, focus on key source locations, and to rapidly change their modus operandi to avoid suspicion and detection. This makes it particularly challenging for law enforcement, wildlife authorities and criminal justice actors to affect change. A targeted, well-resourced and coordinated response across the entire criminal justice system is required to address this crime.

The International Consortium on Combating Wildlife Crime (ICCWC) is a coordinated global response comprised of five inter-governmental organizations, with the global presence, mandates, and expertise to provide much needed front-line support and capacity building to address wildlife crime. The ICCWC partners are the Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), The International Criminal Police Organization (INTERPOL), the United Nations Office on Drugs and Crime (UNODC), the World Bank Group (WBG) and the World Customs Organization (WCO). Established in 2010, the objective of ICCWC is to work within each agency's mandate and leverage the unique expertise of all five organizations to work collectively with countries to develop and strengthen criminal justice systems.

ICCWC activities have been guided by a set of strategies that evolved over the last decade, initially, with the ICCWC Strategic Mission 2014-2016 and then the ICCWC Strategic Programme 2016-2020. The ICCWC Vision 2030 outlines the next phase in the continuation of ICCWC's work.

ICCWC has established a long-term vision of a world free of wildlife crime. The ICCWC Vision 2030 outlines how ICCWC will work towards a world free of wildlife crime by 2030, following a Theory of Change designed to support and strengthen wildlife authorities, police, customs and criminal

¹ The term 'wildlife and forest crime' has been shortened to 'wildlife crime'. This is not intended to limit the scope and all references to 'wildlife crime' should be interpreted to mean poaching and/or illicit trafficking in wildlife, forest, and marine species and products.



justice systems to ensure that they effectively respond to the threat. ICCWC recognizes the importance of both proactive and reactive responses to combat wildlife crime, and consequently, the Theory of Change identifies five critical ICCWC outcomes:

1. Reduced opportunity for wildlife crime.
2. Increased deterrence of wildlife crime.
3. Increased detection of wildlife crime.
4. Increased disruption and detention of criminals.
5. Evidence-based actions, knowledge exchange and collaboration, as a basis for the achievement of the first four outcomes and to drive ICCWC's impact.

The five outcomes generate 13 sub-outcomes on which ICCWC will focus its interventions. This outcome framework of the ICCWC Vision 2030 provides a roadmap that will be implemented through two 4-year Strategic Action Plans (2023-2026 and 2027-2030) outlining the range of approaches and activities that ICCWC will deliver.

GLOSSARY

CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
ICCWC	International Consortium on Combating Wildlife Crime
ICCWC PARTNER	ICCWC partner refers to any of the five partner agencies (CITES, INTERPOL, UNODC, WBG, WCO)
INDICATOR FRAMEWORK	ICCWC Indicator Framework for Combating Wildlife and Forest Crime
INTERPOL	The International Criminal Police Organization – INTERPOL
MEMBER STATES	Any country that has acceded to any of the relevant conventions / protocols / agreements where ICCWC partners have a mandate to operate and that could potentially benefit from ICCWC support
SDGS	Sustainable Development Goals
TOC	Theory of Change
TOOLKIT	ICCWC Wildlife and Forest Crime Analytic Toolkit
UN	United Nations
UNODC	United Nations Office on Drugs and Crime
WBG	World Bank Group
WCO	World Customs Organization
WILDLIFE	ICCWC considers 'wildlife' to include all wild fauna and flora, including animals, birds and fish, as well as timber and non-timber forest products
WILDLIFE CRIME	ICCWC considers wildlife and forestry crime as 'the taking, trading (supplying, selling, or trafficking), importing, exporting, processing, possessing, obtaining and consumption of wild fauna and flora, including timber and other forest products, in contravention of national or international law)



INTRODUCTION

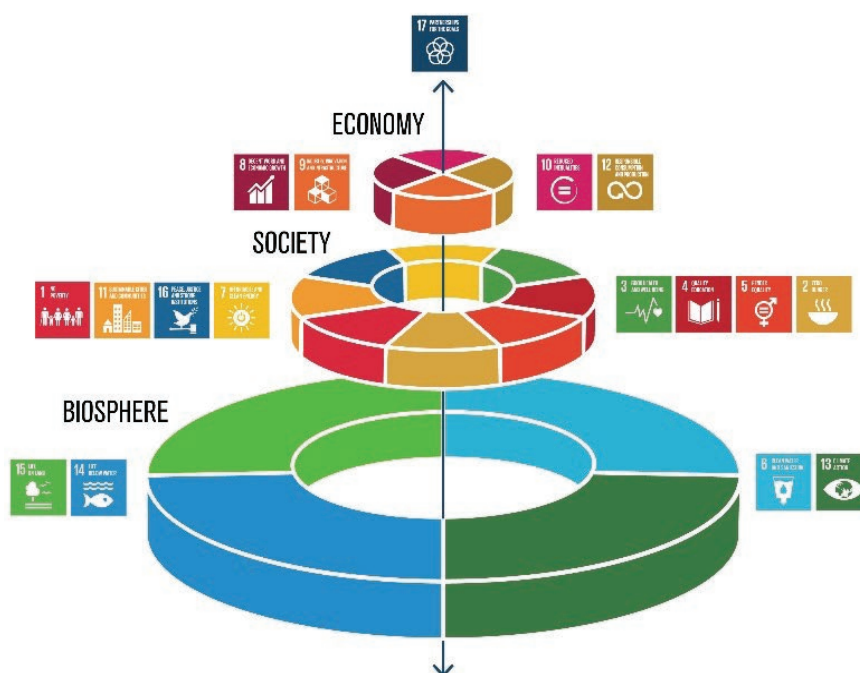
NATURE IS IN TROUBLE

Nature is the foundation for societal well-being, food security, a productive economy and ultimately a sustainable future. However, the future for nature is uncertain due to the immense pressure humans are placing on our planet. Biodiversity loss represents an existential crisis for humanity. A functioning biosphere is critical to achieving the sustainable development goals (SDGs) (Figure 1). Without functioning ecosystems, any meaningful social and economic development is temporary at best. Biodiversity loss results in large-scale humanitarian crises when ecosystem services are degraded, potentially irreversibly, or in the gravest sense, when ecosystems collapse. Although there are a wide range of factors driving nature to

its breaking point, wildlife crime plays a significant role in the overexploitation of natural resources and subsequent biodiversity loss.

Public awareness of the risks of biodiversity loss is growing, and there is increasing political commitment and public pressure for urgent and immediate global action. For example, in 2020, under the Leaders Pledge for Nature², 84 countries pledged to reverse biodiversity loss by 2030. The draft post-2020 global biodiversity framework of the Convention on Biological Diversity outlines the urgent action needed in the last decade toward 2030 and the meetings of the 47th G7 leaders' summit (2021) have reinforced this urgency.

FIGURE 1. THE IMPORTANCE OF THE BIOSPHERE IN ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS: EARTH'S BIOSPHERE UNDERPINS OUR SOCIETIES AND ECONOMIES. (STOCKHOLM RESILIENCE CENTRE, AZOTE IMAGES).



² <https://www.leaderspledgefornature.org/>

The 2020 World Wildlife Crime Report developed by the United Nations Office on Drugs and Crime (UNODC) in collaboration with ICCWC partners presents troubling trends on poaching and trafficking of protected species across the globe, notwithstanding the collective success in slowing the rate of, for example, poaching of elephants and rhinoceros. The COVID-19 pandemic emphasized the risks of wildlife crime, as did the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) which concluded that overexploitation, including through illegal wildlife trade, is one of the main drivers of biodiversity loss.

Wildlife crime affects countries through its impacts on biodiversity, human health, security and socio-economic development. The effects of wildlife crime are disproportionately felt by vulnerable individuals and communities.

The illicit financial flows from wildlife crime undermine legitimate businesses, skewing economies and entrenching other criminal activities including arms, human and drugs trafficking. Wildlife crime converges with other serious crimes, posing a threat within and outside national borders. It has established itself as one of the most serious forms of transnational organized crime and must be addressed accordingly.

The 2020 World Wildlife Crime Report outlined that wildlife crime is truly a global problem – no one species is responsible for more than 5% of incidents, nor is any one country identified as a source of more than 10%. Markets are dynamic and respond to consumer demands and supply chain challenges. As regulations

and law enforcement capacity improves, it is expected that illegal markets will shift to countries with poorer frameworks. The involvement of organized crime is evident in the level of sophistication in illegal trade, including a shift to online markets and the co-opting of legal trade markets into the illicit supply chain, as well as in the large size of many seized shipments, which indicates a high degree of organization.

A 2019 World Bank report estimates the cost of illegal logging, illegal fishing and illegal wildlife trade to be as high as US\$1 trillion–US\$2 trillion per year. More than 90 percent of these losses are from ecosystem services that forests, wildlife and coastal resources provide. It is estimated that governments forego up to US\$12 billion in potential annual revenues due to illegal exploitation of their natural resources.

Stopping wildlife crime is a critical step not just to protect biodiversity and uphold the rule of law, but also to help prevent future public health emergencies.

The costs of wildlife crime along with associated risks and threats to environment, society, health and economy present a major challenge to development. To protect people and planet in line with the SDGs, and to build back better from the COVID-19 crisis, scaling up measures against wildlife crime must be part of the solution.

