



Building, Establishing and Sustaining a Wildlife Enforcement Network through Capacity Building, Networking and Communications

A TOOLKIT FOR GOVERNMENTS AND PARTNERS

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INTRODUCTION

This toolkit will not start with the usual facts about the enormity of wildlife crime, since it is assumed that truly interested and committed readers need no introduction to the seriousness of the issue.

This toolkit will instead provide simple, doable, adaptable and sequential instructions for creating, establishing and sustaining a wildlife enforcement network. To put them into practice, readers must bring their own passion and interest to the cause.

Reference Materials

At various points, blue margin notes indicate that a more detailed document, sample, format or a template is available in the accompanying thumb drive. Margin notes look like this:

Sample
TOR for
Senior
Officer

Why

Many extant wildlife crime interdiction efforts fail or, at best, build a feeble and fast crumbling wall against the tsunami of crime, which sweeps up everything from beetles to elephants. This is not due to lack of funding, good ideas, government prioritization or public support. The crux of the problem lies in **intentionality**.

A criminal, embarking on an enterprise, has **definite, realistic, time-bound** and **motivated** intentions:

“I will move 500 tusks from Country A to Country B, by bribing Mr. X stationed at the airport to forge consignor information, on a cargo ship on a two week voyage. On news of safe delivery I will earn enough to buy a new SUV, some gold jewelry and pay for a wedding feast in my family.”

Anti-trafficking efforts, on the other hand, have intentions that are...

...Vague:

“We have to stop wildlife crime”

“Let’s make people stop consuming wildlife”

... Unrealistic:

“In 10 years we will convince the entire country to not use ivory”

“By arresting traffickers we will end wildlife crime”

... Deadline-free:

- “Let’s keep training our staff”

- “Let’s keep collecting data on crime”

... Uninspiring:

- “Let’s have a national meeting”

- “Let’s tell our border staff they also have to watch out for wildlife”

All the intentions above are good. But ‘good’ is not good enough; they need to be effective.

Hence this toolkit.

Who

This toolkit can be used by anyone with the interest and commitment to combat illegal wildlife trade through the establishment of a Wildlife Enforcement Network (WEN).

What

The toolkit describes step-by-step processes to lay the foundation, launch a WEN and implement its three key pillars. The process ensures all members in the network share a common understanding of their roles, responsibilities, and commitments.

How

Readers may implement guidelines from the entire toolkit, or treat each chapter as a standalone toolkit.

All information given is non-prescriptive, meaning readers are encouraged to adapt the process to meet the requirements of their regional, government, and cultural context. Additionally, readers should feel free to revise formats provided in the reference materials to meet the unique needs of their situation.

All information is discrete, meaning that most chapters can be used independently of the others, as stand-alone toolkits. However, best results are obtained from implementing the whole as an integrated package.

Where

The toolkit can be easily used to create a wildlife enforcement network at a city, provincial, national or regional level by modifying some guidelines.

The toolkit is based on the ten-year experience facilitating efforts by the governments of the Association of Southeast Asian Nations (Brunei, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam) to develop a WEN. The ASEAN-WEN is now the world’s largest wildlife enforcement network and implement a robust suite of activities. This toolkit reflects lessons learned and best practices from this decade of experience.

In developing the toolkit, the authors have kept in mind that readers and users come from a variety of government structures, regional cooperation mechanisms and allocated resources. It is designed to be easily adapted to any situation across the globe.

When

The best time to start is now!

LAYING THE FOUNDATION

This chapter takes the reader through initial exercises to determine vulnerability to wildlife crime and whether their country or region is ready to initiate a WEN.

Is There a Problem?

Before deciding whether a city, district, province, country or region requires a WEN – or not – readers should go through the following checklist to check vulnerability to wildlife crime. Although the checklist is given on the scale of a country, it can apply it to any geographic entity. If many of these points are true, readers should consider starting a WEN.

BIOLOGY

- Are there CITES listed species of flora or fauna in your country?
- Do you contain large populations of species that are depleted in neighboring countries?
- Do you contain, or are you near, a biodiversity hotspot?
- Are you a unique, island ecosystem?
- Does your country contain endemic species?
- Has a new and/or rare been recently named in your country?
- Has a new population of a formerly believed to be depleted species been discovered in your country?

GEOGRAPHY

- Is your country geographically located in active or potentially active transit routes?
- Are you located on a historical wildlife product transit route?
- Is there consumer demand for wildlife in your country or a neighboring country?
- Do you have porous international borders?

ECONOMY

- Do you have good infrastructure (communications, sea, road, air, banking, etc.)?
- Is there economic disparity between you and your neighboring countries?
- Has your country seen sudden economic growth in the recent past?
- Have you experienced a sudden infrastructure expansion (roads, communications, etc.)?

- Is your government seeking stronger economic bonds with a known consumer country?
- Are there online buying/selling websites advertising CITES listed species targeting nationals in your country or region?
- Do you have special economic treaties (e.g.: non-inspection of cargo) with a consumer or source country?

CULTURE AND PRACTICES

- Is your country historically famous for a wildlife product(s)?
- Do the traditional crafts of your country utilize wildlife products?
- Do traditional occupations in your country rely on wildlife utilization?
- Does a protected species enjoy high cultural value status in your country?

LAW AND POLICY

- Have there been earlier wildlife related arrests without convictions?
- Has your country experienced civil strife?
- Do you have other transnational crimes (human trafficking, arms smuggling, etc.)?
- Do you have legal wildlife farms, ranches or breeding centers?
- Does your legislation allow keeping wild animals as pets?
- Does your legislation recognize wildlife crime as a major crime?
- Are fines for wildlife offences less than 10% of a typical trafficker's profits from a successful sale?
- Does your legislation protect non-native species?

- ❑ Do you lack systems for law enforcement agencies to jointly work on wildlife cases?
- ❑ Do you lack easy-to-access mechanisms for intelligence sharing between agencies?
- ❑ Do you lack the capacity to check volumes in CITES permits against permitted quotas?
- ❑ Do you lack legislation preventing government officers from owning wildlife dependent businesses?

