



INTERNATIONAL CONSORTIUM ON
COMBATING WILDLIFE CRIME
(ICCWC)

STRATEGIC ACTION PLAN 2023-2026

The **ICCWC Vision 2030** builds on the successes and lessons learned from the implementation of the [ICCWC Strategic Programme 2016-2020](#), and outlines how ICCWC will work towards a world free of wildlife crime, following a Theory of Change designed to support and strengthen law enforcement and criminal justice systems to respond to and address wildlife crime. The Vision 2030 provides a roadmap, to be implemented through two 4-year Strategic Action Plans (2023-2026 and 2027-2030), pursuing the five critical outcomes in the ICCWC Vision 2030:

1. Reduced opportunity for wildlife crime
2. Increased deterrence of wildlife crime
3. Increased detection of wildlife crime
4. Increased disruption and detention of criminals
5. Evidence-based actions, knowledge exchange and collaboration drive impact, as a basis for the achievement of the first four outcomes.

The five ICCWC outcomes are the changes needed to advance towards a world free of wildlife crime. The outcomes follow a logical progression of proactive to reactive law enforcement and criminal justice interventions (Figure 1).

The five outcomes and their respective sub-outcomes form the basis for setting priorities in the 2023-2026 and 2027-2030 Strategic Action Plans.

ICCWC STRATEGIC ACTION PLAN 2023-2026

The ICCWC Strategic Action Plan 2023-2026 outlines the approaches that ICCWC will implement to achieve the five outcomes and indicates the types of activities that ICCWC plans to deliver against each approach over this period. These are not prescriptive and ICCWC will provide tailored support at the national,

regional, and international level – working across the three levels of organization¹ to address institutional, organizational and operational challenges – based on identified needs and priorities, and where ICCWC can bring the most value.

To do so, ICCWC will identify and assign a lead agency for each activity to ensure that there are clear roles and responsibilities, assigning multiple ICCWC partners as leads where necessary. For example, the United Nations Office on Drugs and Crime (UNODC) leads on the Toolkit and Indicator Framework assessments, while law enforcement operations often involve multiple partners – INTERPOL and the World Customs Organization (WCO) – assigned as joint leads. The activity lead is responsible for driving the progress of that activity and ensuring that all partners are briefed, have an opportunity for input, and can contribute where relevant in a collaborative and integrated manner, maximizing the strengths of each partner. As needed, and in response to emerging trends and challenges, ICCWC will scope and develop new activities that align to the approaches and support the achievement of sub-outcomes and outcomes.

IMPLEMENTATION FRAMEWORK

The Vision and Strategic Action Plan will guide ICCWC interventions, which are aligned to the Theory of Change through a series of targeted ICCWC approaches that will be implemented to achieve the five outcomes. Towards the end of the ICCWC Strategic Action Plan 2023-2026, the Consortium will undertake an evaluation of the Action Plan. The findings of this evaluation will be drawn upon during the development the next Action Plan (2027-2030), with a view to continue to enhance and adapt the implementation of Consortium activities, and to continue to enhance its interventions at national, regional and international level.

GOVERNANCE

ICCWC has a multi-tiered governance structure to demonstrate strong decision-making processes, allowing for adaptive management and providing accountability to wider audiences, particularly donors. ICCWC achieves this through regular meetings of the Senior Experts Group (SEG) and the Technical Experts Group (TEG). The SEG provides strategic oversight and executive decision making while the TEG coordinates ICCWC’s activities and makes day-to-day decisions.

¹ Institutional level refers to the rules of engagement; organizational level refers to the agents and key players that work within the rules of engagement; operational and tactical levels refer to where strategies are turned into actions, from tactical decisions to daily operational components of the criminal justice system.