Despite considerable efforts to combat wildlife crime, it remains a growing problem worldwide and law enforcement authorities and criminal justice systems face increasingly complex situations in their fight against it. From a strategic perspective, wildlife crime is a “wicked

problem”³, characterized by being difficult or impossible to completely solve due to incomplete or contradictory knowledge, the number of people and differing opinions involved, the large economic burden and the interconnected nature of wildlife crime with other global challenges. This demands interdisciplinary collaboration and perseverance, which for a problem of the scale and complexity of wildlife crime, necessitates global scale partners with the mandate, the necessary capacity and resources.



³ The term “wicked” originates from planning and policy work to define problems that cannot simply be fixed using traditional approaches. For example, addressing poverty and strengthening local livelihoods alone will not stop wildlife crime; greed, criminality, opportunism and other incentives will continue to drive illicit trade. Spapens et al. 2016. Environmental Crime in Transnational Context.



A GLOBAL RESPONSE

The International Consortium on Combating Wildlife Crime (ICCWC) is the collaborative effort of five inter-governmental organizations, that collectively have the technical expertise and mandate to rise to the challenge of addressing wildlife crime.

ICCWC is a recognition of the importance of collaborative and coordinated action to combat wildlife crime and an expression of the commitment from each of the partners to do so. The organizations recognize that working under the collaborative banner of ICCWC can yield more effective results in addressing wildlife crime.

ICCWC collaborates with national agencies responsible for wildlife law enforcement as well as wildlife and forestry, criminal

justice, anti-corruption and fiscal authorities to strengthen their capacity and competencies (hereinafter referred to as capacity) and provide operational support.

The ICCWC partners bring diverse and extensive experience and a unique set of mandates and capacity to bear against wildlife crime. They combine technical expertise, operational support, best practice training, evidence-based interventions and global convening power to develop law enforcement and criminal justice capacity within member States. Since its creation, the role of ICCWC has been widely recognized, and significant achievements have been made.

THE ICCWC VISION

TOWARDS A WORLD FREE OF WILDLIFE CRIME

ICCWC MISSION

To strengthen criminal justice systems and provide coordinated support at the national, regional and intercontinental levels to combat wildlife crime.

THE SCOPE OF ICCWC

The core focus of ICCWC is to address transnational wildlife crime by developing capacity within, and providing support to, national law enforcement and criminal justice systems.

ICCWC acknowledges the need to address the socio-economic drivers behind wildlife crime and some ICCWC partners have aligned programs that address these larger socio-economic issues driving biodiversity loss. ICCWC is a global response to ensure that effective law enforcement and criminal justice systems are in place to prevent illegal activities that result in the over-exploitation of natural resources and to protect nature while socio-economic change takes place.

THE IMPACT OF ICCWC

ICCWC helps construct fit for purpose law enforcement and criminal justice systems to effectively address wildlife crime. Through a strong collaborative partnership, ICCWC will support countries investigating serious organized wildlife crime and enhance cross-agency and cross-border cooperation. This will result in arrests and criminal prosecutions of traffickers at the high end of the criminal chain, with legislation to help deter and prevent crime.

ICCWC's Vision 2030 aims to contribute significantly to the achievement of the SDGs through the interconnection of wildlife crime to broader environmental and socioeconomic goals and through advocating the importance of criminal justice. ICCWC contributes directly or indirectly to 10 of the 17 UN SDGs (Figure 2) through activities that mitigate the effects of wildlife crime.



FIGURE 2. SDGS THAT ICCWC CONTRIBUTES DIRECTLY AND INDIRECTLY

ICCWC ACTIVITIES CONTRIBUTE MAINLY TO THE FOLLOWING TWO SDGS**SDG 14 – LIFE BELOW WATER**

Wildlife crime impacts the health of our oceans and marine biodiversity, which play a key role in supporting life on earth

**SDG 15 – LIFE ON LAND**

Wildlife crime is a cross-cutting issue that does not exist in isolation. The well-being of ecosystems and the environment are all interconnected and impacts the air we breathe, the food we eat and the communities we live in.

**THE WORK OF ICCWC IS ALSO DIRECTLY LINKED TO THREE ADDITIONAL SDGS****SDG 13 – CLIMATE ACTION**

Biodiversity and climate change crises are inseparable. Conserving biodiversity and the functioning of ecosystems can help to stabilize local environments, sequester carbon and mitigate against climate change.

**SDG 16 – PEACE, JUSTICE AND STRONG INSTITUTIONS**

Wildlife crime causes environmental, economic and social distress, weakens institutions, and influences business and politics, threatening peace, security and stability.

**SDG 17 – PARTNERSHIPS FOR THE GOALS**

Cross-border cooperation and strong partnerships with government, law enforcement and communities are essential to address the global transboundary nature of wildlife crime.





ICCWC CONTRIBUTES INDIRECTLY TO FIVE OTHER SDGS

SDG 1 – NO POVERTY

Poverty and lack of employment can enable wildlife crime to flourish. The promise of easy money lures impoverished communities, which in turn thwarts efforts to gain sustainable livelihoods.



SDG 2 – ZERO HUNGER

Wildlife crime is a serious threat to biodiversity, affecting ecological resilience and threatening the natural processes that provide for our daily needs, including food.



SDG 3 – GOOD HEALTH AND WELL-BEING

Illuminated by the COVID-19 pandemic, wildlife crime may intensify the risk of disease emergence, threatening global public health.



SDG 5 – GENDER EQUALITY

Wildlife crime is as much a development challenge as a conservation one and has key links between gender and sustainability. Wildlife crime, law enforcement and criminal justice interventions impact genders differently and ICCWC incorporates a gender lens into its planning and delivery of activities.



SDG 6 – CLEAN WATER AND SANITATION

The loss of biodiversity reduces ecosystem function, which can affect ecosystem services and weaken natural resource provisions, such as clean water and air.



ICCWC THEORY OF CHANGE

ICCWC recognizes that preventing and deterring wildlife crime from occurring is more beneficial to preserving biodiversity than apprehending criminals after the fact. To this end, ICCWC has identified a suite of steps to combat wildlife crime that range from proactive to reactive – reduce the need for wildlife crime, reduce the opportunity for wildlife crime, increase deterrence of wildlife crime, increase detection of wildlife crime and increase disruption and detention of criminals. States must have the capacity to prevent as well as detect, intercept, and disrupt crime, to be able to ultimately mitigate its effects.

Under this conceptual model, no single step is treated as a perfect layer of defence (Figure 3). Although many layers exist between criminals and the wildlife that they target, there are flaws in each layer, which when aligned, facilitate illegal activities. This means that action is needed across multiple layers to succeed.

Of these, the first defence is to reduce the need for wildlife crime, for example through sustainable development that alleviates poverty and strengthens local economies, or through demand reduction and behavior change initiatives that remove the consumer demand for illicitly-traded wildlife products.

Much of this effort lies outside the core scope of ICCWC, although it advances under the individual programmes of some ICCWC partners, as well as a broad range of other organizations. As the primary layer of defence, this work will catalyze impact through a reduced need for people to engage in wildlife crime.

However, greed and criminality will remain even if socio-economic development and demand reduction decrease the need for actors to commit a crime. When such prevention fails, ICCWC plays a major role in developing law enforcement and criminal justice systems to address wildlife crime.

THE FIVE ICCWC OUTCOMES

To achieve the Vision 2030, and provide support to Member States to strengthen their law enforcement and criminal justice systems, ICCWC has identified five outcomes to pursue:

1. Reduced opportunity for wildlife crime
2. Increased deterrence of wildlife crime
3. Increased detection of wildlife crime
4. Increased disruption and detention of criminals
5. Evidence-based action, knowledge exchange and collaboration. This outcome will support the achievement of the four other outcomes and help drive ICCWC's impact and sustainability of this impact.