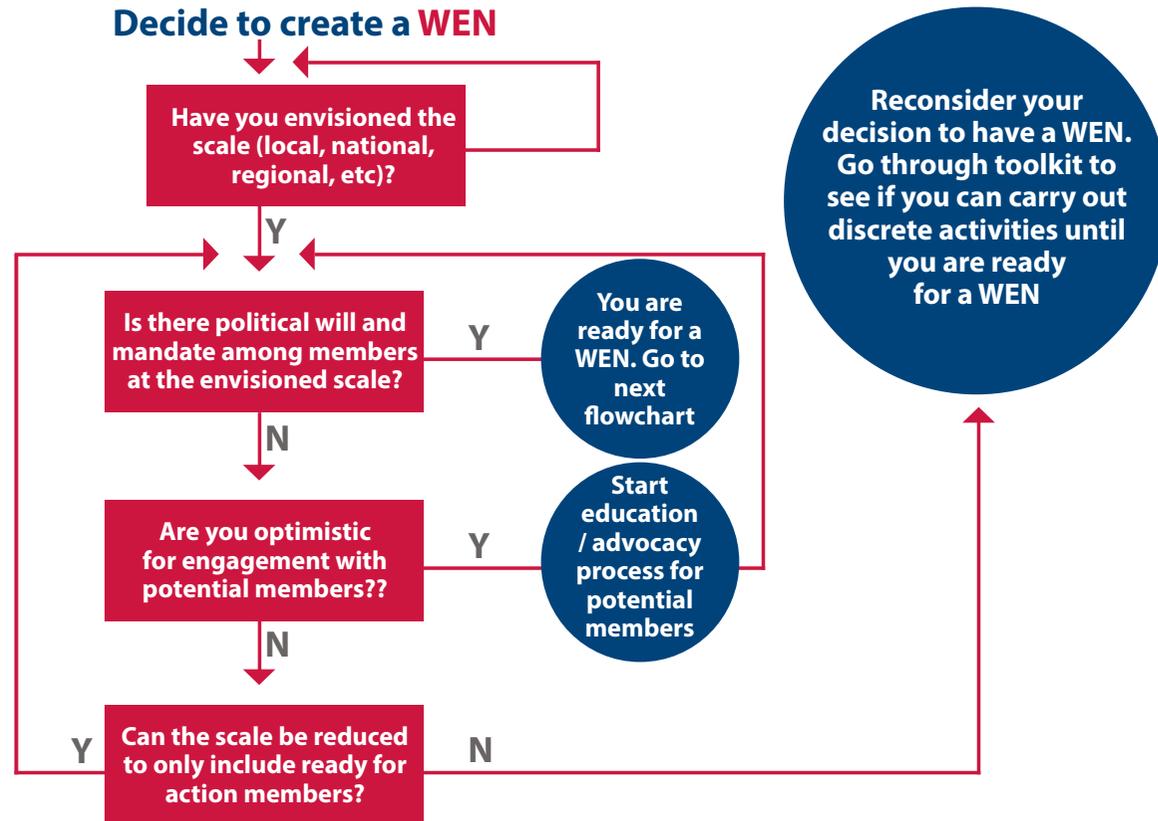
INTERNATIONAL RELATIONS

- ❑ Are you experiencing a heavy inflow and outflow of foreigners (workers, tourists, military, aid, business, etc.)?
- ❑ Do you have a strong diplomatic presence of a known wildlife consumer country?
- ❑ Do you have an easy visa regime with a consumer or source country?

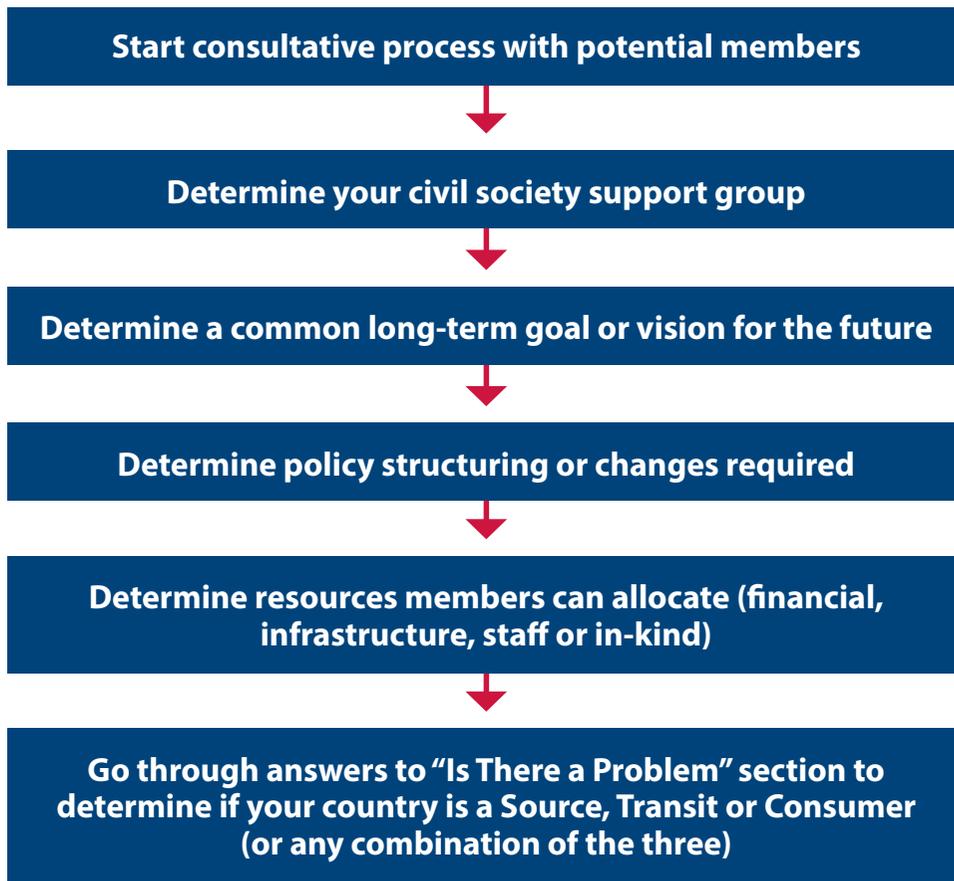
Did you agree with many of the statements above? Then you are ready for the next steps.

