



USAID BIODIVERSITY  
Combating Wildlife Trafficking  
COLLABORATIVE LEARNING GROUP

PHOTO: JASON HOUSETON FOR USAID

## Interagency Cooperation Practice Note

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Monica Zavagli, Global Wildlife Program  
Sal Amato, SMA Consulting  
January 24, 2023



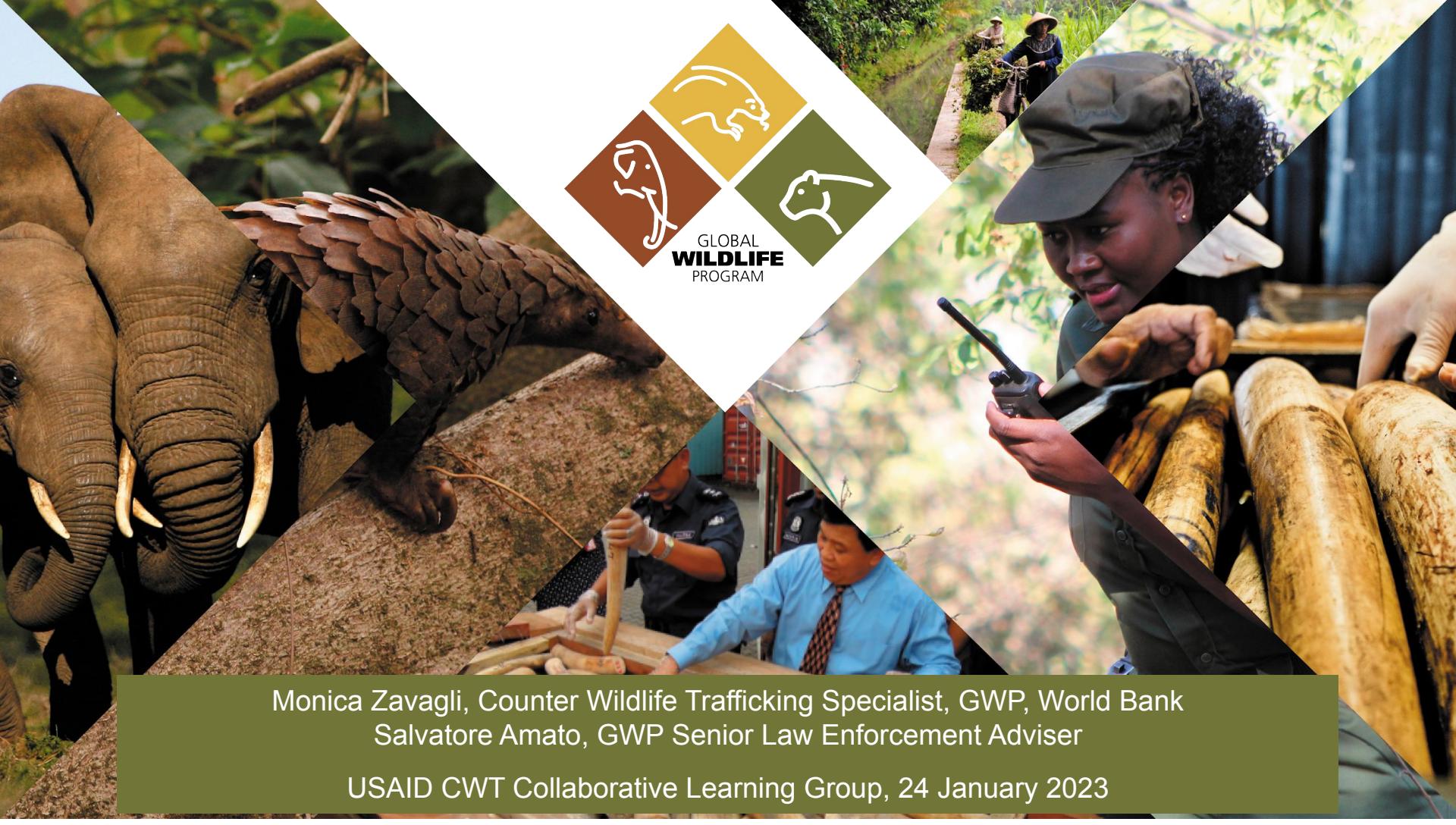
# TODAY'S SPEAKERS



**Monica Zavagli**  
World Bank Group



**Sal Amato**  
SMA Consulting



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

USAID CWT Collaborative Learning Group, 24 January 2023

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



- ▶ GEF Funding  
\$230 million
- ▶ Co-Financing  
\$1.4 billion

Supported by



Led by



WORLD BANK GROUP

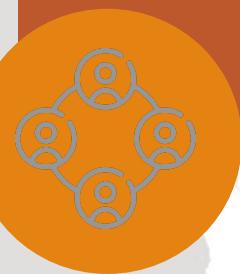
In Partnership with