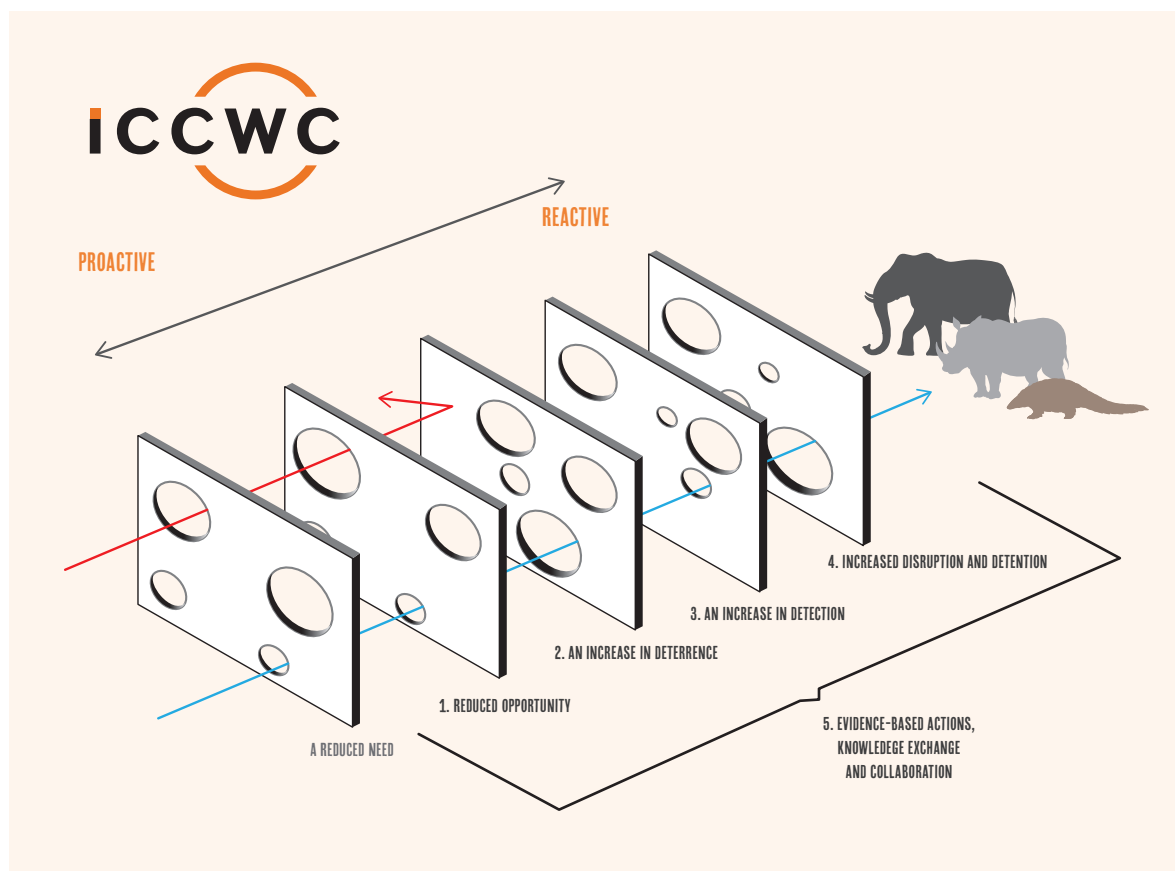
ICCWC is uniquely placed to provide comprehensive coordinated support across these outcomes. The five ICCWC outcomes are the changes needed to move towards a world free of wildlife crime. The overlapping scope and strong mandates

of the partners allow for an integrated approach to addressing wildlife crime, progressing from proactive to reactive law enforcement and criminal justice interventions.

The five outcomes form the basis for setting priorities in the 2023-2026 Strategic Action Plan and subsequent 2027-2030 Strategic Action Plan. Supported by 13 sub-outcomes, they provide the pathway to achieving the Vision 2030 (Figure 4).

ICCWC partners each have their own mandate through their broader organizational missions. ICCWC provides a mechanism for the partners to maximise the impact of their interventions by avoiding duplication, strategically utilizing human and financial resources and delivering complementary field-based technical assistance. At the same time, ICCWC partners continue to implement interventions and programmes outside ICCWC to meet the demands and obligations from their own member state constituencies and governing bodies as well as working within the remit of their governing International Conventions as relevant.

FIGURE 3. THE FIVE ICCWC OUTCOMES, RANGING FROM PROACTIVE TO REACTIVE DEFENCES. THE FIRST LAYER OF DEFENCE WITH GREYED-OUT TEXT INDICATES AREAS THAT FALL OUTSIDE OF THE CORE SCOPE OF ICCWC.





ACHIEVING THE OUTCOMES

1. REDUCED OPPORTUNITY FOR WILDLIFE CRIME

ICCWC will strengthen crime prevention capacity of Member States to reduce opportunities to commit wildlife crime.

Reducing the opportunity for crime is a proactive, crime prevention strategy. This outcome is driven through ICCWC approaches that focus on:



- 1. Making it more difficult to commit a wildlife crime.
- 2. Reducing rewards for committing wildlife crime.
- 3. Increasing awareness of wildlife crime.

For example, ICCWC will provide support for improved governance; enhanced controls at crime hotspots and illegal markets; improved capacity to prevent corruption, money laundering and to trace and seize assets; and awareness-raising among national authorities and decision makers.

2. INCREASED DETERRENCE OF WILDLIFE CRIME

ICCWC will build capacity of Member States towards effective sanctions that deter criminals, so that actors are less willing to commit wildlife crime.

Actors willing to commit a crime must be deterred from doing so. ICCWC partners will work with Member States to strengthen the deterrent effect of the criminal justice system, by delivering activities to support and facilitate:



- 1. Increasing the certainty of sanctions.
- 2. Increasing the severity of sanctions.
- 3. Strengthening judicial processes and systems to pursue appropriate sanctions.

This outcome will be driven through ICCWC support for judicial sensitization; strengthened national capacities for investigation, prosecution, and adjudication of wildlife crime; improved cooperation in investigations and prosecutions; and the facilitation of timely judicial processes.

3. INCREASED DETECTION OF WILDLIFE CRIME

ICCWC will build capacity of Member States towards effective detection of wildlife crime.

If an offender remains undeterred, then wildlife crime must be detected for law enforcement to react appropriately. ICCWC approaches will support:



- 1. Increased detection of wildlife crime.
- 2. Effective gathering of evidence to identify and target suspects and the dynamics of the crimes and criminal networks.

This outcome will be achieved by targeted inter-regional, regional, or global operations such as the Thunder series; and capacity development including on risk management and profiling practices, controlled deliveries, intelligence sharing and crime scene management, as well as the use of digital forensic technology.

4. INCREASED DISRUPTION AND DETENTION OF CRIMINALS

ICCWC will build capacity of Member States to effectively disrupt criminal activities and to facilitate the detention of criminals, where appropriate.

Some criminals and criminal enterprises will remain undeterred by potential sanctions, and additional efforts are required by law enforcement agencies and criminal justice systems in such cases. In support of these efforts, ICCWC approaches will:



1. Increase the disruption of criminal activity.
2. As appropriate, facilitate arrest and detention of criminals to prevent them from committing further crime.

For example, ICCWC will build capacity for enforcement cooperation, investigation of money laundering and illicit financial flows, use of proceeds of crime legislation for asset seizure and forfeiture, and intelligence gathering and mapping of criminal syndicates.

There is a positive feedback loop between all outcomes, whereby an increase in detection, disruption and detention of criminals should increase the deterrent effect of the law enforcement and criminal justice system.

5. EVIDENCE-BASED ACTIONS, KNOWLEDGE EXCHANGE AND COLLABORATION DRIVE IMPACT

The achievement of the previous four outcomes is dependent upon:



1. Evidence-based interventions and decision making to inform collective effort and adaptive management.
2. Effective collaboration with and between key stakeholders, which includes relevant national agencies, donors, regional and international initiatives.
3. Efficient and effective ICCWC implementation.

Under this outcome, ICCWC will deploy evidence-based tools and assessments such as the ICCWC Toolkit and Indicator Framework; conduct research and analysis on wildlife crime trends; facilitate the implementation of relevant CITES Decisions and Resolutions; and broaden collaboration among the Consortium and relevant national, regional and global initiatives and partners, particularly in priority countries.

LEVELS OF ORGANIZATION

The ICCWC partners, the criminal networks they target, and the criminal justice systems they support, all have multiple levels of organization. Anti-crime capacity must be developed at all levels if there is to be meaningful change. For example, there is limited benefit in developing technical operational capacity if there is no legal framework that allows its use for prosecution. The issues of scale can be particularly evident in tackling transnational crime where there are differences in laws, national agencies and operational capacity. The ability to tackle multi-scale problems in a coordinated manner is a strength of ICCWC. For

example, judicial support from one partner can facilitate the law enforcement operations of another, while the political leverage of a third can help generate the national-level political will to implement the required change within the original country.

To ensure sustained change management in pursuit of the outcomes, ICCWC will provide support and build capacity at three levels of organization:

1. Institutional level
2. Organizational level
3. Operational and tactical levels

1. INSTITUTIONAL

Institutional change is fundamental to ensure effective criminal justice in the long term and requires time. ICCWC works with governments to motivate political commitment for combating wildlife crime and to support the enhancement of policy and legal frameworks.

2. ORGANIZATIONAL

Organizations are the agents or key players that work within institutions. Developing capacity within organizations is a key component of our work. ICCWC provides support through training and mentorships, such as corruption prevention support or anti-money laundering training or specific law enforcement training based on needs identified.

