



International Consortium on Combating Wildlife Crime

# ICCWC Guidelines for Wildlife Enforcement Networks (WENs)

A self-assessment tool  
for regional use



THE COMPLETE SET OF GUIDELINES:

GUIDELINE **1** ESTABLISHING A NEW WEN

GUIDELINE **2** STRENGTHENING AN EXISTING WEN





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**A self-assessment tool for regional use**

**Guideline 1 – Establishing a new WEN  
Guideline 2 – Strengthening an existing WEN**

May 2020



### About ICCWC

The International Consortium on Combating Wildlife Crime (ICCWC) is the collaborative effort of five inter-governmental organizations working to bring coordinated support to the national wildlife law enforcement agencies and to the sub-regional and regional networks that, on a daily basis, act in defense of natural resources.

The ICCWC partners are the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Secretariat, INTERPOL, the United Nations Office on Drugs and Crime (UNODC), the World Bank and the World Customs Organization (WCO).

The mission of ICCWC is to strengthen criminal justice systems and provide coordinated support at national, regional and international levels to combat wildlife and forest crime to ensure perpetrators of serious wildlife and forest crime will face a formidable and coordinated response.

Further information on ICCWC is available at <http://www.cites.org/eng/prog/ICCWC.php>



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## Foreword

Regional and inter-regional cooperation is essential to combating wildlife trafficking effectively. In support of such efforts ICCWC has, *inter alia*, convened a number of Global meetings of Wildlife Enforcement Networks (WENs).

At the First Global Meeting of WENs (Bangkok, Thailand, 2013<sup>1</sup>) it was determined that WENs were an effective tool and have a pivotal role in supporting collective efforts to combat wildlife crime. It was therefore agreed that efforts should be made to further support and strengthen their work.

At the Second Global Meeting of WENs (Johannesburg, South Africa, 2016<sup>2</sup>), it was decided that there was a need for Guidelines on establishing a new WEN and strengthening existing WENs.

A feasibility study was subsequently conducted and based on its findings draft Guidelines were developed and refined through an inclusive and comprehensive consultation process. Based on inputs received during the consultation process, a Workshop Draft of the guidelines were prepared and extensively discussed by policymakers and law enforcement practitioners that came together at the Third Global Meeting of the WENs (Geneva, Switzerland, 2019<sup>3</sup>). The discussions undertaken allowed for the revision, refining, strengthening and finalization of the Guidelines.

The resulting Guidelines presented in this document are now a tool for new or existing WENs around the world to draw upon and can aid in ensuring that efforts are placed where most required, particularly in terms of enhancing links and synergies between existing and potential initiatives.

The Guidelines are amongst others intended to assist in strengthening communication channels within WENs, enhancing visibility on transboundary cooperation in cases made possible by WENs, and to encourage the creation of opportunities for WENs to engage with each other.

While addressing wildlife crime, a serious transnational organized crime, pose many challenges, cooperation can lead to exceptional successes and tremendous results. It is trusted that these Guidelines will make an important contribution to strengthening collaboration and collective efforts, and a significant contribution in strengthening WENs and their role in the fight against wildlife crime.

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<sup>1</sup> See report from the First Global Meeting of WENs, available at:  
<https://www.cites.org/sites/default/files/common/docs/ICCWC%20Report%20-%20First%20Global%20Meeting%20of%20the%20WENs%20-%20Final.pdf>

<sup>2</sup> See report from the Second Global Meeting of WENs, available at:  
[https://cites.org/sites/default/files/eng/prog/iccwc/WENs/Report\\_2nd\\_Global\\_WEN\\_meeting-final.pdf](https://cites.org/sites/default/files/eng/prog/iccwc/WENs/Report_2nd_Global_WEN_meeting-final.pdf)

<sup>3</sup> See report from the Third Global Meeting of WENs, available at:  
[https://cites.org/eng/prog/iccwc.php/Action/report\\_third\\_global\\_meeting\\_WENs](https://cites.org/eng/prog/iccwc.php/Action/report_third_global_meeting_WENs)

## Introduction

### Guidelines for establishing a new WEN and strengthening an existing WEN

Despite considerable efforts to combat wildlife crime at the national, regional and international levels, it remains a problem worldwide, with well recognized involvement of organized crime groups.

A number of networks with different purposes and objectives<sup>4</sup> focused on combating wildlife crime, and with varying degrees of formality and organization, have been developed across the world. In most cases these networks are known as Wildlife Enforcement Networks (WENs), and these WENs if functioning optimally, can play an important role in facilitating increased collaboration and coordination to combat wildlife crime.

ICCWC has therefore developed these Guidelines to help member states and regions to strengthen their existing WENs, or to support the establishment of new WENs.

The Guidelines consist of two separate parts:

- **Guideline 1 – Establishing a new WEN**
- **Guideline 2 – Strengthening an existing WEN**

The WEN Guidelines are designed to complement the *ICCWC Wildlife and Forest Crime Analytic Toolkit*<sup>5</sup> and *ICCWC Indicator Framework for combating wildlife and forest crime*.<sup>6</sup>

#### A note on terminology

**'Wildlife'** refers to all fauna and flora, in whole or parts thereof, alive or dead.

**'Wildlife crime'** refers to acts involving wildlife specimens that violate national laws or regulations.

Throughout this document the term 'wildlife and forest crime' has been shortened to 'wildlife crime'. This is not intended to limit the scope of the Guidelines and 'wildlife crime' should be interpreted as 'wildlife and forest crime'.

**'Wildlife Enforcement Network' (WEN)** for the purposes of these Guidelines is:

- A regional or sub-regional network;
- Involving a collection of national agencies responsible for wildlife law enforcement;
- Focused on supporting and strengthening enforcement in that region to address wildlife crime; and
- Providing a platform enabling collaboration and communication between its member states, regional,<sup>7</sup> sub-regional<sup>8</sup> and global<sup>9</sup> enforcement and support bodies and other networks.

#### General notes on the Guidelines

These guidelines are not intended to be prescriptive and have been designed as support tools. Both guidelines contain principles-based, outcome-oriented, and best practice factors for the establishment of new WENs or the strengthening of existing WENs.

#### Guideline 1 - Establishing a new WEN

Outlines the key considerations to be taken into account when establishing a new WEN. It presents these key considerations in the form of a checklist with associated actions, advice and suggestions on "How to do it", in the event a key consideration is not met.

<sup>4</sup> For example, objectives may relate to a focus on international, national, regional or sub-regional aspects, or species or sub-species, or activities occurring within or across the source, transit, and destination countries.

<sup>5</sup> See [https://www.unodc.org/documents/Wildlife/Toolkit\\_e.pdf](https://www.unodc.org/documents/Wildlife/Toolkit_e.pdf)

<sup>6</sup> See [https://cites.org/sites/default/files/eng/prog/iccwc/E-ICCWC-Ind-FW-Assessment\\_guidelines\\_and\\_template.pdf](https://cites.org/sites/default/files/eng/prog/iccwc/E-ICCWC-Ind-FW-Assessment_guidelines_and_template.pdf)

<sup>7</sup> Examples of regional enforcement bodies include: Afripol, Europol, INTERPOL Regional Bureaus, Lusaka Agreement, RILOs.

<sup>8</sup> Examples of sub-regional enforcement bodies include: HAWEN, WEN-SA.

<sup>9</sup> Examples of global support bodies include: CITES, INTERPOL, UNODC, WCO, World Bank.

## Guideline 2 - Strengthening an existing WEN

Sets out the five (5) categories and fifteen (15) sub-categories contained within the WEN Evaluation Matrix (the Matrix). The Matrix is an assessment tool for measuring the progress, maturity, and increased capacity of a WEN with suggested actions to further that development.

### The Matrix

The Matrix has been adopted from existing tools<sup>10</sup> available and customized for use by WENs. The Matrix describes how a well-established<sup>11</sup> WEN operates (including how it functions and performs), and how WENs can progress through the stages described by the Matrix. Progression through the stages is iterative and is likely to be uneven, because every WEN is different. WENs are considered to be engaged in a process of maturation at different rates as measured against each category and sub-category described in the Matrix.

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

The main **goals of a WEN** are to:

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

## What agencies are involved in well-established WENs?

WENs should include, and be led by, the national agencies responsible for enforcing laws and regulations intended to protect wildlife.

The lead and coordinating agencies should, at a minimum include:

- Police;
- Customs Administrations;
- Prosecutors;
- CITES Management Authorities;
- Enforcement departments (any other departments with a role in CITES enforcement);
- Other specialized national agencies responsible for or that can support wildlife law enforcement in member states and the region.<sup>12</sup>

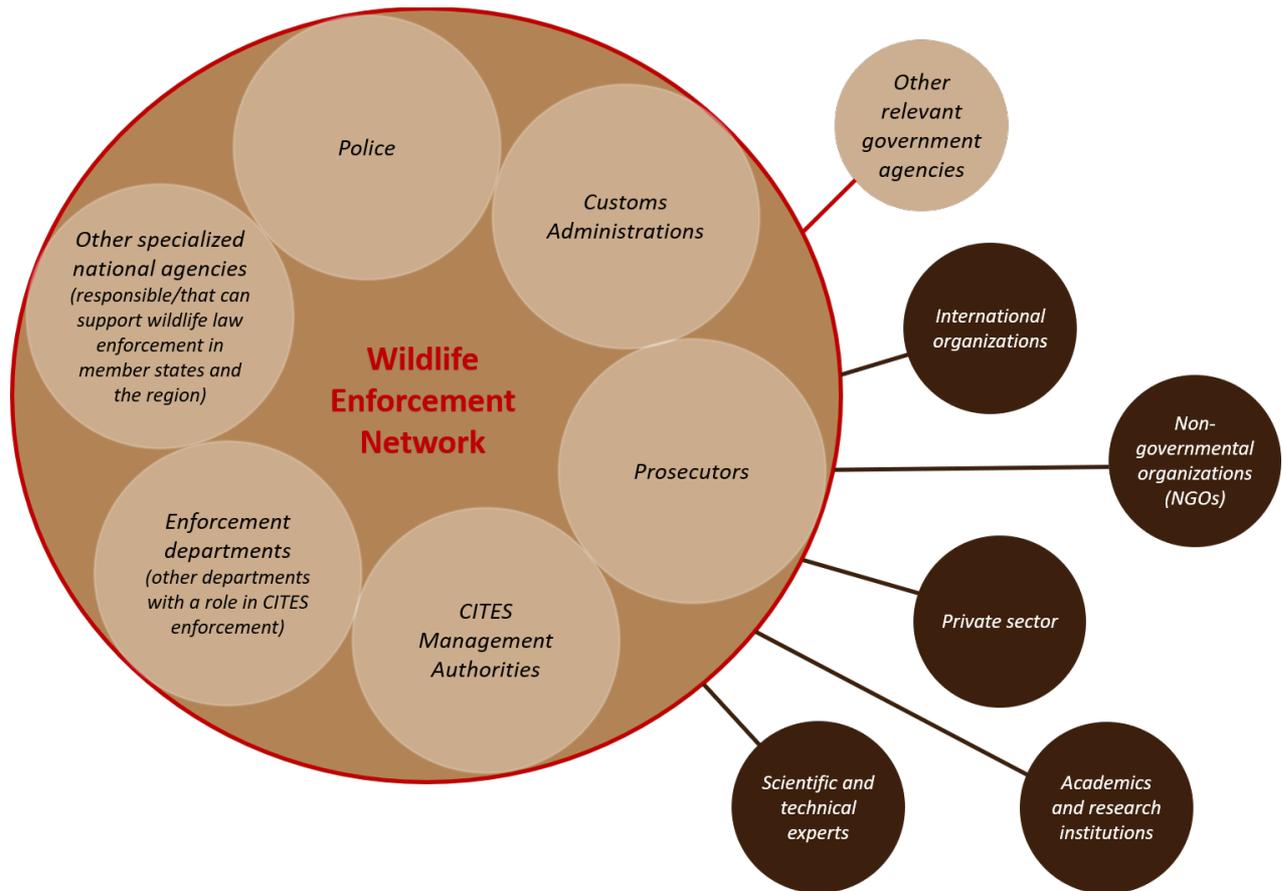
WENs can involve others on a permanent or temporary basis based on specific activities, projects or deliverables identified, including:

- Other relevant government agencies;
- International organizations;
- Non-governmental organizations (NGOs);
- Private sector;
- Academics and research institutions;
- Scientific and technical experts.

<sup>10</sup> The Network Evaluation Matrix (NEM) was developed in 2011 to assist environmental regulatory and enforcement networks, see Pink, G. and Lehane, J. (2011) 'Environmental Enforcement Networks: Development of a Network Evaluation Matrix', (INECE: Washington) pp. 805–821.

<sup>11</sup> 'Well established' is reference to the level of a WEN's development and maturity, which in rising order are: absent, emerging, fragile, maturing, and well established. It should be noted that the objective of a well-established WEN is not only to be well established, but to also perform and function effectively. These elements are considered an intrinsic part of how a well-established WEN should operate. See Table 2 on page 42.

<sup>12</sup> Agencies typically include those that focus on: anti-money laundering, asset recovery, corruption, financial crime and intelligence, forensic and scientific analysis, serious and organized crime, and revenue collection and taxation. Additionally, there can be governmental bodies with wildlife law enforcement responsibilities, such as the military.

**Diagram 1: Overview of the WEN concept**

### What does a well-performing WEN look like?

A WEN can be said to be well-performing when the five categories described in the Matrix are met at the highest rating, which reflects the highest level of maturity or strength.

It can be difficult for a WEN to attain and maintain a well-performing rating on each of the five categories. However, well-performing status is something WENs should aim for.

The information below provides a high-level overview of what a well performing WEN would look like across the five categories of:

- Members
- Governance
- Finances
- Support
- Deliverables

#### Members

Lead and coordinating agencies as well as other permanent or temporary role players as outlined in Diagram 1 should be encouraged to join the WEN and support its activities in a coordinated manner.

WEN members should further be encouraged to:

- Remain in the WEN and maintain active participation; and
- Adopt leadership and champion roles within the WEN.

**Members - Outcome Statement**

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

<b>Sub-category</b>	<b>Indicator of well performing WEN</b>
<b>Membership</b>	- A maximum or near maximum number of possible members within the geographic area covered by the WEN are included and participating in the WEN, with a nominated Point of Contact (POC) in each agency.
<b>Leadership</b>	- A diverse number of members fill the leadership roles within the WEN.
<b>Value</b>	- The majority of members as through active participation realize the benefits of WEN membership. - There is open communication across members.

**Governance**

Governance includes robust governance procedures, such as:

- Provisions for a WEN oversight body and a secretariat;
- Comprehensive integrity and transparency measures;
- Accountability and reporting procedures;
- Appropriate distribution of resources where applicable;
- Ensuring there is no duplication of efforts and structures.

**Governance - Outcome Statement**

The WEN has strong governance, comprehensive integrity measures and supporting reporting procedures.

<b>Sub-category</b>	<b>Indicator of well performing WEN</b>
<b>Access</b>	- There is open and transparent access to WEN meeting papers across the WEN membership and support base. - Foundational and guiding documents are available as open source.
<b>Review</b>	- WEN governance structures are periodically reviewed and consistent with better practice. <sup>13</sup> - Governance structures are subject to external scrutiny and review
<b>Structures</b>	- Robust governance structures were agreed in writing and are in place. - The WEN membership is well represented on the WEN's oversight body, in particular in terms of representativeness and appropriate levels of seniority.

**Finances**

Financing should be sustainable, and the preferred source of finances is from WEN member states to ensure ownership, support and buy-in as well as the long-term sustainability of the network.

Gaining and maintaining governmental support for a WEN can be assisted by use of:

- Accountability and reporting procedures;
- Awareness raising activities with relevant stakeholders;
- Effective communication with relevant stakeholders.

<sup>13</sup> 'Better practice' is used here to refer to continued improvement (e.g. better than what was in place before).

When the matters raised in the above three bullet points are in place, they will jointly contribute to demonstrate the effectiveness and value of the WEN. They can also facilitate better understanding of the characteristics of wildlife crime, including the seriousness of wildlife crime, economic costs, threats to state stability, and how wildlife crime undermines the rule of law.

### Finances - *Outcome statement*

The WEN has access to sustained funding to support its functioning, projects and events.

<b>Sub-category</b>	<b>Indicator of well performing WEN</b>
<b>Budget</b>	<ul style="list-style-type: none"> <li>- Budget for the operation of the WEN is ideally secured on an extended basis (5 – 10 years).</li> <li>- The WEN's financial arrangements are sustainable.</li> </ul>
<b>Contributions</b>	<ul style="list-style-type: none"> <li>- A high proportion of members contribute in-kind support to projects, events and initiatives.</li> </ul>
<b>Project funding</b>	<ul style="list-style-type: none"> <li>- Projects driven by or within the WEN are readily funded.</li> <li>- Projects undertaken by the WEN bring in associated or additional funding.</li> </ul>

### Support

A WEN should function in accordance with established operational procedures. Support includes:

- The mechanisms and procedures for the delivery of a WEN's activities and other outputs as determined by the WEN;
- The way in which it interacts with other bodies as determined by the WEN.

The key support mechanism for a WEN is a properly constituted and well-performing secretariat, able to: meet member needs; ensure integrity; secure sustainable funding; manage and coordinate activities and communicate across the WEN and with other bodies.

A WEN should have clear operating procedures to interact with relevant bodies<sup>14</sup> and should reach out to:

- Member agencies.
- Officers within member agencies.
- Related bodies operating regionally, sub-regionally, nationally and globally including:
  - National Task Forces;
  - National focal points of regional or global law enforcement organizations (e.g. INTERPOL National Central Bureaus or customs focal points);
  - Regional law enforcement bodies (e.g. INTERPOL Regional Bureaus, World Customs Organization Regional Intelligence Liaison Offices, etc.).

International bodies with a regional presence may be in a position to provide additional guidance and support and WENs are encouraged to reach out as appropriate. It is important to have proper communication strategies and protocols. WEN members can come from diverse nations, cultures and language groups. Effective communication strategies can assist in overcoming difficulties, while also ensuring that benefits are widely distributed.

<sup>14</sup> Where a WEN secretariat exists, it will in most cases represent the WEN at the policy level as instructed by the WEN leadership, or specific members will be chosen by the WEN leadership or secretariat to represent the WEN and its member states for particular activities (e.g. law enforcement operations or similar).

**Support - Outcome statement**

**Mechanisms and procedures are in place to enable the WEN to undertake its functions in full.**

<b>Sub-category</b>	<b>Indicator of well performing WEN</b>
<b>Liaison</b>	<ul style="list-style-type: none"> <li>- The level of communication and support from other bodies for the WEN is evident through interaction and joint activities. This is made possible through a well maintained, updated, and readily available list of contact points across member agencies.</li> <li>- Good working relationships exist between the WEN and other relevant bodies, including WENs operating in adjacent regions, and other important sub-regional, regional, national, and global networks involved in the field of combating wildlife crime, or in related fields.</li> </ul>
<b>Support base</b>	<ul style="list-style-type: none"> <li>- There is strong support and a contribution base for the WEN among its members, including practitioners and senior management in lead and supporting agencies, as well as interested and related agencies and other bodies.</li> </ul>
<b>Supporting functions</b>	<ul style="list-style-type: none"> <li>- There is a well-established and functioning secretariat in place for the coordination of WEN activities, project and events.</li> <li>- The major tasks of the secretariat include project management, the development of deliverables, coordinating review processes, ensuring integrity measures, and providing substantive information and advice to the WEN oversight body.</li> </ul>

**Deliverables**

All efforts of the WEN should be directed towards supporting its member states to combat wildlife crime within the region more effectively. Deliverables should:

- Build cooperation between agencies responsible for wildlife law enforcement, for interaction including within the network and externally with other networks.
- Facilitate and coordinate regional representation in relevant meetings and activities organized by partners.
- Facilitate standardized regional approaches through training and awareness sessions.
- Foster the sharing of experience, skills and information through workshops and reporting on operations.
- Raise general awareness of the value of WENs and the importance of combating wildlife crime, through outreach activities and material.
- Support and encourage coordinated efforts and participation of member states through regional strategies.

**Deliverables - Outcome statement**

**The WEN undertakes and achieves a variety of deliverables directed towards supporting its member States to effectively combat wildlife crime.**

<b>Sub-category</b>	<b>Indicator of well performing WEN</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>- Events are held regularly and are well attended.</li> <li>- Activities are coordinated centrally for delivery across the WEN membership.</li> <li>- Operations are targeted towards combating wildlife crime across the region.</li> <li>- WEN members readily work collaboratively on WEN events, activities and operations supported and led by the WEN.</li> <li>- WEN members readily work collaboratively on other events and operations that the WEN has been invited to participate in.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>- Tangible benefits are delivered to WEN members.</li> <li>- Attractors are evident, drawing new members into the WEN.</li> <li>- WEN members promote the benefits of involvement.</li> </ul>

<b>Products</b>	- The WEN supports and takes action to more effectively, as determined by the WEN, combat wildlife crime.
	- Products produced or facilitated by the WEN are of a high standard and considered best or better practice across agencies responsible for wildlife law enforcement.
	- The products and the processes for development of the WEN itself are subject to a review and continual improvement.
	- There is a wide range of contributors to WEN products.