Creating the Framework

Follow this flowchart to gather together the initiators of the WEN



Secretariat
Terms of
Reference



Depending on answers, pick a selection of activities from under the three WEN pillars below



Capacity Building

- Anti-poaching
- Investigation
- Airports, Seaports
- Prosecutors

Networking

- Investigative
- Secondments
- Best - Practice
- Annual Meetings

Communications

- Demand reduction
- Internal
- External

Best Practice Suggestions

Why are there three pillars to the WEN?

Experience has shown that most activities a WEN does can be slotted under the three given pillars. The pillars are not meant to be strictly independent (example: a regional investigation meeting could come under Networking as well as Capacity Building). However, keeping activities under the given pillars helps build a well-integrated WEN. Each pillar should support the two others.

Why is there a civil society support group?

The best WENs bring together governments and civil society to take advantage of the strengths of each. Governments have mandate, authority and power. Civil society has flexibility, speed and innovation. Criminals are fast and creative; a successful response must outpace them. Experience indicates civil society can play a pivotal role in the initial establishment of a WEN with a gradual decreasing role over time as the WEN becomes institutionalized. This support group can be a mix of national and international organizations, corporates, industry associations, etc.

Why is a common long-term goal necessary?

A WEN must know what it is setting out to achieve, and whether the milestones along the way are being crossed. Without a clear destination, the journey will be vague and muddled, and clear-sighted criminals will continue their activities despite the WEN.

Why may policy changes be required?

WENs typically involve a change in the way wildlife crime law enforcement is handled. It is crucial that governing mandates of participating agencies / countries allow for these changes. If not, policy or laws may require changes. Typically, laws under which WEN activities will be carried out already exist, but a clear structuring document may be required.

Who directs the WEN?

Member countries or government agencies.

Who pays for the WEN?

Initial consultations should have determined the amount of support given by member countries and agencies. A sustainability plan with budget can be developed to determine the required funds and sustainability strategies; if funds beyond that available through members are required, appeals can be made to donors and international organization.

How should combinations of activities be best selected?

Depending on whether the WEN is for a source, transit or consumer region, a multi-pronged menu of activities should be chosen. Example:

- If a source country, consider law enforcement training for protected area staff, coordination, and networking.
- If a transit country, consider border and customs officer Training, and international law enforcement networking.
- If a consumer country, consider external communications to reduce demand and training for customs officials.

If a combination of source, transit and consumer, pick activities accordingly.

Should we first complete one pillar before starting another?

Working all three pillars concurrently gives best results.

Who coordinates activities?

All WEN activities are coordinated by a Secretariat. A later chapter will describe how to set up a secretariat.

What is a LEEEO?

A Law Enforcement Extension Office acts as a coordination center for organizing investigative networking events, accepting secondments of officers from member countries/agencies to work on particular investigations with counterparts, facilitates investigative cooperation with other WENs and analyzes incoming data on wildlife crime. A subsequent chapter will describe how to set up a LEEEO.

STRUCTURE OF THE WEN

A clear and well thought-out structuring of the WEN will ensure clarity of purpose.

Secretariat Operational and Sustainability Plan

Potential member agencies / countries should create an initial working group together with the civil society support members to determine the following:

- Is there a mandate at the local, national or regional level to address illegal trade in wildlife? If yes, what is the authority of the mandate in regards to the member agencies? If no, under what mechanism will the WEN operate?
- Is there a regional / national body under which the WEN can fit in administratively?
- Who will be the 'champion' countries for specific activities?
- In a regional WEN, what will the National Task Forces look like?
- What policy change documents are required?
- Who will chair the WEN?
- What is the required quorum for any resolutions to be passed within the WEN?
- Given the size of the WEN, is there need for a Secretariat?
- Are there enough resources to create a Secretariat?
- How will Secretariat officers be recruited?
- Are there enough resources to create a separate Law Enforcement Extension Office?
- Is the WEN capable of accepting funds, including international currency?
- Which Working Groups need to be created to focus on specific tasks?
- Which agencies should form the focal points from each country?

Other questions may be considered depending on the situation.

Best Practice Suggestions

Should we place our WEN under our regional cooperation body?

There are distinct advantages and disadvantages to placing the WEN administratively under an existing regional cooperation body. To make this decision, consider the following:

- Will it facilitate more efficient working or be held up in bureaucracy?
- Is this body neutral and impartial?
- What is the capacity, effectiveness, visibility, and long term stability of this body?
- Do members feel ownership, commitment and willingness to invest in light of this body?
- Does this body currently handle law enforcement or other cooperation efficiently?
- Are there mutual and informal modes of cooperation already operating in the region?

What are 'champion' countries?

It is strongly recommended that each member country be identified as a 'champion' for a particular activity, based on their capacity, existing funding, expertise or experience to become centers of excellence for that activity.

This does not mean that a 'champion' country will be the only one implementing a particular activity. Rather, it will become the regional leader for the initial round of activities under a theme, to enhance the skill set of all other members.

E.g.: Country A may have conducted excellent wildlife investigations, Country B may have very well managed marine protected areas. During the first few years, Country A will host investigative exchanges and secondments to share intelligence,

while Country B will host marine training and species identification programs. After a few years, all members should ideally have the same level of skill sets as Country A and Country B.

What are National Task Forces?

Typically, each member country is required to create a national task force comprising of a set of stakeholders in wildlife enforcement. Each country has the freedom to choose its own combination of stakeholders (police, customs, military, paramilitary, prosecution, judiciary, etc.). An existing multi-agency set-up in a member country can be designated as its National Task Force once the WEN is created.