3. OPERATIONAL AND TACTICAL

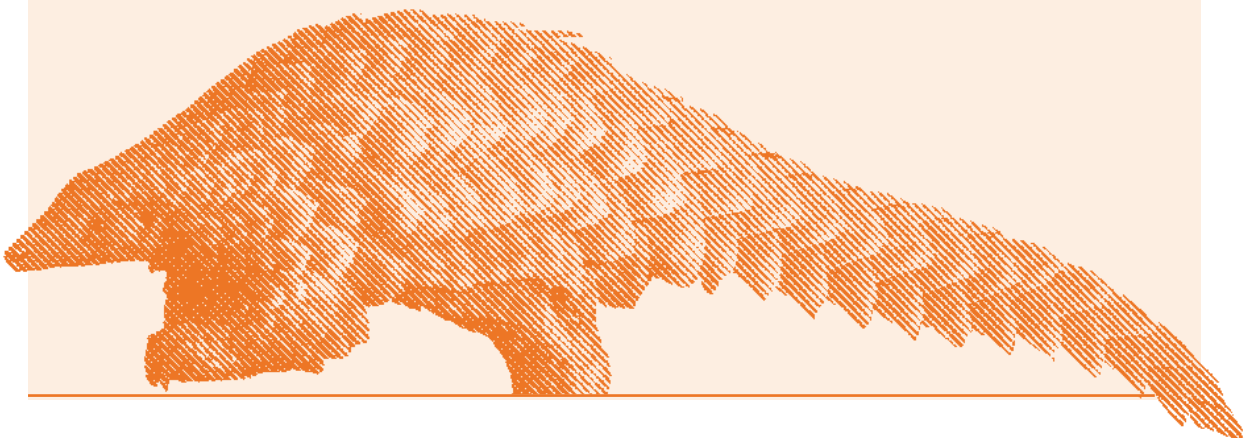
This level is where strategies are turned into actions, from tactical decisions to the daily operational components of the criminal justice system. ICCWC partners work closely with national law enforcement agencies at the operational and tactical level.

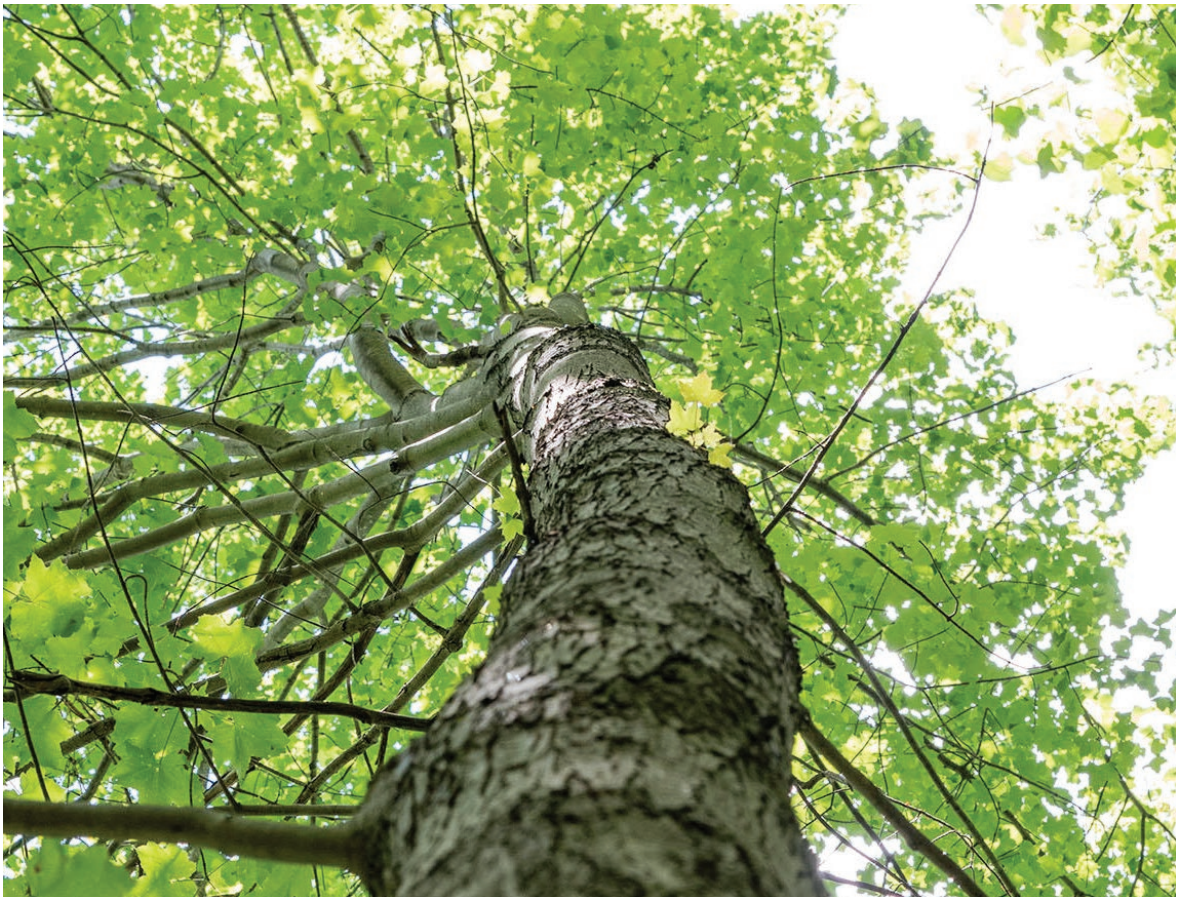
When planning activities and ICCWC investment, ICCWC will ensure attention is paid at all three levels as required to develop a holistic action plan.

MEASURING SUCCESS

The Consortium will gather the below data to measure ICCWC's impact:

1. Percentage of countries with increased score using the ICCWC Indicator Framework (outcomes 1-5)
2. Percentage of countries invited that actively participate in ICCWC facilitated support to operations and investigations (outcomes 2-4)
3. Number of institutions implementing corruption risk-based measures (outcome 1)
4. Number of countries with improved capacity to conduct specialized investigative techniques, including financial investigations (outcomes 1, 3-5)
5. Percentage of female beneficiaries engaged in ICCWC activities (outcome 1-5)
6. Percentage of compliance of target countries with relevant CITES processes (outcome 1-5)
7. Number of countries with enhanced prosecutorial and judiciary processes (outcome 2 and 4)
8. Number of countries participating in transnational, regional and global initiatives to increase coordination and collaboration (outcome 1-5)
9. Number of criminal networks disrupted through ICCWC supported initiatives (outcome 1-5)
10. Number of roadmaps developed and implemented in collaboration with relevant CSOs in target countries (outcome 5)





GOVERNANCE

ICCWC has a multi-tiered governance structure to demonstrate strong decision-making processes, allowing for adaptive management and providing accountability to wider audiences, particularly donors. ICCWC achieves this through regular meetings of the Senior Experts Group (SEG) and the Technical Experts Group (TEG). The SEG provides strategic oversight and executive decision making while the TEG coordinates ICCWC's activities and makes day-to-day decisions.

ACTION PLAN

The ICCWC Vision 2030 and the 2023-2026 Strategic Action Plan will guide ICCWC interventions, which are aligned to the Theory of Change through a series of targeted ICCWC approaches that will be implemented to achieve the five outcomes. Along with approaches, the Action Plan indicates the types of

activities that ICCWC plans to deliver over this period. These are not prescriptive; ICCWC will provide tailored support at the national, regional, and international level to address institutional, organizational and operational challenges – based on identified needs and priorities, and where ICCWC can bring the most value.

PRIORITIZATION

ICCWC recognizes that financial and human resources will always be a limiting factor when addressing wildlife crime on a global scale. Given this, it will use evidence-based interventions to ensure efficient use of funds by prioritizing implementation where the need is greatest and where ICCWC can bring the most value. The Consortium will also prioritize its interventions where the recipient country is most engaged and committed to combat wildlife crime.

ICCWC PARTNERS

ICCWC is a strong collaborative partnership, supporting countries to address serious organized wildlife crime and facilitating cross-border, regional and international cooperation in the fight against it.

ICCWC partners are:



CONVENTION ON INTERNATIONAL TRADE IN ENDANGERED SPECIES OF WILD FAUNA AND FLORA (CITES) SECRETARIAT.

CITES is an international agreement between governments to ensure that the international trade in specimens of wild animals and plants does not threaten the survival of the species. The mandate of CITES comes from governments ratifying the Convention, which ensures that a Management Authority and Scientific Authority are tasked with regulating the trade. CITES is implemented through a permitting system linked to three levels of trade regulation, specified under Appendix I, II and III. CITES is the principal instrument for regulating international trade in wild animals and plants, to ensure that this trade is legal, sustainable, and traceable. It has 184 Parties to the Convention and over 38,000 species listed across the three CITES Appendices. The CITES Secretariat provides support to countries as they implement and enforce the Convention. Within ICCWC, the CITES Secretariat plays a key coordination function and chairs ICCWC.



INTERNATIONAL CRIMINAL POLICE ORGANIZATION - INTERPOL

Facilitates cross-border police cooperation by sharing data on crimes and criminals and providing a range of technical and operational support to 195 member countries to prevent or combat international crime, including environmental crimes. INTERPOL is an enforcement body within ICCWC, working to build capacity, provide training and secure communication channels, as well as give operational support for law enforcement agencies.



UNITED NATIONS OFFICE ON DRUGS AND CRIME (UNODC)

Is a recognised leader in the fight against transnational organized crime. UNODC's mission is to contribute to global peace and security, human rights and development by making the world safer from drugs, crime, corruption and terrorism, including wildlife crime. UNODC addresses wildlife crime through the frameworks provided by the United Nations Convention against Transnational Organized Crime, which currently has 190 Parties, and the UN Convention Against Corruption which has 187 States Parties. States that ratify these instruments commit themselves to take a series of measures against transnational organized crime and corruption. Wildlife crime is serious organized crime, and as such UNODC has the mandate to address it, through its dedicated Global Programme for Combating Wildlife and Forest Crime that works with Member States to strengthen criminal justice and preventive responses to address the trafficking of wild fauna and flora. UNODC, on behalf of ICCWC, leads on the implementation of the ICCWC Toolkit and the ICCWC Indicator Framework, which allow undertaking foundational assessments in requesting countries to understand the national context and identify strengths and weaknesses in the preventive and criminal justice responses to wildlife crime.