PRIORITIZATION

ICCWC recognizes that financial resources will always be a limiting factor when addressing wildlife crime on a global scale. Given this, ICCWC will use evidence-based interventions to ensure efficient use of funds by prioritizing implementation where the need is greatest and where ICCWC can bring the most value. ICCWC will also prioritize its interventions where the recipient country is most engaged and committed.

ROADMAPS

For countries targeted as priority through ICCWC activities, ICCWC develops and maintains country roadmaps. The ICCWC country roadmaps are internal strategic documents to support ICCWC in laying out a common vision. They help ICCWC to identify country needs and plan activities to address those needs, ensuring all partners have a shared understanding of the way forward. In addition to helping ICCWC prioritize activities within target countries, the roadmaps provide a tool for enhanced coordination and collaboration at national level with relevant stakeholders working in the country.

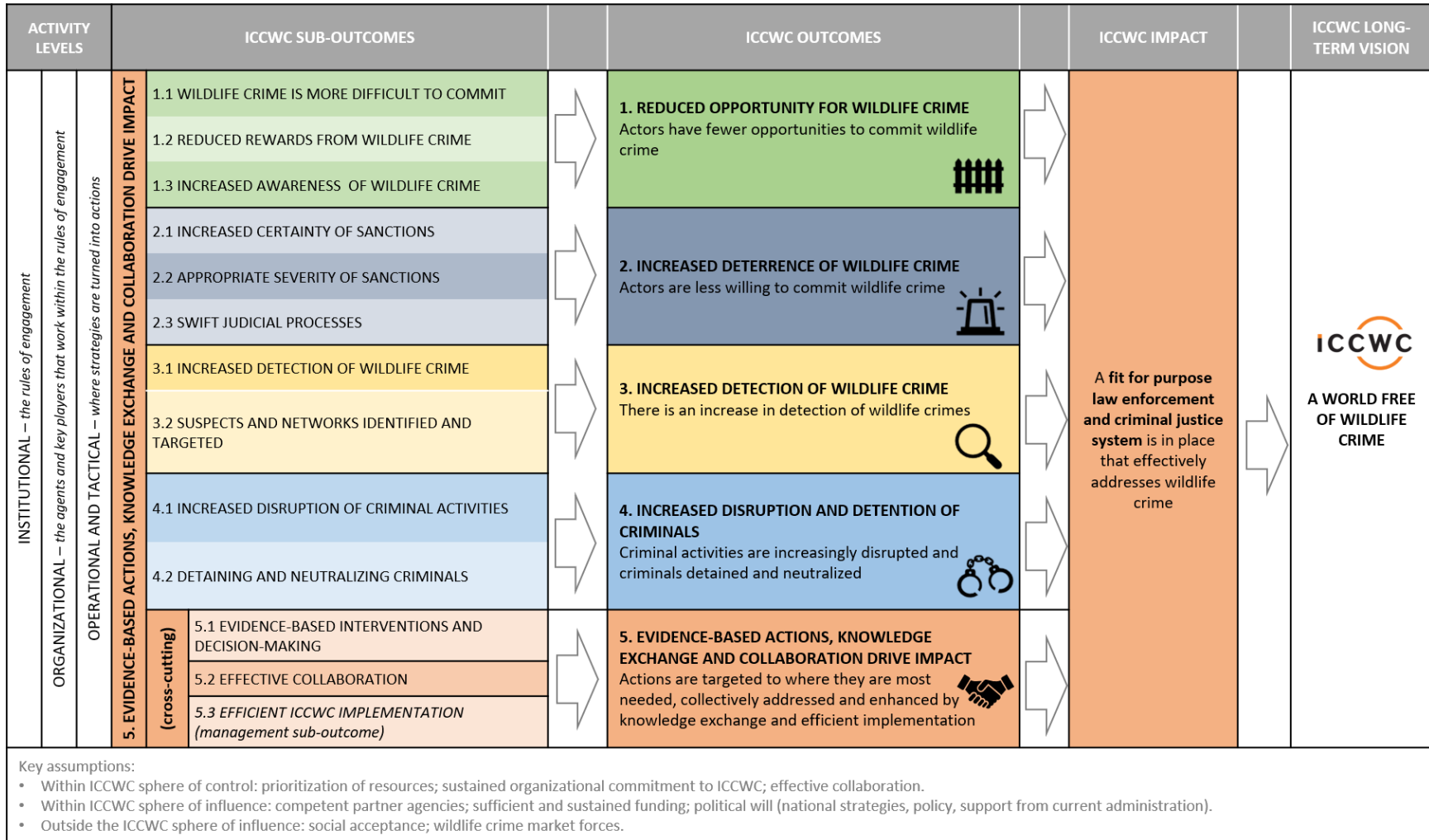
COUNTRY PROGRAMMES

Priority countries will be reviewed towards the start of the implementation of the Vision 2030, and ICCWC will adapt to changing situations as required. There will always remain a need to tackle wildlife crime related issues beyond the priority countries through targeted, ad hoc interventions. ICCWC will proactively implement bilateral programmes in identified priority countries, while support for other countries will be based upon requests made to ICCWC, a prioritization ranking assigned by ICCWC and available capacity.

KEY ACTION PLAN TARGETS AND TIMEFRAME

Each ICCWC approach identifies a number of stages and targets that will guide the implementation of activities for the different outcomes. These generally include the Identification of key target activities or countries where the activity will take place, the planning and completion of such activity, and the reporting or evaluation of the impact of the activity delivered. Targeted milestones for each approach will be developed during the inception of the Action Plan (January-June 2023). Implementation is expected to take place between July 2023 and December 2026. The evaluation of the Action plan is expected to take place between July and December 2026 and will guide the development of the ensuing Action Plan.

Figure 1. The ICCWC Theory of Change, listing outcomes and sub-outcomes from proactive to reactive law enforcement and criminal justice interventions. The ICCWC approaches that link to these outcomes are outlined in the Strategic Action Plan 2023-2026.



ICCWC STRATEGIC ACTION PLAN 2023-2026

Sub-outcome	ICCWC approach	Example activities
OUTCOME 1. REDUCED OPPORTUNITY FOR WILDLIFE CRIME		
