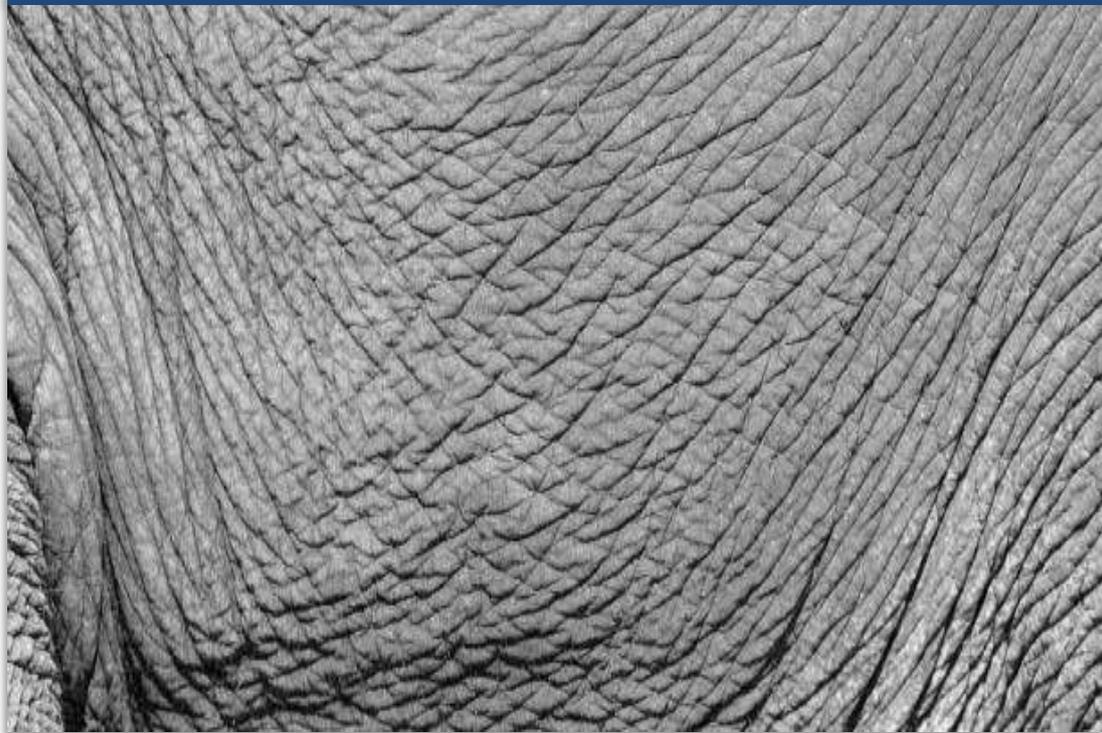




International Consortium on Combating Wildlife Crime

Strategic Programme 2016 – 2020



Revised July 2016

THE THREAT

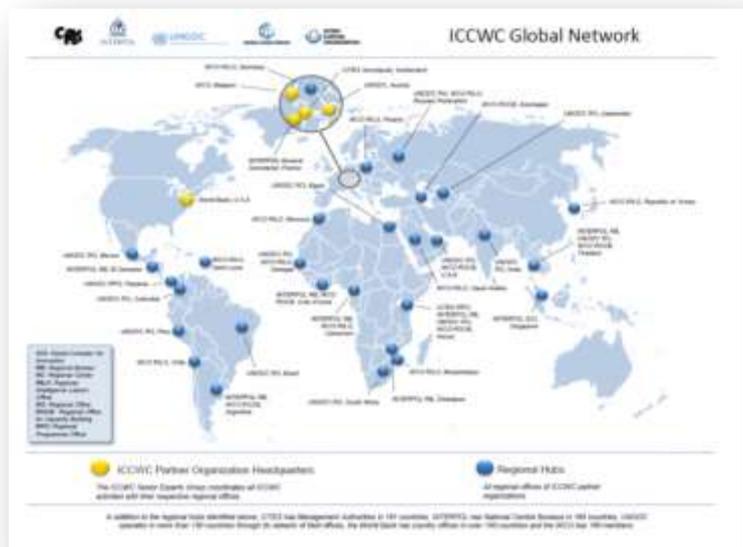
Recent years have seen a spike in the scale of wildlife and forest crime and a change in the nature and dynamics of this extremely lucrative criminal activity. Despite considerable efforts to combat wildlife crime it remains a growing problem worldwide and law enforcement authorities around the world are facing increasingly difficult and complex situations in their fight against it.

Wildlife and forest crime has become a serious threat to the security, political stability, economy, natural resources and cultural heritage of many countries and regions. It threatens the survival of some of the world's most charismatic species, as well as many lesser-known species. Illicit wildlife trafficking can destroy the natural resources on which national economies and livelihoods depend, and undermine efforts to eliminate poverty and develop sustainable economic opportunities for rural communities. The increasing involvement of organized criminal networks and at times rebel militia is driving corruption and regional insecurity, and weakening application of the rule of law.

ICCWC's RESPONSE

It is now well recognized that Illicit wildlife trafficking is a serious crime that can only be effectively addressed through firm and strengthened national measures, and an enhanced regional and global coordinated response. The International Consortium on Combating Wildlife Crime (ICCWC)¹ was formed to ensure a formidable and coordinated response to wildlife crime and to assist law enforcement authorities around the world to overcome the increasingly difficult and complex situations they face. ICCWC also seeks to strengthen the capacity of wildlife law enforcement authorities to deploy the tools and techniques that are used against other domestic and transnational organized crimes, such as the trafficking of narcotics, humans or arms. ICCWC is based upon the principle that five international organizations with mandates and expertise to support and strengthen wildlife law enforcement can, by aligning their efforts, provide a catalyst for significantly enhanced global cooperation and capacity to combat wildlife and forest crimes.