## Which guideline to use

### New WENs

If you are considering establishing a new WEN, please answer the three questions below.

<b>Q1. Is it your intention to establish a network consisting of sub-regional, regional, or national agencies responsible for wildlife law enforcement?</b>	<b>Yes</b>	<b>No</b>
<b>Q2. Is it the intention that the network provide support to agencies when engaging in regional or other transnational operations and activities to combat wildlife crime?</b>	<b>Yes</b>	<b>No</b>
<b>Q3. Is it the intention that the network perform the main goals of a WEN outlined above? (refer to page 6).</b>	<b>Yes</b>	<b>No</b>

If you have answered **“Yes” to all three (3) questions** – please use [Guideline 1](#).

If you have answered **“No” to any question**, it is possible that you are seeking to establish a network that is not a WEN. If this is the case, these guidelines might not be appropriate for the network you are planning to develop.

### Existing WENs

**Existing WENs** – please use [Guideline 2](#).

## Guideline 1 – Establishing a new WEN

This guideline outlines the key considerations to be taken into account when establishing a new WEN. These considerations should be addressed during the inception phase of WEN establishment.

The key considerations are presented in the form of a checklist with associated actions in this Guideline. Advice and suggestions on “How to do it” if a key consideration is not met, are also provided.

### How to use this Guideline

An analytical (or review) group consisting of potential members of the proposed WEN should be formed. The group should include key decision makers and be both representative of membership and at appropriate levels of seniority.

As a first step the analytical (or review) group should consider the need for establishing a WEN and the value that it could add to activities to combat wildlife crime in the region. Key considerations to take into account include:

- The significance of illegal trade in wildlife within the region and levels of response;
- The extent to which the region is affected by illegal trade in wildlife from other regions, and;
- Could a WEN enhance the current regional response to wildlife crime?

Practical ways to consider these key considerations include:

- Checking available national or regional assessments or reports and available data on illegal trade in wildlife;
- Assessing the significance of illegal trade in wildlife in the region, and;
- Discussing with parties in region the need to enhance responses to combat wildlife crime in the region and their interest in engaging in a WEN.

If determined that the establishment of a new WEN is indeed needed, the group should:

- Assess the actions that should be taken to establish the WEN;
- Determine if the key considerations for establishing a well performing WEN, listed in the tables below, have been addressed; and
- As part of their work, the group should record whether and how the key considerations have or have not been addressed.

If the analytical group fails to reach consensus:

- The final decision or rating should be established through simple majority (i.e. More than 50% of the analytical group agree); and
- Justifications for the decision or rating reached, as well as dissenting positions, should be recorded and added as attachments.

If a key consideration has not been addressed:

- The analytical group is to advise the WEN oversight body<sup>15</sup> or relevant decision makers; and
- The decision makers are then encouraged to consider the actions listed in the appropriate “How to do it” fields, in the tables below.

<sup>15</sup> As mentioned previously, the WEN's oversight body should be both representative of membership and at appropriate levels of seniority.

## Core categories and key considerations when establishing a new WEN

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

## Members

### *Members – Outcome Statement*

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

### 1. Leadership

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

Key considerations	How to do it
<b>1. Having clearly identifiable WEN champions.</b>	<ol style="list-style-type: none"> <li>Secure support from senior position holders and <b>WEN ambassadors</b> (including the leadership of WENs from adjacent regions, heads of INTERPOL National Central Bureaus, heads of CITES Management Authorities, and other relevant National Law Enforcement Agencies), to promote the WEN.</li> <li>Identify a proposed <b>WEN chair</b> and include provisions that will facilitate rotating the holder of the position across the nations within the network's region.</li> <li>Establish a foundational group of WEN champions, and encourage them to reach out to relevant WEN contacts to establish broader stakeholder interest.</li> <li>Have a 'declaration of intent' signed by the senior position holders and WEN ambassadors, in which they are named and identified, and that may be used for future communication purposes.</li> <li>Engage the foundational group of WEN champions to build momentum based on success.</li> </ol>

Key considerations	How to do it
<p><b>2. Having mechanisms that engage and encourage contributions by agencies and key personnel to the WEN.</b></p>	<ol style="list-style-type: none"> <li>1. Establish clear roles and responsibilities for members, especially the leadership and secretariat.</li> <li>2. Develop memoranda of understanding for the WEN across nations within the region.</li> <li>3. Put in place nominated project or activity leads, and/or a pilot (trial run) host agency.</li> <li>4. Encourage all potential members to contribute to the WEN.</li> <li>5. Upon establishment of the WEN, communicate its establishment to other WENs, intergovernmental organizations and any other relevant stakeholders.</li> <li>6. Report on and raise awareness of the activities conducted by the WEN.</li> </ol>
<p><b>3. Having mechanisms and social media channels for public recognition and acknowledgement of WEN leaders</b></p>	<ol style="list-style-type: none"> <li>1. Consider putting in place reward and recognition schemes for those showing active leadership.</li> <li>2. Collectively decide on 'media embargoes' and the coordinated release of press articles at the same time.</li> <li>3. Where possible, leverage and link to existing member agency media platforms.</li> </ol>

### 2. Ensuring there is no duplication of efforts and structures

A new WEN should not be established in a region that already contains a WEN. Generally, efforts and resources are better directed towards improving the operations of an existing network. However, the WEN is strongly encouraged to communicate and act in concert with WENs in adjacent regions.

Maintaining contact with relevant stakeholders and ICCWC member agencies can assist to minimize the duplication of efforts.

Key considerations	How to do it
<p><b>1. Confirm that an existing WEN is not already operating in the same region.</b></p>	<ol style="list-style-type: none"> <li>1. Contact member states the WEN is intended to serve and conduct the enquiries needed.</li> <li>2. Contact relevant key stakeholders and ICCWC member agencies including CITES Management Authorities, INTERPOL, UNODC, and WCO.</li> <li>3. Establish contact with existing regional economic/political/enforcement structures whose work intersects with wildlife crime.</li> <li>4. Ensure that all countries within the region is well aware of the WEN set-up phase and that the development of another WEN is not initiated during this time.</li> </ol>
<p><b>2. Confirming if an existing WEN is operating in an adjacent region.<sup>16</sup></b></p>	<ol style="list-style-type: none"> <li>1. Contact existing economic/political/ enforcement structures in the neighboring region whose work intersects with wildlife crime.</li> <li>2. Contact relevant key stakeholders and ICCWC member agencies including CITES Management Authorities, INTERPOL, UNODC, and WCO.</li> </ol>

<sup>16</sup> To facilitate synergies and explore opportunities for the new WEN to leverage from any existing WEN in an adjacent region.

Key considerations	How to do it
<b>3. Determining what enforcement operations are occurring in the region, and in neighboring regions</b>	3. Contact and begin building strong lines of communication with any WEN operating in an adjacent region.
	<ol style="list-style-type: none"> <li>1. Contact existing enforcement structures in the neighboring region whose work intersects with wildlife crime</li> <li>2. Contact relevant key stakeholders and ICCWC member agencies.</li> <li>3. Consider using national or international operations as a springboard for regional response or involvement, which can be helpful in preventing duplication and encouraging coordination.</li> </ol>

### 3. Communication structures

Dealing across nations and cultures can create communication challenges. Awareness of and sensitivity towards legislative and procedural differences, and distinctive cultural practices can assist in overcoming some of these challenges.

There can also be communication challenges across different professional fields and disciplines, due to specific (legal, scientific and technical) terms and practices.

It is important to recognise these challenges and develop strategies to overcome them through joint workshops, information sessions and communication across WENs and other relevant professional networks, including by agreeing protocols and ratifying cooperative agreements.

Key considerations	How to do it
<b>1. Identifying, mapping and discussing potential communication challenges, and establishing a communications protocol/s.</b>	<ol style="list-style-type: none"> <li>1. Convene pre-operational planning meetings, information sessions, and workshops.<sup>17</sup></li> <li>2. Consult key stakeholders whenever relevant.</li> <li>3. Maintain an up-to-date 'communication activities' table or list.</li> <li>4. Maintain an up-to-date list of contact points across member states and agencies.</li> <li>5. Develop a media/communications strategy and maintain a WEN website.</li> <li>6. Use and leverage existing ICCWC communication structures (e.g. CITES communique, INTERPOL I-24/7, WCO CENComm).</li> </ol>
<b>2. Identifying, mapping and discussing potential cultural variables.</b>	<ol style="list-style-type: none"> <li>1. Convene pre-operational planning meetings, information sessions, and workshops.</li> <li>2. Encourage the use of 'simple' forms of language to avoid miscommunication in a multicultural environment.</li> <li>3. Offer translation services whenever possible.</li> <li>4. Engage in regular contact and meaningful interactions to assist in the building of trust and working through differences.</li> </ol>

<sup>17</sup> Where possible, member states are encouraged to seek agreement for the use of a single language widely spoken in the region as official language for WEN operations.

Key considerations	How to do it
3. Identifying, mapping and discussing potential professional variables.	<ol style="list-style-type: none"> <li>1. Include member agency representatives from all relevant jobs/positions to assist bridge the knowledge and comfort gap across jobs (especially during initial formation meetings).</li> <li>2. Convene pre-operational planning meetings, information sessions, and workshops.</li> <li>3. Encourage the use of 'simple' forms of language to avoid miscommunication in a multidisciplinary environment.</li> <li>4. Encourage member agencies to identify and consider the benefits of multidisciplinary collaboration.</li> </ol>

## Governance

### **Governance – Outcome Statement**

**The WEN has strong governance, comprehensive integrity measures and supporting reporting procedures.**

#### 4. Accountability and reporting systems

Comprehensive, accurate and constant accountability and reporting systems are maintained and assist in satisfying member states, WEN members, and other sponsors that WEN resources are being utilized and distributed effectively.

It is strongly recommended that robust accountability and reporting mechanisms be set up as an immediate and core part of establishing a new WEN.