<p>1.1 WILDLIFE CRIME IS MORE DIFFICULT TO COMMIT</p> <p><i>Increased effort is required to commit wildlife crime</i></p>	<p>1.1.1. Support improved governance by strengthening institutions mandated to regulate and combat wildlife crime risks</p>	<p><i>Interventions to facilitate interagency coordination and real-time information-sharing; support to strengthen existing procedures and protocols; support to strengthen national legislation; strengthening data analyses and use capacity; awareness raising of wildlife crime and need to treat it as a serious crime; support the implementation of relevant tools; interventions to support improved decision making; conduct national threat assessments against serious and organized wildlife crimes; train the trainer and twinning interventions to facilitate the sharing of knowledge, skills and experiences; training, technical support and joint meetings to enhance engagement and institutional capacity of relevant stakeholders (e.g. CITES Management Authority (MA), police, customs, AML/CFT supervisory authorities, etc.), including to strengthen regulations and controls for legal wildlife trade chains.</i></p>
	<p>1.1.2. Strengthen capacity to identify illicit specimens and illegal wildlife consignments</p>	<p><i>Develop and disseminate identification materials; training for frontline officers to conduct physical examinations based on risk assessments and targeting; training to identify illicit specimens; training to improve detection of fraudulent documents and misdeclaration of specimens; analyses and data management support to facilitate identification of national priorities; implement risk management practices and develop risk indicators to recognize illegal shipments of wildlife travelling through ports; training on wildlife concealment methods; national and regional workshops and capacity-building activities to support the development of appropriate mechanisms for cooperation and coordination with particular focus on increasing the quality of controls at the time of export, re-export and import; foster inter-agency cooperation between wildlife law enforcement agencies; improve knowledge of legislation; investigate criminal actions; training in basic anti-smuggling techniques and surveillance.</i></p>
	<p>1.1.3 Promote and facilitate enhanced controls and interventions at crime hotspots and illegal markets</p>	<p><i>Targeted intelligence-led operations or activities focused on markets/hotspots (linked with regional/global activities); promote and initiate operations to increase interventions on hotspots, known illegal trade routes and illegal markets at high- risk locations including to limit opportunities that could facilitate the spread of zoonotic disease due to illegal trade; capacity development to facilitate intelligence-driven interventions.</i></p>