ICCWC's mission is to strengthen criminal justice systems and provide coordinated support at national, regional and international level to combat wildlife and forest crime. Since the launch of the Consortium in 2010, ICCWC partner agencies have been providing coordinated law enforcement support and specialized training in many different countries and regions across the world, to enhance the capacity and compliment the efforts of national wildlife law enforcement agencies and sub-regional and regional networks that on a daily basis act to combat the Illicit trafficking in wild fauna and flora². Annex II includes a map with a number of examples of such activities to date.



¹ The International Consortium on Combating Wildlife Crime (ICCWC) is a collaboration between the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Secretariat, INTERPOL, the United Nations Office on Drugs and Crime (UNODC), the World Bank and the World Customs Organization (WCO). ICCWC's purpose is to bring coordinated support to wildlife law enforcement agencies and networks at national, regional and global levels. For more information on ICCWC, please see the ICCWC web portal on: <https://www.cites.org/eng/prog/iccwc.php>

² https://cites.org/eng/news/pr/global_alliance_celebrates_5_years_achievements_in_combating_wildlife_crime_23112015

The important role of ICCWC has been widely recognized³, most recently by the UN General Assembly adopted Resolution on Tackling Illicit Trafficking in Wildlife⁴, which acknowledges the valuable technical assistance ICCWC can provide to support member States efforts to tackle illicit trafficking in wildlife.

THE ICCWC STRATEGIC PROGRAMME 2016-2020

The ICCWC Strategic Mission 2014-2016⁵ identifies five (5) focus areas in which ICCWC is uniquely-placed to make a contribution to effectively combat Illicit trafficking in wildlife, through the diverse technical expertise, regional networks and on-ground experience of the five organizations. Guided by the strategic plans and work programmes of the five organizations and building on the general 'strategies' identified in the Consortium's Strategic Mission, ICCWC has developed its Strategic Programme for 2016-2020, which comprise of a set of concrete priorities and activities to substantially reduce poaching and trafficking in wildlife and forest products.



The *Strategic Programme 2016-2020* (hereafter 'Strategic Programme') outlines the types of activities to be pursued by ICCWC up to 2020, and has been developed by the ICCWC Senior Experts Group (SEG)⁶ taking into account the shifting global landscape and activities underway by different organizations to combat Illicit trafficking in wildlife. It is based on a review of activities, priorities and recommendations following a detailed analysis of activities conducted to date. Additional activities that could complement the Consortium's Strategic Mission and the ICCWC Strategic Programme will be considered based on identified gaps and donor contributions.

The generous support of donors to date⁷ has allowed for the delivery of many activities that have enhanced on-ground responses to wildlife crime at national, regional and global levels. While all five organizations make a substantial in-kind commitment to ICCWC delivery, the Consortium requires and welcomes further support from the donor community to implement the activities identified in the Consortium's Strategic Programme. Implementation of activities identified will be based on funding availability.

THE FRAMEWORK

The ICCWC Strategic Programme 2016-2020 is based on the following framework:

FOCUS AREAS: the 5 focus areas identified by the ICCWC Strategic Mission 2014-2016.

ACTIVITIES: 21 activities and 57 related sub-activities have been identified and grouped based on a detailed analysis of activities conducted to date, and a review of priorities, recommendations and requests by the ICCWC SEG and partner agencies, including findings and recommendations resulting from the implementation of the ICCWC *Wildlife and Forest Crime Analytic Toolkit*.⁸

OUTCOMES: the Strategic Programme is expected to achieve 12 outcomes as identified in the table below to enhance the capacity of law enforcement agencies to combat wildlife crime.

IMPACT: the implementation of the Strategic Programme will result in reduced poaching and trafficking in wildlife and forest products.

³ For more details, see https://cites.org/sites/default/files/eng/prog/iccwc/International_recognition_of_role_of_ICCWC_%20final.pdf

⁴ https://cites.org/eng/unga_resolution_wildlife_trafficking_150730

⁵ https://cites.org/sites/default/files/eng/prog/iccwc/ICCWC_Strategic_Mission-WEB.pdf

⁶ The ICCWC Senior Experts Group (SEG) comprises technical specialists from all five organizations. The SEG meets quarterly to discuss ICCWC matters, and holds monthly teleconferences between face-to-face meetings. The SEG is Chaired by the CITES Secretariat.

⁷ ICCWC's on-ground work has been supported by generous contributions from the European Commission, Netherlands, Norway, Sweden, the United Kingdom of Great Britain and Northern Ireland, the United States of America and the World Bank Development Grant Facility.