Key considerations	How to do it
1. Ensuring that robust accountability and reporting mechanisms are developed and implemented.	<ol style="list-style-type: none"> <li>1. Establish Terms of Reference (ToR) for the WEN (including: aims, objectives, timeframes, resource implications, role and responsibilities across WEN).</li> <li>2. Convene regular meetings of the WEN senior leadership team, with meeting minutes available to wider WEN membership.</li> <li>3. Ensure robust accountability and reporting mechanisms are in place at time of establishment, with scheduled reporting on progress against the ToR.</li> </ol>
2. Ensuring that resources will be distributed properly and effectively.	<ol style="list-style-type: none"> <li>1. Audit and monitor the distribution and use of resources</li> <li>2. Compare with at least two different sources for cost estimates to avoid under/overspending, to ensure that resources meet quality standards and value.</li> </ol>
3. Ensuring that accountability and reporting are holistic and involve members and sponsors.	<ol style="list-style-type: none"> <li>1. Integrate accountability and reporting systems that will serve as a deterrent against corrupt or improper behavior</li> <li>2. Agree timelines for reporting cycles e.g. quarterly, biannually, annually.</li> <li>3. Compile and produce a single report of WEN activities in line with the timelines agreed (including: multiagency operations, trainings, meetings, and projects) and ensure it is publicly available.</li> </ol>

### 5. Integrity measures

Corruption can be a key facilitator and enabler of wildlife crime and significantly undermine efforts to fight it.

Integrity measures that institute structural and preventive (proactive) measures should be pursued as a first priority. These should be complimented by responsive (reactive) measures that could be deployed should any corrupt practices be detected.

Such measures could for example include that officers from multiple nations and agencies are represented in key positions, both within the WEN and any activities undertaken.

An effective measure involves the use and maintenance of an accountability and reporting system.

Key considerations	How to do it
<p><b>1. Identifying, mapping and discussing potential integrity challenges.</b></p>	<ol style="list-style-type: none"> <li>1. Liaise with and seek guidance from national anti-corruption units or commissions.</li> <li>2. Gather information on corrupt practices associated with wildlife crime that have been identified in the past, and how these were detected and addressed.</li> <li>3. Draw upon available resources that can support considerations to mitigate the risks of corruption.<sup>18</sup></li> <li>4. Ensure that combating corruption remains a live issue for active discussion during operations, meetings, information sessions, and workshops.</li> <li>5. Whenever possible, conduct due diligence assessments, acknowledging the need for 'pre' and 'post' measures.</li> <li>6. Whenever possible, produce and maintain risk matrices.</li> </ol>
<p><b>2. Designing, developing, and documenting integrity measures.</b></p>	<ol style="list-style-type: none"> <li>1. Take guidance from existing documentation (both general in nature from national anti-corruption units or commissions, or specific to wildlife crime<sup>19</sup>).</li> <li>2. Ensure cross-membership involvement in development, testing and rollout of integrity measures.</li> <li>3. Identify opportunities for strengthening any agreed integrity measures.<sup>20</sup></li> <li>4. Publicly announce the agreed integrity measures to promote awareness amongst all relevant role-players.</li> </ol>
<p><b>3. Ensuring that there will be active oversight and vigilance to maintain integrity.</b></p>	<ol style="list-style-type: none"> <li>1. Periodic evaluation of the effectiveness of agreed integrity measures, including of any strengthened integrity measures implemented, and implementation of new or revised measures as may be needed.</li> <li>2. Ensure that integrity measures are documented as appropriate and that all WEN members are well aware of these measures.</li> </ol>

<sup>18</sup> See footnote 19 below.

<sup>19</sup> See for example the *G20 High Level Principles on Combatting Corruption Related to Illegal Trade in Wildlife and Wildlife Products*, available at <http://www.g20.utoronto.ca/2017/2017-g20-acwg-wildlife-en.pdf>

<sup>20</sup> Utilizing the *Rotten fish: A guide on addressing corruption in the fisheries sector* ([https://www.unodc.org/documents/Rotten\\_Fish.pdf](https://www.unodc.org/documents/Rotten_Fish.pdf)), the guide on *Scaling Back Corruption: A guide on addressing corruption for wildlife management authorities* ([https://www.unodc.org/documents/corruption/Publications/2019/19-08373\\_Scaling\\_Back\\_Corruption\\_ebook.pdf](https://www.unodc.org/documents/corruption/Publications/2019/19-08373_Scaling_Back_Corruption_ebook.pdf)) and the *Guidelines for addressing corruption in the forestry sector* (under development by UNODC).

Key considerations	How to do it
	<ol style="list-style-type: none"> <li>3. Implement frequent activities to actively encourage WEN members to pursue full implementation of the agreed integrity measures.</li> <li>4. If possible, offer a detailed 'whistle blower' policy.</li> </ol>

## Finances

### *Finances – Outcome statement*

**The WEN has access to sustained funding to support its functioning, projects and events.**

#### 6. Government support

Support for the establishment and functioning of the WEN is secured from member states, through activities that facilitate high level political support.

Such support from member states is then maintained through the delivery of activities that demonstrates impact and value, builds confidence, and is supported by ongoing reporting of effectiveness.

Key considerations	How to do it
<p><b>1. Promoting to WEN members (and potential members) the need for a strong commitment to representation by enforcement agencies operating at the sub-regional, regional or national level to ensure ongoing support.</b></p>	<ol style="list-style-type: none"> <li>1. Secure high-level political support for the WEN, through regional and national forums.</li> <li>2. Identify, map and facilitate a meeting of the core enforcement agencies.</li> <li>3. Secure commitment from relevant agencies at sub-regional, regional, or national level, as applicable.</li> <li>4. Focus on follow up engagement with national agencies after the launch of the WEN to facilitate increased collaboration and operational activities.</li> </ol>
<p><b>2. Establishing systems for representation by enforcement member agencies that translate into leadership roles for member enforcement officers.</b></p>	<ol style="list-style-type: none"> <li>1. Show the alignment of the WEN leadership role/s with the individual's core agency work.</li> <li>2. Allow for senior managers within agencies to participate as observatory members to some sessions and workshops.</li> <li>3. Have those in WEN leadership roles engage with CITES Management Authorities, INTERPOL National Central Bureaus, and WCO RILO's as often as may be needed to secure active engagement.</li> </ol>
<p><b>3. Showing and committing to reinforcing the demonstrable value of involvement and participation.</b></p>	<ol style="list-style-type: none"> <li>1. Convene regular inter-agency meetings/briefings to ensure the value of the involvement in WEN is understood, appreciated and is seen as core to the day to day business operations of the agency.</li> <li>2. Leverage increased enforcement opportunities and benefits for individuals and their agencies.</li> <li>3. Encourage the use of 'success stories' to exemplify the value of cooperation for individual members and their agencies.</li> <li>4. Provide opportunities for agencies to access WEN coordinated capacity building and training.</li> </ol>

### 7. Sustainable funding

Although regional circumstances may sometimes make it challenging, core funding from member states must always be pursued, rather than being provided by external sponsors. This will facilitate increased independence of the activities undertaken by the WEN and facilitate government driven undertakings serving the needs of the states concerned.

To sustain such funding, the activities, successes, and impact of the WEN must continuously be communicated to member states, to demonstrate its value.

Key considerations:	How to do it:
1. Securing sustained funding for the activities of the WEN.	<ol style="list-style-type: none"> <li>1. Develop a detailed budget in a transparent manner and in consultation with member states.</li> <li>2. Ensure that core WEN and secretariat funding is clearly identified and separate from other discretionary and project funds.</li> <li>3. Establish a strategic framework with clear deliverables aligned with the funding cycle, including an annual operating budget and relevant sub-budget plans.</li> </ol>
2. Seeking core funding as opposed to discretionary funding.	<ol style="list-style-type: none"> <li>1. Ensure funding is written into the agreement which establishes the WEN and secretariat.</li> <li>2. Outline the importance of core funding over discretionary funding.</li> <li>3. Highlight under what conditions discretionary funding may be needed and emphasize the need for it to be flexible (noting that ideally member agencies should cover their own representatives' essential costs, e.g. travel, accommodation, and meals when attending meetings and activities).</li> </ol>
3. Ensuring there is comprehensive and transparent reporting on the budget.	<ol style="list-style-type: none"> <li>1. Ensure reporting on the budget is substantiated and verified independently.</li> <li>2. Share across agencies budget monitoring tables and general information.</li> <li>3. Ensure reporting uses standard reporting metrics.<sup>21</sup></li> </ol>

## Support

### Support – Outcome statement

**Mechanisms and procedures are in place to enable the WEN to undertake its functions in full.**

### 8. Secretariat

A formal secretariat offers many administrative efficiencies so that increased efforts can be directed towards operational enforcement activities and is therefore considered essential to the successful running of a WEN.

The precise nature of the WEN secretariat will be a matter for the member states to decide. However, it is recommended that the secretariat be permanently housed and staffed with officers drawn from the different nations within the region. Additionally, it is strongly recommended that the chair of the WEN be rotated amongst the member states, with the position being filled for a period of at least three years, to ensure expertise in the management and decision making of the WEN. In instances where it is

<sup>21</sup> The use of standard (and agreed) reporting metrics will facilitate reporting with confidence to WEN member home agencies and any relevant stakeholders, increasing the likelihood of ongoing support and buy-in.

determined that the secretariat be rotated amongst the member nations, it is suggested that each period of responsibility also be for a period of no less than three years and is aligned, insofar as possible, with the rotation of the Chair.

Key considerations:	How to do it
1. Establishing a secretariat function or capacity, its associated and agreed work plan, and its mode of operation across the membership.	<ol style="list-style-type: none"> <li>1. Ensure a secretariat function is part of the agreed WEN structure.</li> <li>2. Set procedures/protocols to guide the of change in the Chair of the WEN and key WEN personnel.</li> <li>3. Ensure each role within the WEN has a clear set of responsibilities, preferably in a job or roles and responsibilities statement, that a person can be evaluated on.</li> <li>4. Develop protocol(s) for communicating within WENs, with other WENs and other stakeholders.</li> </ol>
2. Establishing the secretariat's role in proper and sustainable funding management.	<ol style="list-style-type: none"> <li>1. Ensure that financial management is a dedicated function for the WEN.</li> <li>2. Budget for the appointment of an external auditor.</li> </ol>
3. Establishing the secretariat's role in ensuring integrity.	<ol style="list-style-type: none"> <li>1. Ensure that specific position/role descriptions are developed for secretariat staff.</li> <li>2. When issues arise, deal with them in confidence and document what was done to resolve it fully.</li> </ol>

## Deliverables

### ***Deliverables – Outcome statement***

**The WEN undertakes and achieves a variety of deliverables directed towards supporting its member states to effectively combat wildlife crime.**

### ***9. Support, operational activities and awareness***

The purpose of the WEN is to support its member states in collaborating to combat wildlife crime more effectively. The WEN should work to facilitate *inter alia* interaction and collaboration, involvement in relevant activities, capacity building activities and raise awareness of the benefits of being involved in its work.