	<p>1.1.4. Facilitate the implementation of enhanced measures to prevent, reduce and mitigate corruption</p>	<p><i>Corruption risk identification/assessment and mitigation activities to identify and prioritize corruption risks and develop strategies to mitigate against these risks; support the implementation of Scaling back corruption, a guide on addressing corruption for wildlife management authorities; support the implementation of corruption prevention measures; deploy National Risk Assessments (NRA); capacity building to discourage corrupt behavior or practices; ethics training to capacitate authorities to identify ethical challenges and implement measures to address these challenges; awareness raising on how corruption facilitates wildlife crime; support for development of practical skills and networks to prevent and combat corruption.</i></p>
<p>1.2 REDUCED REWARDS FROM WILDLIFE CRIME</p> <p><i>There is reduced opportunity for rewards for criminals</i></p>	<p>1.2.1 Strengthen capacity to identify and prevent money laundering with respect to wildlife crimes</p>	<p><i>Capacity building to standardize procedures in detecting illegal transactions and suspicious activities; training in financial investigation to identify and investigate money laundering and terrorism financing; training to trace and seize proceeds of crime; engagement with training academies to facilitate inclusion of financial investigation and anti-money laundering in training curriculum; AML preventative measures training and technical support to financial sector supervisory authorities; engagement and awareness-raising of FATF- designated reporting entities on financial aspects of wildlife crime.</i></p>
	<p>1.2.2 Strengthen capacity to trace, freeze and seize the proceeds of crime</p>	<p><i>Training and support to strengthen existing legal frameworks to address money laundering and facilitate the tracing and seizure of proceeds of crime; technical support to law enforcement and prosecutors, asset recovery/management agencies and judiciary; activities to strengthen inter-agency cooperation between financial investigators and agencies responsible for wildlife crime investigation; support for the establishment of clear guidelines for following the money for wildlife crime cases involving organized crime and securing assets or referring cases to financial investigators.</i></p>
<p>1.3 INCREASED AWARENESS OF WILDLIFE CRIME</p> <p><i>There is greater awareness of wildlife crime, its threats, and needed responses</i></p>	<p>1.3.1. Raise awareness of the seriousness of wildlife crime among national authorities, decision makers and other key stakeholders</p>	<p><i>Awareness raising on organized and transnational wildlife crime and the need to address wildlife crime as serious crime using appropriate tools, services and data available (e.g. support effective use of illegal trade data to raise awareness and inform decision making; use existing tools to strengthen national and regional responses to wildlife crime); events at high-level/strategic meetings to increase awareness and promote the use of tools and services available through ICCWC; targeted actions to increase high-level awareness, build political will and support the increased mobilization of resources.</i></p>
	<p>1.3.2 Increase awareness across the criminal justice system on the need to enhance national and international</p>	<p><i>Training and awareness raising about the mechanisms provided by the UN Convention against Transnational Organized Crime (UNTOC) that could be deployed to address wildlife crime; training on the use of Mutual Legal Assistance</i></p>