How will the WEN and national task forces be created under member nations' policies?

Typically, an assessment, concept note and changes in policy are required.

Should we do a fixed chair or lead?

It is recommended that the lead of the WEN should be rotated alphabetically between the member countries, changing annually or biennially. The chair country should host the annual or biennial meeting.

What should be the quorum for WEN decisions?

It is recommended that the quorum be set at around 60%. Getting 100% quorum on each agreement will lead to considerable delays.

How should we staff the Secretariat?

This section is explained in detail in a following chapter. Briefly, the Secretariat needs a Senior Officer who should ideally be respected, retired government officer, and a Junior Officer who should be recruited from the region. Additional administrative support staff should be hired as required. It is very important that the Senior and Junior officers **should not**

be serving government officers, else transfers and other duties will divert them from their WEN related duties.

How will the WEN receive funds?

Does it need to be registered to open a bank account? If yes, what type of legal registration should have? If international funding is sought, can international donors give funds directly to government bodies or officers? If not, should the Secretariat be registered as a non-government entity, or should funds be channeled through civil society partners?

What are Working Groups?

Working Groups consist of up to five members, focusing intently on a specific problem that the WEN intends to solve. Members are typically drawn from officers of member countries. Examples of Working Groups are:

- Sustainability Working Group – create a donors' plan, meet with funders, determine funding needs.
- Investigation Working Group – determine the most pressing wildlife investigation issues within the WEN, or particularly vulnerable species, to determine the themes of future investigative meetings.

What are Focal Points?

Each member country should have three focal points for the WEN, one each from Police, Customs and Forestry/CITES. It is crucial that they should come from different agencies, and not only be from wildlife backgrounds.

Once answers are determined, readers should have a clear idea of the key components:

Chair

- Provides overall strategy and direction
- Ensures progress towards objectives,
- Conducts annual / biennial meeting.

Secretariat

- Provides administrative support and coordination for activities
- Maintains website, focal points list and event calendar
- Organises annual meetings

Law Enforcement Extension Office

- Provides forum for information gathering, validation, analysis, and intelligence sharing
- Builds enforcement links with other WENs

National Task Forces

- Carry out WEN related activities within countries

Focal Points

- Three from each country (police, Customs, wildlife)

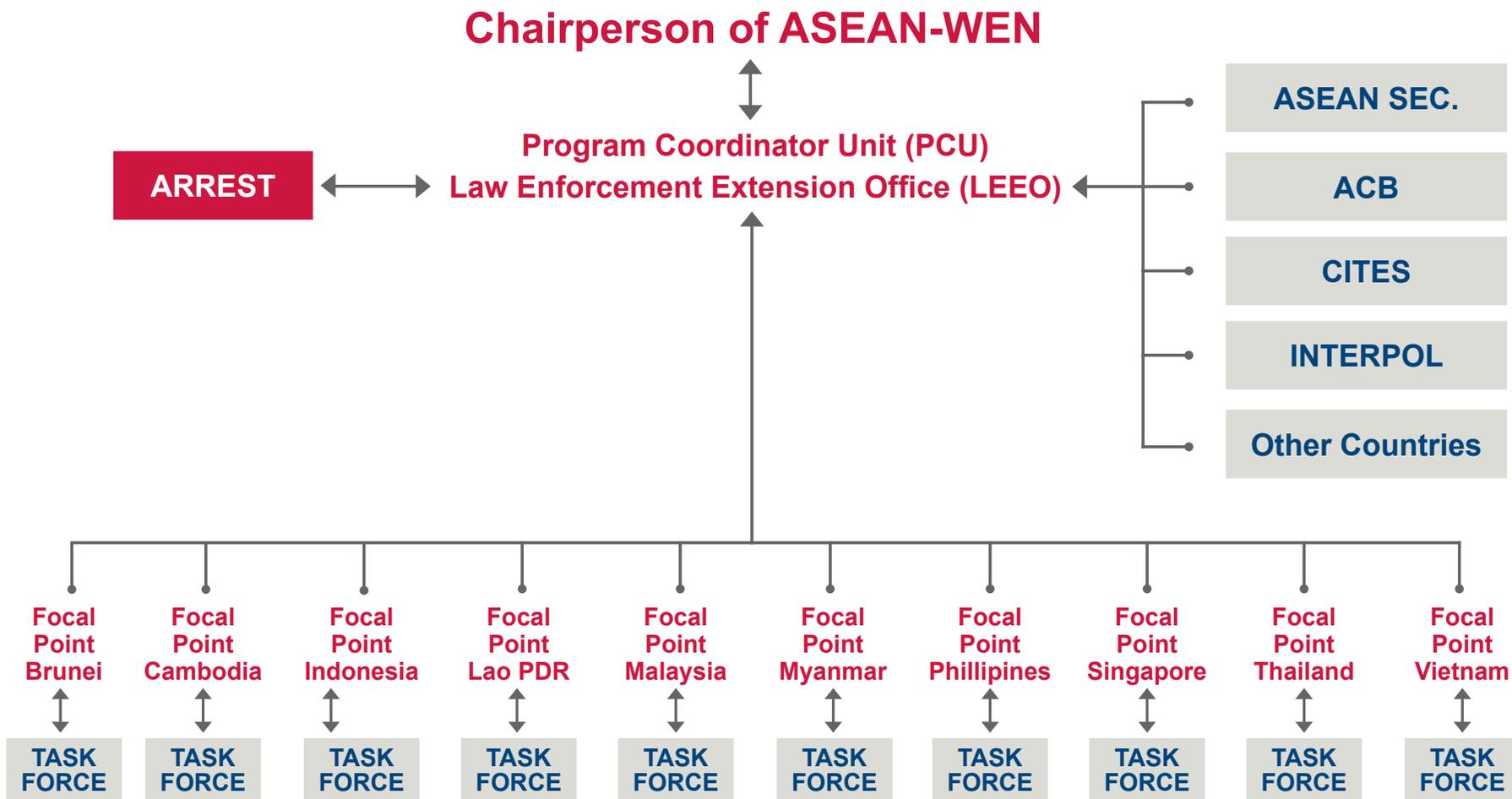
Working Groups

- Find solutions for specific issues such as investigation, sustainability, etc.

