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Case Study Synthesis



# Combating Wildlife Trafficking Case Study Compilation

*Capacity Building for Enforcement and Prosecution*



May 2018

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**Front Cover:** Elephant from the Sauraha, Chitwan District of Nepal. Photo credit: Jason Houston for USAID.

**Back Cover:** Chitwan National Park, Nepal. Photo credit: Jason Houston for USAID.

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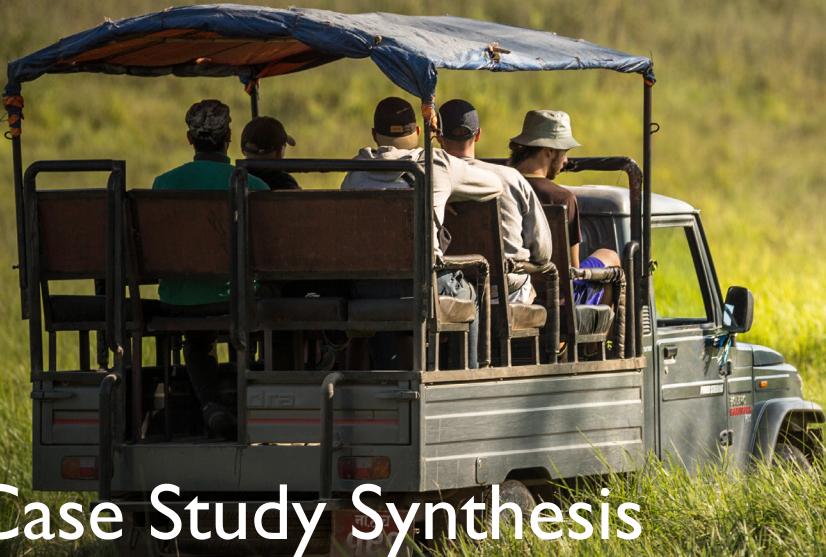
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## ACRONYMS

CITES	Convention on International Trade in Endangered Species
CONAP	National Council of Protected Areas
FFI	Fauna & Flora International
IFAW	International Fund for Animal Welfare
LIFE	Living in a Finite Environment
MIKE	Monitoring the Illegal Killing of Elephants
NGO	Non-Governmental Organization
PREPARED	Planning for Resilience in East Africa through Policy, Research, and Economic Development
PROTECT	Promoting Tanzania's Environment, Conservation, and Tourism
SMART	Spatial Monitoring and Reporting Tool
TPCU	Tiger Protection and Conservation Units
UK	United Kingdom
US	United States
USAID	United States Agency for International Development
WCS	Wildlife Conservation Society
WILD	Wildlife Information and Landscape Data
ZSL	Zoological Society of London



# Case Study Synthesis

Jeep safaris are replacing elephant safaris in Chitwan National Park and some of the community forests, catering to tourists more sensitive to animal rights issues or who are simply looking for a different experience. Kumrose Community Forest, Kumrose, Nepal.  
Photograph by Jason Houston for USAID

Wildlife trafficking is now the fourth-most lucrative form of transnational organized crime, threatening America's national security and strategic interests by financing criminal groups that destabilize countries and undermine our development efforts overseas. USAID and many other global and local organizations are working to address the issue, using approaches such as community engagement, demand reduction, and building capacity for law enforcement and prosecution. Different approaches to combat wildlife trafficking utilize the strengths of various groups where appropriate, such as local communities, conservation organizations, and law enforcement.

In 2017, USAID's Office of Forestry and Biodiversity released a global call for [case studies](#) addressing the questions posed in the Agency's Combating Wildlife Trafficking [Learning Agenda](#). USAID received 49 entries from 37 organizations and 22 countries and regions, and chose 12 cases based on applicability, relevance, value of the lessons presented, and depth of analysis. The cases represent both USAID and non-USAID-funded programs.<sup>1</sup>

Four common approaches emerged among the case studies:

- Using technology for effective data collection and management, building greater transparency and accountability
- Building effective partnerships among stakeholders
- Fostering local ownership and involvement
- Leveraging outside experts and internal champions

<sup>1</sup> The information provided in the case study compilation does not necessarily represent the views or positions of USAID or the U.S. Government.

## Case Study Compilation

1. tenBoma, International Fund for Animal Welfare, Kenya
2. Rhino Ranger Incentive Program, Save the Rhino Trust/Minnesota Zoo/Integrated Rural Development and Nature Conservation/Namibian Nature Foundation, Namibia
3. Space for Giants, Kenya
4. Kerinci-Seblat National Park, Fauna and Flora International, Indonesia
5. FISH-i, Stop Illegal Fishing, East Africa
6. Wildlife Crime Prevention Training, International Fund for Animal Welfare/Wildlife Trust of India
7. USAID PREPARED, Tetra Tech/ARD, East Africa
8. Zoological Society of London, Nepal
9. Wildlife Crimes Unit, Wildlife Conservation Society, Indonesia
10. Mesa Técnica, Wildlife Conservation Society, Guatemala
11. Eyes in the Courtroom, Wildlife Direct, Kenya
12. National and Transnational Serious Crimes Investigative Unit, the Protected Area Management Solutions Foundation, Tanzania

Common problems, solutions, and lessons regarding these topics are presented here and are tagged with the number of the winner(s) (see numbered list on page 1).

A common consideration across these four approaches is the importance of local context when designing combating wildlife trafficking efforts. Case studies noted that solutions cannot be one-size-fits-all, but must be carefully adapted to the local context through collaborating with stakeholders to develop relevant approaches. Program teams need to be knowledgeable about local context for any scale, whether for a community scout program or a national-level policy reform. Efforts to incorporate local considerations are noted throughout this synthesis of the case examples.



Members of the Batwa community conduct tourism activities in Mgahinga Gorilla National Park Uganda.

## USING TECHNOLOGY FOR EFFECTIVE DATA COLLECTION AND MANAGEMENT

**Problem:** The lack of timely and accurate information about poaching trends and incidents hampers anti-poaching and anti-trafficking efforts. Without data collection and rapid dissemination, enforcement suffers from a lack of coordination, misplacement of crucial resources, poor prioritization, and an inability to respond quickly and effectively to threats (1,5,7,8,11). Additionally, if data is collected but is not fully analyzed, enforcement is unable to detect spatial and temporal crime patterns in the field, and prosecution is unable to determine if a law is acting as an effective deterrent.

**Solution:** In response, many combating wildlife trafficking efforts are supporting the development and use of information management systems. These systems are often designed to be used in the field and can synthesize and analyze data from multiple sources in real time, enabling law enforcement to respond rapidly and efficiently to illegal activities. When data are shared openly within the enforcement group, information management systems can support transparency and accountability.

Some program implementers worked collaboratively with stakeholders to design systems that fit their context and needs. The Wildlife Information and Landscape Data (WILD) system (designed with Strathmore University in Kenya) field-tested a beta version of a security framework with rangers, who recommended refinements to improve the final product (7). It is now used by rangers to transmit live data to headquarters where it is shared between organizations. This enables administrators to track the movements of frontline enforcement units and view data spatially, temporally, or by incident.

Most data collection activities in these cases were supported by champions, who ensured that data collection and analysis were adopted throughout their agencies or organizations (1,5,7,8,11). Case studies underscored the importance of ensuring that all staff are able to use the systems. Some programs used experts on organized crime to analyze data to identify trends in poaching or prosecution in order to illuminate the full spectrum of wildlife crime (1,11).

In Kenya, the iCourtroom system (implemented by WildlifeDirect) was used to analyze court data and revealed loopholes and bottlenecks throughout the enforcement chain for wildlife crime (11). This information identified weak points in wildlife crime prosecution such as chain of custody, preservation of evidence, admissibility of evidence, and knowledge of the law. This information was then fed back to the judiciary and used to guide reform efforts. As a

result, WildlifeDirect worked with the Kenyan judiciary to provide enhanced capacity building training to address the weak points identified through iCourtroom.

Case studies noted that effective data collection and analysis platforms had a positive impact on coordination and trust-building across organizations, agencies, and governments. Sharing data supported collaboration between agencies and groups, encouraged transparency and trust, built awareness of wildlife crime issues, connected people in real time, and enabled more nimble responses. Aspects of these platforms that facilitated success included:

- Developing and testing platforms with stakeholders (1,7)
- Presence of strong management capacity to support uptake and review data (7)
- Supporting sustainable technology use through sufficient training (1,7,8,12)

Finally, as with many approaches across the Combating Wildlife Trafficking Case Study series, it is essential that these data platforms are appropriate for the local context, such as having mobile collection capability, being easy to use, and being collaboratively designed (7,8,12).

## BUILDING EFFECTIVE PARTNERSHIPS AMONG STAKEHOLDERS

**Problem:** Organizations that work to combat wildlife crime often struggle to collaborate and communicate with each other about trafficking threats and enforcement efforts. This lack of collaboration can result in a lack of trust between agencies, a failure to recognize the true scope of the wildlife trafficking threat, and a lack of political will to tackle pressing issues (1,4,5,10). Cross-border crime can also lead to political tensions and an unwillingness to take responsibility for crimes (5,10). For example, effective enforcement of fishing laws (the challenge addressed by FISH-i, a regional collaboration between East African countries) is uniquely challenging, as crimes occurring in international waters face unclear responsibility, language barriers, conflicting laws, and bureaucratic complexity (5).

**Solution:** Case study winners sought to form more effective partnerships characterized by collaboration and communication. These partnerships discussed ongoing criminal investigations, the latest intelligence, lessons learned, and opportunities for improving future collaboration. Effective partnerships can leverage sectoral expertise, achieve scale, and form more effective strategic approaches to achieve a common goal. Cases stated that for partnerships to be effective, they needed to build trust.

Building trust and respect is a time-intensive, iterative process facilitated by personal relationships, especially face-to-face meetings (1,5,6,10). According to the cases, when designing programs it is important to convene, listen, and consider the perspectives of stakeholders and ensure the approaches complement the goals of each group (4).

Every partnership is composed of distinct organizations and agencies with different histories, funding, goals, and capabilities. Partners' diverse skills and strengths should be leveraged effectively for the betterment of the partnership (1,4); this enables more efficient and strategic responses to challenges.