	collaboration across source, transit, and destination countries	<i>(MLA); training, awareness raising and facilitating the use of tools provided by ICCWC partner (e.g. the INTERPOL Notices System); create platforms for law enforcement professionals to develop ties with their counterparts in different countries.</i>
	1.3.3 Increase awareness of the risks that wildlife crime poses to societies, economies and environment, including the risk of potential zoonotic disease spread	<i>Awareness raising and events at high-level/strategic meetings; integrate messaging into relevant ICCWC activities; produce communications materials (e.g. FAQs, background documents, news stories, op-eds) on how wildlife law enforcement contributes to the achievement of the SDGs, and how wildlife crime affects societies, economies and the environment, including human health through the spread of disease, such as the COVID-19 pandemic.</i>
OUTCOME 2. INCREASED DETERRENCE OF WILDLIFE CRIME		
2.1 INCREASED CERTAINTY OF SANCTIONS <i>Criminals are less willing to commit wildlife crime due to the certainty of sanctions</i>	2.1.1 Strengthen capacity in maintaining the chain of custody to secure admissibility of cases to court	<i>Capacity building to facilitate the implementation of measures and protocols to ensure chain of custody from the crime scene to the courtroom; training in the chronological and careful documentation of evidence to establish its connection to an alleged crime; training in crime scene investigation, including on evidence collection, storage and transfer; training in the use of digital forensics to address wildlife crime.</i>
	2.1.2 Strengthen capacity in case file preparation and presentation	<i>Training on case file preparation and presenting evidence in court; training on note-taking and interview techniques; promotion and support for institutional cooperation (e.g. twinning) to facilitate the sharing of knowledge, skills and experiences.</i>
	2.1.3. Increase awareness of regulations and laws pertaining to wildlife crime as well as other relevant legislation among key stakeholders	<i>Development of charging code (where one doesn't exist) and templates for written reviews on a case file; specialized technical guidance to governments and reaching an agreement on 'grey' areas of law (e.g. admissibility on digital evidence, identification evidence and recorded suspect interviews); mentor prosecutors to build capacity in preparing and presenting wildlife crime cases in court; introduce training modules in vocational schools (the judiciary, the police, the gendarmerie and Customs) on wildlife crime, economic crimes, money laundering and international cooperation.</i>
2.2 APPROPRIATE SEVERITY OF SANCTIONS	2.2.1 Support the review, strengthening and harmonization of legal frameworks to recognize wildlife crime as a serious crime and ensure that penalties are proportionate and dissuasive	<i>Promote and support the application of the Guide on Drafting Legislation to Combat Wildlife Crime; support legislative reform to make wildlife crime involving organized criminal groups a serious crime in accordance with Article 2 (b) of UNTOC.</i>

<p><i>Criminals are deterred by sanctions that reflect the severity of the crime</i></p>	<p>2.2.2 Strengthen capacity to prosecute wildlife crime including the use of a combination of applicable national legislation and criminal law</p>	<p><i>Development of a Rapid Reference Guide for Investigators and Prosecutors on the relevant laws together with sample charges, including restraint and confiscation, for use by authorities in identified target countries; training for criminal justice system actors on illicit wildlife trafficking and on the application of the Rapid Reference Guide; training for law enforcement agencies to apply and mobilize a combination of applicable national legislation and criminal law to prosecute wildlife crime (e.g. racketeering, organized crime, illegal possession of firearms and ammunition, trespassing).</i></p>
	<p>2.2.3 Facilitate cooperation in investigations and prosecutions</p>	<p><i>Development of guidelines that can increase cooperation (e.g. controlled deliveries framework); initiate activities to promote and stimulate cooperation between countries on ongoing cases of transnational wildlife crime (e.g. through the INTERPOL RIACM platform); create platforms for law enforcement professionals to develop ties with their direct counterparts in the different countries (e.g. through the UNODC WIRE platform).</i></p>
<p>2.3 SWIFT JUDICIAL PROCESSES <i>Effective and accountable judicial systems mitigate prosecution delays and maximize deterrence of criminals</i></p>	<p>2.3.1 Sensitize the judiciary on the importance of combating wildlife crime and encourage sanctions appropriate to the nature and gravity of the crime</p>	<p><i>Sensitization of judges on illicit wildlife trafficking; awareness raising of the judiciary on the illicit trafficking in wildlife as serious transnational organized crime.</i></p>
	<p>2.3.2 Strengthen judicial capacity to speedily administer justice, including increased digitization</p>	<p><i>Support digitization of the key courts, including setting up infrastructure, equipment, and developing/updating existing databases; development of Case Digests to support the judiciary and other criminal justice practitioners on the evidential issues typical to wildlife trafficking cases and equip them with possible creative solutions and case practices that can be referenced; enhance the capacity of judicial clerks supporting substantive case file review(s); development of guidelines or practice directions on disposal of cases; development of a practice direction that codifies discounts on sentencing when a guilty plea is offered.</i></p>
	<p>2.3.3 Support and strengthen judicial cooperation on wildlife and forest crime, including efforts to combat corruption</p>	<p><i>Conduct annual regional seminars for judges and prosecutors to build networks of like-minded practitioners to increase cooperation among countries exposed to the threats of wildlife trafficking, with seminars to focus among other on requests of mutual legal assistance (MLA), enhancing the capacity to investigate transnational criminal networks and the efficiency in the exchange of evidence and information.</i></p>
<p>OUTCOME 3. 3. INCREASED DETECTION OF WILDLIFE CRIME</p>		