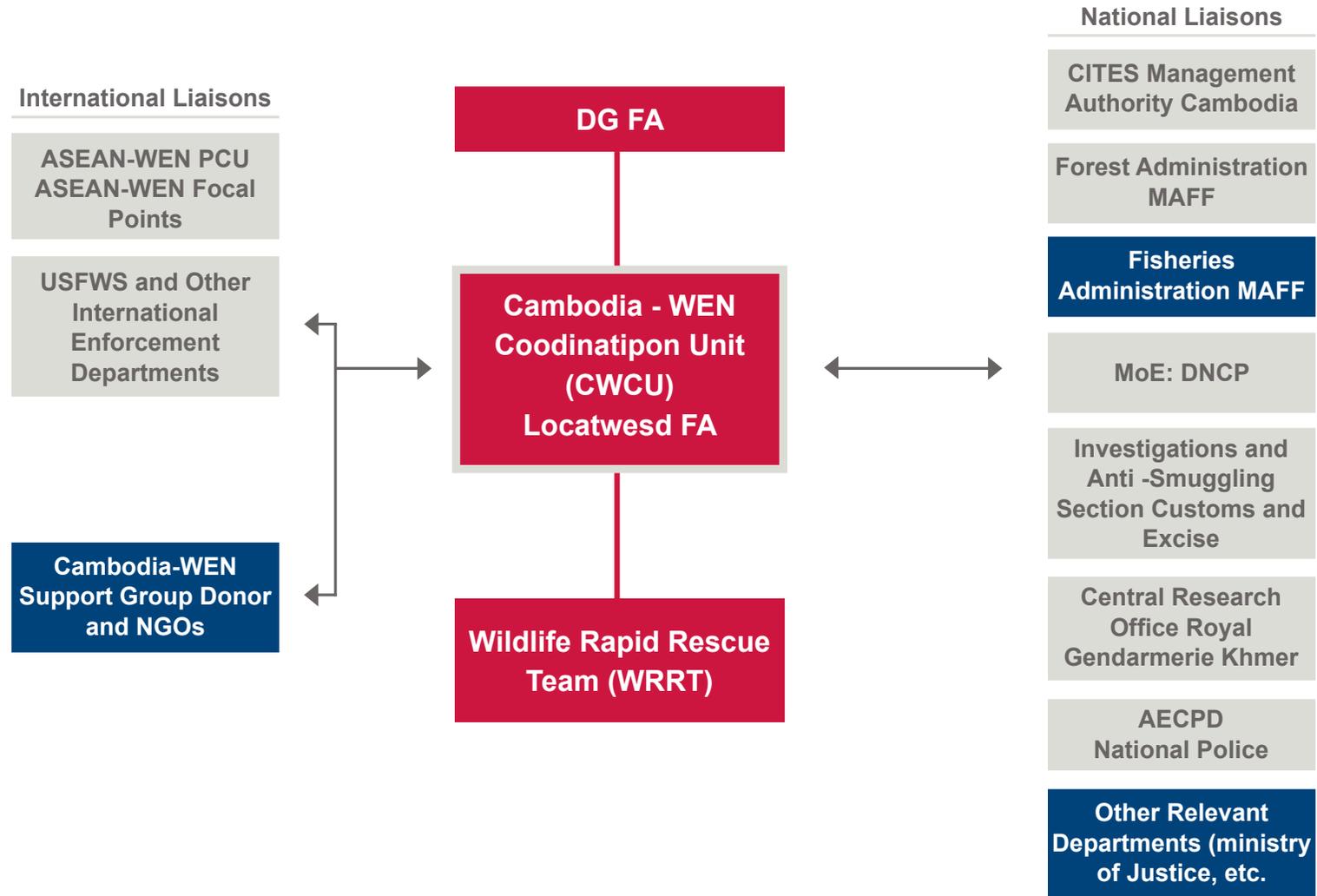
Civil Society Support Program

- Assists with developing workplans
- Implements specified activities upon request of the WEN
- Facilitates initial fund raising

Example of a Regional WEN – The Association of South East Asian Nations



Example of a National Task Force: Cambodia



THE WEN SECRETARIAT

Establish the Secretariat

A strong civil society support component is typically needed at this stage, which should be gradually tapered off as WEN Secretariat staff take over fully.

- Assess available resources (in-kind, human, and financial) for Secretariat; develop a budget and sustainability plan
- Determine the legal structure for registration, if required.
- Determine the physical location of office.
- Establish an international currency bank account and institute an international standard accounting system to accept and distribute funds in support of WEN activities
- Advertise and fill full-time positions and recruit seconded individuals
- Establish and maintain a database of contact information for focal points from each WEN member, Task Forces, and other important stakeholders (CITES authorities, NGOs in the sector, other relevant agencies, etc.)
- Set up website to include a calendar of WEN activities, news releases, relevant publications, contact information, etc.

Best Practice Suggestions

What should we look for in the physical location of the Secretariat?

- Accessibility and security
- Space to accommodate staff as needed; consider full-time staff as well as seconded individuals from WEN member organizations
- Availability of meeting room space
- Communications and office equipment, internet connectivity, etc.

Which member country / city should host the Secretariat?

It is not necessary to locate the Secretariat within the regional body. Consider the following:

- Easy intra and inter regional connectivity
- Free from major law and order problems, civil strife and political instability
- Politically acceptable as a regional host
- Good infrastructure and communications

How should Secretariat staff be recruited?

Typically, the Secretariat will need **one** Senior Officer, **one** Junior Officer and **approximately four** administrative support staff. Others (e.g.: **drivers**) may be considered depending on the local transport infrastructure available. Salaries should be commensurate with regional standards of senior executives and support staff.

