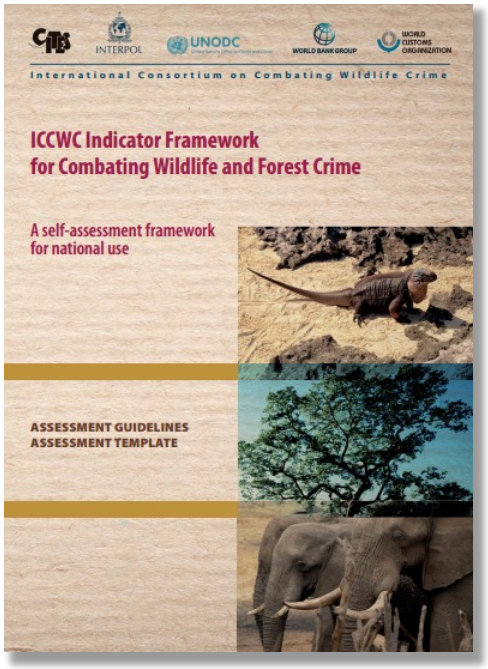
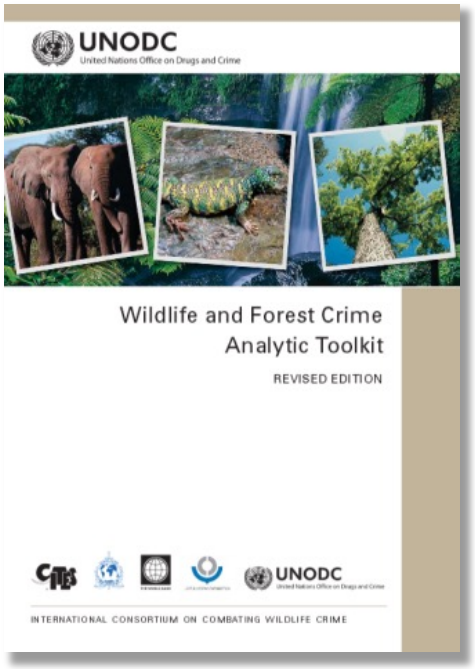
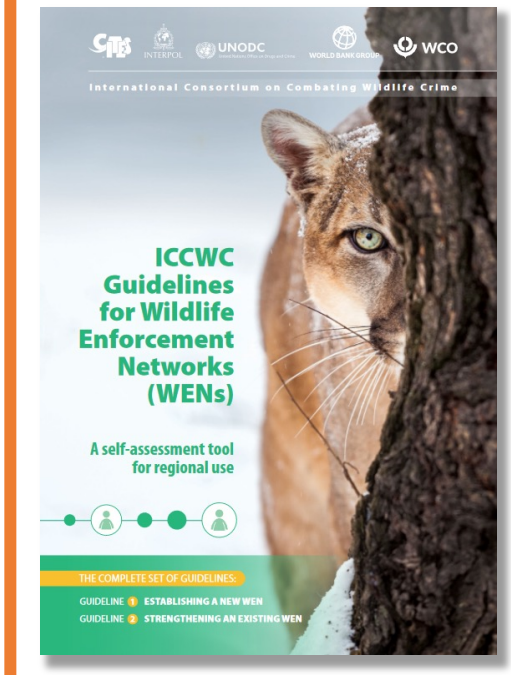
Tools and services to support targeted efforts to enhance responses







See: https://cites.org/eng/prog/iccwc.php/Tools

ICCWC

UNITED STATES OF AMERICA SUPPORT FOR THE ICCWC STRATEGIC PROGRAMME

Strengthening Wildlife Enforcement Networks (WENs)

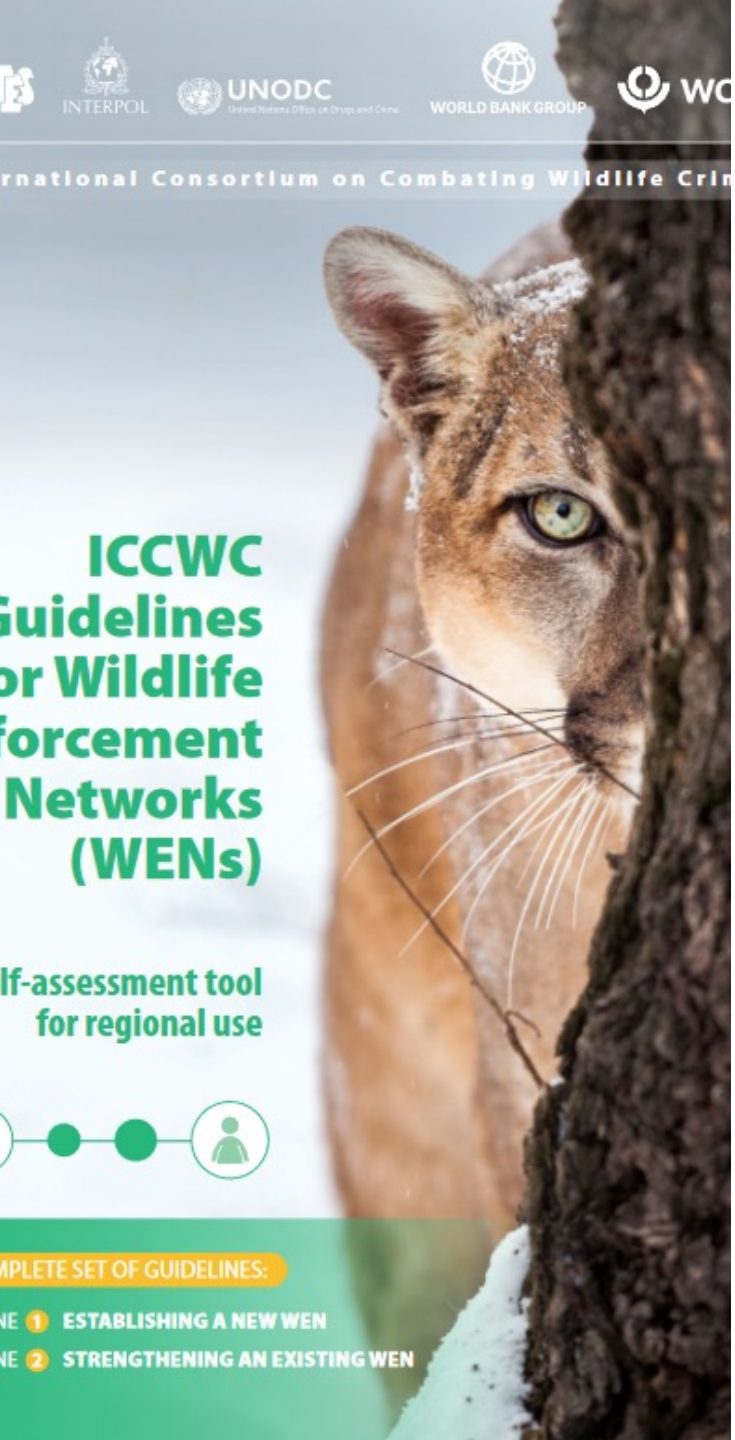
2019
Development of Guidelines to strengthen WENs