Partnerships can provide technical support: a history of good technical support can build trust (6,9); complementary data sharing platforms can facilitate information exchange (see previous section); joint delivery of trainings can establish trust and build expertise (10); and opportunities for exchange can build capacity and improve relationships (4). Additionally, some cases recommended using memoranda of understanding or other legally binding frameworks to clarify roles and encourage accountability in partnerships (4,11).

Effective partnerships can also inspire new partnerships and influence existing ones. In the Petén region of Guatemala, a cross-border (Guatemala-Belize) civil society partnership inspired the promotion of a similar bilateral government partnership between the two nations (10).

### Leveraging International Champions for Program Sustainability

While external experts provide valuable expertise to build teams' skills, teams need strong internal leaders who support and encourage combating wildlife trafficking programs. USAID's Planning for Resilience in East Africa through Policy, Research, and Economic Development (PREPARED) program launched a data collection and reporting tool for patrol data (7). The program found best practices with the tool are supported by internal champions who perform quality control of data submitted by platform novices and follow up with further training as needed. Pro-wildlife champions can also help to advocate for additional government support for combating wildlife trafficking programs (9).

## FOSTERING LOCAL OWNERSHIP AND INVOLVEMENT

Case studies noted the importance of ownership and involvement in any solutions implemented by governments and local communities. By encouraging local ownership, projects can improve the sustainability and impact of combating wildlife trafficking projects.

### GOVERNMENT OWNERSHIP AND BUY-IN

**Problem:** Without full government acknowledgement and support, combating wildlife trafficking efforts can fail. Government agencies may be *unwilling* to support combating wildlife trafficking initiatives due to a lack of political will or mandate, limited awareness of national poaching and trafficking issues, or corruption. Government agencies may be

to support combating wildlife trafficking due to budget shortfalls, a lack of collaboration and cooperation with other relevant agencies, or inadequate skills and knowledge (10,11).

**Solution:** To build political will for combating wildlife trafficking, programs fostered local ownership and engagement by encouraging partners to play active roles in each stage of the project. When partners are more actively involved, they are more likely to feel ownership over successes and feel that their involvement has had a positive impact on wildlife trafficking (4).

Civil society is an effective partner for encouraging government action and commitment to combat wildlife crime when complementary roles are filled and there is a relationship of trust built. Such programs can increase government agencies' ability to combat wildlife trafficking through the provision of technical assistance and ongoing mentorship and support (9,10). In Kenya, the Eyes in the Courtroom project attributed some of its success to their public-private partnership between Wildlife Direct (a non-governmental organization) and the country's judiciary (11). By partnering with the government, the program was able to fast-track information uptake and enable buy-in and ownership of judicial reform.

### COMMUNITY INVOLVEMENT

**Problem:** Wildlife poaching occurs most frequently near rural communities. Programs that do not involve communities risk a lack of support or even active resistance from residents, undermining efforts and wasting valuable resources.

**Solution:** Communities are a key partner in the fight against wildlife trafficking; they can work with law enforcement by providing information, patrolling local areas, and encouraging their members to support anti-poaching efforts or to stop poaching. When communities are involved in anti-trafficking or pro-conservation efforts, it increases the value they place on wildlife, helps to stop poaching before it starts, and improves support for anti-poaching efforts. Many programs have

established community patrols that work in conjunction with local law enforcement to patrol, collect information, and report to arresting authorities (2,4,8).

In Indonesia, Tiger Protection and Conservation Units established by Flora and Fauna International used an integrated patrol team structure that consisted of three community rangers under the leadership of a park ranger (4). The park ranger, as a law enforcement officer, provided arresting authority and connection with the law enforcement community, while community rangers provided access to local information networks. Snare detection increased by an estimated 40 percent in one year as a result of this approach.

Ensuring local ownership over the process can lead to more successful programs. As community support increases, community members are more likely to provide information to authorities and cooperate and comply with enforcement actions. Local ownership can also create social pressure against poaching from within communities.

### Corruption

Multiple case studies cited corruption as a significant issue that affects anti-trafficking programs (3,10,12). Identifying and working closely with trusted individuals not suspected of corruption may improve operations (10).

## Importance of Local Context in Namibia

The Conservancy Rhino Ranger Initiative in Namibia held extensive discussions with local people to understand and develop a solution to the issue of poor patrolling. The initiative met with local scouts to understand why they were not patrolling, and met with local leaders to determine how to best integrate and utilize community values into possible solutions (2). The Initiative strengthens the capacity of communities to monitor rhino on their lands by training “rhino rangers” who are chosen by and accountable to their communities (2). The rhino rangers are first trained in monitoring techniques and cooperation with law enforcement. Once they are adept at monitoring, they are trained to develop local tourism activities and outreach and awareness activities.

## LEVERAGING OUTSIDE EXPERTS AND INTERNAL CHAMPIONS

Assistance from highly skilled professionals helped projects to enhance enforcement, prosecution, and government capacity and build confidence to address wildlife trafficking issues. Programs most commonly relied on the knowledge of military and intelligence experts and legal experts.

### MILITARY/INTELLIGENCE

Wildlife trafficking is an increasingly professional, organized, and transnational criminal industry worth tens of billions of dollars annually. Crime syndicates are often involved in wildlife trafficking in combination with other illegal activities, such as arms dealing, human trafficking, and drug trafficking. To address such networks, anti-trafficking programs require expertise outside the conservation sector, in areas such as intelligence, law enforcement, and the military (1). Multiple projects benefit from the support of highly skilled professionals experienced with countering sophisticated criminal activities (1,9,10,12). In Tanzania, the National and Transnational Serious Crimes Investigative Unit was originally focused on counterterrorism activities, but expanded its mandate to anti-piracy, anti-robery, and finally anti-trafficking activities (12). Other programs assist national law enforcement by using intelligence professionals to gather and analyze data, and then coordinating with law enforcement to share and act on the intelligence (9,10).

### LEGAL

Many countries suffer from a lack of legal professionals skilled in the area of combating wildlife crime. Without expert legal support, suspects arrested for crimes may never be prosecuted, undermining improvements in frontline enforcement. Many cases, therefore, use legal experts to develop rapid reference guides, develop sentencing guidelines, assist in case preparation, advise on legal regulations and evidence, monitor courts, and facilitate collaboration across agencies through the prosecution process (3,6,9,10,11). In these programs, legal experts needed to understand the local context and implement approaches in a relevant manner (3). In India, the Wildlife Crime Prevention Training program employs a lawyer to analyze past wildlife crime case documents to determine the skills of the group. After determining the group’s abilities, the lawyer is able to conduct a customized training for the group. The lawyer then remains available for two days per month to assist forest officials in case preparation (6).

### ONGOING TRAINING

Many cases complemented the provision of training and tools with intensive mentorship or ongoing training programs. Programs seek to institutionalize new skills by providing personnel to act as mentors and by implementing ongoing training (1,3). In Tanzania, the Protected Area Management Solutions Foundation embedded itself in a government investigative unit to provide wildlife trafficking expertise to provide daily mentoring, capacity building, on-the-job training, and logistics support (12). In India, selected Wildlife Crime Prevention Training program staff are required to undergo three full years of a training program; one-off trainings are not considered to have significant impact on sustainable skills-building (6). In these two examples, continuous or long-term training may also help prepare enforcement and prosecution staff for the dynamic nature of wildlife crime by providing regular updates on new trends and issues (11).

### Customizing Capacity Building Curriculums

The Wildlife Crime Prevention Training program in India conducts a needs assessment before every training by visiting a park, interacting with different levels of park officials and guards, and reviewing past cases prepared by the group to gauge current capacity (6). The program then designs a custom course curriculum for that park.



# I. tenBoma in Kenya

## International Fund for Animal Welfare

### Summary

tenBoma is a wildlife security initiative that identifies, anticipates, and counters threats to wildlife by applying predictive methodologies to determine when and where wildlife crime events are likely

to occur. tenBoma, meaning ten houses, is inspired by an African community security philosophy that if ten houses look out for each other, the broader community is safer. The initiative builds capacity of both local law enforcement and communities to (1) deny safe haven to wildlife criminals, (2) increase community security, and (3) reveal the organized criminal networks involved in illegal wildlife trade. Data are continually collected in the field, aggregated with existing reports, and analyzed by security experts. This valuable synthesis of information is disseminated to frontline enforcement personnel to address wildlife crime, as well as to local communities to ameliorate the root drivers of wildlife crime.

### Learning Questions Addressed:

- What are examples of institutional arrangements, such as dedicated units or embed programs, that improved the capacity of enforcement or prosecution staff?
- What factors are necessary for effective cooperation among national, sub-national, and local authorities, especially for Wildlife Enforcement Networks?
- What are some successful examples of partnerships used to deliver competency-building activities, and what made them work?

### Problem

Anti-poaching and trafficking efforts in Africa are implemented in specific locations but remain disparate and disconnected, which significantly impedes overall efforts to counter wildlife crime. The status quo for ranger patrol efforts has been one-dimensional. Rangers conduct patrols that are largely routine in nature and conducted merely to monitor designated patrol areas. This leads to missed opportunities to develop a more comprehensive intelligence picture, which could support more predictive analytic modeling to increase both efficiency in countering poaching activity and improve ranger safety.

## Approach

The International Fund for Animal Welfare (IFAW) partners with the Kenya Wildlife Service and other groups to implement tenBoma and develop a systems-based approach to addressing wildlife crime. tenBoma works to collect and aggregate threat data that is both directly and indirectly related to wildlife crime, and synthesize reports from the community level up to the national and global level, creating a vertically integrated pipeline of information which is analyzed by security experts to illuminate the full spectrum of wildlife crime from local trafficking networks to global organized crime.



The proportion of illegally killed elephants has dropped from 42 to 30 percent.

spatial and temporal poaching trends and tactics over the five-year period. IFAW presented the analyses to the Kenya Wildlife Service, which enabled the agency to allocate resources in a targeted manner, resulting in more effective enforcement and investigative operations. IFAW also provided the Kenya Wildlife Service, Big Life Foundation, Tsavo Trust, and Southern Rift Association of Land Owners with a mobile collection platform and embedded expert mentors to encourage adoption of tenBoma data collection, reporting, and analysis methodologies. As tenBoma iteratively develops a more accurate common intelligence picture, the initiative can identify the barriers to enforcement response such as providing vehicles to increase operational efficiencies and communications equipment to engage with communities in key areas.

