GLOBAL WILDLIFE PROGRAM

GUIDANCE NOTE

Lessons learned and good practices in strengthening national inter-agency coordination to combat wildlife trafficking

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INTRODUCTION

The Global Wildlife Program (GWP), funded by the Global Environment Facility (GEF) and led by the World Bank, is one of the largest global partnerships on combating illegal wildlife trade (IWT), bringing together over 30 countries across Africa, Asia, and Latin America and the Caribbean. The $230 million grant investment in the program is supported by an additional $1.4 billion in co-financing. The GWP focuses on combating IWT, building human-wildlife coexistence, and promoting wildlife-based economies.

Many GWP projects are strengthening national law enforcement effectiveness by establishing and/or improving inter-agency coordination mechanisms at national and subnational levels. To date, the GWP has supported the establishment and operationalization of eight inter-agency law enforcement coordination mechanisms and strengthened a further five existing mechanisms. For example, in Mozambique, the GWP supported the establishment of a new National Anti-Poaching Coordination Unit that is now operational and carrying out inspections, patrols, and operations in high-risk areas around the border with Kruger National Park. Whereas in Botswana, the GWP project has focused on supporting the revision of the recently expired National Anti-Poaching Strategy and expanding the membership of its law enforcement coordination component. Additional efforts are planned across the GWP as further national projects commence implementation across Africa, Asia, and Latin America and the Caribbean.

Inter-agency coordination mechanisms supported by the GWP range from national inter-agency coordination committees, responsible for providing leadership and strategic guidance, to operational task forces, responsible for planning, organizing, and coordinating joint activities, and task groups responsible for conducting and implementing agreed-upon activities. GWP support to these mechanisms varies depending on the specific national context, challenges, and needs. Typical support activities include establishment of a functioning secretariat, facilitation of formal agreements between agencies, procurement of required equipment and systems, and development of strategies and protocols designed to improve information sharing and coordination among participating agencies (Table 1).

As GWP projects have progressed with the development and enhancement of these inter-agency coordination mechanisms, it has emerged as an area of knowledge exchange and learning across participating countries and regions. While 13 inter-agency coordination mechanisms have been supported to date, several GWP projects have reported challenges in building the trust, relationships, and agreed coordination arrangements needed to sustain these efforts.

Table 1: **Overview of GWP support to inter-agency coordination mechanisms**

TYPES OF MECHANISM SUPPORTED	SCALE OF MECHANISMS
NATIONAL INTER-AGENCY COORDINATION COMMITTEES (Provide leadership and strategic direction)	**NATIONAL** For example, the GWP project in Botswana is supporting review and revision of the expired National Strategy for Law Enforcement Coordination, more commonly referred to as the National Anti-Poaching Strategy (NAPS), which in part establishes an Executive Steering Committee responsible for providing leadership, oversight, and strategic direction to the National Anti-Poaching Committee responsible for planning and delivering activities at the field level.
OPERATIONAL TASK FORCES (Plan, organize, and coordinate joint activities)	**NATIONAL OR SUBNATIONAL** For example, the GWP project in Malaysia is supporting establishment of a national inter-agency task force through shepherding of signed inter-agency collaboration agreements and development of a strategic plan, operational budget, and performance indicators for the task force's operation.
TACTICAL TASK GROUPS (Implement and conduct joint activities)	**SUBNATIONAL** For example, the GWP project in Zimbabwe is supporting the establishment of two subnational multi-agency Wildlife Crime Prevention Units in the Zambezi Valley to include procurement of vehicles, and computers, and development of standard operating procedures. Units consist of police, border control, Zimbabwe Revenue Authority, national parks, and the Environment Management Agency.