2019
3rd global meeting of WENs

2019 + 2020
Implementing WEN Guidelines in South America

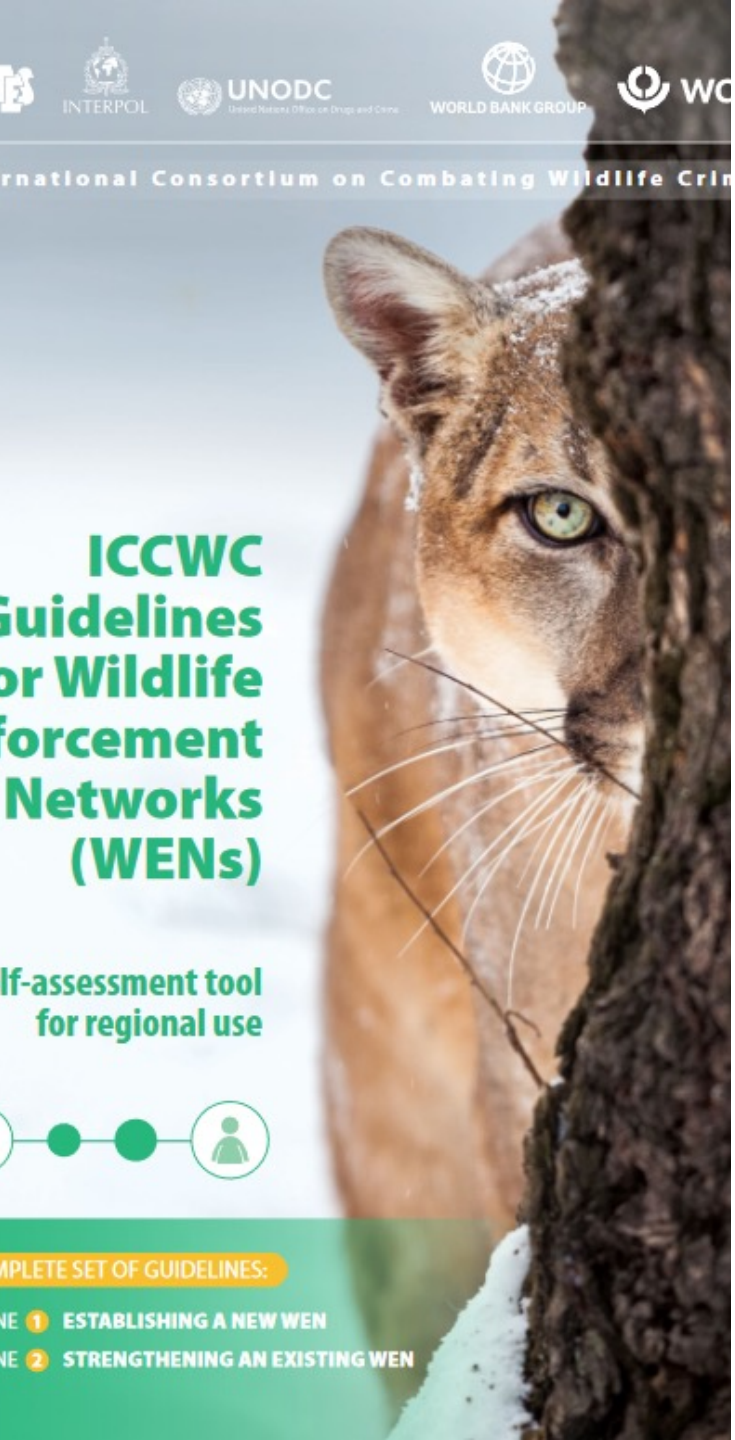
2019 + 2020
Targeted support for WENs globally

