



Department  
for Environment  
Food & Rural Affairs

## **ICCWC 2030 Vision**

## SUMMARY SHEET

<b>Title:</b>	<i>International Consortium on Combating Wildlife Crime Strategic Vision 2030</i>
<b>PROGRAMME SUMMARY</b>	<p>This Business Case supports a voluntary contribution of up to £5m between FY22/23 – 24/25 for The International Consortium on Combatting Wildlife Crime (ICCWC)'s Vision 2030 programme. This contribution will support HMG objectives to tackle the illegal wildlife trade for the benefit of people and nature by strengthening wildlife authorities, police, Customs and criminal justice systems in strategically important developing countries to ensure that they effectively respond to and address wildlife crime. The programme will achieve the following five outcomes:</p> <ul style="list-style-type: none"> <li>• Reducing the opportunity for wildlife crime</li> <li>• Increased deterrence of wildlife crime</li> <li>• Increased detection of wildlife crime</li> <li>• Increased disruption and detention of criminals</li> <li>• Evidence-based actions, knowledge exchange and collaboration</li> </ul> <p>The ICCWC Vision 2030 will guide ICCWC interventions through a series of targeted ICCWC approaches that will be implemented to achieve the five outcomes.</p>
<b>RATIONALE</b>	<p>Poaching and the illegal wildlife trade (IWT) has been estimated to be worth up to <u>£17 billion a year</u>, rising to £143 billion if illegal logging and fishing are included<sup>1</sup>. It undermines governance, fuels corruption, creates instability, threatens species with extinction and deprives some of the world's poorest communities of sustainable livelihoods. The ICCWC Vision 2030 will contribute to poverty alleviation by addressing wildlife crime in some of the world's poorest countries. These communities not only depend on natural resources to live, but the natural world can also create jobs which bring revenue to the community. The ICCWC Vision 2030's first objective is to reduce the need for wildlife crime, which in turn alleviates poverty and strengthens local economies. Demand reduction and behavior changes that remove the consumer demand for illicitly traded wildlife products are also addressed.</p> <p>The UK's support will be targeted to help developing countries build their implementation and enforcement capabilities in response to IWT. The objectives of the Programme are aligned with His Majesty's Government (HMG) priorities, as set out in the International</p>

<sup>1</sup> Nellemann, C. et al. (2016) *The Rise of Environmental Crime: A Growing Threat to Natural Resources, Peace, Development and Security*, A UNEP-INTERPOL Rapid Response assessment.

	Development Strategy, to tackle climate change and biodiversity loss, and promote strong rule of law.
<b>COUNTRY/REGION OR SECTOR</b>	<i>Work plan to be developed in Spring 2023 with country focus to be clarified subject to funding amounts by donors confirmed.</i>
<b>PROGRAMME VALUE</b>	<i>Up to £5 million</i>
<b>START DATE</b>	<i>Launched November 2022</i>
<b>END DATE</b>	<i>2026</i>
<b>OVERALL RISK RATING</b>	<i>Medium</i>
<b>Confirmation of review processes</b>	<i>Confirmation that Departmental processes for BC review have been followed prior to submission</i>

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## GLOSSARY

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CITES- Convention on International Trade in Endangered Species of Wild Fauna and Flora  
CoP- Conference of the Parties  
CSF- Critical Success Factor  
Defra- Department for Environment, Framing and Rural Affairs  
GESI- Gender Equality and Social Inclusion  
HMT- His Majesty's Treasury  
IATI- International Aid Transparency Initiative  
ICCWC- International Consortium on Combating Wildlife Crime  
ICCWC- partner ICCWC partner refers to any of the five partner agencies (CITES, INTERPOL, UNODC, WBG, WCO)  
INTERPOL- The International Criminal Police Organization  
IWT- Illegal Wildlife Trade  
IWTFCF- IWT Challenge Fund  
IPBES Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services  
KPI- Key Performance Indicators  
MCA- Multi Criteria Analysis  
MEL- Monitoring, Evaluating and Learning  
MLA- Mutual Legal Assistance  
MoU- Memorandum of Understanding  
ODA- Official Development Assistance  
SDGs- Sustainable Development Goals  
SEG- Senior Experts Group  
SR- Spending Review  
TEG- Technical Experts Group  
ToC -Theory of Change  
UK- United Kingdom  
UN- United Nations  
UNGA- UN General Assembly  
UNODC- United Nations Office on Drugs and Crime  
VFM- Value for Money  
WBG- World Bank Group  
WCO- World Customs Organization

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## 1. INTERVENTION SUMMARY

### 1.1 APPROVAL

**This Business Case seeks authorisation to provide a contribution of up to £5 million to the International Consortium on Combating Wildlife Crime (ICCWC) Vision 2030** (from here on out named The Vision) during financial years 2022/23 – 24/25. This investment would contribute towards delivering a world free of wildlife crime by 2030 and support the UK’s commitment to tackling the IWT in ODA eligible countries. The Vision builds on the successes and lessons learned from the implementation of the ICCWC Strategic Programme 2016-2020, which Defra funded.

The UK is committed to protecting endangered animals and plants from poaching and illegal trade to benefit wildlife, local communities, and the economy, and protect global security. Poaching and IWT has been estimated to be worth up to [£17 billion a year](#), rising to £143 billion if illegal logging and fishing are included. Nearly 6,000 different species of fauna and flora are impacted, with almost every country in the world playing a role in the illicit trade<sup>3</sup>. It undermines governance, fuels corruption, creates instability, threatens species with extinction and deprives some of the world’s poorest communities of sustainable livelihoods.

### 1.2 PROGRAMME OVERVIEW

The Vision will work towards *a world free of wildlife crime by 2030* following a Theory of Change (Figure 1) designed to support and strengthen law enforcement and criminal justice systems to respond to and address wildlife crime. The Vision provides a roadmap, to be implemented through two 4-year Strategic Action Plans (2023-2026 and 2027-2030), pursuing the five critical 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 action, knowledge exchange and collaboration.

The Vision builds on the successes and lessons learned from the implementation of the ICCWC Strategic Programme 2016-2020 (due to complete 2024 due to impact of Covid), which Defra funded (\$5.12 million of \$29 million<sup>2</sup>). The contribution will support and strengthen wildlife authorities, police, customs, and criminal justice systems in strategically important developing countries to ensure that they effectively respond to and address wildlife crime. The Vision will focus on measures to move up the criminal chain, conducting more targeted support to address key enforcement gaps, targeting high challenge countries and applying learning about what is most effective by embedding a strong monitoring, evaluation and learning (MEL) practices.

**The ICCWC is uniquely placed to tackle the IWT as it combines partners with diverse and extensive experience and a unique set of mandates to yield more effective results in addressing wildlife crime.**

ICCWC is the collaborative effort of five intergovernmental organisations, (i) Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), (ii) Interpol, (iii) United Nations Office of Drugs and Crime (UNODC), (iv) World Bank Group (WBG) and (v) World Customs Organisation (WCO). ICCWC collaborates with national agencies combining technical expertise, operational support, best practice training, evidence-based interventions, and global convening power to develop law enforcement and criminal justice capacity within member countries. The UK

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<sup>2</sup>

This is an approximate conversion for £4 million to USD in 2017 when this payment was made

Government has been a strong supporter of ICCWC since its creation, and its unique role has been widely recognised, and significant achievements have been made (see annex 1).


## RESULTS FRAMEWORK

### 1.3 IMPACT

The intended impact of The Vision is “a fit for purpose law enforcement and criminal justice system in place that effectively addresses wildlife crime”. The Vision seeks to achieve its impact by accelerating the shift towards a high-risk low-reward environment for those taking part in the IWT, therefore reducing the incentives. The pathways towards this system change are set out The Vision’s five programme outcomes which are referred to in section 1.1 and can be seen in Figure 1.

### 1.4 OUTCOMES

The five outcomes generate 13 sub-outcomes with different approaches and activities (see Figure 1. for Theory of Change). This outcome framework 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. These are not prescriptive and ICCWC will tailor activities at the national, regional, and international level based on identified needs and priorities, and assessment of where ICCWC can bring the most value.

ACTIVITY LEVELS	ICCWC SUB-OUTCOMES	ICCWC OUTCOMES	ICCWC IMPACT	ICCWC LONG-TERM VISION
<b>INSTITUTIONAL</b> – the rules of engagement  <b>ORGANIZATIONAL</b> – the agents and key players that work within the rules of engagement  <b>OPERATIONAL AND TACTICAL</b> – where strategies are turned into actions	<b>OPERATIONAL AND TACTICAL</b> <b>1.1 WILDLIFE CRIME IS MORE DIFFICULT TO COMMIT</b> <b>1.2 REDUCED REWARDS FROM WILDLIFE CRIME</b> <b>1.3 INCREASED AWARENESS OF WILDLIFE CRIME</b>	<b>1. REDUCED OPPORTUNITY FOR WILDLIFE CRIME</b> Actors have fewer opportunities to commit wildlife crime	<b>A fit for purpose law enforcement and criminal justice system is in place that effectively addresses wildlife crime.</b>	 <b>A WORLD FREE OF WILDLIFE CRIME</b>
	<b>2.1 INCREASED CERTAINTY OF SANCTIONS</b> <b>2.2 APPROPRIATE SEVERITY OF SANCTIONS</b> <b>2.3 SWIFT JUDICIAL PROCESSES</b>	<b>2. INCREASED DETERRENCE OF WILDLIFE CRIME</b> Actors are less willing to commit wildlife crime		
	<b>3.1 INCREASED DETECTION OF WILDLIFE CRIME</b> <b>3.2 SUSPECTS AND NETWORKS IDENTIFIED AND TARGETED</b>	<b>3. INCREASED DETECTION OF WILDLIFE CRIME</b> There is an increase in detection of wildlife crimes		
	<b>4.1 INCREASED DISRUPTION OF CRIMINAL ACTIVITIES</b> <b>4.2 DETAINING AND NEUTRALIZING CRIMINALS</b>	<b>4. INCREASED DISRUPTION AND DETENTION OF CRIMINALS</b> Criminal activities are increasingly disrupted and criminals detained and neutralized		
	<b>5. EVIDENCE-BASED ACTIONS, KNOWLEDGE EXCHANGE AND COLLABORATION DRIVE IMPACT (cross-cutting)</b> <b>5.1 EVIDENCE-BASED INTERVENTIONS AND DECISION-MAKING</b> <b>5.2 EFFECTIVE COLLABORATION</b> <b>5.3 EFFICIENT ICCWC IMPLEMENTATION (management sub-outcome)</b>	<b>5. EVIDENCE-BASED ACTIONS, KNOWLEDGE EXCHANGE AND COLLABORATION DRIVE IMPACT</b> Actions are targeted to where they are most needed, collectively addressed and enhanced by knowledge exchange and efficient implementation		

Key assumptions:

- Within ICCWC sphere of control: prioritisation of resources; sustained organisational commitment to ICCWC; effective collaboration.
- Within ICCWC sphere of influence: competent partner agencies; sufficient and sustained funding; political will (national strategies, policy, support from current administration).
- Outside the ICCWC sphere of influence: social acceptance; wildlife crime market forces.

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 (Annex 2).



## 1.5 ACTIVITIES

All activities and interventions will contribute to The Theory of Change (Figure 1.). The Vision will streamline its focus and activities once level of funding – and donor priorities - are confirmed. A finalised work programme will be finalised by Jan - June 2023 (depending on level of funding confirmed).

Defra's funding will contribute towards delivering the following types of activities and interventions:

### **Increased detection of wildlife crime**

- Convening regional meetings between agencies responsible for wildlife law enforcement to discuss and develop targeted responses to address identified threats to promote law enforcement networking and regional cooperation in identified key regions.
- Training on crime scene investigation and management with focus on specific identified needs.
- Training on specialised investigation techniques with a focus on specific identified needs.

### **Increased disruption and detention of criminals**

- Arrange regional workshops to promote prosecutorial and judicial networking, in particular strengthening cooperation in identified key regions.
- Support and strengthen prosecutorial networks on wildlife and forest crime and encourage sanctions appropriate to the nature and gravity of the crime.
- Provide mentorship to prosecutors to build capacity in preparing and presenting wildlife cases in court, applying legislation, including in financial investigations.

### **Evidence-based action, knowledge exchange and collaboration**

- Implement additional phases of operations targeting key identified transport routes used for illicit trafficking in wildlife (or similar operations) composed of customs and police officers working jointly and facilitate the information exchange between agencies, on national, regional, and global level.
- Implementation of the ICCWC Wildlife and Forest Crime Analytic Toolkit within developing countries.
- Implement specific recommendations directed to ICCWC resulting from ICCWC Wildlife and Forest Crime Analytic Toolkit implementation.
- Deliver training to selected institutions on identification and prioritisation of corruption risks.
- Organise 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.
- ICCWC Programme Coordination.
- Decisions/Resolutions adopted by CITES CoP20 – and future CITES CoPs - that are linked to ICCWC and the Strategic Programme and that could be implemented with new activities (WCO): Development and update of regional risk assessments and Enhancing CEN (Community Enforcement Networks) platform.