Key considerations	How to do it
1. Present efforts to establish the WEN need to be showcased, and where applicable, any such past efforts should also be reflected upon to inform present activities.	<ol style="list-style-type: none"> <li>1. Keep member governments and sponsors informed on the development, establishment and subsequent growth of the WEN.</li> <li>2. Internally communicate to member states and also engage with media outlets to raise public awareness of the significance of the establishment of the WEN, and as soon as possible subsequently the results or impacts of the work of the newly established WEN.<sup>22</sup></li> </ol>

<sup>22</sup> It must be ensured that no sensitive operational information or particular details are released.

Key considerations	How to do it
<p><b>2. Initial and subsequent activities and products of the WEN need to be showcased.</b></p>	<ol style="list-style-type: none"> <li>1. Provide background briefings and talking points for high-level and senior WEN decision makers and leaders, especially across (but not limited to): <ul style="list-style-type: none"> <li>• operations,</li> <li>• joint investigations,</li> <li>• seizures,</li> <li>• arrests,</li> <li>• prosecutions,</li> <li>• convictions,</li> <li>• mapping criminal syndicates,</li> <li>• disruption caused to criminal activity,</li> <li>• strengthening cooperation between agencies responsible for wildlife law enforcement,</li> <li>• facilitating the sharing of experience and skills,</li> <li>• interaction within the network and externally with other networks,</li> <li>• supporting or encouraging regional representation in relevant meetings and activities organized by member states,</li> <li>• encouraging or enhancing standardized regional approaches,</li> <li>• any regional strategies developed.</li> </ul> </li> <li>2. Provide opportunities for new members to become involved in WEN activities.</li> </ol>
<p><b>3. Proposed future capacity building, products and other activities of the WEN need to be showcased.<sup>23</sup></b></p>	<ol style="list-style-type: none"> <li>1. A clear message must be sent that through the work of the WEN measures and activities to address wildlife crime will be further scaled up.</li> <li>2. Maintain continued outreach activities and the development of promotional or awareness raising materials.</li> <li>3. Collect 'success stories' that can be utilized by the WEN itself, as well as other WENs worldwide to garner political support and engagement.</li> </ol>

<sup>23</sup> See footnote 21 above.

## Guideline 2 – Strengthening an existing WEN

### Part 1 – Understanding the WEN Evaluation Matrix

#### Overview of the Matrix

The WEN Evaluation Matrix (the Matrix) has been designed to assist WENs to evaluate their maturity and/or operational performance. It establishes a benchmark against which WENs can aspire to become 'well performing'.

The Matrix contains a progressive scale of maturity, namely:

- *Absent, emerging, fragile, maturing, or well established*

The Matrix contains five categories for attention, namely:

- *Members, governance, finances, support, and deliverables*

Each of the five categories contains three sub-categories as shown in Table 1 below:

**Table 1: The Matrix – 5 categories and 15 sub-categories**

Categories				
Members	Governance	Finances	Support	Deliverables
Sub-categories				
Membership Leadership Value	Access Review Structures	Budget Contributions Project Funding	Liaison Support Base Supporting Functions	Activities Outcomes Products

#### A note on well performing

A WEN can be said to be well performing when the five categories are met at the highest rating, which reflects the highest level of maturity or strength.

It can be difficult for a WEN to attain and maintain a well performing rating on each of the five categories.

However, well performing status is something WENs should aim for.

### Part 2 – Assessment

The purpose and benefit of undertaking an assessment is that it provides a WEN with an indication of:

- The WEN's relative development, maturity and strength;
- The areas that may require or benefit from additional effort and strengthening;
- The indicative effort (and resources) required to progress to the next level of development, maturity and strength; and
- Where the WEN is serving its purpose, meeting its objectives and achieving successes.

### Part 3 – How to use the WEN Evaluation Matrix

An assessment of a WEN using the Matrix involves an expert-based self-assessment of the five categories: members, governance, finances, support and deliverables.

To achieve a more accurate assessment, it is recommended that assessment using the Matrix be carried out in a collaborative way. Participation of staff from all WEN members and member agencies should be encouraged.

The phases of conducting an assessment using the Matrix are:

- Planning;
- Data collection;

- Analysis and recording; and
- Review.

The expert-based assessment should be informed and supported by the inputs from the WEN’s membership, documentation, publications, policies, procedures, and the ways that these are stored and are available to the WEN membership.

The assessment involves a qualitative answer scale against the five main categories, each with three sub-categories scored between 0-4. The one answer which most closely matches the WEN’s situation should be selected. Should it happen that the assessment satisfies a diversity of criteria under the sub-categories, an average rating is recommended. In some instances, it may be less obvious which of the five ratings to choose. Some guidance that can be followed in these situations is provided in Box 1.

**Box 1: Guidance for rating indicators**

**Scenario 1: Sole rating**

In the simplest scenario, participating experts will choose components that all fit under the one rating. In these instances, this rating should be chosen for the indicator.

0 <input type="checkbox"/>	1 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Membership</b></p> <p><input type="checkbox"/> Is non-existent or has reverted to below a functional level.</p>	<p><b>Membership:</b></p> <p><input checked="" type="checkbox"/> Is typically low within the WEN region.</p> <p><input checked="" type="checkbox"/> Is restricted to only individuals and lead agencies.</p> <p><input checked="" type="checkbox"/> Is restricted to bodies that do not represent enforcement officers in the field of combating wildlife crime.</p>	<p><b>Membership</b></p> <p><input type="checkbox"/> Is generally increasing across all wildlife crime enforcement officers, lead agencies and some supporting agencies within the WEN’s region.</p>	<p><b>Membership</b></p> <p><input type="checkbox"/> Is at a core or critical number of enforcement officers, lead agencies and support agencies.</p> <p><input type="checkbox"/> Comprises agencies or organizations operating in fields related to combating wildlife crime within the WEN’s region.</p>	<p><b>Membership</b></p> <p><input type="checkbox"/> Is at maximum or near maximum number of possible members within the region covered by the WEN.</p> <p><input type="checkbox"/> Comprises all agencies or organizations operating in fields related to combating wildlife crime within the WEN’s region.</p>

**Scenario 2: Split rating**

For some indicators, participating experts may choose components that fall under more than one answer rating. In these instances, the rating that has the most selected answers should be chosen for the indicator.

0 <input type="checkbox"/>	1 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Membership</b></p> <p><input checked="" type="checkbox"/> Is non-existent or has reverted to below a functional level.</p>	<p><b>Membership:</b></p> <p><input checked="" type="checkbox"/> Is typically low within the WEN region.</p> <p><input checked="" type="checkbox"/> Is restricted to only individuals and lead agencies.</p> <p><input checked="" type="checkbox"/> Is restricted to bodies that do not represent enforcement officers in the field of combating wildlife crime.</p>	<p><b>Membership</b></p> <p><input type="checkbox"/> Is generally increasing across all wildlife crime enforcement officers, lead agencies and some supporting agencies within the WEN’s region.</p>	<p><b>Membership</b></p> <p><input type="checkbox"/> Is at a core or critical number of enforcement officers, lead agencies and support agencies.</p> <p><input type="checkbox"/> Comprises agencies or organizations operating in fields related to combating wildlife crime within the WEN’s region.</p>	<p><b>Membership</b></p> <p><input type="checkbox"/> Is at maximum or near maximum number of possible members within the region covered by the WEN.</p> <p><input type="checkbox"/> Comprises all agencies or organizations operating in fields related to combating wildlife crime within the WEN’s region.</p>

**Box 1 continued...**

**Scenario 3: Lack of consensus**

At times there may not be a consensus. In these situations, there are a number of approaches that can be followed to generate a single rating, and the key to all will be documenting the variety of responses for each indicator to provide useful contextual information for the analysis of results.

If the components are selected equally across two (or more) ratings, an average rating is recommended. In the following example the average rating would be 3.5.

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

If the components are selected unevenly across multiple ratings, participating experts should be encouraged to discuss further and explore if they wish to change the rating provided. Following that discussion an average rating should be sought. In the following example the average rating would be 2.5.

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

### Timescale of assessment

When completing an initial assessment, it is important to define the timescale the assessment will cover, and to be consistent in the use of the specified timescale across all five (5) categories and fifteen (15) sub-categories. The timescale and frequency of follow-up assessments is covered in Phase 4 below.

### Phase 1: Planning

#### *Establish Assessment Project Team*

Each assessment will typically be led or overseen by one or more of the key decision makers within the WEN and coordinated by the secretariat. To ensure engagement and participation of the membership it may be desirable for the secretariat to provide ongoing oversight and coordination to the assessment process, establish consultation protocols, encourage member contribution and evaluate assessment results.<sup>24</sup>

#### *Identify the core members to be involved in the assessment*

WEN members representing the key or lead enforcement agencies (as listed on page 6-7) should be involved in the assessment. Other relevant member agencies and individual members from all member states should be engaged in the assessment, or parts of the assessment, where they have relevant expertise.

#### *Identify and secure any resourcing needs*

The budgetary costs for completing an assessment should be minimal. However, an assessment will require access to staff time across the WEN membership. Data collation may involve costs related to accessing (some or certain types of) data,<sup>25</sup> as will covering an expert workshop.

### Phase 2: Data collection

#### *Identify data needs*

The Matrix includes categories that are completed by expert assessment,<sup>26</sup> the review of key documentation developed by the WEN as well as the collation and analysis of data concerning the operations of the WEN.

The availability of datasets, custodians (or owners) of data and any access restrictions (or costs to access data, as noted above) should be considered to facilitate timely access to the required data. It will be important to identify those WEN members and member agencies that need to be involved in the data collection process and ensure they participate in the assessment process.

#### *Request access to data*

Review and analysis of documents and publications may require the review of data related to collaborative, cross-border and regional law enforcement operations.

Some of this data may be under the custodianship (or control) of member and non-member agencies, and formal access requests will need to be made. Also, the data accessed must be subject to comprehensive confidentiality security arrangements.

#### *Set time and location for collaborative expert assessment*

The expert-based assessment is best conducted as a consultative process such as a workshop involving members and representatives from member agencies. A time and location for the workshop should be arranged, relevant member and representatives identified, and invitations sent. Specific resourcing needs to enable the consultative process should also be secured.

#### *Gather and review documentation*

Documents and publications should be collated and reviewed ahead of any workshop or other process to fully inform the expert-based assessment.

#### *Conduct expert workshop to complete expert-based assessment*

An expert workshop provides an opportunity for members to review and discuss the role of the WEN's documentation and publications as support for the expert-based assessment. It is recommended that the Matrix is shared with participants prior to attending the workshop.