CITES INTERPOL UNODC WORLD BANK GROUP WORLD CUSTOMS ORGANIZATION



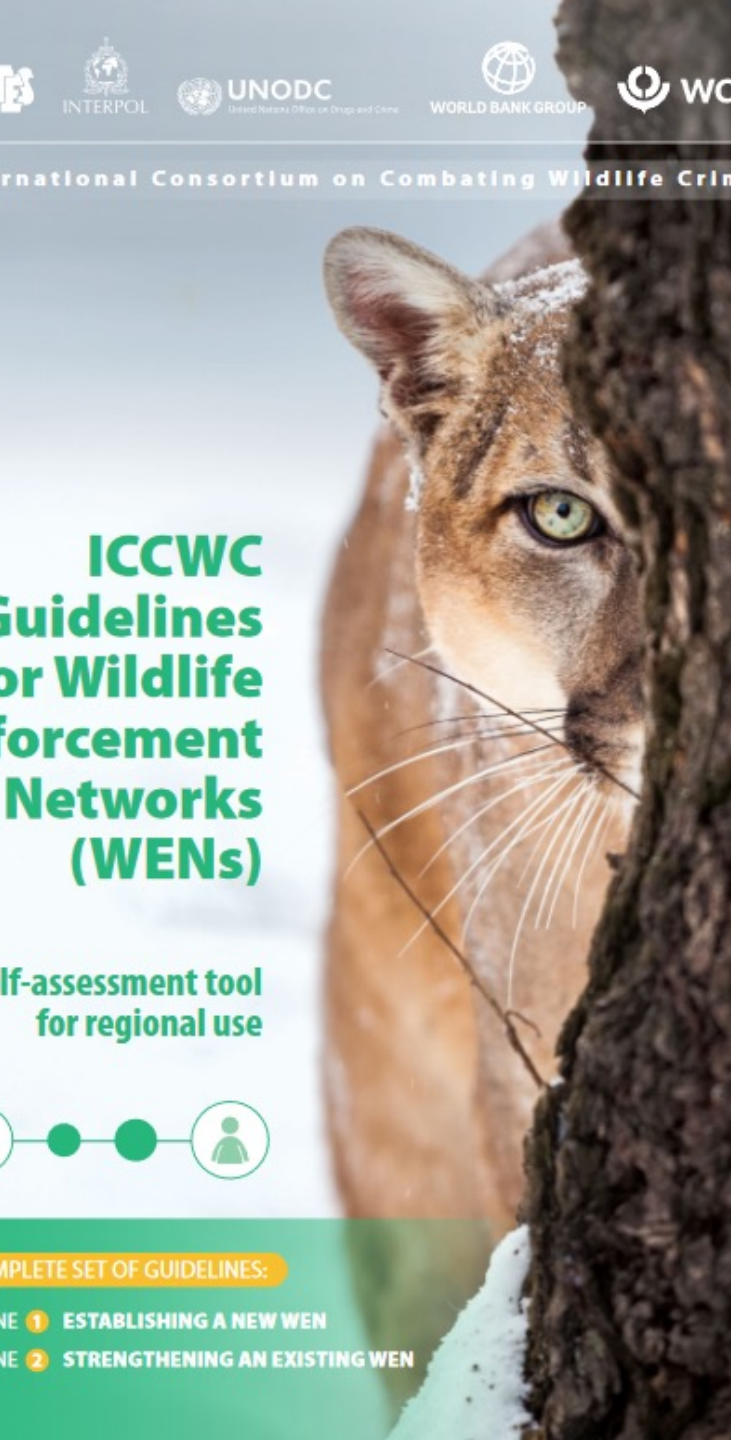
Why develop the WEN Guidelines?

- Call for
  - enhanced regional responses
  - more effective responses (best practices, strengths and weaknesses)
  - guidance on possible ways to make progress
  - a standardized, repeatable approach
- Objective: identify key elements and guidance to consider when developing or strengthening a WEN, tailored to your region



The WEN Guidelines

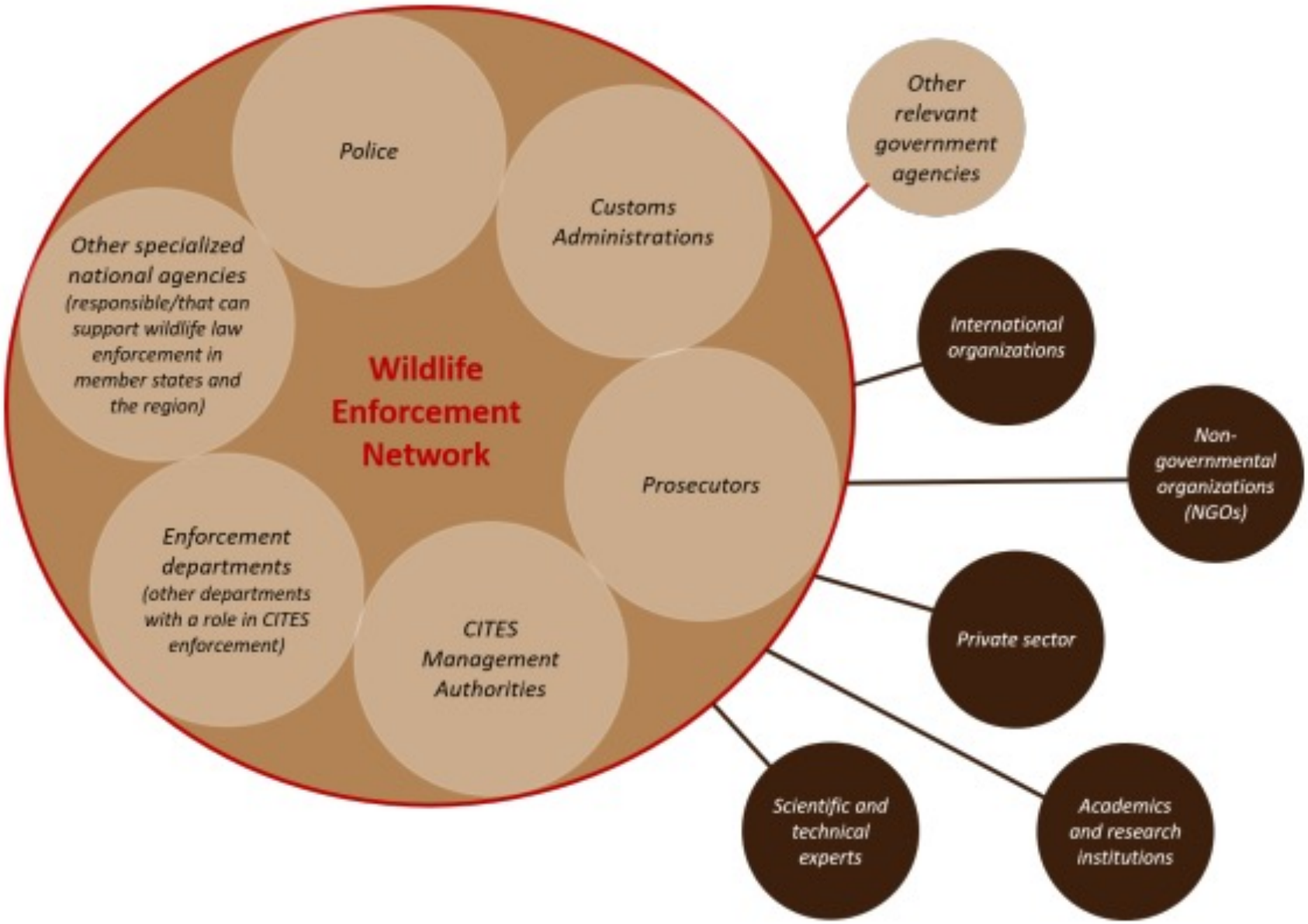
- **Guideline 1** - Establishing a new WEN outlines a checklist of the key considerations to be taken into account when establishing a new WEN, including associated actions, advice and suggestions on “How to do it”, in the event a key consideration is not met.
- **Guideline 2** - Strengthening an existing WEN provides an Evaluation Matrix, to allow a WEN to measure its progress, maturity, and increased capacity, and further provides suggested actions to further that development.