## 1.6 MEASURING SUCCESS

The Vision will monitor the following indicators to track performance and measure success and report to donors annually:

- Percentage of countries with increased score using the ICCWC Wildlife and Forest Crime Analytic Toolkit ([cites.org](https://www.cites.org))

- Percentage of countries invited that actively participate in ICCWC-facilitated support to operations and investigations
- Number of institutions implementing corruption risk-based measures
- Number of countries with improved capacity to conduct specialised investigative techniques, including financial investigations
- Percentage of female beneficiaries engaged in ICCWC activities (to contribute to ODA KPIs of donors)
- Percentage of compliance of target countries with relevant CITES processes
- Number of countries with enhanced prosecutorial and judiciary processes
- Number of countries participating in transnational, regional and global initiatives to increase coordination and collaboration
- Number of criminal networks disrupted through ICCWC supported initiatives
- Number of roadmaps developed and implemented in target countries.

Once the work programme for The Vision has been finalised, we expect a more detailed Log Frame to be agreed. We will seek to include an additional key performance indicator to report into Defra's Official Development Assistance (ODA) Key Performance Indicators (KPIs) to measure our success against the reduction in threats to endangered species. The viability of this will be discussed once level of funding and donor priorities are confirmed.

The previous Strategic Programme, which the UK co-funded, worked in UMIC, LMIC and LDC, including Vietnam and Nigeria. Although we do not have exact countries, from conversations with ICCWC this will continue to be the case. As the law enforcement supply chain of source and transit countries tend to be ODA-eligible countries, we are confident that delivery of The Vision will continue to focus on these countries.

## **1.7 PRIORITISATION OF GEOGRAPHIC FOCUS**

Availability of financial resources will always be a limiting factor when addressing wildlife crime due to the global scale. Given this, The Vision will use evidence-based interventions to ensure efficient use of funds by prioritising implementation where the need is greatest and where The Vision can bring the most value. To identify priority countries, ICCWC have a criteria to determine these. ICCWC will engage with countries, particularly those considered high challenge, by conducting assessments to determine where the interventions will be best placed to tackle the IWT.

Priority countries will be reviewed towards the start of the implementation of the Vision, and ICCWC will adapt to changing situations as required. Due to the adaptive nature of the IWT there will always remain a need to be flexible, and 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, a prioritisation ranking assigned by ICCWC and available capacity.

For countries targeted as priority through The Vision's 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 prioritise activities within target countries, the roadmaps provide a tool for enhanced coordination and collaboration at national level with relevant stakeholders working in the country.

The prioritisation of countries will include consideration of donor priority countries. The UK will discuss with ICCWC where the focus of The Vision could support and complement UK strategic objectives, particularly surrounding our ambition to tackle the illicit trade corridor in Nigeria and Vietnam. ICCWC have confirmed that Nigeria and Vietnam, inclusive of the surrounding countries that feed into this corridor, are already a potential focus area. UK funding will only be spent where it can support economic welfare and poverty alleviation in developing countries. The Vision will also prioritise its interventions where the recipient country is most engaged and committed.

## **2. STRATEGIC CASE**

### **2.1 CONTEXT AND NEED FOR A UK INTERVENTION (INCLUDING MARKET, GOVERNANCE, AND INFORMATION FAILURES)**

#### **GLOBAL CONTEXT**

The world stands at an unprecedented moment of opportunity to simultaneously reduce biodiversity loss and accelerate achievement of the Sustainable Development Goals (SDGs). 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.

The 2020 World Wildlife Crime Report developed by the UNODC – with support from Defra - 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 emphasised the risks of wildlife crime, as did the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) which concluded that overexploitation, including through IWT, 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 organised 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 organised 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 organisation.

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.

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. The solution requires interdisciplinary collaboration and global scale partners – such as ICCWC - with the mandate, capacity and resources.

## 2.2 UK OBJECTIVES

The UK is a long-standing global leader in efforts to eradicate the IWT and is a respected convener and advocate on the issue. Where the UK leads, others follow, meaning UK aid spent on tackling IWT keeps the profile of the issue high and stimulates further investment. The springboard for this was the UK's support for the ground-breaking IWT conference series, which in London 2018 secured ambitious commitments from 65 governments across the globe to take urgent, coordinated action and has been hailed as a turning point in international efforts to tackle IWT. The UK is therefore well placed to lead the way in funding action to maintain momentum and international cooperation.

Defra previously co-funded the ICCWC Programme 2016-2020 (\$5.12 million of \$29 million<sup>3</sup>) to generate a step-change in priority of how wildlife crime was seen and countries' ability to tackle the IWT problem. This creates the international enabling environment and a lasting capability within the countries to continue to tackle the threats of poaching and trafficking. This was implemented through comprehensive strategies and activities pursued by ICCWC based on key areas where ICCWC is uniquely placed to contribute to effectively combat illicit trafficking in wildlife.

Our objective is to **contribute to halting and reversing biodiversity loss and the alleviation of poverty by tackling the illegal trade and illegal use of wild species**. This will support delivery of the International Nature Strategy and draft Strategic Framework 2030 outcome to: 'halt and reverse both the decline of wildlife populations and the increase in species extinction threat at land and sea'.

We aim to meet that objective by harnessing levers across government to (i) tackle the illicit trade corridor between Nigeria and Vietnam, (ii) strengthen governance structures, including through CITES, ensuring an effective global framework for the sustainable and legal use of biodiversity, and (iii) maintain and increase global ambition to tackle the IWT. This will also support continued UK leadership on biodiversity and support domestic growth.

### **Tackling the illicit trade corridor between Nigeria and Vietnam**

Defra has a strategic objective to deliver effective law enforcement and criminal justice response in the key trafficking route from Africa to Asia, with a particular focus on Nigeria – Vietnam. Despite some progress by both countries to tackle wildlife crime, measures and investment have been disproportionately small in comparison to their ongoing pivotal roles – and EIA and US Aid publicly called for action to address this. While there have been arrests of intermediate to high level wildlife traffickers in Nigeria, few have resulted in prosecutions. Corruption, combined with severe lack of intelligence-led investigations, limited use of financial investigations and poor cooperation across supply chain is limiting progress. Despite its growing significance, there is a clear and important gap in global funding to West Africa; particularly addressing Nigeria as a transit hub.

With the funds provided by the UK, The Vision will provide a unique contribute to this outcome by supporting and strengthening wildlife authorities, police, customs, and criminal justice systems along the trade chain and specifically supporting intelligence sharing across trade corridors underpinned by coordinated support at national (including Nigeria and Vietnam), regional, and international levels. Deliverables from the previous Strategic Programme that focused on Nigeria and Vietnam that The

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<sup>3</sup>

This is an approximate conversion for £4 million to USD in 2017 when this payment was made

Vision can build and learn from as well as CITES decisions that have objectives to strengthen the response to IWT in these regions. Our ambitions and priorities are well aligned with ICCWC.

### **Strengthened governance structures, including through CITES, ensuring an effective global framework for the sustainable and legal use of biodiversity**

CITES obligations, decisions, and compliance framework underpin the global effort to protect endangered species from the impacts of international trade. With 184 Parties, CITES remains one of the world's most powerful tools for ensuring wildlife trade is sustainable and legal, supporting livelihoods and protecting biodiversity across the world. UK support to CITES helps to ensure positive progress and momentum is maintained under the Convention, building ambition and positioning the UK in a leadership role.

IWT undermines CITES protections and framework and efforts to ensure that legal international trade is sustainable. An equivalent cooperative global response is therefore needed to identify and prevent illegal trade in all its forms, thereby supporting the implementation and effectiveness of CITES. ICCWC plays a key role in this respect, mobilising an international effort alongside CITES to support both its effective implementation and help CITES Parties to tackle illegal trade.

ICCWC provides integrated support to countries and targeted support to the implementation of relevant CITES Decisions and Resolutions; this support is based on evidence but also requests from countries. This ensures ICCWC generates practical programmes and courses that align the outcomes and priorities agreed through intergovernmental processes, such as Decisions, Resolutions and Recommendations agreed by the CITES CoP and Standing Committee, the Commission on Crime Prevention and Criminal Justice, the INTERPOL General Assembly, and others. ICCWC Partners maintain secure global law enforcement communication tools and databases, with access controlled by the relevant partners according to secure and agreed data sharing protocols. Importantly, ICCWC undertakes exercises and reviews to learn from past experiences to adapt approaches. The CITES framework and its Decisions on protections, implementation and compliance will therefore continue to be a key factor in both framing and implementing The Vision.

ICCWC collaborates with national agencies combining technical expertise, operational support, best practice training, evidence-based interventions, and global convening power to develop law enforcement and criminal justice capacity within member countries. Since its creation, the role of ICCWC has been widely recognised, and significant achievements have been made. This level of expertise and influence naturally allows for strengthened governance structures, taking into account other complementary international goals and institutions, ensuring a global framework which in turn reduces crime and corruption and feeds into sustainable use to reduce poverty.

### **Maintaining and increasing global ambition to tackle IWT**

The HMG International Nature Strategy sets out how we must aim for an ambitious global, integrated approach to halt biodiversity loss by 2030. There is no pathway to net zero without massive escalation of efforts to protect and restore nature, which will in turn protect livelihoods, reverse biodiversity loss and tackle climate change.

Investment into projects such as the Vision will raise and maintain global ambition to tackle IWT. This delivers a collaborative global way of working to encourage and facilitate other countries to be able to engage in tackling IWT transnationally. This collaborative way of working globally will allow for a better sharing of information, knowledge and lessons learned, creating a global network opposed to countries tackling IWT in isolation.

The Vision promotes collaborative working and bringing together countries that are impacted by IWT supply chains. The global ambition will be increased through broad engagements with these countries who may not typically engage due to capacity or financial constraints. This will allow for greater insights in IWT on a global scale, feeding into a greater evidence and data library to help towards tackling IWT.

Additionally, The Vision also contributes to the following areas of ambition:

#### **UK leadership on the IWT and biodiversity**

The UK has a reputation for being a world leader with respect to addressing IWT internationally. ICCWC works globally and ICCWC programmes are some of the largest multi-donor programmes that tackle the IWT. Through support to The Vision the UK can maintain visibility as a key funder and supporter of international efforts with the ability to influence and encourage others to join that international effort and continue to maintain that leadership role and raise global awareness and ambition.

The UK has been a long-standing supporter to ICCWC and its partners, providing support to ICCWC Strategic Programme (£4 million), UNODC World Wildlife Crime Report 1, 2 and 3 and being the first country in the G7 to use ICCWC Wildlife and Forest Crime Analytic Toolkit. Supporting The Vision provides an opportunity to demonstrate confidence in our previous investments and commitment to the mission of ICCWC.

Following the Toolkit Assessment, the UK sought commitments at the G7 for others to follow and to undertake this assessment, recognising the value of the Toolkit in identifying and making recommendations to strengthen national criminal justice response to the IWT. The Vision will provide opportunities for the UK to encourage other countries to undertake the ICCWC Toolkit, and for those that already have, opportunities to support the implementation of any recommendations.

Investing in multilateral programmes with good visibility, such as The Vision, encourages participation from other countries and in turn demonstrates the UK's commitment to tackling biodiversity loss, demonstrates credibility and enables conversations in other areas.

This will show continued commitment to delivering against UK's strategic priorities and international commitments under existing global framework for the sustainable and legal use of biodiversity

- a. Convention on Biological Diversity (CBD) and work underway developing a new Post 2020 Global Biodiversity Framework,
- b. Delivers on HMG International Development strategy to tackle climate change and biodiversity loss and promote strong rule of law.
- c. Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES),
- d. G7 commitments to tackle Illicit Threats to Nature, within the Nature Compact, the Climate and Environment, Interior and Finance Ministers Communique.
- e. Leaders' Pledge for Nature by tackling IWT throughout the supply chain and key to supporting commitments,
- f. 2030 Agenda for Sustainable Development and Sustainable Development Goals including a breadth of goals from the biosphere, society, economy, and partnership goals
- g. The 2019 UNGA (UN General Assembly) Resolution 73/L.120 (co-sponsored by the UK) encourages 'Member States to make use, to the greatest extent possible, of legal instruments available at the national level to tackle illicit trafficking in wildlife, including

through legislation related to money-laundering, corruption, fraud, racketeering and financial crime

- h. IWT Conference Series commitments including in the London Declaration (2014), Kasane Statement (2015), Hanoi Statement (2016) and London Conference (2018),
- i. The 25 Year Environment Plan commitments including to reduce IWT and provide targeted financial help to developing nations,
- j. Defra's International Strategy objective to push for greater global ambition to conserve endangered species and progress towards eliminating the illegal exploitation of wild species

### Supporting domestic growth

By funding The Vision, the UK will help towards delivering not just internationally, but this will uphold the UK's reputation of being a leader in this sphere. As the IWT is recognised as part of the transnational criminal networks constituting a global security threat, exploiting vulnerabilities in trade routes, initiatives to tackle the IWT can, help ensure the safety of the UK from this threat, and ensure UK international investments through aid are not undermined by these threats. This in turn supports British businesses, both domestically and internationally, by removing corruption and supporting good governance frameworks<sup>4</sup>.