WORLD BANK GROUP (WBG)

Is one of the world's largest sources of funding and knowledge for developing countries. Its five institutions share a commitment to reducing poverty, increasing shared prosperity and promoting sustainable development. The WBG has 189 member countries and through the five institutions provides financing, policy advice, political risk insurance and technical assistance to governments and the private sector. With its large-scale sustainable development agenda, the WBG can help to address wildlife crime at multiple levels through its country and regional programmes, and through investments that help address the socio-economic drivers of wildlife crime through sustainable livelihoods development and enhance protection on the ground through improved management of landscapes and seascapes.



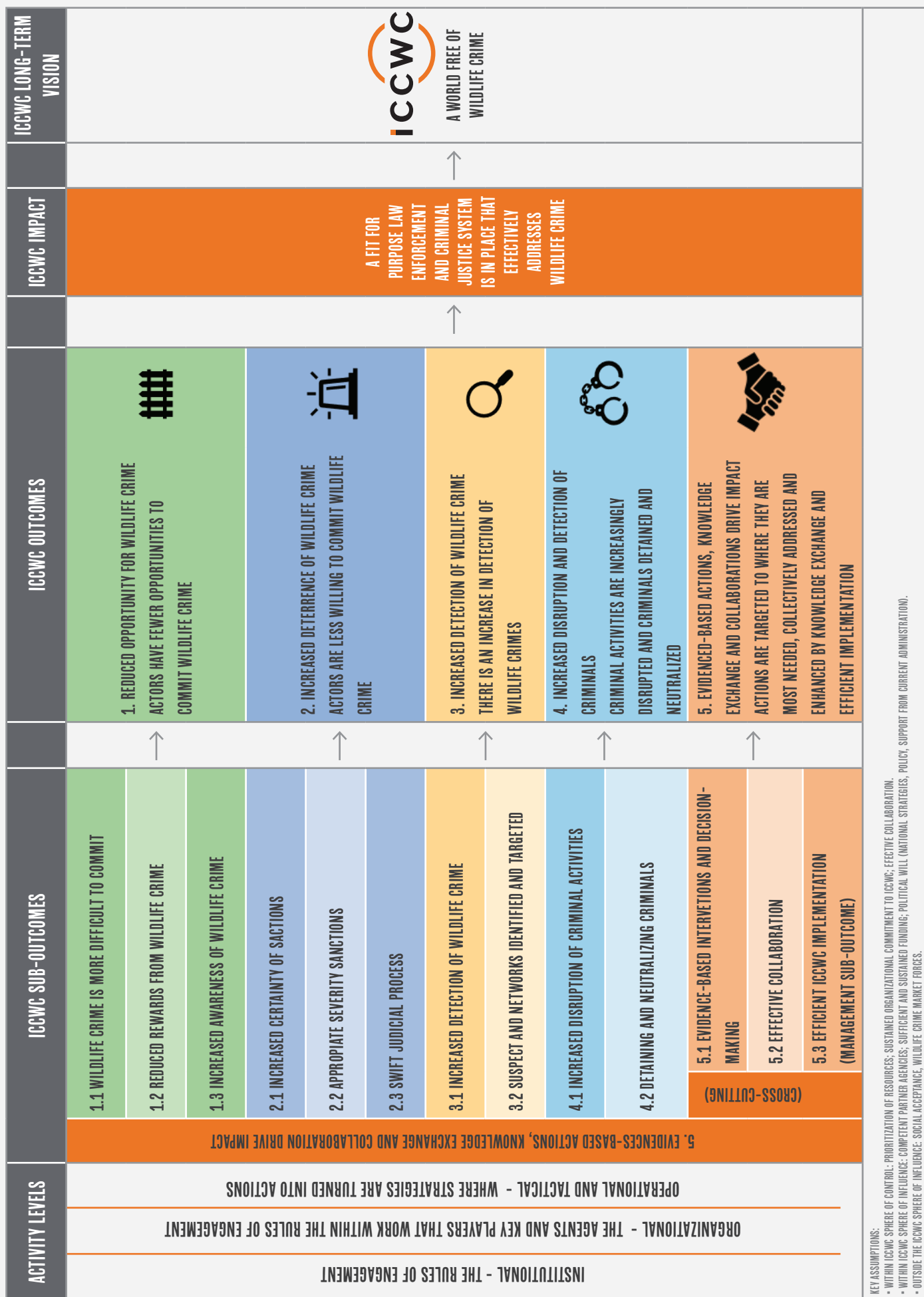
Within ICCWC, WBG provides technical assistance on anti-money laundering to member countries, leading national risk assessments and designing action plans for more effective anti-money laundering policies and practices. WBG has a strategic role in ICCWC by being able to elevate the environmental and wildlife crime agenda with key stakeholders at a national level, such as through Ministries of Finance.

The WBG is also the lead for the Global Environment Facility (GEF)-financed Global Wildlife Program, one of the GEF's largest programmatic investments in biodiversity, which brings together 32 countries across Africa, Asia and Latin America to combat wildlife crime.

WORLD CUSTOMS ORGANIZATION (WCO)

Is an independent intergovernmental body whose mission is to enhance the effectiveness and efficiency of Customs administrations. WCO represents 184 Customs administrations across the globe that collectively process approximately 98% of world trade. As the global centre of Customs expertise, WCO develops international standards, fosters cooperation, and builds capacity to facilitate legitimate trade, secure fair revenue collection and protect society, providing leadership, guidance, and support to Customs administrations. Within ICCWC, WCO is the other enforcement partner, supporting law enforcement operations, working closely with INTERPOL and national customs authorities to build capacity and provide operational support to address wildlife crime.

FIGURE 4. THE ICCWC THEORY OF CHANGE SHOWING THE FIVE IDENTIFIED ICCWC OUTCOMES AND 13 SUB-OUTCOMES. THE ICCWC APPROACHES AND INDICATIVE ACTIVITIES THAT LINK TO THESE OUTCOMES ARE OUTLINED IN THE STRATEGIC ACTION PLAN 2023-2026.







TOGETHER AGAINST
WILDLIFE CRIME



INTERNATIONAL CONSORTIUM ON
COMBATING WILDLIFE CRIME
(ICCWC)

STRATEGIC ACTION PLAN 2023-2026

The **ICCWC Vision 2030** builds on the successes and lessons learned from the implementation of the [ICCWC Strategic Programme 2016-2020](#), and outlines how ICCWC will work towards a world free of wildlife crime, following a Theory of Change designed to support and strengthen law enforcement and criminal justice systems to respond to and address wildlife crime. The Vision 2030 provides a roadmap, to be implemented through two 4-year Strategic Action Plans (2023-2026 and 2027-2030), pursuing the five critical outcomes in the ICCWC Vision 2030:

1. Reduced opportunity for wildlife crime
2. Increased deterrence of wildlife crime
3. Increased detection of wildlife crime
4. Increased disruption and detention of criminals
5. Evidence-based actions, knowledge exchange and collaboration drive impact, as a basis for the achievement of the first four outcomes.

The five ICCWC outcomes are the changes needed to advance towards a world free of wildlife crime. The outcomes follow a logical progression of proactive to reactive law enforcement and criminal justice interventions (Figure 1).

The five outcomes and their respective sub-outcomes form the basis for setting priorities in the 2023-2026 and 2027-2030 Strategic Action Plans.

ICCWC STRATEGIC ACTION PLAN 2023-2026

The ICCWC Strategic Action Plan 2023-2026 outlines the approaches that ICCWC will implement to achieve the five outcomes and indicates the types of activities that ICCWC plans to deliver against each approach over this period. These are not prescriptive and ICCWC will provide tailored support at the national,

regional, and international level – working across the three levels of organization¹ to address institutional, organizational and operational challenges – based on identified needs and priorities, and where ICCWC can bring the most value.

To do so, ICCWC will identify and assign a lead agency for each activity to ensure that there are clear roles and responsibilities, assigning multiple ICCWC partners as leads where necessary. For example, the United Nations Office on Drugs and Crime (UNODC) leads on the Toolkit and Indicator Framework assessments, while law enforcement operations often involve multiple partners – INTERPOL and the World Customs Organization (WCO) – assigned as joint leads. The activity lead is responsible for driving the progress of that activity and ensuring that all partners are briefed, have an opportunity for input, and can contribute where relevant in a collaborative and integrated manner, maximizing the strengths of each partner. As needed, and in response to emerging trends and challenges, ICCWC will scope and develop new activities that align to the approaches and support the achievement of sub-outcomes and outcomes.