What are the main goals of a well-established WEN?

- Build cooperation between agencies responsible for wildlife law enforcement
- Facilitate standardized regional approaches
- Support and encourage coordinated efforts and participation of member states in operations combating wildlife crime
- Share experience, skills and information
- Exchange intelligence and risk data
- Support capacity building efforts
- Ensure all actions, products and deliverables of the WEN are aimed at more effectively combating wildlife crime.

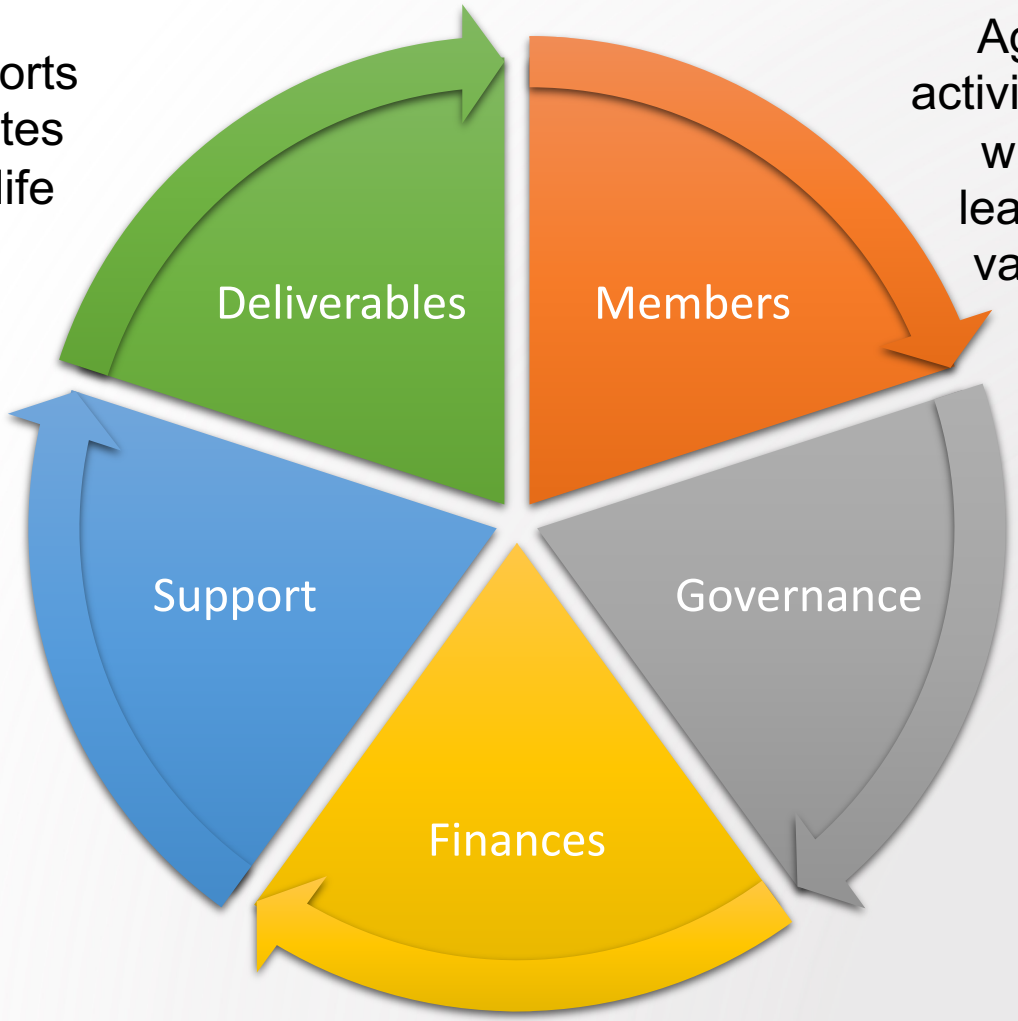
Diagram 1: Overview of the WEN concept



What does a well-performing WEN look like?