It is **strongly recommended not to have serving government officers** as Senior and Junior officers. Serving officers are liable to being transferred, or have many other duties, all of which will divert their full focus from the WEN.

The **Senior Officer** may be a retired government official, with good networking relationships in the region and internationally. The **Junior Officer** may come from a similar background of excellent networking experience.

It is **strongly recommended not to insist on wildlife / biology / ecology qualifications**. The WEN officers should be chosen on networking and catalytic abilities. A former advertising executive or lawyer may, for example, be a better fit than a Ph.D. in wildlife.

Secretariat officers should be recruited through a regional advertisement in prominent newspapers and/or websites.

TOR for hiring Secretariat Senior Officer

TOR for hiring Secretariat Junior Officer

TOR for hiring Secretariat Staff

Secretariat Terms of Reference

Secretariat Operational and Sustainability Plan

What are seconded officers in the Secretariat?

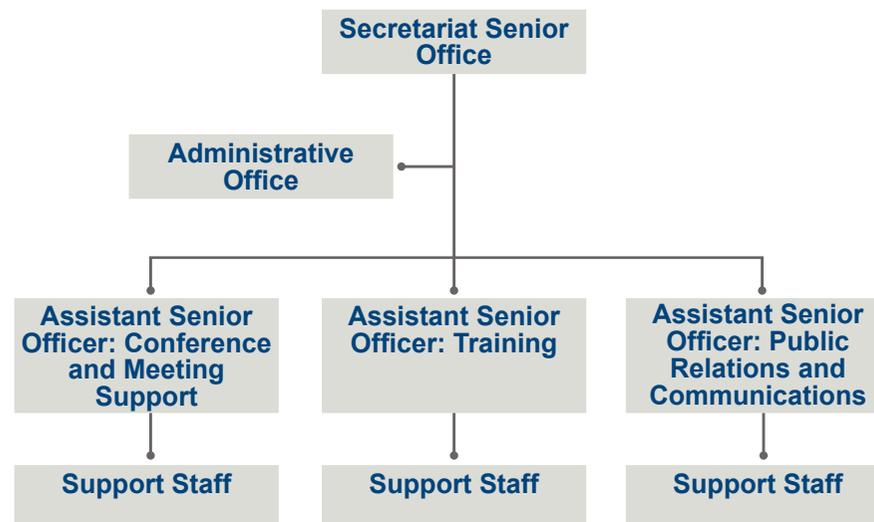
Once the Secretariat is functional, consider asking member countries to send officers to work in the Secretariat for a few weeks or months as part of a particular Working Group or for a particular event. This helps create a regional face for the WEN.

Carry Out Activities

Work with civil society support to carry out the following tasks. Civil society support staff should gradually withdraw, allowing hired Secretariat staff to take over.

- Provide logistic and facilitative support for the convening of WEN meetings, seminars, workshops, trainings, etc.
- Coordinate and facilitate technical support to WEN members
- Facilitate sharing and exchange of best practices, lessons learned, and relevant emerging technologies
- Oversee development of MOUs with partner entities
- Coordinate with NGOs, international organizations and donor agencies to facilitate technical/financial support.
- Establish and maintain a reference library of resources including: training materials; species identification sheets; relevant news, reports, and studies; and relevant policies and laws
- Monitor and share information on emerging technologic and market based strategies relevant to combating illegal trade in CITES listed flora and fauna

Example of Secretariat Structure:



THE LAW ENFORCEMENT EXTENSION OFFICE (LEEO)

It is good practice to establish a coordination center apart from the Secretariat to deal specifically with law enforcement facilitation activities. Technical experts from civil society can be brought in on a need-to-know basis. The LEEO can be physically located in another country; it is not necessary to locate it with the Secretariat.

Establish the LEEO

- Location in a country with excellent communications, security and banking infrastructure.
- Secure area to include a work area and small meeting room, with controlled and monitored ingress and egress – consider biometric scan for entry.
- Unique and dedicated internet service to ensure security of all correspondence
- Compartmentalized electronic file storage system with access on a “need to know” basis. Access to be stratified by management level and/or geographic location.
- Publicize contact information (email address and phone number) via the WEN website and through WEN contact database.
- Intelligence analysis software such as i2.
- Recruit staff

How should LEEO staff be recruited?

A LEEO typically needs one law enforcement officer, one intelligence analyst, one legal advisor and up to two admin support staff. As with the Secretariat, consider regional recruitment.

Why do we need analysis software?

One of the main functions of the LEEO will be to collate information sent by member agencies, and chart them out for consideration by WEN investigation groups, in order to bring down transnational syndicates.

i2 chart of hypothetical criminal network

Should the LEEO also have temporary seconded officers from member countries?

Yes, provided they clear security checks which look for links to wildlife exploitation businesses. Seconded officers can play a valuable role in coordinating regional investigations.

Carry Out Activities

Once established the LEEO should:

- Develop and maintain a contact list for focal points specific to law enforcement coordination and networking
- Develop themes for investigative groups under the WENs
- Share relevant information and enter into law enforcement agreements with other WENs

Intelligence Report blank template

Best Practice Suggestions

What should we consider while locating the LEEO?

The same factors as the Secretariat should be considered. However, it is even more critical to make sure that the LEEO and the information it holds is secure access only.

Concept Note for LEEO Set-up

Suspect
profile blank
template

- Develop relationships with international law enforcement associations (World Customs Organization, Interpol, etc)
- Develop protocols and templates for efficiently sharing intelligence and information.
- Coordinate Special Investigation Group (SIG) meetings.
- Prepare and disseminate to WEN members summaries, updates, and other non-secure open source information relating to law enforcement coordination and networking.
- Create intelligence packages or profiles for secure sharing with relevant agencies.
- Keep abreast of latest technology tools for law enforcement and share information on products with members.

THE CAPACITY BUILDING PILLAR

The Secretariat and LEEO, initially supported by civil society partners, can start organizing capacity building programs for agencies under the WEN.