TYPES OF SUPPORT PROVIDED

- Establish and operate of a Secretariat
- Develop policies and operational guidance to support coordination
- Develop national strategies on combating IWT that facilitate coordination
- Develop agreements (such as formal MoU) between agencies
- Develop information-sharing systems and protocols
- Multi-agency capacity development programs for participating organizations
- Logistical support to hold meetings/workshops for participating agencies
- Establish joint intelligence systems and databases
- Establish and equip joint operations and intelligence diffusion centers
- Provide technical advice on specific law enforcement and border control issues
- Procurement of equipment and systems to operationalize coordination mechanisms
- Identify and engage with relevant partners
- Facilitate coordination with regional enforcement networks

ABOUT THIS GUIDANCE NOTE

The objective of this guidance note is to illustrate the most recurrent challenges, experiences, and lessons learned across GWP projects with a mandate to establish or strengthen mechanisms to support coordination among national law enforcement agencies responsible for addressing wildlife crime and trafficking. It provides good practice guidance and information resources to continue enhancing knowledge sharing and improve effectiveness across the GWP and beyond.

Consultations with GWP project teams and participating governments, as well as a virtual GWP knowledge exchange workshop in May 2022, helped crystallize issues and good practices. These have been grouped under five thematic categories (Figure 1).

Figure 1: **Key themes for effective inter-agency coordination mechanisms**

1 Membership	2 Governance	3 Communication	4 Resources	5 Effectiveness
The makeup of the coordination mechanism—which agencies, organizations, and institutions participate? Which agencies are needed to meet the objectives of the mechanism?	How is the mechanism led and governed? does the mechanism have clear aims and objectives and does each member understand their roles and responsibilities?	How often does the mechanism meet? how well do the members communicate and share information?	Does the mechanism have adequate resources and funding to meet its objectives? Is this funding sustainable?	Is the mechanism meeting its agreed-upon objectives? Is it producing tangible results?

1: Membership

Guiding questions

Which agencies participate?

What is the actual level of that participation?

Are any key agencies absent?

Is membership improving or getting worse?

A key aspect of law enforcement inter-agency coordination is determining who should be included in such mechanisms. It has long been recognized that effective enforcement of wildlife crime and trafficking requires coordination between various law enforcement agencies, wildlife authorities, and the private sector— including academia. In reality, however, establishing close knit and coordinating networks can be difficult given differing mandates and conflicting policies and priorities of the various entities.

Countries typically approach wildlife investigation either through specialized wildlife authorities within the Ministries of Environment or through more traditional law enforcement agencies such as the police. The advantage of including wildlife authorities is their specific expertise in wildlife identification, forensics, knowledge of traded species and products, as well as trade routes. The advantage of including traditional law enforcement agencies is their specific expertise in criminal investigations including the use of specialized law enforcement techniques.

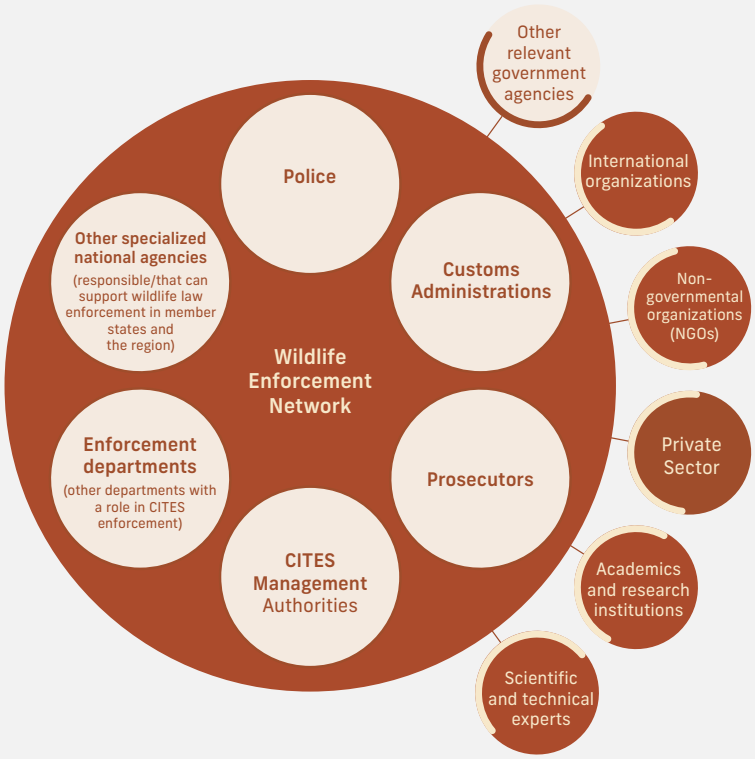
Effective inter-agency coordination mechanisms seek to bridge these two main areas of expertise and include additional areas of expertise and knowledge. At their core, inter-agency coordination mechanisms should include all agencies responsible for enforcing laws related to wildlife trade, including national police, wildlife authorities, customs, prosecutors, and the judiciary. From there, inter-agency coordination mechanisms can be expanded to include other agencies, such as finance and tax agencies, anti-money laundering agencies, postal authorities, as well as experts from nongovernmental organizations (NGOs) and the private sector.