## Results

The Kenya Wildlife Service, in cooperation with IFAW, reduced poaching to zero incidents in targeted areas that had been poaching hotspots. The program helped to facilitate an overall reduction in poaching in the Tsavo Conservation Area by 43% since 2015 and by 84% since 2014.

Trends show there are tangible results in the region. According to a 2017 MIKE report released by CITES, the proportion of illegally killed elephants (to total elephant deaths) in East Africa has dropped from 42% to 30%. The report found that the reduction of poaching in Tsavo is so significant that it has directly contributed to a regional reduction in the proportion of illegally killed elephants.

Additionally, tenBoma has exposed high value nodes and connections within the poaching and wildlife trafficking network. To date, many poachers and traffickers have been arrested by the Kenya Wildlife Service as a direct result of tenBoma-provided support, but in order to protect the integrity and operational security of ongoing law enforcement operations, limited details are made available to the public.

**About this case study series:** In 2017, USAID collected case studies addressing the questions posed in the Combating Wildlife Trafficking Learning Agenda. The finalists represent both USAID-funded and non-USAID-funded activities from around the world. The information provided in the case study series does not necessarily represent the views or positions of USAID or the U.S. Government.

## Lessons

- **Building a solid partnership based on relationships with partners is essential to success.** Under the tenBoma framework, IFAW did not simply provide Kenya Wildlife Service with one-time equipment and training workshops; they developed solutions together after review of real-life challenges and implemented them as a team, playing to the strengths of each organization.
- **Establishing long-term mentorship ensures uptake of new technology.** Tools should be integrated iteratively to disrupt existing workflows. Facilitating integration of these tools through mentorship ensures the greatest success. By establishing long-term mentorship with partners, IFAW has been able to create an agile cycle that rapidly deploys technology and collects user feedback, then returns, upgrades and collects user feedback to make continuous improvements.
- **Leveraging expertise from intelligence professionals, national and international law enforcement personnel, and current and former military personnel is critical in the fight against modern poaching and trafficking networks.** Poaching and wildlife trafficking are carried out by professional criminal networks that often use the same methods to facilitate recruiting, movement, and logistics support as other organized crime syndicates. tenBoma's method of recruiting a team with skillsets beyond those found in traditional conservation work helps African communities and governments to challenge a highly sophisticated criminal system.
- **Assigning specific roles to individuals ensures accountability and continuity in expertise and increases perceived ownership of a task.** tenBoma successfully implemented role-based assignments for ranger teams, adopting an adjusted version of best practices from western militaries.

To learn more about tenBoma, visit: <https://www.ifaw.org/united-states/get-involved/tenboma-anti-poaching-revolution>



## 2. Conservancy Rhino Ranger Incentive Program in Namibia

**Save the Rhino Trust, Minnesota Zoo, Integrated Rural Development & Nature Conservation, Namibian Nature Foundation**

Photo credit: Conservancy Rhino Ranger Program

### Summary

The sharp increase in rhino poaching since 2008 has pushed rhino populations to a path towards extinction. The global response has largely focused upon strengthening enforcement through military-style policing methods.

However, effective solutions require a context-specific, stakeholder-driven mix of top-down and bottom-up strategies. The Conservancy Rhino Ranger Incentive Program seeks to demonstrate how partnerships that explicitly incorporate local values and institutions are a foundation for combating poaching. This case study illustrates how coupling a locally devised rhino monitoring system with tourism partnerships can increase the value local people attach to saving rhinos, resulting in both formal and informal community enforcement.

USAID's Living in a Finite Environment (LIFE) program supported and strengthened Namibia's community conservancy program. LIFE promoted sustainable natural resource management on communal land by supporting the devolution of rights over wildlife and tourism to local communities. Today, 83 community-led conservancies encompass nearly 20% of Namibia's landmass and generate income and in-kind benefits for rural communities totaling more than \$8.5 million per year. Economic benefits, coupled with conservation and anti-poaching measures implemented by conservancies, have been successful in decreasing poaching and increasing the population of numerous key species, such as springbok, lion, and black rhino.

### Learning Question Addressed:

What are some successful examples of partnerships used to deliver competency-building activities, and what made them work?

### Problem

Rhino poaching incidents have increased at an alarming rate in the last two decades. In 2017, three rhinos were killed every day in South Africa alone. There are significant shortages in trained, equipped, and motived 'boots on the ground' rangers to patrol vast areas, and very few communities have been actively participating in rhino protection. Very few communities have been actively participating in rhino protection. Other hurdles are a stagnant conventional donor funding base and rising operational costs. Conventional approaches to combat these problems focus on a "war against criminals" with tactics aimed primarily at catching poachers. These approaches often overlook, and in some cases work against, the possible contributions community-based solutions may provide.

## Approach

The [Conservancy Rhino Ranger Incentive Program](#) used a community-based approach. Fundamentally, the program sought to move the focus away from criminals to an approach designed to deliver strategies that increase the value local people attach to saving rhinos



Rhino rangers conduct targeted outreach activities in their communities.

in order to help stop poaching from becoming a normal, tolerated behavior. The first step was to design and implement a program to strengthen and expand the capacity of local communities to monitor the rhinos on their lands. It used specialists from a group of dedicated field-based organizations – Save the Rhino Trust, Minnesota Zoo, Integrated Rural Development and Nature Conservation, and Namibia Nature Foundation – to train a new generation of “rhino rangers.” These

are highly talented groups of local people, chosen by and accountable to their conservancies, who conduct rhino monitoring, rhino tourism, and more recently, targeted outreach and awareness activities in their communities. The program provided an enhanced training curriculum, state-of-the-art rhino monitoring and field patrol equipment, and performance-based rewards that enable and incentivize rhino ranger teams to complete quality patrols. Once rhino ranger teams acquired the basic skills needed to effectively monitor the rhino on their land, training in rhino tourism and the development of community-led rhino tourism activities occurred. This helped generate critical finances needed to sustain rhino monitoring and [enhances the value local people place on keeping rhino alive](#).

## Results

Since the program's inception in 2012, a five- and tenfold increase in verified rhino sighting and patrol efforts, respectively, has occurred on conservancy lands now linked to a specific team of local Conservancy Rhino Rangers. In just two years, one-third of the rangers are now leading their own rhino tourism activities on behalf of their conservancies, in partnership with private sector tourism. This has generated over \$250,000 in annual net income for communities living on conservancy lands. In 2017, local farmers living within rhino conservancies foiled potential poachers on six separate occasions by voluntarily alerting law enforcement after observing suspicious activity near their farms. This has led to ten arrests. Most importantly, poaching rates have dropped by 80% since 2014, with only three cases in 2016 and four cases in 2017 recorded on conservancy lands in north-west Namibia.

**About this case study series:** In 2017, USAID collected [case studies](#) addressing the questions posed in the [Combating Wildlife Trafficking Learning Agenda](#). The finalists represent both USAID-funded and non-USAID-funded activities from around the world. The information provided in the case study series does not necessarily represent the views or positions of USAID or the U.S. Government.

## Lessons

- Context is key.** It is essential to understand the social context before designing any community-based intervention. Extensive discussions with focus groups and/or individuals help capture local perspectives and values concerning the problem. Before starting, the program met with local game scouts to understand why they were not patrolling. They also met with local leaders to establish how best to harness the values of the community that would be good for the people they represented and the rhinos.
- Providing a mix of monetary and non-monetary incentives can reward fair and measurable performance.** For any monetary incentives, programs should clearly differentiate between long- and short-term payments and be sure to avoid a “money for nothing” scenario. Structuring non-monetary rewards creates healthy competition between the rangers while improving their status among their peers and within their community. The Conservancy Rhino Ranger Incentive Program achieved this by exploring various methods used in sports such as varsity jackets, achievement certificates, and regular posting of patrol performance.
- Cultivate local pride.** A logo or motto used from the onset creates a sense of unity. The logo for the Rhino Ranger program depicts a rhino inside the pupil of a human eye with the slogan “keeping an eye on our rhino.” This helps to reinforce local ownership and generate momentum and pride around a clear cause.
- Let locals lead.** It takes patience and persistence to ensure ownership over the program is maintained at the community level. When the local community leaders select their own rangers, who will be employed by and accountable to their community, it empowers ownership. The Conservancy Rhino Ranger Incentive Program sometimes failed to communicate effectively with local leadership when conducting training or joint patrols with their appointed rangers, which created some confusion over who actually managed the rangers and owns the program.
- Outside support from law enforcement is also necessary.** Community-led efforts (particularly community-based tourism) are not sufficient on their own to combat poaching, especially with the new, more sophisticated criminal syndicates. Efforts supported by strong law enforcement are made more effective with pro-rhino community support.

To learn more about Conservancy Rhino Ranger Incentive Program, visit: <https://communitiesforwildlife.iied.org/rhino-rangers-incentive-programme>



Photo credit: Space for Giants

### 3. Space for Giants in Kenya

#### Summary

Even when apprehended, few poachers or traffickers in Kenya and across East Africa are actually prosecuted. While in her previous position at the United Kingdom (U.K.) Foreign and Commonwealth Office, Space for Giants Director of Wildlife Law and Justice Shamini Jayanathan worked to strengthen criminal justice system through development of:

1. A Rapid Reference Guide for use by prosecutors and judges that sets out sentencing and ancillary powers and can be used as a tool in analyzing cases and drafting charges.
2. Criminal Procedure Rules to overcome court delays through improved case preparation and coordination.
3. Draft sentencing guidelines provided to judges in Uganda to ensure sentencing proportionality and consistency.

Space for Giants has undertaken extensive engagement and mentoring in Kenya with the judiciary, prosecutors, non-governmental organizations, customs, wildlife agencies, and the police to support individual cases. Uganda, Botswana, Tanzania, and Malawi are starting to adopt this approach.