Effectively supports its member States to combat wildlife crime

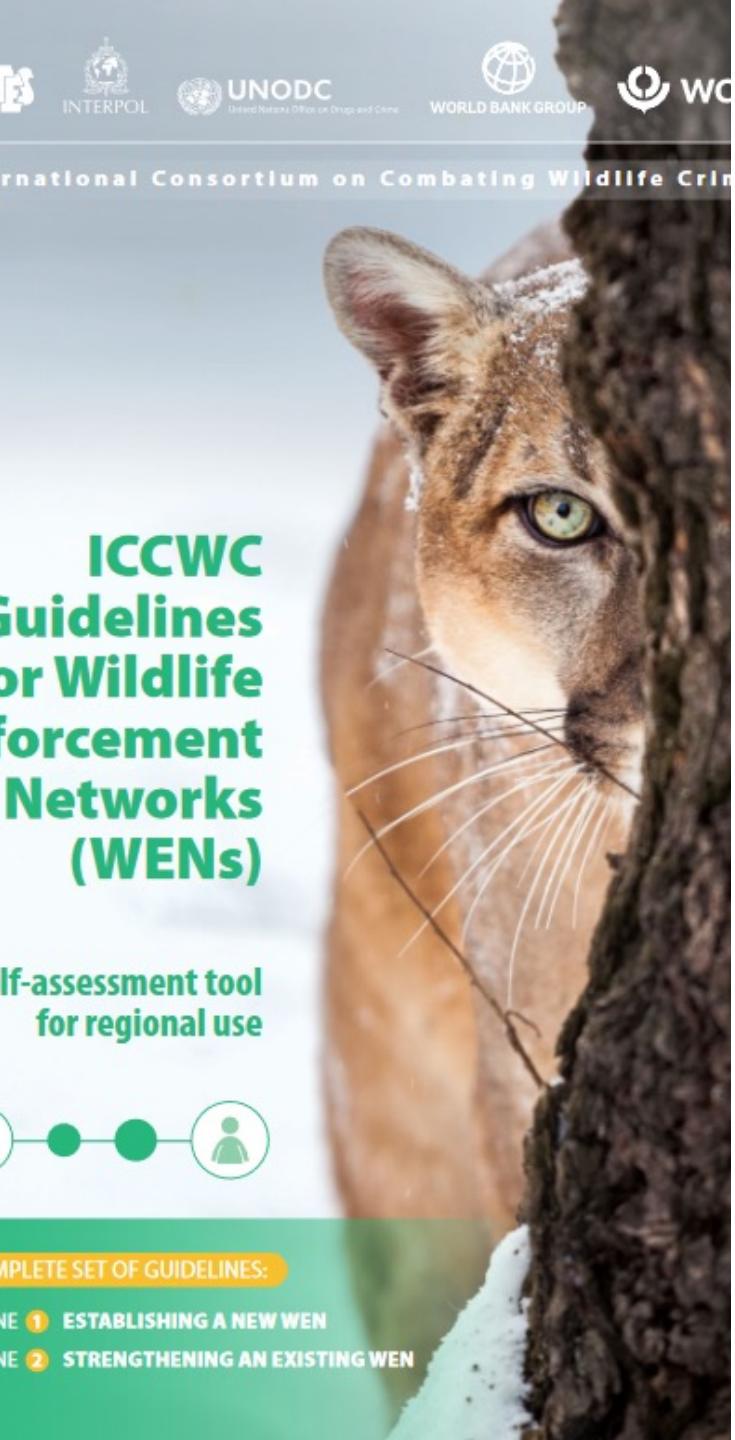
Agencies engage in activities/efforts to combat wildlife crime, show leadership and derive value from the WEN



Mechanisms & procedures are in place to enable the WEN to undertake its functions

Strong governance, comprehensive integrity measures and supporting reporting procedures

Access to sustained funding to support functioning, projects and events



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Core Categories	Key Considerations
Members	1 – Leadership
	2 – No duplication of efforts and structures
	3 – Communication structures
Governance	4 – Accountability and reporting systems
	5 – Integrity measures
Finances	6 – Government support
	7 – Sustainable funding
Support	8 – Secretariat
Deliverables	9 – Support, operational activities and awareness

Core categories and key considerations when establishing a new WEN

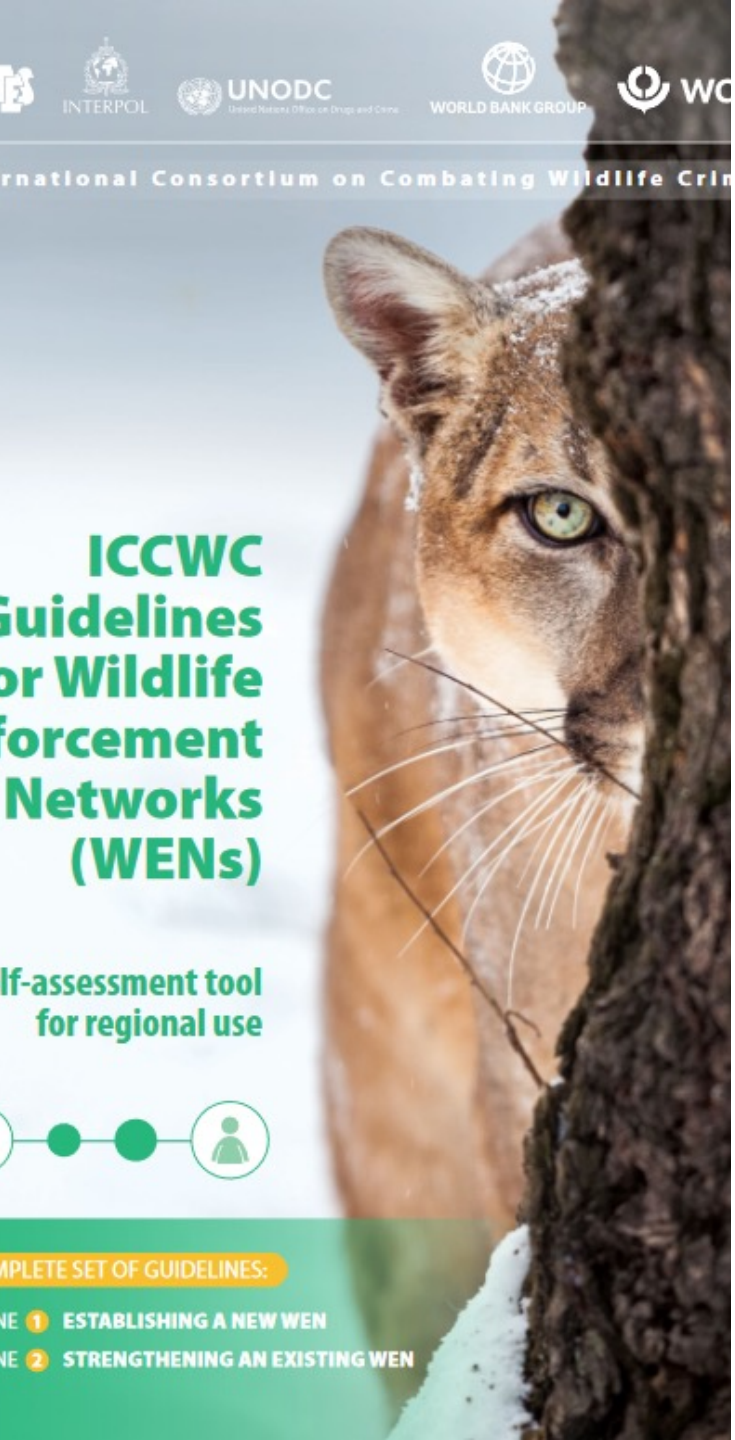
- **Checklist** of key considerations
- Associated **actions**, **advice** and **suggestions** on "**How to do it**"