**TRAFFIC**  
the wildlife trade monitoring network

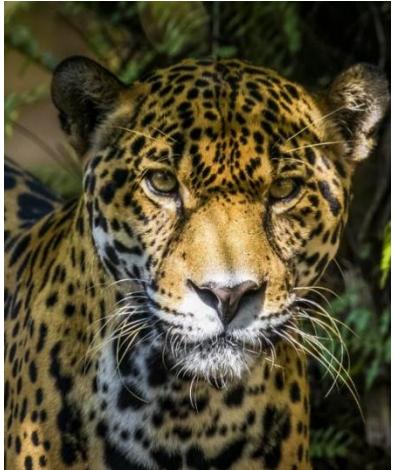


Over 30 countries:  
Africa, Asia & Latin  
America





# GWP thematic focus



Conserve  
Wildlife and  
Habitats



Promote  
Wildlife-based  
Economies

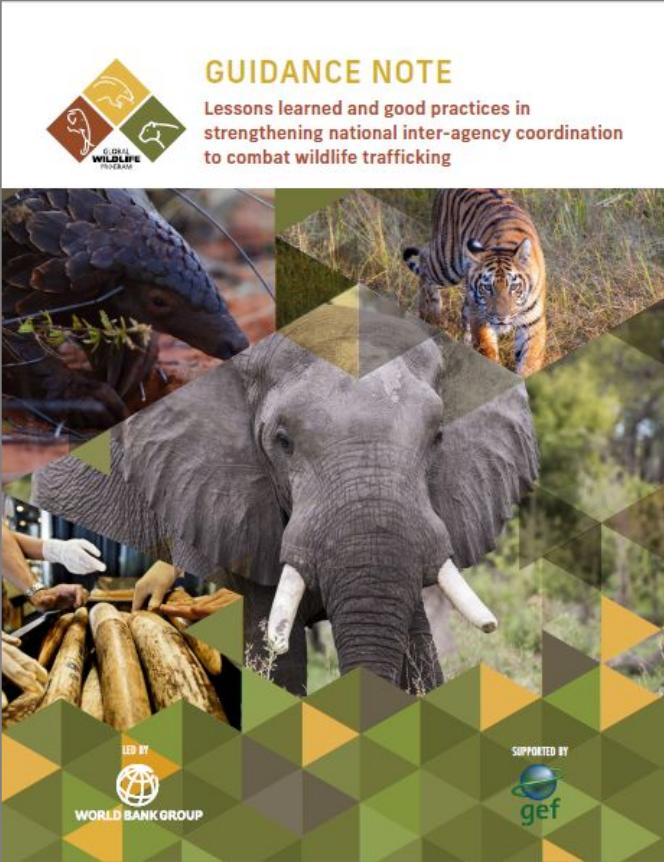


Combat  
Wildlife  
Trafficking



Reduce  
Demand

Knowledge Exchange



# New GWP Guidance Note

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



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

Establishment of 8 new mechanisms

Strengthening of 5 existing mechanisms

Examples:

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



# Key themes for effective inter-agency coordination mechanisms



# 1: Membership

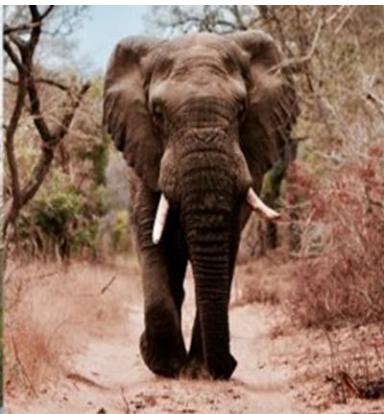
Guiding questions

Which agencies participate?