#### Problem

Kenya's enforcement of wildlife laws was weak and the country was considered a safe haven for poachers and traffickers, even after the introduction of the Wildlife Conservation and Management Act of 2013. Although a Wildlife Crime Prosecution Unit

with 35 prosecutors was created within the Office of the Director of Public Prosecutions, successful prosecutions were rarely achieved. In 2013, only 4% of suspected poachers and traffickers received sentences. Critical problems inhibiting effective enforcement and prosecution included:

- Court procedures were chaotic; many files were lost and not shared with the relevant people.
- Information provided by police was inadequate for prosecution, and evidence handling was poor.
- Suspects were arrested without sufficient evidence, leading to repeatedly adjourned cases.
- Sentencing for wildlife crime was inadequate and did not deter poachers and traffickers.

## Approach

Space for Giants and the U.K. Foreign and Commonwealth Office built their approach around three priorities to improve Kenya's wildlife crime prosecutions:



The judiciary were informed of wildlife crime's impact on biodiversity.

assessment and written reviews (for transparency and anti-corruption). The Rapid Reference Guide includes the Points to Prove toolkit, which provides information for prosecutors to conduct successful trials, with examples of charges and guidance relevant to wildlife crime. Interagency protocols facilitate engagement between investigators and prosecutors.

**Trial without delay:** A successful pilot to expedite trials was conducted in three areas and focused on training magistrates, police officers, and prosecutors. An initial step was establishment of a steering committee of senior judges, police, and the Kenya Law Society to draft guidelines for managing trials, including a pre-trial questionnaire to tackle court delays. Key stakeholder groups were engaged, including prisons, police, probation, and human rights groups, to seek their buy-in. The guidelines were published by Kenya's Chief Justice in 2016, who now wishes to expand the pilot nationally.

**Proportionate sentencing:** Prosecutors, police, and judges were informed of the international nature of wildlife crime and the impact on security, biodiversity, and tourism potential. Improving the understanding of these impacts has moved magistrates to impose harsher sentences. In Uganda, sentencing guidelines were drafted at the instigation of Space for Giants.

## Results

In 2012, only 24% of all prosecutions were successful, compared to 60% in 2014. Kenya's prosecution service attributes this to the Points to Prove toolkit. A United Nations Office on Drugs and Crime study of the impact of the Rapid Reference Guide found that 64% of those trained used the guide in their work.

In 2016, Faisal Mohammed Ali, a major wildlife crime kingpin, was convicted and sentenced to 20 years in prison. Using the case management guidelines developed by Space for Giants, the judge set a hearing timetable agreed to by both sides. At each hearing, she used the guidelines to set time limits and identify the evidence to be provided at the next hearing. Cross-examination was time-limited to avoid repetition, and witness requirements were identified to avoid calling superfluous witnesses. Following this process kept a tight rein on the proceedings and enabled prosecution.

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## Lessons

- **For maximum impact, this successful approach needs to be extended beyond the pilot areas and institutionalized.** The Kenya pilot on the charging test has improved accountability and transparency by increasing the number of written reviews, which provide a record of prosecutors' decision-making. However, the pilot currently covers only eight of Kenya's 42 counties and, as personnel move posts, there is no capacity to train new post-holders.
- **Maintain focus on public interest.** In Uganda, Space for Giants codified and updated the charging test in 2014. It was used in the prosecution of Yekoyoda Nuwagaba, a corrupt advisor to the president who sought a pardon based on his position in government. It is always in the public interest to charge public officials implicated in wildlife offences. Public interest supported the prosecutor in refusing to drop the charges.
- **Training and mentoring are vital to ensure uptake of good practice and must be tailored to the local context.** Rapid Reference Guides cannot be developed and adopted widely without support by a locally knowledgeable legal professionals. Space for Giants also researched local laws, existing prosecution policies, and gaps in existing laws and policies. They learned that satellite training was ineffective; on-the-ground support and mentoring was key to success. Accordingly, building strong relationships with key people in relevant agencies and adopting a train-the-trainers approach has helped to expand impact.

To learn more about Space for Giants, visit: <https://spaceforgiants.org>



## 4. Kerinci-Seblat National Park in Indonesia

### Fauna & Flora International

Photo credit: FFI

#### Summary

Fauna & Flora International (FFI) is successfully fighting the illegal killing and trafficking of Sumatran tigers in Kerinci-Seblat National Park in Sumatra, Indonesia. Since 2000, FFI has collaborated with park officials, communities, police, the judiciary, and local government to pioneer effective tiger protection strategies. Tiger Protection and Conservation Units (TPCUs), led by park officials alongside

community rangers, conduct routine and information-led patrols and investigations. Project efforts have led to effective law enforcement to safeguard tigers against surging international demand, securing a stable tiger density in the core of the park.

#### Learning Questions Addressed:

- What are examples of institutional arrangements, such as dedicated units or embed programs, that improved the capacity of enforcement or prosecution staff?
- What are good examples of systems, particularly judicial systems, that have made improvements in combating wildlife trafficking enforcement?
- What factors are necessary for effective cooperation among national, sub-national, and local authorities, especially for Wildlife Enforcement Networks?

#### Problem

Sumatran tigers are severely threatened by poaching for [illegal trafficking](#) of body parts and pelts to supply regional markets. The global wild Sumatran tiger population is estimated to be fewer than 400 individuals, 25% of which make their home in Kerinci-Seblat National Park, the second-largest park in Southeast Asia. It is also home to the critically endangered Sunda pangolin and helmeted hornbill, also threatened by illegal extraction for trafficking. Prior to the establishment of the project, there was very limited capacity to protect the tiger population and combat illegal hunting and trafficking. Rangers were not effectively or strategically deployed across the national park. There was also no effective collaboration between the national park and other relevant agencies and limited recognition of the poaching threat. Finally, community involvement was limited to occasional education-focused activities.

## Approach

The project focuses on building functional, practical, and strategic collaborations. The key to this has been leveraging the strengths of each institution to ensure timely, strategic collaboration that maximizes organizations' resources and skills. This creates stakeholder ownership for each stage of the effort. The process has been organic – building on key relationships and opportunities and responding to challenges appropriately – recognizing that wildlife trafficking threats are dynamic.



Collaboration between communities and institutions improved evidence-gathering for prosecutions.

To build community collaboration, the park and FFI established two collaborative TPCUs in 2000, increased to five by 2005, and six by 2013. The TPCUs are led by a park ranger who has full power to make arrests when needed and works alongside three community rangers. These units are under the operational command of seconded park rangers who report to the national park director. They conduct routine and information-led forest law enforcement patrols and wildlife crime investigations, reduce human-wildlife conflict, and partner as equals with other government agencies to conduct wildlife law enforcement outside the park. They have cultivated community informant networks that span most of the park's border. Careful recruitment, sharing of existing networks, and

targeted training and skill development between the park and local community rangers enable the TPCUs to respond quickly and effectively to poaching threats.

## Results

For 15 years, TPCUs have been invaluable in detecting and deterring poaching threats. They patrol more than 23,000km, preventing the trapping of tigers and other species. Since 2017, they have removed almost 6,000 snares. According to Linkie et al. (2015), the information from local informants has led to an increase in snare detection of more than 40%.

The project's facilitation of effective collaboration between communities and key institutions, including a memorandum of understanding between four provincial police forces and the park has improved interagency information exchange, wildlife crime law enforcement strategy development, and evidence-gathering for successful prosecutions.

The project has directly contributed to 63 arrests and 59 successful or ongoing prosecutions for wildlife crimes. Three-month to four-year sentences have been imposed on convicted criminals. In 2017, the recorded poaching threat fell by 90%, as a direct result of this strategic law enforcement against key individuals. Despite a dramatic spike in global tiger trafficking between 2012 and 2015, Sumatran tiger densities in the core park area remain stable.

The program is indebted to the long-term support and commitment of the Indonesian Ministry of Forestry, especially the management and staff of Kerinci-Seblat National Park, the United States Fish and Wildlife Service, 21st Century Tiger, Dreamworld, Disney Conservation Fund, Australia Zoo Wildlife Warriors, and Panthera.

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## Lessons

- **Solicit stakeholder perspectives to ensure that program approaches meet and complement the goals of each group.** FFI engaged with and sought the perspectives of park managers and staff, local communities, government agencies, the international scientific community, and non-governmental organizations from the start.
- **Enable learning by providing opportunities for partners to exchange ideas and experience.**
- **Embed and sustain necessary skills by building ownership for each stage of the law enforcement process** within the relevant responsible institution.
- **When partners see results and own successes, partners remain motivated and engaged.**
- **Collaboration must be timely, strategic, and maximize each organization's unique resources and skills.** For example, park staff should build a robust case before working with the police, so there is sufficient evidence to enable immediate action.
- **Community rangers should be trusted local community members to encourage information sharing and teamwork.** Inclusion of community rangers in the TPCUs has been essential for cultivating local informant networks and minimizing risks to them.
- **Community informants must trust their local contacts.** They must see that agencies can work together to ensure timely responses that result in prosecutions or a swift patrol response without placing them at risk.

To learn more about on FFI, visit:  
<http://www.fauna-flora.org/species/sumatran-tiger/>



Photo credit Stop Illegal Fishing

## 5. FISH-i in East Africa

### Stop Illegal Fishing

#### Summary

FISH-i Africa was established by Stop Illegal Fishing in 2012. Uniting the eight East African coastal countries of Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, and Tanzania, FISH-i created an informal network that shares information and intelligence through a shared communications platform. This regional cooperation, coupled with dedicated data analysis and technical expertise, has catalyzed enforcement actions and created transparency to challenge corruption. Sharing real-time vessel data and accessing satellite tracking expertise enables authorities to identify and act against illegal operators and will ultimately contribute to the end of illegal fishing in the Western Indian Ocean.

#### Problem

Illegal, unreported, and unregulated fishing poses unique enforcement challenges. Crimes mainly take place at sea – and out of sight – making the true extent of it difficult to quantify. Global losses from illegal fishing are estimated to be as high as \$23.5 billion annually. Illegal operators motivated by profit target key hotspots for their operations, including the major tuna fishery in the Indian Ocean. FISH-i countries all feel the economic, social, and environmental harm caused by illegal fishing, yet have limited resources and capacity to effectively monitor and regulate it.

#### Learning Question Addressed:

What factors are necessary for effective cooperation among national, sub-national, and local authorities, especially for Wildlife Enforcement Networks?