For wildlife species that can be traded through legal routes, businesses and traders incur costs contributed to by, time and money in administration processes, paperwork and fees amongst all the other elements of business. Those that trade illegally avoid these processes and costs undercutting legitimate businesses and ultimately eroding their profits and ability to compete. Legal traders can then lose that portion of demand to the illegal traders. At the extreme end, businesses will fail and that puts a greater burden on the state (e.g., unemployment). Criminal activity also diverts resources away from businesses if a government is spending money on tackling crime, it is not spending it on supporting business e.g., by developing infrastructure, services, reducing taxes. The degradation of the natural environment caused by the illegal wildlife trade can also impact the development or growth of legitimate businesses that depend on the natural environment, e.g., tourism.

## 2.3 WHAT SUPPORT WILL THE UK PROVIDE?

Defra will provide up to £5 million as a voluntary contribution over a 3-year period to 2025, with the first payment being made for financial year 2022/2023. The funding source is the UK's ODA budget. This will be part of a multi donor fund which ICCWC intends to total \$30 million. This would make Defra's contribution circa 17% of the total. It is a portfolio initiative encompassing several different projects delivered through different modalities all contributing to common objectives and results which support ODA eligible countries.

## 2.4 COMPLIANCE WITH GENDER SECTIONS OF 2002 DEVELOPMENT ACT

**Gender Equality, Disability, and Inclusion.** This programme will be fully compliant with the International Development (Gender Equality) Act 2014. ICCWC will consider whether and how their project will contribute to reducing gender inequality and at a minimum ensure proposals will not increase inequality. Although the results are indirect as the focus will be on combating wildlife crime, the theory of change has been designed for the work conducted to contribute towards gender equality as it is recognised that there are many elements that are intrinsically linked. Wildlife crime is as much a development challenge as a conservation one and has key links between gender and sustainability through production, social reproduction, and consumption patterns, which in turn are linked to access

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<sup>4</sup> Smith and Porsch (2015), *The Costs of IWT: Elephant and Rhino*.

and control of resources. Wildlife crime, law enforcement and criminal justice interventions impact genders differently and ICCWC partners consider gender equality in implementing their activities. ICCWC have their own success indicator which will show the percentage of female beneficiaries engaged in ICCWC activities. This indicator will be embedded in the final programme log frame once the work programme is finalised.

Gender equality policies will be integrated, and a gender perspective will be considered, by ensuring, to the maximum extent possible, equal gender representation among participants and resource persons during project implementation. In areas where the project engages directly with local communities, efforts will be made to ensure that, to the extent possible, these interactions are carried out on a gender equality basis. Activities such as training and mentorships will ensure a gender balance, wherever possible. ICCWC projects follow equality and disability policies of ICCWC members and stakeholders.

ICCWC will therefore take a gender-sensitive and inclusive approach and strive to:

- Provide equitable access to project resources and opportunities to men and women, both individually and in groups.
- Take measures to ensure women and men's equitable access to and full participation in power structures and decision-making in the project. Contribute to the goal of gender equality in staffing.
- Include gender and disability access assessments as part of the situation analysis for activities, where appropriate.
- Generate and disseminate gender-disaggregated data through monitoring and evaluation in the process of the implementation of its logical framework and related targets.
- Define the implementation and monitoring requirements concerning gender and access for people with disabilities in agreements with any potential partner organisations.

Human rights are at the heart of the UN system. They are, alongside peace, security, and development, one of the three pillars enshrined in the United Nations Charter. ICCWC's efforts in combating wildlife and forest crime, corruption, and in strengthening the rule of law affect those three pillars. The human rights situation in beneficiary states is analysed and taken into consideration in the implementation of activities.

Poverty is addressed as there is a pressing need to reduce both the demand for and supply of illegal wildlife products to protect endangered species, to ensure their continued survival. The IWT can cause overexploitation to the point where the survival of a species hangs in the balance. Historically, such overexploitation has caused extinctions or severely threatened species and, as human populations have expanded, demand for wildlife has only increased. In turn it undermines governance, fuels corruption, creates instability, threatens species with extinction and disproportionately affects some of the world's poorest communities depriving them sustainable livelihoods.

The project shifts the way the UK wishes to operate developing nature positive solutions for global fiscal challenges by addressing the drivers that create poverty in communities by increasing possibilities to access sustainable livelihoods by tackling IWT, as well as using the expertise of the world Bank whose mission is to fight poverty.

## **2.5 SAFEGUARDING AND EQUALITY**

ICCWC works with wildlife law enforcement officers across the world and the criminal justice chain both to build capacity, and to facilitate the investigation, prosecution, and convictions of offenders. It focuses on building long term capacity and providing authorities with the tools and services needed



to be better equipped to combat wildlife crime. The types of assistance envisaged may result in changes to the laws, policies, practices or capabilities of foreign justice or security institutions and/or result in individuals being identified, investigated, arrested, detained, interviewed, interrogated, prosecuted, tried or sentenced by foreign authorities. These types of activities will be in support of legitimate security or justice objectives, including support for human rights, but may also give rise to human rights, humanitarian law, political or reputational risks. These risks as well as safeguarding risks relating to informants, exchange of sensitive information, sexual exploitation, abuse and harassment need to be managed both by the delivery partner and Defra.

All ICCWC partnerships are subject to safeguards, highlighted by a due diligence process to ensure potential partners are in line with ICCWC corporate principles, especially on environmental sustainability and human rights. This is enforced at the national level.

Several measures are in place by ICCWC partners that deal routinely with sensitive information and safeguards are in place in accordance with the internal rules and regulations of the different organisations in this regard. For example, only closed user groups and secure information channels (such as WCO's Cen COMM or INTERPOL's i24/7) are used to share sensitive information as well as during ICCWC-supported operations. INTERPOL also has organisational safeguards in place for protecting and processing data used for the purposes of international police cooperation and to ensure it is promoted and facilitated through the appropriate legal, technical, operational, and organisational channels.

As ICCWC directly addresses criminal activity and can fund projects in fragile and conflict affected areas or work with vulnerable people, safeguarding risks may be present. During the assessment of proposals, safeguarding considerations are reviewed by ICCWC to provide assurance that they are in place for all delivery partners and research subjects, with effective prevention and reporting systems in place.

Furthermore, in the implementation of projects, ICCWC adheres to the following:

- The partners' policy and operations at the country level: country profile documents, evaluations, and analysis as well as other basic documents should contain information on the situation regarding gender. Gender disaggregated data should be part of standard reporting requirements.
- measures to ensure that people with disabilities will be included in, and benefit from the programme.
- When activities are conducted, efforts will be made to ensure and facilitate access to people with disabilities. For example, if ICCWC hosts a regional meeting, venues for activities are routinely selected based on ICCWC member procurement policies, and ICCWC partners will endeavor to only select venues where such access is readily available.
- Implementation, monitoring, and evaluation of the project activities: for each step of the project cycle, a list of key questions will be addressed by partners following their own internal rules and regulations to ensure gender mainstreaming and access for people with disabilities.
- Awareness of these issues will be improved by incorporating this component in activities with government counterparts, project staff and visiting consultants. Inclusion focal points could also be identified.

## Safeguarding Reporting

ICCWC will immediately contact Defra's safeguarding team to report any credible suspicions of, or actual incidents of sexual exploitation, abuse or harassment related to this arrangement. All sexual activity with a child under the age of 18 is prohibited, regardless of the age of majority, or age of consent locally.

ICCWC will also report any credible suspicions of, or actual incidents that are not directly related to the programme but would be of significant impact to their partnership with Defra or the reputation of Defra or UK aid. For example, events that affect the governance or culture of ICCWC, such as those related to senior management, must be reported.

ICCWC will fully co-operate with investigations into such events, whether led by Defra or any of its duly authorised representatives, agents, or ICCWC.

The Senior Responsible Officer (SRO) will take responsibility for any safeguarding reports and ensure that reports are shared with the ODA Safeguarding lead via the ODA Safeguarding mailbox. This information will be communicated as required to senior staff including the ODA Safeguarding Champion and ODA Management Deputy Directors.

Programme teams will accept complaints from external sources such as members of the public, partners and official bodies and ensure delivery partners are investigating any external reports of wrongdoing in line with their safeguarding policies. HR can offer support with casework and whistleblowing. FCDO's safeguarding team may offer support to Defra teams to manage active cases.

In the event of a safeguarding report, SROs will set up regular checkpoints with delivery partners, maintaining a case management and quality assurance role throughout the investigation and communicate any updates to the ODA team via the ODA safeguarding form.

## 3. APPRAISAL CASE ECONOMIC RATIONALE

### 3.1 ECONOMIC RATIONALE

The UK is committed to protecting endangered animals and plants from poaching and illegal trade to benefit wildlife, local communities, and the economy, and protect global security. At the UN General Assembly meeting in 2019, the UK Prime Minister announced a significant scaling up from 2021 of UK funding to tackle the IWT, as part of the £220 million International Biodiversity Fund.

Negative externalities mean that people do not account for all the costs associated with their actions when making decisions, and imperfect information in markets implies that people are unaware of the effects of their choices in terms of both consumption and behaviour. The destruction of ecosystems, which sustain life and a variety of human activities, including tourism, serves as evidence of this. Due to poaching, IWT also results in a loss in tourism revenue in conjunction to a loss of species. For example, elephant poaching is estimated to result in an annual direct economic loss of \$9.1 million throughout all of Africa and a cost of \$4.64 million in Southern Africa<sup>5</sup>.

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<sup>5</sup> Naidoo, Fisher, Manica, and Balmford (2016), 'Estimating economic losses to tourism in Africa from the illegal killing of elephants'.

## 3.2 APPRAISAL DESIGN AND SHORTLISTED OPTIONS

Four options have been appraised qualitatively using a multi criteria analysis (MCA) approach. This approach was undertaken rather than cost-benefit analysis, which aims to monetise the impacts which arise from projects or programmes. An MCA was considered appropriate given expected results and project scope have not been finalised, therefore making specific monetised estimates of the value of the economic, social, and environmental impacts difficult to quantify. In addition to the MCA approach the Strategic Programme 2016-2020 will be used as a proxy to provide evidence to support scoring and within the VfM assessment. The four options assessed are I) do nothing; II) voluntary contribution towards The Vision; III) deliver technical assistance on criminal justice outcomes through the UN Office on Drugs and Crime (UNODC); or IV) pivot IWT Challenge Fund (IWTCF) to focus on criminal justice outcomes.

The Critical Success Factors (CSF's) have been scored on a scale of 0-3, and then each CSF is weighted. Value for Money (VfM) was assessed using the 4 E's framework recommended by the Foreign, Commonwealth and Development Office (FCDO) for ODA programming.

### Impact criteria

- **Strategic fit and ambition:** How well does this option align with Defra's focus on combatting IWT in the Nigeria and Vietnam illicit trade corridor and its ambitions of stepping up and maintaining its global commitment to do so, whilst also strengthening governance structures, including through CITES, ensuring an effective global framework for sustainable and legal use of biodiversity? And how well does it align with our overall objectives, which include increasing our ODA assistance for biodiversity, achieving UN SDGs, contributing to halting and reversing biodiversity loss, the alleviation of poverty by tackling the illegal trade and illegal use of wild species and how does it support domestic growth and resilience?
- **Delivery:**
  - Supplier capacity and capability – Are we confident in the expertise and capability of the delivery partner(s) in delivering this ambitious and technically challenging programme of work?
  - Potential achievability – To what extent can the programme of activities deliver the proposed impacts?

### Value for Money criteria

- Economy - Are we (or our agents) buying inputs of the appropriate quality at the right price?
- Efficiency – How well are we (or our agents) converting inputs into outputs? ('Spending well')
- Effectiveness – How well are the outputs produced by an intervention having the intended effect? ('Spending wisely')
- Equity – To what extent are Gender Equality and Social Inclusion (GESI) considerations incorporated into the intervention?

### OPTION 1: DO NOTHING

This is the benchmark against which all costs and benefits of the other options are articulated and compared. The 'do nothing' option presents what we expect to happen without this programme.

### OPTION 2: VOLUNTARY CONTRIBUTION TOWARDS THE VISION (RECOMMENDED OPTION)

This option is based on the UK investing up to £5 million in The Vision to achieve and support:

- Reducing the opportunity for wildlife crime
- Increased deterrence of wildlife crime
- Increased detection of wildlife crime
- Increased disruption and detention of criminals
- Evidence-based action, knowledge exchange and collaboration driven impact

### OPTION 3: DELIVER NEAR-EQUIVALENT OUTCOMES OF THE VISION THROUGH THE UN OFFICE ON DRUGS AND CRIME (UNODC)

**The UN Office on Drugs and Crime (UNODC)** is the global leader in the fight against illicit drugs and transnational organised crime with an extensive network of field offices in all regions of the world, making this organization well placed to contribute to halting and reversing biodiversity loss and the alleviation of poverty by tackling the illegal trade and illegal use of wild species.

