



USAID BIODIVERSITY

Combating Wildlife Trafficking COLLABORATIVE LEARNING GROUP

Interagency Cooperation Practice Note

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January 24, 2023



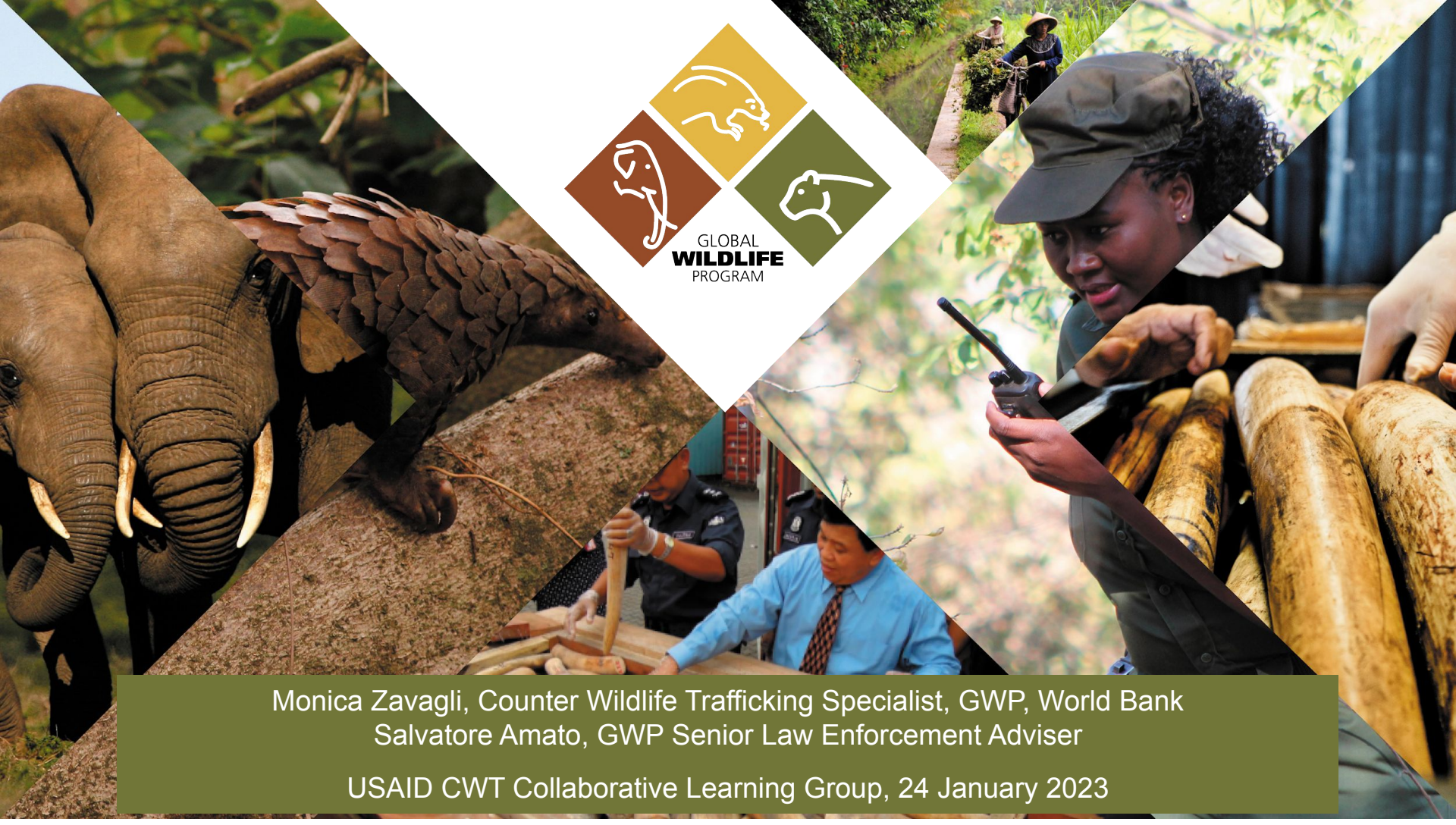
TODAY'S SPEAKERS



Monica Zavagli
World Bank Group



Sal Amato
SMA Consulting



Monica Zavagli, Counter Wildlife Trafficking Specialist, GWP, World Bank
Salvatore Amato, GWP Senior Law Enforcement Adviser