1. Leadership

Leadership, in the form of network champions or ambassadors, is useful for all networks but especially those with more informal structures. Greater formality encourages participation by national member governments within the region. In addition, enthusiastic potential members should be encouraged in finding ways to contribute to the WEN.

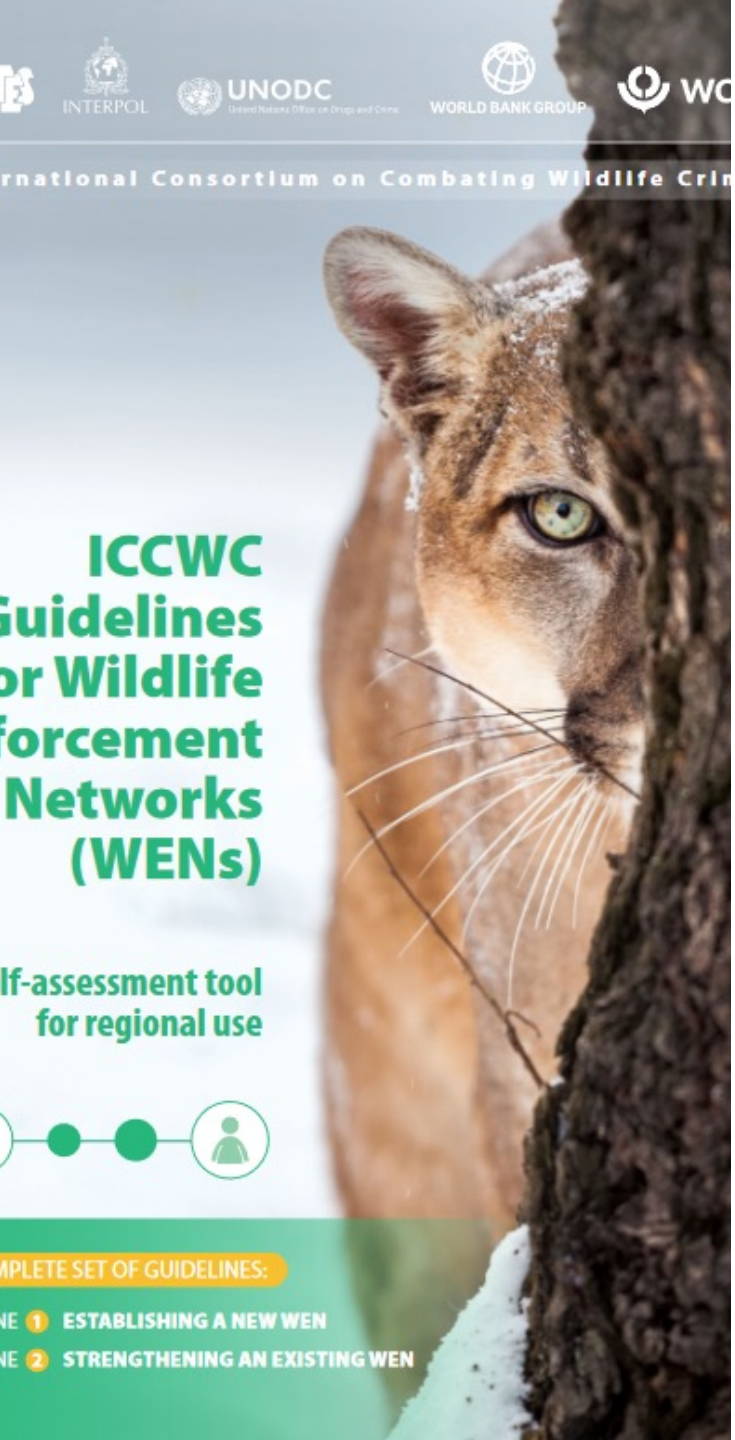
Key considerations	How to do it
1. Having clearly identifiable WEN champions.	1. Secure support from senior position holders and **WEN ambassadors** (including the leadership of WENs from adjacent regions, heads of INTERPOL National Central Bureaus, heads of CITES Management Authorities, and other relevant National Law Enforcement Agencies), to promote the WEN. 2. Identify a proposed **WEN chair** and include provisions that will facilitate rotating the holder of the position across the nations within the network's region. 3. Establish a foundational group of WEN champions, and encourage them to reach out to relevant WEN contacts to establish broader stakeholder interest. 4. Have a 'declaration of intent' signed by the senior position holders and WEN ambassadors, in which they are named and identified, and that may be used for future communication purposes. 5. Engage the foundational group of WEN champions to build momentum based on success.