Training Management Plan

Assessment Phase

Create a plan for country assessments. Assessors should look at:

- Traded species
- Routes
- Particular hubs for sourcing, transporting or consuming wildlife
- Jurisdiction and training levels of agencies mandated to stop wildlife crime
- Available resources
- Process of institutionalizing trainings

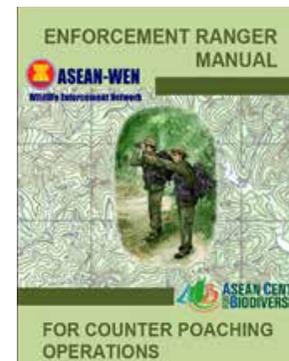
Design Phase

Consider already available training systems that cover anti-poaching and protection; and investigations. Develop a training plan based on the assessment that includes:

- List of courses offered
- Adaptation of course materials (if needed)
- Translation of course materials (if needed)
- Train-the-Trainer component that includes:
 - Plan for cascaded training
 - Identification of Master Trainers
 - Duration of Master Trainer commitment as instructor
- Targeted audience for each training course
- Available training facilities
- List of available instructors and external expertise
- Training calendar to be posted on the WEN website

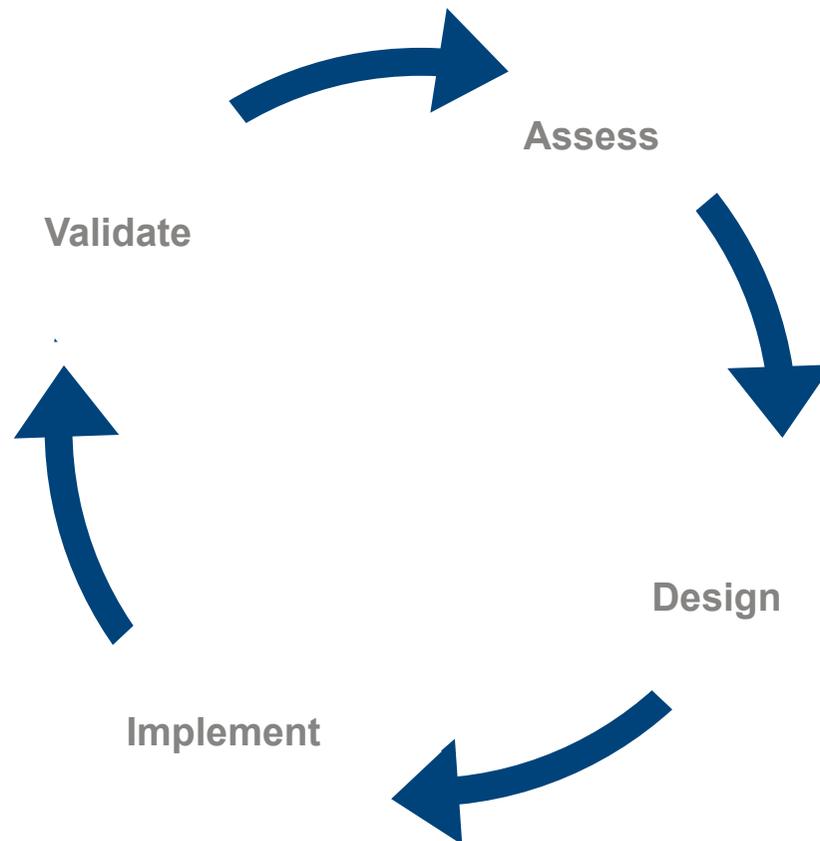
Implementation Phase

Carry out training as planned, matching 'champion' countries to the types of trainings. Examples of types of trainings (anti-poaching terrestrial, anti-poaching marine, investigation, airport):



Validation Phase

A few weeks or months after each training, instructors should return to former trainees to observe them applying lessons learned and related improved job performance.. Information from the validation is fed into designing future trainings.



THE NETWORKING PILLAR

Trust is an integral and critical aspect of law enforcement coordination and networking. Activities that involve face-to-face interactions serve to strengthen relations and foster trust amongst individuals from varying agencies. Utilize interagency forums whenever possible to provide a venue for personal contacts.

Consider the following types of networking interactions:

Special Investigation Groups	Best Practice Sharing	Annual / Biennial Meetings
LEEO and investigation working Group decides on focus theme	Identify 'champion' agencies / countries who are very good at a task	Rotated hosting duties between members
Obtain funding	Identify a country / agency which could benefit from the knowledge	Set clear agenda
Vet participants	Set clear agenda for knowledge and practices to be shared and demonstrated	Invite focal points, donors, other WENS, civil society, etc.
Ensure national laws allow for exchange of intelligence	Arrange logistics	Have time for working group meetings and other non-general interactions
Arrange logistics		Assign set reporting template for all members
Have clear objectives and goals		
Aim for arrests and convictions		

Best Practice Suggestions

Why do we need Special Investigation Groups (SIGs)?

SIGs bring together regional and inter-regional investigators to work collaboratively on a particular theme. The theme could be based on species, routes, or any other aspect of the illicit trade. Plan to have investigators spend up to a month with each other, set up a 'war room' with communications infrastructure, ensure participants have the legal mandate to share intelligence.

Operation Cobra
SIG blank budget template

Early on, the group should determine targets, decide whether prosecution is possible, gaps in evidence, etc. The participants act as individual hubs for the transfer of information to their home countries.

The aim should be to dismantle a particular chapter of transnational crime.

Why carry out separate best-practice sharing activities?

Besides locating activities in 'champion' countries, WEN members can also share skills within and outside the region. A clear agenda should be set with: skills to be transferred, duration of the visit, details of visiting officers, etc.

THE COMMUNICATIONS PILLAR

The WEN must communicate its news, as well as influence consumer behavior to reduce demand. Communications are of the three following categories:

Internal

These include news sharing, emails, and working documents.

External

- Website – with news updates, events calendar, focal points, photo gallery, etc. The website content should be updated regularly, and the design template should be responsive (so that users on computers, tablets and phones are able to view a clear layout). It is best to hire a professional web developer to create the site.
- Newsletter – an electronic newspaper to share important achievements and news. It is best to have the template designed professionally.
- Press Releases – to celebrate achievements and publicize events.