3.1 INCREASED DETECTION OF WILDLIFECRIME <i>Crime that occurs is detected</i>	3.1.1 Support development and implementation of good risk management and profiling practices	<i>Capacity building and technical support to improve risk management practices and profiling to better detect and intercept illegal wildlife consignments; training in concealment methods; training for Customs officers on risk assessment, profiling and targeting of suspicious wildlife trade shipments, risk indicators related to the wildlife trade, analysis to understand trends and patterns, and data storage (Customs Enforcement Network), information, and use of intelligence for risk management.</i>
	3.1.2 Initiate and continue targeted inter-regional, regional and global law enforcement operations and provide post-seizure investigative support	<i>Thunder series; regional/inter-regional joint operations/Regional Investigative and Analytical Case Meetings (RIACM); Joint Customs Operation against Wildlife Trafficking; WCO Regional Intelligence Liaison Office (RILO) to support more effective enforcement actions on the regional level and foster intelligence exchange among all stakeholders.</i>
	3.1.3 Strengthen capacity in information and intelligence analysis and intelligence exchange between relevant authorities across the illegal trade chain	<i>RIACMs, Wildlife Inter-Regional Enforcement Meeting (WIRE), Wildlife Incidence Support Teams (WIST); technical support for intelligence analysis, including convergence with other crimes; mentorships and twinning programmes; support the creation and design by WCO RILOs of situational analysis reports based on information received at regional level.</i>
3.2 SUSPECT AND NETWORKS IDENTIFIED AND TARGETED <i>Evidence gathered identifies suspects, dynamics of crime and criminal networks</i>	3.2.1 Strengthen capacity in crime scene management	<i>Training and capacity building on wildlife crime scene management, wildlife investigations and aspects of forensic evidence collection and maintaining the chain of custody; promote and support the use of tools such as the Wildlife Crime Scene Guide for First Responders.</i>
	3.2.2 Promote and support the use of DNA and digital forensic technology to combat wildlife crime	<i>Training to facilitate intelligence gathering, as well as IT forensic extraction and data integration technique; deploy Portable Enforcement Laboratory for Testing Seizures (PELTS) and produce DNA forensic evidence for intelligence purposes and/or assisting in court ruling; training on sampling procedures; training on digital investigation of wildlife crime; training on Open Source Intelligence (OSINT).</i>
	3.2.3 Strengthen capacity in the use of interception techniques and specialized investigation techniques	<i>Training on controlled delivery; training on wildlife undercover operation; training on undercover techniques in the investigation of wildlife crime; training on CHIS (Covert Human Intelligence Source) recruitment and handling; training on conventional and technical surveillance; review and strengthen legal frameworks to ensure special investigative techniques are permissible; support for conducting parallel financial investigations.</i>