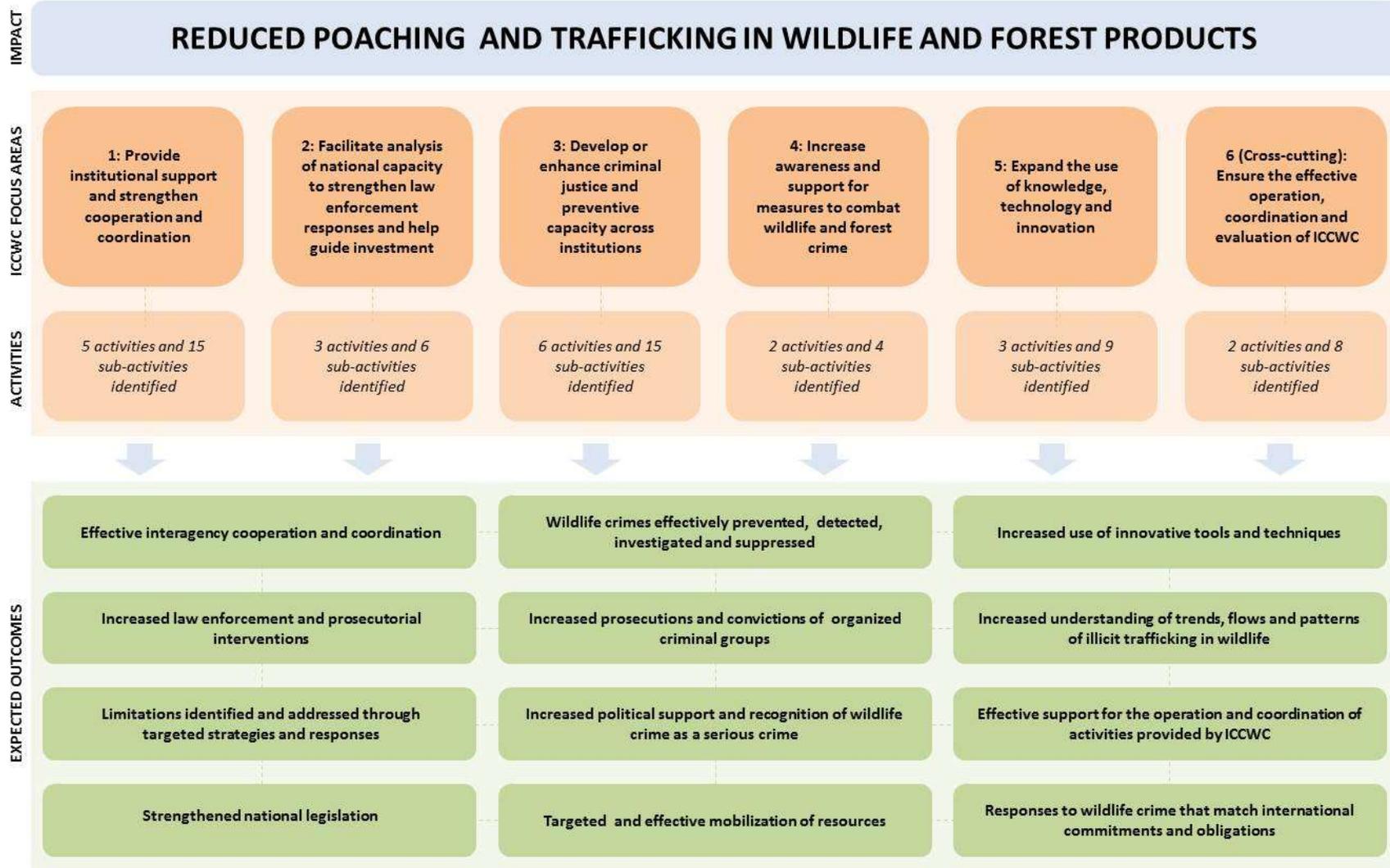
⁸ <https://cites.org/eng/prog/iccwc.php/Tools>

Table 1: Framework of the ICCWC Strategic Programme 2016-2020



ICCWC Strategic Programme 2016 - 2020

The ICCWC Strategic Mission 2014-2016 identifies focus areas in which ICCWC is uniquely-placed to make a significant contribution. Building on the Strategic Mission, the ICCWC Strategic Programme outlines types of activities to be pursued by ICCWC up to 2020. Implementation will be based on funding availability and donor support.



The elements of the ICCWC Strategic Programme 2016-2020 are outlined below. More detailed information including all sub-activities is provided in Annex I. Additional information can be provided to potential donors or collaborators upon request.

FOCUS AREA

1

Provide institutional support and strengthen cooperation and coordination

Activities to be delivered within this focus area are as follows:

1.1 Support regional law enforcement cooperation

Support regional cooperation and coordination across identified illicit trafficking chains and between range, transit and destination countries to help detect, deter and prevent illicit trafficking in wildlife through the exchange of information, intelligence, technical advice and support. These activities would involve ICCWC regional bodies (UNODC Regional Offices, INTERPOL Regional Bureaus, WCO Regional Intelligence Liaison Offices) and other relevant bodies (e.g. designated competent authorities dealing with anti-money laundering) and networks.

1.2 Support and initiate regional law enforcement interventions

Support and initiate regional enforcement operations, projects and targeted interventions including between different regions at global level. This would include activities initiated by countries or by ICCWC partners. For activities initiated by ICCWC partners, targeted operations will be developed based on trends and needs identified by ICCWC in consultation with key countries or regions or on specific identified illicit trafficking routes.

1.3 Increase regional prosecutorial and judicial cooperation

Increase regional prosecutorial and judicial cooperation by increasing the capacity for successful prosecution in wildlife crime offences, including awareness of the serious nature of wildlife crime.

1.4 Strengthen national inter-agency coordination

Establish or strengthen national interagency committees convening all relevant governmental agencies responsible for wildlife law enforcement, including CITES authorities, customs, police and other relevant agencies, to increase national coordination and collaboration.

1.5 Strengthen border controls and enhance border management

Support the development and expansion of comprehensive border control strategies and facilitate the exchange of information between authorities in charge of border controls.



Joint UN Office on Drugs and Crime/ World Customs Organization container control programme: containers at the port of Balboa, Panama City. For more information, see: <https://www.unodc.org/ropan/en/BorderControl/container-control/ccp.html> © UNODC

Note: 15 specific sub-activities will be delivered within the focus area.

Facilitate analysis of national capacity to strengthen law enforcement responses and help guide investment

Activities to be delivered within this focus area are as follows:

2.1 Implement the ICCWC Wildlife and Forest Crime Analytic Toolkit

Implement the ICCWC Toolkit to undertake national assessments of the main issues relating to wildlife and forest offences and to analyse preventive and criminal justice responses at the national level, identify technical assistance needs and develop work plans to address identified gaps.