The need to strengthen national coordination is well-recognized. For example, in 2014, INTERPOL recognized the need for a formalized and structured mechanism for inter-agency coordination they termed a National Environmental Security Task Force or “NEST.” Similarly, the International Consortium on Combating Wildlife Crime (ICCWC) also recognizes the importance of a multi-agency approach to combating wildlife trafficking. The extent of inter-agency cooperation among national law enforcement agencies to combat wildlife crime is recognized as an indicator of effective law enforcement in the ICCWC indicator framework, and more broadly the value of coordination among agencies is captured in their guidance for regional Wildlife Enforcement Networks (see Box 1).

Box 1: **ICCWC Guidance on Wildlife Enforcement Networks**

In 2020, ICCWC published guidelines for establishing and strengthening Wildlife Enforcement Networks (WENs). While drafted to cover regional-level networks, these offer useful guidance for national law enforcement inter-agency coordination mechanisms. Within these guidelines, ICCWC advocates that, at a minimum, WENs should include police, customs, prosecutors, CITES management authorities, enforcement departments with a role in CITES enforcement, and other specialized enforcement authorities such as financial investigation units, anti-money laundering offices, etc. ICCWC further recognizes that this core group can be expanded to include other relevant government agencies, international organizations, NGOs, the private sector, academic and research institutions, and scientific and technical experts as needed and appropriate (Figure 2).

Figure 2: **Overview of the WEN concept**



> ***Once established, the SECURE Himalayas project has moved to broaden membership and participation of their inter-agency committees by including non-traditional partners, including the military, airport and railway authorities, and the postal department. The addition of these partners has advanced the reach and impact of countering IWT efforts at more nodes of the illegal wildlife trade supply chain. Future efforts will involve raising awareness and inclusion of the judiciary and prosecuting authorities in all SECURE Himalaya States.***

Challenges

- Ensuring the coordination mechanism has the right make-up and that its members are active and contributing.
- Building trust among members with different mandates can be particularly challenging as each may have differing priorities, understanding, and concerns related to, for example, the sharing and use of sensitive information.
- Use of military units in some areas to patrol and respond to wildlife crime issues can be beneficial but can also pose challenges as military units typically receive inadequate training in social aspects of law enforcement activities and may have conflicting priorities in the areas they cover.

Lessons learned and recommendations

- Projects may need to adjust key partners over time and need to be flexible enough to ensure key partners remain relevant and best situated to support inter-agency coordination and catalyze implementation of coordination mechanisms.
- Building trust is crucial. Inter-agency coordination mechanisms made up of differing types of stakeholders, i.e., law enforcement agencies, NGOs, academia, etc., can be particularly challenging as each may have different understanding and concerns related to the sharing and use of sensitive data.
- Including the judiciary (magistrates and judges) and prosecutors as part of inter-agency coordination efforts could be very important. Doing so not only raises awareness by the judiciary and prosecuting authorities of the importance and impacts of wildlife-related cases, but affords the judiciary and prosecuting authorities an opportunity to provide feedback and highlight potential problems areas, such as chain of custody and other evidentiary issues.
- Clear guidance and expectations should be established prior to using military units, including gendarmeries, to patrol and conduct law enforcement operations in remote border areas. Where possible, these units should be provided law enforcement training and have frequent liaison with their law enforcement counterparts.
- Inter-agency coordination mechanisms could leverage the application of a broader range of potential laws that can be used to address wildlife crime. For example, anti-money laundering and quarantine statutes may have stricter penalties than wildlife possession or transport laws and would serve as a greater deterrent and more effective way to tackle IWT.