This option would seek to invest up to £5m in UNODC to provide technical assistance to support:

- countries to improve and develop their national legislation
- law enforcement training and mentorship
- anti-corruption training
- prosecutorial work
- wildlife forensics
- the development of tools and guides for the enforcement and broader criminal justice system community
- developing the capacity of criminal justice practitioners from Scene of Crime to Court, strengthening prosecutorial and investigative capacities

### OPTION 4: PIVOTING IWT CHALLENGE FUND (IWTCF) TO FOCUS ON IWT

IWTCF is a fund set up to provide scalable, repeatable, and innovative solutions to reduce pressure on wildlife from illegal trade and, in doing so, reduce poverty in developing countries. The IWTCF seeks to achieve this through support to projects that address one, or more, of the following themes:

- Reducing demand for IWT products
- Ensuring effective legal frameworks and deterrents
- Strengthening law enforcement
- Developing sustainable livelihoods to benefit people directly affected by IWT

Under this option up to £5m would be invested through the IWTCF, with the scope of the IWTCF altered to incorporate similar objectives to The Vision, to develop a new focus to deliver in the law enforcement outcomes. This would require agreeing a new set of objectives, updating the guidance, and inviting applications from a specific set of organisations to create a new stream of work. This would be a distinct change from the current approach of the IWTCF which is set up to focus on new ideas and innovative approaches, through an open competition process.

## 3.3 APPRAISAL OF SHORTLISTED OPTIONS

### Multicriteria analysis

The four options have been appraised qualitatively against the CSFs (Critical Success Factors) using the following scoring system. The three CSFs were weighted equally to produce the total score:

- Red – does not achieve CSF at all – 0
- Yellow – minimal achievement of the CSF - 1
- Amber – some achievement of the CSF – 2
- Green – substantial achievement of the CSF – 3

Table 1 Appraisal of Shortlisted options

Option	Critical Success Factors							Total
	Strategic Fit & Ambition	Impact		Economy	Value for Money			
		Delivery			Efficiency	Effectiveness	Equity	
		Capability	Achievability					
Option 1: Do nothing	Low (0)	Low (0)	Low (0)	High (3)	Low (0)	Low (0)	Low (0)	3
Option 2: Voluntary contribution towards The Vision through ICCWC	High (3)	High (3)	Medium-high (2)	High (3)	Medium-high (2)	High (3)	High (3)	19
Option 3: Deliver near-equivalent outcomes of The vision through the Un Office on Drugs and Crime (UNODC)	High (3)	Low (0)	Low (0)	High (3)	Low (0)	High (3)	High (3)	12
Option 4: Pivoting IWT Challenge Fund (IWTCF) to focus on IWT	Medium-high (2)	Medium-high (2)	Medium-high (2)	High (3)	Medium-high (2)	High (3)	High (3)	17

### 3.4 CRITICAL SUCCESS FACTORS APPRAISAL

#### OPTION 1: DO NOTHING

##### Strategic fit & Ambition and Delivery

By advocating for international action, the UK leads efforts to combat the illegal trade in animals and plants. The innovative and ground-breaking IWT Conference series, which debuted in London in 2014, has attracted bold commitments from governments and has been hailed as a turning point in the international fight against these destructive practises and activities.

As there would be no new, tangible change in the way the UK contributes to tackling IWT, the strategic fit ambition and delivery would not be achieved with Option 1.

##### Economy

There would be no time or resource expenses involved with managing the programme with implementing this option hence there would be no direct expenditures. There would however be indirect costs to biodiversity; IWT is enormously damaging to the natural world and poses a risk of disease transmission to humans and domestic animals. Halting further investment to tackle IWT would not be very economical as current projects that aim to tackle and reduce IWT will not be able to fully fund their objectives as this money would not be going to them or another programme or project.

##### Efficiency

Lack of action would also lead to no efficiency gain as fewer developing countries would receive technical support under this option, which would ultimately reduce the potential contributions of nature to combating biodiversity loss and IWT.

### Effectiveness

Failing to act in the IWT area would be detrimental to the UK's reputation domestically and internationally. The UK plays a leading role in raising and maintaining political will and driving the global response to eradicate IWT. As a result, high expectations are placed on the UK to carry out the nature-related initiatives to tackle IWT and failure to do so would ultimately lead to the misuse of the momentum generated by the UK at conferences in 2014 (London), 2015 (Kasane), 2016 (Hanoi) and 2018 (London), to push for more ambitious actions, making this a low-effective option.

### Equity

With this option, there would be no effort made to address and enhance GESI. As a result, option 1 does not produce any CSF at all.

**Given no money is spent under this option, economy is high, but overall VfM is low. This option is rejected on the basis it does not meet strategic fit and ambition to address the IWT.**

## **OPTION 2: VOLUNTARY CONTRIBUTION TOWARDS THE VISION THROUGH ICCWC**

### Strategic Fit & Ambition

Through The Vision, ICCWC is uniquely positioned to tackle the IWT, notably its focus on tackling IWT in the Nigeria and Vietnam illicit trade corridor and maintaining a global level of commitment, as it combines partners with diverse and extensive experience and a unique set of mandates to yield more effective results in addressing wildlife crime. This means that investing in this option would enable Defra to build upon strong and trusting relationships with the programme delivery partners whilst delivering on our international commitments and obligations and upholding the UK's reputation of being a global leader in the IWT. ICCWC plays a key role in mobilising an international effort alongside CITES to support both its effective implementation and help CITES Parties to tackle illegal trade meaning that funding invested in ICCWC supports strengthening global governance structures around sustainable and legal trade.

It will also allow the UK to continue to be a world leader in tackling IWT and help towards halting biodiversity loss, using the learning opportunities identified through the delivery of the Strategic Programme and applying and considering them throughout the implementation and delivery of The Vision and programme management.

The voluntary contribution from Defra will primarily be used to establish a unique programme based on a coordinated multi-partner approach that will greatly enhance the effectiveness of law enforcement in key ODA eligible states. An MoU (Memorandum of Understanding) will be in place for the ICCWC consortium to ensure that the funds are distributed throughout the partnership in the predetermined way; by Jan - June 2023, the expected results and project scope will begin to be finalised. This is because the project's focus and activities will be streamlined after ICCWC has a clear understanding of who will fund the Strategic Vision and how much funds they will receive.

Moreover, the programme, which is globally coordinated, serves to strengthen the UK's adherence to the Sustainable Development Goals (SDG) and the targets established by all UN members in 2015. Wildlife crimes reduce the momentum and success the UK and the other 192 countries committed to achieving UN SDG's have gained in the following goals as many more: 6 (clean water and sanitation), 13 (climate action), 14 (life below water), 15 (life on land), 1 (no poverty), 2 (zero hunger) and 8 (decent work and economic growth). The Vision allows donor countries to increase the likelihood of achieving these SDG's by raising political commitment and action of IWT, strengthening legislation, and cooperating across borders to deter criminal activity. All of which directly involve these UN SDG's.

## Delivery

The Vision can deliver positive, tangible outcomes in tackling the IWT and underpins UK commitments on the issue, including the alignment of high challenge countries and trade corridors.

Delivery of the Consortium's activities is overseen by its Senior Experts Group (SEG) in which each of the five partner organisations are represented, chaired by CITES as the Secretariat. The SEG is supported by its Technical Experts Group (TEG), which is responsible for the day-to-day management of ICCWC activities. The SEG identifies priorities for the implementation of the Programme, takes decisions on initiatives to support, and oversees overall effectiveness of delivery,

It is expected that technical assistance under ICCWC through The Vision will enable countries to maximise the potential across five main outcomes: *increase detection of wildlife crime*, *Reduced opportunity for wildlife crime*, *Increased deterrence of wildlife crime*, *increase disruption and detention of criminals* as well as *expand knowledge and collaboration* in the targeted countries. A few evidence examples from ICCWC 2016-2020 progress report show that ICCWC has demonstrated success in delivering these outcomes by:

- Successfully engaging with 33 countries to use ICCWC Toolkit or ICCWC Indicator Framework, with approximately 36% having completed Toolkit implementation.
- Conducted more than 60 trainings for over 2,500 participants to enhance the skills of wildlife crime investigators, enforcement officers, prosecutors, and judicial authorities
- Supported and initiated the THUNDER law enforcement operations which resulted in the identification of more than 2,300 suspects and the arrest of more than 1,300 offenders.
- Evidence from progress report from ICCWC 2016-2020 show that the programme has been able to deliver activities to meet the programme outcomes.

This evidence demonstrates that ICCWC has delivered against its outcomes and has been widely recognised for its significant achievements with the previous Strategic Programme (see Annex 1) showing that it is well placed to increase technical capacity in the selected countries and meet its 3 designated outcomes. However, the lack of a MEL Framework means that we are not able to assess the success rate of the ICCWC 2016-2020 programme.

To improve both the global results framework and all national frameworks, the ICCWC is actively developing their complete MEL framework. This will start during the inception stages of development, which is anticipated to be in the months of January to June 2023. A revised Theory of Change (ToC), an adequate set of standardised indicators, and adequate reporting are the changes that are being proposed. As an outcome of regular engagement with the Programme Coordination Officer, Defra will take an active role in reviewing MEL strategies and ensuring sustained value for money in MEL practises.

ICCWC is comprised of expert organisations with extensive experience to fulfil the Consortium's mandate of combating wildlife crime and building effective criminal justice systems. While each of the partners have varied mandates individually, collectively, they operate and implement programmes across the entire criminal justice system related to wildlife crime. Moreover, the ICCWC governance structure enables rigorous and well considered decision making which is further strengthened by the incorporation of the collective experience of the partners ensuring best practice and extensive experience is used in every decision.

## Economy

As Defra will not be a direct recipient of the outcomes or their principal beneficiary, the preferred funding method is to contribute to a multi-donor fund. The funds for The Vision from the UK will be

transferred directly to ICCWC; this builds on the success of Defra's previously co-funded investment of up to £4 million over 4 years in the ICCWC Programme 2016 – 2020.

Defra will provide up to £5 million as a voluntary contribution over a 3-year period to 2025 with the first payment being made for the 2022/2023 FY (Financial Year). Defra's investment will be part of a multi donor fund with total project investments from all donors amounting to approximately \$30 million. Since ICCWC is implemented in partnership with other donors this option shows cost-effectiveness as a result of the cost-sharing. More information about donors is available on CITES' website<sup>6</sup>.

Defra staff time for policy engagement and programme management is estimated at a combined 0.42 FTE over one year amounting to roughly £23,000 annually. As with all other options apart from Option 1 there will also be administration fees to fund.

### Efficiency

The evidence available for this programme does not directly align with the VfM definition of efficiency (see section 3.3) and therefore clear efficiency metrics cannot be developed. However, according to the relevant evidence, efficiencies of scale are likely to occur for the following reasons.

ICCWC has secured good outreach with strong relationships in place with partners in government. This would allow Defra to establish close working relationship with ICCWC consortium members, pooling intelligence on country needs, plans and gaps. This would enable Defra to develop relationships with the other donors, helping to gain an understanding of what they are doing, open up opportunities for influence and contribute to aligning efforts.

Additional efficiency occurs due to synergies from ICCWC close collaboration five intergovernmental organisations, national agencies combining technical expertise, operational support, best practice training, evidence-based interventions, and global convening power to develop law enforcement and criminal justice capacity within member countries. Furthermore, ICCWC coordinated multi donor approach can obtain greater value for money due to additional scrutiny and expertise from donor countries to provide oversight over the project, ensuring the optimal and most effective use of resources. By leveraging the experience and knowledge of all ICCWC consortium members.

The ICCWC 2016-2020 Strategic Vision workstreams and projects achieved a range of both quantitative and qualitative benefits, however due to limited programme MEL and as a result of ongoing activities that are yet to be completed (more info in Table 2), results can be reported but it will not be possible to ascertain whether they were successful. Results included but were not limited to:

- Through operation Thunder (2019) 1,828 seizures were made. Through operation Thunder (2020) 2,082 seizures of wildlife and forestry products were made, and 699 offenders apprehended – including over 1,3 tons of ivory and over 1 tonne of pangolin scales, representing approximately 1,700 killed pangolins.
- 13 training courses delivered across 10 countries on specialised investigative techniques including internet investigation, undercover techniques.
- Comprehensive assessment of the national preventive and criminal justice response to wildlife crime provided to the Brazilian Ministry of Environment.

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<sup>6</sup> [ICCWC donors | CITES](#)



### Effectiveness

The ICCWC partners are well-equipped and have a wealth of experience to fight wildlife crime. The partners' combined experience, much of which is complementary, is a strength that improves collaborative efforts. These strengths combined make the ICCWC an ideal vehicle for supporting countries to effectively address wildlife crime.