Illegal fishing frequently goes hand-in-hand with other crimes such as vessel identity fraud, document forgery, and human trafficking. Fisheries enforcement officers are at the front line of identifying and tackling these issues, but often receive inadequate or insufficient training. With crimes and violations taking place across multiple jurisdictions, addressing them requires the collaboration of multiple agencies at the national, regional, and international levels. The opportunity for failure of enforcement is high, as language barriers, bureaucracy, lack of will, and corruption all present formidable barriers to the effectiveness of enforcement actions.

## Approach

FISH-i established a shared communications platform to establish direct contact between fisheries enforcement officers. This platform contains information on licensed vessels, inspections, suspicious activity, and alerts; analyses trends and anomalies in data; communicates requests for support; and shares lessons learned and experiences. Alongside fisheries authorities from the FISH-i countries, member organizations include the Indian Ocean Tuna Commission, the Indian Ocean Commission, the Southern Africa Development Community, and technical experts. The level of

transparency of this shared information is significant and has enabled systematic monitoring of vessels through satellite tracking. This communications platform has circumvented bureaucratic processes and facilitated the rapid exchange of information to inform decisions about issues such as allowing or denying port access to a vessel. Ongoing expert support is also made available through the platform.



Illegal fishing goes hand-in-hand with crimes such as vessel identity fraud.

FISH-i has encouraged and supported the process of due diligence checks when licensing or flagging fishing vessels and helps to identify high-risk vessels and operators. Information-sharing at regular FISH-i task force meetings fosters collaborative relationships and strengthens organizational capacity for enforcement.

Complex investigations have been supported through technical assistance, including legal advice, undercover investigations, and inspection assistance. Analysis of cases has produced new evidence-based understanding of the challenges and potential solutions to the complex problem of illegal, unreported, and unregulated fishing. Through this support, local expertise is being built to implement a durable solution.

Additionally, structured training with the National Oceanic and Atmospheric Administration has focused on national, regional, and international laws and policy, and best practices for investigation, collection, and presentation of evidence processes to bring about enforcement action.

## Results

More than 30 FISH-i investigations have resulted in enforcement actions against illegal operators, including:

- A \$2 million fine settled by the vessels the Premier and the Solevant.
- Dismantling a counterfeit licensing operation in Tanzania, resulting in increased license revenue of \$300,000.
- De-flagging of two vessels listed as illegal, unreported, and unregulated by Tanzania.
- Tracking of high-risk vessel Nessa 7, resulting in crew arrest and vessel seizure.
- Securing a \$65,000 fine from the owner of the Greko I and uncovered a potential fraud linked to a European Union decommissioning scheme.
- Payment of a \$700,000 fine for illegal fishing by the owners of the Txori Argi.
- FISH-i countries uniting to deny port access to vessels such as the Premier, forcing the vessel out of the region.

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## Lessons

- Operating outside of a formal intergovernmental structure can offer the flexibility needed to make decisions quickly and to act in creative and innovative ways. Countries have willingly participated because they see the value of the organization, rather than because they are required to.
- Building relationships between individual officers is vital. Regular task force meetings offer the opportunity to build direct connections and create understanding, respect, and support. They are an important component of the success of FISH-i.
- An effective virtual communications platform is key for bringing regional players together. It is low cost and connects people in real time, easing communication strains, and building transparency, awareness, and trust.
- Expert technical support for government officials is needed, both virtually and on the ground, to build confidence in national level decision-making and its ability to address challenges involved in enforcement action.
- Taking a regional approach can provide programs with a better picture of what is happening, how, and why. The analysis of the body of evidence drawn from program research and investigations leads to better priority setting and more targeted efforts.
- Scaling the approach is necessary to continue success. FISH-i will need to expand its reach, creating connections to port, flag, and market states to strengthen the enforcement network. Displacement is a clear factor in the world of illegal fishing, as operators seek out the weakest areas to target. However, resources are always a challenge. Taking action against the organizations and kingpins who have been uncovered through the work of FISH-i will require additional funding.

To learn more about Fish-i Africa, visit: <https://fish-i-africa.org>



## 6. Wildlife Trust of India International Fund for Animal Welfare

### Summary

Wildlife Crime Prevention Training is a capacity building training program designed to enable frontline forest guards across India to understand and deal with wildlife crime in their areas of work. The course is designed for forest guides to understand:

1. The wildlife crime scenario in their geographical area – what is hunted, why, by whom, when, and how;
2. The methods and techniques of various criminal gangs;
3. The provisions of the Wildlife Protection Act of 1972 and powers vested in them under the Act; and
4. The investigation and documentation of wildlife offences at the ground level.

### Learning Question Addressed:

What are examples of institutional arrangements, such as dedicated units or embed programs, that improved the capacity of enforcement or prosecution staff?

### Problem

Guards in India's protected areas are often recruited and put to work without basic training on law enforcement. Without an understanding of the law and the power given to them under the law, guards are not able to discharge their duties successfully. Basic training on the law is needed, as well as instruction in other law enforcement activities such as intelligence gathering, planning and taking part in operations, preparation of on-site legal documents, and executing the successful arrest of a suspect. Many guards come to the job without an awareness of the wildlife crime scenarios in the region, the wildlife products commonly traded, or devices and methods used for hunting.

## Approach

Forest guards are the front line of protection for wildlife. The International Fund for Animal Welfare (IFAW) - Wildlife Trust of India team plans a needs assessment before every training by visiting the park and interacting with the park officials at various levels.

This includes one-on-one interaction with randomly selected forest guards to understand their field work and duties. A lawyer analyzes wildlife crime cases prepared by members of the target group to help IFAW - Wildlife Trust of India better understand the group's knowledge level. Once the training needs are assessed, a tailored course curriculum is prepared. Professional trainers with excellent



Photo credit: IFAW

Guards are often put to work without basic training on law enforcement.

forest officials prepare cases registered under the Wildlife Protection Act of 1972. Each staff member selected for the training is required to attend the full three-year training cycle as long as they remain working at the site.

## Results

The program started training in two tiger reserves in Pench and Kanha in central India in 2012. Park officials are now receiving pro-conservation judgments from the trial courts in cases of wildlife crime. These judgments are thought to be due to the improved quality of documentation from the field level.

Overall, there has been a major improvement in documentation with the inclusion of quality evidence and clear case statements related to sections of the Act. The program has also seen an increase in crime detection by frontline staff and better handling of these cases. Some trainees are now able to teach their team members, thereby building secondary level of capacity within the park.

Because the judicial process can take years to reach convictions, it may take few more years before the final results can be seen, but initial trends are encouraging.

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## Lessons

- **Trust-building between the government and non-governmental organizations (NGOs) is an important factor in successful training.** Trust building is a cyclical process where the quality and effectiveness of the training can produce long lasting results and working relationships between parties.
- **Follow-up legal assistance provided to the parks is a crucial element that gives frontline staff and park officials the legal aid they need.** The support of lawyers in every trial ensures the cases are stronger and boosts the morale of the officers as they see more favorable judgments such as bail rejections or the jailing of suspects. The working relationship between civil society and NGOs is also improved as NGOs support the officials in critical crime cases.
- **Trainings need to be given by the right person, be desired by the trainees, and encourage institutionalization of knowledge.** Successful trainings need instructors with hands-on expertise who speak the local language. Each trainee should undergo four pieces of training: initial training, first refresher, second refresher, and evaluation to complete the process. Random workshops or unplanned training on wildlife crime management does not produce desired results in the field.
- **Boosting morale of frontline staff is important.** This can be achieved by providing insurance for staff killed or disabled on duty; providing needed equipment such as boots, raincoats, and tents; and increasing the staff's perception of their impact by enabling effective prosecution of criminals. Needs assessments can also help identify specific opportunities to boost morale.
- **An operational network of committed informants is necessary to curbing crime, but is not always feasible when staff capacity is low.** At first, staff were not equipped to cultivate an intelligence network, so the project focused first on intelligence gathering, collation, and analysis to disrupt syndicates. Once staff gained the capabilities, they could cultivate and manage informant networks.

To learn more about Wildlife Trust of India, visit:  
<http://www.wti.org.in>



Photo credit: PREPARED

## 7. USAID PREPARED Project in East Africa

USAID/Kenya and USAID/East Africa

### Summary

The United States Agency for International Development (USAID)/Kenya and East Africa PREPARED project addresses the need to improve data collection and use in protected areas in East Africa, where poaching has been an intractable problem. Challenges include lack of trust between some organizations and limited ability to use data for decision-making due to outdated and inconsistent information collection systems. PREPARED formed the Partnership with a range of stakeholders. Partners articulated their needs for technology to improve the collection and use of wildlife data which informed the design and testing of the Wildlife Information and Landscape Data application. This comprehensive, off-the-shelf data collection and reporting tool is now used by rangers of different literacy levels as they implement anti-poaching initiatives in the landscapes of East Africa.

### Problem

Despite progress, anti-poaching efforts in East Africa are challenged by various factors associated with data collection and use, including:

- Lack of information-sharing and trust among national agencies, conservancies, and other conservation organizations.
- No common data standards or data repository, making it difficult to understand dynamics at the landscape level.

### Learning Question Addressed:

What are some successful examples of partnerships used to deliver competency-building activities, and what made them work?

- Rudimentary data collection tools and methods for communicating incidents, making data collection, analysis, and use unnecessarily slow or ineffective.
- Limited use of analytics to understand poaching dynamics and how to adapt management approaches.
- Inconsistent perceptions of data accuracy by organizations working on the same landscape, including the extent of under- or over-reporting on endangered species at a regional or national level.
- Apathy and lack of trust among the public, partly due to poor communication.

## Approach

USAID's PREPARED project convened the multi-stakeholder Anti-Poaching Partnership to discuss how information and communications technology could bolster anti-poaching efforts in East Africa. Partners included information and communications technology firms, government agencies, conservation organizations, and tourism-oriented businesses. Through facilitated workshops, the Partnership discussed opportunities for engaging communities in anti-poaching efforts through information and communications technology, including specific recommendations on expertise, technology, and resources. Partners reviewed existing tools for collecting wildlife data and felt these tools were either too complicated or lacked required features, such as real-time data transfer,

data collection on human-wildlife conflict, or the ability to easily share information across organizations. The Anti-Poaching Partnership requested development of a simple, off-the-shelf tool to allow semi-literate rangers to collect data quickly and accurately and transmit real-time data to headquarters. Partners also wanted the ability to easily share selected data among them. PREPARED and the Partnership worked with Kenya's Strathmore University to design, refine, test, and perfect the Wildlife Information and Landscape Data (WILD) application. The initial design was informed by recommendations from organizations whose scouts conducted wildlife patrols daily. Rangers then tested the tool and recommended refinements through four iterations of the software. A final version launched in September 2016.