<sup>24</sup> To ensure the assessment is objective, the Assessment Project Team should be as independent and as representative as is possible.

<sup>25</sup> While unlikely, it is the case that in some countries and jurisdictions agencies pay a fee-for-service for accessing some data held by the State.

<sup>26</sup> The expert assessment can be by different members individually, or by several members working as a group, and in both instances the assessments may be subject to consolidation during an expert workshop.

### Phase 3: Analysis and recording

#### *Collate category ratings*

The Matrix is provided below to describe the categories and sub-categories of the assessment.

Contextual information supporting the assessment of each sub-category, comments against each sub-category and justifications for the rating given should all be recorded. Any areas where a consensus could not be reached should be documented.

#### *Comments*

Assessment Project Team participants are encouraged to add to the comments space any additional information that adds context, including differences in assessment ratings and the reasons for them.

Relevant reasons behind a score being given or any caveats should also be listed. The information, resulting from a draft assessment can inform the workshop discussion, the results of which and attached comments can inform the final analysis.

#### *Review category ratings*

Following the completion of an assessment, the members performing the secretariat function and those in key leadership roles within the WEN should review the Matrix and any attached documentation, primarily to ensure that all indicators have been completed and all other data appropriately recorded.

#### *Analyze results*

Each of the sub-categories within the five categories allows the WEN's progress in that area to be scored on a scale of 0-4. The three sub-categories in combination provide for a score ranging between 0-12. If an assessment report is produced it should be shared with the secretariat or WEN oversight body, with key elements passed onto the broader membership.

#### *Identify areas for follow-up exploration and action*

The Matrix can be used to explore the results of the assessment, including review of potential areas of weakness. Any recommended actions and interventions arising from the results of the assessment should be incorporated into the work plans of the WEN.

The review can also help identify specific areas of the ICCWC Toolkit<sup>27</sup> and Indicator Framework<sup>28</sup> (see Part 5 of these Guidelines) that could be useful to explore regarding how to further enhance the network.

### Phase 4: Review

Any report produced in Phase 3 would be further considered and refined in this phase.

#### *Identify process improvements*

The Assessment Project Team should consider the process followed and identify and briefly document any changes or improvements (e.g. to the Matrix, to the process employed and to the level and type of participation). This information should be incorporated into future assessments using the Matrix.

#### *Define timeframe for repeat assessment*

Conducting an assessment again at a specified time in the future (e.g. in three to five years) will allow for any improvements or continued gaps to be identified. The proposed timeframe of the follow up assessments should be specified at the conclusion of the assessment process.<sup>29</sup>

#### *Answering expert-based assessment categories*

The categories are measured using the opinions of expert members of the WEN, supported by the operating procedures, publications and measurable activity of the WEN.

Each of the Matrix's assessment categories includes three sub-categories with a four-level rating scale, with each answer containing multiple criteria. Assessing the WEN against the sub-category ratings allows an identification of the category ratings – listed from 0 to 4 – that best represent the WEN's status. If agreement cannot be reached, a simple majority of more than 50% should decide the matter. Alternatively, all scores can be noted, and an average score taken.

<sup>27</sup> [https://cites.org/sites/default/files/common/resources/pub/ICCWC\\_Toolkit\\_v2\\_english.pdf](https://cites.org/sites/default/files/common/resources/pub/ICCWC_Toolkit_v2_english.pdf)

<sup>28</sup> [https://cites.org/sites/default/files/eng/prog/iccwc/E-ICCWC-Ind-FW-Assessment\\_guidelines\\_and\\_template\\_clickable-final.pdf](https://cites.org/sites/default/files/eng/prog/iccwc/E-ICCWC-Ind-FW-Assessment_guidelines_and_template_clickable-final.pdf)

<sup>29</sup> The frequency of repeat (or follow up) assessments will depend on the capacity and resources of the WEN. As a guide, for complete and comprehensive assessments a follow up assessment could be conducted every three to five years. For partial or focussed assessments (i.e. on a limited number of criteria or sub-criteria) a shorter period of one to two years may be more appropriate.

## Part 4 – Comprehensive assessment against the WEN Evaluation Matrix

### Members

#### 1. Members – Outcome Statement:

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

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

**Membership:** The extent and level of member engagement

**Question:** What is the Membership level of your WEN?

Sub-category table 1: Standards of Membership

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

#### Additional Comments

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

**Leadership:** The involvement of members in Leadership roles

**Question:** What is the number of individuals or agencies showing Leadership in your WEN?

**Sub-category table 2: Standards of Leadership**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Leadership</b></p> <p><input type="checkbox"/> No leadership roles exist in the WEN.</p>	<p><b>Leadership</b></p> <p><input type="checkbox"/> Few individual enforcement officers or lead agencies involved in combating wildlife crime take key leadership roles across the WEN.</p>	<p><b>Leadership</b></p> <p><input type="checkbox"/> A range of key individuals and member agencies, particularly enforcement officers from lead national agencies combating wildlife crime take on leadership roles across the WEN.</p> <p><input type="checkbox"/> There is still not a wide range of the membership represented in WEN leadership roles, limiting the extent of the diversity of decision makers and supporting advisors.</p>	<p><b>Leadership</b></p> <p><input type="checkbox"/> There is a critical mass of individuals and member agencies taking on leadership roles, particularly enforcement officers from lead agencies with responsibility for combating wildlife crime.</p> <p><input type="checkbox"/> Key leadership roles are to an extent well supported by some leadership drawn from supporting agencies and interested agencies and organizations.</p>	<p><b>Leadership</b></p> <p><input type="checkbox"/> A diverse number of members fill all leadership roles within the WEN.</p>

**Additional Comments**

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

**Value:** *The level of Value from the WEN*

**Question:** *What is the level of Value members derive from participating in the WEN?*

**Sub-category table 3: Standards of Value**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Value</b></p> <p><input type="checkbox"/> No value has been realized.</p>	<p><b>Value</b></p> <p><input type="checkbox"/> There is negligible or questionable value to members.</p> <p><input type="checkbox"/> Engaged individuals and some member states experience a few benefits from membership of the WEN.</p> <p><input type="checkbox"/> There is negligible or questionable value for members outside this small number.</p>	<p><b>Value</b></p> <p><input type="checkbox"/> There are tangible benefits available for active WEN members, but the majority of members are inactive or passive, and are unsure of or question the value of the WEN.</p> <p><input type="checkbox"/> Low level communications are disseminated to WEN members by a small number of core WEN members.</p>	<p><b>Value</b></p> <p><input type="checkbox"/> Leading WEN members receive demonstrable benefits through active participation in the WEN.</p> <p><input type="checkbox"/> The number of inactive or passive members is low.</p> <p><input type="checkbox"/> There is good engagement and communication between all WEN members.</p>	<p><b>Value</b></p> <p><input type="checkbox"/> The vast majority of members realize and acknowledge the benefits of WEN membership attained through active participation.</p> <p><input type="checkbox"/> There is open communication across all WEN members.</p>

**Additional Comments**

**Governance**

**2. Governance – Outcome Statement:**

The WEN has strong governance, comprehensive integrity measures and supporting reporting procedures.

*Sub-category Tables: Standards of Access, Review and Structures*

**Access:** *The extent and level of Access*

**Question:** *What is the level of Access by WEN members to the core documents of your WEN?*

**Sub-category table 4: Standards of Access**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Access</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Members have no access to the foundational and guiding documents of the WEN.</li> <li><input type="checkbox"/> Documents guiding the operations of the WEN has not been developed.</li> </ul>	<p><b>Access</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Documents developed to guide the operations of the WEN are limited and insufficient.</li> <li><input type="checkbox"/> WEN members have limited access to the core foundational and guiding documents of the WEN.</li> </ul>	<p><b>Access</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> There is a central repository of information and communications available to WEN members.</li> <li><input type="checkbox"/> There is some limited open source access to the WEN's guiding documents.</li> </ul>	<p><b>Access</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> WEN members have good access to WEN steering and guiding documents and a comprehensive suite of documents is available to members.</li> <li><input type="checkbox"/> There is open source access to some guidance and other documents produced by the WEN and determined by the WEN to be non-restricted.</li> </ul>	<p><b>Access</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> All WEN members have full and transparent access to WEN steering and decision papers.</li> <li><input type="checkbox"/> Foundational and guiding documents if not open source is readily available to WEN members.</li> <li><input type="checkbox"/> There is open source access to all guidance and other documents produced by the WEN and determined by the WEN to be non-restricted.</li> </ul>

**Additional Comments**

*Sub-category Tables: Standards of Access, Review and Structures***Review:** *The extent and level of Review***Question:** *What is the level of Review of the core documents of your WEN?***Sub-category table 5: Standards of Review**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Review</b></p> <p><input type="checkbox"/> No reviews are conducted.</p>	<p><b>Review</b></p> <p><input type="checkbox"/> Informal review is rarely conducted by WEN members.</p>	<p><b>Review</b></p> <p><input type="checkbox"/> Reviews that lead to reform of WEN operating rules, constitutional documents, and other foundational documents on a case by case basis, are occasionally conducted.</p> <p><input type="checkbox"/> Reporting ensuring accountability only happens occasionally and can be improved.</p>	<p><b>Review</b></p> <p><input type="checkbox"/> Third Party review of core foundational and guiding documents are considered and promoted.</p> <p><input type="checkbox"/> A regular review processes is in place, and forms part of Annual General Meetings or similar.</p> <p><input type="checkbox"/> Reporting ensuring accountability is standardized in documented form and occurs on a regular and scheduled basis.</p>	<p><b>Review</b></p> <p><input type="checkbox"/> WEN governance structures are consistent with best practice.</p> <p><input type="checkbox"/> Governance structures are subject to regular review, including external scrutiny and review.</p> <p><input type="checkbox"/> Reporting and accountability processes lead to the achievement of greater integrity within the WEN.</p>

**Additional Comments**

*Sub-category Tables: Standards of Access, Review and Structures***Structures:** *The extent and comprehensiveness of Structures***Question:** *What is the standard of the Structures that underpin the operation of your WEN?***Sub-category table 6: Standards of Structures**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Structures</b></p> <p><input type="checkbox"/> General aims and objectives for the WEN are yet to be stated.</p>	<p><b>Structures</b></p> <p><input type="checkbox"/> General aims and objectives for the WEN are stated and laid down.</p> <p><input type="checkbox"/> General aims and objectives typically remain in development and are therefore fluid.</p> <p><input type="checkbox"/> Procedures are not documented.</p>	<p><b>Structures</b></p> <p><input type="checkbox"/> Guiding documentation is developed in a reactive manner to address particular situations affecting the WEN as they arise.</p> <p><input type="checkbox"/> Clear aims and objectives are stabilized and set out for the WEN.</p>	<p><b>Structures</b></p> <p><input type="checkbox"/> There is proactive development of guiding documentation for the WEN with consultation occurring across the WEN membership.</p> <p><input type="checkbox"/> The development of operation and strategic plans is undertaken to set the direction of the WEN.</p>	<p><b>Structures</b></p> <p><input type="checkbox"/> Robust written governance structures are in place.</p> <p><input type="checkbox"/> The WEN membership is well represented on the WEN's oversight and guiding body.</p>

**Additional Comments**

## Finances

### 3. Finances – Outcome statement:

The WEN has access to sustained funding to support its functioning, projects and events.