To broaden the impact of ICCWC and boost the efficacy of activities, the partners can draw on a sizable catalytic network of external collaborators. The partners are extremely capable organisations carrying out the mandates that their member states have given them. The partners have a lot of personnel and resources to deliver interventions between them, but this can also be viewed as a shortcoming, as resources are not always easily accessible to support ICCWC activities.

According to the evidence, approximately 70% of the projects from ICCWC Strategic Programme 2016-2020 that were expected to be completed between the reporting period 2017-2022 were successful in doing so. A breakdown of the development and progress of the activities is shown below:

Table 2 ICCWC Strategic Programme: Progress Status

<b>ICCWC 2016-2020 Programme: Progress Status</b>	<b>Current outstanding number (%)</b>
Projects completed within reporting period	54 (71%)
Projects ongoing and due to be completed in the next FY	16 (21.1%)
Sub-activities not completed and have been postponed	5 (6.6%)
Projects with an unknown status	1 (1.3%)
<b>Total Number of Projects</b>	<b>76</b>

It should be noted that for 'sub-activities not completed and have been postponed' and 'Projects ongoing and due to be completed in the next FY' were delayed or postponed largely due to the COVID-19 pandemic. The annual review for ICCWC Strategic Programme 2016-2020 shows that in spite of many activities being suspended since February 2020 due to the COVID-19 pandemic, the ICCWC programme acted to alter its workplans and was able to continue supporting efforts to combat wildlife crime, strengthen the criminal justice systems, and assure the implementation and delivery of the ICCWC Strategic Programme.

### Equity

Inclusion is integrated in many aspects of The Vision. ICCWC is looking to make the most of equal gender representation among participants and resource personnel throughout project implementation. It will incorporate gender equality policies, and a gender viewpoint will be taken into account. In locations where the project has direct contact with local communities, measures will be taken to ensure that, to the greatest extent possible, these engagements are conducted on a gender equality basis.

Based on the evidence reviewed, between 2018-2020 ICCWC conducted more than 60 trainings for over 2,500 participants of which 69% of the participants were male, and 31% were female. ICCWC is looking to increase women representation and ensure a gender balance by guaranteeing the delivery and implementation of initiatives like mentoring and training wherever possible. It will also ensure

equity will be delivered through projects indirectly contributing to reducing inequality, including gender equality, with appropriate monitoring indicators being established.

#### Overall Value for Money

The Vision is looking to support and strengthen wildlife authorities, police, customs, and criminal justice systems to ensure that they effectively respond to and address wildlife crime. A comprehensive review by JNCC of Nature Based Solutions<sup>7</sup> found that investments such as The Vision that have benefits not limited to but including poverty reduction and Biodiversity have a Benefit-Cost Ratio (BCR) of between 2 and 30. The Vision contributes to poverty alleviation by addressing wildlife crime in some of the world's poorest countries and helps conserve and safeguard biodiversity by strengthening law enforcement capabilities to protect threatened and endangered species and wildlife.<sup>8</sup>

### OPTION 3: DELIVER NEAR-EQUIVALENT OUTCOMES OF THE VISION THROUGH THE UN OFFICE ON DRUGS AND CRIME (UNODC)

#### Strategic fit and ambition

UNODC is the global leader in the fight against illicit drugs and transnational organised 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.

Tackling IWT is part of the UK's commitment to meeting the UN's Sustainable Development Goals (SDGs). SDG 15 has a target to "Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products". Defra implements this through its business plan goal to deliver global leadership in tackling the IWT.

To better understand the effects of the IWT, Defra provided funding for the inaugural UNODC World Wildlife Crime Report after the London 2014 Conference. The most economically significant wildlife flows in the world were statistically profiled as part of this report's investigation of the market dynamics of IWT. The UK's support for UNODC and its work on IWT sends a signal to the international community that we value their work and consider illegal trade to be a serious crime in need of research and analysis. Funding UNODC would help further reaffirm our interest in tackling the IWT but would not signal support to strengthening global governance structures e.g., through CITES, and bringing together different intergovernmental organisations.

#### Delivery

Even though the UNODC has strong expertise to deliver work on criminal justice response, it lacks the operational capability that other ICCWC partners bring e.g., INTERPOL, World Customs Organisation, and thus, acting alone, it would not be able to deliver the programme and achieve its objectives and impacts as it lacks the capability to do so.

#### Economy

The UNODC is already an established organisation and therefore the majority of funding would be for the programme activities and there will not be any set up costs. There would, however, be administration fees, additional resources to implement activity and the UN Levy (8%) to fund. There would also be a cost associated with resourcing a Defra lead to work with UNODC to expand the scope

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<sup>7</sup> JNCC. 2021. Nature-based Solutions Triple Win Toolkit – International Climate Finance Evidence Project. JNCC, Peterborough

<sup>8</sup> The Case studies used to construct this BCR range were the 'Blue Forest Initiative' 'Strengthening Climate Resilience of Subsistence Farmers and Agricultural Plantation Communities residing in the vulnerable river basins, watershed areas and downstream of the Knuckles Mountain Range Catchment o Sri Lanka' 'Time, space, place, and the Bonn Challenge global forest restoration target (Verdonne and Seidl, 2017)' and 'Protecting 30% of the planet for nature: costs, benefits, and economic implications (Waldron et al, 2020). The range was calculated by considering and taking the overall minimum and maximum values for the BCR of these projects.

of their existing work and/or develop new initiatives that would deliver against UK strategic objectives. This option does not have match funding from other donors.

### Efficiency

As mentioned above in the strategic fit and ambition assessment of this option, UNODC lacks the capacity to deliver the required work programme of The Vision particularly because it lacks the operational ability INTERPOL, CITES and WCO bring. Therefore, it would be unable to efficiently convert the necessary inputs into the outputs of the programme. By funding just UNODC would lose expertise from the other ICCWC members and would mean UNODC would need to request their expertise at different stages, anyway, leading to a more disjointed way of working.

During the 2016-2020 Strategic Programme, UNODC's resources and law enforcement experience were not being fully utilised at an operational level particularly in areas of non-wildlife related crime where UNODC support would be welcomed and helpful. UNODC as an agency was not being fully utilised and its inputs and resources weren't being efficiently used. It's recommended that for the future an agreement be made on how collaboration with UNODC and other agencies such as INTERPOL and WCO would work, and identify where collaboration would be beneficial, for example, UNODC could support the preparation of the THUNDER operations by leveraging the strength of its convening power.

Through the Strategic Programme, UNODC initiated corruption prevention work with the wildlife management authority in Malawi and requested in the annual report submitted in April 2020 permission to provide support on corruption prevention to Botswana, rather than Uganda. There is ongoing support to Malawi and Kenya and support to Botswana has not progressed due to changes in the DWNP (Department for Wildlife and National Parks) leadership. This work will be completed by Q4 2022.

### Effectiveness

The UNODC was a key member of the ICCWC during the ICCWC Strategic Programme 2016-2020, helping it achieve its outcomes and work towards its key focus areas. For example, it helped the programme work towards achieving Focus Area 3: develop or enhance criminal justice and preventative capacity across institutions; UNODC provided classroom and on-the-job training opportunities, as well as prosecution mentoring to promote successful prosecution of wildlife crime in Bolivia (Plurinational State of), Botswana, Cambodia, Colombia, Kenya, Lao People's Democratic Republic, Malaysia, Mozambique, Peru, Thailand, the Philippines, Uganda and Viet Nam.

Other examples, include the production of the World Wildlife Crime reports ([Second edition, 2020](#) and [First edition, 2016](#)) by UNODC in cooperation with ICCWC partners. These publications evaluated the situation with regard to wildlife crime on a global scale and included quantitative market analyses as well as a number of in-depth case studies of major species involved in illicit trade. UNODC is also working on the third edition of the World Wildlife Crime report, which will be available in late 2023. The production of these reports by UNODC helped the programme work towards achieving success in Focus Area 4: increase awareness and support measures to combat wildlife and forest crime.

The consistency UNODC had in implementing and delivering activities and outputs that supported the ICCWC strategic Programme 2016-2020s key focus areas provides strong evidence that it has high potential to support The Vision 2030 to do the same and meet its outcomes, by converting the outputs of the project into the intended impacts.

## Equity

UNODC as a delivery partner has experience and capacity to be fully compliant with the International Development (Gender Equality) Act 2014. The act seeks to promote gender equality in the provision by the Government of development assistance and humanitarian assistance to countries outside the UK, and for connected purposes.

## **OPTION 4: PIVOTING IWT CHALLENGE FUND TO FOCUS ON CRIMINAL JUSTICE CAPACITY BUILDING**

### Strategic fit and ambition

The IWTCF is a fund established to offer innovative, scalable, and repeatable solutions to lessen the impact of illegal trade on wildlife and, in turn, minimise poverty in developing countries. Previously, Defra has developed campaigns through the IWTCF to reduce the demand for wildlife products, such as producing billboards in China and Vietnam that featured popular Asian stars to raise awareness of pangolin poaching to an audience of 760 million people. Its previous work in Vietnam could potentially produce additional knowledge, experience, and expertise to help Defra meet its objective of combatting the illicit trade of IWT in the Nigeria-Vietnam trade corridor.

The IWTCF will contribute to and/or align with the UK's international obligations and commitments and under a number of international policy processes:

- IWT Conference Series commitments including in the London Declaration (2014), Kasane Statement (2015), Hanoi Statement (2016) and London Conference (2018),
- Leaders' Pledge for Nature by tackling IWT throughout the supply chain and key to supporting commitments,
- United Nations General Assembly including Resolution 73/343 on Tackling illicit trafficking in wildlife, and
- 2030 Agenda for Sustainable Development and Sustainable Development Goals

And contribute to and/or align with the UK's strategic priorities:

- The 25 Year Environment Plan commitments including to reduce IWT and provide targeted financial help to developing nations,
- Defra's International Strategy objective to push for greater global ambition to conserve endangered species and progress towards eliminating the illegal exploitation of wild species, and
- The Serious and Organised Crime Strategy 2018 by strengthening IWT law enforcement networks.

IWT is recognised as a component of the transnational criminal networks that pose a threat to global security, and efforts that address this issue at its source such as the IWTCF help protect the UK from it, and so, by suppressing corruption and promoting strong governance frameworks, it helps British firms both domestically and internationally.

This option has a strong alignment with many of Defra's ambitions and priority objectives but as the scope of the programme work through the IWTCF are yet to be established and with no conversations so far regarding work to combat illicit trade in the Nigeria-Vietnam trade corridor it falls short in this area and is scored 2 rather than 3.

## Delivery

In supporting the IWT Challenge Fund's objectives all projects are expected to enhance the capability and capacity of national and local stakeholders and develop the evidence-base and best practice for successful IWT interventions. The IWTCF limits projects up to £1.5 million over 3 years, and so the

intervention would need to be broken into smaller units and therefore risk poor coordination and disjointed outcomes. It would also result in gaps and duplication, as well as necessitate a thorough examination and analysis of each finding individually. To facilitate project implementation, the organisations may also need to draw on the knowledge and expertise of the ICCWC members. Therefore, even though IWTCF has the capacity and capability to carry out some of the programme, it lacks the resources and capability to roll out all of the programme's outcomes and achieve its impacts.

Furthermore, even though IWTCF is experienced at delivering innovative new solutions to tackle and combat IWT, the IWTCF's delivery model will not be very efficient at delivering the work programme and strategic view set out in the results framework in section 1 and as a result there is high potential for projects not meeting the strategic objectives.

### Economy

The IWTCF is already an established organisation and therefore the majority of funding would be for the programme activities and there will not be any set up costs. There would, however, be administration fees to fund and it also may take time to scale up additional funding.

Previously £8 million worth of funding was committed to IWTCF, and administration and evaluation costs were approximately 6% (5% administration 1% Independent evaluation) or £480K. Assuming that the total administration as a % of the Fund (5%) remain the same then total administration costs are estimated at £150K. Round 8 of the IWTCF leveraged 40% match funding at the start of the projects.

### Efficiency

A challenge fund mechanism taps into the ingenuity across different sectors by setting a clear challenge and eliciting a wide array of applicants from the private and public sector with unconventional solutions to longstanding problems. This mechanism is suited to when there are knowledge gaps.

In the case of IWT criminal justice response we know that a significant limiting factor in tackling IWT in source countries is often the meeting of simple, yet fundamental needs. Basic capacity, poor infrastructure, and a lack of suitable equipment can all severely hinder efforts. Addressing these fundamentals as a priority is supported by leading research institutions on IWT which consider solving these to provide a likely high return on investment. Therefore, addressing these capacity gaps through a IWT challenge fund model would create unnecessary service costs making it inefficient VfM.

### Effectiveness

The IWTCF has committed £43m to 136 projects around the world, in over 60 countries, since 2014. Past projects benefitting from IWTCF funding, include expanding intelligence networks to combat jaguar losses in Bolivia and protecting elephants, pangolins, and chimpanzees along the Nigeria-Cameroon transboundary Green Corridor, as well as a programme in Indonesia that will empower communities to shift away from IWT into sustainable livelihood alternatives.