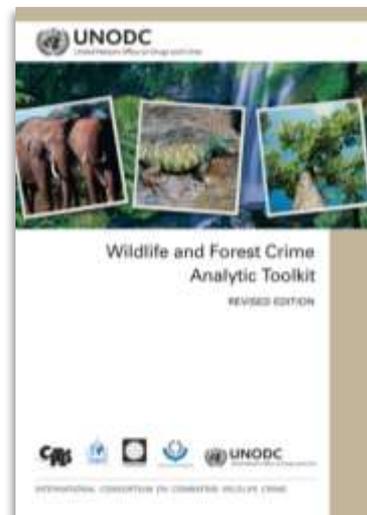
2.2 Implement work plans resulting from Toolkit implementation

Assist countries with the implementation of recommendations and immediate actions identified through the implementation of the ICCWC Toolkit; Encourage and support the implementation of the *ICCWC indicator framework for wildlife and forest crime*, and; Mobilization of resources and investment support for medium and long term actions and activities identified and recommended in the work plans resulting from ICCWC Toolkit implementation.

2.3 Strengthen national legislation

Support the review and strengthening of national legislative frameworks, including the recognition of wildlife crime as a serious crime.

Note: 6 specific sub-activities will be delivered within the focus area.



The ICCWC Wildlife and Forest Crime Analytic Toolkit helps governments assess their preventative and law enforcement responses to wildlife and forest crime. © UNODC

Develop or enhance criminal justice and preventive capacity across institutions

Activities to be delivered within this focus area are as follows:

3.1 Enhance capacity through training on basic enforcement techniques

Provide training and technical assistance in accordance with the ICCWC menu of services, to enhance the capacity of law enforcement officers to deploy basic enforcement techniques more effectively to combat wildlife crime.

3.2 Deliver specialized training across the law enforcement chain

Provide training and technical assistance in accordance with the ICCWC menu of services, to enhance the capacity of law enforcement officers to deploy specialized investigative techniques to combat wildlife crime.

3.3 Deliver training for prosecutors and judiciary

Awareness raising for prosecutors and judiciary on wildlife crime, including on the need to mobilize tools such as formal requests for Mutual Legal Assistance (MLA), anti-money laundering and asset forfeiture, and formal extradition requests against it.

3.4 Support implementation of Anti-corruption measures and strategies

Support the implementation of national anti-corruption measures and strategies and deliver programmes to combat corruption associated with wildlife crime.

3.5 Implement mentorship and twinning programmes

Provide investigative support to national enforcement agencies through placement programmes and mentorships and facilitate institutional cooperation between countries to acquire the necessary skills and experiences to effectively implement CITES.

3.6 Deploy Wildlife Incident Support Teams (WIST)

Deploy Wildlife Incident Support Teams (WISTs) consisting of enforcement staff or relevant experts at the request of a country that has been affected by significant poaching of wildlife specimens, or that has made a large-scale seizure of such specimens, to assist it, and guide and facilitate appropriate follow-up actions in the immediate aftermath of such an incident.



ICCWC WIST (Wildlife Incident Support Team) in action in Sri Lanka preparing to take DNA samples from a large-scale ivory seizure. © INTERPOL

Note: 15 specific sub-activities will be delivered within the focus area.

FOCUS AREA

4

Increase awareness and support for measures to combat wildlife and forest crime

Activities to be delivered within this focus area are as follows:

4.1 Promote high level engagement and strategic awareness raising

Implementation of a targeted strategy to increase high level awareness of the need to treat wildlife crime as serious crime, the political will to counter it, and to support the increased mobilization of resources to combat it.

4.2 Convene a global partnerships coordination forum

Engage the international community to seek inputs and suggestions from Governments, IGOs and NGOs, private sector and academia that could be taken into consideration by the SEG and ICCWC partner agencies when developing ICCWC projects and initiatives under this programme.

Note: 4 specific sub-activities will be delivered within the focus area.

Expand the use of knowledge, technology and innovation

Activities to be delivered within this focus area are as follows:

5.1 Research on illicit trafficking in wildlife

Continue to collect information on patterns and flows of illicit trafficking and promote relevant research on it to inform decision making.

5.2 Increase the use of forensic technology

Enhance the capacity of forensic facilities to increase the use of wildlife forensic science to combat wildlife crime and facilitate access to appropriate forensic facilities. Enhance the capacity of law enforcement authorities and prosecutors to utilize forensic technology and the results from forensic analyses to combat wildlife crime, including the use of forensic technology to secure admissible evidence to be used in court or to support the design of law enforcement responses and strategies.



DNA sampling is being used to help combat rhinoceros poaching and illegal trade in rhinoceros horn. For more information, see: http://www.cites.org/eng/news/pr/2013/20131106_forensics.php. © CITES Secretariat

5.3 Provide practical tools and services

Identify needs and gaps in existing tools, technologies and materials and develop appropriate tools, technologies and materials to address such gaps; Work with agencies responsible for wildlife law enforcement to institutionalize and include training on available tools and materials in academy curriculum and other training received by officers.

Note: 9 specific sub-activities will be delivered within the focus area.

Cross-cutting: Ensure the effective operation, coordination and evaluation of ICCWC

Activities to be delivered within this focus area are as follows:

6.1 Monitor and evaluate ICCWC's impact

Enhance monitoring capacity to ensure that ICCWC activities have the desired impact and result in the expected outcomes of the programme.

6.2 Enhance ICCWC support and coordination

Strengthen ICCWC, including its regional presence to ensure that ICCWC takes a leading role in providing coordinated global support to the law enforcement community; Organize regional meetings of ICCWC partner organizations to collectively develop responses and further enhance ICCWC regional coordination; Organize ICCWC steering meetings to coordinate effective implementation of activities and participate in regional or global events to combat the illegal wildlife trade.

Note: 8 specific sub-activities will be delivered within the focus area.

ICCWC ORGANIZATIONS

The five organizations signed a [Letter of Understanding](#) on 23 November 2010 in St. Petersburg, Russia. United under the banner of ICCWC, these organizations form a unique pool of technical and programming expertise, presenting the opportunity for a novel approach to address and overcome the multi-faceted challenges posed by wildlife crime.



The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) establishes an international legal framework and common procedures for the strictest control of international trade in specimens of wild animals and plants. Its aim is to ensure that international trade in specimens of wild animals and plants is legal, sustainable and traceable, and that it does not threaten their survival.