Sub-category Tables: Standards of **Budget**, Contributions and Project Funding<sup>30</sup>

**Budget:** The extent and level of the Budget

**Question:** What is the standard of funding in the Budget of your WEN?

Sub-category table 7: Standards of Budget

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Budget</b></p> <p><input type="checkbox"/> No funds are available for operating the WEN.</p>	<p><b>Budget</b></p> <p><input type="checkbox"/> Modest funds are available for operating the WEN.</p>	<p><b>Budget</b></p> <p><input type="checkbox"/> Contributions to the WEN are irregular, insufficient, and from a small number of sources.</p>	<p><b>Budget</b></p> <p><input type="checkbox"/> There is sufficient funding for the WEN to continue operating in the short to medium term (2-3 years).</p>	<p><b>Budget</b></p> <p><input type="checkbox"/> Budgets for the WEN are secured on an extended basis (5-10 years).</p> <p><input type="checkbox"/> The WEN's financial arrangements are sustainable.</p>

#### Additional Comments

<sup>30</sup> The budget and contributions of member states towards a WEN enable the WEN to operate and participate or coordinate specific activities, operations or events. Project funding enables the WEN to initiate or support a project or specific activities (referred here as a WEN project) or for a WEN to support a project initiated by a member state (referred here as WEN supported project).

Sub-category Tables: Standards of Budget, **Contributions** and Project Funding<sup>30</sup>

**Contributions:** The extent and level of Contributions

**Question:** What is the standard of Contributions to Budget in your WEN?

**Sub-category table 8: Standards of Contributions**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Contributions</b></p> <p><input type="checkbox"/> Contributions to the WEN are non-existent.</p>	<p><b>Contributions</b></p> <p><input type="checkbox"/> Contributions to the WEN are limited and in-kind.</p> <p><input type="checkbox"/> Contributions are only offered by external bodies, lead agencies or individual donors.</p>	<p><b>Contributions</b></p> <p><input type="checkbox"/> A number of lead agencies, external bodies and donors provide monetary and in-kind support to the WEN.</p>	<p><b>Contributions</b></p> <p><input type="checkbox"/> Contributions are provided to the WEN by lead and supporting agencies.</p> <p><input type="checkbox"/> There is some support from external bodies and individual donors.</p>	<p><b>Contributions</b></p> <p><input type="checkbox"/> A majority of member states contribute monetary and in-kind support to projects, events and initiatives.</p>

**Additional Comments**

Sub-category Tables: Standards of Budget, Contributions and **Project Funding**<sup>30</sup>

**Project Funding:** The amount and certainty of Project Funding

**Question:** How secure and established is the Project Funding within your WEN?

**Sub-category table 9: Standards of Project Funding**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Project Funding</b></p> <p><input type="checkbox"/> Funding for WEN projects is non-existent.</p>	<p><b>Project Funding</b></p> <p><input type="checkbox"/> Funding for WEN projects is minimal.</p>	<p><b>Project Funding</b></p> <p><input type="checkbox"/> Funding for WEN projects is occasional and, on a case-by-case basis.</p> <p><input type="checkbox"/> Funding for WEN supported activities is non-existent or minimal.</p> <p><input type="checkbox"/> Funding is sourced predominantly from external bodies with limited contribution from member states.</p>	<p><b>Project Funding</b></p> <p><input type="checkbox"/> Funding for WEN projects is regularly received and mostly provided by member states.</p> <p><input type="checkbox"/> Funding for WEN supported activities is regularly received.</p>	<p><b>Project Funding</b></p> <p><input type="checkbox"/> WEN projects and WEN supported activities are readily funded.</p> <p><input type="checkbox"/> WEN project funds enable agencies or organizations operating in fields related to combating wildlife crime within the WEN's region to be involved.</p> <p><input type="checkbox"/> All WEN projects are funded by its member states.</p>

**Additional Comments**

## Support

## 4. Support – Outcome statement:

Mechanisms and procedures are in place to enable the WEN to undertake its functions in full.

Sub-category Tables: Standards of **Liaison**, Support Base and Supporting Functions

**Liaison:** The extent and level of Liaison

**Question:** What is the extent of Liaison activity in your WEN?

Sub-category table 10: Standards of Liaison

0 □	1 □	2 □	3 □	4 □
<p><b>Liaison</b></p> <p><input type="checkbox"/> There is no liaison or communication within the WEN or with other networks</p>	<p><b>Liaison</b></p> <p><input type="checkbox"/> There is limited liaison and communication within the WEN or with other networks.</p>	<p><b>Liaison</b></p> <p><input type="checkbox"/> There is some liaison and communication within the WEN</p> <p><input type="checkbox"/> Initial and exploratory liaison with other networks, particularly with critical or key partner networks, has been undertaken.</p> <p><input type="checkbox"/> Information has been requested from and provided to other networks.</p>	<p><b>Liaison</b></p> <p><input type="checkbox"/> There is good liaison and communication within the WEN</p> <p><input type="checkbox"/> There is interest from and liaison with other critical or key partner networks.</p> <p><input type="checkbox"/> Capacity and capability discussions to identify areas of commonality with critical or key partner networks have been undertaken.</p> <p><input type="checkbox"/> Networks in the field of, or in fields related to combating wildlife crime have been identified, and where appropriate initial communication has been initiated.</p>	<p><b>Liaison</b></p> <p><input type="checkbox"/> The level of interaction within the WEN and between the WEN and other relevant networks is evident through interaction, exchange and joint activities.</p>

**Additional Comments**

*Sub-category Tables: Standards of Liaison, **Support Base** and Supporting Functions*

**Support Base:** *The level of member involvement in the Support Base*

**Question:** *To what extent do individual members and member states contribute to the Support Base of your WEN?*

**Sub-category table 11: Standards of Support Base**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Support Base</b></p> <p><input type="checkbox"/> The WEN's support base is non-existent.</p>	<p><b>Support Base</b></p> <p><input type="checkbox"/> The WEN is reliant on core members engaged in occasional coordination efforts.</p>	<p><b>Support Base</b></p> <p><input type="checkbox"/> There is a good and regular level of support for the WEN, both among core individuals and the broader membership.</p>	<p><b>Support Base</b></p> <p><input type="checkbox"/> There is good and regular support for the WEN across its membership, in particular across national governments within the region covered by the WEN.</p>	<p><b>Support Base</b></p> <p><input type="checkbox"/> The vast majority of WEN members actively support and contribute to WEN activities, including practitioners and senior management in lead and supporting agencies, interested and related agencies and other bodies.</p>

**Additional Comments**

*Sub-category Tables: Standards of Liaison, Support Base and Supporting Functions*

**Supporting Functions:** *The effectiveness of the secretariat’s role in carrying out Supporting functions*

**Question:** *How well are Supporting Functions carried out by your WEN secretariat?*

**Sub-category table 12: Standards of Supporting Functions**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Supporting Functions</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> No WEN secretariat exists.</li> <li><input type="checkbox"/> WEN secretariat base level administrative tasks are not performed.</li> </ul>	<p><b>Supporting Functions</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In the absence of a WEN secretariat, a few key individuals maintain the network.</li> </ul>	<p><b>Supporting Functions</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> There is a central support function performed by an established WEN secretariat with capacity to support only basic day to day administrative and management tasks associated with the WEN.</li> </ul>	<p><b>Supporting Functions</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The WEN secretariat support all day to day administrative and management tasks associated with the functioning of the WEN.</li> <li><input type="checkbox"/> There is a low level of coordination and project capacity.</li> </ul>	<p><b>Supporting Functions</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> A fully established and operational secretariat is in place and effectively coordinating day to day administrative and management tasks associated with the WEN.</li> <li><input type="checkbox"/> The WEN secretariat effectively support all WEN projects and events.</li> <li><input type="checkbox"/> The WEN secretariat facilitate convening capacity building interventions for WEN members as may be needed.</li> <li><input type="checkbox"/> The major tasks of the secretariat function include: project managing the development of deliverables, coordinating review processes, ensuring integrity measures, and providing substantive information and advice to the WEN decision making body.</li> </ul>

**Additional Comments**

**Deliverables**

**5. Deliverables – Outcome statement:**  
 The WEN undertakes and achieves a variety of deliverables directed towards supporting its member States to effectively combat wildlife crime.