USAID CWT Collaborative Learning Group, 24 January 2023

“One of the largest programs to combat illegal wildlife trade”



▶ GEF Funding
\$230 million

▶ Co-Financing
\$1.4 billion

Supported by



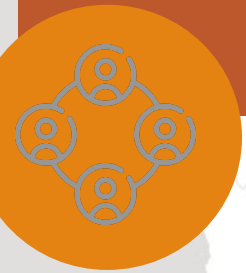
Led by



In Partnership with



Over 30 countries:
Africa, Asia & Latin
America



GWP thematic focus



Conserve
Wildlife and
Habitats



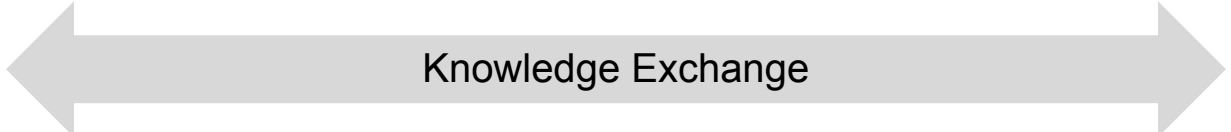
Promote
Wildlife-based
Economies



Combat
Wildlife
Trafficking



Reduce
Demand

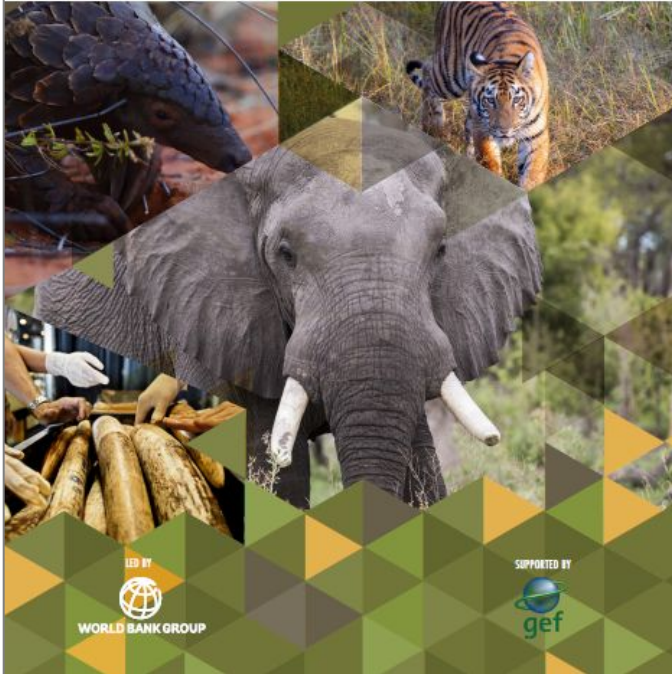


Knowledge Exchange



GUIDANCE NOTE

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



New GWP Guidance Note



Illustrate the **most recurrent challenges, experiences, and lessons learned across GWP projects** with a mandate to establish or strengthen mechanisms to support **coordination among national law enforcement agencies** responsible for addressing wildlife crime and trafficking.

13 inter-agency national or subnational level coordination mechanisms to address IWT (2015-2021)

Establishment of 8 new mechanisms

Strengthening of 5 existing mechanisms

Examples:

- ▶ **GWP Malaysia** is supporting establishment of a national anti wildlife crime inter-agency task force
- ▶ **GWP Mozambique** supported establishment of a new National Anti-Poaching Coordination Unit
- ▶ **GWP Zimbabwe** is supporting establishment of two subnational Wildlife Crime Prevention Units
- ▶ **GWP Botswana** is supporting revision of the recently expired National Anti-Poaching Strategy



Key themes for effective inter-agency coordination mechanisms



1: Membership

Guiding questions

Which agencies participate?