2: Governance

Guiding questions

Which agency leads/chairs the inter-agency coordination mechanism?

Is the lead agreed upon by the majority of the group?

Does the lead agency potentially alienate other members?

Does the mechanism have clear aims and objectives?

Do agencies understand their role within the group?

Is the mechanism part of the official national WEN (if one exists)?

Equally important to ensuring appropriate membership is determining how the inter-agency coordination mechanism will be governed and led. Adequate governance ensures that the coordination mechanism's strategies are aligned with agreed-upon aims and objectives and that each member understands their role and responsibilities. Governance provides a formal structure within which members can collaborate and work together towards common goals.

At a minimum, national-level inter-agency coordination mechanisms should include provisions for an oversight body, such as a steering committee preferably established and given mandate by the office of the president or its equivalent, and a secretariat to handle the organizational, administrative, and logistic requirements of the network. Wildlife enforcement coordination mechanisms are typically chaired by the national agency with a primary mandate to enforce laws related to wildlife crime.

Governance-related documents, whether formalized within national strategies or other specific coordination mechanism implementation documents, need to clearly define the aims and objectives of the mechanism as well as the roles, responsibilities, and expectations of each member, especially the leadership and secretariat. Governance documents should include integrity and transparency measures, accountability and reporting procedures, methods for allocating resources (if applicable), and minimizing duplication of efforts and structures.

> ***"While critically important, review and revision of formal coordination strategies can be a very lengthy process. In Botswana, the National Anti-Poaching Committee has continued to meet on a weekly basis while the strategy is updated and finalized. This has enabled a largely unchanged level of coordination at both the national and district levels during this process."***
>
> GWP Botswana Project 'Managing the Human-Wildlife Interface to Sustain the Flow of Agro-Ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands'

Challenges

- Ensuring the coordination mechanism has protocols in place that clearly define the roles, responsibilities, and expectations of each member.
- Ensuring that the mechanism is chaired appropriately. Assigning wildlife authorities as the permanent chair within inter-agency coordination networks can reduce active participation and buy-in of other agencies that may sit within different ministries and have different reporting requirements.
- Finalizing formal governance documents, while highly important, can become a protracted process mired in governmental and hierarchal formalities.

Lessons learned and recommendations

- Getting high-level commitment (ideally at the ministerial level) is critically important. Once high-level commitment is secured, agencies need to assign dedicated staff empowered to carry out the agreed-upon activities.
- National inter-agency coordination strategies need to clearly define specific roles and responsibilities and expectations for all member agencies. These documents should include implementation guidance to preclude the need for separate MOUs between agencies.
- Agencies should be encouraged to allow members to remain assigned to the networks for extended periods (as opposed to rotating them frequently). Long-standing members tend to adopt leadership (champion) roles and function more effectively than newer members.
- Depending on the objectives of the mechanism, consider including different tiers and sub-working groups to focus on both strategic, technical, and operational topics. An oversight committee can establish overall strategy and task working groups making sure they are connected and coordinating.
- Consider establishing a permanent secretariat (usually the lead national wildlife authority), but allow for rotation of the coordinating mechanism's chair. Having a permanent secretariat allows for continuity of structure regarding setting up and meeting logistics. Allowing for a rotation of the Committee's Chair ensures greater buy-in and ownership of all members.

3: Communication

Guiding questions

To what extent do members communicate?

How often does the group meet?

Is the groups charter formal or informal? Is there trust among members?

Does the group communicate with other networks (regional or international)?