Key considerations	How to do it
2. Having mechanisms that engage and encourage contributions by agencies and key personnel to the WEN.	1. Establish clear roles and responsibilities for members, especially the leadership and secretariat. 2. Develop memoranda of understanding for the WEN across nations within the region. 3. Put in place nominated project or activity leads, and/or a pilot (trial run) host agency. 4. Encourage all potential members to contribute to the WEN. 5. Upon establishment of the WEN, communicate its establishment to other WENs, intergovernmental organizations and any other relevant stakeholders. 6. Report on and raise awareness of the activities conducted by the WEN.
3. Having mechanisms and social media channels for public recognition and acknowledgement of WEN leaders	1. Consider putting in place reward and recognition schemes for those showing active leadership. 2. Collectively decide on 'media embargoes' and the coordinated release of press articles at the same time. 3. Where possible, leverage and link to existing member agency media platforms.



Consideration of all key recommendations will

- Ensure all relevant key elements that are needed for a WEN to succeed *(Members, Governance, Finances, Support and Deliverables)* are explored from the outset
- Enable you to develop and create a solid foundation for the WEN and identify key priorities/actions
- Guide the development of a tailored regional network that suits your region's needs



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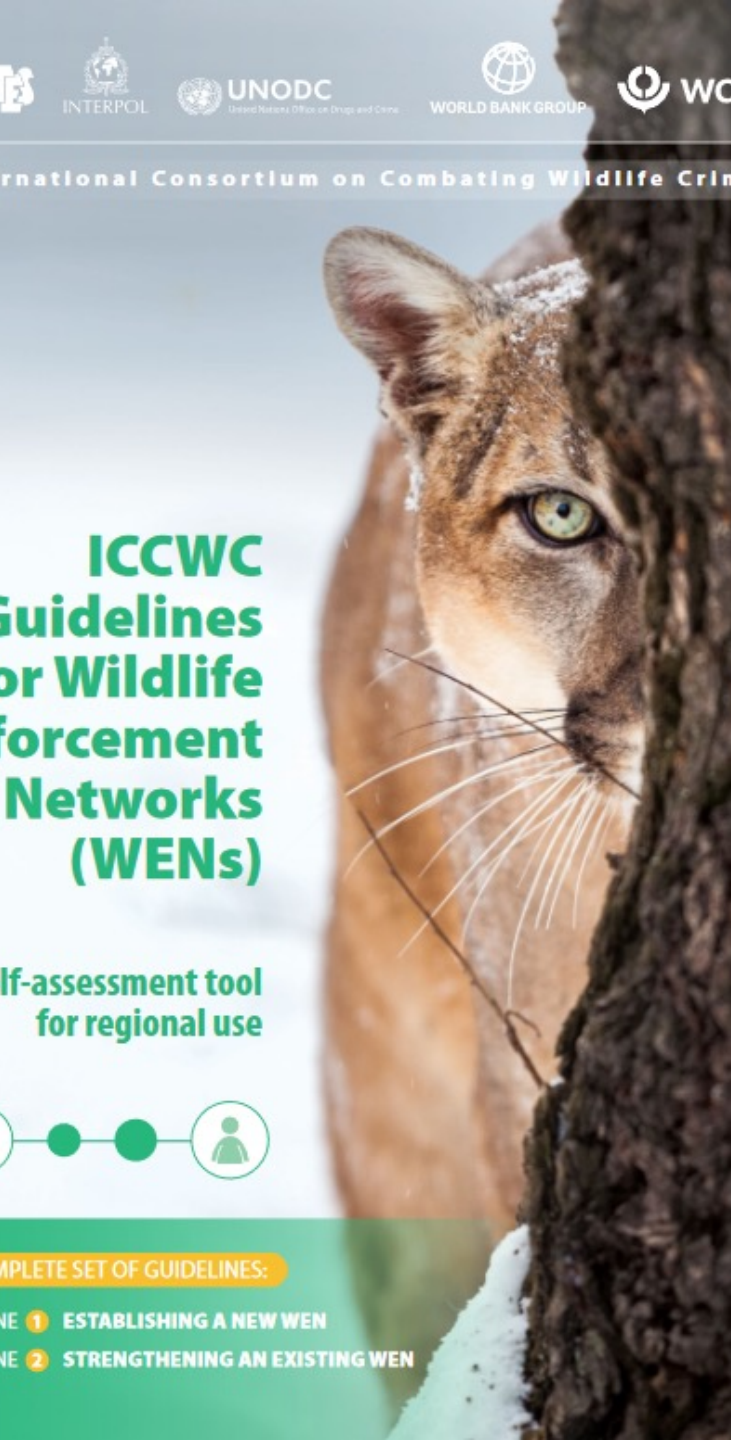
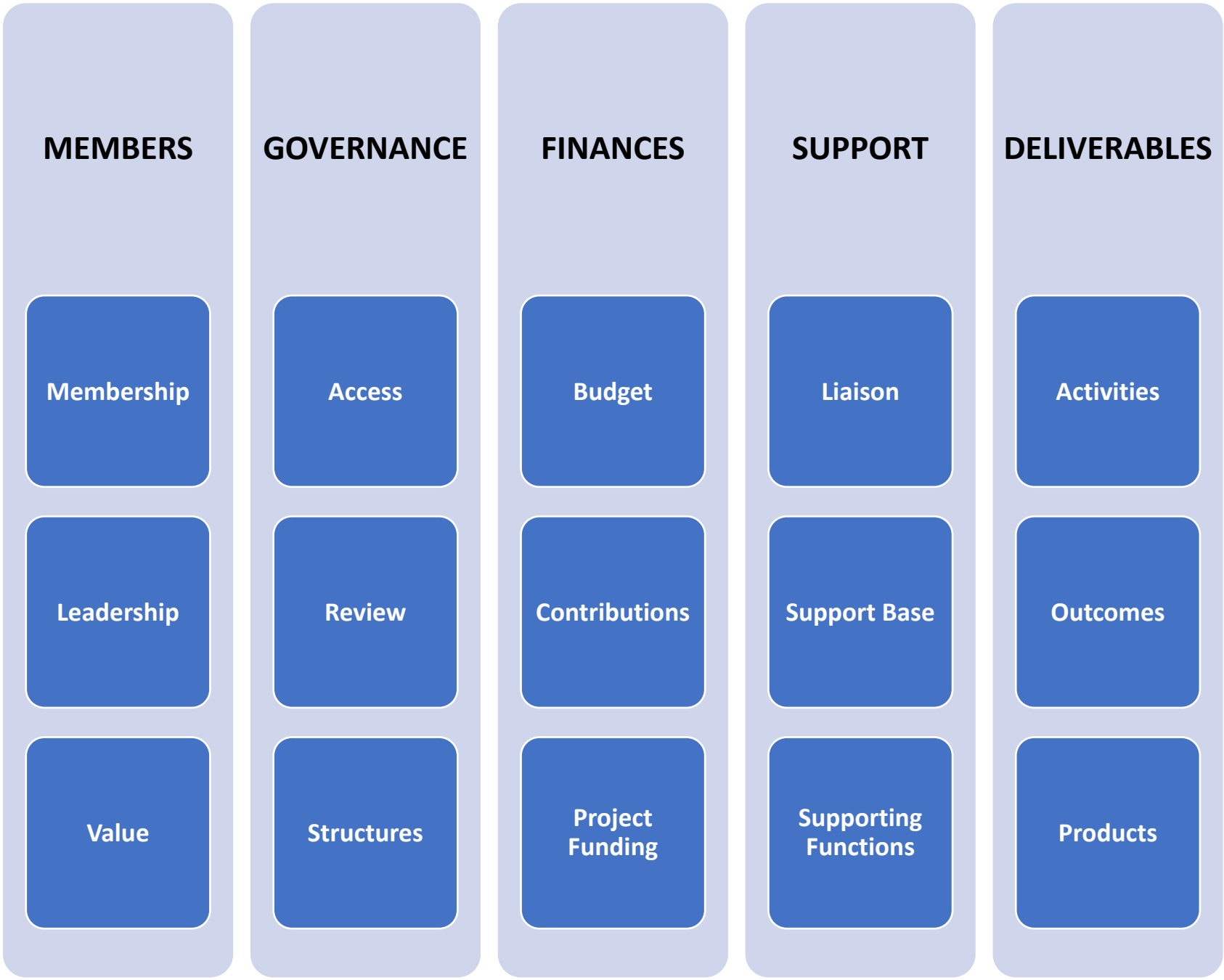