<http://www.cites.org>



INTERPOL is the world's largest international police organization, with 190 member countries. Created in 1923, it facilitates cross-border police co-operation, and supports and assists all organizations, authorities and services whose mission is to prevent or combat international crime. INTERPOL's General Secretariat has a Sub-Directorate devoted to environmental security.

<http://www.interpol.int>



UNODC is the global leader in the fight against illicit drugs and transnational organized crime. Established in 1997 through a merger between the United Nations Drug Control Programme and the Centre for International Crime Prevention, UNODC operates in all regions of the world through an extensive network of field offices.

<http://www.unodc.org>



The World Bank is a vital source of financial and technical assistance to developing countries around the world. Its mission is to fight poverty and to help people help themselves and their environment by providing resources, sharing knowledge, building capacity and forging partnerships in the public and private sectors. The Bank supports a global programme of technical assistance on anti-money laundering and has played a leading role in international efforts to strengthen forest law enforcement and governance.

<http://www.worldbank.org>



The World Customs Organization is the only intergovernmental organization exclusively focused on Customs matters. The WCO is recognized as the voice of the global Customs community and is particularly noted for its work in areas covering the development of global standards, the simplification and harmonization of customs procedures, the facilitation of international trade, trade supply chain security, the enhancement of Customs enforcement and compliance activities, anti-counterfeiting and piracy initiatives, public-private partnerships, integrity promotion and sustainable global Customs capacity-building programmes.

<http://www.wcoomd.org>

FURTHER INFORMATION

Discover more about ICCWC and its partner organizations at the ICCWC web portal⁹ or contact ICCWC at:

CITES Secretariat
International Environment House
11 Chemin des Anémones, 1219 Châtelaine, Geneva, Switzerland
Tel: +41 (0) 22 917 1 39/40, Fax: +41 (0) 22 797 34 17
Email: info@cites.org

⁹ <http://www.cites.org/eng/prog/iccwc.php>

ANNEX: ICCWC Strategic Programme 2016-2020

The elements of the ICCWC Strategic Programme 2016-2020 are outlined below. More detailed information can be provided on request.

#	Activities	Description	#	Sub- Activities
Focus Area 1: Provide institutional support and strengthen cooperation and coordination (5 activities and 15 related sub-activities within the focus area)				
1.1	Support regional law enforcement cooperation	Support regional cooperation and coordination across identified illicit trafficking chains and between range, transit and destination countries to help detect, deter and prevent illicit trafficking in wildlife through the exchange of information, intelligence, technical advice and support. These activities would involve ICCWC regional bodies (UNODC Regional Offices, INTERPOL Regional Bureaus, WCO Regional Intelligence Liaison Offices) and other relevant bodies (e.g. designated competent authorities dealing with anti-money laundering) and networks. <i>4 sub-activities identified</i>	1.1.1	Promote law enforcement networking and regional cooperation in identified key regions by convening regional meetings between agencies responsible for wildlife law enforcement to discuss and develop targeted responses to address identified threats.
			1.1.2	Convene a Global meeting of Wildlife Enforcement Networks (WENs) (one every 3 years) and provide support for the implementation of recommendations from the meeting.
			1.1.3	Support for development of new networks to combat wildlife crime, and sharing of best practices.
			1.1.4	Support participation of ICCWC regional representatives in meetings of enforcement networks (at least one meeting per region per year).
1.2	Support and initiate regional law enforcement interventions	Support and initiate regional enforcement operations, projects and targeted interventions including between different regions at global level. This would include activities initiated by countries or by ICCWC partners. For activities initiated by ICCWC partners, targeted operations will be developed based on trends and needs identified by ICCWC in consultation with key countries or regions or on specific identified illicit trafficking routes. <i>4 sub-activities identified</i>	1.2.1	Support and deliver global and regional operations with a focus on investigative follow up, including pre-operational support as may be needed, to address wildlife and forest crime under the INTERPOL CONNEXUS initiative. ¹⁰
			1.2.2	Implement additional phases of operation FLYAWAY ¹¹ and Sessa ¹² targeting key identified transport routes used for illicit trafficking in wildlife (or similar operations)
			1.2.3	Support key operational activities agreed upon by the INTERPOL Wildlife Crime and other relevant Working Groups as may be required.
			1.2.4	Promote increased use of INTERPOL Notices and initiate additional phases of Operation INFRA TERRA with a specific focus on wildlife crime.

¹⁰ The INTERPOL Connexus initiative is an on-going joint initiative involving a series of concurrent country -led environmental crime operations.

¹¹ <http://www.wcoomd.org/en/media/newsroom/2015/july/multi-agency-efforts-disrupt-wildlife-trafficking.aspx>

¹² Operation led by WCO RILO A/P in March 2015 targeting red sanders and other endangered plant species in 11 countries in the Asia Pacific region.