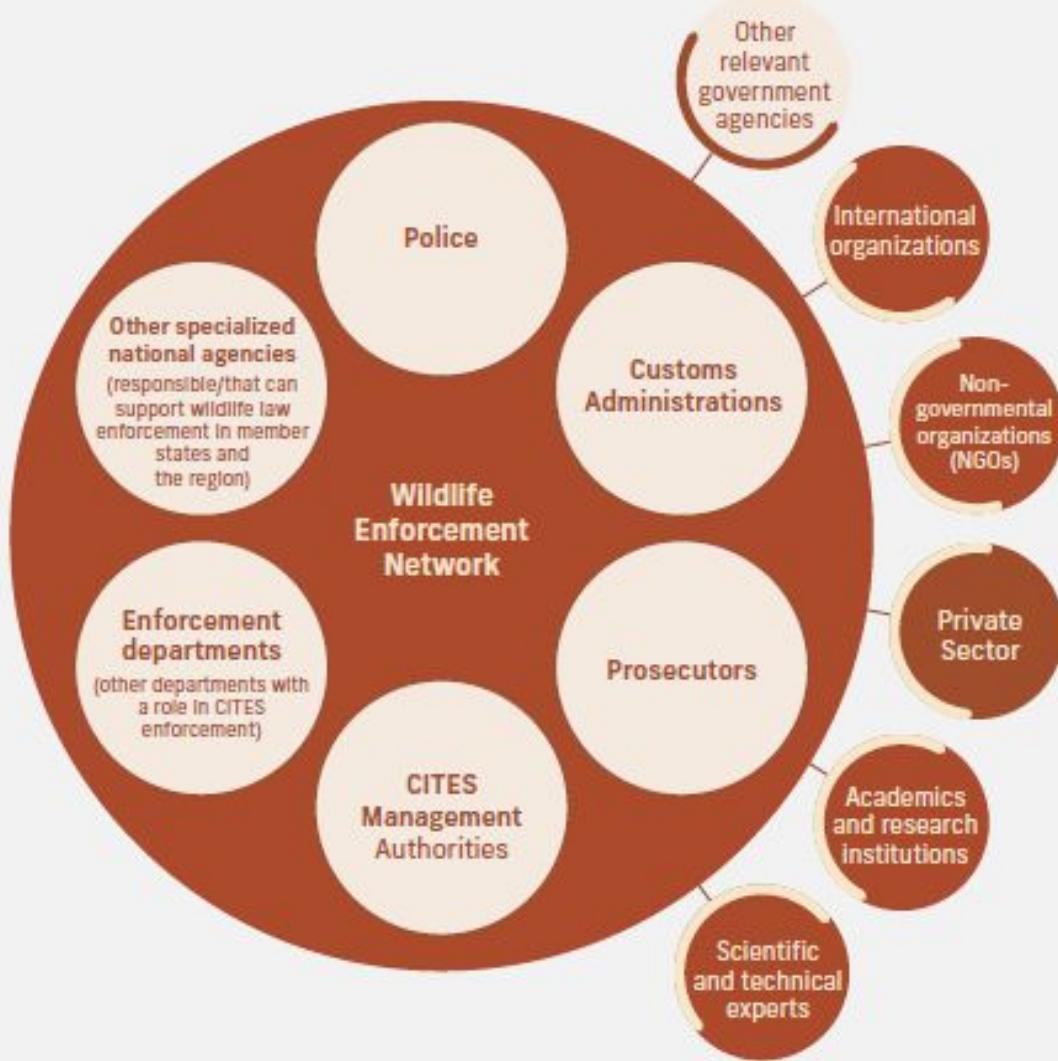
What is the actual level of that participation?

Are any key agencies absent?

Is membership improving or getting worse?



# Overview of the Wildlife Enforcement Network (WEN) concept



## *Membership*

### CHALLENGES

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

### LESSONS LEARNED and RECOMMENDATIONS

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

## 2: Governance

### Guiding questions

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

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

Does the lead agency potentially alienate other members?

Does the mechanism have clear aims and objectives?

Do agencies understand their role within the group?

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



## CHALLENGES

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

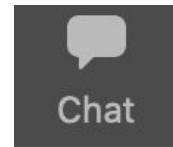
## LESSONS LEARNED and RECOMMENDATIONS

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

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

**What has worked?**

Please share insights in the chat box



# 3: Communication

## Guiding questions

To what extent do members communicate?

How often does the group meet?

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

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



## Communication

### CHALLENGES

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

### LESSONS LEARNED and RECOMMENDATIONS

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

# 4: Resources

## Guiding questions

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

Can the mechanism sustain itself without external support?