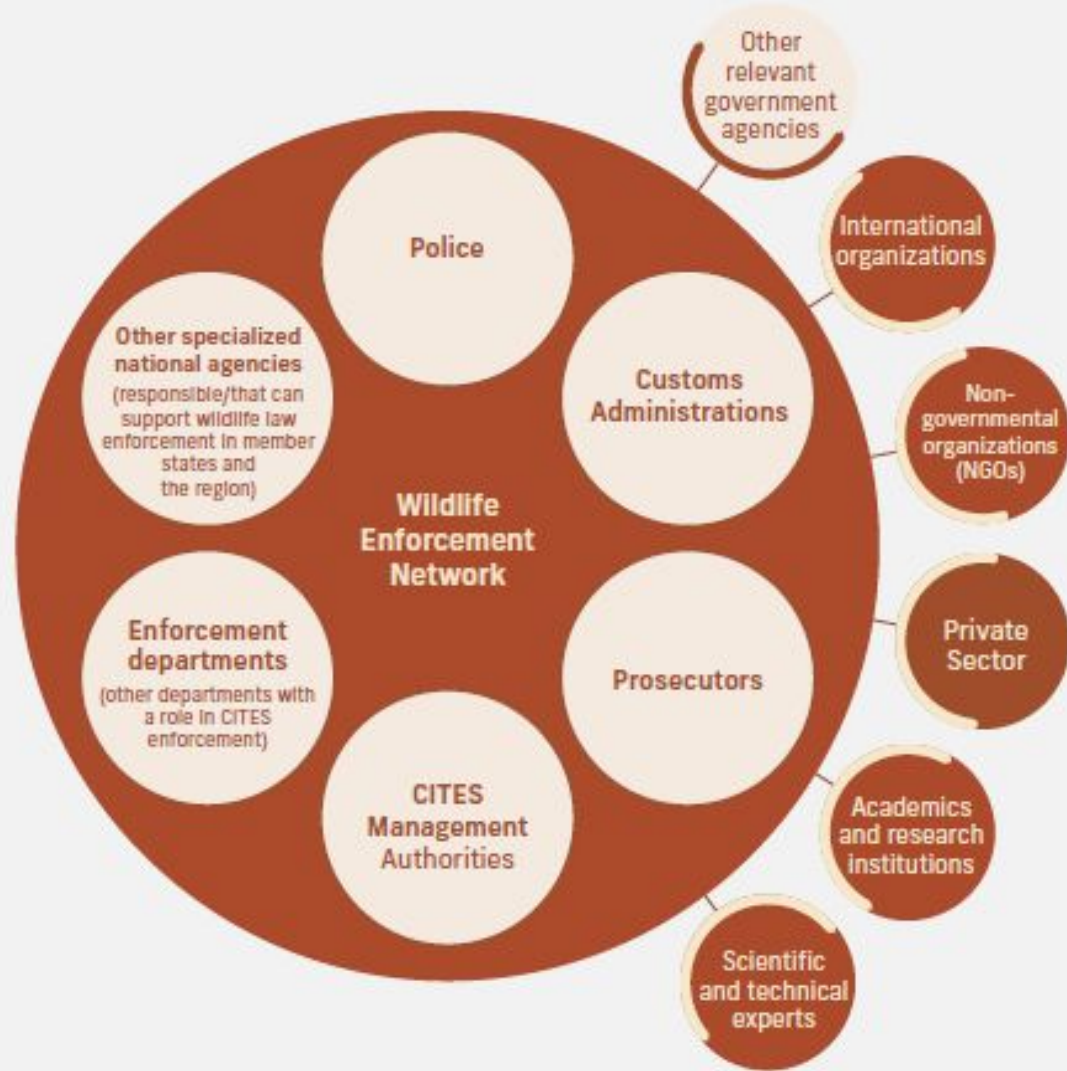
What is the actual level of that participation?

Are any key agencies absent?

Is membership improving or getting worse?



Overview of the Wildlife Enforcement Network (WEN) concept



CHALLENGES

- ▶ Ensuring the mechanism has the right makeup
- ▶ Building trust
- ▶ Pros and Cons of using military units

LESSONS LEARNED and RECOMMENDATIONS

- ▶ Projects may need to adjust key partners
- ▶ Members may have concerns sharing sensitive data
- ▶ Consider including the judiciary and prosecutors
- ▶ Coordination mechanisms can leverage a broader range of applicable laws

2: Governance

Guiding questions

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

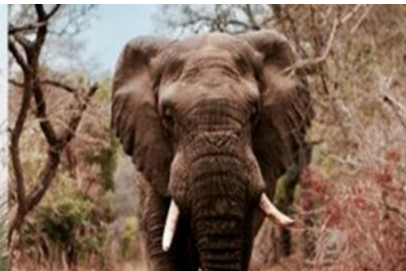
Is the lead agreed upon by the majority of the group?