1.3	Increase regional prosecutorial and judicial cooperation	Increase regional prosecutorial and judicial cooperation by increasing the capacity for successful prosecution in wildlife crime offences, including awareness of the serious nature of wildlife crime. <i>2 sub-activities identified</i>	1.3.1	Arrange regional workshops to promote prosecutorial and judicial networking, in particular strengthening cooperation in identified key regions.
			1.3.2	Support and strengthen prosecutorial networks on wildlife and forest crime and encourage sanctions appropriate to the nature and gravity of the crime
1.4	Strengthen national inter-agency coordination	Establish or strengthen national interagency committees convening all relevant governmental agencies responsible for wildlife law enforcement, including CITES authorities, customs, police and other relevant agencies, to increase national coordination and collaboration. <i>2 sub-activities identified</i>	1.4.1	Assist national authorities to establish and operationalize interagency committees or units.
			1.4.2	Establish tactical units to support interagency task forces.
1.5	Strengthen border controls and enhance border management	Support the development and expansion of comprehensive border control strategies and facilitate the exchange of information between authorities in charge of border controls. <i>3 sub-activities identified</i>	1.5.1	Expand existing initiatives such as the UNODC/WCO Container Control Programme ¹³ , Air Cargo Programme, and the UNODC-INTERPOL-WCO Airport Communication Programme (AIRCOP) ¹⁴ .
			1.5.2	Facilitate border control cooperation by expanding the Border Liaison Office Mechanism ¹⁵ and investigations targeting illicit trafficking in wildlife.
			1.5.3	Engage with the private sector as appropriate, and in particular the transport sector, to promote vigilance in these sectors to prevent and combat wildlife crime.
Focus Area 2: Facilitate analysis of national capacity to strengthen law enforcement responses and help guide investment (3 activities and 6 related sub-activities within the focus area)				
2.1	Implement the ICCWC Wildlife and Forest Crime Analytic Toolkit	Implement the ICCWC Toolkit to undertake national assessments of the main issues relating to wildlife and forest offences and to analyse preventive and criminal justice responses at the national level, identify technical assistance needs and develop work plans to address identified gaps. <i>1 sub-activity identified</i>	2.1.1	Implementation of the ICCWC Toolkit.

¹³ <https://www.unodc.org/unodc/en/drug-trafficking/horizontal-initiatives.html>

¹⁴ <https://www.unodc.org/ropan/en/BorderControl/AIRCOP/aircop.html>

¹⁵ <https://www.unodc.org/unodc/en/organized-crime/law-enforcement.html>

2.2	Implement work plans resulting from ICCWC Toolkit implementation	Assist countries with the implementation of recommendations and immediate actions identified through the implementation of the ICCWC Toolkit; Encourage and support the implementation of the <i>ICCWC indicator framework for wildlife and forest crime</i> , and; Mobilization of resources and investment support for medium and long term actions and activities identified and recommended in the work plans resulting from ICCWC Toolkit implementation. <i>3 sub-activities identified</i>	2.2.1	Facilitate government efforts to coordinate follow up activities at the national level and assist with the preparation of proposals for financial support and for in-country projects to strengthen responses to wildlife and forest crime based on identified priorities and gaps.
			2.2.2	Encourage and support the implementation of the ICCWC indicator framework for wildlife and forest crime.
			2.2.3	Implement specific recommendations directed to ICCWC resulting from ICCWC Wildlife and Forest Crime Analytic Toolkit implementation.
2.3	Strengthen national legislation	Support the review and strengthening of national legislative frameworks, including the recognition of wildlife crime as a serious crime. <i>2 sub-activities identified</i>	2.3.1	Conduct assessment missions to review existing legislative frameworks and regulations with stakeholders: provide assessment reports outlining gaps and needs, and provide support as may be needed to address identified gaps and needs.
			2.3.2	Support drafting of relevant laws and provisions to combat wildlife crime in accordance with the provisions of CITES, UN Conventions on Transnational Organized Crime (UNTOC) and Corruption (UNCAC) to enhance legal frameworks to facilitate increased use of, inter alia, specialized investigation techniques; anti-money laundering and asset forfeiture, mutual legal assistance.
Focus Area 3: Develop or enhance criminal justice and preventive capacity across institutions (6 activities and 15 related sub-activities within the focus area)				
3.1	Enhance capacity through training on basic enforcement techniques	Provide training and technical assistance in accordance with the ICCWC menu of services, to enhance the capacity of law enforcement officers to deploy basic enforcement techniques more effectively to combat wildlife crime. ¹⁶ <i>3 sub-activities identified</i>	3.1.1	Pre-operational training with a focus on specific identified needs. For example, such training could include training on CITES, UNTOC/UNCAC, ICCWC regional partners and support available, secure communication systems (24/7, CENComm), , intelligence gathering and management, operational planning and best practices, smuggling trends and techniques, etc.
			3.1.2	Crime scene investigation and management with a focus on specific identified needs. For example, such training could include training on securing the crime scene, search techniques, evidence gathering and preservation and forensics sample collection, etc.
			3.1.3	Training on crime investigation, evidence gathering and case preparation, with a focus on specific identified needs. For example, such training could include training on questioning of wildlife smugglers, evidence gathering, intelligence management, data exploitation from electronic devices and case file preparation.

¹⁶ Training will be delivered insofar as possible as a train-the-trainer and include sections on anti-corruption and integrity training

3.2	Deliver specialized training across the law enforcement chain	Provide training and technical assistance in accordance with the ICCWC menu of services, to enhance the capacity of law enforcement officers to deploy specialized investigative techniques to combat wildlife crime. ¹⁷ <i>1 sub-activities identified</i>	3.2.1	Training on specialized investigation techniques with a focus on specific identified needs. For example, such training could include training on risk profiling (identification of suspicious passengers and targeting of high risk consignments), covert investigations, controlled deliveries and anti-money laundering and asset recovery.
3.3	Deliver training for prosecutors and judiciary	Awareness raising for prosecutors and judiciary on wildlife crime, including on the need to mobilize tools such as formal requests for Mutual Legal Assistance (MLA), anti-money laundering and asset forfeiture, and formal extradition requests against it. <i>2 sub-activity identified</i>	3.3.1	Sensitization of judges and training of prosecutors on illicit wildlife trafficking. For judges it would aim to increase awareness of the illicit trafficking in wildlife as serious transnational organized crime. The training for prosecutors would focus on enhancing the capacity of prosecutors to deal with illegal wildlife trade cases.
			3.3.2	Provide mentorship to prosecutors to build capacity in preparing and presenting wildlife cases in court, applying legislation, including in financial investigations.
3.4	Support implementation of Anti-corruption measures and strategies	Support the implementation of national anti-corruption measures and strategies and deliver programmes to combat corruption associated with wildlife crime. <i>5 sub-activities identified</i>	3.4.1	Deliver training to selected institutions on identification and prioritization of corruption risks
			3.4.2	Support the development of mitigation strategies and implementable actions to address identified risks.
			3.4.3	Support the implementation of risk mitigation strategies, including evaluation of existing measures and progress.
			3.4.4	National consultation on the application of integrity and anticorruption measures.
			3.4.5	Develop a programme to conduct awareness raising or training on anticorruption by ICCWC ambassadors.