Once established, it is critical that coordination mechanisms meet and communicate regularly. While oversight or steering committees can meet semi-annually or even annually, the coordination group itself should hold in-person meetings at least on a quarterly basis and have a mechanism in place to meet more frequently if needed. Communication of potentially sensitive information among law enforcement agencies can prove challenging. The inclusion of non-law enforcement partners within the network can limit what can be discussed and addressed during regular meetings. Further, the sharing of potentially sensitive law enforcement information requires a high level of trust even among law enforcement agencies. Identification of a clear legal mandate allowing for the sharing of information and development of standard operating procedures for law enforcement agencies to do so is critical in establishing coordination mechanisms and avoiding hesitancy and prolonged implementation processes.

Once established, it is equally important for an inter-agency coordination mechanism to communicate its establishment to other relevant national or regional coordination platforms, including WENs, as well as inter-governmental organizations and other relevant stakeholders. This can result in the garnering of additional support and potentially in broadening the membership of the network. Effectively operating networks tend to have a recognized "identity" whose members take pride in being part of the network. Creating official network or platform names and logos can help establish this identity and raise awareness of the network's activities and accomplishments.

> ***"Tools and technologies are critically important in supporting the ability of multi-agency groups to communicate and share information. Thailand has supported the implementation of i2 Analyst Notebook within several member agencies, providing a common and secure platform for collecting, analyzing, and sharing information, including law enforcement-sensitive information across agencies."***
>
> GWP Thailand Project 'Combating Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand'

Challenges

- Ensuring the coordination mechanism meets regularly and has established effective means of communication among its members.
- Communication and sharing of potentially law enforcement-sensitive information with non-law enforcement partners within the network can limit what can be discussed and addressed during regular meetings.
- Building trust with regard to information sharing is a very complex issue. Increased sharing can bring increased risk that the information could be leaked or otherwise compromised.

Lessons learned and recommendations

- To ensure adequate two-way communication, coordination mechanisms should encourage both formal communication, such as occurs during formal network meetings and events, and frequent informal communication between agency representatives. For example, coordination mechanisms typically set up chat groups on social media, including WhatsApp, to remain in contact and informally communicate between formal group meetings.
- Formal communication on planned network activities should include a debrief after operations to include discussing challenges and lessons learned for future planning purposes.
- Project leaders need to identify common agendas across the different agencies, recognize potential areas of mistrust, and have the patience to work step-by-step to improve trust and over time improve coordination.
- Frequently, trust and willingness to collaborate can be higher at the field level than at headquarters or senior-management levels. Reporting accomplishments and successful joint activities at the field level may help build trust among senior managers and garner support for additional activities.
- Technology related to information-sharing systems should not outpace agency capabilities to collect information. For instance, introducing high-end servers and software supporting data fusion centers are of little use to agencies still collecting law enforcement information in paper format. Emphasis may have to be placed on methods to digitize information collected prior to procurement of systems designed for analysis and dissemination.
- It is critically important to ensure engagement with local communities. In many places, local communities can function as the “eyes and ears” of law enforcement agencies. Raising awareness and securing support from local communities can lead to valuable information the network can act upon and can result in reduced demand for certain products from these communities.

4: Resources

Guiding questions

Does the coordination mechanism have adequate resources to accomplish its mandate?

Can the mechanism sustain itself without external support?

Coordination mechanisms need access to sustained funding to support their functioning, projects, and activities. The importance of obtaining high-level national commitment and political support in this regard cannot be overstated. While coordination mechanisms can be established and propped up using external funding, historically these projects will fail without sustained funding over time.

Ideally, national commitment in support of inter-agency coordination mechanisms will include the required resources and funding within national agency budgets. Core funding from member agencies should always be pursued, rather than being provided by external donors. This can facilitate increased independence of activities undertaken by the network as well as increased ownership by its core members ensuring projects and activities are aligned with the identified needs and priorities of the network.