Many of the projects also bolster the criminal justice and law enforcement systems in an effort to weaken the transnational criminal organisations that traffic in IWT and many other illegal commodities and banned trades.

Previously- funded IWTCF projects have been successful in strengthening law enforcement and criminal justice systems and this builds confidence as these areas align particularly well with 3 of the 5 outcomes of ICCWC's Strategic Vision 2030; increased deterrence of wildlife crime, increased

detection of wildlife crime and increased disruption and detention of criminals can all be achieved by improvements in law enforcement and criminal justice systems.

Both effectiveness and efficiency will also be delivered through the well-established challenge fund mechanisms and a technical advisory review board, helping to select projects that can demonstrate strong delivery of outputs and outcomes. The flexible management across IWT Programme will help projects with demonstrated potential to achieve strong outputs and ensure outcomes are scaled up.

#### Equity

The programme will be fully compliant with the International Development (Gender Equality) Act 2014. The act strives to promote gender equality in the government's provision of development assistance and humanitarian aid to countries outside the UK, as well as for related ambitions and purposes.

### **SUMMARY VFM ASSESSMENT**

Option 2 is the preferred option as it offers the best value for money and has the best access to technical expertise to deliver the outcomes of the project and achieve its intended impacts. It also incorporates more expertise and has the greatest reach into countries. It offers a unique opportunity for the UK to help the global community make a significant step forward in enhancing governance arrangements to tackle IWT, thereby strengthening law enforcement cooperation and legal frameworks in the fight against IWT. The breadth of work proposed under this funding option will have a positive impact across a wide range of species and countries. It will enable organisations to make evidence-based, strategic decisions to combat IWT and to target their interventions where they will have the greatest impact.

## **4. COMMERCIAL CASE**

### **4.1 COMMERCIAL APPROACH**

The ICCWC partners bring a diverse and extensive experience and a unique set of mandates and capacity to bear against wildlife crime, combining technical expertise, operational support, best practice training, evidence-based interventions, and global convening power to develop law enforcement and criminal justice capacity within member countries. Since its creation, the role of ICCWC has been widely recognised, and significant achievements have been made. The Vision does not aim to generate revenue, but rather deliver technical assistance, learning and capacity building to create enabling environments for a range of actors, both of which a voluntary contribution is appropriate for. We will stipulate ODA eligibility in the terms of the contribution.

ICCWC partners each have their own mandate through their broader organisational missions. ICCWC provides a mechanism for the partners to maximise the impact of their interventions by avoiding duplication, strategically utilising 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.

### **4.2 ENSURING VALUE FOR MONEY THROUGH PROCUREMENT**

Following consideration of procurement options, and as confirmed by Defra Finance, the most appropriate funding mechanism is by voluntary contribution. This is the most appropriate vehicle as this is a multi-donor fund and there are no other organisations available to conduct this level of

programme. A contribution **letter of agreement**, including terms and conditions, will be agreed between Defra and the delivery partner. The Terms of Reference will outline any special requirements.

Having considered the alternative options to deliver the desired outcomes of this business case, the conclusion was that ICCWC is the optimal delivery partner due to their specialised offering and established programme. ICCWC are in a strong position to deliver on our shared vision, as described in the strategic case, and UN agencies, such as UNODC and WCO, and ICCWC who operate to UN requirements have a strong track record in this area.

Defra will be making a voluntary contribution into The Vision, however, Defra funds will be mingled with other donors and therefore we are unable to trace Defra funds to exact deliverables. For this reason, the Agreement will not specify the exact deliverables attributed to UK funding, and instead will demonstrate a work programme that the total of the funds will contribute to. ICCWC will provide detailed reporting from a fund level perspective only, as opposed to tracking Defra funding in isolation. However, as seen in the Theory of Change and the success factors we will complete annual report reviews to assess the performance against these feeding into Defra's broad ODA KPIs.

### 4.3 FINANCIAL MANAGEMENT AND ABILITY OF PARTNERS TO DELIVER

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). Each of the five partner organisations are represented in the SEG and the TEG and both groups are chaired by the Secretariat. The SEG provides strategic oversight and executive decision making while the TEG coordinates ICCWC's activities and makes day-to-day decisions.

The Vision 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. A specific workplan for the project with key milestones, activities and targets will be developed and agreed upon and will form the basis of management, reporting and MEL for the project.

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 UNODC leads on the Toolkit and Indicator Framework assessments, while law enforcement operations often involve multiple partners – INTERPOL and the 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, maximising 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. Coordination of activities will be achieved through the development of country roadmaps for target priority countries.

Implementation will be monitored through monthly TEG calls and quarterly SEG meetings to monitor overall implementation progress and identify any gaps or additional needs. Progress will be reported upon in the yearly narrative reports, which will be complemented by relevant ICCWC 'Activity reports' that are submitted by partners when activities are completed for reporting purposes and for monitoring progress.

In addition, a risk management strategy will be developed for the project by ICCWC, including key risks and assumptions that have been identified that could adversely affect the achievement of the objectives and activities of the action, including an assessment of their possible impact, severity and likelihood, and strategies that can be used to manage and mitigate risks. These will provide the baseline for the ICCWC TEG to coordinate and implement activities within specified limits.

Meetings will be held with ICCWC and will be composed of the ICCWC SEG and the Project Responsible Officer to The Vision and Strategic Action Plan. These will be held once a year and provide a brief on activities so that donors may have the opportunity to provide information and suggestions for the consideration of the SEG in the implementation of The Vision and its associated Strategic Action Plan. Quarterly calls with The ICCWC project Coordinator will be timetabled to discuss progress, risks and concerns.

#### 4.4 GOVERNANCE ARRANGEMENTS

The following tentative timetable and structure reflects overall ICCWC governance arrangements and management of the project:

Table 3 ICCWC Governance

<i>Annual timetable</i>	<i>Action to be taken</i>	<i>Responsible</i>	<i>Defra involvement</i>
(Q1-2 of Y1 only)	Project inception, development of workplan and MEL framework	ICCWC SEG	Yes-consultation as donor
Quarterly	Review of implementation and prioritisation of activities	ICCWC SEG	Yes
Monthly	Coordination of activities and day-to-day implementation	ICCWC TEG	NA
Yearly	Partners meeting	ICCWC SEG	Yes
Yearly	Submission of annual report(s) and revision of workplan (if needed)	ICCWC SEG	Yes
Ongoing	Changes to the Strategic Action Plan and any in-year funding allocations identified due to external events or in-year changes.	ICCWC SEG/TEG	Yes

The lead ICCWC partner managing the contribution on behalf of ICCWC will be responsible for overall coordination of the project monitoring and reporting. The lead agency will, as needed, develop sub-awards with ICCWC partners and coordinate all reporting in the agreed formats and timelines and submit relevant financial and narrative reports on behalf of ICCWC to the donor for all activities implemented for the project.

#### 4.5 COMMERCIAL RISKS

As a multi-donor fund, resources will be pooled, and as funding will be supplied by a voluntary contribution, Defra will have less control over funding. However, this will be mitigated against as we will be consulted on aspects of the programme throughout the project. The members provide recommendations on the strategic direction of the global programme including major events, knowledge products, and the MEL framework that will be agreed upon for follow up by the programme. We are consulted as a donor and issues are raised with us by the CITES secretariat.



## 5. FINANCIAL CASE

### 5.1 ACCOUNTING OFFICER TESTS

The intervention has been assessed against the five primary Accounting Officer tests, as set out in Chapter 3 of HM Treasury guidance Managing Public Money (MPM):

1. **Affordability (and financial sustainability):** the intervention is affordable, as it relies on the use of existing and available funds (£5m) from this Spending Review ODA budget (22/23 – 24/25) and does not involve further financial commitments beyond this period. While the funds are available, the timing and scale of payments may need to be reviewed in light of HMT and ExCo requests for reprofiling and reassessment of ODA budgets.
2. **Regularity:** the intervention is regular being compliant with legislation and Managing Public Money.
3. **Propriety:** the intervention is proper as it meets the standards in Managing Public Money and accords with the generally understood principles of public life.
4. **Value for money (for the public sector as a whole):** as assessed in the Economic Case, the intervention provides good value for money.
5. **Feasibility:** the intervention is feasible, being delivered as an integrated component of a wider and structured multi-partner initiative. While the funds are available, the timing and scale of payments may need to be reviewed in light of HMT and ExCo requests for reprofiling and reassessment of ODA budgets.

### 5.2 NATURE AND VALUE OF THE EXPECTED COSTS

Funding will be provided through a voluntary contribution in multiple instalments to be made. Defra will manage this budget flexibility across Defra's ODA budget. The following table shows potential contributions with any funds beyond year 1 being subject to Defra funds.

Table 4 Value of expected costs

<b>Financial Year</b>	<b>Minimum contribution</b>	<b>Maximum contribution</b>
22/23	£0.5 million	£2 million
23/24	£0.5 million	£2 million
24/25	£0.5 million	£2 million

Where a programme is funded by multiple donors, including those delivered by NGOs (Non-Government Organisations), UK Government accounting rules mean that an investment into a multi-donor pooled fund may be spent by the delivery partner beyond that financial year. The Vision is a multi-donor initiative funded, to which Defra's investment would be complementary. Thus, Defra's investment, as part of the larger pot, may be spent by ICCWC after FY 24/5. A more effective range of activities that closer align with Defra's priorities can be implemented rather than limiting activities to those that can be delivered by the end of FY24/25 only with no further funding payments expected beyond the SR period. In addition, these payments will be managed via a foreign payment form rather than Postal Order, mitigating the risk of decreased value for money due to fluctuating exchange rates. The funds will be paid directly to ICCWC.

We are proposing an investment of up to £5 million. As the Vision is a flexible contribution, this gives us opportunities to look across our programming and funding for other activities and to consider opportunities to uplift our contribution to the Vision to further support its objectives. During interim meetings with the ICCWC Project Coordinator we will have a standing agenda item on activities the

UK is funding and to consider whether there are other areas of interest that the UK would like to support in their programme should funding be available.

The total anticipated spend for The Vision covering the period 2023-2025 is c. \$30million including this investment. An investment of up to £5 million is therefore lower than the total expected spend for ICCWC for the FY with Defra’s investment constituting c. 17% of the total expected spend which fits within the terms of a contribution. This aligns with the requirement for a voluntary contribution to be lower than the expected spend so Defra’s investment can be “spent first.” Defra Finance has provided assurance that this approach is appropriate.

### 5.3 SCHEDULE OF FUNDING / COSTS (I.E. HIGH-LEVEL BUDGET)

The overall cost of the investment to Defra is forecast to be up to £5 million. However, we will not see the schedule of funding from ICCWC until donors have been confirmed and in turn total amount raised by ICCWC. We will consider additional funding at the mid financial year point.

### 5.4 STAFFING DELIVERY COSTS

Management of the UK’s contribution, as well as influencing and participating in key decisions, will require the below staff dedication (full time equivalent (FTE)) from Defra, this work will be absorbed into current resource in the IWT team.

Table 5 Internal HM Government staff dedication (FTE)

Internal HM Government staff dedication (FTE)	
Grade	DEFRA
SCS	0.01 over one year
G6	0.01 over one year
G7	0.1 over one year
SEO	0.05 over one year
HEO	0.25 over one year
<b>Total</b>	<b>0.42 Over one year</b>

### 5.5 FINANCIAL ACCOUNTING CONSIDERATIONS FOR DEFRA

Defra Finance has reviewed this Business Case and consulted the Consolidated Budget Guidance (CBG) to ascertain the classification of spend. CBG states that capital spend (CDEL) is unrequited transfer payments which the recipient must use to buy capital assets, buy stocks, or repay debt. Of the programme outcomes set out above, none of the spend meets the definition for CDEL and therefore, the full spend is classified as resource spend (RDEL). As this is a contribution which is not attached to specific criteria such as milestones and delivery metrics, Defra is unable to ask for return of funds. The ICCWC overheads cost is a standard 13% for all UN Secretariat projects.

### 5.6 FINANCIAL AND FRAUD RISK ASSESSMENT

The ICCWC and Defra agree as part of the voluntary contribution agreement that it is important to take all necessary precautions to avoid corrupt practices. To this end, ICCWC shall maintain standards of conduct to govern the performance of its staff, including the avoidance of corrupt and fraud practices in connection with the award and administration of contracts, contributions, or other benefits, as set forth in the Staff Regulations and Rules of the United Nations, the ICCWC Financial Regulations and Rules, and the ICCWC Procurement Manual.