IMPLEMENTATION FRAMEWORK

The Vision and Strategic Action Plan will guide ICCWC interventions, which are aligned to the Theory of Change through a series of targeted ICCWC approaches that will be implemented to achieve the five outcomes. Towards the end of the ICCWC Strategic Action Plan 2023-2026, the Consortium will undertake an evaluation of the Action Plan. The findings of this evaluation will be drawn upon during the development of the next Action Plan (2027-2030), with a view to continue to enhance and adapt the implementation of Consortium activities, and to continue to enhance its interventions at national, regional and international level.

GOVERNANCE

ICCWC has a multi-tiered governance structure to demonstrate strong decision-making processes, allowing for adaptive management and providing accountability to wider audiences, particularly donors. ICCWC achieves this through regular meetings of the Senior Experts Group (SEG) and the Technical Experts Group (TEG). The SEG provides strategic oversight and executive decision making while the TEG coordinates ICCWC's activities and makes day-to-day decisions.

¹ Institutional level refers to the rules of engagement; organizational level refers to the agents and key players that work within the rules of engagement; operational and tactical levels refer to where strategies are turned into actions, from tactical decisions to daily operational components of the criminal justice system.

PRIORITIZATION

ICCWC recognizes that financial resources will always be a limiting factor when addressing wildlife crime on a global scale. Given this, ICCWC will use evidence-based interventions to ensure efficient use of funds by prioritizing implementation where the need is greatest and where ICCWC can bring the most value. ICCWC will also prioritize its interventions where the recipient country is most engaged and committed.

ROADMAPS

For countries targeted as priority through ICCWC activities, ICCWC develops and maintains country roadmaps. The ICCWC country roadmaps are internal strategic documents to support ICCWC in laying out a common vision. They help ICCWC to identify country needs and plan activities to address those needs, ensuring all partners have a shared understanding of the way forward. In addition to helping ICCWC prioritize activities within target countries, the roadmaps provide a tool for enhanced coordination and collaboration at national level with relevant stakeholders working in the country.

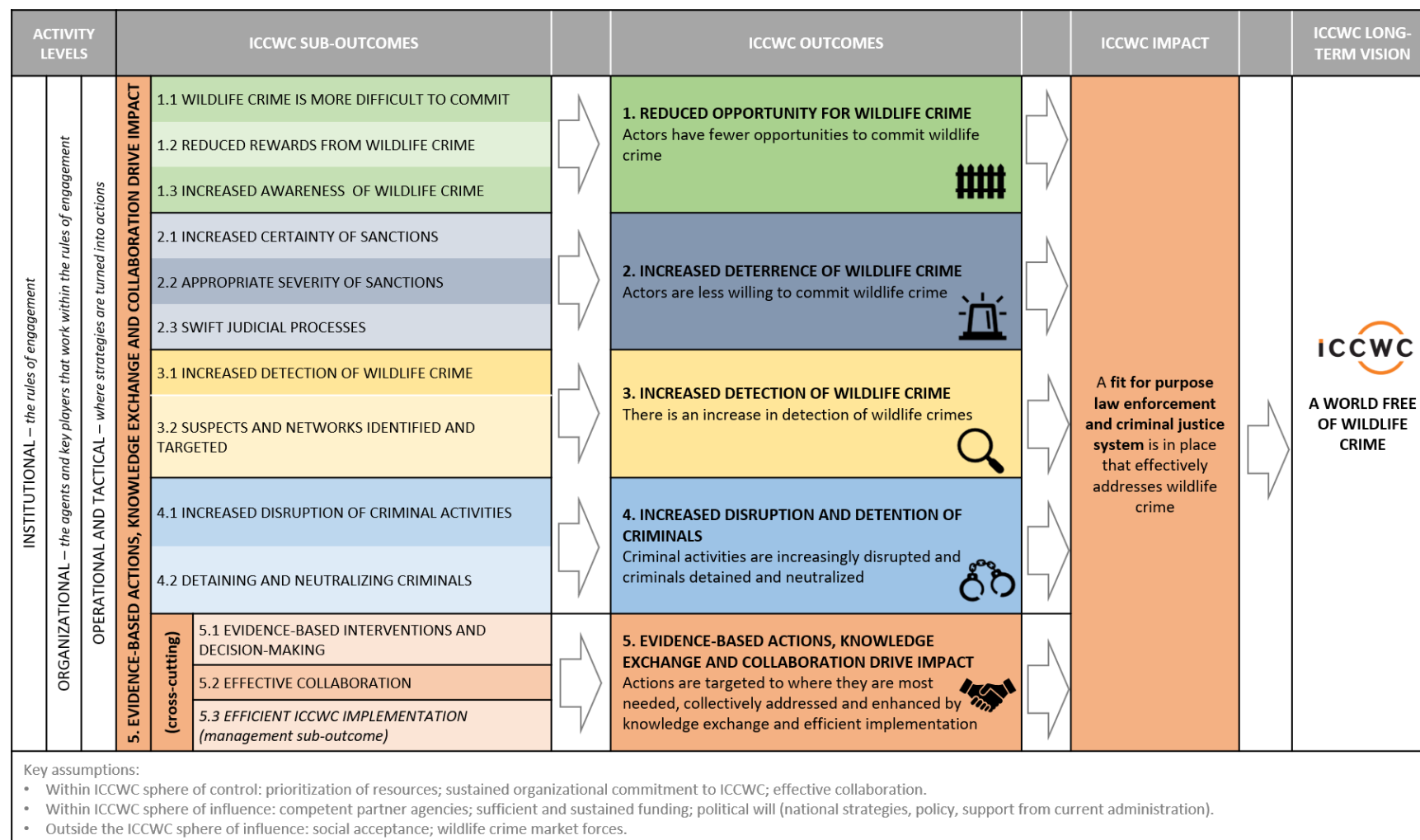
COUNTRY PROGRAMMES

Priority countries will be reviewed towards the start of the implementation of the Vision 2030, and ICCWC will adapt to changing situations as required. There will always remain a need to tackle wildlife crime related issues beyond the priority countries through targeted, ad hoc interventions. ICCWC will proactively implement bilateral programmes in identified priority countries, while support for other countries will be based upon requests made to ICCWC, a prioritization ranking assigned by ICCWC and available capacity.

KEY ACTION PLAN TARGETS AND TIMEFRAME

Each ICCWC approach identifies a number of stages and targets that will guide the implementation of activities for the different outcomes. These generally include the Identification of key target activities or countries where the activity will take place, the planning and completion of such activity, and the reporting or evaluation of the impact of the activity delivered. Targeted milestones for each approach will be developed during the inception of the Action Plan (January-June 2023). Implementation is expected to take place between July 2023 and December 2026. The evaluation of the Action plan is expected to take place between July and December 2026 and will guide the development of the ensuing Action Plan.

Figure 1. The ICCWC Theory of Change, listing outcomes and sub-outcomes from proactive to reactive law enforcement and criminal justice interventions. The ICCWC approaches that link to these outcomes are outlined in the Strategic Action Plan 2023-2026.



ICCWC STRATEGIC ACTION PLAN 2023-2026

Sub-outcome	ICCWC approach	Example activities
OUTCOME 1. REDUCED OPPORTUNITY FOR WILDLIFE CRIME		
1.1 WILDLIFE CRIME IS MORE DIFFICULT TO COMMIT <i>Increased effort is required to commit wildlife crime</i>	1.1.1. Support improved governance by strengthening institutions mandated to regulate and combat wildlife crime risks	<i>Interventions to facilitate interagency coordination and real-time information-sharing; support to strengthen existing procedures and protocols; support to strengthen national legislation; strengthening data analyses and use capacity; awareness raising of wildlife crime and need to treat it as a serious crime; support the implementation of relevant tools; interventions to support improved decision making; conduct national threat assessments against serious and organized wildlife crimes; train the trainer and twinning interventions to facilitate the sharing of knowledge, skills and experiences; training, technical support and joint meetings to enhance engagement and institutional capacity of relevant stakeholders (e.g. CITES Management Authority (MA), police, customs, AML/CFT supervisory authorities, etc.), including to strengthen regulations and controls for legal wildlife trade chains.</i>
	1.1.2. Strengthen capacity to identify illicit specimens and illegal wildlife consignments	<i>Develop and disseminate identification materials; training for frontline officers to conduct physical examinations based on risk assessments and targeting; training to identify illicit specimens; training to improve detection of fraudulent documents and misdeclaration of specimens; analyses and data management support to facilitate identification of national priorities; implement risk management practices and develop risk indicators to recognize illegal shipments of wildlife travelling through ports; training on wildlife concealment methods; national and regional workshops and capacity-building activities to support the development of appropriate mechanisms for cooperation and coordination with particular focus on increasing the quality of controls at the time of export, re-export and import; foster inter-agency cooperation between wildlife law enforcement agencies; improve knowledge of legislation; investigate criminal actions; training in basic anti-smuggling techniques and surveillance.</i>
	1.1.3 Promote and facilitate enhanced controls and interventions at crime hotspots and illegal markets	<i>Targeted intelligence-led operations or activities focused on markets/hotspots (linked with regional/global activities); promote and initiate operations to increase interventions on hotspots, known illegal trade routes and illegal markets at high- risk locations including to limit opportunities that could facilitate the spread of zoonotic disease due to illegal trade; capacity development to facilitate intelligence-driven interventions.</i>