	3.2.4 Strengthen capacity to detect and investigate wildlife crime linked to the Internet	<i>Training and technical support, including on interview techniques and online investigations (including open source and undercover online investigations); deploy tools such as INTERPOL Wildlife Crime Linked to the Internet Practical Guidelines for Law Enforcement Practitioners; awareness raising on wildlife crime linked to the internet; continued support to CITES Parties via capacity established at INTERPOL.</i>
OUTCOME 4. INCREASED DISRUPTION AND DETENTION OF CRIMINALS		
4.1 INCREASED DISRUPTION OF CRIMINAL ACTIVITIES <i>Additional sanctions and deterrents disrupt criminal activities and networks</i>	4.1.1 Strengthen capacity for global, sub-regional and cross-border enforcement cooperation	<i>Training on cross-border cooperation in combating transnational organized wildlife crime; targeted activities (e.g. RIACMs, WISTS/OSTs, cross-border training, etc) to strengthen capacity for sub-regional and cross border enforcement cooperation in support of follow up on post-seizure investigations.</i>
	4.1.2 Strengthen capacity to investigate and address money laundering and illicit financial flows	<i>Training on Financial Investigation of Wildlife and Forestry Crime; training to investigate, prosecute and adjudicate money laundering cases related to wildlife trafficking; support development of processes and practices for the reporting of money laundering linked to wildlife crime; support development of systems for identifying red flags associated with illicit financial flows; operational support for money laundering investigations.</i>
	4.1.3 Strengthen capacity to treat wildlife crime offences under proceeds of crime legislation in support of asset seizure and forfeiture	<i>Workshop on the Prosecution of Serious Forms of Wildlife Crime; Development or tailoring of Guidelines for Planning for Seizure and Restraint to wildlife crime context; training on asset forfeiture, what can and can't be seized, procedures to pursue asset forfeiture, distribution and use of forfeited assets, reporting requirements, etc; legal review and support to ensure international treaties have been ratified, domestic cooperation is permitted and legal procedures are current with best practices.</i>
4.2 DETAINING AND NEUTRALIZING CRIMINALS <i>Criminal activities are increasingly disrupted and criminals detained and neutralized</i>	4.2.1 Strengthen capacity to gather intelligence about criminal syndicates, map criminal networks and initiate intelligence-driven operations and investigations	<i>Support and capacitate countries to issue INTERPOL Notices, in particular in regards identified high-value targets; training on intelligence and information management; training on the use of software to develop criminal intelligence; support activities to facilitate the detention and arrest of persons wanted for wildlife crime offences and identified as high-value targets (e.g. through initiatives similar to the previous Operation Infra Terra) or sharing of specific information for additional use regarding high-value criminal targets and new modus operandi (e.g. INTERPOL Red Notices.</i>
OUTCOME 5. EVIDENCE-BASED ACTIONS, KNOWLEDGE EXCHANGE AND COLLABORATION DRIVE IMPACT		