*Sub-category Tables: Standards of Activities, Outcomes and Products*

**Activities:** The standard and number of Activities

**Question:** What is the quality and frequency of the Activities offered by your WEN?

**Sub-category table 13: Standards of Activities**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> No activities are arranged for or by WEN members.</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> WEN activities are rarely arranged for and accessible by WEN members.</li> <li><input type="checkbox"/> There is a limited number of WEN members working together on and arranging occasional projects.</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Occasional WEN activities occur from time to time, but they are limited.</li> <li><input type="checkbox"/> Efforts to raise awareness of WEN activities amongst its members, and to encourage participation in WEN activities is limited.</li> <li><input type="checkbox"/> There are preliminary attempts to undertake cooperative WEN exercises in the form of joint operations.</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> WEN activities are held on a semi regular basis, are promoted amongst WEN members and participation encouraged.</li> <li><input type="checkbox"/> Activities are delivered across the WEN and relevant to most WEN members.</li> <li><input type="checkbox"/> WEN members increasingly work together on WEN activities and in support of operations resulting from WEN interactions.</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Activities are held regularly, are well promoted amongst all WEN members, and participation is strongly encouraged.</li> <li><input type="checkbox"/> Activities are coordinated centrally for delivery across the WEN membership, and well supported by WEN members.</li> <li><input type="checkbox"/> Operations are targeted towards combating wildlife crime across the region served by the WEN.</li> <li><input type="checkbox"/> WEN members readily work collaboratively to implement WEN initiated activities and operations.</li> </ul>

**Additional Comments**

*Sub-category Tables: Standards of Activities, **Outcomes** and Products*

**Outcomes:** *The benefits derived from Outcomes*

**Question:** *What is the level of benefits provided to WEN members through the impact and Outcomes of WEN activities?*

**Sub-category table 14: Standards of Outcomes**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The WEN is inactive, and membership offers little or no value.</li> <li><input type="checkbox"/> There is no incentive for prospective members and relevant agencies to join the WEN, or they are unaware of its existence.</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> There is a limited ability within the WEN to conduct its work, initiate activities and deliver tangible outcomes.</li> <li><input type="checkbox"/> Prospective members and relevant agencies are aware of the WEN in their region and are considering its potential value.</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> There is low level coordination and activity within the WEN resulting in a limited number of tangible outcomes.</li> <li><input type="checkbox"/> WEN members are seeking benefits from the WEN in an increasingly active manner.</li> <li><input type="checkbox"/> There is awareness of and some support for operational activity arising subsequent to the WEN.</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> WEN members experience identifiable benefits from their WEN membership, including for example through activities and events conducted or arranged by the WEN, guidance and support materials developed by the WEN, and accountability and reporting measures supplied by the WEN.</li> <li><input type="checkbox"/> WEN members are actively seeking benefits from the WEN and are increasingly openly promoting the benefits of involvement.</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> WEN members fully recognize the tangible benefits of WEN membership.</li> <li><input type="checkbox"/> Attractors are evident, drawing new members into the WEN.</li> <li><input type="checkbox"/> WEN members openly and actively promote the benefits of involvement.</li> <li><input type="checkbox"/> The WEN supports member states in more effectively combating wildlife crime.</li> </ul>

**Additional Comments**

*Sub-category Tables: Standards of Activities, Outcomes and Products*

**Products:** The development of Products

**Question:** Who contributes to, and what is the quality of the Products developed by your WEN?

**Sub-category table 15: Standards of Products**

0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<p><b>Products</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> No publications, materials or products are developed by the WEN.</li> </ul>	<p><b>Products</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Publications, materials or products are rarely developed by the WEN.</li> <li><input type="checkbox"/> Publications or materials produced by the WEN are the result of efforts by individual members, rather than a coordinated and targeted series of products by the WEN.</li> <li><input type="checkbox"/> Publications are generally not proactively disseminated.</li> </ul>	<p><b>Products</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Infrequent publications, materials or products are developed, with a diverse range of WEN members contributing to its development.</li> <li><input type="checkbox"/> Publications are disseminated in an uncoordinated manner.</li> </ul>	<p><b>Products</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Publications, materials or products are of good quality and targeted towards the needs of WEN members</li> <li><input type="checkbox"/> Publications, materials or products constitute a step towards better practice in terms of supporting efforts to combat wildlife crime.</li> <li><input type="checkbox"/> The majority of WEN members contribute to the development of publications, materials or products.</li> <li><input type="checkbox"/> The secretariat of the WEN and other engaged parties source material from outside the membership of the WEN to assist WEN members, as well as to provide meaningful support to operational activity occurring after the WENs establishment.</li> <li><input type="checkbox"/> Publications are disseminated in a coordinated manner.</li> </ul>	<p><b>Products</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Publications, materials or products are of a high standard and considered better or best practice across wildlife crime enforcement bodies.</li> <li><input type="checkbox"/> The products and the processes for the development of these products are subject to a review and improvement processes.</li> <li><input type="checkbox"/> There is a wide range of contributors to WEN publications and materials, which capture shared experiences.</li> <li><input type="checkbox"/> Publications are disseminated in a coordinated and targeted manner, for maximum benefit of WEN members</li> </ul>

**Additional Comments**

## Part 5 – Exploring assessment results

### Instructions for completing the assessments table:

The assessment using the Matrix highlights areas requiring attention to achieve performing status with regards to the criteria and sub-criteria. To complete the assessment, bring forward and populate Table 2 with the ratings from the corresponding pages (shaded in grey).

**Table 2: Results – Assessment table**

Maturity/ Strength Level	Five categories of the Matrix					
		Sub- category 1	Sub- category 2	Sub- category 3	Total	Level
	<b>Members</b>	pg. 27	pg. 28	pg. 29	1+2+3	See key
	Specific comments:					
	<b>Governance</b>	pg. 30	pg. 31	pg. 32	1+2+3	See key
	Specific comments:					
	<b>Finances</b>	pg. 33	pg. 34	pg. 35	1+2+3	See key
	Specific comments:					
	<b>Support</b>	pg. 36	pg. 37	pg. 38	1+2+3	See key
	Specific comments:					
	<b>Deliverables</b>	pg. 39	pg. 40	pg. 41	1+2+3	See key
	Specific comments:					
	<b>Key: Levels</b>	<b>Absent (0)</b>	<b>Emerging (1-3)</b>	<b>Fragile (4-6)</b>	<b>Maturing (7-9)</b>	<b>Well Established (10-12)</b>

**Additional notes, discussion points, and areas for potential follow up:**

The indicators have, where possible, been aligned to the relevant Part(s), Outcomes and Indicators of the ICCWC Wildlife and Forest Crime Analytic Toolkit<sup>31</sup> and the ICCWC Indicator framework for wildlife and forest crime.<sup>32</sup>

The Toolkit and Indicator Framework provides useful resources to further explore the results of an assessment – and any detected improvements or declines observed through repeat assessments – and can serve as sources of information to strengthen the responses on particular indicators and act as guides to determine further actions.

Table 3 below presents the relevant sections of the ICCWC Toolkit and Indicator Framework where guidance can be found. A more detailed assessment using these tools at national level could, if not already conducted, be encouraged among WEN member states.

<b>Key: ICCWC Toolkit Parts</b>	
	Legislation
	Enforcement
	Prosecution and Judiciary
	Drivers and prevention
	Data and analysis

<sup>31</sup> [https://cites.org/sites/default/files/common/resources/pub/ICCWC\\_Toolkit\\_v2\\_english.pdf](https://cites.org/sites/default/files/common/resources/pub/ICCWC_Toolkit_v2_english.pdf)

<sup>32</sup> [https://cites.org/sites/default/files/eng/prog/iccwc/E-ICCWC-Ind-FW-Assessment\\_guidelines\\_and\\_template\\_clickable-final.pdf](https://cites.org/sites/default/files/eng/prog/iccwc/E-ICCWC-Ind-FW-Assessment_guidelines_and_template_clickable-final.pdf)

**Table 3: Alignment of indicators to ICCWC Toolkit and Indicator Framework (see Key above)**

INDICATOR	TOOLKIT PART(S)*	TOOLKIT REFERENCES #	INDICATOR FRAMEWORK PART(S)	INDICATOR FRAMEWORK REFERENCES
<b>OUTCOME 1   Members</b>				
<b>National agencies responsible for wildlife law enforcement are engaged in combating wildlife and forest crime, show leadership and derive value from being in a WEN.</b>				
<b>1. Membership</b> The extent and level of member engagement		Part 1.1.2, 2.1, 2.2, 2.7, 2.8. Tool I.3-4, I.32, II.1, II.7-10, II.39-40	Outcome 1	Indicators 1-5, 8
<b>2. Leadership</b> The involvement of members in Leadership roles		N/A	N/A	N/A
<b>3. Value:</b> The level of Value from the WEN		N/A	N/A	N/A
<b>OUTCOME 2   Governance</b>				
<b>The WEN has strong governance, comprehensive integrity measures and supporting reporting procedures.</b>				
<b>4. Access</b> The extent and level of Access		N/A	N/A	N/A
<b>5. Review</b> The extent and level of Review		Part 2.9, 3.1.4, 3.2.4, Tool II.42, II.44, III.8, III.17,	N/A	N/A
<b>6. Structures</b> The extent and comprehensiveness of Structures		Part 5.1.2 Tool V.7	N/A	N/A
<b>OUTCOME 3   Finance</b>				
<b>The WEN has sustained funding to support projects, events and functioning of the WEN</b>				
<b>7. Budgets</b> The extent and level of the Budget		Part 2.2 Tool II.8-10	Outcome 1	Indicator 8
<b>8. Contribution</b> The extent and level of Contributions		N/A	N/A	N/A
<b>9. Project Funding</b> The amount and certainty of Project Funding		Part 2.8.2 Tool II-41	N/A	N/A

**OUTCOME 4 | Support****Supporting mechanisms and procedures enable WEN to undertake its functions in full.**

<b>10. Liaison</b> The extent and level of Liaison	 	Part 2.1, 2.1.3, 2.3.5, 2.7, 2.8, 3.3. Tool I.32, II.1 II.7II.18, II.31 II.35-42, III.18-21	Outcome 1, 2, 5	Indicators 4-7, 11, 30
<b>11. Support Base</b> The level of member involvement in the Support base		N/A	N/A	N/A
<b>12. Supporting Functions</b> The performance of the secretariat's role in carrying out Supporting functions		Part 2.1 Tool II.1, II.7	Outcome 1	Indicator 4

**OUTCOME 5 | Deliverables****The WEN undertakes and achieves a variety of deliverables contributing to addressing wildlife and forest crime**

<b>13. Activities</b> The standard and number of Events	 	Part 2.1, 2.1.3, 2.3, 2.3.5 Tool II.4, II.7, II.11-12, II.18, II.39	Outcome 1-3	Indicators 7, 11, 18
<b>14. Outcomes</b> The benefits derived from Outcomes	   	Part 1.1.2, 1.2.3, 1.3.7, 1.4, 1.4.2, 2.1, 2.2.3, 2.3, 2.3.2, 2.5.2, 2.5.8, 2.6-8, 3.1.2, 3.2, 3.2.3, 3.3.3, 3.4, 3.4.2 Tool I.3-4, I.10, I.23, I.25-27 I.32, II.1, II.7, II.11-16, II.24-25, II.30-33, II.39-40, III.5, III.10-16, III.22, III.26, V.1, V.5-6,	Outcomes 1-3, 6	Indicators 1-6, 9, 10, 12-16, 21, 22, 24, 25, 27, 33-37, 39, 40, 42, 44
<b>15. Products</b> The development of Products	   	Part 1.1.2, 1.1.3, 1.2, 1.3, 1.4.3, 1.4.5, 2.7, 2.7.2, 3.1.2, 3.1.3, 3.2, 3.2.3, 3.3, 3.4.1, 5.2, Tool I.1, I.3, I.4, I.8-13, I.28, I.30, II.34-42, III.5, III.7, III.15, III.18-21, III.25, V.7, V.10,	Outcomes 3, 5-7	Indicators 19, 23, 28-32, 38, 41, 43



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