Photo credit: PREPARED



Rangers test tools.

recommendations from organizations whose scouts conducted wildlife patrols daily. Rangers then tested the tool and recommended refinements through four iterations of the software. A final version launched in September 2016.

## Results

The two primary benefits of this work were significantly improved communication and trust among organizations that combat poaching on the same landscape and the successful roll out of an application that addressed the partners' needs and dramatically increased the usability of data. This application was made available for free on android-based smartphones via the Google Play Store.

The final WILD mobile application improves the effectiveness of East Africa's anti-poaching initiatives by:

- Allowing scouts or rangers to submit live reports on incidents such as poaching, animal mortality, and human-wildlife conflict. These incidents are tagged by location, time, and date.
- Tracking a unit's movement by taking GPS points and overlaying them on maps.
- Automatically transferring information and photos back to headquarters when a patrol has signal or storing information until a network or wireless connection is secured.
- Allowing managers to customize data collected.
- Storing information in a secure cloud-based database.
- Allowing users to share selected information with other organizations and make evidence-based management decisions.
- Allowing administrators to view reported incidences geospatially by patrol unit, time period, or incident type.

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## Lessons

- The process of iteratively bringing stakeholders together to jointly inform the conceptualization and design of WILD yielded benefits beyond those initially anticipated. Participants were able to establish consensus on historically sensitive issues and build trust for ongoing coordination. Prior to participating in the Partnership, some participants said it was challenging to communicate effectively with other organizations working toward similar goals in the same landscape, due to a lack of an appropriate platform. They are now able to communicate and coordinate on matters that extend beyond WILD.
- WILD data must be secure to ensure information is used to promote conservation and does not fall into the wrong hands. Conservancy organizations needed to be assured that their highly sensitive data would remain safe and secure, so WILD was encrypted and hosted on a secure server. Administrative access was pre-approved, password-protected, and a change record automatically generated and saved to record all modifications made. WILD has been designed and tested to ensure data is safe from both external and internal attackers, so users can focus on collecting data to protect wildlife.
- Strong management capacity is required to ensure that rangers are recording the desired data. Incoming data must be reviewed by management, so they can identify any needs for further data training for rangers. Unlike previous paper data collection methods, WILD allows managers to have a real-time check on what data rangers are recording. The process of rolling out such a data collection system can reveal gaps. Incentives, such as a simple rewards system for accurate data collection, can be helpful for encouraging consistent collection.
- Rapid input and rapid access are essential for data tools. Allowing rangers to input data quickly enables them to focus on responding to incidents. Real-time access to data is a high priority for intelligence efforts aimed at combating wildlife crimes strategically and effectively.

To learn more about PREPARED, visit: <https://www.usaid.gov/documents/1860/support-planning-resilience-east-africa-through-policy-adaptation-research-and>

## 8. Zoological Society of London in Nepal

### Learning Questions Addressed:

- What are examples of institutional arrangements, such as dedicated units or embed programs, that improved the capacity of enforcement or prosecution staff?
- What are some successful examples of partnerships used to deliver competency-building activities, and what made them work?

The Government of Nepal has supported community rights over natural resources by devolving management rights of one-third of the nation's forests. With four years of zero rhino poaching occurring between 2011 and 2017, Nepal is considered a model for the community management of forests. The country is home to more than 18,000 Community Forest User Groups that have contributed to the increase of forest cover. USAID has been a strong partner to the Government of Nepal by supporting community-based approaches to conservation through projects like [WWF's Hariyo Ban](#).

### Summary

In Nepal, the Zoological Society of London (ZSL) works to build and strengthen enforcement capacity and coordination to combat wildlife trafficking through a series of nested partnerships with government (the Department of Forests and the Department of National Parks and Wildlife Conservation), non-governmental organizations (the National Trust for Nature Conservation and Himalayan Nature), and local communities. This approach supports targeted policy interventions and innovative conservation technology as well as the development of Community-Based Anti-Poaching Units, anti-poaching Rapid Response Units, and the Spatial Monitoring and Reporting Tool (SMART) approach to protected area management and patrol-based monitoring.

### Problem

ZSL worked closely with Nepal's Department of National Parks and Wildlife Conservation to identify gaps in wildlife law enforcement capacity. Together, they identified three specific gaps and a wider need to improve coordination. First, outside of patrolled protected areas, the capacity to identify and respond to poaching was limited. Second, within protected areas, patrolling was often partial, with uneven coverage in time and space and a lack of prioritization and adaptability. The final gap was an inability to respond to identified poaching events in real time, either to prevent them or to apprehend perpetrators. Beyond these specific gaps was a wider need to enhance the communication of vital information across levels and actors combating wildlife trafficking.

## Approach

Each of the three main interventions tackles a capacity gap in Nepal's management of protected areas. Together, they form a well-coordinated system that responds to poaching threats. To remedy a lack of anti-poaching capacity outside of formally patrolled protected areas, ZSL established and

supports Community-Based Anti-Poaching Units. These units are made up of community members who regularly patrol local patches of forest and share observations from patrols to protected area authorities.



ZSL and the Government identified a need to improve coordination

To ensure effective coverage and targeting of protected area patrols and to enable flexibility in the face of changing and emerging threats, ZSL trains protected area staff in the SMART approach and helps institutionalize it at senior levels. The

SMART approach keeps detailed patrol records that call attention to gaps in patrolling and encourages a culture of adaptive management.

Information that is collected is also made readily available at other levels and informs the work of anti-poaching Rapid Response Units, staffed by existing protected area staff who are equipped and trained by ZSL. Rapid Response Units are able to quickly arrive at the scene of potential wildlife crimes by using: innovative technology such as cameras enabled with the global system for mobile communication, information from communities and SMART patrols, and the latest forensic and evidence handling techniques. This allows them to prevent the poaching incidents from occurring or deal with them appropriately to maximize the chance of apprehending the perpetrators.

## Results

Nepal has achieved four years of zero rhino poaching, demonstrating the impact of close partnerships committed to combating wildlife trafficking. The SMART approach has been adopted across over 1,000km<sup>2</sup>, with two protected areas regularly analyzing SMART data to understand threats and adaptively respond. This has resulted in over 70 arrests, nine poaching traps confiscated, 22 weapons seized, and at least three poaching camps destroyed in 2016-2017. Rapid Response Units have made 16 arrests and two wildlife rescues. ZSL also initiated an insurance policy, covering 372 frontline staff in 2017, which the government has adopted and is now initiating with all frontline staff in the country, including protected areas in the mountains. At the same time, there are 34 operational Community-Based Anti-Poaching Units, with each feeding valuable information into the wider system to combat wildlife trafficking and engaging communities in combating wildlife trafficking and conservation more generally. These Units have resulted in a remarkable improvement in coordination and communication between protected areas and communities.

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## Lessons

- **A range of partnerships that provide both a diversity of skills and access to institutional levers is important for effective capacity building.** The army, police force, local and national government, non-government organizations, and local communities are all key partners in capacity building. This enables knowledge exchange, creates opportunities to improve coordination, and enables active participation in program design and implementation.
- **Technology should be appropriate for the user and supported by proper training.** Providing technological solutions such as communication devices and remote camera networks can be a critical component of capacity building, but requires appropriate training to be provided alongside it.
- **Ensure new skills become institutionally embedded and not lost through staff turnover.** ZSL conducts training-of-trainers and refresher trainings to help ensure the continuity of vital skills and high motivation among frontline staff. Training should be evaluated to confirm that information is retained.
- **Dedicated units with specific responsibilities and good coordination can increase effectiveness through the division of responsibilities.** ZSL has experienced great success in developing dedicated units with specific responsibilities that are based in specific organizations or constituencies. These have both provided a basis to improve coordination and communication between groups and enabled a division of responsibilities and skills that supports greater efficiency and effectiveness.

To learn more about ZSL, visit: <https://www.zsl.org/>



## 9. Wildlife Crimes Unit in Indonesia

### Wildlife Conservation Society

Photo credit: WCS

#### Summary

Wildlife Conservation Society's (WCS) Wildlife Crimes Unit takes a unique approach to combat wildlife trafficking in Indonesia. The Unit – made up of WCS staff and their informants – performs intelligence work, assists law enforcement, helps build capacity for combating wildlife trafficking among law enforcement officers, and raises public awareness through the media. The Wildlife Crimes Unit works with various key agencies including: the police; the Supreme Court of Indonesia; Attorney General's Office; Customs and Excise; Ministry of Environment and Forestry;

Ministry of Marine Affairs and Fisheries; and Indonesia's Financial Transactions and Analysis Centre. Since it began operations in 2003, the Unit has supported more than 500 sting operations to arrest more than 600 wildlife trafficking criminals, with a sentencing rate of higher than 90%.

#### Learning Questions Addressed:

- What factors are necessary for effective cooperation among national, sub-national, and local authorities, especially for Wildlife Enforcement Networks?
- What are some successful examples of partnerships used to deliver competency-building activities, and what made them work?

#### Problem

A significant amount of illegal wildlife trade originates in Indonesia. Endangered species – or their parts – are traded nationally and internationally, including pangolins, tigers, rhinos, elephants, helmeted hornbills, orangutans, manta rays, and many more. Unfortunately, law enforcement officers' ability to detect and gather intelligence, conduct sting operations, and provide strong legal documentation are not enough to stop traffickers. The large geographic area that the limited number of officers are expected to cover further constrains their ability to reduce the scale of wildlife trafficking in Indonesia.