Does the lead agency potentially alienate other members?

Does the mechanism have clear aims and objectives?

Do agencies understand their role within the group?

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



CHALLENGES

- ▶ Ensuring protocols are in place to clearly define roles, responsibilities and expectations
- ▶ Ensuring the mechanism is chaired appropriately
- ▶ Finalizing formal governance docs can become a protracted process

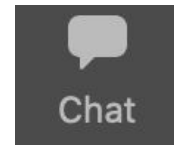
LESSONS LEARNED and RECOMMENDATIONS

- ▶ Obtaining high-level commitment is critically important
- ▶ Continuity of membership is also critical
- ▶ Consider splitting mechanism into multiple tiers or sub-working groups
- ▶ Consider establishing a permanent secretariat with a rotating chair

How have USAID projects worked to build trust among different agencies?

What has worked?

Please share insights in the chat box



3: Communication

Guiding questions

To what extent do members communicate?

How often does the group meet?

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

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



CHALLENGES

- ▶ Ensuring the mechanism meets/communicates regularly
- ▶ Sharing LE sensitive data/info with non-LE members
- ▶ Building trust related to info sharing can be tricky

LESSONS LEARNED and RECOMMENDATIONS

- ▶ Encourage both formal and informal communication
- ▶ Conduct operational debriefs with lessons learned
- ▶ Highlight field-level accomplishments to build trust/support from higher levels
- ▶ Technology related to information sharing should not outpace agency collection capabilities
- ▶ Ensure engagement with local communities

4: Resources

Guiding questions

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

Can the mechanism sustain itself without external support?



CHALLENGES

- ▶ Ensuring the mechanism has adequate resources
- ▶ Ensuring sustainability beyond the life of the project
- ▶ Lack of agency resources committed to delivery of agreed-upon activities

LESSONS LEARNED and RECOMMENDATIONS

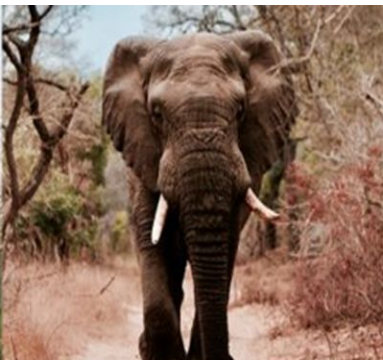
- ▶ Projects need to prioritize finding additional funding and resources
- ▶ High-level commitment needs to go beyond supporting the mechanism to supporting agreed-upon outputs and activities
- ▶ Discussion on sustainable funding should be a prerequisite during initial project design