> ***"It is important to build inter-agency coordination mechanisms within existing governmental structures. This not only reduces the resources required to "set-up" these structures but also makes them much more likely to be sustainable beyond the life of support projects."***
>
> GWP South Africa Project 'Strengthening Institutions, Information Management, and Monitoring to Reduce the Rate of Illegal Wildlife Trade in South Africa'

Challenges

- Ensuring the coordination mechanism has adequate resources to fund its functioning and planned activities.
- Identifying funding and resources to ensure inter-agency coordination mechanisms are sustainable beyond the life of the project.
- Lack of agency resources committed to keep agencies in the field and delivering on agreed-upon activities. Agencies appoint members to be part of the coordination mechanism, but typically fail to commit resources (staffing and adequate budget) to backstop their involvement in planned joint activities.

Lessons learned and recommendations

- Projects setting up and supporting national inter-agency coordination mechanisms need to ensure they identify additional funding and resources to ensure they are sustainable beyond the life of the project.
- Project managers need to ensure high-level government commitment goes beyond supporting the coordination mechanism to include supporting and prioritizing agreed-upon outputs and activities of the network.
- Discussion on sustainable funding should be raised during the earliest meetings with participating agencies. New projects should consider co-financing with key stakeholders and agencies as a prerequisite for these activities at the project design phase.

Photo: ©WCS Bangladesh

5: Effectiveness

Guiding questions

What makes an inter-agency coordination mechanism effective?

Do agencies see value in being part of the mechanism?

Once established, it is critically important that law enforcement inter-agency coordination mechanisms produce tangible results. Far too often these mechanisms exist on paper alone and fail to operationalize or produce anything of value. This in turn can reduce the willingness of agencies to actively engage in the mechanism. Having clearly established expectations in governance documents, and a process for monitoring and assessing progress (see Box 2), can help ensure the mechanism's outcomes are aligned with agency expectations.

Box 2: **ICCWC network evaluation matrix**

The ICCWC Guidelines for Wildlife Enforcement Networks (WENs), designed for use by regional networks, propose a network evaluation matrix that can also be applied to national or subnational inter-agency coordination mechanisms to assess their effectiveness. The ICCWC network evaluation matrix looks across five major criteria:

1. **Membership** – Evaluation in this area should look beyond the number of individuals and agencies represented to the specific contributions and value of each member's participation in the network.
2. **Finances** – Related to the finances required to support the secretariat and the administrative and logistical functions of the network. If financed by external donors, can the network be sustained without the support of external funding?
3. **Governance** – Does the network have formal guiding documents that clearly outline the roles and responsibilities of each member? Is there high-level (ministerial level) support for the formation and activities of the network?
4. **Support** – Do network members support each other and the network. Is there a strong support base in place or does the network rely on the efforts of only a few key individuals? Does the network effectively support and liaison with adjacent networks and other relevant bodies?
5. **Deliverables** – Is the network delivering on its core objectives? Can the network demonstrate tangible value in terms of its stated aims?

Assessment across these criteria cannot only help gauge the current status and effectiveness of the network but also identify gaps and areas in need of improvement, particularly important to entities looking to support and strengthen these networks.

> ***"Malawi has established an inter-agency committee at the national level to look at issues of wildlife crime. In part, the committee functions to raise awareness of the importance of cases brought before the courts. Where previously if the court did not feel the case was very important there was not much that could be done, but now the inter-agency committee becomes involved, letting the courts know the case is important to several departments and ensuring proper protocols are observed and justice is served."***
>
> GWP Malawi Project 'Community-Based Natural Resource Management that Resolves Conflict, Improves Livelihoods, and Restores Ecosystems throughout the Elephant Range'

Challenges

- Ensuring the project meets its agreed-upon objectives. Ensuring the coordination mechanism delivers on its stated objectives and doesn't exist on paper alone.
- Difficulty assessing and measuring effectiveness of multi-agency groups due to different priorities and reporting requirements of member agencies.