Guideline 2 – the WEN Evaluation Matrix

- To assist evaluation of maturity and/or operational performance. It establishes a benchmark against which WENs can aspire to become 'well performing'.
- Contains a progressive scale of maturity for the 5 categories (Members, governance, finances, support, and deliverables) and identifies what needs attention

Absent, → Emerging → Fragile → Maturing → Well established

- Objective: a well performing WEN.
- The guidelines will help you identify
  - levels of development, maturity and strengths
  - Areas that may benefit from additional effort
  - Indicative effort/resources to reach the next level of development, maturity and strength
  - where the WEN is meeting objectives and achieving successes


MEMBERS
Membership
Leadership
Value
GOVERNANCE
Access
Review
Structures
FINANCES
Budget
Contributions
Project Funding
SUPPORT
Liaison
Support Base
Supporting Functions
DELIVERABLES
Activities
Outcomes
Products

1. Members – *Outcome Statement:*

National agencies responsible for wildlife law enforcement actively engage in WEN activities, are engaged in combating wildlife crime, show leadership and derive value from being in a WEN.

*Sub-category tables: Standards of **Membership**, Leadership and Value*

Membership: *The extent and level of member engagement*
Question: *What is the Membership level of your WEN?*

Sub-category table 1: Standards of Membership

0 ☐	1 ☐	2 ☐	3 ☐	4 ☐
Membership ☐ Is non-existent or has reverted to below a functional level.	***Membership:*** ☐ Is typically low within the WEN region. ☐ Is restricted to only individuals and lead agencies. ☐ Is restricted to bodies that do not represent enforcement officers in the field of combating wildlife crime.	***Membership*** ☐ Is generally increasing across all wildlife crime enforcement officers, lead agencies and some supporting agencies within the WEN's region.	***Membership*** ☐ Is at a core or critical number of enforcement officers, lead agencies and support agencies. ☐ WEN membership comprises agencies or organizations operating in fields related to combating wildlife crime within the WEN's region.	***Membership*** ☐ Is at maximum or near maximum number of possible members within the region covered by the WEN. ☐ WEN membership comprises all agencies or organizations operating in fields related to combating wildlife crime within the WEN's region.

How to complete the Indicators

- **Agreed rating**: answers fit under one rating
- **Split rating**: select indicator with most answers
- **Lack of consensus**: average rating

0 ☐	1 ☒	2 ☐	3 ☐	4 ☐
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3.5!

Exploring assessment results

Table 2: Results – Assessment table

	Five categories of the Matrix					
Maturity/ Strength Level		**Sub-category 1**	**Sub-category 2**	**Sub-category 3**	**Total**	**Level**
	Members	**3.5** + **2** + **2** =			**7.5**	See key
	Specific comments:					
	Governance	pg. 30	pg. 31	pg. 32	1+2+3	See key
	Specific comments:					

Key: Levels	***Absent (0)***	***Emerging (1-3)***	***Fragile (4-6)***	***Maturing (7-9)***	***Well Established (10-12)***

Levels can act as **guides to determine further actions and priority**. Aligned to ICCWC Toolkit & Indicator framework to identify **possible areas to refine or strengthen.** Repeat assessments can track progress and focus responses

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