## Approach

Investigators gather wildlife poaching and trafficking information, providing accurate intelligence reports to law enforcement officers for sting operations. Using IBM i2 software to analyze suspects' cellphones and criminal history, the Wildlife Crimes Unit provides intelligence analysis to help detect criminal networks. Legal counsel provides technical assistance to police and civil investigators preparing legal documents for cases. To ensure the judicial system is providing fair sentences that deter future wildlife crimes, these lawyers: provide information on relevant regulations, offer scientific evidence,

monitor officers, serve as facilitators for collaboration between agencies, and conduct court monitoring.

The Unit works to increase relevant knowledge and skills of police, forest rangers, prosecutors, and judges through a series of trainings. Materials include case studies of wildlife trafficking, common practices and operations, species identification, forensics, cyber patrol, and maintaining chains of custody.

The Wildlife Crimes Unit also maintains relationships with journalists to raise public awareness. The Wildlife Crimes Unit provides various stories to the media, resulting in a [large number of published stories](#) each year.

  
Photo credit: WCS  
Endangered species are traded nationally and internationally, including pangolins.

## Results

To date, more than 30 middlemen involved in the trafficking of tiger, elephant, helmeted hornbill, pangolin, and shark and rays have been arrested. Other key actions and results of the Unit include:

- Support for London Metropolitan Police efforts to prosecute an animal parts smuggler in Surabaya, and support for Australian Federal Police in the investigation and arrest of an international reptile smuggler in Jakarta.
- Provision of targeted intelligence packages to German police and Malagasy authorities for a case related to reptile and tortoise trafficking.
- Use of i2 analysis to target suspects to dismantle 70% of the tiger crime networks in the Leuser landscape (Sumatra) and Java and 30% of the manta and shark networks in Eastern Indonesia.
- Support for more than half of the wildlife crime cases in Indonesia since 2012.
- Training of more than 100 prosecutors in 2016, 20% of whom now handle various wildlife crime cases.
- Publishing of more than 600 articles by national and international media about the Wildlife Crimes Unit's work in 2016.

## Lessons

- **Involving civil society from multiple professional disciplines complements government efforts to address wildlife trafficking and increase trust.** Providing intelligence information, assisting in sting operations, supporting day-to-day assistance to complete court paperwork, and working with journalists are crucial components to support government efforts to combat wildlife trafficking. Providing good technical assistance builds trust and creates a mutual partnership.
- **Identifying wildlife champions among law enforcement officers and providing them with the technical support they need to do their jobs is important.** WCS motivates wildlife champions by involving them in training, informing them of relevant intelligence, or involving them in joint sting operations with other agencies. Encouraging wildlife heroes can catalyze change in their internal agencies, potentially overcoming complicated bureaucracy, weak commitment, and corruption.
- **Recognize the differences among trafficking networks.** The Unit realized that wildlife trafficking in Indonesia is operated by both organized criminal groups and organized crime families. Organized criminal groups consist of various ethnicities and families who are supported by wealthy financiers, avoid confrontation with competition, and actively recruit and expand their networks. Organized crime families consist of a specific family or members of a particular ethnic group who establish monopolies over their area of crime and use violence to maintain their business.
- **Lack of domestic and international intelligence data hinders government response to wildlife trafficking.** Providing high-quality intelligence reports and analysis may both help government response and increase trust and confidence in partners.

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To learn more about the WCS Wildlife Crimes Unit, visit: <https://www.wcs.org/our-work/solutions/illegal-wildlife-trade>



## 10. Mesa Técnica in Guatemala

Wildlife Conservation Society

### Summary

Established in 2015, Mesa Técnica is a partnership among three civil society organizations working to build capacity for wildlife trafficking enforcement in the northern Guatemalan department of Petén. The partnership includes the Wildlife Conservation Society, Environmental Justice Forum of Petén, and Asociación Balam. Select personnel from these institutions sit on a close-knit committee dedicated to pursuing investigations into potential wildlife trafficking offenses. The committee works in coordination with the relevant law enforcement authorities and collaborates to deliver specialized training workshops to build government and civil society capacity to combat wildlife trafficking. This initiative is supported by funding from the Governments of the United States (U.S.) and the United Kingdom (U.K.): U.S.

### Learning Question Addressed:

What are good examples of systems, particularly judicial systems, that have made improvements in combating wildlife trafficking enforcement?

For nearly 20 years, the United States Agency for International Development (USAID) has provided support to Guatemala to improve rule of law, including efforts that have aided the fight against wildlife trafficking in the region. With the help of many implementing partners and the Guatemalan government, capacity has been built for security and justice sector institutions in the country through programs such as the Security and Justice Sector Reform Project.

Agency for International Development, U.S. Department of Interior, U.S. Department of State Bureau of International Narcotics and Law Enforcement Affairs, and the U.K. Illegal Wildlife Trade Challenge Fund.

### Problem

Wildlife trafficking is devastating many species across Central America and the Caribbean. It is rapidly becoming more organized, sophisticated, and global in its operations, threatening to replicate the patterns observed in Africa and Asia. This illicit trade undermines local livelihoods and national economies, exacerbates corruption, and threatens national security. The rich biodiversity of the Maya Biosphere Reserve in northern Petén is being eroded by wildlife and timber trafficking, threats that will only intensify as the human population in the area continues to grow and penetrate deeper into the reserve. A lack of economic opportunities in southeastern Petén, combined with population growth, has resulted in Guatemalan communities illegally extracting wildlife from Belize. This is exacerbating political tensions between the two countries. Low enforcement capacity, inadequate legislation, weak political will, and persistent corruption have hampered effective enforcement efforts against wildlife trafficking in both countries. Civil society leadership is therefore critical to strengthen government commitment and ensure recognition of wildlife trafficking as a serious crime.

## Approach

Mesa Técnica partnership was established with the informal endorsement of the government's National Council of Protected Areas (CONAP). While the principal objective is to detain and prosecute wildlife trafficking criminals, the partnership also plays an instrumental role in building wildlife law enforcement capacity in both government and civil society in Guatemala and Belize. Mesa Técnica coordinates closely with government and civil society partner institutions on a case-by-case basis, and through the joint delivery of specialized training workshops.



Photo credit: WCS

Members of Mesa Técnica meet monthly.

Members of Mesa Técnica meet on a monthly basis and maintain ongoing communication through a dedicated WhatsApp group. Potential wildlife trafficking activity is identified through social media searches, informant tip-offs, and information provided by partner institutions such as Friends for Conservation and Development in Belize. Follow-up investigations on particular cases are conducted in close coordination with the relevant

authorities in Guatemala, in particular CONAP, the Civil Intelligence and Nature Protection divisions of the National Police, and the Public Prosecutor's Office. Once an arrest is made, the Environmental Justice Forum of Petén provides legal support to help secure an appropriate conviction.

## Results

Mesa Técnica is the first and only partnership in Guatemala to effectively coordinate government and civil society efforts to combat wildlife trafficking, and initial achievements have been promising. In Mesa Técnica's first two years, the consortium's investigations led to three court cases related to scarlet macaw trafficking offenses. All resulted in successful convictions, and four individuals were prosecuted. Each received a five-year jail term, which could be avoided by paying \$1.50 per day of the jail term, plus an additional fine of \$1,350. These fines are believed to serve as a significant deterrent, as each macaw is valued at approximately \$810. The convictions were widely publicized in the local and national press and through social media posts, which received a considerable reaction from the public.

In addition, more than 350 person-days of training on combating wildlife trafficking enforcement have been delivered by Mesa Técnica partners, involving participants from more than 20 government and civil society institutions. Topics covered include the threat trafficking poses to Petén's wildlife, relevant national and international legislation, and specialized techniques for intelligence gathering and analysis. Feedback from participants on the quality and utility of the training has been overwhelmingly positive.

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## Lessons

- **Establishing trust is key, especially when corruption is prevalent.** The success of Mesa Técnica can primarily be attributed to the close, collaborative relationships that were built (1) between individual members who are in continual contact so they would share and act on new information and (2) with personnel in relevant government enforcement authorities so they would take further action on intelligence.
- **Partnerships across national borders strengthen enforcement efforts.** The close coordination between Mesa Técnica and partner institutions in Belize, in particular Friends for Conservation and Development, has facilitated the exchange of information on cross-border wildlife trafficking and sharing of lessons learned. There is considerable interest in replicating the Mesa Técnica initiative in Belize and establishing an equivalent body to the Environmental Justice Forum of Petén to build capacity within the justice sector and provide legal support to wildlife trafficking cases. These cross-border civil society partnerships are also driving joint efforts to promote binational collaboration on efforts to combat wildlife trafficking at the government level.
- **Government commitment toward combating wildlife trafficking enforcement needs to be strengthened.** Without it, significant shortfalls in government budgets allocated towards combating wildlife trafficking mean that progress can be entirely dependent on short-term project funding.

To learn more about Wildlife Conservation Society, visit: <https://www.wcs.org>



Photo credit: COLOGNE TO CAPETOWN

## II. Eyes in the Courtroom in Kenya

WildlifeDirect

### Summary

Eyes in the Courtroom is a public-private partnership between WildlifeDirect and the Judiciary of Kenya. This project monitors, tracks, and analyzes outcomes of wildlife crime trials in all 121 courts in Kenya. The analysis of these trials has provided a performance measure of the investigation, prosecution, and disposition of wildlife crime cases. This analysis assists Kenya's policy makers in guiding policy and institutional reforms by identifying priority areas across the wildlife crime justice chain that need attention. The novel approach used by Eyes in the Courtroom is being replicated in Malawi and Zambia.

### Learning Questions Addressed:

- What are good examples of systems, particularly judicial systems, that have made improvements in combating wildlife trafficking enforcement?
- What are some examples of successful partnerships used to deliver competency-building activities and what made them work?
- For specific audiences: which competency-building methods and content work best, especially for maintaining skills and retaining staff?

### Problem

At the beginning of the project, three major problems faced Kenyan wildlife crime enforcement. First, state-run wildlife law enforcement agencies lacked the capacity to measure their performance in handling wildlife crime cases and had no evidence that existing laws were deterring wildlife crime. Second, despite record seizures of illegal ivory and the status of Kenya as a trafficking hub, not a single high-profile trafficker or kingpin involved in the illegal ivory trade had been arrested, prosecuted, and convicted. Finally, there was no continuous professional development for investigators, prosecutors, magistrates, and judges on emerging and evolving wildlife law jurisprudence. Officers lacked access to the tools, legal research resources, and basic refresher courses on the dynamics of modern wildlife crime.