## 5.7 PROVISIONS FOR DEFRA TO WITHDRAW FUNDING

The scenarios of potential suspension of funding, termination and returns to Defra and how they might be triggered, including by the monitoring, and reporting cycle, are as follows:

Table 6 Provisions for DEFRA to withdraw funding

Scenario	Timing and reporting trigger (if relevant)
Occurrence of any illegal or corrupt practice	Regular updates (from delivery partner), regular monitoring and evaluation (from delivery partner), any other communication that illegal or corrupt practice has occurred
Extraordinary circumstances that seriously jeopardise the implementation, operation or purpose of the programme This is primarily designed to cover instances of force majeure. We assess this may also provide some cover in extreme cases of under-delivery.	Immediate contact from ICCWC Coordinator to all Advisory Committee members  Informal updates to the Advisory Committee of any risks that may be occurring
If ICCWC does not fulfill its commitments according to the cooperation contract	At the time if/when this happens or if identified through regular updates or annual reviews.

## 5.8 HMT APPROVAL

HMT approval is considered necessary when payment schedules exceed agreed Spending Review. This spend will occur within the SR period and therefore HMT will not need to be informed of this voluntary contribution.

## 5.9 POWERS FOR SPENDING

The UK will commit to funding up to £5 million to the programme over 3 financial years 2022/2023-2024/2025. The funding source is the UK's Official Development Assistance (ODA) budget, for which there is £3m allocated to ICCWC for FY1,2,3 with the potential of a further 2 million to be funded. Legal powers are in place through the International Development Act 2002.

# 6. MANAGEMENT CASE

## 6.1 WHAT ARE THE MANAGEMENT AND GOVERNANCE ARRANGEMENTS FOR IMPLEMENTING?

The IWT Team will be the overall lead in the implementation of the project. Defra will have regular quarterly meetings with the ICCWC Programme Coordinator. ICCWC will submit interim progress reports and an end of year report. Defra will publish Annual Reviews on the progress of The Vision. There will be continuous open communication with leads throughout the lifetime of the project. Defra will have access to read outs from SEG. There will be a Defra PRO leading and managing relationship with ICCWC.

## 6.2 ROLES, RESPONSIBILITIES AND ACCOUNTABILITIES

The IWT Team under the International Biodiversity and Climate directorate will be the overall lead in the implementation of the funding. There will be a SRO (Senior Responsible Owner) and there will be a PRO (Programme Responsible Owner).

Table 7 Breakdown of ICCWC roles, responsibilities, and accountabilities

Role	Responsibility	Accountabilities
<b>ICCWC Programme Coordinator</b>	Day-to-day project management and regular monitoring of global results and risks, including social and environmental risks. Ensure all programme staff maintain a high level of transparency, responsibility and accountability in implementation, MEL, and reporting results.	Risks, MEL, transparency, implementation
<b>Defra Senior Responsible Officer</b>	Senior Responsible Officer for Defra's contribution. Will maintain oversight to ensure the programme is appropriately monitored throughout the year. The SRO will oversee the annual review process and Monitoring and Evaluation with support from a Programme Manager. Oversight of Defra Programme Manager	The SRO is accountable for UK contribution meeting its objectives, delivering the required outcomes and making the expected contribution to the higher -level objectives.
<b>Defra Programme Manager</b>	Main Defra point of contact, financial payments, MEL and annual review/close of programme report.	Day to day basis, the delivery of the programme outcomes within the agreed time, cost and quality constraints. This includes effective management of risk, compliance with the rules, objectivity about performance and design and adaptation of the programmes to uncertain of changing contexts.
<b>ODA Board</b>	Provide accountability and assurance for Defra's ODA budget and to provide strategic direction for Defra's ODA spend. The ODA board meets quarterly and consists of Senior Civil servants from FCDO (Foreign, Commonwealth and Development Office) and Defra.	Monitor the strategic direction for ODA spend in Defra, implementation of Defra's ODA strategy and policy priorities, progress against the results set out in business case, advising on significant risks to implementation Clear Business Cases for ODA spend above £5 million, Recommend remedial actions to the SRO if operational or financial performance is off track, Ensure ODA rules are met, Ensure consistency with X-Government ODA rules.

### 6.3 MONITORING, EVALUATION AND LEARNING

During the mid-term evaluation conducted 1<sup>st</sup> January to 20<sup>th</sup> September 2021 of the Strategic Programme, one of the gaps identified was indeed the lack of an overall and systematic MEL process for the whole programme and as a result a more specific MEL framework will now be developed for the ICCWC Vision as a whole and incorporated into the Action Plan.

ICCWC are currently undergoing a process to create their entire MEL framework, to enhance both the global results framework and all national frameworks. This will commence during the inception stages of development and expected to be between January-June 2023. The proposed changes include, in addition to the updated theory of change, a sufficient system of standardised indicators and more streamlined reporting. **Defra will have a role in Reviewing MEL strategies and ensuring continued value for money in MEL practices from regular contact with the ICCWC Programme Coordinator.**

All Defra ODA programmes are designed to ensure that Defra ODA MEL activities are consistent with the requirements of the UK International Development Act 2015, while maximising opportunities for learning and providing accountability. A log frame will be designed once we have a clearer Idea of the exact activities and KPIs the programme will be working to. This will include ODA KPIs that support

monitoring and evaluation, as part of the development of the log frame, which will be developed at a later date. We will ensure the KPIs are represented and progress of the Vision is marked against those KPIs. A list of proposed activities can be seen in Annex 2.

## 6.4 THEORY OF CHANGE

ICCWC recognises that preventing or 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 necessary 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, and to mitigate its effects. Under this conceptual model, each step can be treated as an imperfect layer of defence (Figure 2). Although many layers exist between criminals and the wildlife that they target, there are flaws in each layer, which if aligned facilitate illegal activities. This means that action is needed across multiple layers to succeed. Of these layers, 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 behaviour 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 is progressed under the individual programmes of some ICCWC partners, along with efforts of a range of other organisations. As the primary layer of defence, this work will catalyse impact through a reduced need 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. This can be thought of as a reduction in the size and alignment of the flaws in the remaining layers of defence – from reducing opportunities for crime through to disruption of criminal networks – resulting in fewer wildlife crimes being successfully perpetrated.

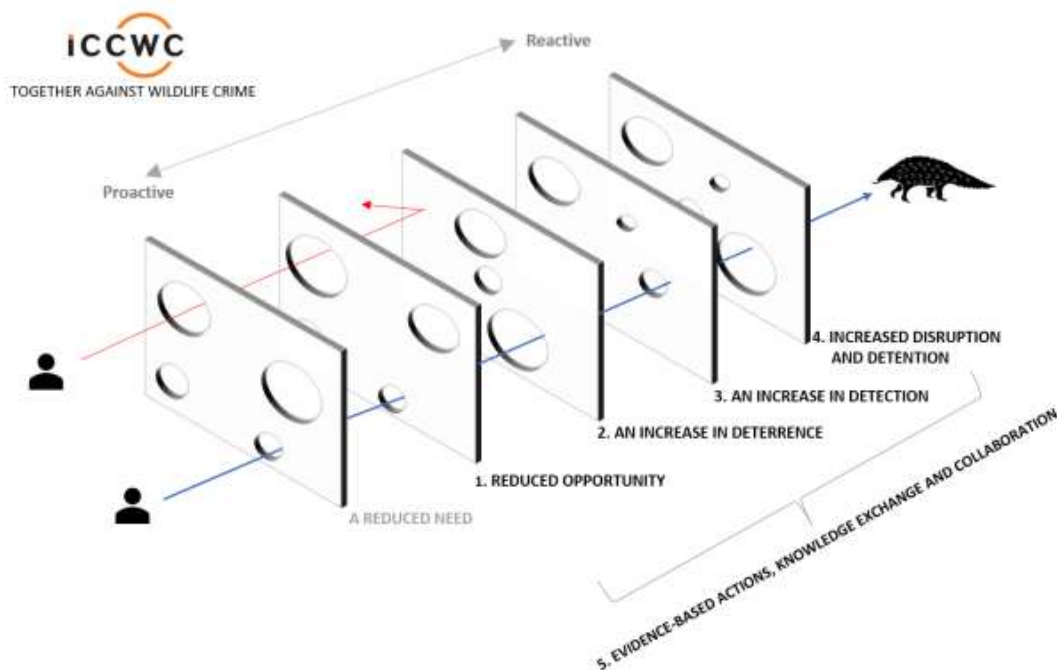


Figure 2 The five ICCWC outcomes Ranging from proactive to reactive defences. The first layer of defence with greyed-out text indicates areas that fall outside of the core scope of ICCWC.

## 6.5 LOG FRAME

Defra will use a logical framework (log frame) as a key means of holding delivery partners to account and measuring the effectiveness of the contribution. ICCWC will develop a full log frame for the project's inception by June 2023. This will ensure time for funding to be confirmed as well as to feed in results from the review of the MEL to build on the existing framework following feedback in their evaluation of Strategic Programme. Defra will monitor performance of the programme against their log frame, which will be reviewed during each annual review.

## 6.6 REPORTING – (FREQUENCY, ANNUAL REVIEWS)

**ICCWC will actively monitor and track delivery at all levels (country, regional, and global) aligned to its policies and procedures.** ICCWC follows an integrated reporting structure, producing a full year report covering the contributions from all donors for a specific year January- December (sent at the latest by 28 February of each year).

This reporting will include at a minimum an annual Executive Summary, Background, Progress Review (output level results corresponding to agreed-upon portfolio indicators), Project Risks and Issues, Lessons Learned, Conclusions & Way Forward, and are combined with a financial status at the portfolio level. Additional reporting inputs can be requested on a need-by-need basis. Regular reporting requirements will be stipulated in the contract.

ICCWC will provide interim narrative and financial reports on an annual basis, and a final narrative and financial report at the end of the project. Specific dates and timelines will be agreed upon signature of the agreement, but generally will be within 3 months of the end of the first year of implementation, and within 6 months of the end of the project. Assuming receipt of funds in January for a 4-year project, a tentative timeline could be as follows:

- Signature of agreement and receipt of funds: 1 January 2023
- End of Y1 implementation: 31 December 2023
- Y1 progress reports (interim narrative and financial report: 31 March 2024.
- Y2 progress report: 31 March 2025
- Y3 progress report: 31 March 2026
- End of project implementation (Y4): 31 December 2026
- Y4 progress report: 31 March 2027 (if needed, or can be combined with final report)
- Final report: 30 June 2027

## 6.7 WHAT ARE THE KEY RISKS AND HOW WILL THEY BE MANAGED?

A risk management strategy will be developed by ICCWC for the project, including key risks and assumptions that have been identified that could adversely affect the achievement of the objectives and activities of the action, including an assessment of their possible impact, severity and likelihood, and strategies that can be used to manage and mitigate risks. These will provide the baseline for the ICCWC TEG to coordinate and implement activities within specified limits.

A risk assessment has been undertaken and mitigations identified as well as owners of each area of risk identified. The risks and mitigations can be found in Annex 3.

The types of assistance envisaged may result in changes to the laws, policies, practices or capabilities of foreign justice or security institutions and/or result in individuals being identified, investigated, arrested, detained, interviewed, interrogated, prosecuted, tried or sentenced by foreign authorities.

These types of activities will be in support of legitimate security or justice objectives, including support for human rights, but may also give rise to human rights, humanitarian law, political or reputational risks. We will ensure we have a framework to assess the security of Human Rights issues to ensure ICCWC Consortium members have a protocol to respond and manage risks around this. Including a reporting mechanism for any countries that go against these.

Defra also uploads relevant programme outputs to the [UK Development Tracker](#)

## 6.8 TRANSPARENCY

Defra requires all its partners to meet the *International Aid Transparency Initiative (IATI) standard* [International Aid Transparency Initiative - iatistandard.org](http://iatistandard.org) that aims to ensure that organisations publish information to ‘improve the coordination, accountability and effectiveness to maximise their impact on the world's poorest and most vulnerable people.’ This includes information on the organisation, funds, and planned activities. This intervention will generate significant outputs including log frames, annual reviews, programme/project proposals and technical reports which will be of interest to other countries and stakeholders. All outputs should be published on IATI, free to users whenever possible.