¹⁷ Training will be delivered insofar as possible as a train-the-trainer and include sections on anti-corruption and integrity training

3.5	Implement mentorship and twinning programmes	Provide investigative support to national enforcement agencies through placement programmes and mentorships and facilitate institutional cooperation between countries to acquire the necessary skills and experiences to effectively implement CITES. <i>3 sub-activities identified</i>	3.5.1	Support South-South learning and exchange of experiences and best practices.
			3.5.2	Promote, support and facilitate the secondment of law enforcement officers between key countries and/or networks to address significantly affected by illicit wildlife trafficking.
			3.5.3	Promote and support institutional cooperation [twinning] between CITES Parties to facilitate the sharing of knowledge, skills and experiences that will enhance capacity to effectively implement CITES.
3.6	Deploy Wildlife Incident Support Teams (WIST)	Deploy Wildlife Incident Support Teams (WISTs) consisting of enforcement staff or relevant experts at the request of a country that has been affected by significant poaching of wildlife specimens, or that has made a large-scale seizure of such specimens, to assist it, and guide and facilitate appropriate follow-up actions in the immediate aftermath of such an incident. <i>1 sub-activity identified</i>	3.6.1	Deploy WIST consisting of enforcement staff or relevant experts to a country that has been affected by significant poaching protected species, or that has made a large-scale seizure, to assist, guide and facilitate appropriate follow-up actions in the immediate aftermath of such an incident.
Focus Area 4: Increase awareness and support for measures to combat wildlife and forest crime (2 activities and 4 related sub-activities within the focus area)				
4.1	Promote high level engagement and strategic awareness raising	Implementation of a targeted strategy to increase high level awareness of the need to treat wildlife crime as serious crime, the political will to counter it, and to support the increased mobilization of resources to combat it. <i>2 sub-activities identified</i>	4.1.1	Organize side events at high level/strategic meetings to increase awareness of the need to treat wildlife crime as serious crime, the political will to counter it and to promote the use of appropriate tools and services available through ICCWC.
			4.1.2	Revise and reproduce ICCWC visibility materials such as brochures, banners, etc.
4.2	Convene a global partnerships coordination forum	Engage the international community to seek inputs and suggestions from Governments, IGOs and NGOs, private sector and academia that could be taken into consideration by the SEG and ICCWC partner agencies when developing ICCWC projects and initiatives under this programme. <i>2 sub-activities identified</i>	4.2.1	Convene a Global Partnerships Coordination Forum (one every 3 years alongside CITES CoP).
			4.2.2	Engage and partner with research and academic institutions to build support for and action against wildlife crime, and to inform the work of ICCWC on specialized matters, e.g. establish the establishment of a forensics advisory group for some ICCWC work on forensics.

Focus Area 5: Expand the use of knowledge, technology and innovation (3 activities and 9 related sub-activities within the focus area)