Lessons learned and recommendations

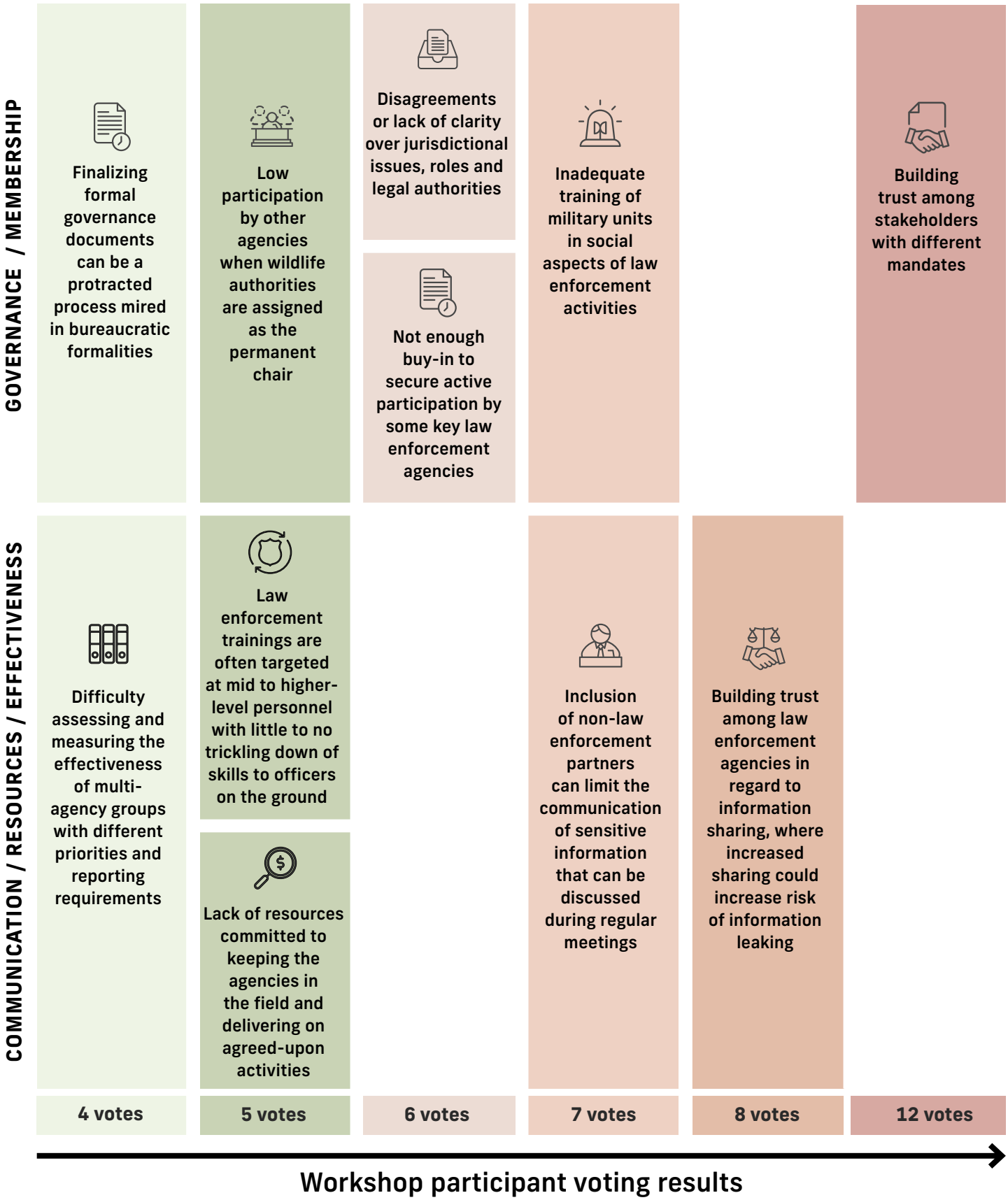
- Effective inter-agency coordination mechanisms are made up of representatives who can make decisions (not just carry news back to their parent organizations). Representatives need to be a high enough level that they can make commitments and decisions on behalf of the organizations they represent. Higher-level representatives are also less likely to frequently "turn-over" or rotate to different positions.
- Collaborative processes, like the ICCWC Indicator Framework assessment, can be helpful to build consensus and set clear and appropriate targets and create work plans and capacity development plans. However, when part of time-sensitive projects, these processes need to happen during project development or in early implementation to help inform project activities and better understand different agencies' roles and responsibilities.
- While a step-by-step approach to building capacity is needed, it can be equally important to at the same time raise awareness of the importance of issues and how each player can contribute to addressing them.
- Monitoring and evaluation, including clear, established targets for progress, are needed to regularly evaluate the inter-agency coordination mechanism to determine whether it is meeting its established goals.
- A method for building trust is to start by encouraging and strengthening coordination and information sharing within different departments of the same agency. Once trust is built internally it can then be expanded to include external agencies and partners.