## Annex 1

### **ICCWC 2016 Strategic Programme Achievements**

Throughout the 2016-2020 Programme, ICCWC conducted activities in 129 member countries, achieving significant success throughout. The successes listed below are not exhaustive and do not capture all the achievements of ICCWC, but rather help to articulate the diversity of activities conducted under the auspices of the Consortium. The major achievements included:

1. Supporting and initiating the THUNDER law enforcement operations, during which approximately 7,284 seizures were made including over 2,000 tonnes of wood and timber, over 5.6 tonnes of ivory, more than 13 tonnes of pangolin scales, approximately 38,000 live reptiles and 14,650 live birds, 17.6 tonnes of plants and more than 74 tonnes of marine wildlife. More significantly, these operations resulted in the identification of more than 2,300 suspects and the arrest of more than 1,300 offenders.
2. Building regional and inter-regional cooperation such as through Regional Investigative and Analytical Case meetings (RIACM) designed to support investigations and operational analytical work and Wildlife Inter Regional Enforcement (WIRE) meetings offering a specialised platform to convene officials of the same profession e.g., Customs, to build bridges among like-minded professionals from different countries.
3. Implementing the ICCWC Toolkit and the ICCWC Indicator Framework, based on country requests. ICCWC engaged 33 countries using the Toolkit or Indicator Framework, with 12 countries, including the UK, having completed Toolkit implementation, providing recommendations on priority measures and activities to implement in order to combat wildlife crime.
4. Conducting National Risk Assessments for Cameroon, Cote d'Ivoire, Madagascar, Mozambique, Namibia, Zambia, and Zimbabwe, providing valuable information related to environmental crime prioritisation and needs.
5. In the period 2018-2020, ICCWC conducted more than 60 trainings for over 2,500 participants to enhance the skills of wildlife crime investigators, enforcement officers, prosecutors, and judicial authorities. This included training in wildlife forensic science, anti-corruption measures, anti-money laundering investigations and the use of specialised investigation techniques.
6. Supporting member countries to develop and adopt appropriate legislation to combat wildlife crime and effectively prosecute criminals, such as in Gabon and Viet Nam.
7. Supporting the implementation of anti-corruption measures and strategies in several countries including Bolivia, Botswana, Malawi, and Mozambique.
8. Implementing mentorship programmes, seconding international mentors to support the development of national capabilities, such as in Gabon and Tanzania.
9. Deploying Wildlife Incident Support Teams where requested, in support of ongoing investigations, for example, to Viet Nam in 2019, in response to large-scale ivory and pangolin seizures.
10. Developing ICCWC's Menu of Services to provide easy guidance for beneficiaries on an indicative list of the training courses, tools, and services available through ICCWC to develop the requisite capabilities.



11. Providing several best practice tools, including the Toolkit, Indicator Framework, Guidelines on methods and procedures for ivory sampling and laboratory analysis, a Best Practice Guide for Forensic Timber Identification, and several national-level Rapid Reference Manuals.
12. Playing an important role in information management and analysis support at a national level. Maintained secure databases and communication systems to enable sharing of information between relevant law enforcement agencies.
13. Contributing to important global research reports such as the 2018 and 2020 World Wildlife Crime Report, and the threat assessment of wildlife crime in West and Central Africa.
14. Increasing awareness of the scale and seriousness of wildlife crime through high-level events showcasing ICCWC's tools and resources, technical documents, various task forces and other activities.

Annex 2

**Outcomes and Activities**

The following are the five outcomes ICCWC seek to achieve through the Vision:

Outcome	Sub Outcome	ICCWC Approach	Example Activities
<p>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.</p>	<ul style="list-style-type: none"> <li>a) Making it more difficult to commit a wildlife crime.</li> <li>b) Reducing rewards for committing wildlife crime.</li> <li>c) Increasing awareness of wildlife crime.</li> </ul>	<p>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.</p>	<p>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; 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; Targeted intelligence-led operations or activities focused on markets/hotspots (linked with regional/global activities); Corruption risk identification/assessment and mitigation activities to identify and prioritize corruption risks and develop strategies to mitigate against these risks; 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 and support to strengthen existing legal frameworks to address money laundering and facilitate the tracing and seizure of proceeds of crime; 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; 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; Awareness raising and events at high-level/strategic</p>

			meetings; integrate messaging into relevant ICCWC activities
<p>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</p>	<ul style="list-style-type: none"> <li>a) Increasing the certainty of sanctions.</li> <li>b) Increasing the severity of sanctions.</li> <li>c) Strengthening judicial processes and systems to pursue appropriate sanctions.</li> </ul>	<p>This outcome will be driven through ICCWC support for judicial sensitisation; strengthened national capacities for investigation, prosecution, and adjudication of wildlife crime; improved cooperation in investigations and prosecutions; and the facilitation of timely judicial processes.</p>	<p>Capacity building to facilitate the implementation of measures and protocols to ensure chain of custody from the crime scene to the courtroom; Training on case file preparation and presenting evidence in court; training on note-taking and interview techniques; 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); Promote and support the application of the Guide on Drafting Legislation to Combat Wildlife Crime; 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 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); Support digitization of the key courts, including setting up infrastructure, equipment, and developing/updating existing databases; 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.</p>

<p>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.</p>	<p>a) Increased detection of wildlife crime.          b) Effective gathering of evidence to identify and target suspects and the dynamics of the crimes and criminal networks.</p>	<p>This outcome will be achieved by targeted inter-regional, regional, or global operations such as the Operation 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.</p>	<p>Capacity building and technical support to improve risk management practices and profiling to better detect and intercept illegal wildlife consignments; 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. technical support for intelligence analysis, including convergence with other crimes; mentorships and twinning programmes; 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. Training to facilitate intelligence gathering, as well as IT forensic extraction and data integration technique; Training on controlled delivery; training on wildlife undercover operation; training on undercover techniques in the investigation of wildlife crime; Training and technical support, including on interview techniques and online investigations (including open source and undercover online investigations);</p>
<p>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.</p>	<p>a) Increase the disruption of criminal activity.          b) As appropriate, facilitate arrest and detention of criminals to prevent them from committing further crime.</p>	<p>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,</p>	<p>Training on cross-border cooperation in combating transnational organized wildlife crime; targeted activities: 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;</p>

		<p>whereby an increase in detection, disruption and detention of criminals should increase the deterrent effect of the law enforcement and criminal justice system.</p>	<p>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; 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;</p>
<p>Evidence-based actions, knowledge exchange, and collaboration drive impact</p>	<ul style="list-style-type: none"> <li>a. Evidence-based interventions and decision making to inform collective effort and adaptive management.</li> <li>b. Effective collaboration with and between key stakeholders, which includes relevant national agencies, donors, regional and international initiatives.</li> <li>c. Efficient and effective ICCWC implementation.</li> </ul>	<p>Under this outcome, ICCWC will deploy evidence-based tools and assessments such as The Wildlife and forest crime analytic toolkit report (from here on in named The 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.</p>	<p>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: 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: Produce World Wildlife Crime Reports; conduct targeted regional threat assessments; Initiate activities in accordance with CITES Decisions and Resolutions that fall within the ICCWC remit and mandate that are adopted by the CITES CoPor 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; Promote ownership and implementation of Toolkit action plans by national counterparts; encourage donor support towards the implementation of recommendations by relevant stakeholders; Convene regional meetings between agencies responsible for wildlife law enforcement to discuss and develop targeted responses; Develop and implement ICCWC Roadmaps for priority countries; provide strategic guidance on and facilitate informal international</p>

			and interagency collaboration and cooperation in target countries based on the ICCWC roadmaps; engage to facilitate collaboration and cooperation relevant stakeholders working in the country
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Annex 3

**Risks and mitigations**

The following table outlines the risks and mitigations of the ICCWC Vision 2030

<b>Risk</b>	<b>Likelihood and Severity</b>	<b>How risk will be resolved/mitigated</b>
That recipient countries avoid ICCWC interventions because it could un-earth corruption among government officials.	Medium Impact: High	<ul style="list-style-type: none"> <li>• ICCWC partners to triangulate information about country from multiple sources, to identify where corruption is being concealed, before, during and after working within that country.</li> </ul>
That officials who receive ICCWC training will be moved to other duties, minimising the impact of the ICCWC programme.	Medium Impact: Medium	<ul style="list-style-type: none"> <li>• ICCWC partner activities developed and implemented with a focus on building long-term sustainable capacity, e.g., through mentorship programmes</li> </ul>
That some areas of ICCWC's work programme are neglected due to funding constraints.	Low Impact: Low	<ul style="list-style-type: none"> <li>• ICCWC SEG ensure funding is fairly distributed between countries to cover all aspects of ICCWC's work programme.</li> </ul>
National governments lack the political will to prioritise and address the issues related to WLFC, the adoption of Protocols, agreements, and implementation of action plans	Medium Impact: High	<ul style="list-style-type: none"> <li>• ICCWC to Maintain regular engagement with the countries at site, national and regional levels.</li> <li>• Seek support of stakeholders, donors, regional organisations, media, and civil society to raise awareness of WLFC.</li> <li>• Advocacy at international level on country specific efforts to combat WLFC will be promoted Assumptions.</li> <li>• High level political commitment to work with ICCWC.</li> <li>• Provision of high quality and timely technical advice.</li> <li>• High convening power of UN organisations at site, country, and regional level.</li> <li>• Donors can adjust the prioritisation and timing of activities</li> </ul>
Delays with internal arrangements between partners (agreements) and insufficient coordination of activities between ICCWC members	Low Impact: medium	<ul style="list-style-type: none"> <li>• Ensure good coordination and communication with donors and timely preparation and submission of relevant reports</li> <li>• Engage with ICCWC members in advance to make arrangements for the development of agreements</li> <li>• ICCWC Senior Expert Group regularly exchanges information via meetings, phone and email and plans joint field missions</li> <li>• Real time workplan will be accessible to all ICCWC members</li> </ul>

		<ul style="list-style-type: none"> <li>•ICCWC members openly voice any concerns regarding coordination and implementation of project activities</li> </ul> <p>Assumptions</p> <ul style="list-style-type: none"> <li>•Funds are disbursed by donors to ICCWC partners on time</li> <li>•Standard agreements are used between CITES and ICCWC members to disburse funds for activities identified in the ICCWC Strategic Programme</li> <li>•Agreements are developed, finalised and signed and funds are disbursed to partners in a timely manner</li> <li>•ICCWC conducts joint activities and coordinates field work</li> <li>•ICCWC highly committed to delivering work 'as one</li> <li>•ICCWC regularly exchanges information and presents joint visibility of the project</li> <li>•ICCWC updates calendar of activities and country roadmaps of existing and forecast activities</li> </ul>
Insufficient coordination of activities with donors	Low Impact: medium	<ul style="list-style-type: none"> <li>•ICCWC shares regular updates with donors on activities</li> <li>•ICCWC and donors openly share any concerns during the ICCWC Donor Council Assumptions</li> <li>•DEFRA maintain good communication throughout the implementation of the project and discuss any issues that may arise in a timely manner</li> </ul>
National governments lack capacity to implement activities	High Impact: Medium	<ul style="list-style-type: none"> <li>•ICCWC Maintain regular engagement with the countries at site, national and regional levels</li> <li>•Seek support of stakeholders, donors, and regional organisations to build capacity</li> </ul> <p>Assumptions</p> <ul style="list-style-type: none"> <li>•Required infrastructure and staff available to organise and implement activities</li> <li>•ICCWC can adjust activities based on local capacities.</li> </ul>
Reluctance of law enforcement agencies to work together in sharing information and engaging in joint operations	Medium Impact: High	<ul style="list-style-type: none"> <li>•Maintain regular engagement with the management agencies at the site, national and regional levels</li> <li>•Seek support of stakeholders, donors, regional organisations, media, and civil society to raise awareness of wildlife crime</li> <li>•Development of SOPs and MoUs (Memoranda of Understanding) between law enforcement agencies including for joint operations and sharing information</li> <li>•Development of concrete practical tools to aid investigations, intelligence gathering, prosecution and judiciary</li> <li>•Enforcement systems and benchmarks will be promoted</li> <li>•Results will be promoted and attributed to all participating agencies, reducing the risk of conflict.</li> </ul> <p>Assumptions</p> <ul style="list-style-type: none"> <li>•Provision of high quality and timely technical advice</li> <li>•Officers will receive sufficient support from their supervisors/management to attend trainings and other collaborative activities</li> <li>•Trainees are motivated to put in practice the techniques taught during the trainings, or on the ground mentorships</li> <li>•Political buy-in to address WLFC promotes law enforcement and the fight against corruption</li> </ul>



		<ul style="list-style-type: none"> <li>•Law enforcement agencies support multi-agency cooperation and there is national level commitment to implement the objectives of the project</li> <li>•The government recognises capacity building needs and ensures they are addressed with the project support</li> </ul>
Countries do not engage in proactive intelligence-led investigations and prosecutions of criminals	Medium Impact: High	<ul style="list-style-type: none"> <li>•ICCWC works closely with key national agencies, collecting intel and information and support network building of key focal points who are committed to address WLFC</li> <li>•ICCWC establishes and maintains its presence on the ground through embedded mentorships to ensure that adequate support is provided to prosecutors and law enforcement, including through intel sharing, information exchange, supporting MLA requests, supporting regional cooperation</li> </ul> <p>Assumptions</p> <ul style="list-style-type: none"> <li>•Police and other front-line agencies increase intelligence-led investigations, including the use of specialised investigative techniques to address WLFC</li> <li>•Prosecutors work closely with investigators and ICCWC in building quality cases admissible to court</li> </ul>
Activities cannot be delivered due to national security and international health issues	Medium Impact: High	<ul style="list-style-type: none"> <li>•Leading ICCWC partner(s) are aware and up to date on potential political and civil instability as well as potential health issues in relevant countries</li> <li>•Prepare alternative plans to implement activities if such issues are expected</li> <li>•Ensure necessary arrangements are put in place to ensure the successful, safe, and secure implementation of activities</li> </ul> <p>Assumptions</p> <ul style="list-style-type: none"> <li>•The activities in the country do not present significant security/health risks to staff involved</li> <li>•ICCWC can adjust the type of activities and timeline based on security/health risks identified</li> </ul>