## Approach

Eyes in the Courtroom deploys lawyers to follow ongoing cases in court to ensure that transparency and accountability drive diligent prosecution. The goal is to bring wildlife criminals to justice while creating a deterrent for would-be offenders.

The project involves the collection and analysis of wildlife crime data to measure prevalence of offenses, conclusion of cases, outcomes of court cases, and the rigor of investigations leading to convictions. Court monitors visited all 121 court stations and studied more than 1700 wildlife crime court records from 2013 to 2016. In addition, WildlifeDirect has developed an Android- and web-based system that collects, manages, and analyzes generated wildlife crime data called "[iCourtroom](#)".



Judges and magistrates learned about enhanced penalties in Kenya's wildlife law.

crime justice chain. This analysis has revealed weak points in Kenya's wildlife crime prosecution, such as chain of custody, preservation of evidence, admissibility of evidence, and knowledge of the law.

## Results

Kenya's wildlife crime judicial reform is a notable success, resulting in a new law with the harshest penalties in the world for wildlife trafficking, the development of a variety of resources on wildlife law, robust growth in wildlife law jurisprudence, and buy-in to civil society-driven sensitization efforts by state actors.

**Professional Development and Capacity Building:** Using the results of the analysis, capacity building training has informed judges and magistrates about enhanced penalties in Kenya's wildlife law; trained prosecutors in trial advocacy; and built the capacity of investigators on wildlife crime scene preservation and evidence handling. WildlifeDirect developed accompanying resources to strengthen professional development, including the [Rapid Reference Guide](#) for the prosecution and investigation of wildlife crime, as well as [Wildlife Crime Digest](#) and [Guide to the Wildlife Law](#) to offer legal research and reference material to officers during and after training.

**Policy and Prosecution:** Through the [#HandsOffOurElephants](#) and [#CatchFeisal](#) media campaigns, WildlifeDirect successfully lobbied high levels of Kenya's government to strengthen its response to wildlife crime. This helped lead to the arrest of Interpol's most wanted ivory kingpin, Feisal Mohammed, who was implicated in the trafficking of two tons of elephant ivory in Kenya. Court monitors followed the case from arrest to conviction and supported the prosecution through legal research. This case has set a landmark precedent after Feisal's trial concluded in a sentence of 20 years in prison and a \$200,000 fine – marking the first time a high-profile trafficker was convicted in Kenya.

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## Lessons

- **Characteristics of effective law enforcement capacity building include:** (1) performance appraisal and measurement of existing enforcement and prosecution efforts, (2) development of supporting materials and resources, and (3) a best practices approach to training.
- **Public-private partnerships with the judiciary have fast-tracked information uptake and ownership of wildlife crime analysis.** This buy-in and ownership of judicial reform is crucial to success. WildlifeDirect recommended the establishment of a wildlife prosecution unit that now handles 93% of wildlife prosecutions.
- **Collaboration among all agencies handling wildlife crime is critical to success.** This creates the framework to support sharing of intelligence and resources. Accountability is strengthened if the framework is legally binding.
- **Lobbying at high levels of government and buy-in from reforming agencies fast-tracked capacity building for law enforcement officers.** Skilled wildlife law experts in civil society has assisted in developing capacity. WildlifeDirect currently employs Africa's first and only wildlife lawyer, bringing a specialized legal proficiency to government agencies.
- **Continuous professional development prepares staff for the complex dynamics of enforcing wildlife law in today's world.** Training on new tools increases the proficiency of staff and improves morale.

To learn more about Eyes in the Courtroom, visit: <http://wildlifedirect.org/legal-program/>



## I2. National and Transnational Serious Crimes Investigative Unit in Tanzania

Tanzania's Protected Area Management Solutions Foundation

### Summary

Tanzania's Protected Area Management Solutions Foundation has worked alongside – and empowered – the National and Transnational Serious Crimes Investigative Unit (the Unit) since 2014 to combat wildlife trafficking and poaching. This effort has received significant support and collaboration from a number of private American donors and partners, including assistance from the United States Fish and Wildlife Service, the Department of State, and the PROTECT project (Promoting Tanzania's Environment, Conservation, and Tourism), an initiative of the U.S. Agency for International Development (USAID). With guidance and capacity building support from the foundation, the Unit has become one of the most effective and recognized counter-trafficking teams in Africa, having completely changed the game and gained an advantage over notorious wildlife crime syndicates in Tanzania.

### Problem

From 2009-2014, more than 60% of the Tanzanian elephant population was lost to poaching, which accounted for 30% of all illegally killed elephants on the African continent during that same period. The devastation hit southern Tanzania particularly hard, with the elephant population of the Selous-Mikumi landscape decreasing from 45,000 to 15,000 and the Ruaha-Rungwa landscape population decreasing from 34,000 to 8,000.

### Learning Questions Addressed:

- What are examples of institutional arrangements, such as dedicated units or embedded programs, that improved the capacity of enforcement or prosecution staff?
- What are good examples of systems, particularly judicial systems, that have made improvements in combating wildlife trafficking enforcement?

The Foundation seeks to address a number of key issues concerning wildlife trafficking in Tanzania, including:

- Corruption and minimal political will to fully tackle investigations and cases, especially against high-level traffickers.
- Use of rudimentary and reactive tactics to combat wildlife trafficking that focus on lower-level poachers.
- Poor record of prosecuting and convicting perpetrators of environmental crimes.
- Limited interagency coordination among Tanzanian law enforcement agencies and donors.

These issues have been widely publicized, with the international spotlight increasingly falling on the illicit ivory trade. However, as recently as 2014, few solutions to stem the poaching crisis seemed to have gained traction in source countries like Tanzania.

## Approach

To address Tanzania's wildlife crime crisis, the foundation took extraordinary risks and identified, trained, and empowered a highly skilled and experienced team whose members had not traditionally worked in the wildlife sector. The Unit was formed in the wake of the 1998 terrorist bombings of the U.S. embassies in Tanzania and Kenya to focus on countering terrorism. Years later, the unit expanded their focus to anti-piracy and anti-robery efforts. By November 2014, the foundation supported the Unit to operationalize a wildlife trafficking mandate from the Government of Tanzania. The foundation fully embedded itself within the Unit and provided daily mentoring and logistics support as well as equipment, software, and more advanced training in intelligence-driven methods. The foundation also worked from the ground level up, starting with training village game scouts in poaching hotspots all the way to the upper levels of Tanzania's intelligence community. The foundation defended the Unit from corruption and political sabotage and introduced them to an array of experts who helped build the skills of top wildlife law enforcement professionals. The foundation set up programs beyond law enforcement, such as education, human-wildlife conflict prevention, anti-poaching media campaigns, and other development initiatives that build up national political will to combat wildlife crimes.

## Results

Between November 2014 and March 2017, the Unit apprehended more than 1,415 suspects, leading to 436 prosecutions and 358 convictions. Eight of those criminals were sentenced to more than 30 years in prison, and 71 received sentences of more than 15 years. Many cases are still pending. A total of 428 firearms were also seized and removed from circulation over this period, along with 4,260 rounds of ammunition.

### In Memoriam: Wayne Lotter

Wayne Lotter dedicated his life to protecting wild animals and places. He served as a wildlife ranger in South Africa's Kruger National Park 25 years ago, and then in Kwa-Zulu Natal Province. In 2009, he, along with Krissie Clark and Ally Namangaya, founded PAMS to address various threats to biodiversity in Tanzania and across Africa just as the elephant poaching and ivory trafficking crisis started to spike. On August 16, 2017, Wayne and Krissie were traveling from Arusha to Dar-es-Salaam. As they took their regular taxi home, three gunmen surrounded them and one shot and killed Wayne. Wayne had supported sensitive criminal investigations and received death threats for years. The circumstances surrounding Wayne's death and its likely relationship to his work continue to be investigated by Tanzanian police. One thing is certain: the work of PAMS and the Unit will go on.

Two of the Unit's most publicized cases involve the arrest and successful prosecution of notorious trafficker Boniafe Mariango, nicknamed Shetani (Swahili for "The Devil"). He was sentenced to 12 years in prison in March 2017. Judgment for a second, more severe case against him is expected in 2018. Shetani operated a poaching network across five African countries that was responsible for the deaths of thousands of elephants. His arrest led to the prosecution of Yang Fenglan (nicknamed "The Ivory Queen"), who has been involved in wildlife crime in Tanzania for decades.

While these cases have received ongoing media attention, several others have been even more significant in terms of their scope, damaging syndicates that traffic from source regions in west and east Africa to demand hotspots in southeast Asia.

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## Lessons

- **Having outside experts embedded in the Unit has proven to be valuable for capacity building, on-the-job training, and mentoring.** These relationships go beyond short training sessions, lasting sometimes over several months or years, but ultimately resulting in stronger outcomes and more sustainable law enforcement.
- **Corruption derails efforts to combat wildlife trafficking, so fighting corruption is just as important as ending poaching.** Corruption can overwhelm wildlife agencies and render them ineffective or even complicit in trafficking. The Unit's has adopted a zero tolerance policy around corruption.
- **Software and technical support can do wonders for law enforcement agencies, but it must be appropriate for the given users.** Clearly defined targets and objectives are necessary, with a long-term training plan to ensure uptake, technical support, and sustainability.
- **Without political will and proper performance incentives, technological solutions alone will not work.** The foundation and the Unit have developed strong systems to build political will and ensure stronger performance of its team, from bonuses to the deeper cultivation of pride in protecting Tanzania's wildlife and natural heritage.
- **Providing support along the law enforcement chain is critical to ensuring that a given case moves from preliminary investigation into conviction and sentencing.** The Unit provides such capacity building along the chain of law enforcement, ensuring that the enforcement process is effective from arrest through sentencing.
- **Poaching syndicates share intelligence and coordinate activities.** Law enforcement and donor networks should do the same. Competition over donors and territories often render activities that combat wildlife trafficking counterproductive, if not detrimental. As an interagency task force, the Unit has built this type of alliance among agencies and donors.

To learn more about Protected Area Management Solutions Foundation, visit: <https://pamsfoundation.org>







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