	1.1.4. Facilitate the implementation of enhanced measures to prevent, reduce and mitigate corruption	<i>Corruption risk identification/assessment and mitigation activities to identify and prioritize corruption risks and develop strategies to mitigate against these risks; support the implementation of Scaling back corruption, a guide on addressing corruption for wildlife management authorities; support the implementation of corruption prevention measures; deploy National Risk Assessments (NRA); capacity building to discourage corrupt behavior or practices; ethics training to capacitate authorities to identify ethical challenges and implement measures to address these challenges; awareness raising on how corruption facilitates wildlife crime; support for development of practical skills and networks to prevent and combat corruption.</i>
1.2 REDUCED REWARDS FROM WILDLIFE CRIME <i>There is reduced opportunity for rewards for criminals</i>	1.2.1 Strengthen capacity to identify and prevent money laundering with respect to wildlife crimes	<i>Capacity building to standardize procedures in detecting illegal transactions and suspicious activities; training in financial investigation to identify and investigate money laundering and terrorism financing; training to trace and seize proceeds of crime; engagement with training academies to facilitate inclusion of financial investigation and anti-money laundering in training curriculum; AML preventative measures training and technical support to financial sector supervisory authorities; engagement and awareness-raising of FATF- designated reporting entities on financial aspects of wildlife crime.</i>
	1.2.2 Strengthen capacity to trace, freeze and seize the proceeds of crime	<i>Training and support to strengthen existing legal frameworks to address money laundering and facilitate the tracing and seizure of proceeds of crime; technical support to law enforcement and prosecutors, asset recovery/management agencies and judiciary; activities to strengthen inter-agency cooperation between financial investigators and agencies responsible for wildlife crime investigation; support for the establishment of clear guidelines for following the money for wildlife crime cases involving organized crime and securing assets or referring cases to financial investigators.</i>
1.3 INCREASED AWARENESS OF WILDLIFE CRIME <i>There is greater awareness of wildlife crime, its threats, and needed responses</i>	1.3.1. Raise awareness of the seriousness of wildlife crime among national authorities, decision makers and other key stakeholders	<i>Awareness raising on organized and transnational wildlife crime and the need to address wildlife crime as serious crime using appropriate tools, services and data available (e.g. support effective use of illegal trade data to raise awareness and inform decision making; use existing tools to strengthen national and regional responses to wildlife crime); events at high-level/strategic meetings to increase awareness and promote the use of tools and services available through ICCWC; targeted actions to increase high-level awareness, build political will and support the increased mobilization of resources.</i>
	1.3.2 Increase awareness across the criminal justice system on the need to enhance national and international	<i>Training and awareness raising about the mechanisms provided by the UN Convention against Transnational Organized Crime (UNTOC) that could be deployed to address wildlife crime; training on the use of Mutual Legal Assistance</i>

	collaboration across source, transit, and destination countries	<i>(MLA); training, awareness raising and facilitating the use of tools provided by ICCWC partner (e.g. the INTERPOL Notices System); create platforms for law enforcement professionals to develop ties with their counterparts in different countries.</i>
	1.3.3 Increase awareness of the risks that wildlife crime poses to societies, economies and environment, including the risk of potential zoonotic disease spread	<i>Awareness raising and events at high-level/strategic meetings; integrate messaging into relevant ICCWC activities; produce communications materials (e.g. FAQs, background documents, news stories, op-eds) on how wildlife law enforcement contributes to the achievement of the SDGs, and how wildlife crime affects societies, economies and the environment, including human health through the spread of disease, such as the COVID-19 pandemic.</i>
OUTCOME 2. INCREASED DETERRENCE OF WILDLIFE CRIME		
2.1 INCREASED CERTAINTY OF SANCTIONS <i>Criminals are less willing to commit wildlife crime due to the certainty of sanctions</i>	2.1.1 Strengthen capacity in maintaining the chain of custody to secure admissibility of cases to court	<i>Capacity building to facilitate the implementation of measures and protocols to ensure chain of custody from the crime scene to the courtroom; training in the chronological and careful documentation of evidence to establish its connection to an alleged crime; training in crime scene investigation, including on evidence collection, storage and transfer; training in the use of digital forensics to address wildlife crime.</i>
	2.1.2 Strengthen capacity in case file preparation and presentation	<i>Training on case file preparation and presenting evidence in court; training on note-taking and interview techniques; promotion and support for institutional cooperation (e.g. twinning) to facilitate the sharing of knowledge, skills and experiences.</i>
	2.1.3. Increase awareness of regulations and laws pertaining to wildlife crime as well as other relevant legislation among key stakeholders	<i>Development of charging code (where one doesn't exist) and templates for written reviews on a case file; specialized technical guidance to governments and reaching an agreement on 'grey' areas of law (e.g. admissibility on digital evidence, identification evidence and recorded suspect interviews); mentor prosecutors to build capacity in preparing and presenting wildlife crime cases in court; introduce training modules in vocational schools (the judiciary, the police, the gendarmerie and Customs) on wildlife crime, economic crimes, money laundering and international cooperation.</i>
2.2 APPROPRIATE SEVERITY OF SANCTIONS	2.2.1 Support the review, strengthening and harmonization of legal frameworks to recognize wildlife crime as a serious crime and ensure that penalties are proportionate and dissuasive	<i>Promote and support the application of the Guide on Drafting Legislation to Combat Wildlife Crime; support legislative reform to make wildlife crime involving organized criminal groups a serious crime in accordance with Article 2 (b) of UNTOC.</i>

<p><i>Criminals are deterred by sanctions that reflect the severity of the crime</i></p>	<p>2.2.2 Strengthen capacity to prosecute wildlife crime including the use of a combination of applicable national legislation and criminal law</p>	<p><i>Development of a Rapid Reference Guide for Investigators and Prosecutors on the relevant laws together with sample charges, including restraint and confiscation, for use by authorities in identified target countries; training for criminal justice system actors on illicit wildlife trafficking and on the application of the Rapid Reference Guide; training for law enforcement agencies to apply and mobilize a combination of applicable national legislation and criminal law to prosecute wildlife crime (e.g. racketeering, organized crime, illegal possession of firearms and ammunition, trespassing).</i></p>
	<p>2.2.3 Facilitate cooperation in investigations and prosecutions</p>	<p><i>Development of guidelines that can increase cooperation (e.g. controlled deliveries framework); initiate activities to promote and stimulate cooperation between countries on ongoing cases of transnational wildlife crime (e.g. through the INTERPOL RIACM platform); create platforms for law enforcement professionals to develop ties with their direct counterparts in the different countries (e.g. through the UNODC WIRE platform).</i></p>
<p>2.3 SWIFT JUDICIAL PROCESSES</p> <p><i>Effective and accountable judicial systems mitigate prosecution delays and maximize deterrence of criminals</i></p>	<p>2.3.1 Sensitize the judiciary on the importance of combating wildlife crime and encourage sanctions appropriate to the nature and gravity of the crime</p>	<p><i>Sensitization of judges on illicit wildlife trafficking; awareness raising of the judiciary on the illicit trafficking in wildlife as serious transnational organized crime.</i></p>
	<p>2.3.2 Strengthen judicial capacity to speedily administer justice, including increased digitization</p>	<p><i>Support digitization of the key courts, including setting up infrastructure, equipment, and developing/updating existing databases; development of Case Digests to support the judiciary and other criminal justice practitioners on the evidential issues typical to wildlife trafficking cases and equip them with possible creative solutions and case practices that can be referenced; enhance the capacity of judicial clerks supporting substantive case file review(s); development of guidelines or practice directions on disposal of cases; development of a practice direction that codifies discounts on sentencing when a guilty plea is offered.</i></p>
	<p>2.3.3 Support and strengthen judicial cooperation on wildlife and forest crime, including efforts to combat corruption</p>	<p><i>Conduct annual regional seminars for judges and prosecutors to build networks of like-minded practitioners to increase cooperation among countries exposed to the threats of wildlife trafficking, with seminars to focus among other on requests of mutual legal assistance (MLA), enhancing the capacity to investigate transnational criminal networks and the efficiency in the exchange of evidence and information.</i></p>
<p>OUTCOME 3. 3. INCREASED DETECTION OF WILDLIFE CRIME</p>		