CONCLUSIONS

Improving coordination among law enforcement agencies and supporting partners has long been recognized as a crucial component of counter-wildlife trafficking efforts. Involvement of organized crime requires an equally organized law enforcement response that brings to bear the collective resources and expertise of a myriad of stakeholders. A multi-agency approach allows for greater flexibility in charging offenders and by nature discourages corruption and facilitates greater action by individual agencies. Despite the clear benefits, effective inter-agency coordination remains a challenge to many counter-wildlife trafficking projects both within and outside the GWP. Experiences shared across the GWP reveal a surprisingly complex backdrop to establishing inter-agency coordination mechanisms that involves overcoming institutionalized lack of trust and reluctance of law enforcement agencies to coordinate and share information. Project teams report a range of challenges, cutting across all key areas of effective coordination (Figure 3).

Photo: ©Parjosubroto/Shutterstock (Indonesia)

Figure 3: **Main challenges facing GWP projects supporting inter-agency coordination**



Patience and determination are crucial. Project managers need to have awareness of potentially sensitive relationships and have the patience to work on these relationships over time. In addition, projects need to ensure their expectations for inter-agency coordination are aligned with needs and operational realities. There are a number of successful coordination mechanisms in place that may not address operational or law enforcement-sensitive information, yet nonetheless provide a platform that effectively leverages the collective resources and expertise of its various members. Ensuring the mechanisms goals and objectives are in line with political and situational realities is critical. As one project pointed out, success in small noncontroversial issues helps build the trust required to take on more complex and sensitive topics.

> ***"Building trust takes a great deal of patience. In Indonesia, we used a deliberate step-by-step process, using successes related to small, noncontroversial issues to help build the trust required for the group to eventually take on and effectively address more and more sensitive and complex topics."***
>
> GWP Indonesia Project 'Combating Illegal and Unsustainable Trade in Endangered Species in Indonesia'

In conclusion, despite the many challenges, there has been significant progress in establishing and strengthening inter-agency coordination in many countries. A number of GWP projects reported accomplishments ranging from increased participation of reluctant members to the dismantling of high-level criminal syndicates that was only deemed possible through the joint efforts of formal inter-agency coordination mechanisms. Sharing experiences, lessons learned, and capitalizing on best practices across projects and stakeholders with similar mandates will continue to be a valuable contribution to increase the effectiveness of such mechanisms.

TOOLS AND RESOURCES

Environmental Enforcement Networks: Development of a Network Evaluation Matrix.
https://ssrn.com/abstract=1941515

ICCWC Wildlife and Forest Crime Analytical Toolkit. Second Edition.
https://www.unodc.org/documents/Wildlife/Toolkit_e.pdf

ICCWC Indicator Framework for Combating Wildlife and Forest Crime:
A self-assessment framework for national use.
https://cites.org/sites/default/files/eng/prog/iccwc/E-ICCWC-Ind-FW-Assessment_guidelines_and_template_clickable-final.pdf

ICCWC Guidelines for Wildlife Enforcement Networks (WENs):
A self-assessment tool for regional use.
https://stag.cites.org/sites/default/files/EST/Complete_ICCWC_WEN_Guidelines_ENG.pdf

INTERPOL Guidance on how to set up a National Environmental Security Task Force (NEST) https://www.interpol.int/content/download/5091/file/National%20Environmental%20Security%20Task%20Force%20Manual%20EN.pdfConclusions and Future Directions

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