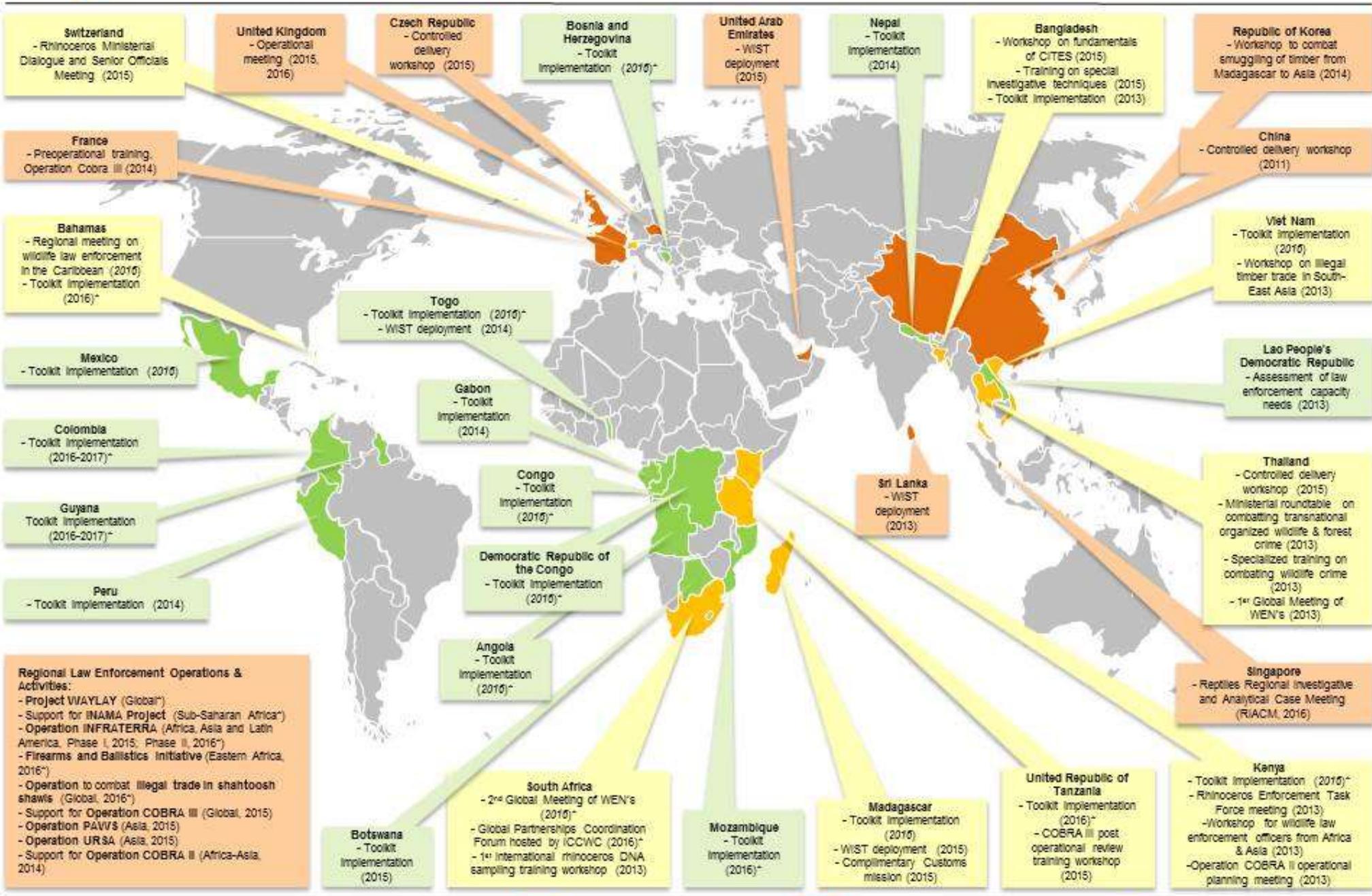
5.1	Research on illicit trafficking in trade	Continue to collect information on patterns and flows of illicit trafficking and promote relevant research on the illegal wildlife trade to inform decision making. <i>1 sub-activity identified</i>	5.1.1	ICCWC to continue to support the UNODC Global wildlife crime research initiative.
5.2	Increase the use of forensic technology	Enhance the capacity of forensic facilities to increase the use of wildlife forensic science to combat wildlife crime and facilitate access to appropriate forensic facilities. Enhance the capacity of law enforcement authorities and prosecutors to utilize forensic technology and the results from forensic analyses to combat wildlife crime, including the use of forensic technology to secure admissible evidence to be used in court or to support the design of law enforcement responses and strategies. <i>4 sub-activities identified</i>	5.2.1	Support the collection of samples for forensic analysis.
			5.2.2	Promote accessibility to forensics facilities.
			5.2.3	Develop training materials and provide training to facilitate the use of forensic science.
			5.2.4	Develop protocols to facilitate the sampling and analysis of seized wildlife and wildlife products.
5.3	Provide practical tools and services	Identify needs and gaps in existing tools, technologies and materials and develop appropriate tools, technologies and materials to address such gaps; Work with agencies responsible for wildlife law enforcement to institutionalize and include training on available tools and materials in academy curriculum and other training received by officers. <i>4 sub-activities identified</i>	5.3.1	Develop a guide on legal provisions and sentencing guidelines to update national legislation and capacity building materials on wildlife crime.
			5.3.2	Enhance available tools s and materials such as revising the ICCWC Toolkit to produce a new updated version.
			5.3.3	Support further development, piloting and expansion of the Mobile Office concept ¹⁸ .
			5.3.4	Translation and printing of available materials (ICCWC Toolkit, ICCWC guidelines (ivory and timber), ICCWC Indicators, etc.) for distribution to relevant authorities.

¹⁸ A user friendly app pioneered by Environment Canada that can be downloaded onto electronic devices and is easy for officers to carry in the field, with the ability to hold all of the documents and information an officer may need to do their job more efficiently.

6 – Cross-cutting: Ensure the effective operation, coordination and evaluation of ICCWC (2 activities and 8 related sub-activities within the focus area)

6.1	Monitor and evaluate ICCWC's impact	Enhance monitoring capacity to ensure that ICCWC activities have the desired impact and result in the expected outcomes of the programme. <i>3 sub-activities identified</i>	6.1.1	Link expected outcomes to the impact of the programme.
			6.1.2	Encourage the use of the ICCWC indicators.
			6.1.3	Midterm evaluation and ongoing monitoring of activities under the ICCWC Strategic Programme.
6.2	Enhance ICCWC support and coordination	Strengthen ICCWC, including its regional presence to ensure that ICCWC takes a leading role in providing coordinated global support to the law enforcement community; Organize regional meetings of ICCWC partner organizations to collectively develop responses and further enhance ICCWC regional coordination; Organize ICCWC steering meetings to coordinate effective implementation of activities and participate in regional or global events to combat the illegal wildlife trade <i>5 sub-activities identified</i>	6.2.1	ICCWC Programme Coordination: For the full implementation of the ICCWC Strategic Programme, the Consortium will require human resources dedicated to the work of ICCWC within each of the five ICCWC partner agencies, which include an ICCWC Programme Coordinator (based at the CITES Secretariat) and full time ICCWC support staff (based within each of the five ICCWC partner agencies).
			6.2.2	Convene ICCWC Regional meetings (one per year per region). These meetings would convene regional ICCWC bodies.
			6.2.3	Organize ICCWC Steering meetings: the ICCWC SEG oversees the work of the consortium and meets quarterly in face-to-face meetings while conference calls are held every month.
			6.2.4	Participation of ICCWC representatives in events and meetings to enhance and strengthen regional and global law enforcement responses to wildlife crime.
			6.2.5	Operational costs (basic equipment, travel or other).

ANNEX II: Examples of ICCWC activities to date (see next page)



Regional Law Enforcement Operations & Activities:

- Project WAYLAY (Global)
- Support for INAMA Project (Sub-Saharan Africa)
- Operation INFRATERRA (Africa, Asia and Latin America, Phase I, 2015; Phase II, 2016*)
- Firearms and Ballistics Initiative (Eastern Africa, 2016*)
- Operation to combat illegal trade in shahtoosh shawls (Global, 2016*)
- Support for Operation COBRA III (Global, 2015)
- Operation PAVIS (Asia, 2015)
- Operation URSA (Asia, 2015)
- Support for Operation COBRA II (Africa-Asia, 2014)