3.1 INCREASED DETECTION OF WILDLIFECRIME <i>Crime that occurs is detected</i>	3.1.1 Support development and implementation of good risk management and profiling practices	<i>Capacity building and technical support to improve risk management practices and profiling to better detect and intercept illegal wildlife consignments; training in concealment methods; training for Customs officers on risk assessment, profiling and targeting of suspicious wildlife trade shipments, risk indicators related to the wildlife trade, analysis to understand trends and patterns, and data storage (Customs Enforcement Network), information, and use of intelligence for risk management.</i>
	3.1.2 Initiate and continue targeted inter-regional, regional and global law enforcement operations and provide post-seizure investigative support	<i>Thunder series; regional/inter-regional joint operations/Regional Investigative and Analytical Case Meetings (RIACM); Joint Customs Operation against Wildlife Trafficking; WCO Regional Intelligence Liaison Office (RILO) to support more effective enforcement actions on the regional level and foster intelligence exchange among all stakeholders.</i>
	3.1.3 Strengthen capacity in information and intelligence analysis and intelligence exchange between relevant authorities across the illegal trade chain	<i>RIACMs, Wildlife Inter-Regional Enforcement Meeting (WIRE), Wildlife Incidence Support Teams (WIST); technical support for intelligence analysis, including convergence with other crimes; mentorships and twinning programmes; support the creation and design by WCO RILOs of situational analysis reports based on information received at regional level.</i>
3.2 SUSPECT AND NETWORKS IDENTIFIED AND TARGETED <i>Evidence gathered identifies suspects, dynamics of crime and criminal networks</i>	3.2.1 Strengthen capacity in crime scene management	<i>Training and capacity building on wildlife crime scene management, wildlife investigations and aspects of forensic evidence collection and maintaining the chain of custody; promote and support the use of tools such as the Wildlife Crime Scene Guide for First Responders.</i>
	3.2.2 Promote and support the use of DNA and digital forensic technology to combat wildlife crime	<i>Training to facilitate intelligence gathering, as well as IT forensic extraction and data integration technique; deploy Portable Enforcement Laboratory for Testing Seizures (PELTS) and produce DNA forensic evidence for intelligence purposes and/or assisting in court ruling; training on sampling procedures; training on digital investigation of wildlife crime; training on Open Source Intelligence (OSINT).</i>
	3.2.3 Strengthen capacity in the use of interception techniques and specialized investigation techniques	<i>Training on controlled delivery; training on wildlife undercover operation; training on undercover techniques in the investigation of wildlife crime; training on CHIS (Covert Human Intelligence Source) recruitment and handling; training on conventional and technical surveillance; review and strengthen legal frameworks to ensure special investigative techniques are permissible; support for conducting parallel financial investigations.</i>

	3.2.4 Strengthen capacity to detect and investigate wildlife crime linked to the Internet	<i>Training and technical support, including on interview techniques and online investigations (including open source and undercover online investigations); deploy tools such as INTERPOL Wildlife Crime Linked to the Internet Practical Guidelines for Law Enforcement Practitioners; awareness raising on wildlife crime linked to the internet; continued support to CITES Parties via capacity established at INTERPOL.</i>
OUTCOME 4. INCREASED DISRUPTION AND DETENTION OF CRIMINALS		
4.1 INCREASED DISRUPTION OF CRIMINAL ACTIVITIES <i>Additional sanctions and deterrents disrupt criminal activities and networks</i>	4.1.1 Strengthen capacity for global, sub-regional and cross-border enforcement cooperation	<i>Training on cross-border cooperation in combating transnational organized wildlife crime; targeted activities (e.g. RIACMs, WISTS/OSTs, cross-border training, etc) to strengthen capacity for sub-regional and cross border enforcement cooperation in support of follow up on post-seizure investigations.</i>
	4.1.2 Strengthen capacity to investigate and address money laundering and illicit financial flows	<i>Training on Financial Investigation of Wildlife and Forestry Crime; training to investigate, prosecute and adjudicate money laundering cases related to wildlife trafficking; support development of processes and practices for the reporting of money laundering linked to wildlife crime; support development of systems for identifying red flags associated with illicit financial flows; operational support for money laundering investigations.</i>
	4.1.3 Strengthen capacity to treat wildlife crime offences under proceeds of crime legislation in support of asset seizure and forfeiture	<i>Workshop on the Prosecution of Serious Forms of Wildlife Crime; Development or tailoring of Guidelines for Planning for Seizure and Restraint to wildlife crime context; training on asset forfeiture, what can and can't be seized, procedures to pursue asset forfeiture, distribution and use of forfeited assets, reporting requirements, etc; legal review and support to ensure international treaties have been ratified, domestic cooperation is permitted and legal procedures are current with best practices.</i>
4.2 DETAINING AND NEUTRALIZING CRIMINALS <i>Criminal activities are increasingly disrupted and criminals detained and neutralized</i>	4.2.1 Strengthen capacity to gather intelligence about criminal syndicates, map criminal networks and initiate intelligence-driven operations and investigations	<i>Support and capacitate countries to issue INTERPOL Notices, in particular in regards identified high-value targets; training on intelligence and information management; training on the use of software to develop criminal intelligence; support activities to facilitate the detention and arrest of persons wanted for wildlife crime offences and identified as high-value targets (e.g. through initiatives similar to the previous Operation Infra Terra) or sharing of specific information for additional use regarding high-value criminal targets and new modus operandi (e.g. INTERPOL Red Notices.</i>
OUTCOME 5. EVIDENCE-BASED ACTIONS, KNOWLEDGE EXCHANGE AND COLLABORATION DRIVE IMPACT		

<i>Actions are targeted to where they are most needed, collectively addressed and enhanced by knowledge exchange and efficient implementation</i>		
5.1 EVIDENCE-BASED INTERVENTIONS AND DECISION-MAKING <i>Decisions and actions are underpinned by clear assessments and analysis</i>	5.1.1 Promote and support analysis, measurement, and monitoring of national responses to wildlife crime through implementation of the ICCWC Toolkit and Indicator Framework	<i>Implement ICCWC Toolkit and Indicator Framework in target countries and support the implementation of Toolkit and Indicator Framework recommendations in line with the ICCWC Strategic Action Plan.</i>
	5.1.2 Promote and support the assessment of wildlife crime risks in Money Laundering and Terrorism Financing National Risk Assessments	<i>Deploy the Environmental Crime and Anti-Money Laundering National Risk Assessment Tool (NRA) and module on wildlife crime to identify, assess and understand the main drivers of money laundering and terrorist financing with respect to wildlife crimes.</i>
	5.1.3 Promote and conduct research and analysis on wildlife crime and crime trends	<i>Produce World Wildlife Crime Reports; conduct targeted regional threat assessments (e.g. similar to Regional Threat assessment previously conducted for West and Central Africa) etc. to guide responses to wildlife crime to where they are most needed.</i>
	5.1.4 Implement Decisions and Resolutions adopted by the CITES Conference of the Parties and governing bodies of ICCWC partners	<i>Initiate activities in accordance with CITES Decisions and Resolutions that fall within the ICCWC remit and mandate that are adopted by the CITES CoP or by the governing bodies of ICCWC partners, including support for the implementation of specific requests for assistance requested by CITES Parties in support of Decisions and Resolutions directed to Parties.</i>
5.2 EFFECTIVE COLLABORATION <i>Collaboration between key stakeholders supports maximum impact</i>	5.2.1 Mobilize technical and financial support and collective action for the implementation of ICCWC Toolkit and Indicator Framework recommendations	<i>Promote ownership and implementation of Toolkit action plans by national counterparts; encourage donor support towards the implementation of recommendations by relevant stakeholders.</i>
	5.2.2 Strengthen national, regional and international collaboration among law enforcement agencies and support the operationalization of regional and sub-regional enforcement networks	<i>Convene regional meetings between agencies responsible for wildlife law enforcement to discuss and develop targeted responses, e.g. Regional Intelligence Liaison Offices (RILO), Wildlife Inter-Regional Enforcement (WIRE) groups, ASEAN Senior Officials Meeting on Transnational Crime (SOMTC), CITES Task Force meetings (Timber, Ivory, Big Cats), Wildlife Enforcement Networks (WENs).</i>
	5.2.3 Enhance engagement of key stakeholders in ICCWC priority countries	<i>Develop and implement ICCWC Roadmaps for priority countries; provide strategic guidance on and facilitate informal international and interagency collaboration and cooperation in target countries based on the ICCWC roadmaps; engage</i>

	to facilitate collaboration and cooperation	<i>relevant stakeholders working in the country (e.g. government, IGOs, CSOs and other relevant stakeholders) in activities as appropriate.</i>
	5.2.4 Facilitate and promote collaboration between ICCWC and relevant national, regional and global initiatives	<i>Coordinate with donors at regional and national levels; coordinate with GEF-financed, World Bank-led Global Wildlife Program.</i>
5.3 EFFICIENT ICCWC IMPLEMENTATION <i>Collaboration and efficient management drives the operation of the consortium and enhanced impact of ICCWC efforts (management sub-outcome)</i>	5.3.1 ICCWC programme implementation and coordination	<i>ICCWC programme coordination (for the full implementation of the ICCWC Vision and Strategic Action Plans, the consortium will require human resources dedicated to the work of ICCWC within the five partner agencies); convene regular ICCWC partner meetings including monthly SEG/TEG calls and quarterly meetings and priority country partner calls.</i>
	5.3.2 Implement the ICCWC communications and visibility strategy	<i>Revise and update the 2021-2022 ICCWC Communications and visibility strategy; develop and disseminate the annual report, newsletters, best practices and successes, social media campaigns, etc. to improve and strengthen communications with ICCWC's key audiences about the impact of ICCWC's work and the benefits derived from it by Member States, as well as about ICCWC's distinctive role in combating wildlife crime.</i>
	5.3.3 Monitor and evaluate ICCWC's impact	<i>Periodic review of ICCWC tools; conduct a mid-term and end-term evaluation of ICCWC Vision 2030 and Strategic Action Plan implementation.</i>