Example of ARREST newsletter that supports ASEAN-WEN

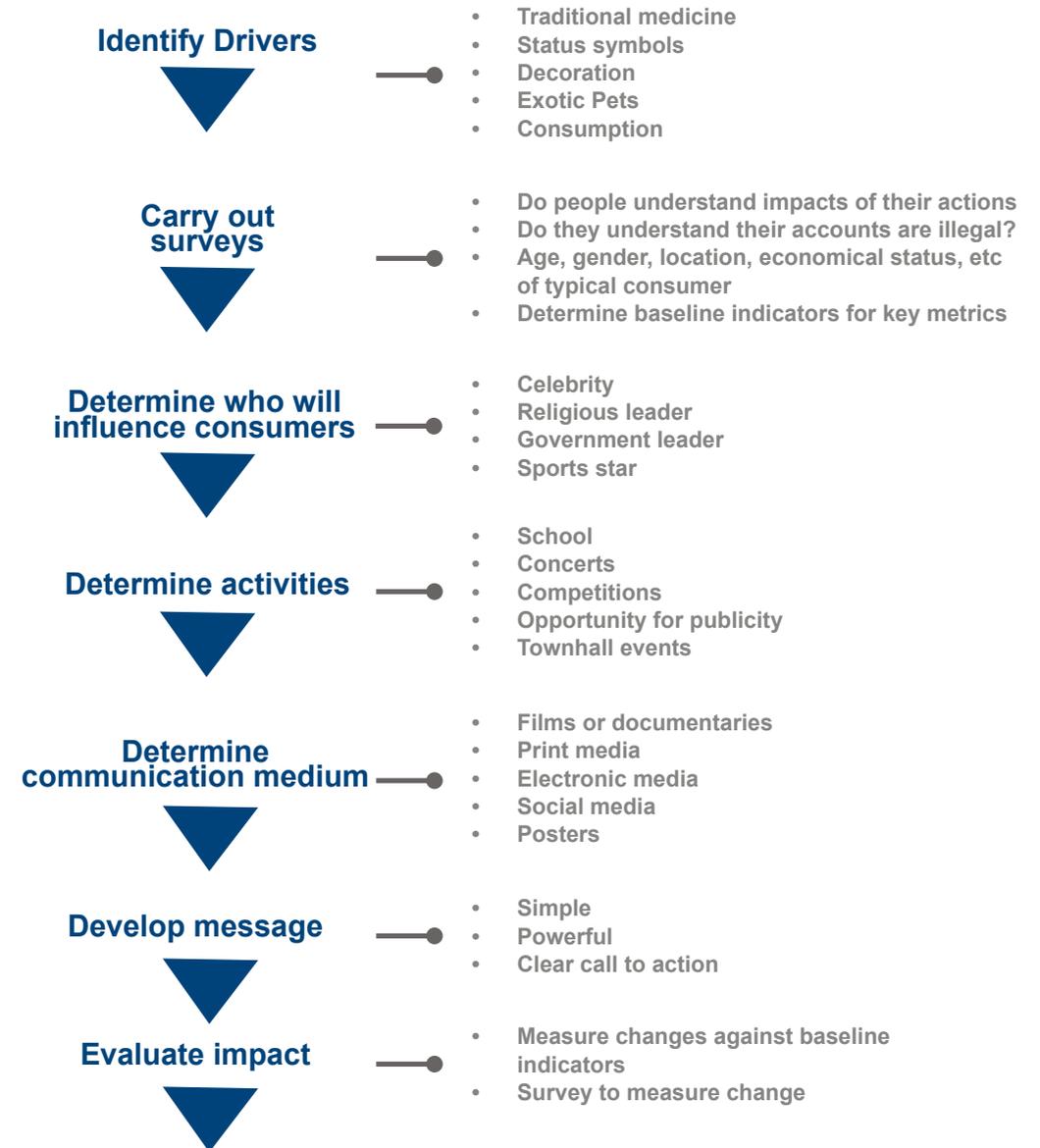
Secretariat staff should create and update a **press list**.

Behavior Change Toolkit

Behavior Change

A behavior change campaign typically requires professional design and implementation at every stage: designing surveys, designing publicity materials, filming, photography, etc. However, the campaign will be stronger if the professionals are given clear directives. To achieve this, consider the steps at left, and have definite and clear targets for all the points before contracting the professionals.

Behavior change steps



DO'S AND DON'TS

DO

- ✓ Make realistic budgets and work plans
- ✓ Encourage multi-agency participation
- ✓ Encourage financial investigations
- ✓ Aim for consistent regional legislation
- ✓ Build working relationships with international organizations and other WENs
- ✓ Support innovative solutions
- ✓ Get started!

DON'T

- ✗ Accept participation of corrupt officers in events
- ✗ Limit membership to CITES and Forestry only
- ✗ Staff Secretariat with serving government officers
- ✗ See the WEN only as a way of attracting donor money

After following steps in this toolkit and referring to the annexures, readers should be able to design a Wildlife Enforcement Network.

Good luck!

LIST OF ANNEXURES

The following Annexures are available on the accompanying flash drive. Please note that these are **illustrative templates and samples only**; readers are encouraged to adapt them for their particular situations.

- Secretariat Terms of Reference
- Secretariat Operational and Sustainability Plan
- Sample National Task Force Concept Note
- Sample National Task Force Survey and Recommendations
- TOR for hiring Secretariat Senior Officer
- TOR for hiring Secretariat Junior Officer
- TOR for hiring Secretariat staff
- Concept Note for LEEO Set-up
- i2 chart of Hypothetical Criminal Network
- Intelligence Report blank template
- Suspect profile blank template
- Training Management Plan
- Operation Cobra SIG Blank Budget Template
- Example of ARREST Newsletter that Supports ASEAN-WEN
- Behavior Change Toolkit

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