5: Effectiveness

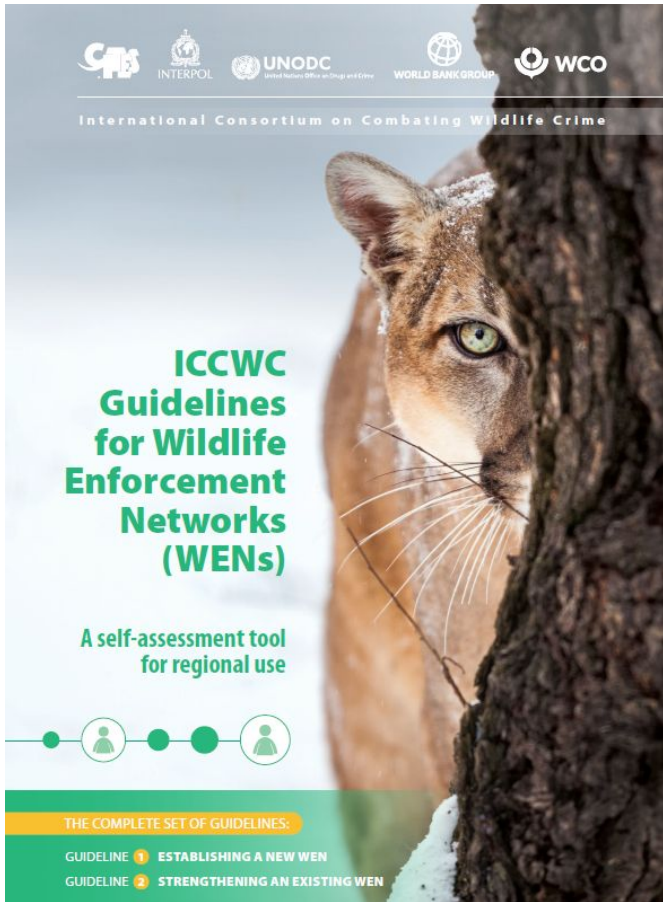
Guiding questions

What makes an inter-agency coordination mechanism effective?

Do agencies see value in being part of the mechanism?



ICCWC Guidelines for WENs



Propose a network evaluation matrix that can be applied to national or sub-national inter-agency coordination mechanisms. The matrix looks across five major criteria:

1. Membership
2. Finances
3. Governance
4. Support
5. Deliverables

CHALLENGES

- ▶ Ensuring the mechanism meets its agreed-upon objectives
- ▶ Difficulty measuring effectiveness due to differing agency priorities and reporting requirements

LESSONS LEARNED and RECOMMENDATIONS

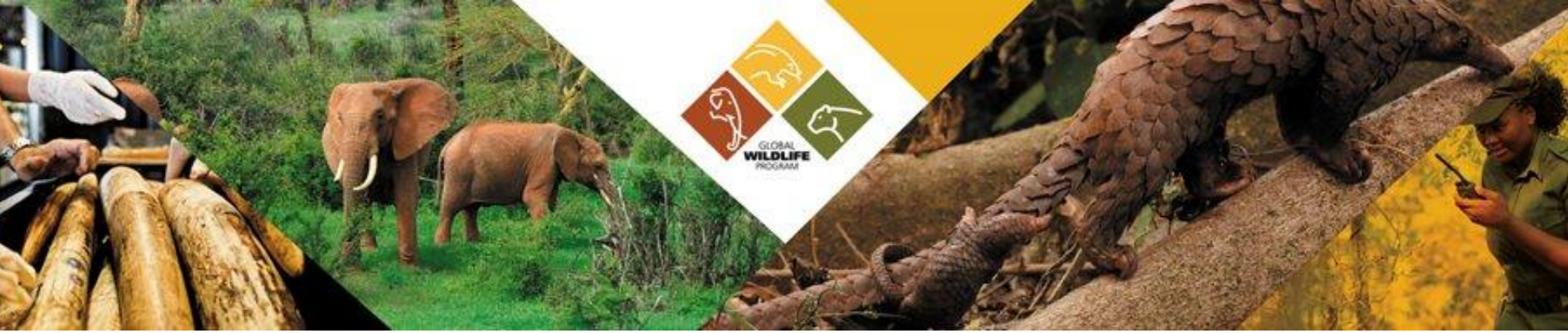
- ▶ Effective mechanisms are made-up of reps who can make decisions
- ▶ Collaborative assessment processes can be helpful but need to happen early
- ▶ Importance of identifying how each member can contribute
- ▶ Establish clear monitoring and evaluation protocols

CONCLUSIONS

Despite clear benefits, effective inter-agency coordination remains a challenge for many CWT projects.

- PATIENCE and DETERMINATION are crucial
- Working step-by-step to build trust
- Importance of aligning expectations with political and operational realities





Thank You

If interested to learn more, reach out to:

Monica Zavagli mzavagli@worldbank.org or gwp-info@worldbank.org

GWP webpage: <https://www.worldbank.org/en/programs/global-wildlife-program>

QUESTIONS & ANSWERS



USAID BIODIVERSITY
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TOOLS AND RESOURCES

- [CWT Learning Group Site](#)
- [CWT Learning Agenda](#)



USAID E3/FORESTRY AND BIODIVERSITY
Combating Wildlife Trafficking
COLLABORATIVE LEARNING GROUP



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USAID has a long history of support for efforts to combat wildlife trafficking (CWT). These efforts are currently being prioritized due to a dramatic increase in the volume and scope of the threat in recent years and the February 9th, 2017 Executive Order on enforcing federal law with respect to



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THANK YOU!

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