## *Resources*

### CHALLENGES

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

### LESSONS LEARNED and RECOMMENDATIONS

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

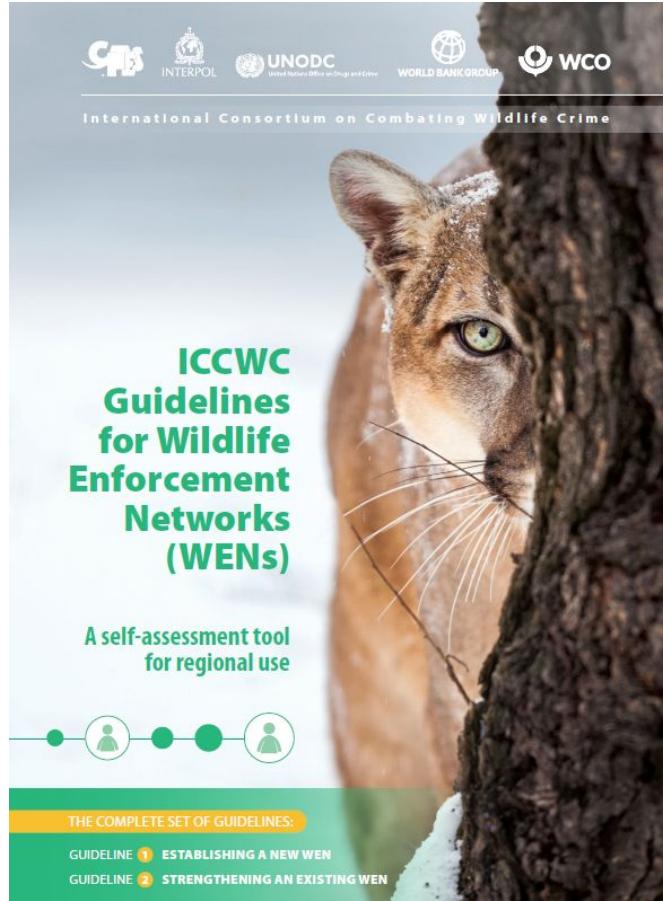
# 5: Effectiveness

Guiding questions

What makes an inter-agency coordination mechanism effective?

Do agencies see value in being part of the mechanism?





# ICCWC Guidelines for WENs

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

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

## *Effectiveness*

### CHALLENGES

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

### LESSONS LEARNED and RECOMMENDATIONS

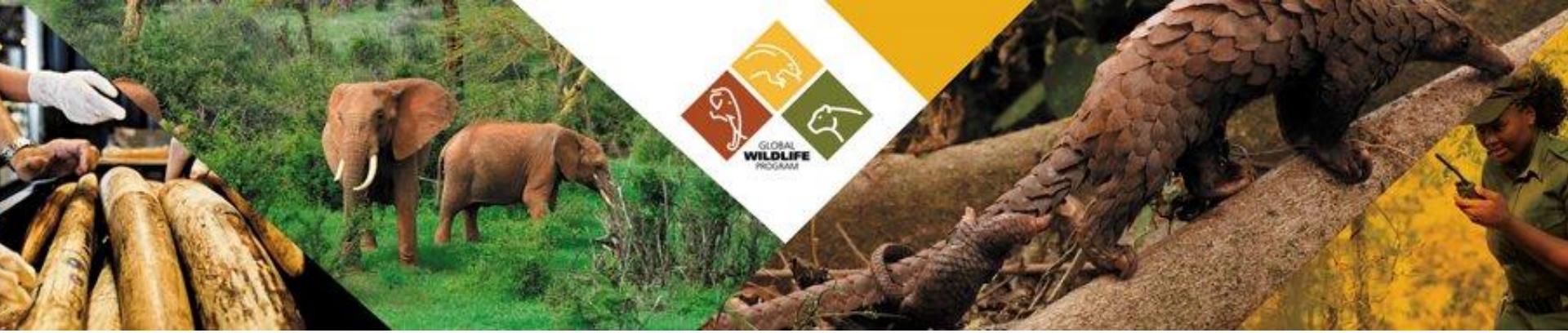
- ▶ Effective mechanism are made-up of reps who can make decisions
- ▶ Collaborative assessment processes can be helpful but need to happen early
- ▶ Importance of identifying how each ember can contribute
- ▶ Establish clear monitoring and evaluation protocols

# CONCLUSIONS

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

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





# Thank You

If interested to learn more, reach out to:

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

# QUESTIONS & ANSWERS

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# TOOLS AND RESOURCES

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



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

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

[Search this Site](#)



# THANK YOU!

PHOTO: NORTHERN RANGELANDS TRUST

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