<i>Actions are targeted to where they are most needed, collectively addressed and enhanced by knowledge exchange and efficient implementation</i>		
5.1 EVIDENCE-BASED INTERVENTIONS AND DECISION-MAKING <i>Decisions and actions are underpinned by clear assessments and analysis</i>	5.1.1 Promote and support analysis, measurement, and monitoring of national responses to wildlife crime through implementation of the ICCWC Toolkit and Indicator Framework	<i>Implement ICCWC Toolkit and Indicator Framework in target countries and support the implementation of Toolkit and Indicator Framework recommendations in line with the ICCWC Strategic Action Plan.</i>
	5.1.2 Promote and support the assessment of wildlife crime risks in Money Laundering and Terrorism Financing National Risk Assessments	<i>Deploy the Environmental Crime and Anti-Money Laundering National Risk Assessment Tool (NRA) and module on wildlife crime to identify, assess and understand the main drivers of money laundering and terrorist financing with respect to wildlife crimes.</i>
	5.1.3 Promote and conduct research and analysis on wildlife crime and crime trends	<i>Produce World Wildlife Crime Reports; conduct targeted regional threat assessments (e.g. similar to Regional Threat assessment previously conducted for West and Central Africa) etc. to guide responses to wildlife crime to where they are most needed.</i>
	5.1.4 Implement Decisions and Resolutions adopted by the CITES Conference of the Parties and governing bodies of ICCWC partners	<i>Initiate activities in accordance with CITES Decisions and Resolutions that fall within the ICCWC remit and mandate that are adopted by the CITES CoP or by the governing bodies of ICCWC partners, including support for the implementation of specific requests for assistance requested by CITES Parties in support of Decisions and Resolutions directed to Parties.</i>
5.2 EFFECTIVE COLLABORATION <i>Collaboration between key stakeholders supports maximum impact</i>	5.2.1 Mobilize technical and financial support and collective action for the implementation of ICCWC Toolkit and Indicator Framework recommendations	<i>Promote ownership and implementation of Toolkit action plans by national counterparts; encourage donor support towards the implementation of recommendations by relevant stakeholders.</i>
	5.2.2 Strengthen national, regional and international collaboration among law enforcement agencies and support the operationalization of regional and sub-regional enforcement networks	<i>Convene regional meetings between agencies responsible for wildlife law enforcement to discuss and develop targeted responses, e.g. Regional Intelligence Liaison Offices (RILO), Wildlife Inter-Regional Enforcement (WIRE) groups, ASEAN Senior Officials Meeting on Transnational Crime (SOMTC), CITES Task Force meetings (Timber, Ivory, Big Cats), Wildlife Enforcement Networks (WENs).</i>
	5.2.3 Enhance engagement of key stakeholders in ICCWC priority countries	<i>Develop and implement ICCWC Roadmaps for priority countries; provide strategic guidance on and facilitate informal international and interagency collaboration and cooperation in target countries based on the ICCWC roadmaps; engage</i>

	to facilitate collaboration and cooperation	<i>relevant stakeholders working in the country (e.g. government, IGOs, CSOs and other relevant stakeholders) in activities as appropriate.</i>
	5.2.4 Facilitate and promote collaboration between ICCWC and relevant national, regional and global initiatives	<i>Coordinate with donors at regional and national levels; coordinate with GEF-financed, World Bank-led Global Wildlife Program.</i>
5.3 EFFICIENT ICCWC IMPLEMENTATION <i>Collaboration and efficient management drives the operation of the consortium and enhanced impact of ICCWC efforts (management sub-outcome)</i>	5.3.1 ICCWC programme implementation and coordination	<i>ICCWC programme coordination (for the full implementation of the ICCWC Vision and Strategic Action Plans, the consortium will require human resources dedicated to the work of ICCWC within the five partner agencies); convene regular ICCWC partner meetings including monthly SEG/TEG calls and quarterly meetings and priority country partner calls.</i>
	5.3.2 Implement the ICCWC communications and visibility strategy	<i>Revise and update the 2021-2022 ICCWC Communications and visibility strategy; develop and disseminate the annual report, newsletters, best practices and successes, social media campaigns, etc. to improve and strengthen communications with ICCWC's key audiences about the impact of ICCWC's work and the benefits derived from it by Member States, as well as about ICCWC's distinctive role in combating wildlife crime.</i>
	5.3.3 Monitor and evaluate ICCWC's impact	<i>Periodic review of ICCWC tools; conduct a mid-term and end-term evaluation of ICCWC Vision 2030 and Strategic Action Plan implementation.</i>